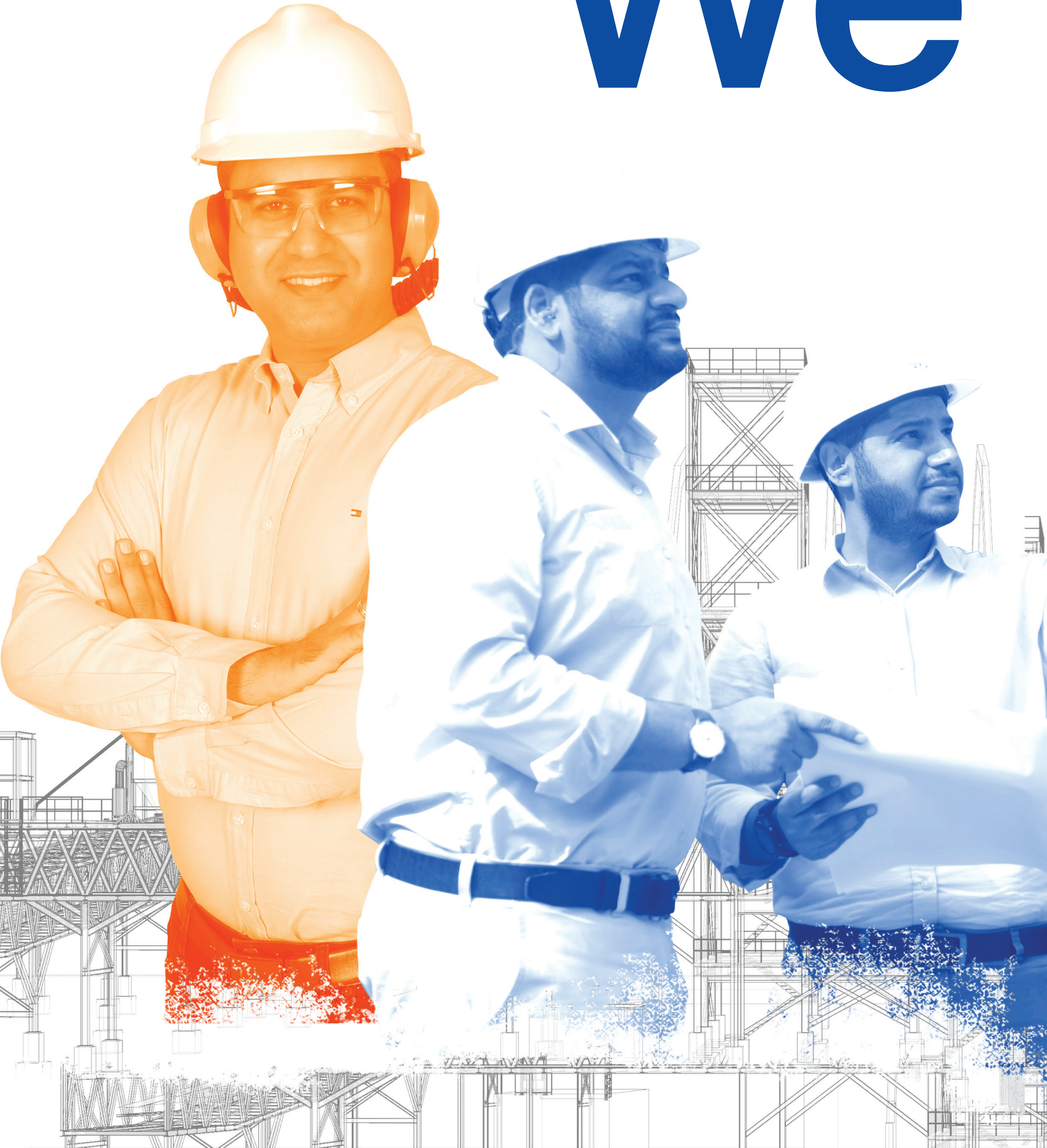
The Art of We

ANNUAL REPORT 2024-25

LCI
LUCKY CORE INDUSTRIES

YBG

The Art of We



The ‘Art of We’ reflects the power of collaboration, where every individual, every role, and every contribution come together to create something remarkable. Just as diverse elements come together to form a cohesive whole, collective efforts produce extraordinary results that transcend individual boundaries.

At Lucky Core Industries Limited (LCI), this art of collaboration is woven into the fabric of our organisation. From plant sites to boardrooms, every voice and every effort plays a vital role. Across our diverse businesses, our collective achievements showcase the strength of our unified approach.

In this Annual Report, we invite you to take a glimpse at how our collective spirit drives every aspect of our journey, always guided by our vision, mission and values.

Contents

04

Business Performance

05

Sustainability Performance

06

Financial Performance

Review of the Chairman

Dear Stakeholders,

On behalf of the Board of Directors of Lucky Core Industries Limited (LCI), I am pleased to present the Annual Report for the year ended June 30, 2025.

In yet another year marked by significant challenges, the Company has demonstrated resilience, adaptability, and an unwavering commitment to its guiding principle of Delivering Enduring Value to all stakeholders. I extend my heartfelt appreciation to our valued stakeholders for their continued trust, and I commend the dedication of our employees, whose steadfast commitment remains the bedrock of our sustained progress.

During the year under review, LCI operated in a highly challenging external environment. Through a focused and disciplined approach, the Company continued to identify opportunities to reinforce its standing across Pakistan's economic landscape. Elevated energy tariffs and persistently high taxation remained a source of competitive disadvantage vis a vis regional and global competitors. As part of the ongoing economic reform programme, the Government introduced multiple measures aimed at enhancing transparency and promoting documentation within the economy. Additionally, it undertook a tariff rationalisation programme to improve competitiveness of downstream manufacturing to support its export-led growth initiative. Whilst aggressively reducing import tariffs to the detriment of the local manufacturing industry, the Government is yet to address underlying inefficiencies and cost inequities as a consequence of high-power tariffs, inadequate infrastructure, interest rate differentials, and elevated taxation.

On a more positive note, headline inflation eased over the year, offering some respite in input costs and monetary conditions. This improvement coupled with greater foreign exchange liquidity and a gradual clearing of import backlogs, helped alleviate certain supply-side constraints.

Globally, the backdrop was equally complex, with slowing growth in major economies, tight monetary conditions, and persistent geopolitical tensions. These factors weighed on trade flows and investor sentiment, with knock-on effects for Pakistan's external account. For LCI, the impact was visible with volatility in supply chain costs particularly in businesses reliant on internationally traded input commodities. Nonetheless, the Company responded with agility, leveraging strategic sourcing, productivity enhancements, and a disciplined commercial approach to mitigate pressures. The Soda Ash and Polyester Businesses navigated growing import competition and fluctuating prices, while the Pharmaceuticals Business proactively addressed challenges in sourcing critical raw materials.

Despite these headwinds, LCI sustained its focus on operational resilience and long-term value creation. Consolidated Net Turnover for the year stood at PKR 119,941 million, broadly in line with the same period last year (SPLY). Operating Income and Profit After Tax rose by 5% over the SPLY, reaching PKR 18,031 million and PKR 11,757 million respectively.

The year also saw LCI taking purposeful steps to unlock value across its portfolio, reinforcing working capital discipline, enhancing manufacturing efficiency, and optimising export potential. A noteworthy achievement was the successful integration of the newly acquired assets in the Pharmaceuticals Business, which has strengthened the Company's healthcare footprint and accelerated growth in a priority segment.

Looking ahead, we are mindful that both global and domestic landscapes will remain complex and uncertain. However, the Company is well-prepared to navigate emerging risks and seize new opportunities through strategic foresight and its proven ability to adapt to change. The Board remains committed to empowering the management team with the vision, direction, and resources necessary to drive innovation, shape the future, and deliver sustainable, long-term value.

In closing, I wish to express my deep gratitude to my fellow Board members for their invaluable guidance and support, to the management for their resolute leadership, to our employees for their dedication, and to all our stakeholders for their enduring confidence in LCI. Together, through shared purpose and determination, we remain committed to responsible growth and sustainable progress.

Best Regards,

Muhammad Sohail Tabba
Chairman
Lucky Core Industries Limited

Message from the Chief Executive

Dear Stakeholders,

As we reflect on another year of progress, we at Lucky Core Industries Limited (LCI) remain rooted in our belief that unity, collective purpose, and diverse perspectives are the foundation of lasting progress. Our Annual Report 2024-25 embodies this spirit, highlighting the power of collaboration across teams, with our partners, and within the communities we operate in. It reflects how our people, guided by shared values, continue to shape a resilient and responsible organisation.

Guided by this ethos, I am pleased to share an overview of the progress we have made over the past year, showcasing the team's commitment, determination, and embodiment of LCI's vision, mission and values.

During the year, despite heightened geopolitical and macroeconomic uncertainty, the Company delivered stable financial performance, with unconsolidated Net Turnover broadly in line with the same period last year, while Operating Results rose by 4%. The Company's Profit After Tax increased by 4%, supported by improved operating efficiencies and a reduction in finance costs due to the lower interest rate environment, which correspondingly negatively impacted finance income compared to the SPLY. In line with our commitment to create enduring shareholder value and improve accessibility and stock liquidity, the Company undertook a subdivision of its ordinary shares, reducing the face value of its ordinary shares from PKR 10/- per share to PKR 2/- per share. Regulatory formalities for the stock split were concluded on July 19, 2025, and trading in post split shares commenced at the Pakistan Stock Exchange on July 21, 2025.

During the period under review, our businesses contributed in delivering improved financial performance despite strong headwinds across multiple sectors of the economy. The Pharmaceuticals Business delivered robust growth during the year, building on the agreements signed last year for the acquisition of select assets from Pfizer entities. The successful integration of a state-of-the-art manufacturing facility and a diverse product portfolio enhanced our footprint in the healthcare space. Since the inception of its manufacturing journey in 2016, the Pharmaceuticals Business now manufactures over 60 products in 10 therapeutic areas, including gynaecology, oncology, paediatrics, cardiometabolic and central nervous system.

The Animal Health Business continued its forward momentum, despite ongoing volatility in its operating environment. Sharp focus on portfolio enhancement and operational efficiencies enabled the business to sustain performance and expand reach, providing efficacious solutions for both the poultry and livestock segments. In line with the Company's commitment to creating long-term value, construction of our new Animal Health manufacturing facility continued in full swing. With operations expected to commence towards the end of FY 2025-26, the facility will further strengthen our localisation efforts and drive long-term growth.

The Polyester Business navigated itself through a challenging external environment with both import-driven pressures and muted domestic demand. Nevertheless, the business maintained its strategic focus on specialised fibre variants and supply chain optimisation. Notable progress was also made on the sustainability front, with the successful completion of a Life Cycle Assessment (LCA) of our recycled fibre, revealing nearly 50% lower CO_2 emissions compared to virgin alternatives. Additionally, the business strengthened its partnerships with key suppliers and global brands, laying the foundation for long-term competitiveness.

The Soda Ash Business, operated in a constrained market environment, with muted local demand and external pressures, including sharply lower export prices and elevated freight costs, impacting overall performance. However, amidst these challenges, the business marked a milestone, achieving its highest-ever annual sales of sodium bicarbonate at 52,258 tonnes. This accomplishment underscores the business's ability to adapt and find opportunity even in testing times.

The Chemicals & Agri Sciences Business encountered challenges across both Chemicals and Agricultural inputs. Despite difficult market conditions, the Chemicals and Masterbatches segments registered volumetric growth, supported by improved market penetration, expanded production capacity, and portfolio diversification. In the Agri Sciences segments, the business remained focused on enhancing customer value through strengthened engagement and continued efforts to widen its reach.

As one of the leading manufacturing concerns, we remain committed to protecting the environment and supporting the communities in which we operate. Our sustainability initiatives reflect our commitment to build a better, more sustainable future. Building on the momentum from previous years, our ongoing programme, Catalyst 2030 - Climate Action Plan, has continued to drive our ambitious decarbonisation goals through nature-based and science-led solutions. I am also pleased to share that our efforts in Health, Safety, Environment, and Security (HSE&S) were recognised with multiple accolades. Safety, for us, is not merely a metric but a mindset. This commitment was demonstrated through approximately 49.9 million safe man-hours recorded this year, alongside structured audits and continued investment in employee health and well-being. Furthermore, LCI's philanthropic and employee-led volunteer initiatives, spanning health, education, women's empowerment, environmental conservation, and community development, delivered meaningful shared value.
For more details on our sustainability strategy and progress on material topics, please refer to our Sustainability Report 2024–25.

Our people remain the driving force behind the Company's success. Their passion, creativity, and resolve transform intention into impact, shaping a culture where growth, innovation, and inclusion are not just goals but everyday realities. Building on last year's introduction of the employee engagement platform, Core Connect, we deepened dialogue, translated feedback into action, and reinforced a culture of accountability and growth. We continued to invest in capability-building, delivering over 53,000 training hours and expanding opportunities for cross-functional growth. Our continued focus on diversity, equity, and inclusion helped foster a workplace where individuals feel empowered to contribute their unique strengths. It is through this unity of purpose, strengthened by empathy, ownership, and mutual respect, that we continue to move forward, not just as a Company but as a connected, purpose-driven community.

Finally, and importantly, I would like to take this opportunity to thank all our stakeholders for their ongoing support, our Board of Directors for their guidance and our many ambassadors who have contributed to the growth and success of LCI. Together, we will continue pushing boundaries, creating value, and shaping a future that belongs not to any one of us, but to all of us.

Yours Sincerely,

Asif Jooma

Asif Jooma
Chief Executive
Lucky Core Industries Limited

About the Report

The Annual Report for the FY 2024-2025 is prepared in accordance with the Integrated Reporting Framework, providing an extensive overview of Lucky Core Industries Limited (LCI) efforts throughout the year to create value for its internal and external stakeholders. By sharing relevant information about the Company's key milestones, financial and sustainability performance and accomplishments throughout the year, LCI aims to present an overview of its achievements and contributions. The information disclosed in this Report is in accordance with the Best Corporate Reporting criteria applicable for FY 2024-25.

Reporting Period

The reporting period for this publication aligns with LCI's FY 2024-25, spanning from July 1, 2024, to June 30, 2025.

Reporting Framework

This Report provides an in-depth and transparent disclosure of the Company's financial, environmental, and social performance. In preparing this Report, the Company was guided by the local statutory and regulatory requirements and is also in compliance with the following:

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

02 Companies Act, 2017, and other allied laws and regulations

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

04 Rule Book of the Pakistan Stock Exchange

05 Income Tax Ordinance, 2001 and related rules

06 Other Rules, Regulations, Circulars, Notifications, and Guidelines of the SECP

07 Global Reporting Initiative Standards for Sustainability Reporting

08 UN Sustainable Development Goals

Report Boundary

This Report contains six sections, including the Company's Overview, Strategy, Governance, Business Performance, Sustainability, and Financial Performance.

Materiality

The Company's process for the determination of materiality has been carried out in accordance with the applicable financial reporting framework.

Board Approval

The Directors' Report and the financial statements contained within have been approved by the Board of Directors at its meeting held on July 31, 2025.

Assurance

Independent external auditors A.F. Ferguson & Co. Chartered Accountants have assured the Company's financial statements. In line with the regulatory requirements, the appointment of auditors is approved by the Members based on the recommendation of the Board of Directors at the Annual General Meeting of the Company.

Forward Looking Statement

LCI is committed to creating a lasting impact by leveraging innovation and operational excellence to drive growth in a dynamic business environment. The Company's focus on responsibly delivering sustained growth enables shared value creation for all its stakeholders. As an equal opportunity employer, LCI prioritises its diverse and empowered talent pool, investing in their well-being, growth, development and fostering an inclusive and employee-centric culture.

Contact us

To share any feedback or comments related to this Report, please email: **investor.relations@luckycore.com** or **ccpa.pakistan@luckycore.com**

Company Information

Board of Directors
Muhammad Sohail Tabba – Chairman (Non-Executive Director)
Muhammad Ali Tabba – Vice Chairman (Non-Executive Director)
Jawed Yunus Tabba – Non-Executive Director
Amina A. Aziz Bawany – Non-Executive Director
Asif Jooma – Chief Executive (Executive Director)
Adnan Afridi – Independent Director
Syed Muhammad Shabbar Zaidi – Independent Director
Ariful Islam – Independent Director

Audit Committee
Syed Muhammad Shabbar Zaidi – Chairman
Adnan Afridi – Member
Muhammad Ali Tabba – Member
Jawed Yunus Tabba – Member

HR & Remuneration (HR&R) Committee
Adnan Afridi – Chairman
Muhammad Sohail Tabba – Member
Muhammad Ali Tabba – Member
Jawed Yunus Tabba – Member
Asif Jooma – Member

Banking Committee
Asif Jooma – Chairman
Adnan Afridi – Member
Ariful Islam – Member

Executive Management Team (EMT)
Asif Jooma
Chief Executive
Atif Aboobukar
Chief Financial Officer*
Nauman Shahid Afzal
Chief Operating Officer, Chemicals & Agri Sciences Business
Laila Bhatia Bawany
Chief Legal Officer & Company Secretary
Rizwan Afzal Chaudhry
Chief Operating Officer, Polyester Business
Himra Mursil[1]
Chief People Officer
Muhammad Umar Mushtaq
Chief Operating Officer, Soda Ash Business
Atif Siddiqui
Chief Operating Officer, Pharmaceuticals Business

*Alphabetised as per the last name

Chief Financial Officer
Atif Aboobukar

Company Secretary
Laila Bhatia Bawany

Head of Internal Audit
Khalid Munif Khan

Bankers
Al Baraka Bank (Pakistan) Limited
Allied Bank Limited
Allied Bank Limited – Islamic Banking Group
Askari Bank Limited
Askari Ikhlas – Islamic Banking
Bank Al Habib Limited
Bank Al Habib – Islamic Banking
Bank Alfalah Limited
Bank Alfalah Limited – Islamic Banking Group
Bank Islami Pakistan Limited
Bank of Khyber
Bank of Punjab
Dubai Islamic Bank Pakistan Limited
Faysal Bank Limited
Habib Bank Limited
Habib Bank Limited – Islamic Banking
Habib Metropolitan Bank Limited
Habib Metropolitan Bank – Sirat Islamic
MCB Bank Limited
MCB Islamic Bank Limited
Meezan Bank Limited
National Bank of Pakistan
Samba Bank Limited
Standard Chartered Bank (Pakistan) Limited
Standard Chartered Bank (Pakistan) Limited – Saadiq
United Bank Limited
UBL Ameen

Registered Office
5 West Wharf, Karachi – 74000.
Tel: 111-100-200 / (021) 32313717-22 | Fax: (021) 32311739
Website: www.luckycore.com

Share Registrar
FAMCO Share Registration Services (Private) Limited
8 – F, Nursery, Block – 6, P.E.C.H.S
Shahrah-e-Faisal, Karachi.
Tel: (021) 34380101-5 | Fax: (021) 34380106
Website: www.famcosrs.com.pk

External Auditors
A.F. Ferguson & Co.
Chartered Accountants

Legal Advisor
Imran Mushtaq & Co.
78 – B, Mozang Road (Opp. British Council), Lahore.
Tel: (042) 36298185

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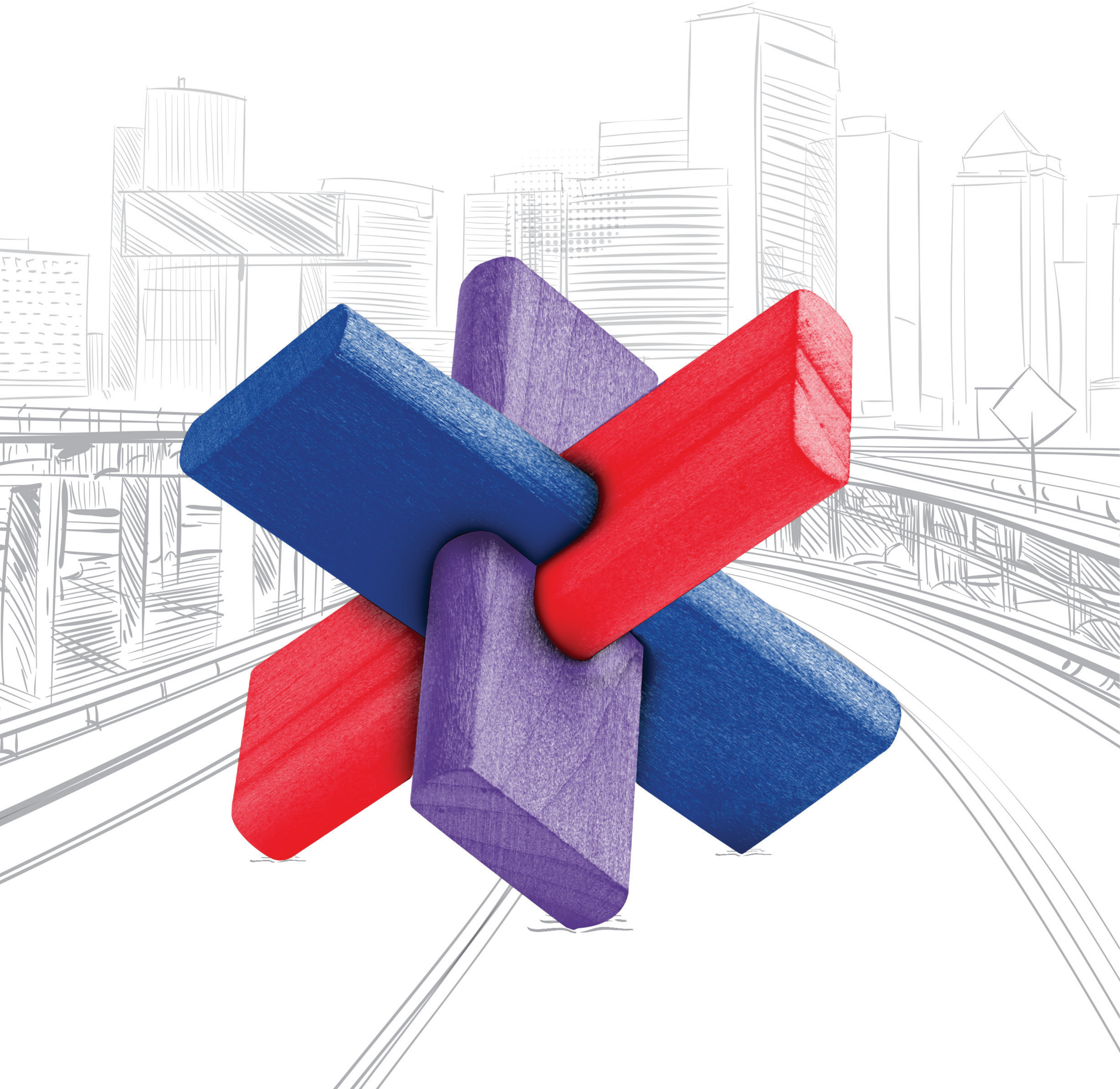
1. Joined with effect from February 03, 2025.

Organisational Overview



The Art of Shared Purpose

This section presents an overview of the organisational framework, leadership team, key highlights, guiding values, and an analysis of the broader macroeconomic environment.

Vision, Mission and Values

Our Vision

As a partner of choice, Lucky Core Industries Limited aspires to build a strong local and international footprint through sustainable growth and by creating value for all stakeholders.

Our Mission

Improving Lives across the socio-economic fabric, through best-in-class solutions.

Our Values

The Company lives by its values. In the expanding world of Lucky Core Industries Limited, its core values remain an enduring constant. They are what define the Company.

Customer Centricity

Committed to the success of its customers, their needs are at the centre of LCI's universe – the Company exists because of them.

Integrity and Responsibility

Ethical and responsible behaviour is LCI's license to operate. Uncompromising integrity in all its dealings is the backbone of LCI. The Company has a zero-tolerance policy for violations of its Code of Conduct.

Innovation

LCI is responsive to the challenges of change and to new and existing opportunities. It strives to come up with better, smarter and simpler solutions.

Passion for People

LCI's success is based on the multiplier effect of its people. A 'Passion for People' drives LCI to harness energies, cultivate and nurture its talent, manage their well-being and, most importantly, create a learning environment conducive to development and growth.

Delivering Enduring Value

Delivering sustained growth and enduring value to benefit LCI's shareholders, employees, suppliers, customers and the communities where it operates.

Code of Conduct

LCI has always adhered to the highest ethical standards in all its business operations. The Company's Code of Conduct captures its values and encompasses business principles and ethical standards that the Company is committed to upholding. It guides LCI every step of the way.

A detailed version of the Code of Conduct is available on the Company's website. As an integral part of the Company's onboarding process, all new employees are required to familiarise themselves with the Code of Conduct and submit a signed undertaking to comply with its principles.

Code of Conduct Principles

Company's Responsibilities

Equal Opportunities

LCI is committed to creating a conducive working environment for its employees. The Company recruits, hires and promotes employees solely on the basis of merit and suitability for the job, utilising objective and non-discriminatory criteria. The Company is committed to facilitating employees' individual and professional development through training/learning opportunities, along with coaching and mentoring.

Conducive Work Environment

LCI understands that openness, integrity, and reliability are essential to fostering bilateral communication. The Company does not tolerate harassment, discrimination of any kind or irregular conduct. LCI protects the privacy of its employees.

Health, Safety and Environment (HSE)

The Company provides a safe and healthy work environment to promote the wellbeing of its employees. It is the responsibility of each employee to comply with HSE programmes, rules and regulations applicable on all sites.

Corporate Social Responsibility (CSR)

LCI is committed to creating long-term value while recognising that sustainable profit and minimising impact on environment is essential for the continuity of its business.

Employee's Responsibilities

Compliance with laws

Employees must adhere to all applicable laws.

Practising Business Ethics

Employees must act at all times with honesty and integrity, maintain confidentiality and conduct themselves in a manner which reflects the Company's zero tolerance policy for bribery, money laundering and other forms of unethical business practices.

Acting in the Company's Best Interest

LCI's employees must at all times act in the Company's best interest and avoid putting themselves in a position where their personal interest conflicts with that of the Company.

Supporting Fair Competition

LCI supports the principles of free enterprise and fair competition. The Company competes vigorously but fairly, and within the framework of applicable competition laws. The Company expects its employees to compete lawfully and ethically.

Reporting Misconduct

Anyone who detects or suspects a case of fraud, deception or irregular conduct shall immediately inform the management.

Inside Information

LCI does not tolerate the improper use of non-public or inside information. Employees aware of inside information must treat it with confidentially and avoid unauthorised disclosures.

Lucky Core Industries Limited at a Glance

Company Overview

Lucky Core Industries Limited (LCI), a publicly listed Company incorporated in Pakistan, is a dynamic and diversified organisation that manufactures and trades essential products, supporting almost every sector of the economy. Reflective of its mission, the Company works towards improving lives across the socio-economic fabric of Pakistan.

A Legacy of Progress

With a rich legacy spanning over eight decades, the Company's origin predates the formation of Pakistan itself. Commencing operations from a small trading concern with a single manufacturing unit located in Khewra, the Company has transformed over the decades into one of the largest industrial conglomerates in the country.

About Yunus Brothers Group

LCI became a part of the Yunus Brothers Group (YBG) in 2012, following the sale by ICI Omicron B.V. of its shareholding in the Company. Established as a trading house in 1962, YBG has transitioned into one of the fastest growing and most prolific conglomerates in the country, with diversified interests in cement, textiles, chemicals, real estate, power generation and automobiles.

Diversified Business Portfolio

LCI's operational strength lies in its diverse business segments, each playing a pivotal role in collectively driving economic growth and social advancement. LCI's businesses include:

Soda Ash Business

A key domestic producer of high-quality soda ash, the business serves as a critical raw material for industries such as glass, paper, detergents, and textiles.

Polyester Business

Engaged in the manufacturing of Polyester Staple Fibre (PSF), the Polyester Business supports the textile sector by providing an essential input for yarn and fabric production.

Pharmaceuticals Business

Focused on delivering trusted healthcare solutions, the business delivers high-quality products to meet diverse healthcare needs.

Animal Health Business

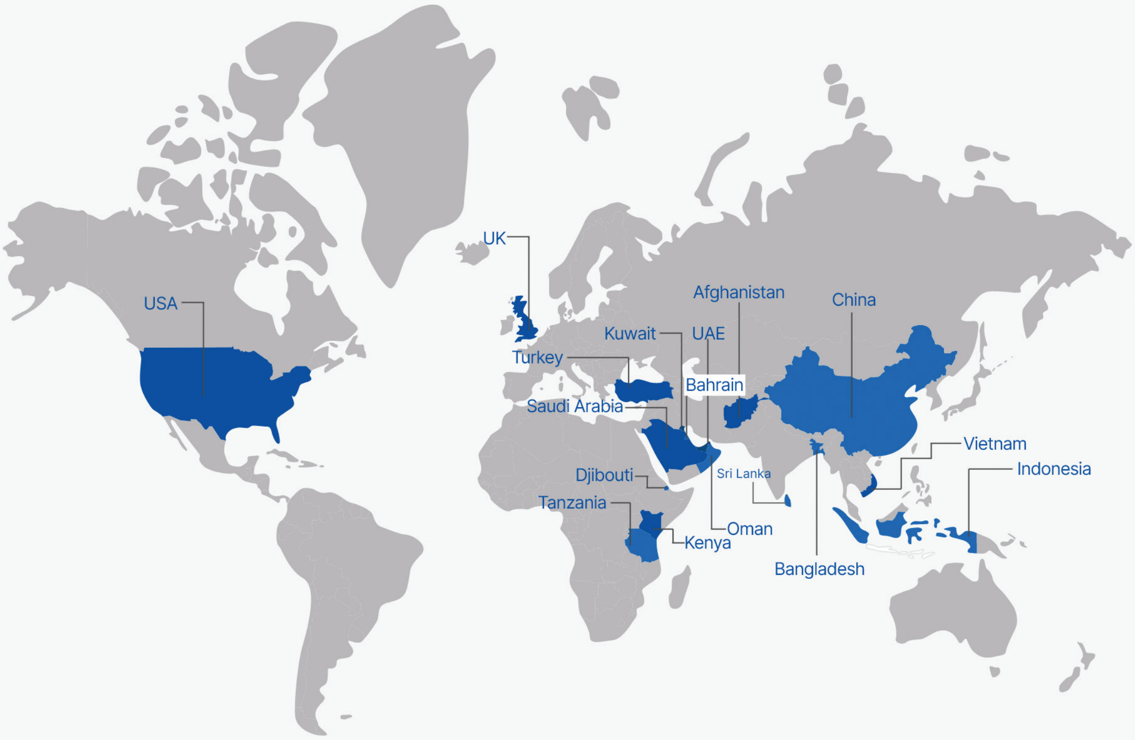
Committed to enhancing livestock and poultry health, the business offers veterinary solutions to support the country's poultry and livestock industries.

Chemicals & Agri Sciences Business

Supplying industrial chemicals alongside crop protection and plant nutrition solutions, this business addresses the evolving needs of both industrial clients and the agricultural sector.

Export Footprint

In addition to its strong domestic presence, LCI maintains a growing international footprint through its export operations. The Company's commitment to quality, innovation, and reliability has enabled it to serve customers across diverse global markets.



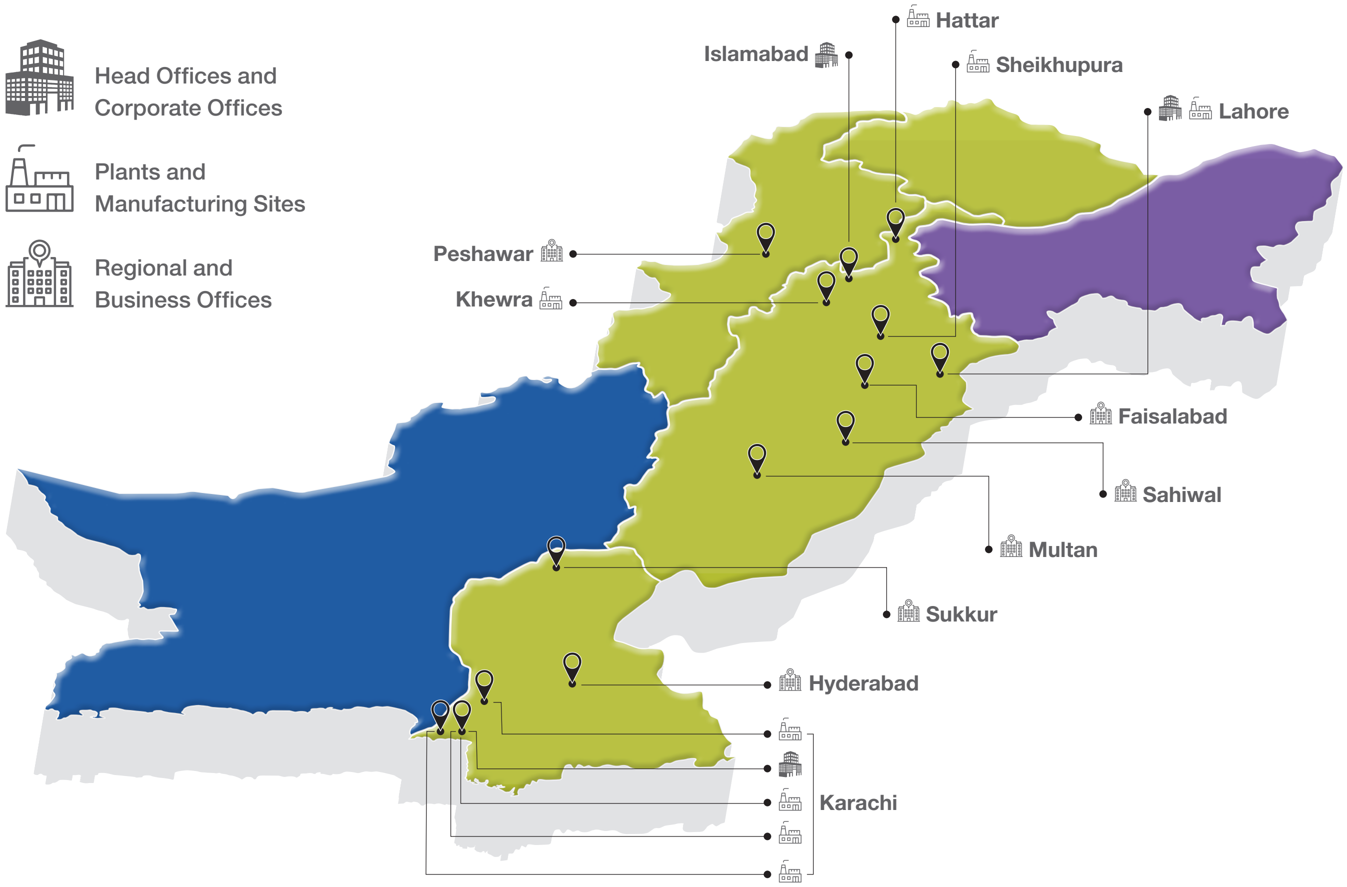
People and Location

LCI continues to rise as an employer of choice, nurturing a highly diverse and inclusive workforce. The Company operates across Pakistan, with several key manufacturing facilities in Sindh, Punjab and KPK province, as well as extensive sales and distribution networks nationwide.

Total Workforce
2,500+

Manufacturing Sites
8

Geographical Presence



Facility	Address	Phone
Head Office and Corporate Offices		
Head Office, Karachi	5 West Wharf, Karachi	021-31313717-22
Corporate Office, Lahore	63 Mozang Road, Lahore	042-36311271-3
Corporate Office, Islamabad	2nd Floor, Islamabad Corporate Centre, Golra Road, Islamabad	051-5495860-5
Plants and Manufacturing Sites		
Chemicals Plant	5 West Wharf, Karachi	021-31313717-22
Nutraceuticals Plant	5 West Wharf, Karachi	021-31313717-22
Hawke's Bay Pharmaceuticals Plant	S-33 Hawke's Bay Road, Karachi	021-32354651-6
B2 Pharmaceuticals Plant	B-2, S.I.T.E, Karachi-75700	021-32570621-5
Animal Health Manufacturing Plant	45km Multan Road, Lahore	061-4781343
Soda Ash Plant	Soda Ash Works Khewra, District Jhelum	054-4231495-99
Polyester Plant	Polyester Works, 30km Lahore Sheikhupura Road, Sheikhupura	056-3406091-5
Hattar Pharmaceuticals Plant	32, 2A, Phase 3, Hattar Industrial Estate, Hattar	0995-617098
Regional and Business Offices		
Faisalabad Office	Faisalabad Serena Hotel, Club Road, Faisalabad	041-2617037
Sahiwal Office	Opp: RAK Marquee, Multan Road, Sahiwal	040-4505288
Multan Office	3rd Floor, United Mall, Abdali Road, Multan	061-4781343
Peshawar Office	State Life Building 2nd Floor 'A' Block The Mall, Peshawar	091-5276475
Sukkur Office	2nd Floor, EDFORT Building Queen's Road, Sukkur	071-5612814
Hyderabad Office	State Life Building, 7th Floor, 50 Thandi Sarak, Hyderabad	022-2781142

A Year in Highlights

Financial Highlights

on an Unconsolidated Basis

−
In line
with SPLY
Net Turnover

↑
4%
vs SPLY
Operating Result

↑
4%
vs SPLY
Profit after Tax

↑
4%
vs SPLY
Earnings Per Share

PKR
14,029
million
Capital Expenditure

AA/A1+
Credit Rating

Non-Financial Highlights

2,500+
Number of Employees

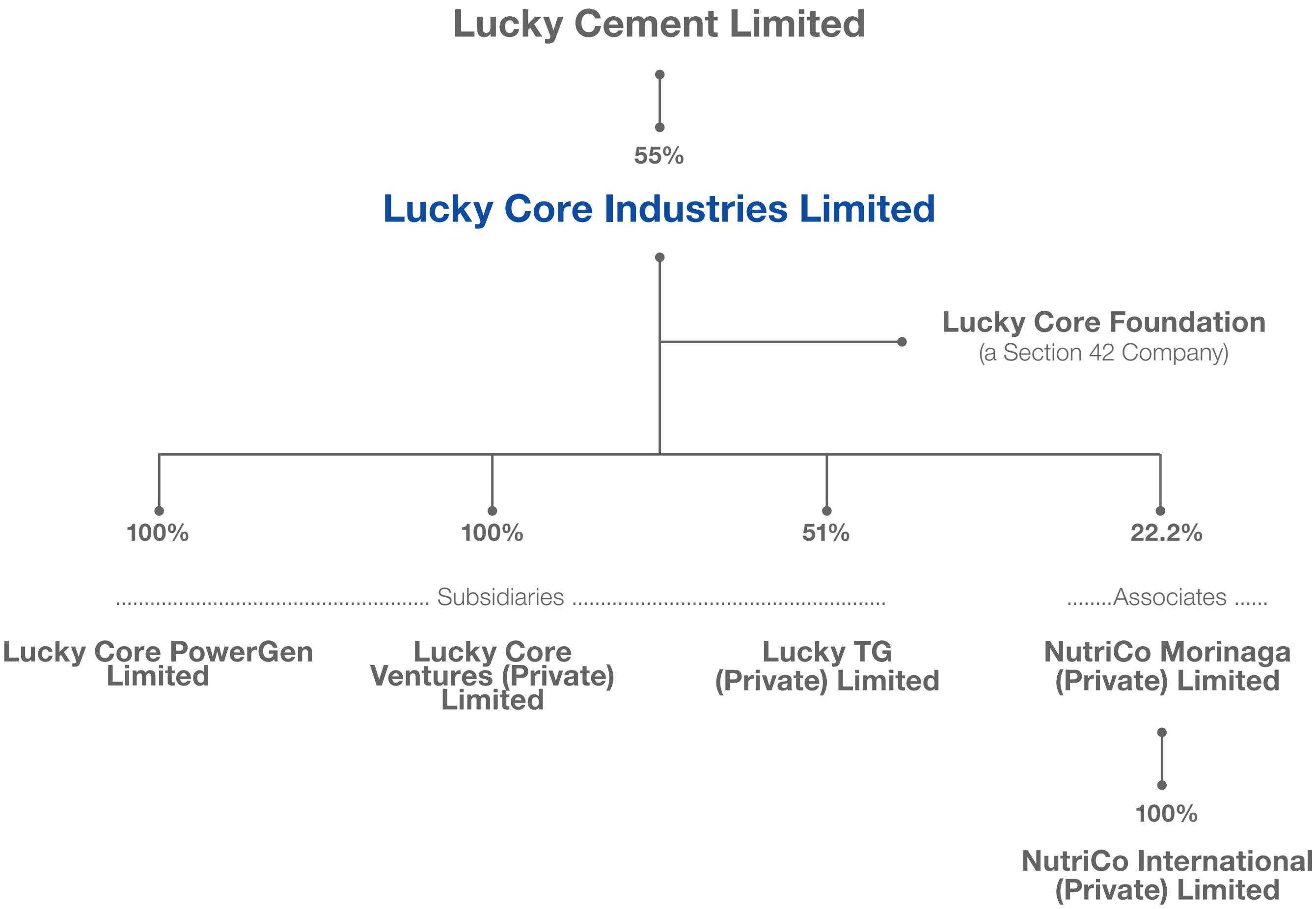
53,000+
Total Training Man Hours

29,000+
tonnes
of CO_2 Emissions Neutralised Through Sustainability Initiatives

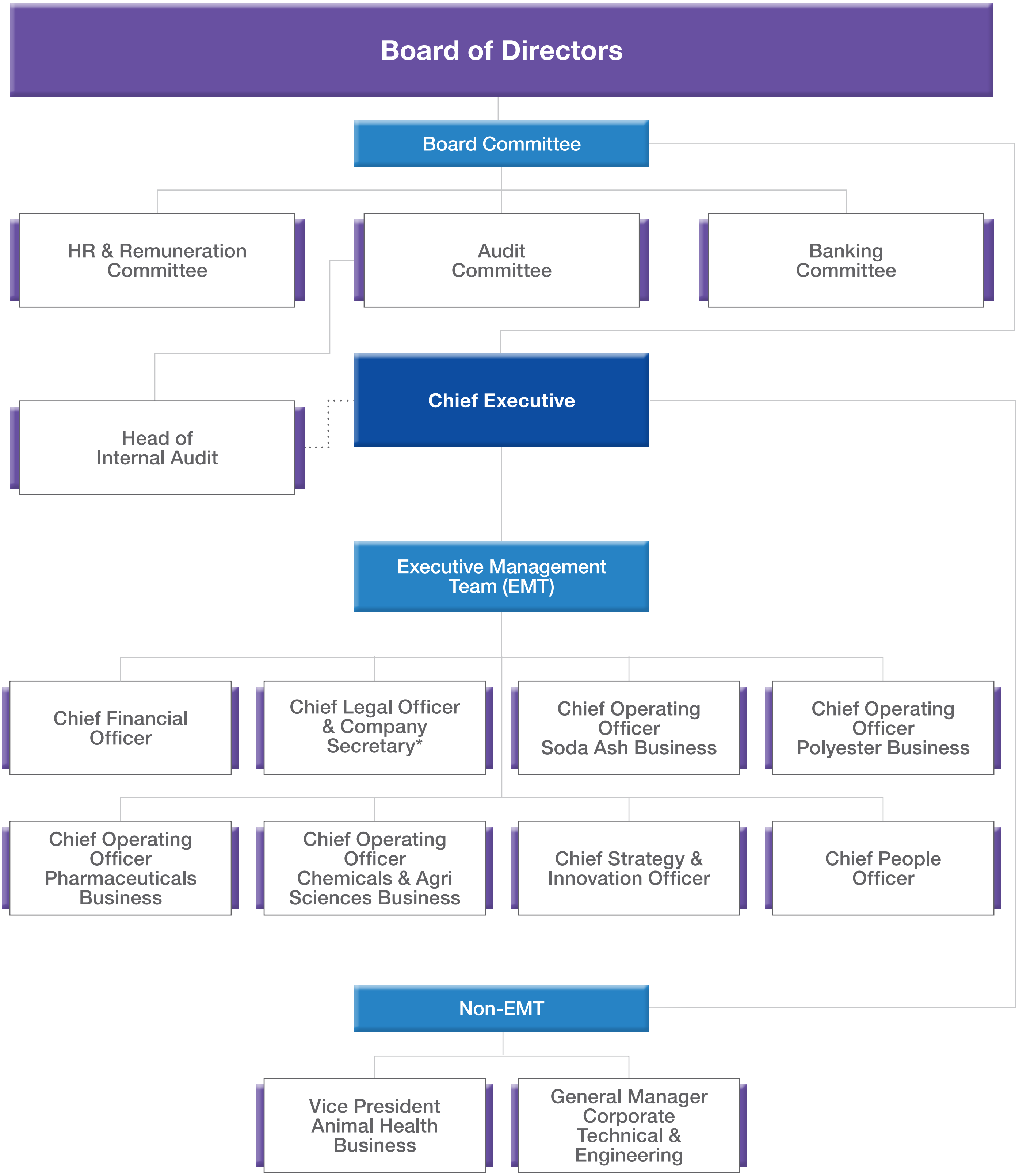
PKR
96.2
million
Invested in Community Uplift Programmes

4.28
Employee Engagement Index

Group Structure



Organisational Structure



*As Company Secretary, this position reports to the Board.

Executive Management Team

Laila Bhatia Bawany
Chief Legal Officer &
Company Secretary

Atif Aboobukar
Chief Financial Officer

Asif Jooma
Chief Executive

Muhammad Umar Mushtaq
Chief Operating Officer
Soda Ash Business

Atif Siddiqui
Chief Operating Officer
Pharmaceuticals Business

Himra Mursil
Chief People Officer

Nauman Shahid Afzal
Chief Operating Officer
Chemicals & Agri
Sciences Business

Rizwan Afzal Chaudhry
Chief Operating Officer
Polyester Business

Our Journey Through Decades

Evolving from a small trading concern with a single manufacturing unit to its current standing as one of the most recognised industrial conglomerates in the country, LCI continues to grow to Improve Lives and build a stronger Pakistan.

1944

- Established its first manufacturing site for the production of soda ash in Khewra.

1952

- Incorporated as a Limited Company under the name The Khewra Soda Company Limited.

1966

- Changed its name from The Khewra Soda Company to ICI Pakistan Manufacturers Limited.

1982

- Setup of the Polyester plant at Sheikhupura, with a capacity of 12,000 tonnes.

1987

- Changed its name to ICI Pakistan Limited.

1994

- Increased the capacity of the Soda Ash plant by 50,000 tonnes.

1998

- Commissioned PTA plant at Port Qasim, Karachi. The PTA business demerged to form a separate entity in 2000.

2002

- Increased the capacity of the Polyester plant by 44,000 tonnes.

2008

- AkzoNobel, one of the largest coatings and chemicals companies in the world, became the ultimate holding Company.

2012

- Yunus Brothers Group (YBG) acquired a 75.8% stake in the Company from AkzoNobel.

2013

- Launched the new Blue Pearl corporate identity, vision, and values.

2014

- Entered the nutrition distribution business through equity investment in Nutrico Pakistan (Private) Limited.

2016

- Completed the acquisition of Cirin Pharmaceuticals (Private) Limited.

2017

- Completed the acquisition of select assets of Wyeth Pakistan Limited and Pfizer Pakistan Limited.
- Entered into a joint venture to localise the manufacturing of nutritional products through Nutrico Morinaga (Private) Limited (NMPL).

2019

- Commissioned and commenced commercial operations of the Masterbatches manufacturing facility.

2020

- Commenced commercial operations of NMPL.
- Amalgamated Cirin Pharmaceuticals (Private) Limited into the Company.

2021

- Completed the commissioning of 14,000 TPA Refined Sodium Bicarbonate (RSB) expansion, which brought the total RSB capacity to 54,000 TPA.

2022

- Changed its name to Lucky Core Industries Limited.
- Commenced operations of the 100% recycled PET chip manufacturing facility at the Polyester plant, Sheikhupura.
- Commissioned and commenced operations of the 75,000 TPA Light Soda Ash (LSA) expansion at the Soda Ash plant. Total installed plant capacity upgraded to 500,000 TPA.

2023

- Completed the sale of 26.5% of its shareholding in NMPL to Morinaga Milk Industry Co. Ltd. Japan.
- Commissioned and commenced operations of 60,000 TPA LSA expansion at the Soda Ash plant, Khewra. Total installed plant capacity upgraded to 560,000 TPA.

2024

- Completed the asset acquisition with Pfizer Pakistan Limited and relevant Pfizer group entities for a manufacturing facility, certain products, and associated trademarks.

2025

- Completed stock split whereby face value of ordinary shares was reduced from PKR 10/- per share to PKR 2/- per share.

Thriving Together, A Team Committed to Success

LCI's greatest strength lies in its people. Grounded in trust, inclusion, and shared purpose, the Company strives to work as one team to drive progress and deliver lasting impact.

For its employees, LCI aims to foster a high-performance culture that prioritises well-being, development, and engagement. By aligning people with the Company's vision and making them feel valued, LCI creates an environment where individuals thrive and contribute meaningfully. This year, the Company reinforced its commitment through initiatives that empowered employees to take ownership and strive for excellence.

Strengthening the Talent Ecosystem

LCI recognises that the success of its businesses relies on the quality of its talent pool. The Company is committed to building a strong talent ecosystem through strategic recruitment, development, and retention initiatives. In FY 2024–25, the Company continued to invest in attracting, developing, and retaining high-calibre professionals through structured graduate and trainee programmes, as well as lateral hiring from the industry. During the year in review, 12 interns, 9 graduate hires, and 30 trainees joined across commercial, finance, HR, and technical streams, while 645 experienced professionals were onboarded into management roles.

To strengthen its employer brand and build a robust talent pipeline, LCI participated in 6 major career fairs, engaging with over 10,000 applicants from leading institutions such as IBA, LUMS, NUST, GIKI, and LSE (Lahore School of Economics). These platforms highlighted LCI's purpose-driven vision and reinforced its position as an employer of choice. Additionally, the Company hosted over 50 Executive MBA professionals from LUMS for a corporate visit, offering strategic insights into its operations and leadership, while fostering meaningful dialogue on industry trends and innovation.

Developing Leaders

LCI is recognised as an organisation that cultivates leadership at every level. Committed to its legacy of excellence, the Company empowers its people with the resources, support, and opportunities needed to grow into effective leaders and champion sustainable growth.

Talent Management Process

LCI continues to strengthen its leadership pipeline through a structured development framework. Our talent strength is supported by robust succession planning to ensure a steady pipeline of future leaders. To enable well-rounded growth, the Company also offers diverse learning opportunities including coaching, mentoring, job rotations, and formal development programmes.

Talent Moves Across the Organisation

LCI's diverse range of businesses offer employees unique opportunities to take on new challenges and gain exposure across various industries and functions. During the year, internal talent movement stood at 56%, enabling cross-functional learning and continuous professional growth.

Elevating Leadership through Coaching

LCI's commitment to leadership excellence was further reinforced through a range of impactful soft skills and leadership development programmes. The Self-Leadership training facilitated by Shaweez Ahmed from Blanchard Pakistan empowered participants to become accountable, initiative-taking self-leaders. Grounded in Blanchard's SLII® model, this one-day programme focused on goal-setting, adaptive leadership, and effective communication, equipping employees to thrive in dynamic, team-driven environments.

Training on 'Train the Trainer' in Lahore

Training on 'Data-Driven Insights' in Karachi

Learning and Development

In FY 2024–25, the Company delivered over 53,000 training hours, covering 2,200+ employees and providing 3.59 training days per employee across the organisation. These tailored programmes are designed to strengthen employee capabilities and foster adaptability in a dynamic industry landscape, offering ongoing learning and on-the-job coaching to help employees sharpen their skills and excel in their roles.

Details of learning and development initiatives undertaken during the year are available on pages 153-154 of this Report.

Fostering a Culture of Inclusion

Diversity, Equity, and Inclusion (DE&I) remain central to LCI's talent acquisition and engagement strategies. By celebrating diverse cultural and faith-based occasions, Diwali, Christmas, Eid ul-Fitr, Eid ul-Adha, Nowruz, Women's Day, Mother's Day, and Father's Day, the Company fostered a culture of belonging and respect. CPO-led town halls and Action Planning Days encouraged employees to shape a more inclusive and transparent workplace. PWD sensitisation sessions and participation in the PWD Career Fair further reinforced LCI's commitment to accessibility and equal opportunity. These efforts reflect LCI's belief in growing together by valuing every voice, experience, and perspective.

The Company's talent movements and partnerships throughout the year with reputable academic institutions further promoted diverse representation and inclusivity. To foster an inclusive environment, the Company continued to sponsor the higher education of underprivileged female students through their Impact Scholarship Programme. During the year, female representation stood at 8.5% of the total workforce, underscoring a more balanced and diverse organisational environment.

Engaged to Thrive Together

LCI places strong emphasis on the belief that a successful organisation is driven by engaged and empowered individuals. Guided by its core value of Passion for People, the Company consistently prioritises employee engagement through meaningful and inclusive experiences.

Building on this foundation, the Company continued to drive employee engagement this year. Following the successful launch of the Gallup-based engagement tool under the Core Connect Campaign last year, this year's focus shifted to translating insights into action. The year commenced with CPO-led townhalls to share survey results, highlight engagement themes, and align on the way forward. Each business and function developed and executed targeted action plans, achieving a 100% completion rate, demonstrating a clear commitment to accountability and progress. Additionally, EngageX Sessions were introduced to foster cross-functional collaboration, featuring interactive forums designed to strengthen cultural values and promote teamwork.

In FY 2024–25, the Company's engagement initiatives spanned DE&I-focused events, international days celebrations, wellness workshops, and sports tournaments. A key highlight was the Ramadan Recharge activity in Karachi and Lahore, where over 150 employees relaxed and recharged using massage chairs, providing a timely opportunity to unwind during the busy season. Activities on Women's Day centred on empowerment and well-being, while events such as Paddle Tennis tournaments, EngageX, and the Mother's Day Cook-Off fostered team spirit and collaboration.

Wellness remained a key focus through experiences like the Drum Circle in Karachi, retreats in Hattar and Islamabad, mindfulness sessions, and Breast Cancer Awareness Day. There was also a session on financial well-being, while light-hearted activities like Game Days and Wellness Pop-ups enhanced team connection. As a result of these engagement and well-being efforts, the engagement score increased to 4.28, an improvement from last year's score of 4.19.

Details of employee engagement initiatives undertaken during the year are available on pages 148-149 of this Report.

Digitising for Optimisation

As a part of its digital transformation journey, the People Services team introduced a Go-Green initiative to reduce environmental impact by eliminating paper-based processes. This year, increment letters were issued exclusively via email, replacing printed copies with secure digital versions shared directly with employees. The shift not only reduced paper consumption and printing costs but also underscored LCI's commitment to eco-conscious solutions that support its broader environmental objectives.

Launch event of the Core Connect Engagement Survey

Mother's Day celebration at the Head Office, Karachi

Delivering Excellence through Digital Transformation

LCI drives digital transformation through collective expertise, delivering efficiency, growth, and value to stakeholders.

IT Governance and Cybersecurity

Cyber Risk Management and Compliance

To ensure robust protection against evolving cyber threats, the Board, through the Board Audit Committee, conducts regular reviews of Cyber Risk Management and the Compliance framework. Given the rapidly evolving nature of cyber threats, there is strong emphasis on enhancing the organisation's resilience against risks. Through constant oversight and assessment, the Board Audit Committee evaluates the effectiveness of cyber risk management strategies, including compliance with relevant regulations and industry standards. This review includes thorough analysis of potential vulnerabilities, mitigation measures, and incident response protocols. By engaging in these comprehensive reviews, the Board demonstrates its commitment to safeguarding LCI's assets, reputation, and stakeholders' interests in an increasingly digital landscape.

IT Governance and Cybersecurity Policies and Procedures

To protect sensitive information and uphold operational integrity, LCI maintains a strong focus on comprehensive Information Technology policies and procedures, aligned with international standards such as the Information Security Management System (ISMS) and IT Service Management (ITSM). By adhering to these policies and procedures, the Company mitigates risks and reinforces its commitment to strengthening stakeholder confidence in an increasingly data-driven and digitally connected market.

Board's Oversight of Cybersecurity

LCI regularly conducts comprehensive reviews of IT-related risks and updates its enterprise risk register accordingly to reflect emerging threats and mitigation strategies. The Internal Audit function examines these reviews, which are also shared with the Board Audit Committee. Recognising the importance of secure and reliable operations, the Company consistently coaches its resources to strengthen controls and enhance the security and reliability of systems and infrastructure.

Early Warning System

LCI employs robust controls and procedures through governing an early warning system specifically designed for cybersecurity risk management. The system enables rapid detection, thorough assessment, and timely mitigation of potential cybersecurity risks and incidents, with regular reporting to the Board of Audit Committee on any possible breaches and corresponding response actions.

Security Assessment of the Technological Environment

The Company is dedicated to protecting its digital ecosystem through advanced security protocols and proactive risk management. During the FY 2024–25, LCI further strengthened its cybersecurity framework by implementing advanced threat detection technologies and enhancing endpoint protection across all business units. Recognising the evolving nature of cyber threats, the Company continued to engage third-party experts for independent security assessments, including comprehensive Vulnerability Assessment and Penetration Testing (VAPT), to identify and mitigate potential risks.

Contingency and Disaster Recovery Plan

Ensuring business continuity in the face of unforeseen disruptions remains a key focus area for LCI. The Company maintains well-defined Service Continuity Plans to minimise the impact of potential disruptions and ensure seamless delivery of IT services to all the businesses.

The Company continuously invests in solidifying its resilience through advanced IT infrastructure, data replication, and state-of-the-art backup technologies. These strategic initiatives ensure operational continuity and enable rapid service restoration in the event of disruptions. Our Disaster Recovery Plan (DRP) is a vital component of this strategy, ensuring business continuity and data protection. The DRP's key features include:

- A fully functional alternate disaster recovery site, equipped with backup servers and communication systems, enabling seamless switchover capabilities.

- Comprehensive policies and procedures that facilitate a smooth transition from the Company's primary site to the disaster recovery site, ensuring swift data recovery and network operation resumption.

Education and Training to Mitigate Cybersecurity Risks

During the year, LCI enhanced its cybersecurity framework through targeted phishing simulations and employee training. Awareness campaigns across the organisation strengthened the human firewall, equipping employees to identify suspicious emails, verify digital communications, and respond to threats. The outcomes of these initiatives highlighted a significant boost in employee awareness and responsiveness, with greater vigilance and lower vulnerability to phishing threats. By embedding cybersecurity awareness into daily routines, LCI continues to foster a security-conscious culture.

Key Initiatives FY 2024-25

SAP S/4HANA Transformation Completion

This year, the Company successfully completed the migration of its Pharmaceuticals Business to SAP S/4HANA, marking the full integration of all businesses and functions onto a unified digital platform. This milestone concludes LCI's SAP transformation journey, significantly enhancing real-time visibility, streamlining operations, strengthening process efficiency, and enabling more informed decision-making.

Seamless Integration of Pfizer Operations

Following LCI's asset acquisition from Pfizer Pakistan and relevant Pfizer entities, Corporate IT established core systems, applications, and infrastructure at the newly acquired manufacturing facility, ensuring seamless onboarding and implementation of essential business controls. This comprehensive setup enabled immediate operational readiness and smooth integration into the Company's existing processes.

Strengthening Asset Management and IT Controls

IT Service Management across the organisation was further strengthened through improved asset management practices and reinforced information security protocols. With operations spread across multiple locations, the enhanced framework enables centralised supervision, streamlined issue resolution, and stronger governance, ensuring improved visibility, control, and protection of LCI's technology infrastructure.

Enhanced Cybersecurity Safeguards

The Company continued to invest in cybersecurity by implementing stronger network protection, robust access controls, and stricter policies to prevent unauthorised applications and devices from accessing the network. These measures aim to minimise risks and safeguard sensitive information across the organisation.

Team building hike following the Annual IT Engagement Session 2025

Awards and Achievements

Best Sustainability and Corporate Report 2023

The Annual Best Corporate and Sustainability Report Awards, jointly hosted by the Institute of Chartered Accountants of Pakistan and the Institute of Cost and Management Accountants of Pakistan, honour organisations that demonstrate outstanding transparency and accountability in their reporting practices.

LCI's consistent recognition at these prestigious forums reflects its strong commitment to high standards in corporate and sustainability reporting. During the ceremony held this year, the Company was awarded joint 2nd position for the Best Sustainability Report 2023 and 4th position for the Best Corporate Report 2023 in the Chemical and Fertiliser category.

Annual Fire Safety Awards

LCI's Soda Ash and Animal Health Businesses received the 14th Annual Fire Safety Award, organised by NFEH in collaboration with the Fire Protection Industry of Pakistan (FPIP) and the Institution of Fire Engineers (IFE). This marks the Soda Ash Business's fifth consecutive win, highlighting both businesses' strong commitment to fire safety practices.

39th Corporate Excellence Award

LCI received the 'Certificate of Excellence' in the 'Chemical Sector' at the 39th Corporate Excellence Awards 2024.

Presented by the Management Association of Pakistan, this prestigious recognition highlights the Company's continued pursuit of excellence in corporate governance, strategic management, and operational performance.

South Asian Federation of Accountants Awards

LCI secured the Gold Award in the 'Diversified Holdings' category at the SAFA Best Presented Annual Reports (BPA) Awards 2023, awarded by the South Asian Federation of Accountants.

This prestigious recognition further reaffirms the Company's commitment to excellence in corporate reporting and its dedication to upholding the highest standards in financial disclosure, stakeholder communication, and integrated reporting, setting a benchmark for best practices across the South Asian region.

Corporate Social Responsibility Award

LCI's Soda Ash Business was awarded the 17th Annual CSR Award by NFEH in the category of Community Development and Services. The recognition highlights the business's commitment to the community of Khewra.

Occupational Health and Safety Award

The Chemicals & Agri Sciences Business was awarded with the 18th Occupational Health and Safety (OHS) Award by the Employees Federation of Pakistan (EFP). This recognition underscores the business's robust safety practices and reaffirms the Company's continued commitment to maintaining the highest standards of occupational health and safety.

International Safety Awards 2025

LCI's Soda Ash and Chemicals & Agri Sciences Businesses won the International Safety Award 2025 by the British Safety Council. Competing against 874 organisations from 45 countries, both businesses were recognised for their exceptional efforts in promoting occupational health, safety, and well-being.

This global recognition places LCI among the top performers in safety management across industries worldwide. It reflects the consistent commitment of our leadership and the collective dedication of every team member who plays a role in upholding and enhancing our HSE standards.

Annual Environment Excellence Award

LCI's Animal Health and Chemicals & Agri Sciences Businesses won the Annual Environment Excellence Award organised by the National Forum for Environment & Health (NFEH). The Animal Health Business was awarded a 'Certificate of Appreciation' for the second consecutive year.

The award was granted after a thorough assessment of the Company's operations and adherence to environmental regulations, recognising the Company's dedication to environmental stewardship.

Environment, Health & Safety International Award 2024

The Pharmaceuticals Business won the Environment, Health & Safety International Award 2024 under the Best HSE Performance category. Presented by The Professionals Network and the Pakistan Safety Council, this achievement marks a significant milestone as the business secures its sixth award in the Health, Safety, and Environment (HSE) category.

This recognition underscores the business's continued commitment to maintaining and enhancing health and safety standards across its operations.

SWOT Analysis

Strengths

- Strong corporate image built on a deeply embedded value system that drives ethical and responsible business practices.
- Part of one of Pakistan's largest and fastest-growing industrial groups.
- Diversified portfolio with presence across multiple customer segments and geographies.
- Strong commercial performance driven by process excellence and adherence to best practices.
- Well-invested manufacturing and supply chain infrastructure that supports reliability and growth.
- Strong financial position demonstrated by AA/A1+ credit ratings, consistent profitability, and reliable access to capital.

Opportunities

- Well-positioned to capitalise on growth opportunities as the domestic economy shows signs of recovery.
- Strong financial position enabling strategic investments in capacity and growth initiatives.
- Export growth potential in specific segments aligned with regional market needs and trade dynamics.
- Growing demand for sustainable and eco-friendly products offering opportunities for portfolio innovation.
- Potential for mergers, acquisitions, or partnerships to strengthen existing businesses or enter new verticals.

Weaknesses

- High dependence on imported raw materials, exposing the business to supply chain and foreign exchange risks.
- Limited pricing flexibility in regulated or commoditised segments, impacting margin control.
- Vulnerability to fluctuations in energy prices, affecting cost predictability and competitiveness.

Threats

- Ease in import duties, challenging the competitiveness of local manufacturing.
- Rising competition from international players.
- Volatile global commodity and freight prices.
- Continued high tax burden and evolving fiscal policies affecting cost structures and returns.
- Political and regulatory uncertainty impacting business confidence and investment planning.
- Global geopolitical tensions and supply chain disruptions affecting availability, lead times, and cost of critical materials.

Competitive Environment Analysis

By harnessing collective expertise, LCI delivers high-quality products that meet evolving customer needs and stay ahead of the competition.

Porter's Five Forces

Threat of New Entrants

This varies across different businesses where LCI operates. It ranges from low-to-medium in the capital-intensive segments of Soda Ash and Polyester, while it is medium-to-high in the Pharmaceuticals, Chemicals & Agri Sciences, and Animal Health Business portfolios. The threat level depends on several key factors, including capital requirements, intellectual and proprietary capital, technical know-how, existing and future demand for the product, market competition, and regulatory requirements.

Competition in the Industry

LCI is the market leader in the Soda Ash domestic market, maintaining its position through long- standing relationships with major customers and timely upgrades and expansions of its manufacturing capabilities in line with customer demand. In the Polyester segment, LCI is one of the top players in the domestic market, focusing on innovation and quality manufacturing to compete effectively. In its other portfolios of Pharmaceuticals, Chemicals & Agri Sciences, and Animal Health products, the market is highly competitive with domestic and international competitors. In these segments, LCI leverages its manufacturing excellence, operational efficiencies strong distribution network, and brand name to effectively compete and grow its domestic market share.

Bargaining Power of Suppliers

Suppliers play a vital role in LCI's process value chain, as imports denominated in US Dollars account for a significant portion of its portfolio. This is critical for inputs in the Soda Ash and Polyester Businesses and the sourcing of APIs for Pharmaceutical products. Relationships are maintained at both the business and corporate levels to ensure a timely supply of inputs. These long-standing relationships along with LCI's brand name enable the Company to conduct business on mutually beneficial terms. These relationships are also crucial for its chemicals trading portfolio and certain animal health products, which are imported to meet domestic market demand.

Buying Power of Customers

The buying power of customers varies from low to high and is derived from market dynamics in specific sectors and the presence of competitors to supply products at similar prices while meeting quality standards. In soda ash, LCI holds a market leader position though customers have the option to purchase products from both local and international suppliers. In polyester, the buying power is considered low-to-medium. Despite LCI being one of the top players in the market, the threat and pricing of imports provide an alternate sourcing option for customers. The buying power of customers is considered high in the Pharmaceuticals, Chemicals, and Animal Health portfolios due to the presence of numerous competitors in the market providing similar products at competitive rates.

Threat of Substitutes

Soda Ash and Polyester Staple Fibre are key inputs for major industries in Pakistan. Soda Ash is a primary raw material for Glass, Detergents, and Silicate, amongst others, with no close substitutes. In other business segments, the threat of substitutes is mitigated through, LCI's brand name association, strong distribution network, established customer trust, and delivery of best-in-quality products help to stem the threat from substitutes.

Significant Factors Affecting the External Environment

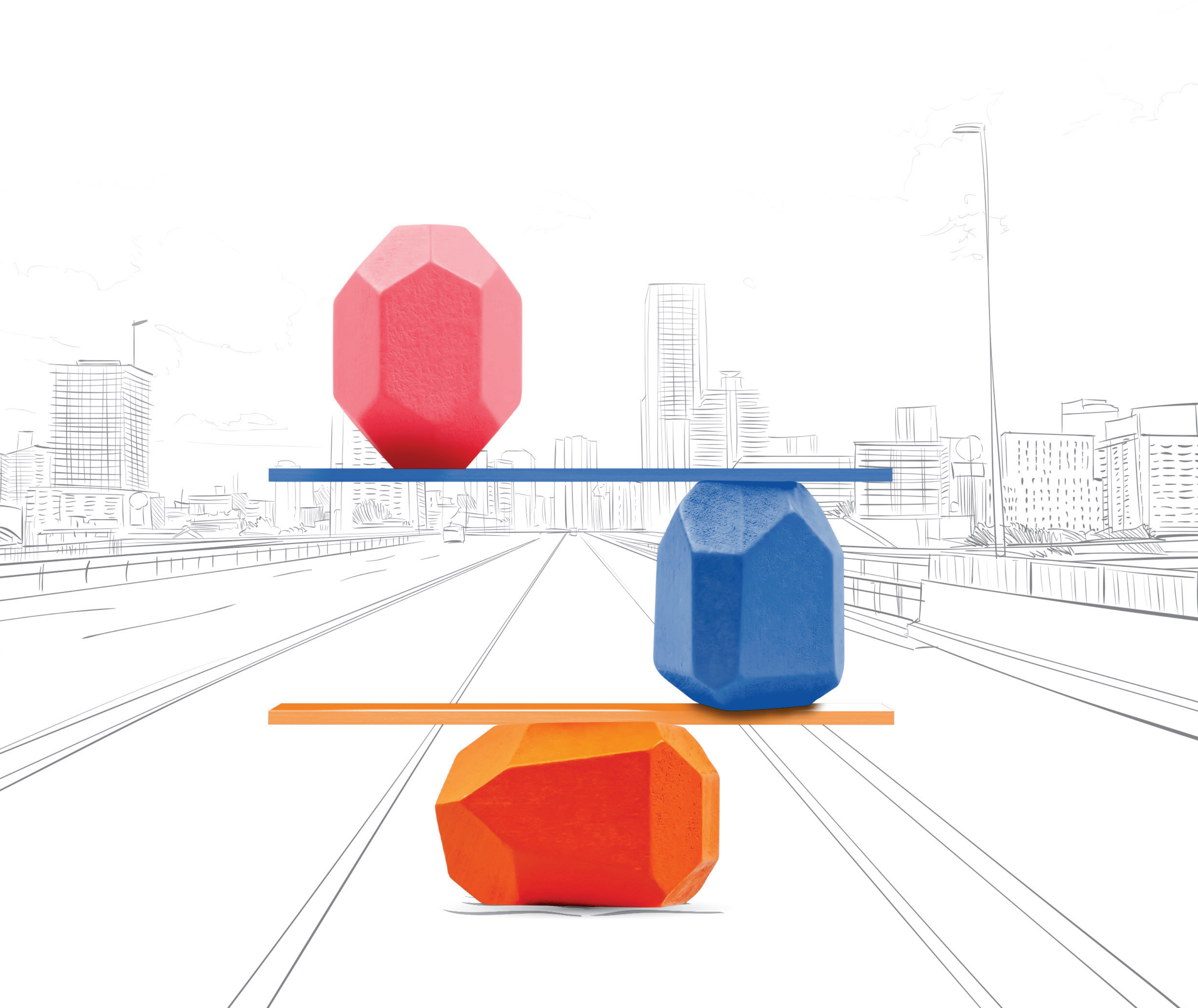
	P Political	E Economic	S Social
Factor	• Political uncertainty continues to influence the business environment, affecting investor confidence and operational continuity. • Evolving government fiscal and regulatory policies have a direct impact on Company performance, particularly around taxation, duties, and compliance.	• Sluggish economic growth, continued price volatility, and high taxation continue to suppress demand across multiple sectors, directly impacting profitability and investment appetite. • Volatility in global trade and cost structures affects export margins.	• Economic challenges in the country creates potential social and well-being challenges in the community. • Rising expectations around corporate responsibility and social impact require businesses to be more engaged and transparent.
Organisational Response	• LCI actively monitors shifts in the political and regulatory landscape, incorporating macro and geopolitical assessments into its strategic planning and risk frameworks.	• LCI remains focused on margin improvement, operational efficiency, and disciplined capital allocation, balancing strategic investments with a cautious view of the macroeconomic landscape.	• The Company, directly and through Lucky Core Foundation carries out Corporate Social Responsibility (CSR) initiatives through partnerships to support and uplift the communities. It remains committed to driving meaningful change and promoting socioeconomic development among underserved communities it operates in. Its collaborative efforts are focused on areas like health, education, women's empowerment, community development, and environmental sustainability. In the current fiscal year, it invested PKR 96.2 million in its CSR initiatives.

	T Technological	L Legal	E Environmental
Factor	• The rapid advancement and integration of Machine Learning (ML) and Artificial Intelligence (AI) offer transformative potential, which also brings emerging challenges related to governance, data privacy, and cybersecurity.	• Compliance with the applicable legal and regulatory requirements.	• Climate change remains one of the biggest threats to humankind, given the increase in the number of climate-related calamities, thereby resulting in loss of productivity, inflation and other negative social impacts. • Use of coal for power generation.
Organisational Response	• LCI continues to explore responsible AI adoption while reinforcing its data and system integrity. The Company is enhancing its internal capabilities to manage AI-driven technologies and has strengthened its cybersecurity framework to address evolving digital threats.	• LCI is fully aware of regulatory developments and ensures adherence through well-established governance frameworks	• As part of its ongoing Catalyst 2030 - Climate Action Plan, the Company successfully executed a series of impactful initiatives during the year. These efforts have led to the neutralisation of over 29,000 tonnes of CO_2 emissions and the planting of more than 23,000 trees, significantly reducing the Company's carbon footprint. Additionally, the Company has made considerable progress in solar energy generation projects. In parallel, the Company's waste management efforts have facilitated the recycling of over 293 million PET bottles to manufacture recycled polyester fibre.

Strategy

The Art of Collective Ambition

This section outlines the Company’s strategic objectives, resource allocation priorities, and the impact of external factors on our direction.



Value Creation Model

Inputs

Financial Capital

Equity Ratio: 81%

Debt: 19%

Credit Rating: AA (Long Term); A1+ (Short Term)

Intellectual Capital

Strategic Partnerships

Explore Innovation Challenge

Technical Team Headcount: 649

Manufacturing Capital

Number of Suppliers: 100,000+

Number of Manufacturing Sites: 8

Efficient Production Processes

Capital Investments

Human Capital

Total Workforce: 2,500+

Women in Executive Management Role: 25%

Robust Training Processes

Efficient Employee Wellness Programmes

Strong Culture of Corporate Governance, Ethics, Diversity and Inclusivity

Social and Responsibility Capital

Beneficiaries of CSR Initiatives: 32,000+

Holistic Employee Volunteer Programme

Natural Capital

Energy Consumption: 9,270 Tj

Water Consumption: 6.44 million m3

Catalyst 2030 - Climate Action Plan

Business Model

Five Businesses

Soda Ash | **Polyester** | **Pharmaceuticals** | **Animal Health** | **Chemicals & Agri Sciences**

Operational Excellence

Customer Centricity

Financial Management

Economic Management

Details are available on page 124 of this Report.

Social Management

Details are available on page 142 of this Report.

Environmental Management

Details are available on page 129 of this Report.

Foundation for Sustainable Growth

Human Capital and Capacity Development
(Pages 24-25)

Strategy
(Page 34)

Technological Enhancement
(Pages 26-27)

Sustainability Strategy
(Page 115)

Corporate Governance
(Page 63)

Outputs

Net Turnover: PKR 120,013 million

EBIT: PKR 17,920 million

Earnings Per Share: PKR 25.20

Contribution to the National Exchequer in Taxes and Duties: PKR 25 billion

Payout Ratio to Shareholders: 51.58%

Profit-after-Tax: PKR 11,638 million

Intangible Assets: PKR 3,116 million

New Products and Extensions Launched in FY 2024-25: 27

Sales Volume Expansion

Export Destinations: 12 countries

Number of Safe-man Hours: 49.9 million

Employment Engagement Score: 4.28*

Training Hours: 53,000+

CSR Spend in FY 2024-25: PKR 96.2 million

Hours Dedicated to Employee Volunteerism in FY 2024-25: 900+ hours

CO_2 Emissions Reduction: 29,000+ Tonnes

Trees Planted: 23,000+

PET Bottles Recycled: 293+ million

Outcomes

Sustainable growth

Growing product pipeline with continuous development

Ability to cater to customers' bespoke needs

Delivering quality products

Investing towards growth and expansion

Diverse product portfolio serving multiple industries

Strong supplier relations

Product stewardship

Attracting and retaining talent

Safe, diverse and inclusive working environment

Engaged workforce

Ensuring responsible business through respect for stakeholders

Uplifting society through CSR

Promoting circularity

Reducing our environmental footprint

UNSDGs

Vision

As a partner of choice, LCI aspires to build a strong local and international footprint through sustainable growth and by creating value for all stakeholders.

Mission

Improving Lives

Values

Customer Centricity
Innovation
Passion for People
Integrity & Responsibility
Delivering Enduring Value

Code of Conduct

Serves as a guide for behaviour, decision making and stakeholder engagement.

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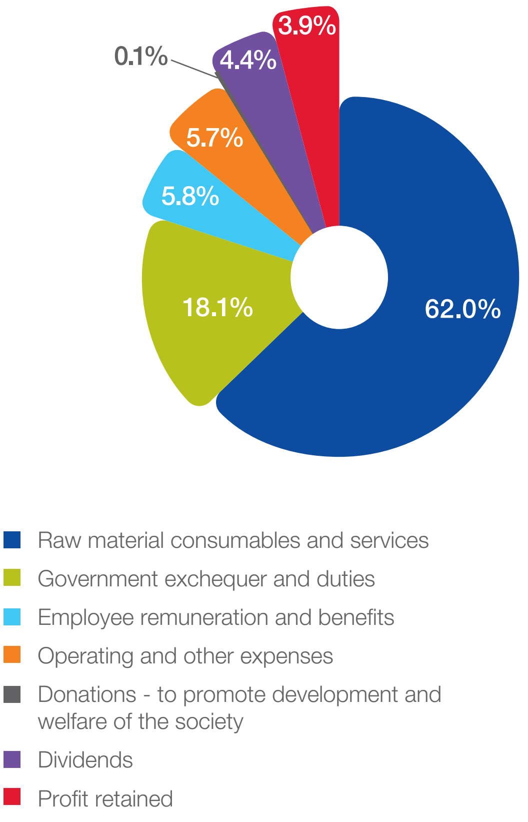
* The new engagement tool score are measured on a five-point scale.

Value Addition and its Distribution

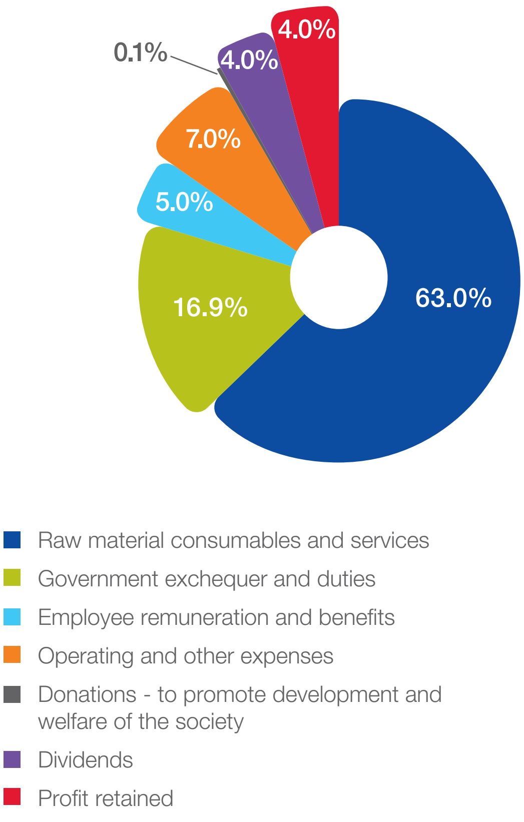
PKR '000

	June 30, 2025	%	June 30, 2024	%
Value Added:				
Net sales	120,013,160		120,460,326	
Sales tax	15,475,747		15,291,075	
Net sales including sales tax	135,488,907	97.3%	135,751,401	97.4%
Gain on bargain purchase	292,555	0.2%	-	0.0%
Other income	3,440,472	2.5%	3,601,392	2.6%
	139,221,934	**100.0%**	**139,352,793**	**100.0%**
Value allocated as follows:				
Raw material consumables and services	86,346,733	62.0%	87,807,216	63.0%
Government exchequer and duties	25,246,245	18.1%	23,581,811	16.9%
Employee remuneration & benefits	8,137,563	5.8%	6,953,053	5.0%
Operating and other expenses	7,735,415	5.7%	9,759,094	7.0%
Donations - to promote development and welfare of the society	117,568	0.1%	111,402	0.1%
Dividends	6,188,057	4.4%	5,541,543	4.0%
Profit retained	5,450,353	3.9%	5,598,674	4.0%
	139,221,934	**100.0%**	**139,352,793**	**100.0%**

June 30, 2025



June 30, 2024



Strategy and Resource Allocation

LCI's strategic focus centres on collective excellence through exceptional performance, collaborative practices, and shared value creation.

LCI's strategic focus centres on collective excellence through exceptional performance, collaborative practices, and shared value creation. This focus is realised through co-creation of diverse and quality product solutions that meet unique customer needs. By working together and staying attuned to market trends, business opportunities, and industry dynamics, strategic growth initiatives are pursued and collective success is optimised. Technological advancements and cutting-edge infrastructure enhance organisational efficiencies and reinforce a collective commitment to excellence. Guided by a shared vision, mission, and core values, value is delivered through collective expertise and partnership.

Resources	Resource Allocation Plans
Financial Capital	Active portfolio management for the reallocation of funds for strategic investments and acquisitions to expand the business portfolio and drive growth.
	Allocate resources for research and development to foster innovation and develop new products and/or services.
	Allocate capital for infrastructure development, including upgrading manufacturing facilities and implementing advanced technologies.
Human Capital	Invest in talent acquisition and development programmes to attract and retain skilled professionals in key positions.
	Provide training and development opportunities to enhance employee skills and capabilities.
	Implement performance-based incentives and recognition programmes to motivate and reward high-performing employees.
Manufactured Capital	Expand and upgrade manufacturing facilities to enhance production capacity and efficiency.
	Allocate resources for the adoption of sustainable manufacturing practices, such as energy-efficient equipment and waste reduction initiatives.
	Invest in new manufacturing technologies to improve product quality and enhance product portfolio.
Intellectual Capital	Invest in intellectual property protection to safeguard valuable innovations.
	Foster a culture of innovation, knowledge sharing, and collaboration to leverage the intellectual capital within the organisation.
Social and Relationship Capital	Allocate resources for Corporate Social Responsibility (CSR) initiatives that benefit local communities and enhance brand reputation.
	Develop and maintain strategic partnerships and relationships with stakeholders, such as suppliers, customers, and industry associations.
	Invest in customer relationship management systems and initiatives to strengthen loyalty and satisfaction.
Natural Capital	Invest in eco-friendly technologies and practices to conserve natural resources and promote sustainability in communities within which the Company operates.
	Reduce carbon footprint through green initiatives in line with sustainability objectives.
	Reduce wastage through process transformation and digitisation.

Strategic Objectives	Strategies to achieve objectives	Timeline	Priority	Resources Allocated	KPI Monitored	Future Relevance
Sustainability Embrace nature based and science driven solutions to reduce LCI's carbon footprint Safe operations with zero Lost Workday Injury (LWI) Responsible corporate citizen caring for communities, society and the environment.	Continuation of Catalyst 2030 - Climate Action Plan to support the planet and combat climate change. Strict adherence to HSE&S procedures to maintain a zero Lost Workday Injury (LWI) record. Continued investment in community uplift initiatives and employee volunteer programmes to meet key performance indicators and targets.	Long Term Long Term Long Term	High	Human Capital, Financial Capital and Natural Capital	• Environmental impact indicators (e.g., carbon emissions, waste reduction). • LWI rate. • Number of safety incidents and accidents. • Community engagement metrics (e.g., participation, feedback).	The strategic driver will remain relevant in the future.
Shareholder Value Creation Deliver sustainable business results with improved Y-o-Y growth in shareholder value compared to the market.	Optimise capital allocation by conducting thorough portfolio analysis to pursue strategic growth initiatives.	Long Term	High	Financial Capital, Human Capital, and Manufactured Capital	• Total Shareholder Return (TSR) compared to industry benchmarks. • Y-o-Y Profit after tax (PAT) growth. • Return on investment (ROI) for strategic initiatives.	The strategic driver will remain relevant in the future.
Strategy and Portfolio Management Steward performance against approved corporate strategy and make relevant adjustments based on market conditions. Focus resource allocation amongst current and new businesses to maximise returns.	Conduct a periodic comprehensive review of the corporate strategy, identifying areas for growth and diversification. Implement a portfolio management framework to allocate resources effectively among current and new businesses based on their potential for maximising returns.	Long Term Long Term	High	Manufactured Capital, Financial Capital and Human Capital	• Revenue and profitability growth for each business and segment. • Financial Performance for each business and segment including financial return. • Portfolio performance based on market share and profitability.	The strategic driver will remain relevant in the future.
Innovation Be recognised as an innovative Company through the launch of flagship programmes. Leverage data and analytics to create efficiencies and transform the business model.	Leverage Explore programme to provide a platform to all employees for creativity and idea generation. Continue investment in data analytics and digital technologies to drive efficiencies and transform the business model.	Long Term Long Term	High	Human Capital and Financial Capital	• Number of new product launches or innovations. • Percentage of revenue from new products or services. • Engagement in Innovation Programmes.	The strategic driver will remain relevant in the future.
People Be an 'Employer of Choice' and be ranked amongst the top 10 industrial corporates in Pakistan with a diverse and inclusive environment and performance-oriented culture to deliver sustainable growth. Develop people capability and bench strength to drive business prosperity.	Implementing a comprehensive talent management programme to attract, develop, and retain top talent. Foster an inclusive and performance-oriented culture that promotes employee engagement and growth. Provide regular training and development opportunities to enhance talent.	Long Term Long Term	High	Human Capital	• Employee satisfaction and engagement scores through employee engagement survey. • Employee retention rate. • Diversity and inclusion metrics such as gender ratio and representation in leadership.	Reviewed periodically to ensure standing among the best industrial corporates.
Operational Efficiencies & Cost Transformation Perform better than the industry on operational efficiencies through focused initiatives.	Implement lean management practices and process optimisation initiatives to reduce costs, improve productivity, and outperform the industry.	Long Term	High	Manufactured Capital. Intellectual Capital and Human Captal	• Cost reduction percentage. • Process efficiency gains (e.g., cycle time, productivity improvements). • Inventory turnover rate. • Revenue and Profit generation per employee	The strategic driver will remain relevant in the future.

Key Capabilities and Resources Providing Sustainable Competitive Advantage

Strong Brand Reputation: The Company's strong legacy and positive brand reputation built on quality, reliability, and customer trust provides LCI with a competitive advantage.

Partner of Choice: LCI is a trusted partner, recognised for its capability, experience, and ability to collaborate for success.

Portfolio Management: Strategic management of diversified businesses driving growth in each segment.

Manufacturing Excellence: Best-in-class facilities and manufacturing practices in adherence to the highest quality standards.

HSE&S Management: An unwavering commitment to HSE&S fosters a culture of safety, environmental responsibility, and sustainable practices.

Research and Development (R&D): Robust R&D enables the Company to innovate and develop new products, processes, and technologies, giving LCI a competitive edge in the markets served.

Talent Acquisition and Management: A highly skilled and motivated workforce of 2,500+ individuals contribute to operational excellence, product quality, and customer satisfaction.

Commercial Execution: Best practices that maximise profitability and execution.

Extensive Distribution Network: A well-established network ensures broad market coverage, timely delivery, and customer accessibility.

Efficient Supply Chain Management: Ensures timely availability of raw materials, efficient production, and seamless distribution, enabling cost savings, responsiveness, and competitive pricing.

Advanced Technological Infrastructure: State-of-the-art technologies, systems, and IT infrastructure enhance operational efficiency, streamline processes, and enable effective data management and analysis, supporting informed decision-making.

Financial Strength and Stability: Access to resources and liquidity supported by the financial profile of the sponsor and the balance strength of the Company, enables it to invest in growth opportunities, research and development, and strategic initiatives.

Sustainable and Responsible Practices: Embracing Sustainability, Environmental stewardship, and Corporate Social Responsibility (CSR) practices not only contribute to societal well-being but also enhance the Company's reputation, attracting environmentally conscious customers and investors.

Effects of External Factors on Strategy and Resource Allocation

Technological Factors

LCI continued to respond strategically to a rapidly evolving external landscape, where digital acceleration, security imperatives, and integration needs demand agile and forward-looking IT investments. In FY 2024–25, the Company prioritised initiatives that reinforced business continuity, resilience, and also enabled scalable growth across a diversified operational footprint.

Driven by external factors such as post-acquisition integration, rising cybersecurity risks, customer expectations, and a need for unified digital platforms, the Company focused its IT strategy on enhancing enterprise connectivity, automating core processes, and securing its technology backbone.

Key initiatives included the seamless integration of acquired operations into our digital ecosystem and cybersecurity hardening measures aligned with global best practices. Resources were allocated to high-impact areas where digital transformation could yield immediate improvements in control, efficiency, and stakeholder experience.

Further details of these initiatives can be found on pages 26-27 of this Report.

Societal Factors

The Company continued to strengthen its commitment to fostering a diverse and inclusive workplace. As part of this ongoing effort, sensitisation workshops were conducted across functions to raise awareness and build empathy around the inclusion of Persons With Disabilities (PWDs), reinforcing a culture of respect and belonging.

Additionally, the Company, both directly and through the Lucky Core Foundation (the 'Trust'), continued to deliver impactful Corporate Social Responsibility (CSR) initiatives. By fostering strategic partnerships, LCI aims to uplift marginalised communities and drive socioeconomic development through a collaborative, purpose-driven approach.

Details of the initiatives and its impact during the year are available on pages 157-160 of this Report.

The Company's Pehchan employee volunteer programme played a vital role in actively engaging employees in direct community activities to create a lasting difference in communities where the Company operates.

Environmental Factors

As a manufacturing organisation committed to sustainability, LCI continues to take meaningful steps to minimise its environmental footprint.

In FY 2024–25, the Company continued implementing a range of impactful initiatives, leading to the neutralisation of over 29,000 tonnes of CO_2 emissions and the plantation of more than 23,000 trees. These efforts have played a vital role in reducing LCI's overall carbon footprint.

In addition, the Company made steady progress in expanding its solar energy generation capacity. Demonstrating its commitment to responsible production, the Polyester Business recycled over 293 million PET bottles to produce recycled polyester fibre, reinforcing LCI's role as a responsible environmental steward.

Details of these environmental initiatives undertaken during the year are available on pages 131-141 of this Report.

Governance & Compliance

The Art of Governance Excellence

This section includes governance and compliance updates, risk management insights and the Board of Directors' Report on the Company's performance.

Board of Directors

Muhammad Sohail Tabba

Chairman

Mr. Muhammad Sohail Tabba joined the Board in December 2012 and was first appointed Chairman in 2014.

Widely regarded as one of Pakistan's foremost businessmen and philanthropists, he spearheads a diversified conglomerate of enterprises and export houses under the Yunus Brothers Group (YBG). His visionary leadership across a wide spectrum of industries, including textiles, cement, energy, entertainment, and real estate, has earned both YBG and Pakistan distinguished recognition on the global stage.

Mr. Tabba presently serves as the Chief Executive Officer of Gadoon Textile Mills Limited and Lucky Knits (Private) Limited. He also serves on the Boards of Yunus Textile Mills Limited, Lucky Textile Mills Limited, Lucky Motor Corporation Limited, and several other notable companies. In April 2025, he was appointed as a Non-Executive Director on the Board of the National Bank of Pakistan, where he brings unparalleled corporate insight and extensive leadership experience to the nation's premier financial institution.

In the power sector, Mr. Tabba serves as Chairman of Yunus Energy Limited, steering pioneering initiatives in renewable energy. He is also the Chairman of Lucky Cement Limited, an industry leader that has set benchmarks in Pakistan's cement manufacturing. Previously, he chaired the Board of Nutrico Morinaga (Private) Limited, a joint venture with Japan's Morinaga Milk Industry.

A steadfast advocate for education and institutional growth, Mr. Tabba serves on the Board of Governors of the Textile Institute of Pakistan and has previously been a board member of Hamdard University. As the founding Vice President of the Italian Development Council, he has actively fostered global business linkages and cross-border collaborations.

His philanthropic vision is embodied in his role as a Director of the Aziz Tabba Foundation, which operates leading healthcare institutions, including the Tabba Heart Institute and Tabba Kidney Institute, alongside numerous other welfare projects. As the Founding Trustee of ChildLife Foundation, established in 2012 to transform paediatric emergency care in public hospitals, he has overseen its expansion into a nationwide network, treating millions of children through advanced paediatric emergency rooms and telemedicine centers.

Muhammad Ali Tabba

Vice Chairman

Mr. Muhammad Ali Tabba joined the Board as Director and Vice Chairman in December 2012. He began his professional journey with the prestigious Yunus Brothers Group (YBG) in 1991 and has significantly contributed to its growth and transformation, solidifying the group's position as a global player in multiple industries.

Mr. Tabba assumed the role of Chief Executive at Lucky Cement Limited, succeeding his late father in 2005. He holds prominent positions as the Chairman of Yunus Textile Mills Limited, Lucky Motors Corporation, Lucky Electric Power Company Limited, Gadoon Textile Mills Limited, and National Resource Limited - a mining Company with exploration leases in Chagai, Balochistan, exploring the area through modern mining methods with world-class consultants.

Beyond the corporate sphere, his presence extends to various industry and community organisations. Mr. Tabba chairs the All Pakistan Cement Manufacturing Association and has led the Pakistan Textile Council and Pakistan Business Council. He also serves on the boards of various universities, institutions, and foundations, guiding their missions.

Mr. Tabba's commitment to philanthropy is exemplified through his role as the Chairman of the Aziz Tabba Foundation (ATF), a non-profit organisation focusing on areas such as social welfare, self-employment through microfinance, education, health, and housing. The two cutting-edge hospitals in Karachi, namely the Tabba Heart Institute and Tabba Kidney Institute, are epitomes of ATF's significant benefactions to the community.

In recognition of his support to Pakistan's social development sector, Mr. Tabba was honoured with the title of Young Global Leader by the World Economic Forum in 2010. He also received the prestigious Karachi Chamber of Commerce and Industry 'Businessman of the Year' Gold Medal Award for 2012-2013. In 2018, the Government of Pakistan awarded him the Sitara-E-Imtiaz, one of the nation's highest civilian honours.

Mr. Muhammad Ali Tabba's multifaceted leadership, combining business excellence with a strong commitment to social welfare, reflects a forward-thinking leader whose work has had a lasting impact in Pakistan and beyond.

Amina Abdul Aziz Bawany

Non-Executive Director

Ms. Amina Abdul Aziz Bawany joined the Board as a Non Executive Director in December 2012. A postgraduate in Early Years Education, she brings over a decade of experience in the education sector. Ms. Bawany plays a pivotal role within the Yunus Brothers Group (YBG), where she leverages her versatile skill set, particularly in customer relations and sales. She currently serves on the boards of various charities dedicated to raising funds for the medical and educational needs of marginalised communities.

Jawed Yunus Tabba

Non-Executive Director

Mr. Jawed Yunus Tabba joined the Board as a Non-Executive Director in April 2014.

Mr. Tabba has extensive experience in the textile industry and is currently the Chief Executive Officer of Lucky Textile Mills Limited. His untiring efforts helped him acquire deep insight and expertise in export and manufacturing activities. He has been instrumental in managing the textile concerns of the Yunus Brothers Group (YBG) and has transformed Lucky Textile Mills Limited into one of the premier textile companies and among the top five home textile exporters of Pakistan.

Mr. Tabba is on the Board & related sub-committees of Lucky Cement Limited, Gadoon Textile Mills Limited, Lucky Motor Corporation Limited, Lucky Energy (Pvt) Limited, Lucky Investments. He is actively involved in the formulation of the vision, strategies & governance structures of these companies.

Mr. Tabba is also managing the real estate project – Luckyone Mall & Apartments, the largest mall in Pakistan, and multi-faceted, first of its kind regional shopping mall which has revolutionised the shopping experience in Pakistan.

Mr. Tabba is a Director of Aziz Tabba Foundation where he is extensively engaged in community welfare projects. He is working extensively in the field of social welfare, education, health, and housing. He is also a Member of the Young President Organisation (YPO).

Asif Jooma
Chief Executive

Mr. Asif Jooma joined the Board in December 2012 and was appointed Chief Executive in February 2013. With a career spanning over forty years, Mr. Jooma has extensive experience in senior commercial and leadership roles. Following his early years with the Company and subsequently, Pakistan PTA Limited, he was appointed Managing Director of Abbott Laboratories Pakistan Limited in 2007. After serving there for nearly six years, he returned to Lucky Core Industries Limited as Chief Executive.

Mr. Jooma holds directorships in Pakistan Tobacco Company Limited, International Industries Limited, NIFT, and NutriCo Morinaga (Private) Limited. He has previously served as a Director on Systems Limited, NIB Bank Limited, Engro Fertilizers Limited, and National Bank of Pakistan, and as Director and Member Executive Committee of the Board of Investment (BOI) – Government of Pakistan.

He has previously served as the President of the American Business Council, President of the Overseas Investors Chamber of Commerce and Industry, and Chairman of the Pharma Bureau.

Additionally, Mr. Jooma is on the Board of Governors of the Lahore University of Management Sciences and a Trustee of the Duke of Edinburgh's Awards Programme, whilst previously also serving on the Board of Indus Valley School of Art and Architecture. He graduated cum laude from Boston University with a Bachelor of Arts in Development Economics and attended Executive Development programmes at INSEAD and Harvard Business School thereafter.

In June 2024, he was also appointed as an Ambassador-at-Large in an honourary capacity by the Government of Pakistan for a two-year period.

Adnan Afridi
Independent Director

Mr. Adnan Afridi joined the Board in May 2023 as an Independent Director. With over 27 years of global and Pakistan-based experience, his areas of specialisation include change management, business transformation, innovation, and profitability enhancement in blue-chip companies, the public sector, and high-growth situations. His industry experience includes capital markets, private equity, financial services, real estate, health care, natural resources, logistics, largescale manufacturing, technology, and food sectors, operating in CEO roles with Board level representations.

Mr. Afridi served as the Chairman and the Managing Director of National Investment Trust Limited, Pakistan's first and largest Asset Management Company. He is also an Independent Non-Executive Director at Siemens Pakistan Limited, Bank Al Habib, Dynea Pakistan Limited, and Biafo Industries Limited. He has previously served as the Managing Director of the Karachi Stock Exchange Limited and as the CEO of the Overseas Chamber of Commerce and Industry, and Tethyan Copper Company as well as having served on the boards of Gul Ahmed Textile Mills, Trading Corporation of Pakistan, Central Depository Company, and National Clearing Company as Chairman of the Board. Mr. Afridi was also nominated by the Government of Pakistan as a private-sector nominee to the SECP Policy Board for a 4-year term that concluded in November 2022.

Mr. Afridi's contribution to social causes is well known. He is a key member of The Kidney Center Board (former Vice Chairman and current Chairman) and was previously the President of the Old Grammarians Society focusing on fundraising for education scholarships and a former board member of YPO Pakistan and is currently a Board member of YPO-Gold Pakistan.

Syed Muhammad Shabbar Zaidi

Independent Director

Syed Muhammad Shabbar Zaidi joined the Board in May 2020 as an Independent Director. A chartered accountant by profession, he served as the 26 Chairman of the Federal Board of Revenue from May 2019 till April 2020 and as a Provincial Minister for Finance, Board of Revenue, and Excise and Taxation for the Government of Sindh, during the 2013 caretaker setup.

Mr. Zaidi was a member of the Federal Government Task Force for Reform of Tax Administration 2002 and authored the report. A retired senior partner at A. F. Ferguson & Co., he also serves as Chairman of the Securities and Exchange Commission Committee formed for Corporate Industrial Rehabilitation Reform and the Economic Advisory Council. He is a fellow member of the Institute of Chartered Accountants of Pakistan and has served as President of the Institute from 2005-2006. Mr. Zaidi was a member of the Developing Nations Committee of the International Federation of Accountants, the President South Asian Federation of Accountants, the Founder Director of the Pakistan Institute of Corporate Governance, a member of Central Audit Committee of the State Bank of Pakistan, and a Director of the Karachi Stock Exchange Limited from 2012-2015.

Among his non-profit work, Mr. Zaidi is a trustee of the Sindh Institute of Urology and Transplantation and a member of the Board of Governors of Liaquat National Hospital and Karachi School of Business and Leadership. He has also authored books, including 1) ‘A Journey for Clarity’, 2) ‘Pakistan: Not a Failed State’, 3) ‘Panama Leaks: A Blessing in Disguise’, 4) ‘Pakistan: Rich People: Poor Country’, 5) ‘The Serene Self’, 6) ‘OECD’s Multilateral Instruments & Pakistan’s Bilateral Double Tax Avoidance Agreements’, 7) ‘Faith and Intellect’, 8) ‘Foreign Exchange Regulations of Pakistan: Acquisition & Disposal of Shares & Securities’ and 9) ‘Commentary on Pakistan’s Tax Laws for Non-Resident Persons and Offshore Assets of Residents.

Ariful Islam

Independent Director

Mr. Ariful Islam joined the Board in April 2024 as an Independent Director. He is a senior banker with over 37 years of experience with various banks in Bahrain and Pakistan. Mr. Islam qualified as a Chartered Accountant from the Institute of Chartered Accountants in England & Wales in 1983 and worked with KPMG (formerly Peat Marwick Mitchell & Co.) in their London office prior to the start of his banking career. He is also a Fellow Member of the Institute of Chartered Accountants of Pakistan.

Previously, Mr. Islam was the Deputy CEO of Meezan Bank, a position that he held for 25 years, before retiring from the Bank in 2024. During his tenure, his contribution has developed and transformed Meezan Bank into the country’s premier Islamic bank. He has also served as the Chairman of the Board at Pakistan's leading Asset Management Company, Al Meezan Investment Management Limited for 17 years. Mr. Islam is currently also on the Board of Honda Atlas Cars (Pakistan Ltd), Raqami Islamic Digital Bank Limited, Cherat Cement Limited, Lucky Landmark Pvt Ltd, and Trukr Pvt Limited. He is also an active contributor and supporter of the country’s various educational, health and community building programmes.

Board and Management Committees

Committees of the Board with Brief Terms of Reference

Audit Committee

The Audit Committee, chaired by an Independent Director, oversees LCI's strong internal controls and risk management framework. It functions as the eyes and ears of the Board to help fulfil its fiduciary responsibilities. The Audit Committee comprises four members of which two are Non-Executive Directors and two, including the Chairman of the Committee, are Independent Directors. The Head of Internal Audit acts as the Secretary to the Audit Committee. The Committee meets at least four times a year with at least one of those meetings held with the external auditors and internal auditors, without the presence of the management team.

The Audit Committee reviews and facilitates the Board's determination of appropriate measures to safeguard the Company's assets. It reviews the interim and annual financial statements prior to their approval by the Board of Directors, with a focus on related party transactions, internal and external audit reports, key judgment areas, changes in accounting policies, compliance with accounting standards and regulatory requirements, significant audit adjustments, assumptions (including the going concern assumption in the preparation of financial statements), significant legal matters, compliance with the Listed Companies (Code of Corporate Governance) Regulations 2019, and other relevant laws and regulations. The Audit Committee also reviews the preliminary announcements of results to the Pakistan Stock Exchange prior to publication. The Committee discusses matters arising from interim review and annual audit with the external auditors, and other matters that the external auditors highlight (in the absence of the management, if required), including the management letter and the management's response thereto.

The scope, plan, and reporting framework of the internal audit function is evaluated by the Audit Committee, to ensure it is well-resourced and appropriately positioned within the Company. It also ensures that there is coordination between the internal and external auditors. The Committee recommends to the Board of Directors the appointment, removal, and audit fees of the external auditors, as well as permissible additional services rendered by them.

The Audit Committee considers major findings from internal investigations on matters such as fraud, corruption, or abuse of power, along with management's response thereto. Ensuring adequacy of corrective actions also falls within the responsibilities of the Audit Committee. It also reviews channels for staff and management to confidentially report concerns regarding potential improprieties in financial and other matters, and recommend remedial and mitigating actions on the same. Speak Up complaints raised during the year are reported to the Audit Committee for their review of the complaint and corrective actions.

The Committee is responsible for monitoring the effectiveness of internal controls, including financial, operational, compliance and accounting systems, and ensures accurate and timely recording and reporting of transactions, receipts, payments, assets and liabilities. It also evaluates the robustness of risk mitigation measures and the integrity of financial information. The Audit Committee has also been given the responsibility to monitor and oversee sustainability-related risks and opportunities, including environmental, social and governance considerations within the Company and makes recommendations to the Board on embedding sustainability principles within LCI's strategy and operations to increase corporate value.

Human Resource and Remuneration Committee (HR&R)

The Human Resource and Remuneration Committee (HR&R) is a sub-committee of the Board and is responsible for providing overall guidance on HR policies and fundamental principles related to culture, performance management, compensation, and talent management.

It is also responsible for reviewing and recommending the selection, evaluation, and compensation of the Chief Executive, the Executive Management Team, and the Head of Internal Audit.

Additionally, it reviews and recommends HR management policies and the succession planning process for the position of the Chief Executive and its direct reports. The Committee also takes into consideration the recommendations of the Chief Executive on matters such as remuneration and performance of key management positions. Additionally, the HR&R Committee is also responsible for reviewing and monitoring the Diversity, Equity & Inclusion strategies and targets of the Company.

The Committee meets at least once a year. It comprises five members of which three are Non-Executive Directors, one is an Executive Director, and one is an Independent Director, who is also the Chairman of the Committee. The Chief People Officer acts as the Secretary to the Committee.

Banking Committee

The Banking Committee comprises one Executive Director and two Independent Directors and has been constituted to approve matters relating to the securing and availing of banking facilities by the Company, opening/closing, and day-to-day operations of bank accounts. The resolutions passed by the Banking Committee are subsequently ratified by the Board.

Management Committees

Executive Management Team (EMT)

The Chief Executive is the Chairman of the EMT. The EMT comprises all the COOs and CXOs. It meets monthly and is responsible for strategic business planning, decision-making and the overall management of the Company.

HSE&S Management Committee

The Health, Safety, Environment and Security (HSE&S) Management Committee is chaired by the Chief Executive. The Committee monitors Company-wide HSE&S compliance and best practices. It oversees the health, safety, environment and security functions and is also responsible for ensuring that all operations remain environmentally-conscious and compliant with the regulatory framework.

Succession Planning Forum

This Succession Planning Forum is chaired by the Chief Executive and meets periodically to review the Company's succession planning and talent pipeline at all levels. It is supported by inputs coming from the following capability groups, which are also responsible for managing functional capability development:

- Commercial
- Technical
- HR, Legal and Corporate Communication and Public Affairs Department
- Finance and IT

Report of the Directors

for the year ended June 30, 2025

The Directors are pleased to present their report, together with the audited financial statements of the Company, for the year ended June 30, 2025.

This Directors' Report has been prepared in accordance with Section 227 of the Companies Act, 2017 and Listed Companies (Code of Corporate Governance) Regulations, 2019.

Overview of Economy and Financial Performance

Net Turnover at PKR 120,013 million for the year under review is almost in line with the same period last year (SPLY). Net Turnover for the Pharmaceuticals Business is 72% higher as compared to the SPLY, conversely, a slowdown in demand across the Soda Ash, Animal Health, Chemicals & Agri Sciences and Polyester Businesses resulted in a decline of 16%, 10%, 2% and 1% respectively compared to the SPLY.

Despite economic challenges, the Operating Result for the year under review stood at PKR 17,920 million, reflecting a 4% increase over the SPLY. The Pharmaceuticals and Animal Health Businesses delivered strong performances, recording growth in their Operating Results by 99% and 23% respectively as compared to the SPLY. The Polyester Business maintained operating performance in line with the SPLY, while the Soda Ash Business and Chemicals & Agri Sciences Business registered a decline of 16% and 5% respectively in Operating Results year-on-year.

Growth in the Pharmaceuticals Business performance was strengthened by the seamless integration of the select assets acquired from Pfizer Pakistan Limited and other relevant Pfizer group entities, marking a significant milestone for the Company. The base business performance improved for reasons including currency stability, improved sales mix, and continued focus on operational efficiencies.

The Animal Health Business performance was largely supported by a strategic focus on high-value products and improved cost structures. The Soda Ash Business remained under pressure due to muted demand across key segments, in particular the glass segment. Additionally, export volumes were also adversely impacted as lower international prices, coupled with elevated freight costs, rendered exports economically unviable. Moreover, heightened import actitivity from China at previously unseen prices is further intensifying the challenges being faced by domestic manufacturers. The Chemicals & Agri Sciences and Polyester Businesses continued to face demand side challenges, driven by subdued consumer purchasing power and heightened competition from lower priced imports.

The Company's business operations continued to operate in a challenging macroeconomic environment during the year under review. While economic conditions showed signs of improvement, driven by a sharp decline in inflation, a relatively stable Pak Rupee, and a significant reduction in interest rates, the overall operating environment remained difficult. Elevated energy tariffs and a high tax burden continued to exert pressure on input costs, which, combined with weak consumer purchasing power, contributed to subdued demand across key sectors.

Profit After Tax (PAT) for the year under review stood at PKR 11,638 million, representing a 4% increase over the SPLY, primarily driven by improved Operating Results and a reduction in finance cost, attributable to a 950 basis points decline in policy rate compared to the SPLY. This performance was achieved despite an increase in the effective tax rate following the change in the export taxation regime, effective July 1, 2024.

During the year, the Pak Rupee depreciated by 2% against the US Dollar, resulting in an exchange loss of PKR 59 million against an exchange gain of PKR 117 million in the SPLY. Finance cost declined by 38% compared to the SPLY primarily due to lower policy rate, the benefit of which was partially offset by higher debt levels resulting from the asset acquisition from Pfizer entities and increased capital expenditures undertaken to support business growth and integration.

Earnings per Share (EPS) at PKR 25.20 for the year under review is 4% higher than the SPLY. Please note that the EPS for the year has been restated to reflect the subdivision of the face value of the ordinary shares of the Company from PKR 10/- to PKR 2/- per share. The regulatory formalities to give effect to the stock split were completed after the close of the financial year, on July 19, 2025.

Dividend

In view of the Company's earnings, the Board of Directors has recommended the Final Cash Dividend in respect of the financial year ended June 30, 2025, at the rate of 310% i.e. PKR 6.20/- per share having face value of PKR 02/- each, subject to the approval of the Members at the forthcoming Annual General Meeting. During the year and prior to the sub-division of the face value, an interim dividend at the rate of 340% i.e. PKR 34/- per share having face value of PKR 10/- has already been paid.

Key Developments

During FY 2024-25, the Company announced a subdivision (stock split) of the face value of its ordinary shares from PKR 10/- to PKR 02/- per share, aimed at enhancing investor accessibility, improving stock liquidity, and broadening shareholder participation. The subdivision was approved by the members of the Company at the Extraordinary General Meeting held on June 20, 2025. Following this approval, the remaining regulatory and procedural formalities were completed on July 19, 2025. Following the subdivision of shares, the Company's subscribed and paid-up capital has been restructured, whereby the number of ordinary shares has increased from 92,359,050 ordinary shares of PKR 10/- each to 461,795,250 shares of PKR 02/- each, with no change in the rights and privileges attached to the shares.

On September 6, 2024, the Company completed an asset acquisition with Pfizer Pakistan Limited and other relevant Pfizer group entities. The transaction entailed the acquisition of a manufacturing facility, select pharmaceutical products which included: Ansaid, Ponstan, Ponstan Forte, Basoquin, Deltacortril, Lysovit, Corex D and Mycitracin, and associated trademarks (either through an outright assignment of trademarks or a perpetual license to use the relevant trademarks from relevant Pfizer group entities).

Financial Performance

PKR million	Year Ended June 2025	Year Ended June 2024	Increase/ (Decrease) %
Net Turnover	120,013	120,460	0%
Gross Profit	27,340	26,891	2%
Operating Result	17,920	17,151	4%
Profit Before Tax	18,505	16,501	12%
Profit After Tax	11,638	11,140	4%
*Earnings Per Share (PKR) (Restated)	25.20	24.12	4%

Net Turnover (PKR m)

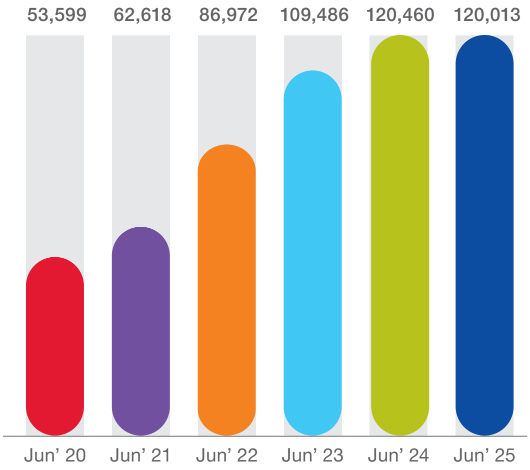
Profit before Tax (PKR m)

Profit after Tax (PKR m)

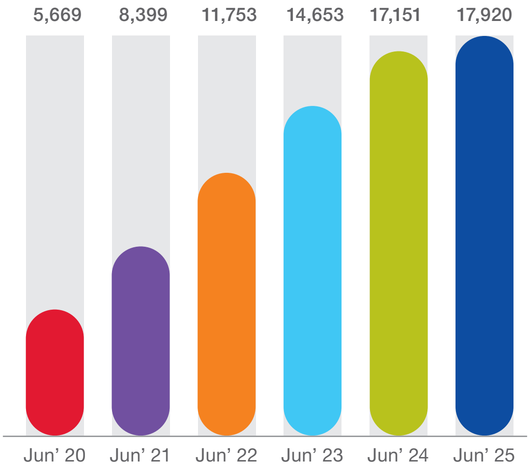
Earnings per Share (PKR)*

*Historical EPS figures have been restated to reflect the impact of the stock split which was completed on July 19, 2025.

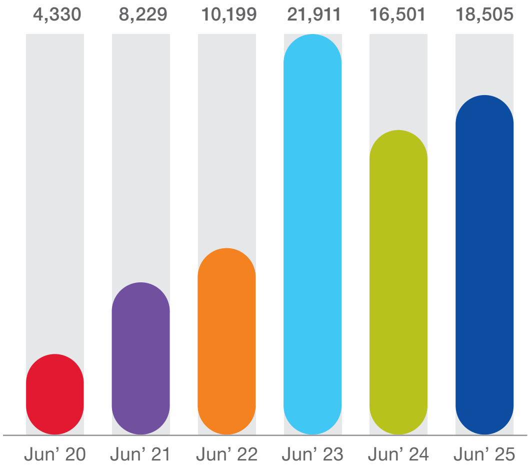
Six Year Performance



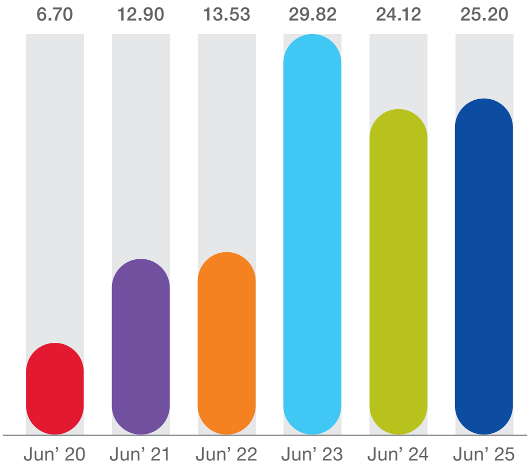
Net Turnover (PKR m)



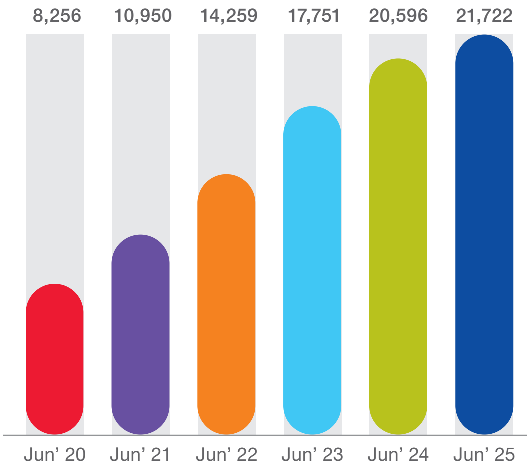
Operating Result (PKR m)



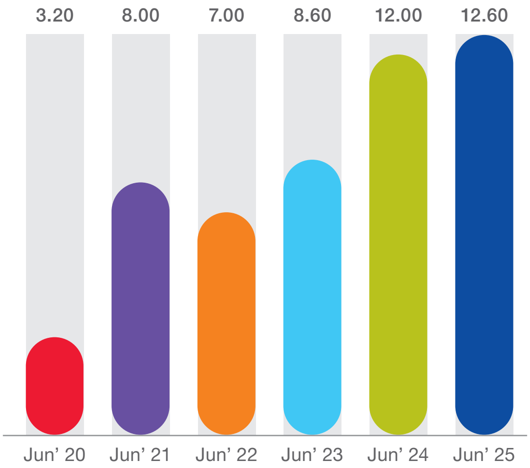
Profit Before Taxation (PKR m)



***Earnings Per Share (PKR)**



EBITDA (PKR m)



***Dividend (PKR per Share)**

*Historical EPS & Dividend figures have been restated to reflect the impact of the stock split which was completed on July 19, 2025.

Sustainability

As a leading manufacturing entity, Lucky Core Industries Limited (LCI) remains committed to responsible business practices, integrating ESG (Environment, Social and Governance) values into every aspect of its operations.

To support this commitment, the Company continued to regularly identify and assess material topics that could significantly influence its long-term performance as well as its impact on the economy, environment, communities, and other key stakeholders. This process was guided by the principle of double materiality, addressing both financial and non-financial impacts.

The Sustainability Council serves as the central body responsible for steering LCI's sustainability strategy and governance. It oversees the identification and assessment of material ESG topics, ensuring that the Company's priorities align with both stakeholder expectations and emerging sustainability risks and opportunities. The Council monitors progress against defined targets, facilitates cross-functional coordination, and ensures integration of sustainability considerations into business decisions.

Working in close coordination with the Council, the Executive Management Team (EMT) plays a pivotal role in steering the Company's sustainability journey. It receives regular updates on performance, assesses key focus areas, and provides direction to ensure alignment with LCI's overall business strategy. The EMT also oversees the implementation of critical Health, Safety, Environment & Security (HSE&S) procedures, ensuring these are kept in step with international best practices.

The Company's flagship Sustainability framework – 'STEP', an acronym for Sustain. Transform, Evolve and Preserve, continued to gain traction during the year. Through STEP, the Company fosters a culture of environmental and social responsibility, encouraging all employees to contribute to long-term sustainable value creation. In line with its mission of Improving Lives, LCI advanced several initiatives aimed at neutralising its emissions by adopting nature and science-based solutions across its various operations. These efforts are part of its broader climate action plan, 'Catalyst 2030', which aims to bring together all of LCI's businesses and functions to collectively support the planet and combat climate change.

To ensure compliance and understanding, employees are guided by four key documents: LCI HSE&S Management System, Occupational Health Manual, Corporate Engineering Procedures, and Information Notes for Managers. These tools help ensure compliance, build accountability, and reinforce the Company's commitment to continuous improvement in sustainability performance.

In recognition of these ongoing efforts, LCI was awarded joint 2nd Position for the 'Best Sustainability Report 2023' by ICAP & ICMA Pakistan, reflecting Company's dedication to clear reporting and effective sustainability actions.

Please refer to the Sustainability Report for details.

Health, Safety, Environment and Security (HSE&S)

LCI continues to uphold its strong commitment to Health, Safety, Environment and Security, maintaining rigorous standards to safeguard its employees, customers, anyone on its premises, and the communities where it operates. A continued and focused effort was made to review the effectiveness of existing regulatory frameworks and to strengthen the Company's approach to hazard identification and risk management across its businesses. This is key in ensuring the protection of the Company's workers and the public from accidents and ill health, and it reaffirms LCI's resolve to maintain HSE&S at the heart of its operations.

The Company has maintained its strong safety record, with approximately 49.9 million safe man-hours logged across all businesses, as of June 30, 2025. The Soda Ash, Pharmaceuticals, Animal Health, Chemicals & Agri Sciences and Polyester Businesses respectively achieved 36.7, 2.08, 1.76, 2.70, 2.12 million man-hours whereas the Corporate Offices stood at 4.54 million safe man-hours.

During the year, one employee injury was reported. The incident was thoroughly investigated, and corrective actions were implemented to avoid recurrence. The total reportable injury rate of employees was recorded at 0.09.

In recognition of efforts in the area of HSE&S, the Soda Ash and Chemical & Agri Sciences Businesses were awarded with the 'International Safety Award 2025' by British Safety Council UK, following a comprehensive evaluation of their Health & Safety Management Systems. The Pharmaceuticals Business received the 'EHS International Award 2024' in the Best HSE category by Professionals Network and Pakistan Safety Council. The Animal Health Business received the 'Environment Excellence Award 2024' by the National Forum for Environment and Health (NFEH) and the 'Fire Safety Award 2024' by NFEH & Fire Protection Industry of Pakistan (FPIP). The Chemical & Agri Sciences Business also received the recognition award from Employee Federation of Pakistan in Occupational Safety, Health and Environment, along with the 'Environmental Excellence Award 2024' from NFEH.

During the year, a detailed HSE&S management audit of the Pharmaceuticals Business was conducted by the Corporate HSE&S team. The Soda Ash and Polyester Businesses had undergone similar audits in the previous fiscal year. Trained safety professionals were engaged in the audit process and a detailed report was shared with the Pharmaceuticals Business. Areas for improvement were highlighted and communicated to the business' executive team.

The Health Assessment Performance Index (HAPI) and Hygiene Performance Index (HYPI), implemented at all sites, support the health assessment and monitoring of employees' exposure to workplace hazards. These tools are designed to help reduce the risk of occupational diseases. Data collected is monitored even after the employees' retirement. Annual/biannual assessment of employees' health continued, including audiometry and spirometry tests. No occupational illness was reported in the FY 2024-25.

Training at all levels on HSE&S remained a key priority for employee development. During the year, training course modules on high-hazard activities were reviewed in accordance with operational requirements, and additional trainings were also conducted by Corporate HSE&S in collaboration with the businesses.

The robust Environment Performance Management (EPM) framework continued to be used for reporting KPI's on Health, Safety, Environment, and Energy. Performance reports were reviewed monthly and quarterly. Any deviations from targets were promptly identified, analysed and discussed with each business. The Company also continued its efforts on energy conservation, waste and water reduction, and compliance with National Environmental Quality Standards (NEQS) through the implementation of targeted sustainability plans.

Please refer to the Sustainability Report for details.

Community Investment

LCI is committed to serving the communities it operates in through its community investment programme. During the year, the Company donated PKR 96.2 million towards community uplift initiatives through its range of community engagement activities.

For a detailed account of the Company's social impact in the areas of including Health, Education, Women's Empowerment, Community Development, and Environment, please refer to the Sustainability Report.

Human Resources

Human Resources: Cultivating a Dynamic and Inclusive Workplace

At LCI, we believe that fostering a high-performance culture that prioritises employee well-being, development, and engagement is key to our success. By aligning the workforce with the Company's vision, LCI is committed to creating an environment where every employee feels valued, supported, and inspired to excel.

Organisational Culture and Values

LCI's culture, deeply rooted in its core values, continued to be the driving force behind its growth and innovation. With a legacy spanning over eight decades, the Company has consistently fostered a high-performance culture along with prioritising employee well-being, development, and engagement. By aligning its people with its long-term vision, LCI strives to create a workplace where every individual feels valued, supported, and empowered to contribute meaningfully to the organisation's collective success.

Diversity, Equity and Inclusion

LCI's commitment to Diversity, Equity, and Inclusion (DE&I) was reflected in its talent acquisition, engagement efforts, and internal movements throughout the year. The Company has various policies embedded in the organisation including sabbaticals, maternity, and paternity leaves, to foster an inclusive and supportive workplace environment. Through the Company's 'Yes She Can!' Women Returnship Programme, women on a career break are reintegrated into the workplace. By celebrating a range of cultural and faith-based events, the Company continued to nurture a culture of respect and belonging. Initiatives such as CPO-led townhalls, Action Planning Days, and Specially-abled Sensitisation Sessions promoted transparency, empathy, and shared ownership, while participation in the Specially-abled Career Fair underscored LCI's dedication to accessible employment opportunities. External engagements, including career fairs and collaborations with reputable organisations, further reinforced LCI's commitment to creating a diverse and inclusive workplace where every individual is valued.

Notably, 25% of the Executive Management Team (EMT) consists of women, while female representation across the total workforce has reached 8.5%, highlighting the Company's meaningful progress towards gender diversity. The Company is committed to ensuring that all employment practices, including recruitment, hiring, compensation, career advancement – are based on objective, merit-based criteria with no discrimination on the basis of gender.

Please refer to the Annual Report for the Statement under Circular no. 10 of 2024 issued by the Securities and Exchange Commission of Pakistan.

Employee Well-Being and Engagement

At LCI, we believe that a thriving organisation begins with engaged, connected, and empowered employees. Guided by our core value of Passion for People, we championed a diverse range of initiatives during the year which reinforced our commitment to employee well-being. Building on the introduction of the Gallup-based engagement tool last year, we took forward employee engagement by translating insights into action, with business units and functions executing targeted plans to drive meaningful progress.

Talent Development and Management

LCI implemented several key initiatives under the framework of developing leaders. The revamped talent review process and enhanced development action plans have been significant in identifying and nurturing talent across the organisation. Robust succession planning practices ensure a steady pipeline of qualified leaders.

Our learning and development programmes, led by the Centre of Excellence team, logged over 53,000+ training hours, covering 2,200+ employees and providing 3.59 training days per employee. These programmes offer ample opportunities for professional growth. Our internal faculty has delivered impactful training such as Code of Conduct, focusing on integrity, compliance, and responsible behaviour, along with HR Essentials and Finance for Non-Finance.

LCI's diverse range of businesses provides employees with exceptional opportunities to challenge themselves and gain experience across multiple industries and roles. During the year, internal Talent Movement Index for Mid to Senior levels stood at 56% for the period, facilitating cross-functional exposure and continuous professional development and growth. This highlights LCI's commitment to promoting a dynamic and skilled workforce.

Risk Management

Managing risk is one of the fundamentals of sustainable growth and development. At LCI, the Board of Directors has the overall responsibility of overseeing risk management processes and internal control procedures. These processes are documented and reviewed periodically by the Board Audit Committee. Identified risks that could potentially affect the achievement of the Company's strategic, operational, financial, reputational and/or compliance objectives are promptly reported to the Board and senior management for timely action to safeguard assets, address possible risks to the Company and ensure business continuity.

At LCI, a clear organisational structure with a well-defined chain of authority is in place. Senior management is responsible for implementing procedures, monitoring risks and assessing the effectiveness of various controls.

The Company continued to employ a robust Enterprise Risk Management (ERM) framework, which was integrated within the organisation to ensure that risks were proactively identified, assessed and addressed. All highlighted risks were prioritised according to their impact, likelihood and timescale, with remedial actions devised accordingly.

Risk management remains an ongoing exercise, therefore, this process includes timely updates on both the risks and remedial and/or corrective actions.

A detailed report on the Company's risk management philosophy, governance and key risks and opportunities is available in the Annual Report.

Business Updates

Polyester Staple Fibre Business (PSF)

Net Turnover (PKR m)

Operating Result (PKR m)

The Net Turnover of the Polyester Business at PKR 39,731 million for the year under review, was 1% lower than the SPLY, primarily due to increased imports under the Export Finance Scheme (EFS) and dumping of PSF at below-cost levels. The local PSF industry continued to face pressure from dumped PSF imports, particularly from China, Indonesia, and Bangladesh.

The Operating Results at PKR 1,825 million for the year under review was in line with the SPLY. While volumes were adversely impacted due to lost sales to low-priced imports, the business partially offset the pressure through higher sales of specialised variants, cost optimisation initiatives, and improved operational efficiency.

The average price of crude oil decreased by 12% compared to the SPLY, as the supply glut continued to impact the market with increased supply from OPEC+ and weak global macro-economic outlook. Feedstock prices followed the trend, with the average price of PX and PTA declining by 17% and 15% respectively as compared to the SPLY. However, the average price of MEG increased by 7% compared to the SPLY owing to strong demand from other sectors and constrained supply resulting from plant turnarounds. Despite a significant decrease in PX and PTA prices, the average domestic PSF price declined by only 2% compared to the SPLY, primarily due to high freight rates from China driven by geopolitical tensions.

On the cotton front, weak global demand kept international prices under pressure, with global cotton ending stocks rising by over a million tons for a second consecutive year. As a result, average international cotton prices declined by 19% compared to the SPLY. Domestically, prices fell by 8% compared to the SPLY, primarily due to the limited availability of quality lint, as local cotton production remained significantly below target. The downstream yarn market remained largely under pressure in terms of pricing and margins due to a substantial increase in yarn imports under EFS. However, Poly Viscose and Poly Viscose segments showed some resilience during the year due to seasonal demand factors.

Looking ahead, oil and feedstock markets will be influenced by geopolitical developments in the Middle East and outcomes of the U.S trade negotiations with other countries. The domestic PSF industry is expected to remain under pressure from persistently low-priced imports. Yarn and cotton markets are expected to remain subdued in the short-term as the market adjusts to changes announced in the Federal Budget 2025-26; with gradual recovery expected as imports of cotton fibre and cotton yarn under the EFS become subject to 18% GST, restoring parity with local cotton and yarn.

Soda Ash Business

Net Turnover (PKR m)

Operating Result (PKR m)

The soda ash market witnessed subdued performance during FY 2024–25, primarily due to weak demand from the domestic glass and paper sectors. Additionally, a global supply overhang exerted downward pressure on prices, rendering exports to key international markets commercially unviable.

The Soda Ash Business reported Net Turnover of PKR 39,764 million and Operating Results of PKR 8,409 million, each reflecting a decline of 16% compared to the SPLY. The decline was due to challenging market conditions both locally and in export markets.

Despite a 6% decline in domestic sales and a 48% decline in exports, the Business remained resilient. Domestically, progress was made through an expanded footprint in the Detergent and Bazaar segments.

In FY 2024–25, the business accomplished several key milestones despite persistent challenges in both domestic and export markets. Sales to the Bazaar and Detergent segments posted 6% and 48% growth over the SPLY. Further, sodium bicarbonate sales reached an all-time high of 52,258 tons, surpassing the prior record of 47,441 tons.

Furthermore, the Soda Ash Business successfully commissioned an alternate energy boiler at the Khewra plant in June 2025. The project is designed to operate on multiple energy sources, including biomass, thereby enhancing flexibility in energy sourcing. This development is expected to improve energy cost relative to imported fossil fuel, plant reliability and support future production requirements.

Looking ahead, the domestic market is expected to remain slow, with subdued demand, which is likely to impact key downstream segments. Float glass manufacturers continue to operate at 50% capacity due to little to no visible improvement in construction activity, and limited evidence of an early recovery. On the export front, while the business continues to pursue growth in international markets, global dynamics remain challenging. Excess production and stockpiles, especially in China, are expected to exert downward pressure on prices across regional markets with imports into Pakistan at dumping levels. This issue will be exacerbated following the recent reduction in Customs and Regulatory Duties and removal of Advance Customs Duties. Going forward, it would be imperative for the Ministry of Commerce and the National Tariff Commission to monitor import trends as Pakistan continues to attract imports of surplus product at uneconomic prices.

Pharmaceuticals Business

Net Turnover (PKR m)

Operating Result (PKR m)

During the year under review, Pakistan's economic landscape showed initial signs of stabilisation. Inflation declined, driven by subdued domestic demand, a high base effect, and easing global commodity prices. In response, the State Bank of Pakistan (SBP) began a cycle of monetary easing, cutting interest rates to support a gradual pickup in economic activity. Despite these improvements, the macroeconomic environment remained constrained by tight fiscal controls and elevated tax burdens on businesses. Furthermore, the residual impact of previous years' inflationary pressures continued to affect consumer purchasing power, limiting broader economic growth.

During the year under review, the Pharmaceuticals Business recorded net sales of PKR 21,043 million, reflecting a growth of 72% compared to the SPLY. This performance was driven by the seamless integration of the select portfolio acquired from Pfizer entities, an optimised product mix, and focused execution strategies.

Operating profit grew by 99% to PKR 4,594 million compared to the SPLY. A critical growth lever was the successful integration of the product portfolio which was acquired from Pfizer entities. This integration enriched the product offering, expanded access across critical therapeutic areas, and supported both revenue and profitability. The performance was further supported by improved manufacturing productivity, stability of PKR and operational efficiency initiatives focused on sustainable cost management.

While the overall cost environment showed signs of easing, the long-term outlook remains contingent on regulatory stability. A consistent and supportive policy framework that balances affordability with the complexities of pharmaceutical manufacturing will be critical to sustain industry momentum. Pakistan's pharmaceutical industry remains heavily reliant on the import of Active Pharmaceutical Ingredients (APIs) from India. Given the prevailing geopolitical tensions and strained trade relations, this essential supply stream faces heightened risk and could materially impact product availability and pricing stability.

Nonetheless, the Pharmaceuticals Business remains resilient and forward-looking. With a strategic focus on high-potential therapeutic segments, geographic expansion, and innovation, the Business is well-positioned to sustain growth and contribute meaningfully to the healthcare landscape in line with its commitment to enhancing patient interest.

Animal Health Business

Net Turnover (PKR m)

Operating Result (PKR m)

The Net Turnover of the Animal Health Business at PKR 6,131 million, for the year under review, was 10% lower than the SPLY, primarily due to portfolio restructuring. Despite the decline in Net Turnover, Operating Result at PKR 1,084 million is higher by 23% compared to the SPLY. This growth was primarily driven by strategic focus on value-added products and improved cost structures.

The Animal Health industry in Pakistan is adapting to a volatile business environment, marked by escalating farm management costs due to the imposition of sales tax on feed, rising maize prices, higher costs for day-old chicks, and increased energy costs limiting the farmer's ability to invest in essential animal feed and medicines.

During the year under review, the Animal Health business focused on enhancing the availability of value-added products. Strategic portfolio shifts in the Livestock segment resulted in improved profitability and more sustainable growth.

In the Livestock sector, the demand for antibiotics, dewormers, and reproductive solutions remained high. Additionally, growing demand for Bovine Genetic portfolio highlighted the sector's emphasis on enhancing herd quality and productivity. Foot-and-Mouth Disease outbreaks surged in Punjab and upper Sindh, triggering accelerated vaccination efforts and demand for antibiotics. Furthermore, the imposition of sales tax on feed items continued to impact the livestock feed market, benefiting unregistered vendors.

The poultry industry experienced volatility due to rising input costs, regulatory changes, seasonal demand fluctuations, and disease pressure. Outbreaks of the Newcastle Disease and Mycoplasma caused high flock mortality, increasing demand for vaccines and antibiotics. The availability of GMO soybeans eased feed costs, providing some relief to the farmers. However, the new federal excise duty on day old chick imposed through the Federal Budget FY 2025-2026 is expected further burden the input cost of farmers, adversely impacting their profitability.

The business will continue to build momentum through product mix optimisation and targeted portfolio expansion. The planned launch of new Farmer's Choice products and feed enzyme solutions is expected to enhance the offering and attract new customer segments.

In addition, the establishment of a new greenfield medicine manufacturing facility will further support the expansion of the locally manufactured medicine portfolio. The new facility is expected to be operational towards the end of FY 2025-26. This initiative reflects the Company's continued focus on enhancing local manufacturing capabilities and expanding its presence in the Animal Health segment. The planned facility is expected to support future demand, reduce reliance on imports, and contribute to long-term value creation through improved operational efficiencies and increased product availability.

Chemicals & Agri Sciences Business

Net Turnover (PKR m)

Operating Result (PKR m)

Net Turnover and Operating Results for the year under review stood at PKR 13,374 million and PKR 2,008 million, respectively, broadly in line with the SPLY.

Despite the Chemicals sector recording negative growth in Large Scale Manufacturing (LSM) indices, Chemicals and Masterbatches segments registered volumetric growth of 16% and 20% respectively, compared to the SPLY, driven by improved market penetration. Margins, however, remained under pressure due to softening commodity prices, easing of import restrictions, increased competition, and suppressed consumer purchasing power.

The Masterbatch segment achieved a capacity enhancement during the year with the successful commissioning of a new side-feed extruder, enabling greater production capacity, product diversification and improved operational efficiency.

The Agri Sciences Business continued to face headwinds stemming from erratic weather conditions, persistent rains, liquidity constraints in the market, shift in cropping preferences and reduced support prices, which have financially strained farmers. Low produce prices coupled with high input costs reduced demand for crop solutions, adversely impacting sales. While the government has introduced measures to improve liquidity through subsidised financing, the benefits of these initiatives are yet to materialise.

While the economic stabilisation measures have begun to show results, consumer affordability remains a major concern despite easing inflation. As a result, the business will continue to face challenges particularly on the margin front.

Moving forward, the business will continue its focus on driving volume growth through improved market penetration and better capacity utilisation, along with continued emphasis on operational excellence and cost optimisation to mitigate ongoing pressures.

Finance

The Company's balance sheet as of June 30, 2025, remains strong, with total assets of PKR 95.0 Billion (2024: PKR 83.6 Billion), a current ratio of 1.54 (2024: 1.47) and a quick ratio of 0.90 (2024: 0.82).

Net Turnover at PKR 120,013 million for the year under review is almost in line with the same period last year (SPLY). Despite economic challenges, the Operating Result for the year under review stood at PKR 17,920 million, reflecting a 4% increase over the SPLY. This improvement was driven by continued focus on operational efficiencies, cost optimisation, and effective margin management.

The sales and distribution expenses for the year are 2% lower compared to the SPLY, primarily due to reduced freight costs following lower export volumes in the Soda Ash Business. The administrative and general expenses for the year are 8% lower compared to the SPLY mainly reflecting improved cost control initiatives.

During the year, the Company secured enhanced long-term and short-term financing facilities from various banks to meet working capital and business expansion/capital expenditure needs. Coupled with a sharp reduction in the policy rate, this led to a 38% decrease in finance costs compared to the SPLY. However, these gains were partially offset by exchange losses of PKR 59 million due to a 2% devaluation of the Pakistani rupee against the US dollar, compared to an exchange gain of PKR 117 million in the SPLY.

Other Operating Income for the year is 4% lower than the SPLY primarily due to lower dividend income, owing to reduced returns on short-term investments following a drop in the policy rate.

The Profit After Tax (PAT) and Earnings Per Share (EPS) for the year stood at PKR 11,638 million and PKR 25.20 respectively, representing an increase of 4% compared to the SPLY. EPS has been restated to reflect the subdivision of the face value of the ordinary shares of the Company from PKR 10/- to PKR 02/- per share. The regulatory formalities to give effect to the stock split were completed after the close of the financial year, on July 19, 2025.

Future Outlook

According to the IMF's World Economic Outlook, the global economic growth is projected to remain steady at 3.0% in 2026. Despite eased inflationary pressures and monetary policy loosening, global risks persist, including escalating trade tensions, geopolitical conflicts, and continued supply chain disruptions. The recent imposition of tariffs between major economies could impact global trade and investment flows, while climate-linked disruptions and regional conflicts further complicate the macroeconomic landscape.

Pakistan's economic outlook for FY 2025–26 reflects cautious optimism, with GDP expected to grow by 3.6% as per the latest estimates by the International Monetary Fund. The country has made visible progress in stabilising key macroeconomic indicators, including moderating inflation, improving the current account balance, and building foreign exchange reserves. The IMF's Extended Fund Facility and Resilience and Sustainability Facility programmes remain central to continued reform and fiscal discipline. The recent tariff reduction policy has significantly impacted the trade and industrial landscape, aiming to reduce input costs and improve competitiveness for downstream sectors. However, this shift may also increase pressure on local value-additive manufacturing, potentially contributing to de-industrialisation and job losses in key domestic sectors without complementary policy support, correspondingly putting pressure on an already fragile balance of trade position.

Despite these challenges, the Company remains well-positioned to adapt and grow, underpinned by a strong balance sheet, diversified product portfolio, and disciplined capital allocation. Strategic growth initiatives are underway, and the Company continues to conduct regular strategic reviews to ensure timely and effective responses to shifting market dynamics. Going forward, the Company will maintain its focus on optimising operational costs, particularly in energy and supply chain management, identifying new revenue streams, and maximising shareholder returns. With agility and discipline, the Company remains committed to delivering sustained value in a complex and evolving economic environment.

Acknowledgement

The results of the Company reflect the relentless commitment and contribution of its strong pool of talented employees and the trust placed in the Company by its stakeholders.

Auditors

M/s A.F. Ferguson & Co., Chartered Accountants, have audited the financial statements of the Company for the year ended June 30, 2025.

Upon recommendation of the Board Audit Committee, the Board recommends appointing M/s A.F. Ferguson & Co., Chartered Accountants as the statutory auditors of the Company for the year ending June 30, 2026, subject to the approval of the members at the forthcoming Annual General Meeting of the Company.

Related Party Transactions

During the year, the Company carried out transactions with its related parties. Details of these transactions are disclosed in the notes to the unconsolidated financial statements.

Compliance with the Code of Corporate Governance

The Company has taken all necessary steps to ensure Good Corporate Governance in all its practices, in compliance with the Code of Corporate Governance (CCG) Regulations, and as such, the Directors are pleased to state as follows:

- The financial statements prepared by the management of the Company present fairly its state of affairs, the results of its operations, cash flows and changes in equity.
- Proper books of account of the Company have been maintained.
- Appropriate accounting policies have been consistently applied in the preparation of financial statements and accounting estimates are based on reasonable and prudent judgment.
- International Financial Reporting Standards, as applicable in Pakistan, have been followed in the preparation of financial statements and any deviation from these has been adequately disclosed.
- The system of internal control is sound in design and has been effectively implemented and monitored.
- There are no doubts about the Company's ability to continue as a going concern.
- There has been no material departure from the best practices of corporate governance.
- Key operating and financial data for the last 10 years is provided in the Annual Report.
- Outstanding taxes and levies are given in the Notes to the Financial Statements.
- The management of the Company is committed to good corporate governance, and appropriate steps are taken to comply with best practices.
- The related party transactions of the Company are reviewed by the Audit Committee and approved by the Board of Directors.

Investment In Retirement Benefits

		30-Jun-25 Un-Audited	**30-Jun-24 Audited**
	Fund Name	Value (PKR million)	Value (PKR million)
1	Lucky Core Management Staff Provident Fund	1,887.02	1,511.36
2	Lucky Core Management Staff Pension Fund	798.31	670.95
3	Lucky Core Management Staff Gratuity Fund	1,143.15	864.57
4	Lucky Core Management Staff Defined Contribution Fund	2,505.00	1,866.20
5	Lucky Core Non-Management Staff Provident Fund	571.00	485.28
	Total	**6,904.47**	**5,398.37**

Composition of the Board

In line with the requirements of the CCG, the Company encourages the representation of Independent and Non – Executive Directors, as well as gender diversity on its Board. The current composition of the Board is as follows:

Total number of Directors:
(a) Male: 7
(b) Female: 1

Composition:
(i) Independent Directors: 3
Syed Muhammad Shabbar Zaidi
Mr. Adnan Afridi
Mr. Ariful Islam

(ii) Non – Executive Directors: 4
Mr. Muhammad Sohail Tabba
Mr. Muhammad Ali Tabba
Mr. Jawed Yunus Tabba
Ms. Amina A. Aziz Bawany

(iii) Executive Directors: 1
Mr. Asif Jooma

Committees of the Board

Audit Committee

Syed Muhammad Shabbar Zaidi – Chairman
Mr. Adnan Afridi – Member
Mr. Muhammad Ali Tabba – Member
Mr. Jawed Yunus Tabba – Member

HR and Remuneration Committee

Mr. Adnan Afridi – Chairman
Mr. Muhammad Sohail Tabba – Member
Mr. Muhammad Ali Tabba – Member
Mr. Jawed Yunus Tabba – Member
Mr. Asif Jooma – Member

Banking Committee

Mr. Asif Jooma – Chairman
Mr. Adnan Afridi – Member
Mr. Ariful Islam – Member

Directors' Attendance

During FY 2024-25, six (6) Board meetings, four (04) Audit Committee meetings, and two (02) Human Resources and Remuneration Committee (HR&R) meetings were held. Attendance by each Director of the respective Board / Sub – Committees meetings was as follows:

Name of Director	Board of Directors Meetings	Audit Committee Meetings	HR & Remuneration Committee Meetings
Mr. Muhammad Sohail Tabba	6	-	2
Mr. Muhammad Ali Tabba	5	3	2
Mr. Jawed Yunus Tabba	6	4	2
Ms. Amina A. Aziz Bawany	3	-	-
Mr. Asif Jooma	5	-	2
Mr. Adnan Afridi	6	4	2
Mr. Ariful Islam	5	-	-
Syed Muhammad Shabbar Zaidi	6	4	-

Directors' Remuneration

The Board of Directors has approved a formal Directors' Remuneration Policy which includes a transparent procedure for the remuneration of Directors, in accordance with the Companies Act, 2017 and CCG. As per the said policy and as at June 30, 2025, Non-Executive and Independent Directors have been paid an after-tax remuneration of PKR 75,000/- for attending each meeting of the Board or its Sub–Committee.

Appropriate disclosure for remuneration paid during the year to Directors and the Chief Executive has been provided in the notes to the financial statements.

Board Evaluation

As required under the CCG, the Board undergoes an annual evaluation of its performance, which was carried out internally for the year ended June 30, 2025. The Board of Directors recognises the importance of continuous assessment in determining how effectively the Board has performed against its established objectives and goals. Following the internal evaluation, the Board reviewed the results, identified areas of improvement, and will monitor the implementation of the corrective action plans during the course of the year.

Directors' Training

All of the Directors have either acquired Director's training or have the prescribed qualification and experience required for exemption from training programmes for Directors, under Regulation 19 of the CCG. All Directors are fully conversant with their duties and responsibilities as Directors of a listed Company.

Risk Assessment Framework

Appropriate disclosures of the Company's risk framework and internal control system have been made in the Annual Report.

Pattern of Shareholding

The pattern of shareholding of the Company under Section 227(2)(f) of the Companies Act, 2017 as of June 30, 2025, is annexed to the Annual Report.

The pattern of shareholding as at June 30, 2025, reflects the position prior to the subdivision of the Company's ordinary shares. The Members of the Company, at the Extraordinary General Meeting held on June 20, 2025, approved a subdivision of the face value of the Company's shares from Rs. 10/- to Rs. 02/- per share. The regulatory formalities to give effect to the stock split were completed after the close of the financial year, on July 19, 2025. The shareholding pattern subsequent to the subdivision (as at July 19, 2025) is also provided in this Annual Report.

Muhammad Sohail Tabba
Chairman

Asif Jooma
Chief Executive

Date: July 31, 2025
Karachi

Gender Pay Gap Statement

Under SECP Circular 10 of 2024

LCI's commitment to Diversity, Equity, and Inclusion (DE&I) has been central to its talent acquisition and engagement strategies. The Company follows a rigorous, merit-based process for all employment practice including recruitment, annual salary reviews, and career advancement, ensuring there is no discrimination based on gender, race, or ethnicity – thereby compensating employees fairly and equitably.

The gender pay gap on an overall basis* for the year ended June 30, 2025, is as under:

- Median Gender Pay Gap is - 0.5%

- Mean Gender Pay Gap is 12.3%

*This is based on an 8.5% - 91.5% employee representation ratio for women and men respectively.

However, the remuneration philosophy at LCI does not differentiate based on gender. Employee remuneration is determined based on several factors, including professional experience, tenure, education, job role, performance, market dynamics, and geographical location.

LCI's approach to promoting a fair and inclusive workplace includes:

- **Equal Employment Opportunity:** Upholding equal opportunity by maintaining a discrimination-free workplace, applying non-discriminatory hiring practices, and offering equal chances for advancement to all employees regardless of gender.

- **Merit-based Evaluations and Growth:** Following fair and transparent evaluation processes for promotions and salary adjustments, conducting annual reviews based on equitable, merit-driven, and market-aligned criteria free from gender bias. Employees are recognised based on roles, performance, and responsibilities.

- **Inclusive Workplace Policies:** Implementing various policies embedded within the organisation including sabbaticals, maternity and paternity leave policies, and an anti-harassment policy, to foster an inclusive workplace environment.

Asif Jooma
Chief Executive
Date: July 31, 2025

Statement of Compliance with Listed Companies

(Code of Corporate Governance) Regulations, 2019

Lucky Core Industries Limited
Year Ended June 30, 2025

Lucky Core Industries Limited ('the Company') has complied with the requirements of the Listed Companies (Code of Corporate Governance) Regulations, 2019 (CCG / Regulations) in the following manner:

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

   a. Male: 07
   b. Female: 01

2. The composition of the Board is as follows:

Category	Names
Independent Directors	Syed Muhammad Shabbar Zaidi Mr. Adnan Afridi Mr. Ariful Islam
Non-Executive Directors	Mr. Muhammad Sohail Tabba Mr. Muhammad Ali Tabba Mr. Jawed Yunus Tabba
Executive Directors	Mr. Asif Jooma
Female Director (Non-Executive Director)	Ms. Amina Abdul Aziz Bawany

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

4. The Company has prepared a 'Code of Conduct' and has ensured that appropriate steps have been taken to disseminate it throughout the Company along with its supporting policies and procedures, besides being placed on the official website of the Company.

5. The Board has developed a vision / mission statement, overall corporate strategy and significant policies of the Company. The Board has ensured that a 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 Companies Act, 2017 (the Act), and the Regulations.

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

9. All of the Directors along with the Company Secretary have either completed the Director's Certification from authorised institutions or have the prescribed qualification and experience pursuant to Regulation 19 of the Regulations. All of the Directors are highly qualified and possess the requisite experience and knowledge required to perform their duties. During the year, the Directors' Training Programme was completed by the following director and Executive Management Team (EMT) member:

a. Director:	Ms. Amina Abdul Aziz Bawany
b. EMT:	Mr. Nauman Shahid Afzal, COO Chemicals & Agri Sciences

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

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

12. The Board has formed committees comprising of following members:

Audit Committee

Syed Muhammad Shabbar Zaidi	Chairman
Mr. Adnan Afridi	Member
Mr. Muhammad Ali Tabba	Member
Mr. Jawed Yunus Tabba	Member

HR & Remuneration Committee

Mr. Adnan Afridi	Chairman
Mr. Muhammad Sohail Tabba	Member
Mr. Muhammad Ali Tabba	Member
Mr. Jawed Yunus Tabba	Member
Mr. Asif Jooma	Member

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

    The functions of the Nomination Committee and Risk Management Committee are being performed by the Board itself, the HR & Remuneration Committee, and the Board Audit Committee (as applicable). Therefore, separate committees for Nomination and Risk Management are not required.

    Sustainability oversight occurs at several levels within the Company. The Board reviews and monitors environmental, social and governance matters on a regular basis. The Executive Management Team of the Company during their monthly meetings, review HSE and sustainability risks and initiatives. The Company also has in place a dedicated Sustainability Council comprising of senior executives of the Company, which periodically reviews sustainability related initiatives. To further strengthen the framework, responsibilities pertaining to sustainability related risks and opportunities have also been added in the terms of reference of the Board Audit Committee. Review and monitoring of the Diversity, Equity and Inclusion (DE&I) strategies and targets have been added to the terms of reference of the HR & Remuneration Committee.

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

    a) Audit Committee: 04 during the year
    b) HR and Remuneration Committee: 02 during the year

15. The Board has set up an effective internal audit function consisting of a suitably qualified and experienced team which is conversant with the policies and procedures of the Company.

16. The statutory auditors of the Company have confirmed that they have been given a satisfactory rating under the Quality Control Review programme of the Institute of Chartered Accountants of Pakistan (ICAP) and are registered with the Audit Oversight Board of Pakistan, that they and all their partners are in compliance with International Federation of Accountants (IFAC) guidelines on the code of ethics, as adopted by the Institute of Chartered Accountants of Pakistan and that they and the partners of the firm involved in the audit are not 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, the Regulations or any other regulatory requirement and the auditors have confirmed that they have observed IFAC guidelines in this regard.

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

Muhammad Sohail Tabba
Chairman

Asif Jooma

Asif Jooma
Chief Executive

Dated: July 31, 2025
Karachi

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Independent Auditor's Review Report

To the members of Lucky Core Industries 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 Lucky Core Industries Limited ('the Company') for the year ended June 30, 2025 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 noncompliance with the requirements of the Regulations. A review is limited primarily to inquiries of the Company's personnel and review of various documents prepared by the Company to comply with the Regulations.

As a part of our audit of the financial statements we are require 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, 2025.

A. F. Ferguson & Co.
Chartered Accountants
Karachi
Dated: August 29, 2025
UDIN: CR202510069XObflRshQ

A. F. FERGUSON & CO., Chartered Accountants, a member firm of the PwC network
State Life Building No. 1-C, I.I. Chundrigar Road, P.O. Box 4716, Karachi-74000, Pakistan
Tel: +92 (21) 32426682-6/32426711-5, Fax: +92 (21) 32415007/32427938/32424740; <www.pwc.com/pk>

Corporate Governance and Compliance

At LCI, we believe that strong corporate governance practices are the backbone of sustainable growth. Our goal is to maintain the highest levels of integrity in all areas of our operations, ensuring transparency and accountability are embedded in every aspect of our decision-making and business conduct.

The Company's governance structure is based on its core values, constitutional documents, Code of Conduct, and applicable laws and regulations. The management ensures that robust internal controls and risk management systems are adopted and implemented throughout the organisation to create short-term and long-term value for all stakeholders of the Company.

Corporate Governance Statement

In line with its core value of Integrity and Responsibility, the Company adheres to applicable laws and regulations, including the Listed Companies (Code of Corporate Governance) Regulations, 2019 (the 'CCG'), the Rule Book of Pakistan Stock Exchange Limited, and applicable financial reporting frameworks. The Statement of Compliance, as required under the CCG, signed by the Chairman of the Board and Chief Executive, along with the Auditor's Review Report thereon, also form part of this Report.

Major Applicable Regulations

External

- Companies Act, 2017, and other allied laws
- Rule Book of the Pakistan Stock Exchange Limited
- Listed Companies (Code of Corporate Governance) Regulations, 2019
- Companies Regulations, 2024
- Securities Act, 2015
- CDC Regulations
- Other Rules, Regulations, Circulars, Notifications, and Guidelines of the Securities and Exchange Commission of Pakistan (SECP).
- Income Tax Ordinance, 2001

Internal

- The Articles of Association of the Company
- Code of Conduct
- Significant Policies
- Financial Limits of Authority

Ownership and Control Structure

Lucky Cement Limited, the parent Company of LCI, holds 55% of the Company's share capital. The Yunus Brothers Group (YBG), together with its group companies including Lucky Cement Limited, holds a combined equity stake of 81.60% in the Company's capital.

Capital Structure

During the year, the Company announced a subdivision (stock split) of the face value of its ordinary shares from PKR 10/- per share to PKR 2/- per share. The regulatory formalities to give effect to the stock split were completed after the close of the financial year, on July 19, 2025. Following the subdivision of shares, the Company's subscribed and paid-up capital has been restructured, whereby the number of ordinary shares has increased from 92,359,050 ordinary shares of PKR 10/- each to 461,795,250 shares of PKR. 2/- each, with no change in the rights and privileges attached to the shares. The share capital of the Company only comprises of ordinary shares, no other class of shares are issued by the Company.

The revised share capital structure of the Company is as follows:

	Number of Shares	Face Value (PKR)	Amount (PKR)
Before the Alteration			
Authorised Share Capital	1,500,000,000	10	15,000,000,000
Issued, Subscribed and Paid-up Capital	92,359,050	10	923,590,500
After the Alteration			
Authorised Share Capital	7,500,000,000	2	15,000,000,000
Issued, Subscribed and Paid-up Capital	461,795,250	2	923,590,500

The shareholding structure of the Company as of June 30, 2025 and as at July 19, 2025 (the date of completion of the stock split), is detailed on pages F 136 - F 144.

LCI fulfills its long-term investment and working capital requirements primarily through its own cash generation and financing arrangements from various banks. The Company has strong cash-generating abilities, attributable to its diversified and high performing business portfolio, due to which it has significant amounts of unutilised banking facilities.

The Company's EBITDA generation capacity, along with prudent liquidity management, is reflected in its current and quick ratios, which were 1.47 and 0.82 respectively, as of June 30, 2025.

Shares Held by Directors/Executives

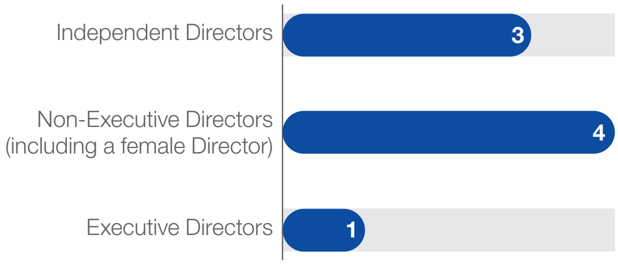
Details of the shareholding of Directors and Executives of the Company are provided in the pattern of shareholding. Refer to pages F 136 - F 144.

Board of Directors

Board Composition

The Board of LCI comprises Executive, Non-Executive, and Independent Directors, each contributing a broad and diverse range of skills, perspectives, and extensive experience. This diverse composition enables the Board to provide effective strategic guidance and oversight, driving the Company towards its goals and objectives while upholding robust governance standards. Each Director brings a unique skill set, adding significant value to the Board's collective decision-making and supports long-term value creation.

The Company has a total of eight (8) Directors on its Board:

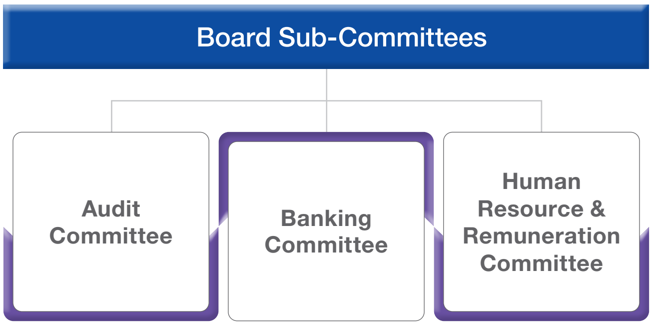


Independent Directors

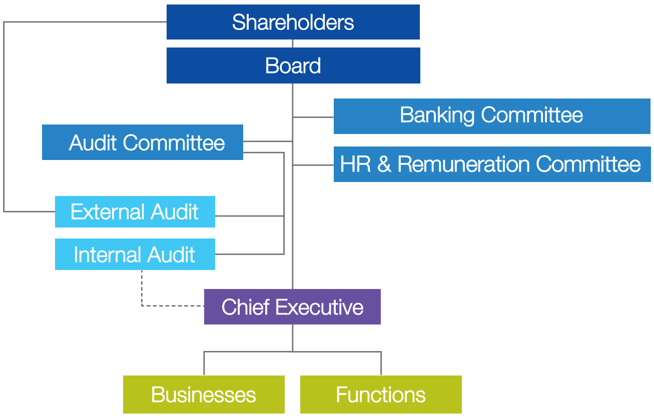
There are three (3) Independent Directors serving on the Board of LCI, selected from a databank maintained by the Pakistan Institute of Corporate Governance (PICG) in accordance with the Companies Act, 2017, the Companies (Manner and Selection of Independent Directors) Regulations, 2018, and the CCG. Each Independent Director has submitted a declaration confirming their independence to the Company in accordance with the CCG. A detailed composition of the Board is provided on page 57 of this Report.

Committees of the Board

The Board has the following three (3) Sub-Committees, details of which are available in this Report.



Governance Structure



Casual Vacancy

No casual vacancy arose on the Board during the year ended June 30, 2025.

Roles and Responsibilities of the Board of Directors

The Board of Directors is responsible for the overall management and strategic direction of the Company. The Board's key responsibilities include:

- Setting the strategic objectives of the Company
- Overseeing the financial performance of the Company
- Managing and overseeing the risks of the Company
- Reviewing environmental, social and governance matters
- Establishing and assessing internal controls
- Ensuring good corporate governance practices and legal and regulatory compliance
- Protecting stakeholder interests
- Appointing key management personnel and overseeing their succession planning
- Setting the vision and mission of the Company
- Evaluating the performance of the Board

Board Performance Evaluation

In line with regulatory requirements, the Board conducts an annual formal evaluation of its performance. The evaluation encompasses various criteria including board composition, communication and information, risk management, strategic planning, implementation of policies, and relationship with stakeholders. Additionally, the Board sets its performance objectives at the start of each financial year.

Material Interests of Board Members

In compliance with Section 205 of the Companies Act, 2017, Directors are required to disclose any directorships or memberships they hold in other corporate bodies at the time of their appointment and annually thereafter, to the Company Secretary. This information is updated on a quarterly basis, and is used to compile and maintain an updated list of all related parties. Furthermore, in accordance with the CCG, no Director of the Company holds office as a director on the boards of more than seven (7) listed companies.

Offices of the Chairman and Chief Executive

In accordance with the CCG, the position of the Chairman of the Board of Directors and the office of the Chief Executive are held by separate individuals with a clear segregation in the roles and responsibilities of each.

Chairman

Mr. Muhammad Sohail Tabba, a Non-Executive Director, holds the position of Chairman of the Board. In this capacity, he presides over Board proceedings, ensuring that meetings are conducted efficiently and in compliance with relevant laws and regulations. The Chairman plays a pivotal role in promoting good governance practices and guides the Board in fulfilling its responsibilities.

Chairman's Significant Commitments

Mr. Muhammad Sohail Tabba was first appointed as a Non-Executive Director on the Board of Directors in 2012 and was subsequently appointed the Chairman of the Board for the first time in 2014 and has continued to serve as the Chairman since then. For details of his other significant commitments as Chairman, Director and/or Trustee, refer to page 44 of this Report.

Chief Executive

The Chief Executive, Mr. Asif Jooma is an Executive Director on the Board. As the Chief Executive, he is the senior most full time executive of the Company, reporting directly to the Board of Directors. He is responsible for the overall performance of the Company, aligning it with the strategic directives and financial budgets approved by the Board. All businesses and functional heads report to the Chief Executive.

The key responsibilities of the Chief Executive include:

- Strategic planning and execution
- Management of financial and operational performance
- Communicating and implementing the vision and mission of the Company
- Implementing risk management and internal control frameworks
- Ensuring compliance with laws, regulations, and policies of the Company
- Overseeing the Executive Management Team (EMT) and their development
- Effective leadership and team management
- Engaging with the Board and keeping them well informed on all significant developments
- Effective representation and stakeholder management

Evaluation of the Chief Executive's Performance

The Chief Executive's performance is evaluated based on quantitative and qualitative objectives focused on value creation. The former relates to the growth and financial performance of the Company, while the latter assesses performance on parameters including sustainability, adherence to best corporate governance practices, risk management, employee development, and growth in line with the Company's vision. Underpinning these objectives is the 'how' component, which measures the processes and policies that have been implemented and complied with.

Matters Delegated to the Executive Management Team

The Executive Management Team (EMT) comprises the Chief Executive, the Chief Financial Officer, the Company Secretary, and other heads of businesses and functions. The Board of Directors establishes strategic objectives and goals for the Company, which the EMT implements in line with the Company's policies and procedures.

The Board has entrusted the Chief Executive with the necessary powers and responsibilities to facilitate the smooth execution of the day-to-day affairs of the Company. The EMT supports the Chief Executive in this role, to effectively implement and execute the strategic plans, decisions and budgets approved by the Board. The Chief Executive is responsible for keeping the Board informed on all relevant matters, including key risks and changes in the operating environment. The management seeks Board approval for significant business activities and operations as needed and appropriate.

Companies Where Executive Directors are Serving as Non-Executive Directors

The Company currently has one Executive Director, Mr. Asif Jooma, who is the Chief Executive of the Company. Please refer to his profile available on page 46 for more details.

Director's Orientation

In accordance with the CCG, a comprehensive Directors' orientation package is provided to all Directors on their appointment/election on the Board of the Company. The orientation pack includes detailed information about the Company, the Director's Remuneration Policy, roles and responsibilities as defined under applicable statutes, key disclosure and reporting requirements, and relevant policies of the Company.

Directors' Training Programme (DTP)

All of the Directors have either obtained formal Directors' training or have the prescribed qualifications and experience required for exemption from training programmes for directors, pursuant to Regulation No. 19 of the CCG. All Directors on the Board of the Company are fully conversant with their duties and responsibilities.

Director's Remuneration Policy

The Company has a formal policy for the remuneration of its Non-Executive and Independent Directors, in accordance with the provisions of the Companies Act, 2017, and the CCG. The policy provides that the remuneration to be paid to the Directors for attending Board and Sub-Committee meetings shall be appropriate and commensurate with the level of responsibility and expertise required of them and shall not be at a level which could be perceived to compromise the independence of the relevant Directors. The policy is designed to attract and retain appropriate professionals needed to successfully add value to the Company. As per the policy, a Non-Executive or Independent Director is entitled to claim reasonable travelling, hoteling and other ancillary expenses incurred on account of attending the Board and Sub-Committee meetings of the Company and/or for tending to any other business for the Company.

Executive and Non-Executive Directors, that are also on the boards of subsidiaries and/or associated companies of the Company, are not given any additional remuneration for attending board meetings of these companies.

For details of remuneration paid to the Executive and Non-Executive Directors during the year, refer to note 41 of the Unconsolidated Financial Statements.

Security Clearance of Foreign Directors

The Company does not currently have any foreign directors on its Board.

Board Meetings Held Abroad

The majority of the Board meetings during the year ended June 30, 2025, were held at the registered office of the Company - 5 West Wharf, Karachi. During the year, one (1) meeting of the Board was held at the head office of Gadoon Textile Mills Limited, located at 7/A, Tabba Street, Muhammad Ali Society, Karachi. Video link facilities were also provided for each meeting, enabling Directors to attend virtually. No meeting of the Board was held outside of Pakistan during the year.

Code of Conduct

The Company remains steadfast in its commitment to maintaining the highest ethical standards across all operations. The Code of Conduct serves as a comprehensive guide, outlining the business principles and ethical standards to which the Company adheres. These ethical standards are thoroughly communicated to employees, as well as to suppliers with whom the Company conducts business.

To ensure awareness and adherence to the Code of Conduct, all new hires are required to thoroughly read, understand, and acknowledge the Code of Conduct, and sign a declaration expressing their understanding and commitment to compliance with the Code of Conduct. This ensures that the Company's ethical standards are ingrained in the corporate culture and consistently guide actions at every level of the organisation. The core values and Code of Conduct are also emphasised through published e-modules, training, and communication campaigns.

Internal Controls

The Company has a sound system of internal controls and risk management to safeguard its assets and appropriately address and/or mitigate emerging risks. The Board assumes the overall responsibility of overseeing the internal control process, including its effectiveness. The Company maintains a clear organisational structure with a well-defined chain of authority and has clear limits of authority prescribed by the Board. Internal Audits are also conducted by an independent Head of Internal Audit, who reports directly to the Board Audit Committee. Comprehensive details regarding the Risk Management System are separately disclosed in this Report. Refer to pages 71-79.

Conflict of Interest

A formal disclosure of interest is obtained from each Director on an annual basis and updated on a quarterly basis.

In accordance with the Company's approved related party transactions policy, Directors are required to disclose any interest in transactions involving individuals or entities that fall within the definition of a related party. In situations where an actual or perceived conflict of interest arises, the concerned Board member(s) abstain from participating in the related discussions. Furthermore, the orientation pack provided to Directors upon their appointment/election includes comprehensive information on disclosure obligations pertaining to vested interests and conflicts of interest.

Related Party Transactions

The Company maintains and regularly updates a list of related parties. Transactions with related parties are carried out on an arm's length basis and in the ordinary course of business, in accordance with the related party transactions policy approved by the Board. A list of related party transactions is prepared and presented to the Board Audit Committee every quarter for their review. Based on their recommendation, related party transactions are subsequently approved by the Board. Transactions with related parties are also referred to the shareholders at the general meeting for ratification/approval as applicable. Details of the related party transactions during the year are disclosed in note 42 to the Unconsolidated Financial Statements.

Insider Trading

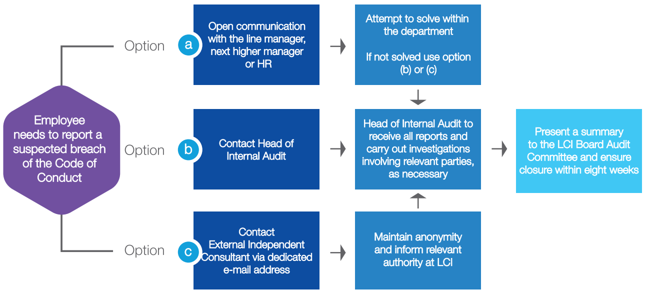
The Company has a policy on insider trading and securities transactions in line with applicable legislation and regulations. As per directives issued by the Pakistan Stock Exchange (PSX), the Company maintains and regularly updates a list of Executives (which includes the CEO, CFO, Company Secretary, Head of Internal Audit, and any employee drawing an annual basic salary of PKR 5 million or more as per the threshold in place as at June 30, 2025). Any transaction carried out by an Executive of the Company, their spouse and/or minor children in the shares of the Company must be reported to the Company Secretary immediately, along with details of the sale/purchase of shares. The Company Secretary accordingly discloses such transactions to the PSX. Executives are not permitted to transact in shares of the Company during a closed period announced by the Company.

Competition Law

LCI upholds the principles of free enterprise and fair competition. The Company competes vigorously but fairly with its competitors, within the framework of all applicable laws. Regular training sessions are conducted to ensure employees maintain a strong understanding of competition laws and remain fully compliant. A detailed summary of the relevant provisions of competition laws are also readily available to employees in the Company's Code of Conduct.

Whistleblowing Policy

To ensure the highest levels of transparency and create an environment that promotes integrity and responsibility, employees have access to a robust whistleblowing programme - Speakup. The programme is overseen by the Board Audit Committee. Through this, an employee can confidentially report any Code of Conduct violation, including suspected unethical dealings, fraud, bribery, conflict of interest, discrimination, and harassment, to the relevant Head of HR or to the Head of Internal Audit. In addition, to enhance anonymity, an independent third party (a renowned firm of Chartered Accountants) has also been engaged and can be approached, either via email or by post, to file a complaint. This gives employees the confidence to report without any fear.



Speak Up Reports During the Year

Number of Speak Ups reported to the Audit Committee during the year ended June 30, 2025	2
Number of Speak Up investigations completed and cases closed by the Audit Committee	2

All complaints are thoroughly investigated within a timeline of eight weeks from the date of the Speak Up. The results of the investigation are communicated to the complainant (if the contact is available) following which appropriate remedial action is taken by the senior management. The process is overseen by the Board Audit Committee.

Internal and External Audits

Internal Audit:

The Internal Audit function of the Company plays a pivotal role in providing the Board with the required objectivity in evaluating and improving the effectiveness of risk management and related control systems. The Head of Internal Audit independently reports to the Board Audit Committee, and administratively to the Chief Executive. A risk-based annual internal audit plan is approved by the Board Audit Committee and the Head of Internal Audit ensures that the plan is effectively implemented.

Internal audits are executed across all businesses by suitably qualified and experienced employees of the internal audit department who are conversant with the policies and procedures of the Company. The internal audit findings are reported to the senior management and the Board Audit Committee and action plans against audit findings are rigorously followed up to ensure timely implementation of corrective measures. The Board, through the Board Audit Committee, reviews the assessment of risks, internal controls, and disclosure procedures, and suggests remedial actions where applicable.

External Audit:

External auditors are appointed by the shareholders of the Company at the Annual General Meeting (AGM). The partner in charge of the Company's audit is rotated every five years, as per legal requirements. The Board Audit Committee also assesses the performance, qualifications and independence of the external auditors.

Governance Practices Exceeding Legal Requirements

The Company is dedicated to creating long-term sustainable value, and has voluntarily adopted and implemented the following best governance practices, in addition to compliance with the regulatory requirements:

- Adoption of best reporting practices as prescribed by ICAP/ ICMAP, with a view to making Company financials more transparent.
- Adoption of Global Reporting Initiatives (GRI) Standards.
- Implementation of a robust Health, Safety and Environment (HSE) policy at its plants and offices.
- Adoption of the framework for UN Global Compact "Ten Principles" as part of its strategy, culture and day-to-day operations. This is a set of core values in the areas of human rights, labour standards, the environment and anti-corruption.
- Adoption of the International Integrated Reporting Council (IIRC)'s Integrated Reporting Framework.
- Adoption of Sustainability Reporting.

Diversity, Equity and Inclusion (DE&I) Governance

The Company is dedicated to fostering Diversity, Equity and Inclusion (DE&I) across all levels of the organisation. The objective is to create a high-performing workforce by leveraging diversity, purposefully embracing inclusion, and empowering all employees to achieve their highest potential. To support this commitment, the Company has established a comprehensive framework to regulate its DE&I agenda, focusing on four key goals: Demonstrating Leadership Commitment and Accountability, Building and Maintaining a Diverse Workforce, Cultivating and Fostering an Inclusive Culture, and Driving Change Beyond the Workplace.

The Company has established a Center of Excellence team dedicated for culture and engagement, collaborating with senior leadership to cultivate a diverse workforce by integrating DE&I goals and targets into the performance plans of key stakeholders. To foster an inclusive environment, the Company has implemented the following initiatives:

- The Impact Scholarship Programme, which sponsors the higher education of marginalised female students.
- Policies embedded within the organisation, such as sabbaticals, maternity leave, and paternity leave.
- Celebration of International Women's Day 2025, where sessions on Financial Literacy, Mental Wellness, and Empowerment were held for all employees.

To ensure complete compliance with the Company's DE&I objectives, LCI has taken the following measures:

- Mapping job roles across the organisation to match a variety of skills and interests.
- Assessing the organisation's demographics within teams to ensure a diverse talent pool is in place.

Female representation stands at 25% within the Executive Management Team and 8.5% across the overall workforce, underscoring the Company's ongoing commitment to fostering gender diversity. The Company remains committed to further increasing these figures to expand and diversify its talent pool.

Corporate Social Responsibility

The Company is committed to supporting the community in which it operates through its Corporate Social Responsibility (CSR) programmes. The broad areas of CSR work include healthcare, sustainability, education, environment, and women's empowerment. Further details of the Company's CSR work are available in this Report.

Details of Taxes, Duties, Levies

Details of contingencies related to taxes and duties are available in note no. 29 of the financial statements.

Investor Relations

The Company is dedicated to fostering strong and transparent relationships with all its stakeholders. To this end, the Board has approved an Investor Relations Policy to facilitate effective management of investor relations. A dedicated Investor Relations Section on the Company's website (http://www.luckycore.com) offers stakeholders access to comprehensive information about the Company including its financials, important notices and announcements. The website maintains regulatory standards, provides content in both English and Urdu, and is updated on a regular basis.

Investor Grievance Policy

Shareholder and investor grievances or complaints can be submitted to the designated manager whose contact details, including an email address and postal details, are available in the Investor Relations section of the website. The Company Secretariat department regularly monitors any complaints received and aims to resolve them in a timely manner.

Grievances requiring the attention of senior management or the Board of Directors are escalated to the relevant forum with full details of the case.

Stakeholder Engagement Process

The Company regularly communicates all relevant information to its shareholders and other stakeholders through press releases, corporate briefings, notices to shareholders, and announcements made on the PSX portal and its website.

Financials and other information about the Company are contained in LCI's annual and quarterly financial reports, which are also available on the website of the Company.

The Company conducted two analyst briefing sessions during the year, on August 29, 2024, at the Pakistan Stock Exchange Limited Auditorium in Karachi, and on February 13, 2025, through a video link facility. The sessions were attended by shareholders, analysts and investors.

In line with the Company's core value of Customer Centricity, the businesses use multiple channels to engage with its customers. This includes regular meetings, customer visits, participation in trade fairs, and distributor/customer conferences. The Pharmaceuticals Business engages with its stakeholders strictly in line with applicable laws and regulations.

A dedicated email ID (ccpa.pakistan@luckycore.com) has been provided on the website to encourage all stakeholders to share queries and feedback. Regular and open communication channels are also maintained between the Company and its employees through Chief Executive reviews, in-house newsletters, surveys, employee portals, Company-wide communications and town halls and other events.

Dividend Policy

The Company declares dividends in line with the dividend policy approved by the Board.

General Meetings

The Company holds its general meetings in accordance with the requirements under the Companies Act, 2017, Rule Book of the PSX, the CCG, and its Articles of Association.

Presence of the Chairman at General Meetings

The Annual General Meeting of the Company was held on September 26, 2024. The Company also held an Extraordinary General Meeting on June 20, 2025. Due to unforeseen circumstances, the Chairman of the Board was unable to attend the general meetings and submitted a leave of absence. In his absence, the Chairman of the Board Audit Committee presided over the general meetings.

Issues Raised in the Last Annual General Meeting

The shareholders, analysts, and investors raised queries regarding the Company's operational and financial performance and relevant agenda items discussed at the Annual General Meeting. The queries raised were adequately addressed.

Steps Taken by Management to Encourage Minority Shareholders

The Company encourages the attendance and participation of all its shareholders, including minority shareholders, at its general meetings and complies with all the regulatory requirements necessary to facilitate them to do so. This includes providing a facility to attend meetings via video-conferencing and, if applicable, voting electronically and/or through postal ballot as per the directives of the Securities and Exchange Commission of Pakistan (SECP) and relevant regulations.

Notices for general meetings are sent to all the shareholders within the prescribed regulatory time frame. The notices are sent to the shareholders by post and through email (where email addresses are available), and are also published on the PSX portal, the Company's website and printed in English and Urdu newspapers with nationwide circulation.

Business Continuity Plan/ Disaster Recovery Plan

The Company has in place business continuity plans for each of its businesses and an IT Disaster Recovery Plan. These outline the strategies and processes to be followed to minimise the impact of a catastrophe/calamity on business operations. The aim is to ensure that all critical business functions continue to operate safely during a calamity on an interim basis, without disruption.

Record Keeping

In compliance with regulatory requirements, the Company maintains all relevant records in both physical and electronic form.

Significant Events During the Year

August 05, 2024	Board of Directors Meeting
August 29, 2024	Corporate Briefing Session
September 14, 2024	Board of Directors Meeting
September 26, 2024	Annual General Meeting
October 25, 2024	Board of Directors Meeting
January 27, 2025	Board of Directors Meeting
February 13, 2025	Corporate Briefing Session
April 22, 2025	Board of Directors Meeting
June 12, 2025	Board of Directors Meeting
June 20, 2025	Extraordinary General Meeting

Report of the Board Audit Committee

on Compliance with the Regulatory Requirements

Composition of the Board Audit Committee

The Board Audit Committee comprises of four (4) directors. Two members of the Committee, including the Chairman are Independent non-executive directors, whereas the remaining two members are non-executive directors.

All the Committee members are qualified professionals with immense experience in the fields of finance, taxation, governance and business management. The details of the Board Audit Committee members are given on page 58 of this Report.

The Head of Internal Audit serves as the Secretary to the Committee and convenes all its meetings. The Chief Financial Officer of the Company attend the meetings by invitation and the external auditors attend the meetings when required, usually where half-yearly financial statements (reviewed by the external auditors) and yearly financial statements (audited by the external auditors) are reviewed by the Committee.

Financial Statements

The Committee has concluded its annual review of the Company's performance, financial position and cash flows during 2025, and reports that:

- The standalone and consolidated financial statements of LCI for the year ended June 30, 2025 have been prepared on a going concern basis under the requirements of the Companies Act, 2017, incorporating the requirements of the Code of Corporate Governance, International Financial Reporting Standards and other applicable regulations.
- These financial statements present a true and fair view of the Company's state of affairs, results of operations, profits, cash flows and changes in equity of the Company and its subsidiary for the year under review.
- The auditors have issued unmodified audit report on the financial statements. The Committee had detailed interactions with the external auditors before the start of the audit to get an insight on the approach and scope of the external audit and key risk areas. Furthermore, post completion of the external audit, the Committee also got an understanding of the significant issues in relation to the financial statements, the treatment suggested by the external auditors and actions taken by the management against those issues.
- Appropriate accounting policies have been consistently applied except for the changes, if any, which have been appropriately disclosed in the financial statements.
- The Chairman of the Board, the Chief Executive and the Chief Financial Officer have endorsed the standalone and consolidated financial statements of the Company, while the Directors' Report is signed by the Chairman and the Chief Executive. They acknowledge their responsibility towards the true and fair presentation of the Company's financial condition and results, compliance with regulations and applicable accounting standards and establishment and maintenance of internal controls and systems of the Company.
- Accounting estimates are based on reasonable and prudent judgement. Proper and adequate accounting records have been maintained by the Company in accordance with the Companies Act, 2017. The financial statements comply with the requirements of the fourth schedule to the Companies Act, 2017, and the external reporting is consistent with management processes and adequate for shareholder needs.
- All related party transactions have been reviewed by the Committee prior to approval by the Board.
- The Company has issued a Statement of Compliance with the Code of Corporate Governance which has also been reviewed and certified by the external auditors of the Company.
- Understanding and compliance with the codes and policies of the Company have been affirmed by the members of the Board, the management and employees of the Company. Equitable treatment of shareholders has also been ensured.

Risk Management and Internal Control

The Board of Directors have established a robust framework of Enterprise Risk Management (ERM) with a clearly documented policy and detailed procedures defining therein the roles and responsibilities of the Board, senior management as well as individual managers of the Company. The framework defines a formal and uniform process for risk identification, capturing relevant details, categorisation, assessment of likelihood and impact, prioritisation based on risk exposure, appropriate assignment of ownership and the pertinent action plans. The ERM process is diligently implemented in the organisation and is reviewed and monitored periodically by the Board Audit Committee for further recommendations to the Board.

The Company has devised and implemented an efficient internal control framework including state of the art ERP system with built-in controls and a governance framework supported by well-defined policies and procedures as well as an independent Internal Audit function.

The Internal Audit function is responsible for providing assurance on the effectiveness and adequacy of internal controls and risk management framework in managing risks within acceptable levels throughout the Company. The Company's approach towards risk management has been detailed in the risk assessment portion of the Directors' Report. The types and details of risks along with mitigation measures are disclosed in the relevant section of the Annual Report.

Internal Audit

The Company's system of internal controls is sound in design and is continually evaluated for effectiveness and adequacy through a comprehensive internal audit process. The Board Audit Committee has ensured the achievement of operational, compliance, risk management and control objectives along with safeguarding the assets of the Company and shareholders' wealth through assurances provided by the Internal Audit function.

Internal audits are executed across all businesses by suitably qualified and experienced employees of the Internal Audit function who are well conversant with the Company policies and procedures and have sufficient internal audit acumen. The Internal Audit function has carried out its assignments in accordance with the annual audit plan approved by the Board Audit Committee during the year. Moreover, special audits are carried out as and when required. The Committee has reviewed significant Internal Audit findings, taken appropriate actions where necessary and brought the matters to the Board's attention where required.

The Board Audit Committee has provided proper means for staff and management to report to it, concerns, if any, about actual or potential improprieties in financial and other matters like Code of Conduct breaches. This is ensured by a robust whistleblowing programme called 'Speakup' which is overseen by the Board Audit Committee through the Head of Internal Audit. Adequate remedial and mitigating measures are applied where necessary. The number of Speakup investigations completed and reported to the Board Audit Committee are disclosed on page 66 of this Report.

The Head of Internal Audit has direct access to the Chairman of the Board Audit Committee and the Committee has ensured that the function has the necessary access to the management and the right to seek information and explanations. The necessary governance in this regard is formally documented in the form of the Internal Audit Charter which complies with the regulatory requirements, global best practices and outlines other rights and duties of the Internal Audit function. The performance of the Head of Internal Audit is assessed jointly by the Chairman Board Audit Committee and the Chief Executive.

Coordination between the external and internal auditors was facilitated to ensure efficiency and contribution to the Company's objectives, including a reliable financial reporting system.

External Auditors

The external auditors of the Company, M/s A.F. Ferguson & Co. Chartered Accountants, have completed their audit of the Company's Financial Statements, the Consolidated Financial Statements and the Statement of Compliance with the Code of Corporate Governance for the financial year ended June 30, 2025. The Board Audit Committee has discussed the audit process and the key audit matters considered by the external auditors pertaining to the financial statements, including compliance with the applicable regulations or any other issues.

The external auditors attended the Board Audit Committee meetings where required. The Committee also met the external auditors in the absence of the Chief Financial Officer and the Head of Internal Audit in accordance with the requirements of the Code of Corporate Governance.

The Board Audit Committee is satisfied with the performance of the external auditors. Being eligible for reappointment, the Board Audit Committee has recommended the appointment of M/s A.F. Ferguson & Co, Chartered Accountants, as external auditors of the Company for the financial year ending June 30, 2026.

Annual Report 2025

The Annual Report issued by the Company is detailed and in line with the regulatory requirements. It includes the financial statements and the Directors' Report, as well as other relevant information, to offer a comprehensive view of the Company and its operations, as well as the policies set in place by the Company, its performance and future prospects.

The information has been disclosed in the form of ratios, trends, graphs, analysis, explanatory notes and statements etc., and the Board Audit Committee believes that the Annual Report 2025 gives a detailed view of the Company's historical trends, the current state of affairs and future prospects.

Self-Assessment of the Board Audit Committee

The Board Audit Committee believes that it has carried out its responsibilities to the full, in accordance with the Terms of Reference approved by the Board. The self-evaluation of the Board Audit Committee's performance was carried out in which the overall performance of the Committee remained satisfactory.

Syed Muhammad Shabbar Zaidi
Chairman Board Audit Committee

Dated: July 31, 2025
Karachi

Risks and Opportunities

For LCI, effective risk management and robust internal controls are key to delivering on its strategic objectives and achieving sustainable growth.

Risk Management Framework

LCI employs a robust Enterprise Risk Management (ERM) framework, which is integrated across the organisation to timely identify, evaluate, assess, map, manage and mitigate risks. Subject to regular review, the Company's risk management system is designed to safeguard the Company's assets and shareholders' interest for business continuity. The identified risks that could potentially affect the achievement of the Company's objectives are promptly reported to the senior management and the Board, allowing them to take timely actions where required. LCI has a well-defined organisational structure with a clear chain of authority. Its senior management teams are responsible for implementing procedures, monitoring risks and assessing the effectiveness of controls through internal controls self-assessment exercises.

Risk Management Framework

Risk Identification	Identifying factors having an adverse impact on the business
Risk Assessment	Assessing the potential effect of risk on the achievement of strategic, operational, financial and/ or compliance objectives
Risk Ownership	Mapping the risks to relevant business process owners
Risk Mitigation Plans	Develop and implement policies and mitigation plans, which are executed based on prioritisation
Risk Reporting	Annual presentations to the Board on the prevalent risks and their mitigation plans

Risk Governance Structure and Assessment

The overall responsibility of overseeing the risk management process lies with the Board of Directors, supported by the Board Audit Committee. The effectiveness of this framework is managed and monitored by the Board and senior management through close coordination with internal audit and business teams.

LCI's well defined risk management framework outlines the clear ownership of risks, its significance and the adequacy of controls implemented for mitigating the risks. Through this framework, risks that could potentially affect the achievement of strategic, operational, financial and/or compliance objectives are prioritised according to their impact and likelihood and remedial actions are devised accordingly.

Business Process Owners

Identifies risks, maintains risk registers, and devises mitigation plans. Prioritises the implementation of action plans based on risk exposure.

Internal Audit

Provides assurance on the exposure of risks, assesses the adequacy of internal controls and provides recommendations for enhancing the level of controls needed to mitigate the risks.

Executive Management Team

Reviews the Company wide risks, assesses the extent of its exposure and finalises the action plans for implementation.

Board Audit Committee

Reviews the effectiveness of the ERM framework and assesses the significance of risks and their mitigation plans.

Interim updates are provided to BAC on emerging/ new risks and the implementation status of mitigation plans.

Board of Directors

Overall responsibility for overseeing the risk management process.

Broad Types of Risks

Strategic Risk

This risk arises from potential failures in strategic planning that may lead to non-achievement of core objectives.

Compliance Risk

This risk includes the Company's potential exposure to legal penalties, resulting from its failure to act in accordance with laws and regulations.

Operational / Commercial Risk

This risk arises as a result of ineffective internal processes, people, systems, or external events which can disrupt the flow of business operations.

Financial Risk

This risk includes credit risk, liquidity risk, foreign currency risk and interest rate risk.

Reputational Risk

This risk involves potential threats that could harm the Company's image, brand, and public perception.

Key Risks and Opportunities

Strategic Risks

Risk

Changing government policies, political uncertainties, and unstable economic conditions adversely affecting the business.

Risk Mitigation Plan

Continued commitment to customer-centricity, product quality, innovation, and supply chain efficiencies, along with a strong market footprint, helps the Company appropriately respond to challenges posed by economic and demand conditions.

The Board and management endeavour to define and implement a clear strategy to minimise costs. They continuously seek dialogue with policy makers through various business forums in the overall interest of domestic industries.

Objective

Sustainable growth

Opportunity

Maximisation of market share

Source	Type	Likelihood	Impact	Risk Exposure Rating	Timeline
External	Strategic	Medium	High	High	Medium to Long Term

Risk

Retention of employees in critical positions.

Risk Mitigation Plan

The Company's key focus remains on the training and development of its intellectual capital and to provide meaningful opportunities to foster a thriving work environment and a high-performance culture.

The Company has a formal succession planning process aided by market competitive compensation.

Objective

Commitment to high performance culture and conducive work environment

Opportunity

Creating a motivated and engaged workforce that personifies the Company's values and ensure continued excellence over the years

Source	Type	Likelihood	Impact	Risk Exposure Rating	Timeline
Internal	Strategic	Medium	Medium	Medium	Short to Medium Term

Risk

Failure to keep pace with technological advancements.

Risk Mitigation Plan

The Company's management values automation of operations and technological advancements. The Company has invested in modernisation of production facilities utilising latest technological developments for cost/output optimisation.

It also maintains close ties with customers and consults them regarding changes taking place in the industry.

Objective

Operational excellence

Opportunity

Leverage latest technologies for efficient operations and customer satisfaction

Source	Type	Likelihood	Impact	Risk Exposure Rating	Timeline
Internal	Strategic	Low	Low	Low	Long Term

Risk

Failures in Environmental, Social, and Governance (ESG) practices can result in operational disruptions, reputational damage, and legal or financial liabilities.

Risk Mitigation Plan

The Company is actively strengthening ESG practices by investing in cleaner technologies, improving resource efficiency, enhancing health and safety protocols, engaging with communities, and reinforcing governance structures to ensure regulatory compliance and ethical conduct. The Company's detailed measures and initiatives are outlined in Sustainability Performance section of this Report.

Objective

Build a resilient, sustainable, and ethically governed business aligned with stakeholder expectations and global ESG standards.

Opportunity

Drive long-term value through operational efficiency, regulatory readiness, stakeholder trust, market differentiation, and alignment with sustainability-linked investment criteria.

Source	Type	Likelihood	Impact	Risk Exposure Rating	Timeline
Internal & External	Strategic / Reputational	Low	High	Medium	Medium to Long term

Compliance/Reputational Risks

Risk
Exposure to liabilities arising from non-compliance with laws and regulations.

Risk Mitigation Plan

The Company closely monitors changes in the regulatory environment and adapts to all significant changes in a timely manner to prevent any breach of law. External experts are also engaged for consultations.

The Company has a comprehensive compliance programme that includes trainings, monitoring and assessment of compliance status.

Objective
Commitment to social, environmental, and corporate governance

Opportunity
Promoting a compliance culture and enhancing the brand image

Source	Type	Likelihood	Impact	Risk Exposure Rating	Timeline
Internal	Compliance / Reputational	Low	High	Medium	Short to Medium Term

Operational/Commercial/Reputational Risks

Risk
Information technology risk.

Risk Mitigation Plan

State-of-the-art IT controls and firewalls are in place to safeguard confidential/proprietary information. Regular system updates, IT audits, vulnerability awareness campaigns are carried out alongside trainings to monitor and minimise possible breaches.

The Company also has a well-established IT Code of Conduct.

Objective
Protection of data and information from internal and external threats

Opportunity
Building stakeholder confidence and trust

Source	Type	Likelihood	Impact	Risk Exposure Rating	Timeline
Internal & External	Operational	Low	Medium	Medium	Short Term

Risk

Disruptions to critical business operations due to unforeseen events, disasters or climatic uncertainties.

Risk Mitigation Plan

The Company has Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) in place to ensure that any adverse or unforeseen events/disasters cause minimum disruption along with expeditious recovery of the normal operations.

The Company also has insurance coverage to safeguard against any monetary loss. Furthermore, the Company also undertakes regular emergency handling drills and maintenance / safety of critical equipments.

Objective

Prevention of losses arising from unforeseen circumstances

Opportunity

Business continuity and uninterrupted operations

Source	Type	Likelihood	Impact	Risk Exposure Rating	Timeline
Internal & External	Operational	Low	High	Medium	Medium to Long Term

Risk

Customer dissatisfaction due to product quality issues.

Risk Mitigation Plan

The Company has a robust system of quality testing at the procurement and manufacturing/production stages.

It has established stringent quality control protocols and SOPs which are in line with the best practices and global/local quality standards.

Moreover, its customer complaint system aids in conducting a timely review of customer feedback. LCI also carries out regular gap analysis to improve testing methodologies to comply with its core value of Customer Centricity.

Objective

Customer Satisfaction

Opportunity

Maximisation of market share

Source	Type	Likelihood	Impact	Risk Exposure Rating	Timeline
Internal	Operational / Commercial / Reputational	Low	High	Medium	Short to Medium term

Risk

Over-dependence on single source suppliers and major principals.

Risk Mitigation Plan

The Company continuously engages with its foreign principals to emphasise the importance of keeping their business presence in Pakistan. It prioritises supplier satisfaction and works hard to exceed their expectation.

The Company safeguards its position through secured contracts and continues to seize opportunities to launch its own range of products/brands to reduce dependency on the principals.

It also explores alternate suppliers and performs thorough research on their product ranges to meet any contingencies, if required.

Objective

Sustainability of business operations

Opportunity

Development of strategic relationships ultimately leading to competitive advantage and seizing opportunities for localisation

Source	Type	Likelihood	Impact	Risk Exposure Rating	Timeline
Internal & External	Operational / Commercial	Low	Medium	Medium	Medium to Long Term

Risk

Risk of major accidents impacting employees, records, property and surrounding community.

Risk Mitigation Plan

The Company has established robust Health and Safety protocols. Strict compliance to protocols is ensured at all levels. Safety awareness and training sessions are regularly conducted throughout the Company, alongside safety audits to continuously monitor and minimise exposure.

It has also taken adequate insurance coverage to minimise this risk. The Company has implemented state of the art ERP solution SAP to digitise most of the records. Moreover, HR records have also been digitised.

Moreover, the Company continues to focus on eco-friendly and carbon footprint reduction. Detailed report on HSE&S performance is available in this report.

Objective

Safety of employees, records, property and community

Opportunity

Business continuity and uninterrupted operations

Source	Type	Likelihood	Impact	Risk Exposure Rating	Timeline
Internal	Operational / Compliance	Low	Medium	Low	Short to Medium term

Risk
Integration of new business ventures includes risk of compliance, financials, reputations, operations, etc.

Risk Mitigation Plan

The Company assigns subject matter expert to the newly acquired operations to seamlessly integrate the operations of the newly acquired business with the existing operations.

The Company appoints consultants to guide the integration process ensuring best practices and risk management.

Objective
Seamless integration of new business ventures with the current portfolio

Opportunity
Enhance operational efficiency, market expansion and competitive positioning for sustainable growth

Source	Type	Likelihood	Impact	Risk Exposure Rating	Timeline
Internal	Operational	Low	High	Medium	Short to Medium term

Financial Risks

Risk
Interest rate risk, credit risk and liquidity risk adversely affecting financial performance.

Risk Mitigation Plan

The Company's treasury function closely monitors and manages the interest rate risk through viable negotiations with lenders and effective fund utilisation.

Credit limits are established for key customers and credit reviews are regularly conducted to manage the credit risk.

The Company has sufficient financial lines to meet any funding requirements.

The stable outlook assigned by credit rating agencies reaffirms the Company's high credit quality.

Objective
Sustainable financial performance

Opportunity
Robust financial risk management

Source	Type	Likelihood	Impact	Risk Exposure Rating	Timeline
External	Financial	Low	Medium	Medium	Short to Medium term

Risk

Volatility in foreign currency exchange rates.

Risk Mitigation Plan

The Company's treasury function closely monitors and manages the exposure to foreign currency risk and uses various mechanisms, such as locking forward contracts, minimising foreign currency credit and resorting to natural hedging, wherever possible.

Moreover, the residual risk is passed on as part of the product pricing subject to market conditions and Government policies.

Objective

Mitigating the impact of devaluation of currency on the operating profits and margins

Opportunity

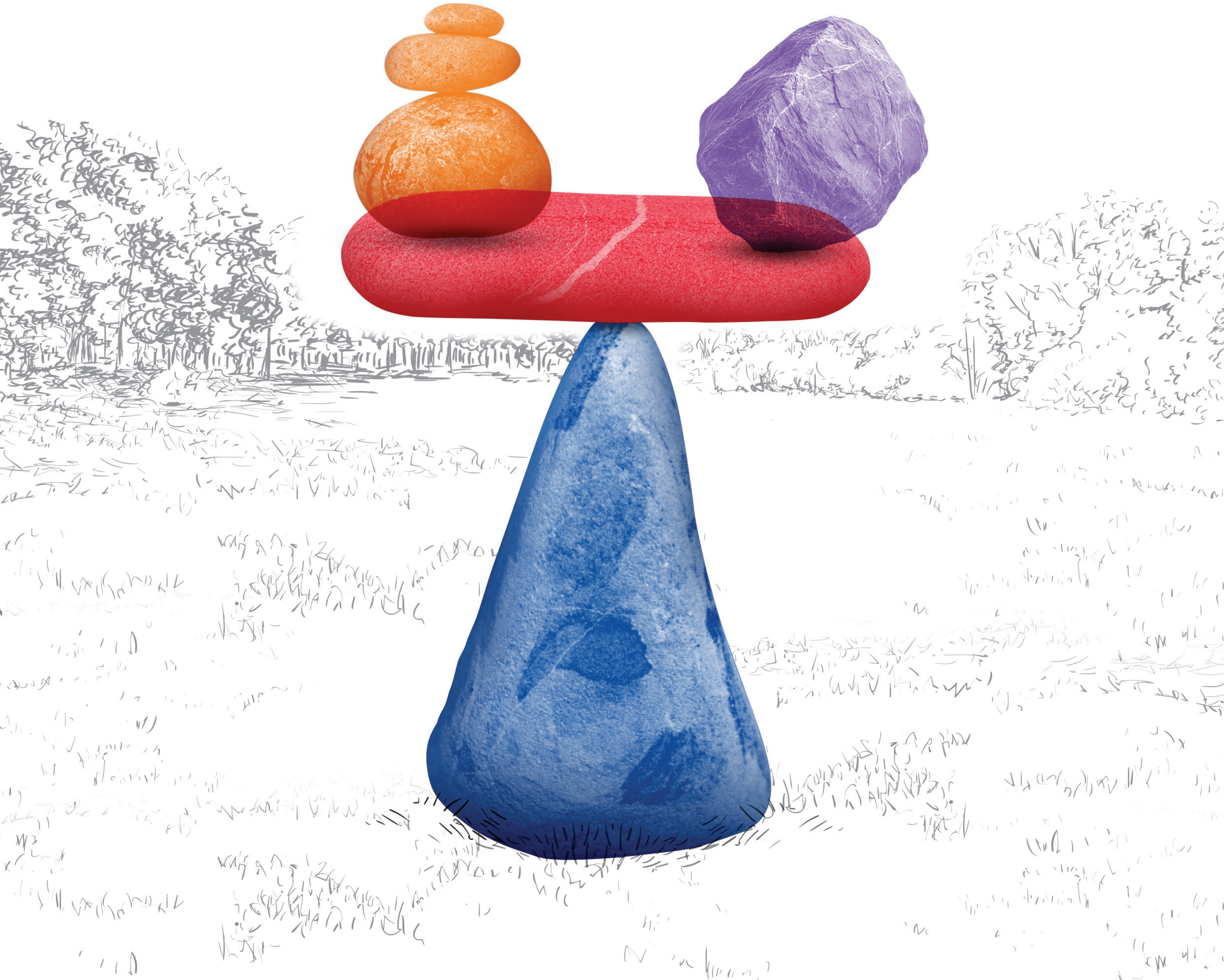
Provide import substitution opportunities to potential customers, thereby enhancing market share

Source	Type	Likelihood	Impact	Risk Exposure Rating	Timeline
External	Financial	Medium	Low	Low	Short to Medium Term

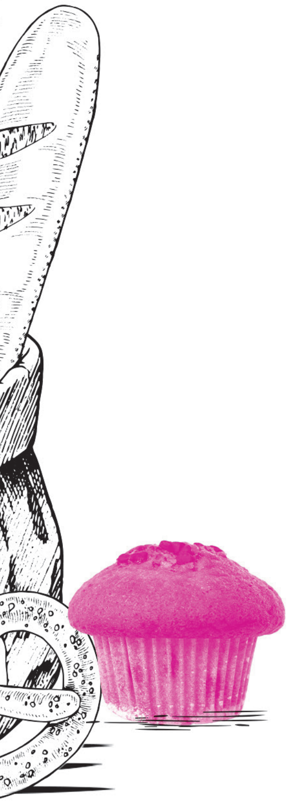
Business Performance

The Art of Unified Success

This section highlights the performance and key milestones of LCI's businesses, reflecting the strength in our collective effort.



Soda
Ash



The Art of Building Industries

Since 1944, LCI's Soda Ash Business has been a cornerstone of Pakistan's industrial development, serving sectors such as glass, paper, detergents and textiles. Building on its legacy, the business remains a supplier of choice.

Business Overview

Solutions Offered

Light Soda Ash

Used to manufacture Paper, Chemicals, Detergent, Silicate and Textile.

Dense Soda Ash

Used to manufacture Glass, Detergent and Silicate.

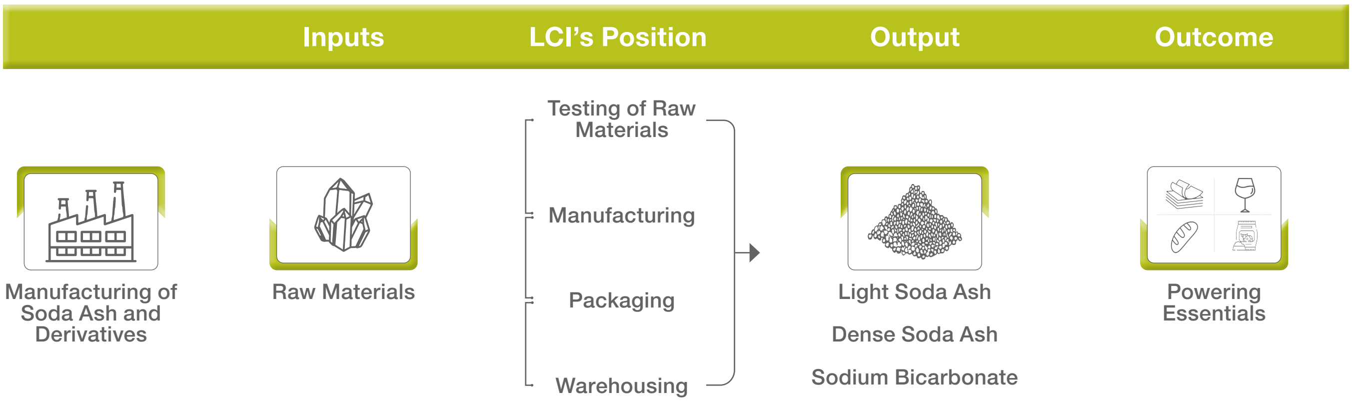
Sodium Bicarbonate

Also known as Baking Soda, and used to manufacture food products (bakery items), and by the leather, textile, and animal feed industries.

Industries Served

- Glass
- Paper
- Silicate
- Detergent
- Textile
- Chemicals
- Animal Feed
- Tanneries

Business Value Chain



Inputs	LCI's Position	Output	Outcome

Manufacturing of Soda Ash and Derivatives

Raw Materials

Testing of Raw Materials

Manufacturing

Packaging

Warehousing

Light Soda Ash

Dense Soda Ash

Sodium Bicarbonate

Powering Essentials

Market Overview

During the FY 2024–25, the global soda ash market maintained adequate supply across all regions. However, a slowdown in demand from the solar glass segment in China led to a global supply surplus, placing downward pressure on export prices, rendering sales to some key international markets commercially unviable.

Domestically, the soda ash market remained soft, as several key sectors continued to operate below optimal capacity. Shifts in purchasing behaviour and broader economic challenges suppressed overall demand. Despite these headwinds, opportunities emerged for smaller players as customers sought more affordable alternatives, particularly in the detergent segment. Meanwhile, demand for sodium bicarbonate increased, primarily driven by the animal feed sector.

Business Performance and Key Developments

During the year in review, the Soda Ash Business faced persistent challenges across both domestic and international markets, including subdued demand, weakened purchasing power, and lower international prices coupled with elevated freight costs. These conditions led to a decline in the business's Net Turnover and Operating Results of PKR 39,764 million and PKR 8,409 million respectively, both down by 16% compared to the SPLY.

Amid these headwinds, the business achieved several important milestones. Notably, sodium bicarbonate sales reached an all-time high of 52,258 tonnes, surpassing the previous record of 47,441 tonnes. In line with its operational goals, the business successfully commissioned a high-efficiency boiler at the Khewra manufacturing plant in June 2025, which is expected to enhance energy flexibility, improve plant reliability, and support future production needs.

On the exports front, the business remained focused on maintaining its presence in key regional markets, despite a volatile global landscape marked by subdued demand and geopolitical instability. These strategic efforts enabled the business to contribute valuable foreign exchange earnings at a time when the country faced a severe foreign reserves crisis, reflecting the business's resilience and adaptability in a challenging economic environment.

Details of the business's stakeholder engagement activities are available on page 122 of this Report.

Future Outlook

Heading into FY 2025–26, a challenging operating environment is expected, shaped by macroeconomic pressures and industry-specific challenges. Domestic growth will largely hinge on the recovery of the glass industry, where key producers continue to operate substantially below capacity. With weak demand, reduced purchasing power, and rising competition from low-cost imports, the business will focus on optimising operations.

On the exports front, the business remains focused on diversifying its export portfolio by expanding into new geographic markets to counter rising competitive pressures from China, where elevated soda ash inventories are driving global prices downward. In parallel, ongoing geopolitical tensions are causing logistical bottlenecks and disrupting regional supply chains.

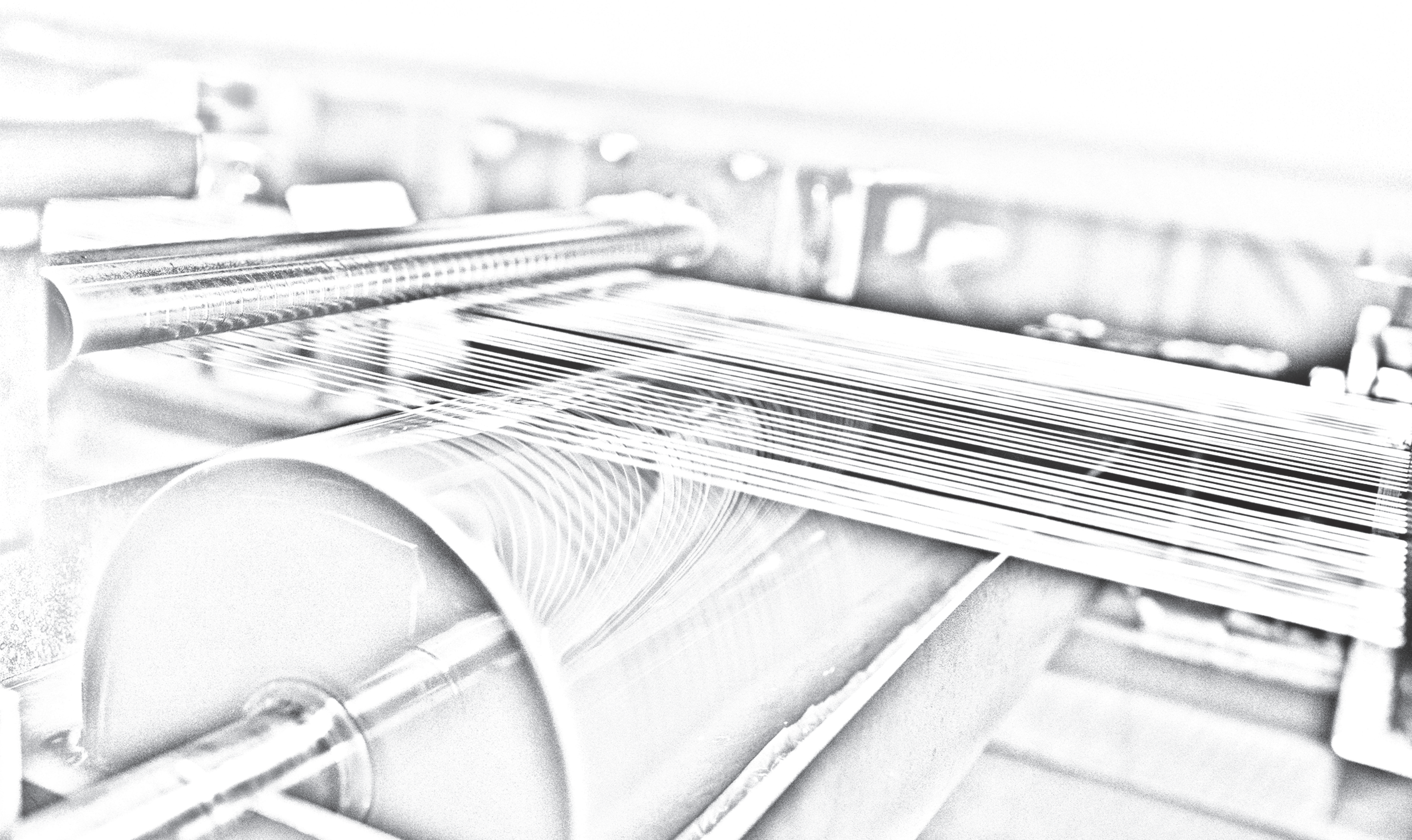
Going forward, the business remains focused on enhancing product quality, strengthening supply chain operations, and driving cost optimisation to deliver lasting value to its customers.

A view of the Soda Ash Manufacturing Plant in Khewra

Polyester

The Art of
Weaving Excellence

For decades, LCI's Polyester Business has been playing a vital role in Pakistan's textile sector, delivering high-quality Polyester Staple Fibre (PSF) that supports industry growth. Through strategic partnerships and a focus on sustainability, the business is continuing to make strides in textile-to-textile recycling, global brand engagement, and environmental stewardship, reinforcing its commitment to its four-tier strategy, Health & Hygiene, Sustainability, Versatility, and Traceability.



Business Overview

Solutions Offered

- Standard Virgin Polyester Fibre
- Dope Dyed Polyester Fibre
- 100% Recycled and Traceable Polyester Fibre
- Behaves like Natural Fibres and Fights Microfibre Pollution
- Inherently Antimicrobial and Odour-reducing
- Textile-to-Textile Recycled Polyester Fibre

Industries Served

- Textile

Four Tier Strategy

- Health and Hygiene
- Sustainability
- Versatility
- Traceability

Business Value Chain

Input

- PTA
- MEG
- Pre and Post-Consumer Textile Waste
- Post Consumer PET Waste

LCI's Position

- Manufacturing of PSF
- Manufacturing of Polyester Chips

Output

- Yarn

Outcome

- Staple for Textile

Market Overview

During the FY 2024–25, global economic growth remained subdued as major economies strived to recover from the inflationary pressures and weak consumer demand witnessed during the previous years.

During this period, the average price of crude oil decreased by 12% compared to the SPLY, reflecting continued uncertainty in global markets. Following this downward trend, average prices of PX and PTA decreased by 17% and 15% respectively. In contrast, the average price of MEG rose by 7% compared to the SPLY, driven by strong demand from non-polyester sectors. Despite a decline in the PX and PTA prices, average domestic PSF prices fell by only 2% compared to the SPLY, primarily due to elevated freight rates from China, driven by trade issues with the U.S., and geopolitical tensions, which widened the gap with imports prices.

Furthermore, the local PSF industry continued to face pressure from dumped PSF imports, from both traditional sources (China, Indonesia) and emerging ones (Bangladesh) rising by 31% year-on-year. A substantial increase in yarn imports under the Export Facilitation Scheme further exacerbated the situation. The ongoing misuse severely impacted the competitiveness of local manufacturers and added pressure on domestic PSF demand.

The international cotton market remained under pressure due to a global oversupply, leading to a 20% decline in average cotton prices compared to the SPLY. Contrastingly, domestic cotton prices saw a decline of just 4.5%. Furthermore, domestic cotton production remained significantly below projected levels. This shortfall, coupled with a widening cost differential, resulted in a significant increase in cotton fibre imports during the year.

Business Performance and Key Developments

During the year under review, the Net Turnover of the Polyester Business stood at PKR 39,731 million. Volumes were impacted due to increased imports under the EFS and dumping of PSF at below-cost levels. However, the business was able to mitigate some of the virgin volumes' impact through the sale of specialised variants from its old batch lines.

This year, guided by its four-tier strategy, ‘Health and Hygiene, Sustainability, Versatility, and Traceability’, the business deepened its collaboration with key suppliers and global brands. These strengthened partnerships reinforced the business’s position in key markets, deriving exports of over 200 metric tonnes of fibre and paving the way for long-term growth opportunities.

Moreover, aligned with its commitment to sustainability, the business conducted a Life Cycle Assessment (LCA) of its recycled fibre, reflecting nearly 50% lower CO_2 emissions compared to virgin alternatives. Additionally, sustainability efforts were expanded by signing an MoU with Metro Pakistan Limited to launch a PET bottle collection programme, aimed at promoting closed-loop recycling and improving post-consumer waste recovery.

During the year in review, the business also onboarded new textile recycling partners and collaborated with international brands to expand its textile-to-textile recycling efforts, thereby strengthening the market presence of Terylene Retex. The business also reinforced its commitment to shared sustainability goals by hosting leading global brands, including Turner Bianca and Beirholm, at its manufacturing facility in Sheikhupura. Additionally, the business sponsored the Inspiring Change Conference 2024, where Mr. Rizwan Afzal Chaudhry, Chief Operating Officer of the Polyester Business, spoke on the industry's shift towards circularity through textile-to-textile recycling.

Expanding its focus on traceability, the business also participated in key industry events such as the Textile Exchange Conference held in Pasadena, USA, where it engaged with leading global textile brands to advocate for the adoption of sustainable fibres. Furthermore, as part of Polyester Staple Fibre Manufacturers Group (PSFMG), the business hosted the Asian Chemical Fiber Industries Federation (ACFIF) Secretary General Meeting 2025 in Pakistan for the first time and successfully secured the hosting rights for the ACFIF Conference 2028.

Details of the business’s stakeholder engagement activities are available on page 122 of this Report.

Future Outlook

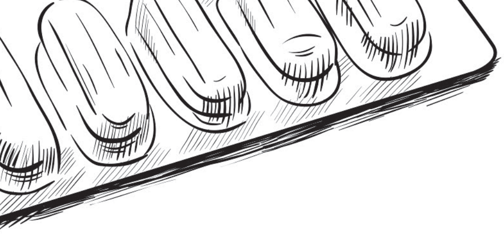
Looking ahead, the global market remains uncertain amid trade tensions and potential U.S. tariffs, which are expected to disrupt textile trade and impact demand in key export markets. Crude oil prices are forecasted to remain volatile due to geopolitical risks.

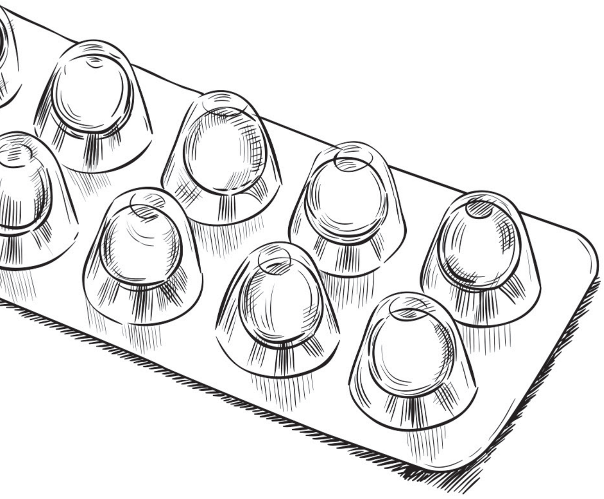
Persistent oversupply of PSF in China will likely keep the prices under pressure, while growing demand for recycled fibre is reshaping industry dynamics and encouraging innovation. Addressing the distortions caused by the EFS is crucial to safeguarding domestic value addition and restoring competitive parity.

Going forward, ongoing macroeconomic challenges are likely to exert continued pressure on business performance. However, the Polyester Business remains committed to effectively navigating these challenges with resilience and a forward-thinking approach.

Beirholm’s visit to the Polyester Plant in Sheikhupura

Pharmaceuticals





The Art of Improving Lives

LCI's Pharmaceuticals Business embodies the power of collective effort, driven by a promise to care and improve lives. By leveraging strategic acquisitions, introducing new products, and maintaining an unwavering commitment to quality, the business strengthens its support for patients, empowers caregivers, and builds healthier communities.

Business Overview

Therapeutic Areas Covered

- Gynecology
- Pediatrics
- Vitamins, Minerals and Supplements
- Cardio Metabolic
- Oncology
- Central Nervous System
- Respiratory/ Pulmonology
- Gastroenterology
- Pain Management
- Urology
- Infectious Diseases

Key Brands

- Citralka
- Lysovit
- Mucaine
- Ponstan
- Merpen
- Lederplex
- Inderal
- Hy-cortisone
- Zestril
- Zoladex
- Rejuva
- Etipro
- Azocyd
- Regnum
- Zonbac
- Xenecor
- Gempaz

Industries Served

- Lifestyle and Well Being
- Health Care

Customer Engagement Strategy

- Advocacy Mobilisation
- Scientific Cascades
- Disease Awareness
- Digital Advocacy
- Trade Marketing
- HCP Collaboration

Business Value Chain

Input		LCI's Position	Output	Outcome
Locally Manufactured Pharmaceuticals	Pharmaceutical Ingredients	Formulation Development Testing Market Authorisation Manufacturing and Quality Control Compliance with cGMP Packaging and Warehousing Sales and Marketing Distribution	Range of Quality Medicines	Keeping Pakistan Healthy
Imported Pharmaceuticals	Finished Goods of Imported Pharmaceuticals	Warehousing Sales and Marketing Distribution		

Market Overview

During FY 2024–25, Pakistan's pharmaceutical industry recorded sales worth PKR 1.04 trillion (IQVIA MAT March 2025). The industry currently comprises 650+ companies. Despite ongoing economic and political uncertainty, the industry continues to grow at a rate of 20.6%.

Business Performance and Key Developments

During the year under review, the Pharmaceuticals Business achieved a Net Turnover of PKR 21,043 million, marking a 72% increase as compared to the SPLY. This strong top-line growth was driven by multiple strategic initiatives, including expansion of the product portfolio through acquisition and new product launches, an optimised product mix, and focused execution strategies.

A key milestone during the year was the successful acquisition of a manufacturing facility, select products and associated registrations along with associated trademarks, secured through outright assignment or perpetual licenses from Pfizer Pakistan Limited and Pfizer Inc. (as applicable). The acquisition included well-established brands such as Ansaid, Ponstan, Ponstan Forte, Basoquin, Deltacortril, Lysovit, Corex-D, and Mycitracin. The transaction was completed in September 2024 in line with the terms outlined in the Asset Purchase Agreements.

Following the acquisition, the Company ensured seamless integration of the Pfizer portfolio into its operations, reflecting strong operational efficiency and strategic alignment. This integration significantly enhanced the business's market presence and contributed to a notable rise in the Company's industry ranking, elevating from 19th to the 16th largest pharmaceutical Company in Pakistan (IQVIA MAT March 2025).

Moreover, aligned with the Company's values of innovation and customer centricity, the Pharmaceuticals Business expanded its footprint with the successful launch of Ponstan Flash, Ovaza, Sunplus, and TFlo. Additionally, Citralka from the existing portfolio crossed the PKR 1 billion sales mark this year, joining legacy brands such as Mucaine and Tenormin. The export business also delivered encouraging results, achieving 122% of budget with 41% growth over the SPLY, supported by broader international outreach, further reinforcing the business's strong market position and growth momentum.

The manufacturing and supply chain functions of the business also contributed to its success by enhancing efficiencies through the implementation of various optimisation strategies. These included finding alternate sources for materials, reducing operational expenses, optimising fixed costs, and promoting better collaboration across the supply chain network. In terms of other notable achievements, the business maintained its rigorous health, safety, and environmental protocols, which were recognised with the Environment, Health, and Safety (EHS) International Award 2024, presented by the Professionals Network and the Pakistan Safety Council.

Details of the business's stakeholder engagement activities are available on page 123 of this Report.

Future Outlook

Looking ahead, the business is well-positioned to sustain its growth momentum. Building on its strong legacy portfolio, the integration of recently acquired brands and manufacturing facility from Pfizer, is expected to enhance scale and capabilities, accelerating growth and profitability.

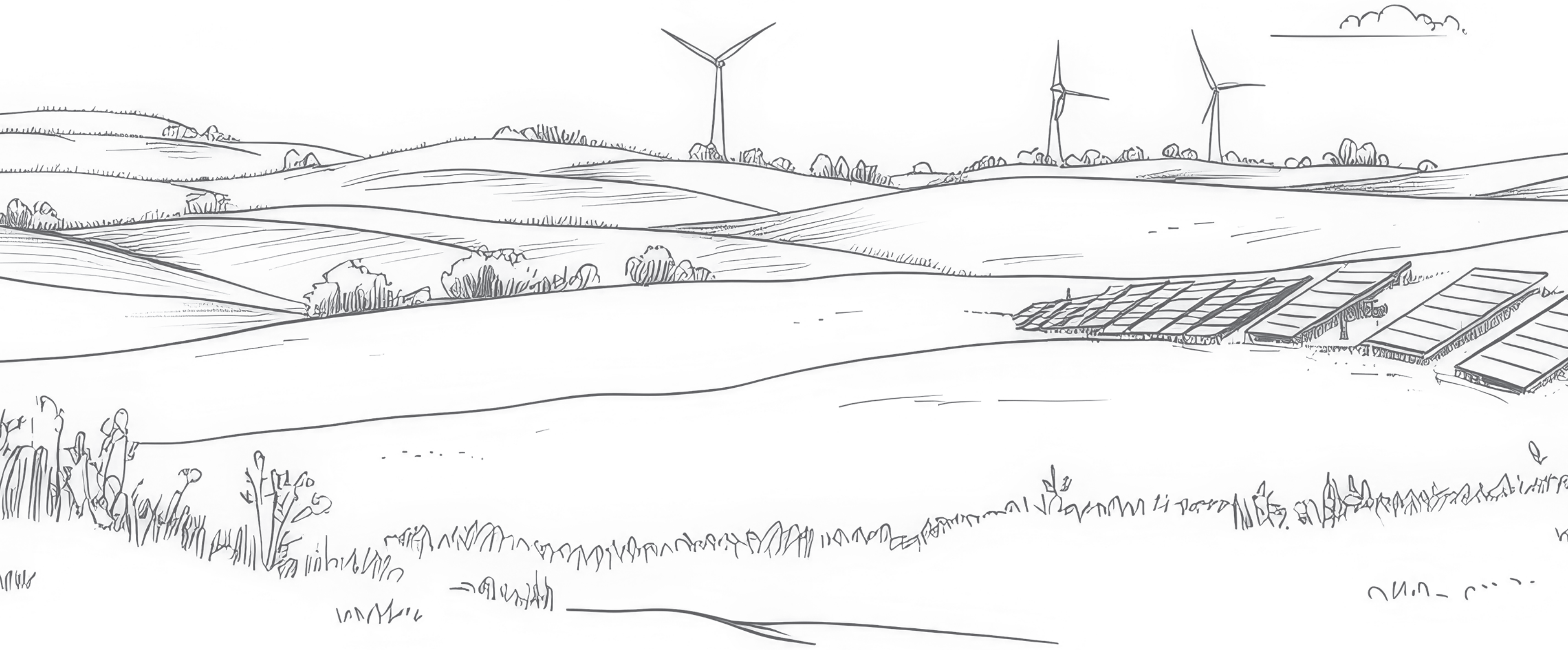
With a strategic focus on innovation, geographic expansion, and strengthening access to healthcare, the business remains committed to delivering reliable solutions for patients and stakeholders. By empowering its teams and enriching lives through impactful healthcare offerings, it continues to create long-term value and contribute meaningfully to the healthcare landscape.

The Pharmaceuticals Business team at the Annual Cycle Meeting

Animal Health

The Art of Advancing Animal Care

LCI's Animal Health Business unites expertise and care to strengthen Pakistan's livestock and poultry sectors. Through a focus on quality and innovation, the business drives growth and delivers value-added solutions. By expanding its portfolio and introducing new products, LCI's Animal Health Business enhances productivity, supports animal welfare, and fosters a healthier and more sustainable food system.



Business Overview

Solutions Offered

Veterinary pharmaceuticals and nutraceuticals for the well-being of livestock and poultry.

Antibiotics
- Injectables
- Oral

Anthelmintic
- Injectables
- Drenches

Biologicals
- Live and Killed Vaccines

Antiprotozoal
- Injectables

Nutritional Supplements
- Multi-vitamins

Farm Solutions
- Feed Additives
- Disinfectants

Bovine Genetics
- Imported Bovine Semen

Nutrition and farm management solutions

Industries Served

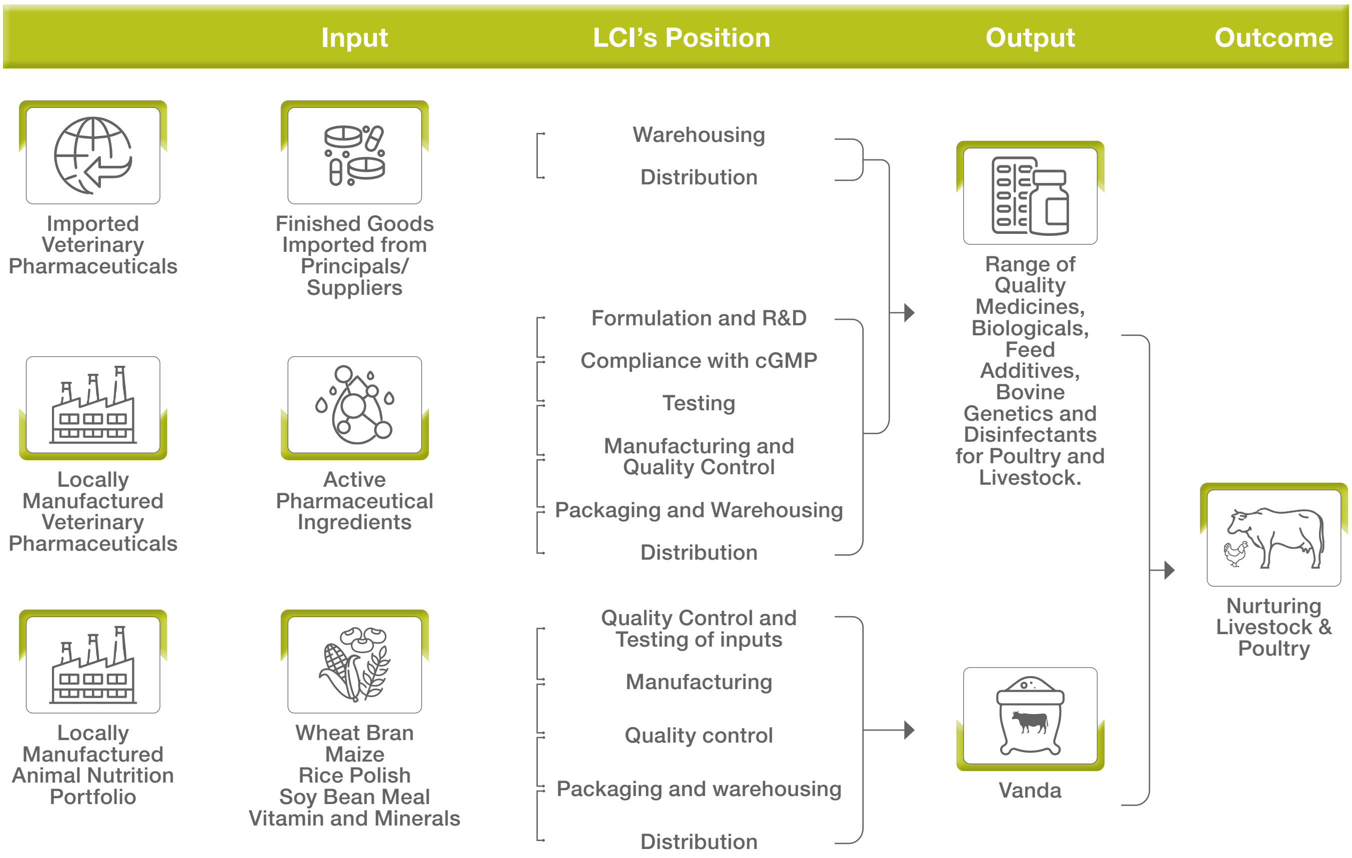
Livestock Industry

Dairy, Beef, Sheep, Goat, and Companion Animals

Poultry Industry

Grand Parent, Breeder, Broiler and Layers and Poultry Feed Mills

Business Value Chain



Input		LCI's Position	Output	Outcome
Imported Veterinary Pharmaceuticals	Finished Goods Imported from Principals/ Suppliers	Warehousing Distribution	Range of Quality Medicines, Biologicals, Feed Additives, Bovine Genetics and Disinfectants for Poultry and Livestock.	Nurturing Livestock & Poultry
Locally Manufactured Veterinary Pharmaceuticals	Active Pharmaceutical Ingredients	Formulation and R&D Compliance with cGMP Testing Manufacturing and Quality Control Packaging and Warehousing Distribution	Range of Quality Medicines, Biologicals, Feed Additives, Bovine Genetics and Disinfectants for Poultry and Livestock.	Nurturing Livestock & Poultry
Locally Manufactured Animal Nutrition Portfolio	Wheat Bran Maize Rice Polish Soy Bean Meal Vitamin and Minerals	Quality Control and Testing of inputs Manufacturing Quality control Packaging and warehousing Distribution	Vanda	Nurturing Livestock & Poultry

Market Overview

Anchoring Pakistan's rural economy, the animal health industry supports over 8 million households, representing 63.60% of the agriculture sector's total value addition, 14.97% of the national GDP, and 2.1% of exports in FY 2024–25. The sector's gross value addition also increased by 3.72% compared to the SPLY, driven by rising demand, improved animal health services, and better market access. Total meat production stood at 5.97 million tonnes, reflecting a growth of 2.7% compared to the SPLY, with poultry contributing the largest share. Resultantly, poultry meat recorded growth of 9.4% to 2.58 million tonnes, while beef maintained stable production at 2.55 million tonnes.

The commercial Poultry sector accounts for 43.3% of total meat production, primarily driven by the expansion of broiler production. Day-Old Chick (DOC) production rose by 9.8% to 2.19 billion, while egg production increased to 26.7 billion, reflecting continued gains in farm productivity. The sector's gross value added was estimated at PKR 1,983 billion, reaffirming its expanding economic footprint.

The Animal Health Business strengthened biosecurity solutions and supported sector modernisation through the adoption of advanced breeding protocols and optimised nutritional formulations. The introduction of sexed semen under the Bovine Genetics' portfolio enabled accelerated female herd growth, supporting the move toward national milk self-sufficiency.

During the year under review, the economic landscape posed significant challenges for the Livestock and Poultry sectors, caused by economic adjustments, regulatory changes, disease pressures, and shifting production dynamics. However, the GMO soybean import ban, led to a sharp correction in soybean prices, falling nearly by 40%, marking a turning point in easing input costs across the industry.

The Poultry sector grew by 10% compared to the SPLY. However, it continued to operate below capacity due to limited day-old chick production. The intense prevalence of both respiratory and gastrointestinal diseases drove demand for antibiotics, disinfectants, and vaccines across the poultry value chain.

The Livestock sector also faced disease outbreaks which significantly affected farm profitability. Weather-related disruptions also increased reliance on antibiotics and reproductive support products. Rising export demand drove a shift among mid-sized dairy farms towards meat-focused fattening operations.

Looking ahead, despite persistent input costs and disease pressures, improving demand and favourable policies are driving recovery. Enhanced disease control, resilient supply chains, affordable inputs, and continued innovation are supporting this positive shift.

Business Performance and Key Developments

During FY 2024–25, the Animal Health Business focused on enhancing the quality and accessibility of its value-added products and strengthening customer engagement across key segments. It recorded a Net Turnover of PKR 6,131 million. The Livestock segment contributed 58%, while the Poultry segment contributed 42% to the top line.

During the year in review, portfolio expansion remained central to the business's strategy, with both Livestock and Poultry segments introducing new offerings aligned with shifting market demands. The Livestock segment launched 9 new products across core categories in Medicinal, Biological, and Nutritional segments, reinforcing its position in priority therapeutic areas. The Poultry segment added 3 new products to its portfolio, including targeted launches in Biologicals, Feed Additives, and the Farmer's Choice antibiotic range. These strategic initiatives are aimed at reducing import dependency, optimising cost structures, and enhancing supply chain agility. These efforts reflect a sustained commitment to delivering science-backed solutions, supporting long-term competitiveness, and creating lasting value for customers and stakeholders.

Details of the business's stakeholder engagement activities are available on page 122 of this Report.

Future Outlook

Looking ahead, the Animal Health Business aims to enter FY 2025–26 with a strong focus on capacity expansion, product diversification, and market growth. A key priority will be the commissioning of the new Animal Health Medicine Plant at Sheikhupura, which is planned to be operational by the end of FY 2025-26. Going forward, portfolio expansion will continue to remain central to the strategy, particularly in the Livestock segment, with a focus on broadening therapeutic coverage.

The Animal Health Business team at PC Muzzafarabad for its FY 2025-26 budget strategy meeting

Chemicals & Agri Sciences

The Art of Enabling Growth

LCI’s Chemical & Agri Sciences Business supports Pakistan’s industrial and agricultural needs. From crop protection to essential chemical inputs, it drives sectors that shape daily life. By introducing innovative solutions, the business enables progress, enhances its market presence, and builds a more resilient future.

Business Overview

Solutions Offered

Chemicals

Industrial Chemicals

A range of solutions for pharmaceuticals, steel, paints and coatings and other industries.

Polyurethanes

A range of solutions to manufacture appliances, automotive parts, thermoware, sporting goods and sandwich panels.

Masterbatches

Range of colourants and additive solutions for packaging, consumer goods, textile, construction, electronics and agriculture industries.

Textile Chemicals and Auxiliaries

Solutions to improve the operational efficiency of textiles such as pretreatment, dyeing, printing, and finishing.

Adhesives

Solutions with specialties in wood working and packaging adhesives.

Hygiene Chemicals

Portfolio of cleaning and disinfection solutions for diverse industries.

Agri Sciences

Seeds

A range of field crop seeds and vegetable seeds, for the agriculture industry.

Agrochemicals

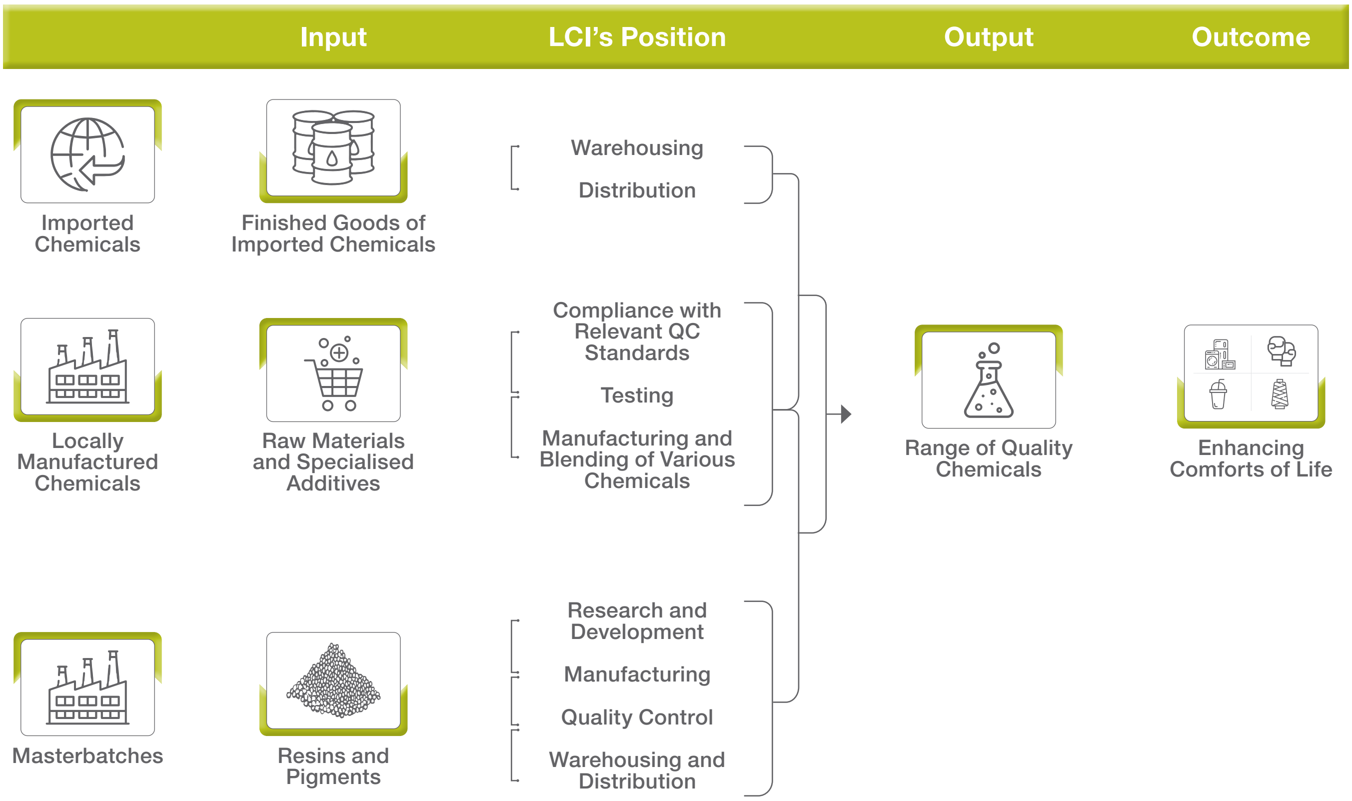
A range of insecticides, herbicides, fungicides and micronutrients for the agriculture industry.

Industries Served

- Sports Goods
- Appliances
- Agriculture
- Textiles
- Fibre & Yarn
- Beverages & Liquids
- Flexible Packaging
- Agro Chemicals
- Paints & Coatings
- Food, Dairy and Meat
- Consumer Products
- Industrial Packaging
- HoReCa
- Health Care
- Construction
- Thermoware
- Automotive
- Tents and Tarpaulins

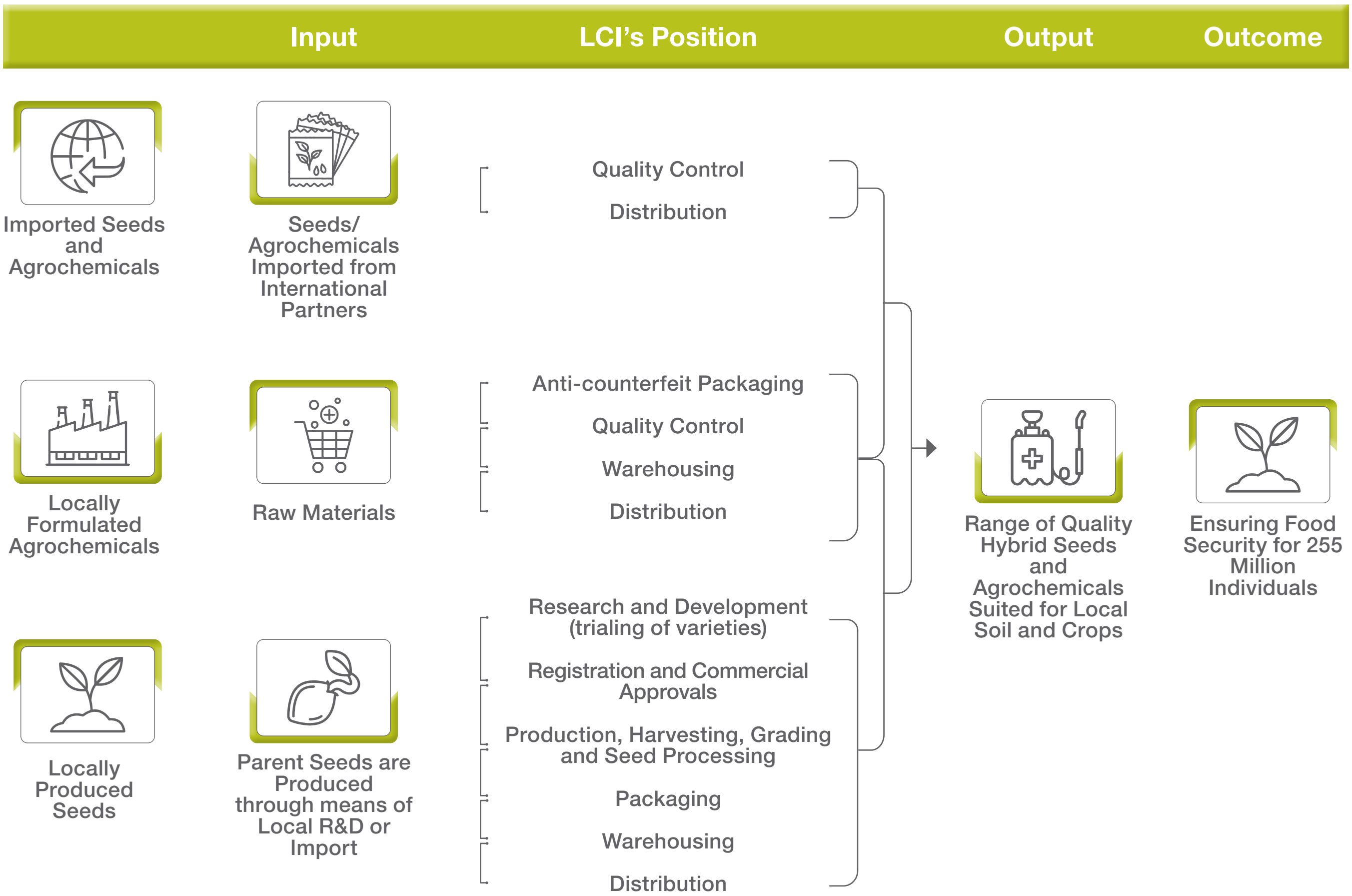
Business Value Chain

Chemicals and Masterbatches



Input		LCI's Position	Output	Outcome
Imported Chemicals	Finished Goods of Imported Chemicals	Warehousing Distribution	Range of Quality Chemicals	Enhancing Comforts of Life
Locally Manufactured Chemicals	Raw Materials and Specialised Additives	Compliance with Relevant QC Standards Testing Manufacturing and Blending of Various Chemicals		
Masterbatches	Resins and Pigments	Research and Development Manufacturing Quality Control Warehousing and Distribution		

Agri Sciences



Input		LCI's Position	Output	Outcome
Imported Seeds and Agrochemicals	Seeds/ Agrochemicals Imported from International Partners	Quality Control Distribution	Range of Quality Hybrid Seeds and Agrochemicals Suited for Local Soil and Crops	Ensuring Food Security for 255 Million Individuals
Locally Formulated Agrochemicals	Raw Materials	Anti-counterfeit Packaging Quality Control Warehousing Distribution		
Locally Produced Seeds	Parent Seeds are Produced through means of Local R&D or Import	Research and Development (trialing of varieties) Registration and Commercial Approvals Production, Harvesting, Grading and Seed Processing Packaging Warehousing Distribution		

Market Overview

During the year, Pakistan's economy demonstrated resilience and made progress in stabilising key macroeconomic indicators, including a decline inflation and interest rates, reduction in fiscal deficit, and an increase in foreign investment. Strengthened reserves also contributed to exchange rate stability. However, recovery across some sectors remained subdued due to continued cash flow constraints carried over from FY 2023–24.

The energy sector experienced a decline in average crude oil prices, driven by high global inventories and political uncertainty. While this aided in easing inflation, it also intensified competition. Additionally, the Middle East crisis disrupted feedstock supply and pricing. Large-scale manufacturing and the textiles sector faced persistent headwinds in the form of high energy costs, liquidity challenges, and weak local demand.

The agriculture sector serves as the backbone of Pakistan's economy, contributing 23.5% of the GDP and employing 37.5% of the labour force. However, it continued to face significant stress in FY 2024–25, primarily due to macroeconomic challenges affecting the crop sector. Although the industry posted modest growth overall, the crop segment remained under pressure, with major crop's output significantly below expectations. This shortfall had a cascading impact on other areas, highlighting persistent vulnerabilities within the sector.

Furthermore, the Sunflower crop yield also continued a downward trend from the previous year, mainly due to unprecedented weather conditions and disrupted sowing patterns in the southern regions. Additionally, low yields and reduced prices led to a nationwide cash crunch, further limiting the area under cultivation.

Business Performance and Key Developments

Chemicals

Despite fluctuations in demand, the business focused on catering to the industry's needs through robust supply chain management, customer retention, and optimisation of its diversified portfolio. Resultantly, volumetric sales increased by 16% as compared to the SPLY. During the year, the Chemicals Business reinforced its position as a key supplier by focusing on innovation and reliability, maintaining its market standing despite multiple challenges across segments.

To showcase its offerings, the business participated as a platinum sponsor at the Pakistan Coatings Show and Polyurethane Expo 2025 in Lahore, providing an opportunity to engage with customers and key stakeholders. The business also received the 'Best Performance and Target Fulfillment Award' from Evonik in Singapore in recognition of its operational excellence among global distributors in the Coatings and Additives segment.

Masterbatches

A customer-centric approach, premium product quality, and strong brand equity enabled the Shades-Masterbatch segment to strengthen its market position despite economic and political headwinds. Backed by state-of-the-art R&D facilities and a strong capability to deliver customised, innovative solutions, the business continues to be recognised as a quality-focused manufacturer. This year, expanded production capacity and portfolio diversification allowed it to access wider markets, driving volumetric growth of 20% compared to the SPLY.

The Chemicals Business team at the 3P (Plastic, Printing and Packaging) Pakistan Expo 2024

The Chemicals Business team as Platinum Sponsors at the Pakistan Coating Show and Polyurethane Expo 2025

Agri Sciences

Despite ongoing challenges and uncertainty, the Agri Sciences Business remained resilient and aligned with their strategic objectives. The seeds segment delivered impressive growth of 14% as compared to the SPLY, a notable achievement despite a significant drop recorded in the country's major crops.

During the year in review, the business made strides by forging multiple strategic partnerships aimed at unlocking new opportunities within existing markets. A key highlight was the collaboration with National Foods Limited (NFL), under which LCI's tomato variety was shortlisted for NFL's commercial sowing.

Among the year's key alliances were partnerships with Agri Mall, part of the Green Pakistan Initiative, and Rafhan Maize, a collaboration that marked a strategic step forward in strengthening the corn seeds portfolio. With a strong focus on quality, diversification, sustainability, and product stewardship, the business launched four new agrochemical products, enhancing its market presence. Additionally, the launch of Hycorn 555 strengthened the corn portfolio. These efforts enabled the business to navigate prevailing challenges and achieve growth through strategic partnerships and sustainable practices.

Details of the business's stakeholder engagement activities are available on page 123 of this Report.

Future Outlook

The Chemicals Business remains committed to providing innovative solutions as it navigates through changing regulatory landscapes and shifting consumer expectations. By diversifying its product portfolio and strengthening its market position, it continues to mitigate the impact of external pressures and macroeconomic uncertainty. Through the adoption of new technologies and strategic supplier partnerships, the business is focused on ensuring supply stability, optimising costs, and meeting the evolving needs of its customers and the broader industry.

The Agri Sciences Business is focused on diversifying its portfolio to strengthen its presence in key categories such as corn, rice, and vegetable seeds, gradually reducing its reliance on the sunflower crop. Strategic portfolio adjustments have been made to support this shift, aiming to drive stability and capitalise on emerging market opportunities in the year ahead.

Going forward, macroeconomic challenges are expected to exert pressure on the business's profitability. However, the Chemicals & Agri Sciences Business is committed to minimising the adverse impact of external pressures while exploring new avenues for growth to meet the evolving needs of its growing customer base.

Agri Sciences Business team at the Business Partner's Conference, 2025

Sustainability Performance

The Art of Sustainable Stewardship

This section outlines our commitment to sustainable performance, highlighting initiatives, achievements, and progress toward a more sustainable future.

Table of Contents

About the Report

Lucky Core Industries Limited FY 2024-25 Sustainability Report marks its 17th year of annual sustainability reporting, in line with topics that are prioritised as material to the Company and its stakeholders. The Report complies with the Global Reporting Initiative (GRI) Standards and adheres to the GRI 101 Foundation Reporting Principles. Moreover, the Report references the UN Sustainable Development Goals (SDGs).

Reporting Period

The reporting period for this Report aligns with the Company's FY 2024-25, spanning from July 1, 2024, to June 30, 2025. This Report has been published in September 2025.

Report Boundary and Content

The Report showcases the Company's commitment to sustainability, transparency, and environmental excellence. It covers:

The Company's core areas of business, corporate functions, and includes employee data. However, subsidiaries and associated companies are not included in the Report.

Detailed performance on material sustainability topics.

Progress towards achieving LCI's long-term sustainability pledges and goals in the economic, environmental, and social areas, highlighting their significance for stakeholders' decision-making.

Management Approach to Sustainability

Details of the management approach for each material topic are available on page 112 of this Report.

Data Collection

Data presented in the Report was collected from the Company's Financial Management Reporting systems, the Environmental Performance Management (EPM) database, and the Corporate HR Information Management System. Details on the Company's sustainability reporting governance are available on page 118 of this Report. No restatements have been made to the previous data.

Assurance

The Report also undergoes an independent review conducted by the Corporate Social Responsibility Centre Pakistan (CSRCP) to ensure compliance with GRI standards, the IISAE 3000 (Revised) standard and principles of inclusivity, materiality, responsiveness and impact. The Sustainability Council oversees external assurance processes, with coordination delegated to the General Manager, HSE. The assurance letter from CSRCP is available on page 168 of this Report.

Contact Us

To share any feedback or comments related to this Sustainability Report, please email: sustainability.council@luckycore.com, or contact:

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The Report, along with additional information about the Company's business units and products, can be accessed on LCI's website: **www.luckycore.com**

Message from the Chief Executive

Dear Stakeholders,

We are pleased to present the Lucky Core Industries Limited Sustainability Report for FY 2024-25. This marks the Company's seventeenth consecutive year of transparent and responsible sustainability reporting. The report reflects not only our continued alignment with the Global Reporting Initiative (GRI) Standards and the United Nations Sustainable Development Goals (SDG), but also our deep-rooted belief that responsible business practices are essential to long-term value creation. As a Company committed to enriching lives, we remain focused on driving progress across the economic, social and environmental landscape.

Our progress continues to be recognised beyond our organisational boundaries. This year, we were honoured to be recognised as a Sustainability Rising Star at the 2024 ACES Awards whilst also being awarded with the Best Sustainability Report Award 2023 from the Institute of Chartered Accountants of Pakistan and the Institute of Cost and Management Accountants of Pakistan. These accolades reaffirm our commitment to transparency and purposeful action, inspiring us further to deepen our sustainability efforts in every aspect of our business.

At LCI, sustainability remains an integral part of how the Company operates. It informs decision-making, shapes priorities and supports enduring business performance. LCI's Sustainability Council, entrusted with promoting a culture of excellence and accountability, continues to play a vital role in driving progress by translating our sustainability agenda into action and embedding environmental and social priorities across the Company's daily business activities.

Environmental stewardship is a defining priority for the Company, driven by our Catalyst 2030 - Climate Action Plan and the STEP sustainability platform, which guide our strategic environmental initiatives. We continued to make progress through integrated science-based and nature-driven solutions. Over the year, we successfully neutralised 29,000+ tonnes of CO_2 emissions, planted 23,000+ trees, and recycled 293+ million PET bottles into polyester fibre. These efforts were further reinforced by our Polyester Business, which expanded its recycling operations by collaborating with international brands to strengthen its textile-to-textile recycling capabilities.

On the energy front, we continued to scale the use of solar energy, with our installed solar capacity reaching approximately 4,000 kilowatts. A key milestone was the commissioning of a 1MW solar system at our Polyester site, which generated over 988,000 kWh of clean energy and reduced 694 tonnes of CO_2 emissions. Further solar expansion projects are underway as part of our broader energy efficiency roadmap. These initiatives have enhanced our energy performance and contributed to a measurable reduction in our carbon footprint across the Company's operations.

We also advanced our water and waste management efforts through a newly commissioned wastewater recovery system, which enables the reuse of treated water in our brine manufacturing process. Additionally, we expanded our PET bottle deposit scheme by launching a consumer-facing recycling initiative, in partnership with Metro Pakistan Limited, aimed at promoting responsible plastic disposal. Together, these efforts reflect LCI's commitment to environmental responsibility, with a focus on long-term impact and creating lasting value for the planet and future generations.

The safety and well-being of our workforce and surrounding communities remain non-negotiable priority for the Company. During the year, we recorded approximately 49.9 million injury-free man-hours, with one reportable incident, resulting in a Total Reportable Injury Rate (TRIR) of 0.09 per million man-hours worked. The incident was thoroughly investigated, and corrective actions were implemented to prevent recurrence. We continue to hold ourselves to the highest standards of operational safety and remain firmly committed to building a workplace that is secure, resilient, and aligned with global best practices.

Our efforts this year further underscored our dedication to driving meaningful improvements in social performance. By upholding our commitment to diversity, equity and inclusion, we continued to advance efforts to create a more inclusive and equitable workplace. Female representation across the workforce increased to 8.5%, while representation within the Executive Management Team (EMT) rose to 25%, reflecting LCI's steady progress in strengthening gender diversity. With inclusive culture-building at its core, our structured DE&I framework is designed not only to transform our organisation internally, but also to create positive impact beyond the organisation. This includes the Impact Scholarship Programme which offers scholarship opportunities to underprivileged female students to pursue their undergraduate degree from reputable universities of Pakistan. Additionally, by actively investing in capability-building through year-round learning programmes, LCI recorded over 53,000 training hours. As these efforts continue to evolve, they lay the groundwork for a more diverse, capable and future-ready workforce, one that will be instrumental in advancing the organisation's long-term mission of Improving Lives.

Our commitment to creating long-term impact is rooted in a sense of purpose and responsibility towards the communities in which we operate. Guided by our core social responsibility pillars of Health, Education, Women's Empowerment, Environment, and Community Development, we continued to invest in initiatives that improve quality of life and enable progress. During the year, we invested PKR 96.2 million towards community uplift programmes. This impact was further strengthened through Pehchan, our employee volunteer programme, where 260+ volunteers dedicated 900+ hours to causes aligned with our CSR agenda.

What truly sustains an organisation is not just its strategy, but the strength of its culture, the clarity of its purpose, and the shared conviction of its people. Every milestone we share in this report is a reflection of that collective commitment. I remain deeply grateful to our employees, partners, and stakeholders for their continued trust in LCI. Together, we are shaping a future that is resilient, inclusive, and responsible.

I invite you to read this year's Sustainability Report to learn more about how we are shaping the future through purposeful and collaborative action.

Warmest Regards,

Asif Jooma
Chief Executive
Lucky Core Industries Limited

Sustainability Highlights

29,000+
tonnes
of CO_2 Emissions Neutralised

293+
million
PET Bottles Recycled into Polyester Fibre

23,000+
Trees Planted

49.9
million
Safe Man Hours

Zero
Occupational Illnesses

6,670
Training Days

PKR 96.2
million
Invested in Community Uplift Programmes

260+
Employees Participated in Volunteer Programme

Awards

Corporate Function

Best Sustainability and Corporate Award 2023

Institute of Chartered Accountants of Pakistan and the Institute of Cost and Management Accountants of Pakistan

ACES Award 2024 for Sustainability Rising Star Award

ACES Council

Soda Ash Business

International Safety Award 2025

British Safety Council

14th Annual Fire Safety Award 2025

National Forum for Environment & Health and Fire Protection Industry of Pakistan

Chemicals & Agri Sciences Business

International Safety Award 2025

British Safety Council

Annual Environmental Excellence Award 2024

National Forum for Environment & Health

Occupational Health, Safety and Environment Awards 2024

Employers Federation of Pakistan

Supplier Sustainability Award 2024

Packages Group

Pharmaceuticals Business

Environment, Health & Safety International Award 2024

The Professionals Network and Pakistan Safety Council

Occupational Health, Safety and Environment Awards 2024

Employers Federation of Pakistan

Animal Health Business

Annual Environmental Excellence Award 2024

National Forum for Environment & Health

14th Annual Fire Safety Award

National Forum for Environment & Health and Fire Protection Industry of Pakistan

Materiality Assessment

The Company recognises the importance of identifying and managing topics that are most material to its business and stakeholders. This section outlines the material topics and the methodology used to determine their significance to the Company's long-term sustainability and operational resilience.

LCI recognises the actual and potential environmental, social, and economic impacts associated with its operations. These include outcomes such as greenhouse gas emissions from manufacturing processes and the consumption of natural resources, as well as contributions including job creation, sustainable innovation, and long-term community development. These impacts occur both directly through core operations and indirectly across the value chain.

Aligned with international sustainability frameworks, the Company has adopted policies and initiatives focused on reducing emissions, upholding human rights, promoting responsible sourcing, and supporting the wellbeing of employees and communities. In line with these commitments, key actions during the period included transitioning to cleaner energy sources, strengthening supplier engagement, and expanding employee development programmes, particularly management training initiatives designed to build leadership capabilities and promote a culture of continuous learning.

Performance against these priorities was rigorously tracked using well-defined Key Performance Indicators, supported by regular internal and external audits and comprehensive stakeholder feedback. The insights derived from these monitoring activities informed progress toward key targets, including emissions reduction and energy efficiency, with findings systematically integrated into strategic planning and operational decision-making to ensure continuous improvement.

In 2023, a comprehensive materiality assessment was conducted in accordance with the Global Reporting Initiative (GRI) Standards (2021), with the support of an independent consultant. Anchored in the principles of double materiality, the process incorporated insights from the Sustainability Council, key stakeholder groups, including employees, suppliers, customers, and community representatives, and a review of sector-specific ESG developments. The findings of this assessment continue to guide our sustainability priorities to date.

The aforementioned methodology, allowed the Company to collaboratively finalise material topics in line with the LCI's sustainability objectives and priorities. The comprehensive nature of the analysis guarantees that the sustainability report accurately reflects LCI's commitment to sustainable practices and transparent reporting.

List of Material Topics*

Area	Material Topic	Impacts
Economic	Economic Performance	Effects economic conditions of all stakeholders.
	Indirect Economic Impacts	Effects economic conditions of all stakeholders.
	Market Presence	Effects development in markets where the Company operates.
	Procurement practices	Effects capacity enhancement of local suppliers.
	Anti-Competitive Behaviour	Effects ethical and responsible operations.
Environmental	Energy	Effects the organisation's environmental footprint, the ecosystem and climate.
	Water and Effluents	
	Emissions	
	Waste	
Social	Employment and Labour Relations	Effects social capital development and working conditions.
	Training and Education	Effects social capital development, in particular the organisation's human capital.
	Occupational Health and Safety	Effects stakeholders and their human rights.
	Diversity and Equal Opportunity	Effects social capital development, in particular the organisation's human capital.
	Non-Discrimination	Effects social capital development, in particular the organisation's human capital.
	Freedom of Association	Effects stakeholders and their human rights.
	Child Labour	Effects stakeholders and their human rights.
	Community Investment	Effects social capital development and community uplift.

*The list of material topics is the same as last year, reflecting no changes.

Relevance of Material Topics to Lucky Core Industries

Economic

Economic Performance

Disclosures under this topic relate directly to LCI's value creation agenda, as embodied in the Company's vision, values, and brand promise. The Company is committed to Cultivating Growth for its stakeholders, and the same can be quantified and assessed accurately through its audited financial statements, which are appended to this Report. In addition, economic performance carries implications for all other material topics reported herein.

Indirect Economic Impacts

Disclosures under this topic illustrate LCI's economic impact on a wider socio-economic front, covering multiple stakeholders. The Company intends to support growth and development beyond its scope of operations. As a responsible corporate citizen, it monitors and measures its ongoing indirect economic impact in the wider context.

Market Presence

The Company's presence in the markets that it serves, has a significant impact in terms of the employment opportunities provided, the number and quality of professionals employed, regional employment prospects and compensation and benefits provided. Information in this regard is relevant to its operations and value-creation agenda.

Compliance

Compliance is a material topic due to its significance on LCI's license to operate and its economic impact in the form of fines and penalties in case of violation. Non-compliance also negatively impacts the brand image.

Anti-Competitive Behaviour

Anti-competitive behaviour is a material topic due to its significance on LCI's license to operate and its economic impact in the form of fines and penalties in case of violation. Non-compliance also negatively impacts the brand image.

Procurement Practices

Procurement practices are a material topic due to LCI's extensive supply chain network. To achieve sustained growth and build shared value, LCI must maintain strong relationships with its business partners.

Environmental

Water and Effluents

Disclosures under this topic illustrate the Company's water usage requirements for its operations and the current state of water availability in Pakistan. The International Monetary Fund (IMF), United Nations Development Programme (UNDP) and the Pakistan Council of Research in Water Resources (PCRWR), lists Pakistan as a water-scarce country.

Energy

Disclosures under this topic highlight energy costs as having a direct impact on the cost of doing business and manufacturing products for the Company. Efficient energy usage is not only vital in terms of the environment but can also provide the Company with a competitive edge in terms of cost-effectiveness.

Emissions

Emissions control relates directly to climate change and the impact of gaseous emissions on the ozone layer. As a manufacturing concern, monitoring emissions is of vital importance to LCI. Disclosures in this regard provide an overview of the Company's compliance with national and governmental regulations, such as the National Environmental Quality Standards (NEQS).

Waste

Disclosures under this topic illustrate the impact of waste, both on the Company's operations and on local communities where waste is generated and disposed of. The management and minimisation of waste materials are important for the preservation of biodiversity in the relevant areas.

Social

Employment and Labour Relations

Driven by its core value of Passion for People, the Company aspires to be an employer of choice and recognises that the development of its talent pool in terms of training and education, growth opportunities, compensation and benefits are of utmost importance. The Company maintains a strong focus on providing development and learning opportunities to its employees. LCI's policies and employment practices are aimed at attracting and retaining talent, and ensuring an environment that encourages diversity, inclusivity and growth.

Training and Education

In pursuit of the Company's aspirations to be an employer of choice, training and education remains an area of focus for the Company to recruit and retain the brightest talent. Training, education, and development of its people is a topic of critical importance to the Company and it provides formal training, development and growth opportunities, with performance appraisals, feedback systems and an open culture that encourages discussion.

Occupational Health and Safety

Health and safety are a focus area for the Company in light of its core values (Passion for People; Integrity and Responsibility) and its HSE&S policy. The topic affects not only employees of the Company but also customers, service providers, suppliers and members of the communities.

Diversity and Equal Opportunity

As an equal opportunity provider, LCI takes great pride in its commitment to fostering diversity, equity and inclusion (DE&I) and values the contributions of its diverse workforce. The Company's commitment to DE&I is driven by its core values (Passion for People; Integrity and Responsibility), brand promise and Code of Conduct.

Non-Discrimination

LCI is committed to ensuring fair, free of bias and equal treatment of employees. This belief is driven by its core values (Passion for People; Integrity and Responsibility), brand promise of Cultivating Growth and the Code of Conduct.

Freedom of Association and Child Labour

In line with the Company's core value of Integrity and Responsibility, and its Code of Conduct, the highest standards of international human rights are upheld. The Company supports and abides by international charters on freedom of association, ILO Conventions, and local regulations in its sphere of influence.

Community Investment

Disclosures on this topic illustrate LCI's efforts towards the development of communities beyond its boundaries. These disclosures are important because they provide an overview of the significance of these efforts and their impacts, allowing stakeholders to assess the value added by such initiatives.

Sustainability Strategy

LCI’s sustainability strategy is a testament to its enduring commitment to responsible growth, long-term value creation and sustained business performance. By embedding sustainable practices across its operations, the Company is not only addressing pressing global challenges but also contributing to a more equitable and sustainable future. Guided by its mission of Improving Lives, LCI's sustainability strategy is designed to generate lasting impact for people, communities, and the planet, ensuring that progress is shared, and purpose is collectively fulfilled.

Approach to Sustainability

As a leading manufacturing entity, LCI strives for environmental and social responsibility, within the Company and beyond. The Company’s sustainability strategy is based on six fundamental principles. It serves as a blueprint for value creation by connecting LCI’s business strategy and sustainability agenda with the aspiration of creating a lasting positive impact for generations to come.

Guiding Framework

Sustainability Strategy

Guiding Principles

Operational Pillars

Creating Socioeconomic Value
LCI empowers communities through long-term investments in education, healthcare, and skills development. These initiatives enhance resilience, promote inclusivity, and ensure that growth is shared across all segments of society.

Environmental Stewardship
The Company is committed to minimising its environmental footprint by investing in cleaner technologies and sustainable practices. This includes optimising energy use, reducing emissions, and advancing circularity in operations.

Respecting Human Rights
LCI upholds universal human rights across its value chain. It fosters a workplace and business ecosystem built on dignity, fairness, and inclusivity.

Transparency
Integrity and accountability guide LCI’s operations. The Company maintains transparent reporting and open dialogue with stakeholders, reinforcing trust and long-term partnerships.

Operating Responsibly
From ethical business conduct to responsible sourcing and inclusive practices, LCI’s commitment to doing business the right way is reflected in every aspect of its operations.

Fostering a Culture of Excellence
LCI believes that its people are central to delivering sustainable progress. By nurturing talent, encouraging innovation, and enabling continuous learning, the Company builds a high-performance, purpose-driven culture.

Transversal Pillars

Stakeholder Engagement
The Company works closely with employees, communities, partners, and regulators to develop solutions that create lasting impact. This engagement ensures that sustainability initiatives remain responsive to stakeholder needs, grounded in accountability, and resilient in the face of change.

Governance
A strong governance framework underpins this commitment, embedding sustainability into core business practices. Strategic oversight, supported by clear accountability and robust monitoring mechanisms, enables LCI to innovate, adapt, and deliver on its long-term sustainability objectives.

Catalysing Change for a Sustainable Future

Catalyst 2030 - Climate Action Plan

As climate challenges intensify, LCI remains firm in its commitment to environmental stewardship, not through isolated efforts, but through collective determination. The Catalyst 2030 - Climate Action Plan stands as a testament to this belief, as a Company-wide initiative that unites all businesses and functions in advancing decarbonisation and promoting environmental sustainability. Anchored in science and nature-based solutions, the Catalyst 2030 - Climate Action Plan reflects LCI's proactive approach to sustainability and long-term value creation.

Since its launch in FY 2022-23, the Catalyst 2030 - Climate Action Plan continues to drive measurable progress across energy efficiency, emissions reduction, and ecosystem restoration. It serves as a platform for cross-functional innovation, with over 40 projects implemented to date across multiple Company sites and operations.

Approach to Climate Change

Decarbonisation Through Efficiency and Technology

LCI continues to invest in process enhancements and low-emission technologies to reduce its carbon footprint. Recent initiatives include the installation of tubular chain conveyors, energy-efficient chillers, and rotary filter modifications, all contributing to greater operational efficiency and lower emissions.

Nature-Based Solutions

Tree plantation remains a cornerstone of the Catalyst 2030 – Climate Action Plan. These initiatives not only support carbon sequestration but also enhance biodiversity and restore ecological balance across LCI's operating regions.

Collaborative Community Impact

LCI partners with NGOs, local authorities, and community stakeholders to extend the reach and impact of its environmental programmes. These partnerships amplify awareness, strengthen local ecosystems, and promote sustainable practices beyond the Company's direct operations.

Catalyst Commitments

As part of its Catalyst roadmap, LCI has set ambitious medium to long-term targets to contribute meaningfully to climate action:

Neutralise
80,000
tonnes of CO_2 emissions through science and nature-based solutions by 2030

Recycle
360
million PET bottles annually for polyester fibre production by 2030

Recycle
220
million gallons of water annually by 2030

Eliminate the use of
single-use
plastic bottles across Corporate Offices (achieved in 2022)

Plant
215,000
trees by 2030

Each target is linked to more than 40 active projects across Company sites, selected not only for their scalability and impact, but for their potential to inspire a culture of shared responsibility.

Impact Overview FY 2024-25

Catalyst 2030 – Impact Areas	Units	FY 2024-25	Total (since July 2022)
Neutralise Carbon Emissions	Tonnes	29,716	82,228
Recycle PET bottles to produce polyester	Million Bottles	293+	760
Trees Planted	Number	23,886	107,146

In FY 2024-25, the Catalyst 2030 - Climate Action Plan demonstrated substantial advancements in its environmental impact objectives. During this period, the Company successfully neutralised 29,716 tonnes of CO_2 emissions, enhancing the cumulative total to 82,228 tonnes since the programme's inception in July 2022.

In addition to carbon neutralisation, the Company has made remarkable progress in recycling initiatives. A total of 293+ million PET bottles were recycled in FY 2024-25 to produce high-quality polyester, contributing to a cumulative total of 760 million bottles since 2022, highlighting the Company's dedication to circular economy practices and reducing plastic waste.

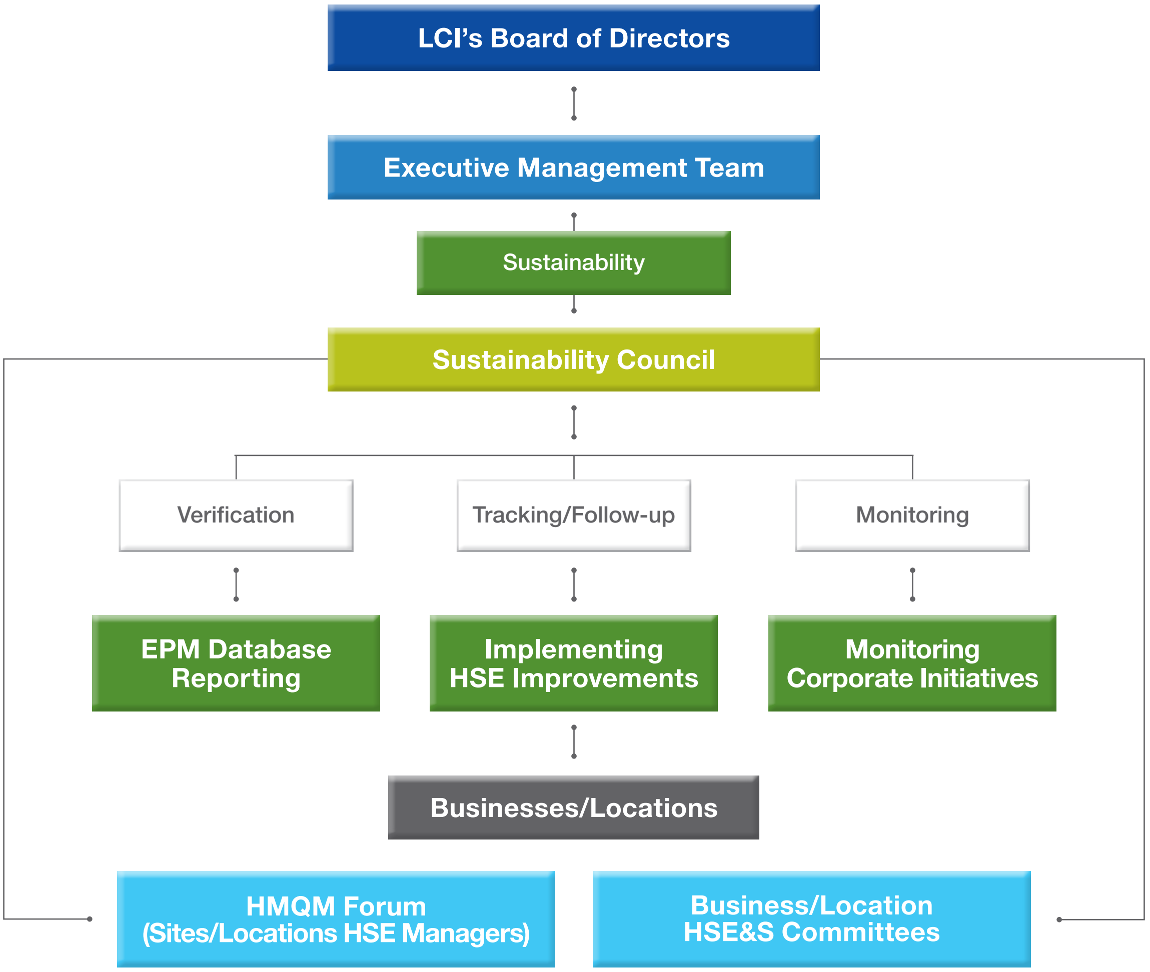
The environmental impact also extended to tree planting efforts, with 23,886 trees planted during FY 2024-25. This brings the total number of trees planted since July 2022 to 107,146 further enhancing biodiversity and supporting ecosystem restoration.

In a key move towards advancing sustainability, the Company has eliminated the use of single-use plastic bottles across all its Corporate Offices. This initiative not only reflects the Company's commitment to reducing plastic waste but also sets a benchmark for sustainable practices within the organisation.

Overall, the progress achieved under Catalyst 2030 – Climate Action Plan exemplifies the Company's dedication to environmental stewardship and its ongoing efforts to shape a sustainable future.

6 CLEAN WATER AND SANITATION
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION

Sustainability Governance



LCI's sustainability strategy is guided by a clear governance structure designed to embed responsible business practices across its operations. The Board of Directors provides strategic oversight, endorsing the Company's vision, mission, and values, with a strong emphasis on sustainability. The Executive Management Team reviews environmental, social, and governance (ESG) strategies, risk assessments, and key performance indicators on a regular basis. Sustainability is reviewed and discussed on a biannual basis at Board meetings, ensuring continued alignment with long-term objectives and stakeholder expectations.

LCI's ethical business practices are guided by globally recognised frameworks, including the United Nations Guiding Principles on Business and Human Rights (UNGPs), the Sustainable Development Goals (SDGs), and the United Nations Global Compact (UNGC). These commitments are publicly disclosed to uphold transparency and accountability in all operations.

Cultivating Organisational Integrity

LCI's Board-approved Code of Conduct outlines the ethical standards expected from all employees and business partners and is publicly available on the corporate website. Ethical awareness is promoted through structured training programmes, leadership engagement, and continuous internal communication, cultivating a culture rooted in integrity and shared accountability.

Sustainability Council

The Sustainability Council comprises of representatives from the Company's businesses and functions. The Council plays a responsible role for assisting the Board of Directors in fulfilling its responsibility to LCI's shareholders regarding sustainability practices. The Council focuses on developing, implementing, and monitoring HSE&S policies and practices.

Responsibilities of the Council

The Council acts to:

- Define sustainability KPIs, measurement matrices, and targets.
- Review the Company's environmental footprint and develop effective strategies for mitigation of adverse impacts.
- Assess stakeholder relationships for alignment with sustainability objectives.

- Design and execute communication strategies for internal and external stakeholders to promote sustainable growth.
- Establish guidelines for managing sustainable change and fostering adaptability within the organisation.
- Introduce and implement initiatives for cutting-edge technologies in alignment with LCI's sustainability agenda.
- Define broad parameters for enhancing product responsibility to ensure that the Company's products align with sustainable principles throughout their lifecycles.
- Prioritise sustainability goals and direct efforts towards areas that can yield significant and tangible results.

Monitoring and Reporting on Sustainability Efforts

The Corporate HSE&S department functions as an independent authority and custodian of the Environmental Performance Management (EPM) database. In accordance with the HSE&S Management System, all business units and sites are required to report data on parameters influencing LCI's Operational Eco-Efficiency (OEE) footprint. This data is subsequently shared with the Executive Management Team and the Sustainability Council for oversight and strategic decision-making.

Grievance Mechanisms

LCI provides accessible and confidential grievance mechanisms for employees, communities, and stakeholders to raise concerns without fear of retaliation. All grievances are investigated thoroughly, and remedial actions are taken to prevent recurrence. Details of the grievance mechanisms are available on page 66 of this Report.

Commitment to Sustainable Growth

LCI is committed to continuously improving its sustainability performance through regular evaluations, risk assessments, and stakeholder feedback. These processes support informed strategic decisions, enabling the Company to proactively manage risks and promote resilient, responsible growth.

Strengthening ESG Awareness Among Governance Leaders

During the year in review, members of the Executive Management Team engaged in key industry forums to strengthen understanding of ESG priorities and emerging sustainability trends. The Chief Executive participated as a panellist at the Pakistan Chemical Expo 2025, speaking on the future of a sustainable chemical industry and highlighting sectoral opportunities. He also contributed to the 'Dialogue on the Economy' event, hosted by the Pakistan Business Council (PBC), where he shared insights on the role of import substitution in strengthening economic resilience. The CEO also attended CONEX 2025, a leading forum on human capital, held under the theme 'Powering the Next,' which explored the future of work, leadership, and DEIB (Diversity, Equity, Inclusion, and Belonging). These engagements ensure the governance body remains well-equipped to navigate complex ESG challenges and to drive sustained, long-term value for the Company.

The Company's Chief Executive at the Pakistan Chemical Expo 2025

Stakeholder Engagement

LCI recognises that its enduring success is built on the strength of open and transparent relationships established with its stakeholders. By valuing every perspective, the Company continues to move forward through shared understanding and collective trust.

Stakeholder Group	Providers of Financial Capital	Employees	Customers	Suppliers and International Partners
Engagement Frequency	• Regular	• Regular	• Regular	• Regular
Concerned LCI Teams	• Corporate Finance • Company Secretariat • Corporate Communications and Public Affairs	• EMT • Human Resource • Corporate Communications and Public Affairs	• Business sales, technical support and quality assurance	• Procurement • Relevant business team
Key Stakeholder Concerns	• Ongoing economic viability • LCI's financial and operational performance • LCI's growth prospects	• Employment security • Fair treatment and compensation • Safe workplace • Training and education • career development • Participation and empowerment	• Product cost, quality and availability	• Long term supply contracts • Efficient payment cycles
LCI's Strategic Response	• Commitment to ongoing growth and value creation • Corporate briefings • Shareholders meetings • Timely public disclosures to PSX • Investor relations policy	• Leadership connect sessions • Internal events and communications • Annual engagement survey • Launch of Employee Central • Benchmarking studies • Capacity-building trainings • Wellness Programme • Innovation Challenge • Code of Conduct	• Technical support and capacity building initiatives • Surveys and field visits • New product launches • Communication and engagement initiatives	• Code of conduct compliance • Procurement policy manual • Supplier audits • Open negotiation discussions

Communities	Government and Regulatory bodies	Media	Academic and Research Institutions	NGOs and NPOs
• Regular	• Regular/Case Basis	• Occasional	• Occasional	• Regular
• Business onsite CSR teams • Lucky Core Foundation	• Relevant business/ functional representatives	• Corporate Communications and Public Affairs • EMT	• Human Resource • Relevant business teams • Lucky Core Foundation • Business onsite CSR teams	• Lucky Core Foundation • Business onsite CSR teams
• Impact of LCI's manufacturing sites • Employment opportunities • Sustainability initiatives, both environmental and social	• LCI's compliance with regulations and laws • LCI's investment in the economy • LCI's contribution to sustainability	• Information on LCI's operations, growth prospects and sustainability practices • LCI's economic contribution	• Career placements and development • Leadership and workplace insights	• Funding for CSR programmes • Logistical and technical support for CSR programmes
• Community and environmental investments • Robust HSE programme • Local procurement and employment	• Bilateral engagement • Timely and transparent submission of data for review and compliance	• Digital precense • Timely release of information and response of media queries • One-on-one media engagement	• Research partnerships • Training programmes and guest speaker sessions • Recruitment and internship drives	• Community and environmental investments

Stakeholder Engagement

Key Initiatives FY 2024-25

At LCI, we uphold Stakeholder Centricity as a foundational principle. Across our diverse business units, we consistently prioritise our stakeholders, recognising that their engagement is not only important but essential to driving organisational success.

Soda Ash Business

- The business remained committed to creating value for the Khewra community and supported outreach and environmental initiatives. These included the inauguration of the first dedicated Ladies and Children Park in the area, developed in collaboration with local stakeholders to provide safe and inclusive recreational space for families.
- Demonstrating its long-term commitment to environmental stewardship, the business undertook extensive afforestation efforts, planting over 20,041 trees around its facility and across surrounding public spaces.
- In partnership with the Government Technical College, Pind Dadan Khan, the business launched the MANZIL Technical Skills Internship Programme. The initiative provides hands-on learning opportunities for students across Civil, Mechanical, Electrical, and Chemical disciplines, supporting the development of local technical talent.

The Soda Ash Business team planting trees in celebration of World Environment Day

Polyester Business

- The business deepened its focus on circularity through an MoU with Metro Pakistan Limited to initiate a PET bottle collection programme, aimed at strengthening post-consumer waste recovery and closed-loop recycling.
- Through its ongoing collaboration with the Aabroo Educational Welfare Organisation, the business is dedicated to its PET bottle deposit scheme. The collected PET waste is recycled by Aabroo, with the proceeds directed towards sponsoring education for children from marginalised backgrounds.
- As a core element of its sustainability strategy, the business advanced textile-to-textile recycling by integrating new raw material suppliers and deepening collaborations with global brands, reinforcing the competitive position of Terylene Retex.
- The business successfully executed the WWF Plastic Pollution Awareness Campaign, reaching over 6,500 students across 65 partner schools in 19 cities. Targeting children aged 6 to 14, the campaign promoted early environmental awareness and reinforced the business's commitment to community-level environmental stewardship.

LCI signs an MoU with Metro Pakistan Limited to reduce plastic waste and promote sustainable practices

Animal Health Business

- Reinforcing its commitment to sustainable livestock practices, the business conducted over 1,775 field gatherings and more than 100 technical seminars nationwide. These activities and events engaged over 18,000 farmers, veterinarians, and professionals to promote responsible veterinary care and product stewardship.
- To support the prevention and control of tick-borne diseases, a national awareness campaign was launched for farmers and veterinary professionals, focusing on effective parasite management and herd health.
- During the year in review, the business conducted nationwide seminars under its Biologicals and Organic Acids portfolios, promoting antibiotic-free poultry production to support safer, healthier, and more resilient production systems.

Launch event for LCI's 'Companion Animal Vaccine Portfolio' held in Lahore

Chemicals & Agri Sciences Business

- The Chemicals Business reinforced its industry presence through Platinum Sponsorships at the Pakistan Coating Show and Polyurethane Expo 2025, and participation in the 3P Pakistan Expo 2024.
- To promote a culture of health and safety, the business conducted extensive HSE&S training sessions at the Chemicals Technical Centre and customer sites, during the year. These sessions included practical demonstrations and comprehensive risk assessments.
- Demonstrating a strong focus on customer centricity, the Agri Sciences Business organised a four-day Business Partner conference in Doha, featuring product launches, comprehensive technical and HSE training, and facilitated open dialogue to support sustainable and customer-focused agricultural practices.
- Furthering its focus on customer-centric innovations, the Agri Sciences Business introduced a new corn seed variety tailored to customer needs, accompanied by dedicated training sessions on product performance and HSE protocols, reinforcing the business's commitment to safe and sustainable agricultural practices.

The Chemicals & Agri Sciences Business participated as a Platinum Sponsor at the Pakistan Coating Show 2025

Pharmaceuticals Business

- The business engaged healthcare professionals (HCPs) through scientific cascades, advocacy, and disease awareness campaigns across key therapy areas.
- Conducted numerous scientific symposia and roundtable meetings with key opinion leaders (KOLs) to discuss emerging treatment options along with evolving therapeutic landscapes.
- As part of its disease awareness efforts, the Pharmaceuticals Business partnered with Medical Microbiology and Infectious Diseases Society of Pakistan (MMIDSP) to launch a nationwide campaign "Secure the Cure - Say No to Counterfeit Antibiotics" during WHO's Antibiotic Awareness Week. Continuing these efforts, the oncology team led KOL-driven sessions during Breast Cancer Awareness Month, educating over 4,000 women on early detection and prevention.
- To further learning and improvement in the areas of HSE&S, the business organised virtual "Road Safety and Defensive Driving" sessions.

LCI signs an MoU with MMIDSP to collaborate on combating antimicrobial resistance

Membership of Associations

During the year in review, the Company was a member of the following associations:

- Chamber of Commerce
- Pakistan Business Council (PBC)
- Pakistan Institute of Corporate Governance (PICG)
- Pakistan Agriculture Coalition (PAC)
- Overseas Investors Chamber of Commerce and Industry (OICCI)
- CropLife
- Pakistan Pharmaceutical Manufacturers' Association (PPMA)
- Pakistan Society for Training and Development (PSTD)
- Management Association of Pakistan (MAP)

Economic Performance

Aligned with its vision, values, and brand promise, LCI is committed to creating long-term economic value for its stakeholders through resilience, collaboration, and shared progress.

This section provides an overview of LCI's approach to material topics related to the Company's Economic Performance. Details on other disclosures relating to this area are presented in the GRI Content Index or cross-referenced within the Annual and Sustainability Reports.

Material Topics Covered

Indirect Economic Impacts

Market Presence

Procurement Practices

Anti-Competitive Behaviour

Management Approach

Economic Performance

Economic performance is one of the key drivers of the Company's aspirations, goals, strategy, and operations, and is proactively managed by relevant stakeholders across the Company.

The overall responsibility of governing the organisation, along with driving economic performance, lies with the Board of Directors. Details on the functioning of the Board of Directors are available on page 64 of this Report.

Comprehensive information on the Company's commercial performance and distribution of economic value for the year is available in the respective Business Performance, Directors' Report, and financial statement sections of the Annual Report 2024-25.

In line with its core values, LCI ensures that the highest standards of integrity are maintained across all facets of its operations. The Company's business principles are transparent and reflected in the Code of Conduct. As part of the onboarding process, all new hires receive an electronic copy of the Code of Conduct and are required to sign a declaration after thoroughly reading and understanding its contents.

Indirect Economic Impacts

LCI recognises the significance of its indirect economic contributions in advancing national development and strengthening community resilience. Through its operations, the Company supports local supply chains, builds workforce capabilities, and contributes to infrastructure development across its areas of presence. LCI's procurement approach prioritises local sourcing, stimulating regional economies and encouraging entrepreneurship.

The Company also invests in vocational training and capacity-building initiatives that equip individuals with industry-relevant skills, fostering long-term employability and economic inclusion. These efforts align with national policy frameworks, the United Nations Sustainable Development Goals (SDGs), and internationally recognised human rights standards.

LCI's community development initiatives, which include support for education, access to healthcare, and improvements to local infrastructure, contribute to the socio-economic development of marginalised communities. Guided by ongoing stakeholder engagement, these efforts aim to create shared value, build stronger communities, and promote inclusive and sustainable economic growth.

Sourcing and Procurement

Building shared value to achieve sustained growth requires LCI to maintain strong ties with its business partners. Its extensive supply chain network covers the supply chain managers of each of its businesses and their respective teams. To streamline procurement and handling practices, the Company's supply chain teams actively seek and apply best practices to capitalise on opportunities for synergy.

Following the cradle-to-grave approach, the Company ensures the procurement of high-quality raw materials through a stringent supplier evaluation process and the compliance of finished products with the HSE&S Management System at all stages of the product life cycle. All suppliers are screened against social, environmental, and safety aspects before being included in the approved supplier list, based on the corporate guidelines for the selection of suppliers. The most critical suppliers are also evaluated based on "CEFIC" protocol.

The Company continues to engage new suppliers and ensure that they comply with all applicable laws, regulations, and the internal value system. The vendor policy complies with human rights, labour and social standards, and anti-discrimination and anti-corruption policies, in addition to protecting the environment. Continuous reviews of the policy for suppliers are conducted.

Regular HSE&S audits of suppliers are conducted to ensure compliance with the vendor policy. Relevant avenues for improvement are shared with suppliers as part of the process. Frequent pro-bono training on HSE&S best practices in warehousing, transportation, and logistics are conducted to minimise loss-time injury or fatality.

– **In line**
with SPLY
Net Turnover
PKR 120,013 million

↑ **4%**
vs SPLY
Operating Profit
PKR 17,920 million

↑ **4%**
vs SPLY
Profit After Tax
PKR 11,638 million

↑ **4%**
vs SPLY
Earnings Per Share
PKR 25.20

Business-wise Performance vs the SPLY

↓	↓	↑	–	↓
1% **Polyester**	**16%** **Soda Ash**	**72%** **Pharmaceuticals**	**In line** **Chemicals & Agri Sciences**	**10%** **Animal Health**

Overview of LCI's Performance on an Unconsolidated Basis

Integrity Management

Key Performance Indicators

	Units	2020-21	2021-22	2022-23	2023-24	2024-25	Target 2025-26
Code of Conduct confirmed incidents	Number	0	0	1	4	**8**	0
Code of Conduct acceptance	% Employees	100	100	100	100	**100**	100
Management audits (Including reassurance audits)	Number	6	6	6	6	**6**	6
Serious incidents - Level 3	Number	0	0	0	0	**0**	0
Serious incidents - Level 1, 2	Number	4	3	6	4	**1**	0
Serious loss of containment - Cat D	Number	0	0	0	0	**0**	0
Regulatory action - Level 3	Number	0	0	0	0	**0**	0

Overview 2024-25

At LCI, the Code of Conduct serves as a cornerstone of the Company's ongoing commitment to ethical business practices. As part of the onboarding process, all new employees are provided with the Code of Conduct and are required to formally acknowledge their understanding and acceptance of its principles. This declaration of compliance is submitted through the Company's digital HR platform, SuccessFactors, reinforcing a culture of integrity from the commencement of their employment.

During the reporting period, eight instances of Code of Conduct violations were recorded. Each case was addressed in accordance with internal protocols, reflecting the Company's zero-tolerance stance on misconduct. To further reinforce its ethical standards, LCI regularly conducts refresher sessions on the Code of Conduct, aimed at promoting consistent awareness of the Company's values and cultivating a respectful and accountable work environment.

To ensure compliance with the HSE&S Management System, the Company conducted frequent site visits and HSE&S audits and maintained regular communication across all business units. A quarterly review of all businesses was conducted, based on the assessment of hazards and recommendations from previous reviews. This year, one incident of Level 2 was reported, which was thoroughly investigated, and corrective actions were implemented to avoid recurrence.

Details on Occupational Health and Safety KPIs are available on page 145 of this Report.

Sourcing and Procurement

Key Performance Indicators

	Units	2020-21	2021-22	2022-23	2023-24	2024-25	Target 2025-26
Vendor policy signed by key suppliers	%	96	96	100	100	**100%**	98
Vendor policy signed by Central NPR suppliers*	%	84	92	100	100	**100%**	95
Supportive supplier visits	Number	240	436	341	250	**490**	500

Overview 2024-25

During the year under review, LCI maintained strong collaboration with its supply chain partners to ensure operational continuity, drive sustainable practices, and support supplier performance enhancements. Reflecting the momentum of business expansion, the number of supportive supplier visits increased significantly by 96%, underscoring LCI's commitment to proactive engagement and capability building across its supplier network.

Aligned with its principles of responsible sourcing, LCI also strengthened its Vendor Policy to explicitly incorporate social impact and human rights considerations. The revised policy outlines expectations in key areas including labour practices, workplace safety, environmental compliance, and ethical business conduct.

Throughout the reporting period, the Supply Chain function engaged with all suppliers to communicate the updated requirements and secure formal endorsement. As a result, 100% of suppliers confirmed their alignment with the revised policy, reinforcing LCI's values of transparency, accountability, and shared responsibility.

Looking ahead, the Company remains committed to continuous improvement and will continue to work closely with supply chain partners to enhance compliance, build resilience, and foster positive social and environmental outcomes across the value chain.

Spend Analysis

LCI's diversified product portfolio includes light, dense soda ash, Refined Sodium Bicarbonate (RSB), Polyester Staple Fibre (PSF), and a comprehensive range of General and Specialty Chemicals, Pharmaceuticals, Nutraceuticals, Animal Health, and Agricultural products. The scale and complexity of this portfolio requires a highly intricate supply chain network, engaging a wide spectrum of suppliers across both domestic and international markets.

The Company upholds transparent and constructive relationships with its suppliers, with a focus on creating long-term value through collaboration and alignment of objectives. This approach not only enhances procurement but also creates significant value beyond transactional benefits. A summary of procurement expenditures made by each business is as follows:

Business	Spend (PKR million)			% of Total Spend	
	Local	Import	Total	Local	Import
Polyester	2,466	8,276	10,742	23%	77%
Soda Ash	8,423	16,565	24,988	34%	66%
Animal Health	762	3,128	3,835	20%	80%
Pharmaceuticals	8,424	4,872	13,296	63%	37%
Chemicals & Agri Sciences	25,389	7,590	32,979	77%	23%

Key Initiatives FY 2024-25

Cost Optimisation and Efficiency

Cost efficiency continued to be a strategic focus across all business functions. The Animal Health Business delivered savings of PKR 15 million in imported raw material procurement, despite persistent challenges in the global Active Pharmaceutical Ingredients (API) market. Price volatility in critical APIs, including Doxycycline, Lincomycin, and essential vitamins, driven by high domestic demand in China, created a complex sourcing environment. Through proactive procurement planning and strategic sourcing measures, the business ensured uninterrupted supply at optimised costs.

Further efforts were made through strategic negotiations in warehousing and logistics, resulting in a 7% reduction in rental expenditures and a 5% decrease in transport costs relative to contractual benchmarks. These initiatives, combined with disciplined inventory management, contributed to a 10% reduction in overall budget consumption, while maintaining a high service standard with 97% On-Time In-Full (OTIF) delivery and only 1% excess stock availability.

Transportation

The diverse nature of the Company's portfolio requires varied transportation for inbound and outbound materials. To reduce the resulting carbon footprint, special efforts were made to transport materials through railways in bulk where possible.

This year, the Animal Health Business onboarded four new transport vendors, with a particular focus on the Vanda business, leading to a marked improvement in raw material On-Time In-Full (OTIF) delivery, from 76% to 93%. In parallel, the Polyester Business utilised Pakistan Railways to transition a portion of its bulk cargo transport, achieving both lower emissions and greater cost efficiency.

Moreover, by aligning logistics practices, various business units consolidated shipments from shared sources, resulting in streamlined operations and a reduction in the Company's carbon footprint.

Sustainability and Responsible Sourcing

LCI continued to embed sustainability across its sourcing and procurement functions through responsible material selection, supplier due diligence, and digital optimisation. This year, the Polyester Business further scaled the use of recycled PET flakes in production, reinforcing its commitment to circular economy principles. This effort was further supported by the ongoing PET bottle deposit initiative with Aabroo Educational Welfare Organisation, through which the collected waste is recycled and proceeds are directed towards supporting the education of children from marginalised communities, linking environmental responsibility with social impact. Throughout the year, supplier compliance with ethical standards, particularly regarding the Company's anti-child labour policy, was actively monitored through regular audits and on-site evaluations.

During FY 2024-25, the Animal Health Business strengthened its procurement resilience through onboarding 13 new suppliers and submitting 41 samples for evaluation, enhancing both quality assurance and continuity of supply. Meanwhile, the Chemicals & Agri Sciences Business advanced digital capabilities through the deployment of Go Comet for real-time shipment tracking and Global wits for access to global trade intelligence.

Process improvements remained a priority across procurement functions. A centralised documentation repository was introduced to streamline access to certificates of analysis, safety data sheets, and technical data sheets. Online vendor evaluations and integration of RFQ tracking within SAP enabled improved transparency, trend monitoring, and data-driven decision-making.

Environmental Performance

LCI remains committed to environmental stewardship as an integral part of its long-term vision. The Company actively pursues responsible practices to minimise environmental impacts of its operations and preserve natural resources for a more sustainable future.

This section provides an overview of LCI's approach to material topics related to the Company's Environmental Performance Management efforts. Details on other disclosures relating to this area are presented in the GRI Content Index or cross-referenced within the Annual and Sustainability Reports.

Material Topics Covered

Energy

Water and Effluents

Emissions

Waste

Management Approach

Environmental Performance

In line with its HSE&S principles, the Company remains committed to maintaining the highest standards of health and safety while ensuring the protection and preservation of the environment. Environmental performance is overseen by individual business units and functions, operating under the strategic direction and governance of the corporate HSE function. This central function ensures consistent implementation of policies, systems, and regulatory compliance across all areas of the organisation. Each business unit maintains a dedicated HSE&S team to manage site-specific environmental matters, with shared accountability embedded across all organisational levels.

The Company's environmental approach is underpinned by the HSE&S Policy, which was most recently reviewed and reissued in June 2024 by the Sustainability Council. The HSE&S Management System, applicable to all sites, operations, and personnel, aligns with globally recognised standards, including ISO 14001, ISO 45001, and the Responsible Care Management System. This framework facilitates the systematic identification, monitoring, and mitigation of environmental risks across the value chain.

Performance data is centrally captured through the Environmental Performance Management (EPM) database, which consolidates HSE&S metrics from across all business units. The data is analysed to evaluate operational eco-efficiency (OEE), track progress against sustainability benchmarks, and inform future goal setting. Internal performance reviews are conducted quarterly, while external disclosures are published on an annual basis. All key performance indicators (KPIs) are calculated in line with the HSE&S Management System and encompass the full scope of the Company's operations.

During the reporting period FY 2024-25, the Sustainability Council evaluated the potential adoption of Science Based Targets (SBTs) to align the Company's climate ambitions with internationally recognised best practices. However, the Science Based Targets initiative (SBTi) has yet to finalise sector-specific guidance for the chemical industry, therefore, the full adoption of SBTs is currently not feasible. The Council remains committed to the SBTi framework and will re-evaluate its adoption upon the release of tailored guidance for the chemical sector.

Emissions and Energy

Each of the Company's five diverse businesses is equipped with robust systems for monitoring environmental performance and tracking carbon footprint. The systems utilise internationally recognised standards such as the Intergovernmental Panel on Climate Change (IPCC) and Greenhouse Gas (GHG) Protocol, to calculate Scope 1 and Scope 2 emissions, including CO_2, CH_4, $N2_O$ and SF_6. There are no biogenic CO_2 emissions, as LCI does not use biomass. Regular reviews and close collaboration with business units drive continuous improvement, promoting a culture of innovation and environmental responsibility. No chemical classified as an ozone-depleting substance (ODS) is listed in LCI's Chemical Substance Inventory.

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

15 LIFE ON LAND

Water and Effluents

LCI recognises water as a shared and finite resource, essential to both environmental sustainability and community well-being. The Company assesses water-related risks at each operational site, taking into consideration local water availability and levels of water stress. A comprehensive water management approach is employed, incorporating water usage audits, risk assessments, and proactive engagement with key stakeholders, including suppliers, customers, and local communities, to advance sustainable water practices across the value chain.

Responsible water stewardship remains a key focus for the Company. Water sources include surface water, groundwater, and brackish water, utilised for a range of operational purposes such as cooling, steam generation, housekeeping, and the preparation of brine solutions. To minimise environmental impact, all operational sites implement efficient water treatment systems, recycling initiatives, and routine compliance testing in line with the Pakistan Environmental Quality Standards (PEQS).

In anticipation of unforeseen disruptions, LCI's water treatment infrastructure is equipped with multiple backup units to ensure operational continuity and to prevent adverse effects on surrounding communities and receiving water bodies.

Wastewater streams are routinely monitored and treated for key parameters, including Biochemical Oxygen Demand (BOD), Chemical Oxygen Demand (COD), temperature, pH, total dissolved solids (TDS), total suspended solids (TSS), oil and grease, and other metrics as prescribed by environmental authorities. All the treated effluent (>1000 PPM) is discharged exclusively into municipal systems as per PEQS requirements. No incidents of non-compliance with discharge limits were recorded during the reporting period.

Aligned with its broader sustainability objectives and public policy commitments, LCI promotes the responsible use of water and supports local communities by providing access to water where needed. The Company also sets annual water-related goals and targets, with regular monitoring and reporting to identify opportunities for improvement and drive continual progress in water stewardship.

Waste Management

Waste minimisation is a core component of LCI's environmental strategy. The Company identifies and categorises waste streams generated across all operations, including those from engineering, warehousing, canteens, office spaces, and chemical processes. Comprehensive data collection and analysis support the identification of reduction opportunities, inform priority-setting, and enable evaluation of performance against established key performance indicators (KPIs).

LCI's waste management practices are anchored in the 4R principle: Refuse, Reduce, Reuse, Recycle. Recyclable materials are processed accordingly, while non-recyclable waste is securely stored and responsibly disposed of through authorised and vetted vendors. All procedures are governed by strict internal Standard Operating Procedures (SOPs) and aligned with ISO 14001 standards. Regular audits and targeted training initiatives ensure adherence to regulatory requirements and drive continuous improvement.

The Company has assessed risks and opportunities associated with waste generation at its sites. Identified risks include potential contamination of soil, water, and air, as well as occupational health concerns and the environmental impact of plastic pollution. Conversely, key opportunities lie in the recycling and repurposing of waste to create positive environmental and social value. In this regard, LCI is actively partnering with non-governmental organisations (NGOs) to explore and implement community-benefiting recycling initiatives.

To mitigate potential impacts, LCI conducts regular environmental audits, undertakes detailed risk assessments, and provides ongoing training to personnel. Waste segregation, containment, and disposal procedures are continually reviewed and enhanced to uphold environmental integrity and ensure full compliance with applicable regulations.

Product Stewardship

As part of its commitment to responsible innovation and sustainability, LCI continues to assess and enhance the environmental performance of its product portfolio across the value chain.

Key Initiatives FY 2024-25

Advancing Circularity Through Life Cycle Assessment

Demonstrating a strong commitment to circularity and environmental transparency, the Company conducted a formal Life Cycle Assessment (LCA) to compare the environmental impact of virgin and recycled polyester staple fibre. As one of the first in Pakistan to undertake this evaluation, the assessment confirmed that recycled fibre significantly reduces carbon emissions. The findings underscore the Company's focus on sustainable product development and evidence-based decision-making across the value chain.

Building Capabilities Through Product Trainings

To promote responsible product use and enhance field-level impact, the Livestock segment conducted structured training programmes for its sales teams across all functional groups. These sessions emphasised on addressing key livestock health challenges, while reinforcing the sustainable application of the Company's veterinary portfolio.

In collaboration with international partners, the trainings incorporated global best practices, advanced formulations, and practical insights tailored to local conditions. By strengthening technical capabilities and promoting informed engagement with customers, these efforts reflect the Company's commitment to product stewardship and sustainability in the agricultural sector.

The Animal Health Business's Livestock segment conducted training in Karachi on responsible antibiotic use and worm prevention

4 QUALITY EDUCATION

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

15 LIFE ON LAND

Energy

Key Performance Indicators

Energy Consumption	Units	2020-21	2021-22	2022-23	2023-24	2024-25	Target 2025-26
Total energy consumption*	1000Tj	7.92	8.30	9.66	10.13	**9.27**	10.1
Per tonne production	GJ/te	13.03	11.98	13.20	14.02	**15.90**	11.61

*This is excluding renewable energy

- For the FY 2024-25, the energy generated from the renewable source is 15.0 TJ, purchased energy is 154 TJ and 9,123 TJ is non-renewable.
- For the FY 2024-25, the renewable energy intensity is 0.026 GJ per tonne of product, the purchased energy intensity is 0.264 GJ per tonne of product, and for non-renewable energy intensity is 15.640 GJ per tonne of product.

Overview

The Company uses a mix of fuel sources including coal, furnace oil and natural gas, to generate energy in-house for its operations, and partial energy requirement is also procured from the national grid.

During FY 2024-25, the Company generated 15,000 gigajoules of energy from solar power through projects implemented at all operational sites, marking significant progress in its renewable energy transition. During the year, absolute energy consumption declined by 8.3% compared to the previous year, primarily due to lower production volumes amid challenging economic conditions. However, energy intensity increased in the Soda Ash, Pharmaceuticals, and Animal Health Businesses, as prolonged underutilisation of capacity, driven by subdued market demand, adversely affected operational efficiency.

To mitigate impacts of the aforementioned and promote sustainable resource management, LCI continued working on its energy conservation projects aimed at lowering the energy index.

Key Initiatives FY 2024-25

Steam Saving through Equipment Modernisation

As part of its commitment to continuous improvement and operational excellence, LCI successfully implemented a steam-saving initiative by upgrading the Plate Heat Exchanger at the Process Condensate Distiller. This modification enhanced thermal efficiency by maximising heat transfer potential, thereby significantly reducing steam consumption during the distillation process.

The project has led to an estimated annual reduction of approximately 2,000 tonnes of coal consumption, resulting in a decrease of nearly 5,000 tonnes of CO_2 emissions. This outcome highlights the impact of internally driven innovation in supporting the Company's sustainable operations and energy optimisation goals.

Reduction in Steam Usage at Dense Ash Manufacturing Plant

Aligned with its energy efficiency targets and sustainable manufacturing commitments, LCI completed a system upgrade at Dense Ash Plant 3 through the installation of optimally designed steam traps. The new design effectively prevents steam losses that occurred under the previous setup, improving thermal performance and reducing overall steam usage.

The initiative has lowered steam consumption by approximately 0.03 tonnes per tonne of dense ash produced, translating into an estimated annual reduction of 2,000 tonnes of CO_2 emissions. The project has contributed to improved resource efficiency and a reduction in operational costs, in line with the Company's overarching sustainability objectives.

Optimised Operation of HVAC System

A targeted energy efficiency project was undertaken at the Pharmaceuticals Business's manufacturing facility to improve the performance of the HVAC system in the Production Primary Area. By reducing the number of air changes per hour (ACH) through system modifications, the initiative successfully improved energy use without compromising operational standards.

The project is projected to reduce CO_2 emissions by approximately 189.5 tonnes annually, marking a meaningful step toward lowering the Company's carbon footprint and supporting LCI's ongoing efforts to enhance environmental performance.

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Sustainability Highlight

Powering Progress with Solar Energy

LCI is committed to implementing energy conservation projects to reduce its environmental impact. This sustainability highlight demonstrates the Company's commitment to innovation and responsible practices for energy efficiency.

In alignment with its sustainability agenda and core values of innovation and customer centricity, LCI has prioritised initiatives aimed at optimising energy use and advancing a low carbon future. Throughout FY 2024-25, the Company made substantial progress in expanding its renewable energy capacity, reinforcing its commitment to reducing environmental impact across operations.

The Company's installed solar capacity has reached approximately 4,000 kilowatts, reflecting steady progress in its renewable energy transition. The largest of these investments is a 2,000 kW solar power system at the Polyester site in Sheikhupura, supported by additional installations at the Bela Pumping Station under the Soda Ash Business and across several pharmaceutical manufacturing facilities. Collectively, these projects generated around 15,000 gigajoules of clean energy during the year, leading to a reduction of more than 2,385 tonnes of CO_2 emissions.

As part of this progress, the Polyester Business commissioned a dedicated 1MW Solar Power System in October, 2024, which has generated 988,737 kilowatt hours of clean energy to date. This initiative alone has reduced 694,559 kilograms of CO_2 emissions, an impact equivalent to planting approximately 30,000 mature trees.

By embedding renewable energy across its operations, LCI continues to enhance energy efficiency, support national climate goals, and demonstrate leadership in sustainable business practices.

Emissions

Key Performance Indicators

Emissions Control	Units	2020-21	2021-22	2022-23	2023-24	2024-25	Target 2025-26
Total COD emissions	te	28.73	40.71	38.06	37.01	**48.76**	29
Per tonne production	kg/te	0.05	0.06	0.05	0.05	**0.08**	0.03
Total VOC emissions	te	3.04	2.8	3.02	2.56	**2.6**	3.2
Per tonne production	kg/te	0.01	0.01	0.01	0.01	**0.01**	0.004
Total NOx emissions	te	2,612	2,787	3,268	3,574	**3,322**	3,531
Per tonne production	kg/te	4.29	4.02	4.51	4.95	**5.69**	4.05
Total SOx emissions	te	3,768	3,987	4274	4583	**4,309**	4,715
Per tonne production	kg/te	6.19	5.75	5.9	6.34	**7.39**	5.4
Total direct CO_2 emissions (Scope 1)	te	831,381	884,038	1,036,297	1,114,986	**1,007,574**	1,103,095
Per tonne production	kg/te	1,366	1,276	1,431	1,543	**1,727**	1,263
Total indirect CO_2 emissions (Scope 2)	te	1,823	2,452	3,491	3,350	**4,089**	2,229
Per tonne production	kg/te	3	3.54	4.82	4.64	**7.01**	2.55

Overview

In the FY 2024-25, the Sustainability Council maintained a strong focus on the monitoring and management of emission indicators through the EPM database. These efforts ensured full compliance with the National Environmental Quality Standards (NEQS) and alignment with applicable international benchmarks. All reported emissions remained well within the prescribed regulatory limits.

Over the reporting period, the Company achieved a 10% reduction in absolute emissions compared to the SPLY. However, emissions intensity recorded an increase, primarily due to subdued demand from downstream industries, which led to lower and inconsistent production volumes and consequently impacted the emissions index.

Scope 2 emissions rose during the year, driven by the commissioning of a Circulating Fluidised Bed Boiler at the Soda Ash facility and increased production activity in the Pharmaceuticals Business.

To address these challenges and support its long-term decarbonisation objectives, the Company is advancing a range of control measures, including improvements in energy efficiency, process optimisation initiatives, and the continued expansion of on-site solar power generation.

Key Initiatives FY 2024-25

Khewra Ladies and Children Park

As part of its ongoing efforts to uplift surrounding communities, LCI constructed the first-ever Ladies and Children Park in Khewra during FY 2024-25. Designed to offer a safe and accessible recreational space for women and children in this remote area, the park features essential amenities such as lighting, carpet grass, outdoor seating decks, low-impact exercise stations, a walking track, and swings for children.

This initiative marks a meaningful addition to the local infrastructure, creating opportunities for leisure and physical activity while enhancing the overall quality of life. By encouraging walkability and outdoor activity in a purpose-built green space, the park helps reduce reliance on vehicle-based recreation. Additionally, the park's green spaces contribute to reducing carbon emissions by naturally absorbing CO_2. Through this community-focused effort, LCI continues to extend its vision of sustainability beyond environmental goals, reinforcing its role as a responsible corporate citizen.

The first-ever Ladies and Children Park, Khewra

Sustainability Highlight

Growing Green for the Next Generation

As part of its Catalyst 2030 - Climate Action Plan, LCI has taken thoughtful steps to incorporate nature-based solutions to help offset its carbon footprint. This sustainability highlight reflects the Company's commitment to environmental stewardship through targeted tree plantation initiatives.

Launched in 2021 at LCI's Soda Ash manufacturing site in Khewra, Project Green Storm began as an internal initiative to restore and revitalise the natural environment within the facility's boundaries. Rooted in LCI's commitment to environmental stewardship, the project was soon expanded to include neighbouring communities, recognising that true environmental progress must extend beyond operational limits to create meaningful, lasting change.

Since its inception, the initiative has led to the plantation of over 97,000 trees, with an impressive 94% survival rate, a reflection of meticulous planning, ongoing maintenance, and strong community engagement. By extending plantation activities to nearby areas, Project Green Storm has evolved into a collaborative effort that brings together the Company and local stakeholders in pursuit of shared environmental goals.

A key development under this initiative during the reporting period was the establishment of Hill Park, a dedicated green space within the Khewra site designed to promote employee well-being while advancing environmental goals. The Park features a diverse range of indigenous and fruit-bearing trees, carefully selected for their ecological value and carbon sequestration potential. Landscaped walking trails, a water fountain, and a naturalistic waterfall further contribute to microclimate regulation and ecosystem enrichment.

The success of Project Green storm reinforces LCI's belief that sustainable development and corporate responsibility must go hand in hand, paving the way for a greener, healthier future for generations to come.

Water and Effluents

Key Performance Indicators

Water Usage	Units	2020-21	2021-22	2022-23	2023-24	2024-25	Target 2025-26
Total fresh water use	million m3	5.1	5.6	6.31	6.56	**6.44**	7.38
Per tonne production	kg/te	8.3	8.2	8.72	9.07	**11.03**	8.47
% of site with sustainable fresh water	%	66%	66%	66%	83%	**83%**	75%

Water Discharge and Consumption FY 2024-25

Water Withdrawal in m3	Soda Ash	Chemicals & Agri Sciences	Pharma-ceuticals	Polyester	Animal Health	Total Water Consump-tion
Water withdrawal by source						
Surface water (total)	1,153,718	-	-	-	**-**	1,153,718
Freshwater (≤1,000 mg/L TDS)	667,839	-	-	-	**-**	667,839
Other water (>1,000 mg/L TDS)	485,879	-	-	-	**-**	485,879
Groundwater (total)	7,204,807	-	3,916	1,235,583	**2,750**	8,447,056
Freshwater (≤1,000 mg/L TDS)	4,428,748	-	3,916	1,235,583	**2,750**	5,670,997
Other water (>1,000 mg/L TDS)	2,776,059	-	-	-	**-**	2,776,059
Produced water (total)	-	-	-	30,220	**-**	30,220
Freshwater (≤1,000 mg/L TDS)	-	-	-	-	**-**	-
Other water (>1,000 mg/L TDS)	-	-	-	30,220	**-**	30,220
Third party water (total)	-	24,984	74,110	-	**-**	99,094
Freshwater (≤1,000 mg/L TDS)	-	24,984	74,110	-	**-**	99,094
Other water (>1,000 mg/L TDS)	-	-	-	-	**-**	-
Total water withdrawal	8,358,525	24,984	78,026	1,265,803	**2,750**	9,730,088
Water discharge in m3						
Water discharge by destination						-
Surface water	0	2,520	36,716	983,125		1,022,361
Groundwater	0					-
Seawater	0					-
Third-party water	0				**252**	252
Total water discharge	-	2,520	36,716	983,125	**252**	1,022,613
Water consumption in m3						
Total water consumption	8,358,525	22,464	41,310	282,678	**2,498**	8,707,475

*LCI does not withdraw water from regions experiencing water stress.

Overview:

In FY 2024-25, LCI recorded a slight reduction in absolute water consumption compared to the SPLY. However, the water intensity index experienced an upward trend. This increase was primarily due to operational fluctuations stemming from subdued demand across downstream industries. These shifts led to lower and inconsistent production volumes, adversely impacting water use efficiency and resulting in a higher volume of water consumed per unit of output.

In response, cross-functional teams actively monitored consumption patterns and conducted detailed assessments to identify operational inefficiencies. Targeted corrective actions were implemented to reduce water wastage and optimise usage. This collaborative, data-driven approach enabled timely interventions and underscored the Company's ongoing commitment to responsible water stewardship and continuous operational improvement.

Key Initiatives FY 2024-25

Installation of Water-Conserving Faucet Heads

During the year, the Pharmaceuticals Business reinforced its commitment to sustainable water stewardship by implementing targeted measures to reduce freshwater consumption, and minimise environmental impact of water discharge, and promote responsible water management across the value chain.

One key initiative undertaken during the year focused on reducing potable freshwater consumption, reinforcing the Company's commitment to resource efficiency and environmental responsibility. Conventional faucet heads, particularly in ablution areas, previously consumed approximately 4,500 litres of freshwater daily. To address this, water-efficient faucet heads were installed, lowering daily water usage from 1,250 litres to 450 litres. This initiative resulted in an annual saving of approximately 1.2 million litres of water and reduced operational costs by over PKR 500,000.

Sustainability Highlight

From Waste to Resource

In line with its core values of Integrity and Responsibility, LCI continues to advance its commitment to environmental protection through tailored water stewardship initiatives. This sustainability highlight reflects the Company's efforts to enhance water recovery and promote circular resource use within its operations.

As part of its proactive approach, the Company actively identifies, monitors, and, where feasible, treats and reuses recovered water to reduce reliance on freshwater sources. During the year in review, a dedicated wastewater settling system was successfully designed, constructed, and commissioned to recover water from kiln gas washers. This system enables the recovery of approximately 600,000 gallons of water per day, which is redirected for use in the brine manufacturing process.

By significantly lowering dependence on fresh water sources, this initiative not only minimises the Company's environmental footprint but also exemplifies the integration of resource efficiency into core industrial operations.

The use of advanced treatment technologies, implemented in strict adherence to local and international environmental standards, further underscores the Company's commitment to sustainable operations and responsible water management.

Waste

Key Performance Indicators

Waste Management	Units	2020-21	2021-22	2022-23	2023-24	2024-25	Target 2025-26
Total waste	kte	101.7	66.8	69.8	60.15	**43.74**	84.998
Per tonne production	kg/te	167	96.4	96.5	83.25	**74.99**	97.39
Total hazardous waste	kte	0.095	0.152	0.072	0.105	**0.469**	0.117
Per tonne production	kg/te	0.16	0.02	0.1	0.14	**0.8**	0.0134
Total non-reusable waste	kte	0.285	0.255	0.189	0.189	**0.94**	0.219
Per tonne production	kg/te	0.46	0.36	0.26	0.26	**1.61**	0.25
Total non-reusable hazardous waste	kte	0.095	0.152	0.072	0.105	**0.469**	0.117
Per tonne production	kg/te	0.16	0.22	0.1	0.14	**0.8**	0.134
Total hazardous waste to landfill	kte	0	0	0	0	**0**	0
Per tonne production	Kg/te	0	0	0	0	**0**	0

Waste by Composition (Unit: Metric Tonnes)

	Total waste generated	Waste diverted from disposal	Waste directed to disposal
Process Waste	316.54	-	316.54
General Plant Scrap	3,195.00	1,050.64	2,144.36
Fly Ash	39,955.71	39,955.71	-
Paper Waste	315.69	310.87	4.82
Waste for Incineration	33.29	-	33.29
Total	**43,816.23**	**41,317.22**	**2,499.01**

Waste Diverted from Disposal by Recovery Operations (Unit: Metric Tonnes)

	Onsite	Off Site	Total
Non-Hazardous Waste			
Preparation for reuse	5.65	-	5.65
Recycling	3.42	41,243.05	41,246.47
Other recovery operations	-	-	-
Total	**9.07**	**41,243.05**	**41,252.12**
Hazardous Waste			
Preparation for reuse	-	-	-
Recycling	-	65.10	65.10
Other recovery operations	-	-	-
Total	**-**	**65.10**	**65.10**
Total Waste Diverted from Disposal	9.07	41,308.15	41,317.22

Waste Directed to Disposal by Disposal Operations (Unit: Metric Tonnes)

	Onsite	Off Site	Total
Non-Hazardous Waste			
Incineration (with energy recovery)	-	-	-
Incineration (without energy recovery)	-	-	-
Landfilling	1.19	-	1.19
Other disposal operations	-	2,153.15	2,153.15
Total	**1.19**	**2,153.15**	**2,154.34**
Hazardous Waste			
Incineration (with energy recovery)	-	328.87	328.87
Incineration (without energy recovery)	-	15.80	15.80
Landfilling	-	-	-
Other disposal operations	-	-	-
Total	**-**	**344.67**	**344.67**
Total Waste Directed to Disposal	**1.19**	**2,497.82**	**2,499.01**

Overview

During the year in review, LCI recorded a significant 27% reduction in total waste generation compared to the previous year. However, there was an increase in waste intensity indicators, primarily attributable to lower production volumes in the Soda Ash and Polyester Businesses.

Guided by the 4R philosophy, Refuse, Reduce, Reuse, Recycle, the Company recognises that the first step toward effective waste minimisation is avoiding unnecessary consumption. In alignment with this principle, the Company has eliminated the use of single-use PET water bottles across all its office locations as part of its Catalyst 2030 - Climate Action Plan.

To reinforce this initiative, communication campaigns and sustainability challenges encouraged employees to replace single use bottles with reusable alternatives. These efforts have contributed to cultivating a culture of environmental responsibility across the organisation.

Key Initiatives FY 2024-25

Leading the Way in Zero Discharge and Quality Improvement

The Chemicals & Agri Sciences Business achieved a significant milestone by securing compliance certifications for Zero Discharge of Hazardous Chemicals (ZDHC), Chem Check Road Map to Zero, and Global Organic Textile Standards (GOTS). This milestone highlights the business's commitment to environmental responsibility and quality standards, which are vital for export-oriented operations.

A Cleaner Tomorrow

To commemorate World Clean Up Day, employee volunteers from LCI's Animal Health Business organised a clean-up activity in surrounding areas of its plant in Lahore. Employees from all levels of management participated actively, collecting 30 kilograms of waste, which was later sent for recycling. This initiative reflects the Company's commitment to environmental stewardship and highlights the power of employee-led action in driving meaningful change within local communities.

The Animal Health Business team celebrating World Cleanup Day 2024

Sustainability Highlight

Building Circular Communities

As responsible stewards, the Company actively works to raise awareness on environmental issues amongst its employees and other stakeholders. This highlight showcases the Company's initiatives in the area of waste management.

At LCI we remain committed to operating our businesses in a manner that minimises the environmental impact of our manufacturing activities. This includes optimising raw material usage, reducing waste generation, and promoting circularity across the value chain.

As part of this ongoing commitment, the Company partnered with Metro Pakistan Limited to expand its PET bottle deposit scheme, engaging consumers directly in responsible plastic disposal. Formalised through a Memorandum of Understanding (MoU), this partnership introduced a consumer-facing recycling model aimed at raising awareness about plastic pollution and encouraging positive behavioural change. By involving households, the initiative extends the Company's sustainability efforts beyond industrial boundaries and into the wider community.

Furthermore, the Polyester Business joined hands with the Planning and Development Division of the Punjab Government and the Aabroo Foundation under the province's Zero Waste Initiative. This partnership enabled the collection and recycling of waste from government offices, with proceeds directed towards supporting the education and welfare of underprivileged children. To further reinforce the Company's commitment to shared value and inclusive environmental progress, plans are underway to expand the model across additional government offices.

Together, these initiatives reflect LCI's holistic approach to sustainability, one that leverages strategic partnerships to drive collective action, empower communities, and enable a more circular, equitable future.

Social Performance

As a leading organisation, LCI is committed to creating meaningful social impact through inclusive initiatives and enduring community partnerships. The Company strives to uplift lives, empower people, and contribute to long-term, shared progress.

This section provides an overview of LCI's approach to material topics related to the Company's social performance. Details on other disclosures relating to this area are presented in the GRI Content Index or cross-referenced within the Annual and Sustainability Reports.

Material Topics Covered

- Occupational Health and Safety
- Training and Education
- Diversity, Equity and Inclusion
- Non-Discrimination
- Community Investment
- Freedom of Association
- Employment and Labour Relations
- Child Labour

Management Approach

Social Performance is the joint responsibility of the HSE&S function and Human Resources (HR) function, with each team responsible for generating and monitoring positive impact in their respective area. Moreover, the Lucky Core Foundation (a trust) manages the creation of shared value in communities in which the Company operates.

Data Relating to Employees

The Company considers its 2,500+ employees as one of the key stakeholders that is responsible for the success of both the organisation and the magnitude of its positive impacts on other stakeholders and the environment. The HR function oversees the Company's people agenda and all related policies and practices are governed by LCI's Code of Conduct, applicable laws, and regulations. Depending on the nature of the initiative, approvals relating to the Company's people agenda are sought either from the Company's Board of Directors or the EMT.

LCI adheres to a holistic grievance mechanism to support ethical and fair social performance. The Company's whistleblowing policy, Speak Up, is open to all employees for the confidential reporting of Code of Conduct violations. Details on the Code of Conduct are available on page 13 of this Report.

Goals and targets of related disclosures undergo thorough annual review, resulting in the identification of medium and long-term objectives. The HR function facilitates the dissemination of these goals at an individual level, and their delivery becomes part of the Company's Performance and Development System. Training needs, individual development plans, and overall effectiveness of social performance are gauged through LCI's annual performance appraisal tool, P&DD, or employee engagement survey.

All employees are covered under a robust medical policy. LCI adheres to applicable laws with regards to minimum wage, and the ratio of entry-level wage is higher than the prescribed minimum wage at all locations.

Where possible, the Company hires Senior Management (G37 and above) from the local community. During the year, Senior management hired from Karachi, Lahore, Sheikhupura, Khewra was 100%, 0%, 0%, and 0%, respectively.

The Company ensures employee wellbeing and promotes a healthy lifestyle through its holistic Employee Wellness Programme.

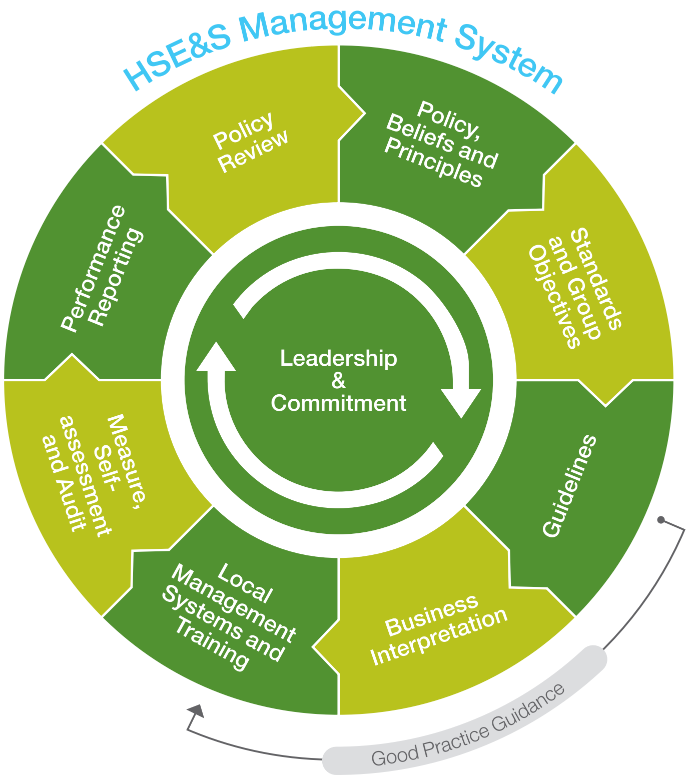
Occupational Health and Safety

LCI remains steadfast in its commitment to ensuring a safe, healthy, and secure work environment for all employees, contractors, and visitors. The Company's approach to Occupational Health and Safety (OHS) is guided by its integrated Health, Safety, Environment, and Security (HSE&S) Management System, which is consistently applied across all business segments, functions, and operational sites.

This system is aligned with internationally recognised frameworks, including ISO 45001, ISO 14001, ILO OHS 2001, and the Responsible Care Management System. It is designed to proactively mitigate risks related to personnel, products, and process safety, and reinforces LCI's commitment to continuous improvement and responsible business practices. The HSE&S Management System is structured around six foundational pillars:

- Managing Improvement
- Employee and Contractor Health, Safety, and Security
- Product Stewardship (including Distribution)
- Community Awareness and Emergency Response
- Process and Equipment HSE&S
- Environmental Protection and Pollution Prevention

Implementation of the system is supported by a comprehensive manual comprising 21 Corporate HSE&S Standards and 79 Guidelines. These documents serve as the foundation for business-specific procedures and performance monitoring, ensuring alignment with both corporate expectations and regulatory requirements.



With a strong focus on continuous improvement, all business units prioritise occupational health and safety performance through leadership accountability, employee engagement, and adherence to the highest professional standards.

Hazard Identification and Risk Assessment

To uphold the safety of construction, commissioning, and operational activities at its manufacturing sites, LCI has institutionalised a multi-tiered hazard identification and risk assessment framework. This includes six layers of structured hazard studies that assess HSE&S implications throughout the project lifecycle. Risk assessments are conducted through:

- Job Safety Analysis (JSAs) and Hazard and Operability Studies (HAZOPs) for operational tasks
- Pre-startup safety reviews for new or modified processes
- Routine inspections, audits, and walkthroughs conducted by trained HSE personnel

The Company systematically applies the hierarchy of controls: elimination, substitution, engineering controls, administrative controls, and Personal Protective Equipment (PPE), to address identified risks and ensure comprehensive mitigation.

Ensuring Quality and Competency

Risk assessments are undertaken by qualified personnel who receive regular training and are subject to competency evaluations through internal audits, refresher programmes, and independent third-party assessments. The Corporate HSE function oversees the standardisation, governance, and continuous improvement of these processes across all sites.

Continuous Improvement

Insights gained from risk assessments are used to update operational procedures, revise training content, and introduce necessary engineering controls. Lessons learned are integrated into the occupational health and safety framework, enhancing its resilience and responsiveness.

HSE&S Incident Reporting Framework

LCI has established a transparent and easily accessible incident reporting mechanism through its Learning Event Database, encouraging all employees to raise concerns without any fear of reprisal. This strong reporting culture is reinforced across the organisation, enabling swift resolution and systemic improvements. All submissions are formally recorded and reviewed, serving as valuable inputs to strengthen safety systems. Moreover, behavioural safety discussions, daily toolbox talks, online communications, and focused workshops continuously serve to further reinforce awareness on all essential HSE&S priorities.

Empowering Employees

Aligned with its HSE&S Policy, LCI empowers all employees to withdraw from any work situation they believe presents a risk of injury or ill health. This right is clearly communicated during onboarding and reinforced through regular safety briefings. Supervisors are trained to respond appropriately, ensuring that corrective measures are implemented before work resumes.

Incident Investigation and System Improvement

All workplace incidents, including near misses, are thoroughly investigated using a root cause analysis methodology based on the '5 Whys' approach. The process includes:

- Immediate containment and reporting
- Hazard identification and risk reassessment
- Implementation of corrective and preventive actions, guided by the hierarchy of controls
- Documentation and dissemination of findings across relevant departments

Insights from investigations are utilised for procedural revisions, training updates, and ongoing improvement of the Company's HSE&S management system.

Occupational Health Services and Risk Management

Occupational health services are a key component of LCI's commitment to providing a safe and productive workplace. These services focus on the early identification, assessment, and management of health-related risks to ensure the well-being of employees across all operations.

Key functions include:

- Health Risk Assessments for job roles with exposure to chemicals, noise, vibration, or ergonomic stressors
- Medical Surveillance through pre-employment, periodic, and return-to-work assessments
- Workplace Hygiene Monitoring is carried out regularly for the assessments of air quality, noise levels, and other environmental factors in compliance with Occupational Exposure Limits (OELs)
- Emergency Medical Response through on-site medical teams and first-aid facilities
- Health Promotion Initiatives including wellness programmes, vaccination drives, and awareness campaigns
- Provision of medical facilities accessible to employees for both occupational and non-occupational health needs

Quality Assurance and Accessibility

To ensure quality and accessibility of occupational health services:

- All health professionals are certified and regularly trained, with competency periodically assessed
- The Health Assessment Performance Index (HAPI) monitors participation in medical assessments across business units
- The Hygiene Performance Index (HYPI) tracks compliance with exposure limits and the performance of engineering controls and evaluates the effectiveness of workplace hygiene controls
- Health records are maintained with strict confidentiality and are accessible to employees upon request
- Occupational health services are available at all major sites, supported by multilingual communication and clearly outlined employee rights

Continuous Improvement and Integration

Findings from health assessments and hygiene monitoring are used to update control measures, inform training content, and refine operational procedures. These insights contribute to the continual enhancement of LCI's occupational health and safety systems and ensure compliance with national regulations and global best practices. These efforts are supervised by the Corporate HSE&S function, with regular evaluations conducted through audits and performance reviews.

Process Safety

Process safety is a core element of LCI's Health, Safety, Environment, and Security (HSE&S) Management System, with a specific focus on preventing high-consequence events such as fires, explosions, and other catastrophic events. Unlike general occupational safety, which addresses day-to-day risks to individuals, process safety is concerned with the integrity of systems, processes, and equipment operating under high risk or complex conditions.

LCI applies a systematic, stage-gated approach to hazard identification and risk mitigation throughout the project life cycle. This includes the design-phase evaluations, operational reviews, and post-commissioning assessments to ensure that process related hazards are addressed through appropriate engineering and procedural controls.

Key mechanisms include Management of Change (MoC), which governs safe modifications to equipment and operations, and critical equipment integrity protocols that ensure sustained mechanical reliability. These are complemented by rigorous pre-startup safety reviews and formal documentation practices maintained within HSE&S dossiers.

Process safety performance is monitored through a combination of internal audits, third-party assessments, and data-driven evaluations. Continuous improvement is further supported by active employee engagement, which helps embed a culture of accountability, vigilance, and operational discipline across all business functions.

Disclosures Related to Corporate Social Responsibility

Creating Shared Value through Lucky Core Foundation

The Company, directly and through Lucky Core Foundation (the 'Foundation'), carries out Corporate Social Responsibility (CSR) initiatives through partnerships to support and uplift the communities. This commitment focuses on fostering positive change and socioeconomic development among underserved populations through a collaborative approach.

The Company's CSR philosophy is in harmony with the Company's vision, mission, values, and brand promise. Committed to creating shared value beyond its boundaries, the Company strives to enhance the well-being of stakeholders in the communities where it operates.

Annually, the Company contributes a set percentage of its Profit after Tax towards its CSR initiatives. Donations received are used to support various initiatives in the areas of Health, Education, Community Development, Women's Empowerment, and Environment. The effectiveness of the Company's social performance is evaluated based on the impact generated by ongoing CSR initiatives. Details on CSR performance and the impact it has created are available on page 156 of this Report.

Alignment with Sustainable Development Goals (SDGs)

In advancing its sustainability and social impact agenda, the Company has contributed to several United Nations Sustainable Development Goals. Among these, SDG 3 (Good Health and Well-being) and SDG 4 (Quality Education) remain central to its focus. Beyond community investments through CSR, the Company advanced SDG 3 by prioritising occupational health and safety, robust HSE&S practices, and employee well-being initiatives, while SDG 4 was supported through employee training and development programmes, employee awareness campaigns, and capacity-building initiatives.

Further details on these Company-wide initiatives are available on pages 145–154, while information on community-focused investments aligned with the SDGs is provided in the Community Investment section on pages 156–160 of this Report.

Occupational Health and Safety

Key Performance Indicators

	Units	2020-21	2021-22	2022-23	2023-24	2024-25	Target 2025-26
Total reportable injury rate (employees/contractors)	\million hours	0.44	0.2	0.48	0.29	**0.09**	0
Occupational illness rate (employees)	\million hours	0	0	0	0	**0**	0
Total illness absence rate (employees)	%	1.39	1.66	1.53	1.16	**0.99**	1.3
Fatalities	number	0	0	0	0	**0**	0
Total reportable injury rate (independent contractors)	\million hours	0	0.16	0.21	0.24	**0**	0
Lost time injury (independent contractors)	number	0	0	0	0	**0**	0
% sites with BBS programme	%	100	100	100	100	**100**	100
Distribution incidents	number	0	0	0	0	**0**	0
Motor vehicle incidents with injury	number	0	0	0	1	**0**	0

Overview:

During the year in review, LCI maintained an exemplary safety record, with no fatalities, severe injuries, or cases of work-related ill health. However, one reportable injury was documented, resulting in a Total Reportable Injury Rate (TRIR) of 0.09 per million manhours worked. Each incident was thoroughly investigated, with targeted corrective actions implemented to prevent recurrence.

As of June 30, 2025, the Company achieved a cumulative total of 49.9 million safe man-hours, underscoring the Company's steadfast commitment to occupational health and safety. The Soda Ash Business was the leading contributor with 36.7 million safe man-hours, followed by Corporate Offices, Chemicals & Agri Sciences, Polyester, Pharmaceuticals and Animal Health Businesses at 4.54 million, 2.70 million, 2.12 million, 2.08 million, and 1.76 million safe man-hours respectively.

3 GOOD HEALTH AND WELL-BEING

8 DECENT WORK AND ECONOMIC GROWTH

LCI's manufacturing sites have established systems to promote worker participation, consultation, and communication on occupational health and safety. Monthly joint management and worker safety meetings are one such process, led by line managers and occasionally section heads of relevant functional departments. The HSE&S function sets the agenda, and feedback is meticulously recorded. These meetings require 100% workforce participation.

The Company has established robust mechanisms to ensure a healthy working environment across all its operations. The Health Assessment Performance Index (HAPI) and Hygiene Performance Index (HYPI) programmes continued to operate Company-wide, identifying and mitigating health risks such as respiratory diseases, hearing loss, and ergonomic issues. These proactive measures led to zero reportable cases of occupational illnesses during FY 2024-25.

Workers involved in high-risk occupational activities are trained on, and well-versed in, the appropriate health and safety protocols, provided appropriate equipment, and regularly monitored. For example, employees in high-noise areas are provided with protective equipment and undergo annual hearing checks, in line with LCI's HSE&S Management System and occupational health policy. Health risks at all manufacturing sites have been assessed, and corresponding health monitoring programmes have been developed for employees.

Furthermore, LCI offers a competitive and comprehensive employee benefits package, including life insurance, medical coverage, disability protection, parental leave, and retirement plans, reflecting its sustained commitment to supporting the overall wellbeing of its workforce.

These outcomes exemplify LCI's enduring focus on fostering a rigorously governed safety culture across its diverse operations, anchored by stringent protocols, vigilant oversight, and continuous employee engagement.

HSE&S Management Audit

In February 2025, a comprehensive HSE&S management audit was conducted across the Pharmaceutical Business, covering three manufacturing sites. The audit, led by independent consultants ASCENTIA in partnership with the corporate HSE team, validated the effective implementation of LCI Pakistan's HSE&S Management System and highlighted significant progress. Key observations and recommended improvements were jointly reviewed with site teams, forming the foundation for a structured improvement plan. The audit process demonstrated strong team engagement and a clear organisational commitment to continuous improvement in HSE&S practices.

Key Initiatives FY 2024-25

Awards and Recognition

In 2025, the Soda Ash and Chemicals & Agri Sciences Businesses were awarded a Distinction in the International Safety Awards by the British Safety Council, United Kingdom. Competing among 874 organisations from 45 countries, the businesses were acknowledged for their exemplary efforts in promoting occupational health, safety, and employee well-being. This marked the second consecutive year these business functions received this prestigious international honour, underscoring the Company's strong leadership, integrated HSE management systems, and a deeply embedded culture of safety.

The Soda Ash Business further earned a Certificate of Appreciation at the 14th Annual Fire Safety Awards, held in December 2024. Organised by the National Forum for Environment and Health (NFEH) in collaboration with the Fire Protection Industry of Pakistan (FPIP) and the Institution of Fire Engineers (IFE), the recognition highlighted the proactive fire safety measures undertaken by the business's HSE Department to safeguard personnel and assets through robust fire prevention protocols.

The Chemicals & Agri Sciences Business was recognised with the 21st Annual Environment Excellence Award by NFEH for its continued efforts in energy efficiency, waste reduction, and environmental innovation. This recognition reflects the business's commitment to minimising its environmental footprint while enhancing operational sustainability. In addition, the business was recognised as the Social Responsibility Leader at the Annual Supplier Sustainability Award 2024 hosted by the Packages Group, in recognition of its impactful environmental initiatives and commitment to responsible sourcing practices.

The Chemicals & Agri Sciences and Pharmaceuticals Businesses were honoured with the 18th Occupational Health and Safety Award 2024 by the Employers' Federation of Pakistan (EFP). This award reflects the businesses' dedication to maintaining high HSE standards and promoting a culture of continuous safety enhancement across its operations.

The Animal Health Business also received the 2024 Environment Excellence Award from NFEH, acknowledging its ongoing efforts to reduce environmental impact and uphold sustainable practices. The business was further recognised with a Certificate of Appreciation at the 14th Annual Fire Safety Awards for its commitment to implementing stringent fire safety measures across its facilities.

In the Pharmaceuticals Business, the Company was conferred the EHS International Award 2024 in the Best HSE Performance category. Presented by the Professionals Network and the Pakistan Safety Council, the award highlights the business's proactive approach to risk mitigation, employee well-being, and environmental responsibility.

These accolades reaffirm LCI's sustained pursuit of excellence in health, safety, and environmental performance, reflecting its enduring commitment to protecting people, preserving the planet, and contributing positively to the communities it serves.

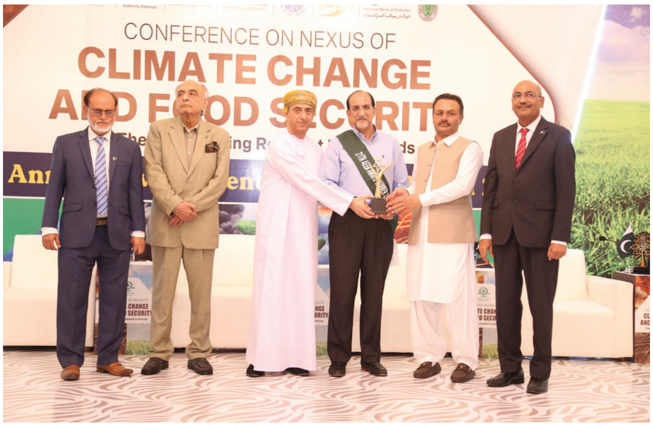
Reinforcing a Safe and Resilient Work Environment

To commemorate the World Day for Safety and Health at Work 2025, a unified series of activities aligned with the International Labour Organisation's theme of "AI and Digitalisation in Safety." Organised across all businesses, the campaign promoted innovation, awareness, and proactive engagement on workplace safety and employee well-being.

Key HSE&S Trainings Conducted

In line with its ongoing commitment to workplace safety and continuous improvement, LCI conducted a range of HSE&S trainings across its businesses during the year.

- The Polyester Business organised a training session in collaboration with Rescue 1122 to enhance employee preparedness for emergencies. The session included first aid training, establishment of a backup fire team, and SCBA (Self-Contained Breathing Apparatus) training for designated personnel.
- A comprehensive Civil Defence Mock Exercise and Evacuation Drill was conducted at the Polyester plant in Sheikhupura, to strengthen workforce preparedness for critical emergencies, including fire incidents and large-scale evacuations.
- In observance of World First Aid Day, the Soda Ash Business partnered with Rescue 1122 to deliver Basic Life Support and First Aid training to its Fire and Rescue team. The session enhanced emergency response readiness by equipping participants with essential life-saving skills.
- An ISO 14001 Environmental Management System Awareness and Internal Audit training was conducted at the Hattar Plant, with active participation from multiple departments.
- A Hazard Area Zone Classification training session was led by the Manager E&I – Polyester to build employee understanding of flammable atmospheres, classified zones, and appropriate equipment selection in high-risk areas.
- To promote systematic risk assessment, a Process Hazard Analysis (PHA) training session was held in collaboration with the Chemicals & Agri Sciences Business. The training focused on methodologies such as HAZOP and FMEA, reinforcing operational safety and hazard identification.
- During the year in review, Road Safety and Defensive Driving training sessions were conducted at the Hawke's Bay plant for management, field teams, and logistics drivers. The sessions aimed to improve hazard anticipation, risk assessment, and safe driving practices under various road conditions.
- Powered Air-Purifying Respirator (PAPR) training and RPE fit testing were carried out to ensure effective use and maintenance of respiratory protective equipment. The session included both qualitative and quantitative testing.
- Behaviour-Based Safety (BBS) training sessions were conducted at the Soda Ash, Polyester, Hattar, and B2 sites. The sessions promoted proactive safety behaviours, hazard recognition, and risk mitigation across operations.
- An Accident Investigation training was held at the Hattar Plant. The session covered root cause analysis, evidence gathering, and reporting techniques to support a systematic approach to incident management and prevention.



The Animal Health Business received the 2024 Environment Excellence Award

The Company celebrated International Firefighters Day 2024 across its Soda Ash and Polyester Business sites

The Soda Ash Business observed World First-Aid Day with specialised training for the Fire and Rescue personnel

Employee Engagement and Wellness

LCI's employees are at the heart of the Company's ability to deliver on its strategic objectives and long-term aspirations. In the spirit of collective progress, the Company continues to accelerate the development and growth of its employees through inclusive engagement and wellness programmes.

Gauging Engagement

At LCI, employee engagement is recognised as an ongoing journey, one that lies at the core of the organisation's culture and performance. Building on the successful launch of its engagement platform, Core Connect, FY 2024-25 began with leadership-led townhalls to share survey results, explore key engagement themes, and align teams on a unified path forward. These sessions enabled business functions to take ownership of their engagement priorities, resulting in the successful implementation of action plans across the Company.

To further embed cultural values and enhance cross-functional collaboration, the Company introduced EngageX Sessions, interactive, activity-based experiences designed to deepen team connections and promote a more collaborative workplace environment.

Through these efforts, engagement was not only measured, but actively shaped, reinforcing LCI's enduring commitment to listening with intent, acting with purpose, and continuously evolving the employee experience.

Building a Healthy and Inclusive Work Environment

Recognising that a thriving organisation stems from a healthy and energised workforce, LCI continued to invest in the wellbeing of its people through a diverse range of wellness initiatives through its Employee Wellness Programme. These activities were centred around three key focus areas:

- Social Connectedness
- Physical Wellness
- Mental Wellbeing and Mindfulness

Social Connectedness

A culture of care, both within and beyond the Company, is fundamentally supported by LCI's core value of Passion for People. This commitment ensures that employees are provided with ample opportunities to engage with individuals and communities, promoting the shared value that extends beyond the organisation's boundaries.

To recognise the valuable contributions of its employees, LCI launched a range of initiatives in FY 2024-25. The year began with the 'Sound of Synergy Drum Circle' at the Karachi Head Office, bringing employees together through a shared, team-based experience. This was followed by site-led initiatives across the organisation, including Game Day in the Karachi and Lahore offices, a week-long Table Tennis Tournament at the Lahore Corporate Office, and a friendly cricket match at the Pharmaceutical Business's Hattar plant, all aimed at strengthening team harmony and promoting a collaborative workplace culture.

The Company's employee volunteer programme, Pehchan, provided year-long community engagement opportunities, allowing employees to contribute to various key areas, including health, education, women's empowerment, and environmental initiatives.

Details of LCI's employee volunteer programme are available on page 161 of this Report.

The 'Sound of Synergy Drum Circle' event at the Karachi Head Office

Physical Wellness

The Company considers the physical well-being of its people as an important dimension as it ensures a strong, energetic and motivated workforce. An open-access gym and sports court at the Head Office, Lahore Corporate Office and Khewra locations ensure that employees can access quality training facilities at their convenience all year round. Moreover, a range of wellness initiatives were organised throughout the year, both independently and in collaboration with external partners.

The Chemicals & Agri Sciences Business led a 30-Day Fitness Challenge, engaging employees across key Company locations. To further promote healthy habits, a dedicated session on physical wellness was conducted by a certified nutritionist at the Head Office, which was made available virtually across key locations, to ensure inclusive access. Additionally, the B2 site of the Pharmaceuticals Business hosted a Wellness Jog, uniting teams for a morning of physical activity and shared motivation.

Mental Wellbeing and Mindfulness

LCI recognises the growing importance of supporting the mental and emotional well-being of its people. To help employees manage stress and maintain balance, several initiatives were introduced over the year.

A Mindful Moves session was held in November, inviting employees from the Head Office, Lahore Corporate Office, and Khewra locations to participate in guided meditation, breathing exercises and light stretching, offering tools to manage stress and recharge in a fast-paced work environment. A Virtual Stress Management Workshop further reinforced this focus by providing employees with mindfulness practices, time management techniques, and breathing exercises, designed to strengthen employees' ability to stay composed and productive throughout the workday.

Together, these initiatives underscore LCI's commitment to creating a healthy and supportive work environment, one that values wellness, embraces cultural moments, and promote a deep sense of belonging.

A fun-filled game day at the Corporate Office, Lahore

A 'Mindful Moves' session was held in November at the Corporate Office, Lahore

Diversity, Equity and Inclusion

Key Performance Indicators

	2020-21	2021-22	2022-23	2023-24	2024-25
Governance Body					
Percentage by gender	78% M: 22% F (7, 2)	89% M: 11% F (8, 1)	89% M: 11% F (8, 1)	90% M: 10% F (9, 1)	**75% M: 25% F (6, 2)**
Percentage by age	Less than 30: 14% Between 30-50: 44% Above 50: 56% (2, 4, 5)	Less than 30: 0% Between 30-50: 44% Above 50: 56% (4, 5)	Less than 30: 0% Between 30-50: 44% Above 50: 56% (4, 5)	Between 30-50: 50% Above 50: 50% (5, 5)	**Between 30-50: 50% Above 50: 50% (4, 4)**
Employees					
Percentage of management employees by gender	94% M: 6% F	93.9% M: 6.1% F	92.6% M: 7.4% F	92.2% M: 7.8% F	**91.5% M: 8.5% F**
Management	1599 M: 104 F	1603 M: 105 F	1608 M: 129 F	1617 M: 131 F	**1849 M: 150 F**
Trainees	11 M, 4 F	22 M, 18 F	19 M, 11 F	32 M, 9 F	**35 M, 17 F**
Contractual					**65 M, 14 F**
Percentage of management employees by age	Less than 30: 28% Between 30-50: 63% Above 50: 9% (474; 1077; 153)	Less than 30: 25% Between 30-50: 66% Above 50: 9% (427; 1132; 149)	Less than 30: 27% Between 30-50: 64% Above 50: 9% (462; 1115; 160)	Less than 30: 25% Between 30-50: 63% Above 50: 12% (452; 1124; 213)	**Less than 30: 27% Between 30-50: 63% Above 50: 10% (570; 1339; 221)**

Overview

LCI remains steadfast in its commitment to promoting a vibrant, inclusive workplace culture anchored in the principles of diversity, equity, and inclusion (DE&I). During FY 2024-25, the total employee base expanded following the integration of the newly acquired pharmaceuticals manufacturing site. As part of its ongoing efforts to cultivate an inclusive environment, LCI continued to advance several targeted initiatives. Among these was the Impact Scholarship Programme which offers scholarship opportunities to underprivileged female students to pursue their undergraduate degree from reputable universities of Pakistan.

Key Initiatives FY 2024-25

IMPACT Scholarship Programme

Reinforcing its commitment to gender equity, the Company continued investing in the IMPACT Scholarship Programme, a structured four-week internship designed for high-potential students from diverse backgrounds. The programme provides scholarship opportunities to females with financial limitations to pursue undergraduate degrees at prestigious universities in Pakistan, along with offerings first-hand corporate exposure, professional development, mentorship and networking to empower the next generation of women professionals.

Gender Sensitisation Sessions

LCI prioritises promoting empathy and awareness within the workplace to support an inclusive environment for all employees. This year, the Company conducted sensitisation sessions focused on Persons with Disabilities (PWD), aiming to deepen understanding of the challenges faced by differently-abled individuals.

Further reinforcing its commitment, LCI participated in the PWD Career Fair, engaging with diverse talent pools and championing equitable employment opportunities for differently-abled candidates.

Empowering Women in Business

To celebrate the accomplishments of women in business, the Company marked International Women's Day with a series of thoughtfully curated sessions on financial literacy, mental wellness, and personal empowerment. The occasion also included dedicated moments of recognition, honouring the contributions of women across the organisation.

Celebrating Inclusivity as One Team

LCI's commitment to Diversity, Equity, and Inclusion (DE&I) has been central to its talent acquisition and engagement strategies. During the year, the Company continued fostering a culture of inclusion and respect by celebrating various faith-based festivals, including Diwali, Holi, Christmas, Easter, Eid ul Fitr, Eid ul Adha, Women's Day, Mother's Day, Father's Day, Nowruz, and Men's Day. These festive events brought employees together across cultures, fostering unity across its diverse workforce.

Collective Bargaining

Reinforcing its commitment to fair labour practices and employee representation, LCI ensures that 365 employees, representing 14% of the total workforce, are covered under collective bargaining agreements. These agreements support open dialogue and mutual understanding between the Company and its workforce.

Parental Leave

During FY 2024-25, 75 female and 1,371 male employees were entitled to parental leave. Of these, 4 female employees availed maternity leave, while 75 male employees availed paternity leave. One year following their return, all 4 female employees and 66 of the 75 male employees remained with the Company. This reflects a parental leave retention rate of 100% for females and 88% for males, demonstrating a strong level of employee continuity and engagement post-leave.

Total employees by region

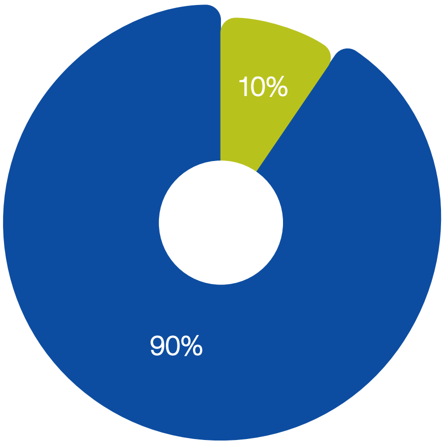
	Punjab	Sindh	KPK	Balochistan	AJK	Others	Total
Permanent	998	682	208	25	8	78	**1999**
Temporary (Contractual + Trainees)	59	68	0	0	0	4	**131**
Non-Management	406	34	0	0	0	0	**440**
Total	**1463**	**784**	**208**	**25**	**8**	**82**	**2570**

(All permanent and temporary employees are full time)

Total employees by gender

	Male	Female	Others	Not Disclosed	Total
Full-time	1949	181	0	0	**2130**
Part-time	0	0	0	0	**0**
Non-management	434	6	0	0	**440**
Total	**2383**	**187**	**0**	**0**	**2570**

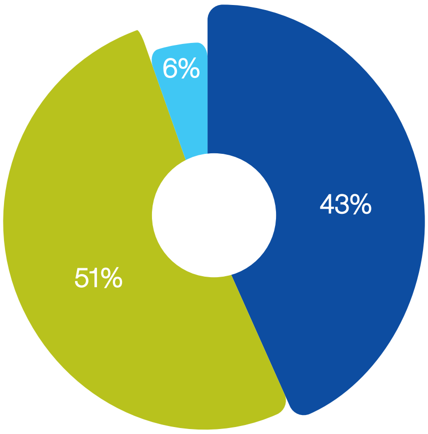
Total number of employees hired during the year by gender



Total: 704

■ Male: 637
■ Female: 67

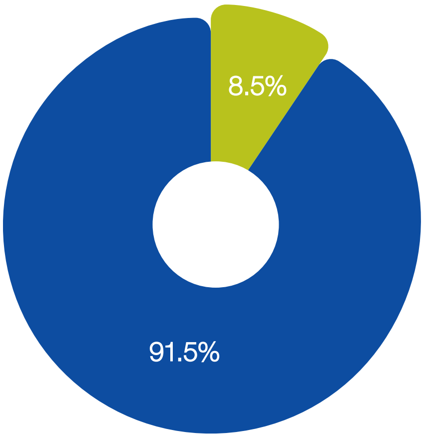
Total number of employees hired during the year by age



Total: 704

■ Under 30: 305
■ 30 to 50: 361
■ Above 50: 38

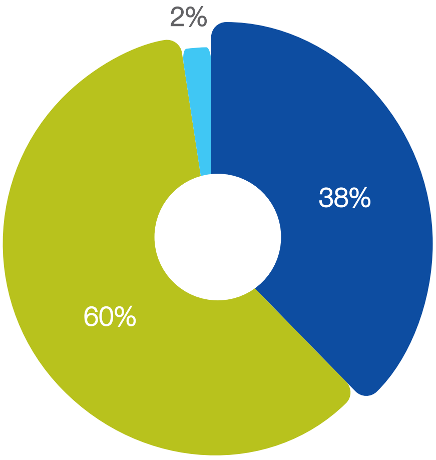
Total employee turnover during the year by gender



Total: 414

■ Male: 375
■ Female: 39

Total employee turnover by age



Total: 414

■ Under 30: 156
■ 30 to 50: 248
■ Above 50: 10

Training and Education

Key Performance Indicators

		2020-21	2021-22	2022-23	2023-24	2024-25
Average hours of training by gender and employee category	Hour	M: 4.6, F: 3.3	M: 4.9, F: 2.9	M: 28.7, F: 40.9	**M: 18.02, F: 22.72**	**M: 28.75, F: 27.85**
		G30: 3.1; G31:3.5; G32: 3.6; G33: 4.5; G34:4.6; G35: 5.2; G36: 5.7; G37:4.9; G38: 5.5; G39: 7.2; G40: 6.3 Trainee: 3.03; WL-4:	G30: 4.4; G31:12.9; G32: 15.8; G33: 14.2; G34:22.3; G35: 32.4; G36: 12.7; G37:11.7; G38: 9.2; G39: 11; G40: 12.4 Trainee: 3.8; WL-4: 16	G30: 20.1; G31: 25.8; G32: 21.3; G33: 44; G34: 48.3; G35: 35.5; G36: 31; G37: 23.6; G38: 20.9; G39: 6.8; G40: 14.1 Trainee: 359.3; WL-4: 20	**G30: 17; G31: 12; G32: 16; G33: 15; G34: 17; G35: 19; G36: 30; G37: 29; G38; 24; G39: 28; G40: 21; Trainee: 15 WL-4: 45**	**G30: 20.5; G31: 21.2; G32: 20.1; G33: 25.2; G34: 24.1; G35: 21.1; G36: 15.9; G37: 7.8; G38; 11.0; G39: 8.5; G40: 1.4; Trainee: 32.5 WL-4: 0.0**
P&DD participation	%	100%	100%	100%	**100 %**	**100 %**
Management development programme	No. of Managers Participated	86	126	129	**97**	**132**
Employee engagement index		7.9 (3.95)	8.04 (4.02)	8.2 (4.10)	**4.13**	**4.28**

*The new engagement tool scores are measured on a five-point scale. For consistency, additional details for previous years have been provided using the same scale.

Overview

Guided by the belief that continuous learning is fundamental to personal and professional growth, LCI continued to invest in structured training and development opportunities for employees across the organisation. Our Corporate Run Training Programmes served as a key platform for enhancing knowledge, strengthening capabilities, and promoting a culture of continuous improvement.

During the reporting year, a total of 6,670 training days were delivered, reflecting a notable increase of over 40% compared to 4,763 training days in the previous year. This translates to an average of 3.59 training days per employee. During the year in review, the Company leveraged its internal faculty for programme delivery, with 23% of the training days provided through Corporate Run Programmes, of which 20% were conducted by our Internal Faculty via in-person and online platforms.

Key trainings conducted during the year in review included HR Essentials, Finance for Non-Finance, the Code of Conduct, and MS Excel, and other topics that broadly cover themes that equip employees with the skills required to perform their roles effectively and support them in navigating career transitions. Moreover, the Learning Lounge series continued to offer engaging and experiential learning opportunities on emerging topics such as artificial intelligence, Microsoft Planner, and personal branding, delivered by a diverse mix of internal and external speakers.

The external training programmes, conducted by specialised trainers from leading training organisations included modules such as the 7 Habits of Highly Effective People, Elevating Your Presence, Influence and Creativity, Self-Leadership, Building High-Performance Teams, and Train the Trainer, among others.

The success of the training programmes was reflected in participant feedback, demonstrating their effectiveness. Internal training programmes received an overall rating of 92%, while external training programmes achieved 88%, both exceeding the target of 80%. These training and development programmes help employee to learn necessary skills to perform their roles and help them during career transitions as well.

Key Training Programmes FY 2024-25

Power BI

This two-day session equipped participants with the skills to develop interactive dashboards and visual reports using Power BI. The programme enabled employees to convert raw data into significant insights, supporting LCI's digital transformation agenda and a culture of data-driven decision-making.

The 7 Habits of Highly Effective People

This globally recognised two-day programme was executed across Karachi and Lahore, to enhance personal leadership, effectiveness, and productivity. Participants engaged with the renowned 7 Habits framework to strengthen self-management, interpersonal skills, and proactive problem-solving, enabling them to lead with purpose and integrity.

AI in Business Applications

As part of the Learning Lounge series, a dedicated session introduced participants to the practical applications of artificial intelligence in modern business contexts. The two-hour session covered real-world use cases and emerging technologies, reinforcing the Company's commitment to innovation.

Great Technical Speaking

A two-day workshop was conducted to enhance the public speaking and storytelling capabilities of technical professionals. The training focused on simplifying complex technical content, structuring presentations effectively, and delivering with clarity and confidence. This initiative supported LCI's broader objective of strengthening cross-functional communication and leadership presence.

Train the Trainer

This immersive three-day programme, held in Lahore, was designed to build internal training capability. Participants were introduced to adult learning principles and modern facilitation techniques, equipping them to design and deliver engaging learning experiences across the organisation.

Finance for Non-Finance

This two-day training programme, executed in Khewra, was tailored for employees from non-financial functions. It provided a practical understanding of financial statements, budgeting principles, and cost analysis, thereby enhancing participants' business acumen and decision-making skills.

The Art of Effective Communication and Presentations

This two-day programme, held in Karachi and Lahore, focused on strengthening communication and presentation capabilities. Employees learned techniques for delivering clear messages, handling difficult conversations, and building stronger interpersonal connections, contributing to improved collaboration and team dynamics.

A two-day training session on '7 Habits of Highly Effective People' was executed across Karachi and Lahore

A Learning Lounge Session on 'AI in Business Applications' was organised at the Head Office, Karachi

Non-Discrimination

Key Performance Indicators

	Units	2020-21	2021-22	2022-23	2023-24	2024-25	Target 2025-26
Total number of incidents of discrimination	No.	0	0	0	0	**0**	0

Overview 2024-25

Non-discrimination is a fundamental part of LCI's Code of Conduct and value system. The suitability and selection of candidates for job opportunities is solely based on merit-based objectives and non-discriminatory criteria. The growth opportunities are transparent and solely based on performance. Moreover, the whistleblowing programme – Speak Up allows confidential reporting of Code of Conduct violations, including discriminatory practices.

Details of our whistleblowing policy are available on page 66 of this Report.

During the FY 2024-25, there were no reported incidents of discrimination at the Company. LCI remains dedicated to maintaining this record and continuously improving its focus on ethical and responsible conduct through ongoing initiatives.

Freedom of Association and Child Labour

The Company upholds the right of employees to freedom of association. During the period under review, there were no instances where freedom of association or collective bargaining rights were compromised. Currently, 365 employees, representing 14% of our total workforce, are covered by collective bargaining agreements. The minimum notice period for operational changes, as stipulated in these agreements, is four weeks. LCI strictly prohibits all forms of child labour, forced labour or slavery and complies with local regulations concerning legal minimum age requirements for work permits.

Art of Uplifting Communities

LUCKY CORE INDUSTRIES

LUCKY CORE FOUNDATION

PKR
96.26
Million Disbursed in Funding

Support for
20
Projects

Over
32,000+
Individuals Benefitted

Priority Areas

- Health
- Education
- Women's Empowerment
- Community Development
- Environment

Health

In line with our steadfast commitment to enhancing community health and welfare, support continued for impactful programmes advancing access to medical services for the underserved communities. These initiatives contributed to Sustainable Development Goals (SDGs) 3 - Good Health and Well-being and SDG 10 - Reduced Inequalities, focusing on improving health outcomes and reducing disparities.

1. Continued access to primary healthcare services was made possible through the ongoing operations of Hamqadam Community Clinics in Sheikhupura and Khewra, in collaboration with **Indus Hospital and Health Network**. The clinics served 12,025 OPD cases in Sheikhupura and 6,121 in Khewra.

2. Free-of-cost community eye camps were facilitated in partnership with **Layton Rahmatullah Benevolent Trust** (LRBT), delivering vision care through 1,839 OPDs with a continued focus on preventing avoidable blindness.

3. In partnership with **ChildLife Foundation,** support was extended in low income settings to improve access to the Quality Paediatric Care. The programme benefitted 8,800+ children at the Emergency Rooms (ERs) including 6300+ at Mayo Hospital, Lahore, and 2500+ at Lyari General Hospital, Karachi.

4. Support for underprivileged individuals requiring cardiac and renal treatments continued through the Patients' Welfare Programme, in partnership with **Aziz Tabba Foundation**. During the period, a total of 354 patients received care at Tabba Heart and Tabba Kidney Institutes. Through this partnership 02 Heart Health camps were also arranged at Khewra for the community benefitting 354 individuals.

5. In collaboration with **The Kidney Centre**, support was provided for multiple dialysis sessions for a chronic kidney patient in Karachi, ensuring continuity of life-saving treatment.

3 GOOD HEALTH AND WELL-BEING

10 REDUCED INEQUALITIES


Regular Ophthalmology Camps at Khewra conducted by Layton Rahmatullah Benevolent Trust (LRBT)


Mother and Child Hamqadam Community Clinic at Sheikhupura managed by Indus Hospital and Health Network

Education

Aligned with the strategic priority of inclusive education, partnerships with credible organisations continued to enable improved learning access and well-being for underserved students. These initiatives supported Sustainable Development Goal (SDG) 4 - Quality Education and related goals by reducing educational barriers and fostering holistic development.

1 Through a sustained partnership with **Kiran Foundation**, the mental health and wellness programme at DCTO Campus, Lyari remained active, impacting around 3,430 individuals, including 600 girls, 550 boys, 700 families, 500 community members, 180 staff members and 900+ mothers separately through the Salma Ghar Programme.

2 Support for primary education continued in partnership with **CARE Foundation** at the Government Boys and Girls Primary School in Tibbi Harya, Sheikhupura, where 135 students remain enrolled.

3 Ongoing collaboration with **The Citizens Foundation** ensured continued learning for 30 students of Grade 3 at the Al-Sari Foundation Primary School in Machar Colony, Karachi.

4 In collaboration with **Ida Rieu Welfare Association**, transportation support was provided to 73 students with visual and hearing disabilities ensuring continued access to education.

4 QUALITY EDUCATION

Students at the Government Boys and Girls Primary School Tibbi Harya, Sheikhupura

Meditation and breathing session at Kiran Foundation's DCTO campus, Lyari

Women Empowerment

Reaffirming its pledge to gender equality and inclusive growth, efforts continued to support women's education, healthcare, and socio-economic participation. These actions contributed to SDG 5 - Gender Equality and SDG 4 - Quality Education.

1 The IMPACT Scholarship Programme, started in 2020, awarded a total of 9 fully funded undergraduate scholarships during the year, across two cohorts, in partnership with Pakistan's top universities such as **IBA, LUMS, NUST, GIKI** and **FAST**. Through these merit and need-based scholarships, the initiative aims to promote an equitable future by empowering talented female scholars and supporting their access to quality higher education.

2 Ongoing support through the **Murshid School of Nursing & Midwifery**, started in 2018, enabled a total of 40 merit-based scholarships for its 2-year Midwifery Diploma Programme, including 8 scholarships awarded this year, providing professional training opportunities for aspiring female healthcare workers.

3 Through **FRIENDS Welfare Association**, support was extended for salaries of 4 teachers, indirectly benefiting 60 female students and reinforcing learning continuity in underserved communities.

4 QUALITY EDUCATION

5 GENDER EQUALITY

Biology class by educator at the Community Managed Girls High School (CMGHS), Bararkot

Midwifery Diploma Programme Class at Murshid School of Nursing & Midwifery

Community Development and Environment

In line with a commitment to inclusive community development and environmental responsibility, support remained in place for ongoing initiatives focused on enhancing public spaces and promoting responsible waste management. These efforts contributed to Sustainable Development Goals (SDGs) 11 - Sustainable Cities and Communities and 13 - Climate Action, aiming to strengthen community resilience, improve environmental quality, and support long term ecological well being.

1 As part of efforts to enhance community infrastructure and well-being, a Community Welfare Park for women and children was established in Khewra, providing a safe space for recreation, social connection, and inclusive community engagement.

2 In collaboration with **Abroo and Al-Wasila**, ongoing efforts focused on recycling administrative and plant waste into recyclable materials, promoting sustainable waste practices. These ongoing initiatives played an important role in minimising environmental footprint and supporting the broader goals of environmental stewardship.

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

Community Welfare Park for women and children at Khewra

Administrative waste collection for recycling at Head Office, Karachi

Volunteering to Create Social Value

LUCKY CORE INDUSTRIES
VOLUNTEER PROGRAMME

Launched in 2018, the Company's flagship Employee Volunteer Programme - Pehchan enables LCI's employees to do better, enrich lives and create greater shared value for communities where the Company operates.

Aimed at supporting marginalised populations, the Pehchan Programme encourages employees to engage in community-based CSR initiatives of their choice including the areas of health, education and mentorship, women's empowerment, community development and the environment.

The programme allows employees to devote up to two working days (or 16 working hours) annually on the Company's time in pursuit of volunteer work. Individual employees and businesses contributing the highest number of volunteer hours are acknowledged quarterly and awarded annually.

260+
Volunteers Engaged

900+
Hours Dedicated

11
Initiatives Conducted

4
CSR Partners Engaged

23
Locations

A total of 54 pints of blood were donated through Company-wide blood donation drives conducted throughout the year, helping save 162 lives

Polyester Business conducted a plantation drive on account of World Environment Day 2025 at Sheikhupura

Chemicals & Agri Sciences Business, Pharmaceuticals Business, and the Corporate Function teams at the Beach Cleanup drive conducted on World Cleanup Day 2024

Our Pehchan Volunteers engaged with the children of Kiran Foundation in a fun and educational event focused on creativity and learning at Giggle Town, Karachi

GRI Content Index

Statement of Use	Lucky Core Industries has reported in accordance with the GRI Standards for the period July 01, 2024 to June 30, 2025.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	No sector standard is available for our sector.

			Omission		
GRI Standard/ Other Source	**Disclosure**	**Location**	**Requirement(s) Omitted**	**Reason**	**Explanation**
General Disclosures					
GRI 2: General Disclosures 2021	2-1 Organisational details	14-16			
	2-2 Entities included in the organisation's sustainability reporting	105			
	2-3 Reporting period, frequency and contact point	107			
	2-4 Restatements of information	107			
	2-5 External assurance	107, 168-169			
	2-6 Activities, value chain and other business relationships	14-15, 82-103, 120-121			
	2-7 Employees	151-152			
	2-8 Workers who are not employees	-	2-8 a, b, c	Information unavailable	Information is not recorded as per GRI requirements.
	2-9 Governance structure and composition	44-48, 57			
	2-10 Nomination and selection of the highest governance body	64			
	2-11 Chair of the highest governance body	64-65			
	2-12 Role of the highest governance body in overseeing the management of impacts	48, 118			
	2-13 Delegation of responsibility for managing impacts	65,118			
	2-14 Role of the highest governance body in sustainability reporting	52, 118-119			
	2-15 Conflicts of interest	66			
	2-16 Communication of critical concerns	66, 119			
	2-17 Collective knowledge of the highest governance body	58, 119			
	2-18 Evaluation of the performance of the highest governance body	58, 64			
	2-19 Remuneration policies	58, 65			
	2-20 Process to determine remuneration	58, 65			
	2-21 Annual total compensation ratio	-	2-21a-c	Confidentiality constraint	Sensitive information
	2-22 Statement on sustainable development strategy	109			

	2-23 Policy commitments	13, 66, 115			
	2-24 Embedding policy commitments	48, 118			
	2-25 Processes to remediate negative impacts	66			
	2-26 Mechanisms for seeking advice and raising concerns	66, 119			
	2-27 Compliance with laws and regulations	126			
	2-28 Membership associations	123			
	2-29 Approach to stakeholder engagement	120-121			
	2-30 Collective bargaining agreements	151			
Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	112			
	3-2 List of material topics	112			
Economic Performance					
GRI 3: Material Topics 2021	3-3 Management of material topics	112-113, 124			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	38			
	201-2 Financial implications and other risks and opportunities due to climate change	-		Information unavailable	LCI does not have mechanism in place to calculate financial implications of climate change. Expected reporting in 2027
	201-3 Defined benefit plan obligations and other retirement plans	F 39- F 42			
	201-4 Financial assistance received from government	F 43- F 44			
Market Presence					
GRI 3: Material Topics 2021	3-3 Management of material topics	112-113, 124			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	142			
	202-2 Proportion of senior management hired from the local community	142			
Indirect Economic Impacts					
GRI 3: Material Topics 2021	3-3 Management of material topics	112-113, 124			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	156-161			
	203-2 Significant indirect economic impacts	156-161			
Procurement Practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	112-113, 124			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	127			

Anti-Competitive Behaviour					
GRI 3: Material Topics 2021	3-3 Management of material topics	112-113, 124			
GRI 205: Anti-Competitive Behaviour	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	126			
Energy					
GRI 3: Material Topics 2021	3-3 Management of material topics	112, 113, 129			
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	132			
	302-2 Energy consumption outside of the organisation	-	302 a-c	Information unavailable	Reliable Information from value chain is not available.
	302-3 Energy intensity	132			
	302-4 Reduction of energy consumption	132, 133			
	302-5 Reduction in energy requirements of products and services	-		Not applicable	LCI products are used as raw material, consumable and in sowing.
Emissions					
GRI 3: Material Topics 2021	3-3 Management of material topics	112, 113, 129			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	134			
	305-2 Energy indirect (Scope 2) GHG emissions	134			
	305-3 Other indirect (Scope 3) GHG emissions	-		Information unavailable	Reliable Information from value chain is not available.
	305-4 GHG emissions intensity	134			
	305-5 Reduction of GHG emissions	132, 134			
	305-6 Emissions of ozone-depleting substances (ODS)	129			
	305-7 Nitrogen oxides (NO_X), sulfur oxides (SO_X), and other significant air emissions	134			
Water					
GRI 3: Material Topics 2021	3-3 Management of material topics	112, 113, 130			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	130			
	303-2 Management of water discharge-related impacts	130			
	303-3 Water withdrawal	136			
	303-4 Water discharge	130, 136			
	303-5 Water consumption	136			

Waste					
GRI 3: Material Topics 2021	3-3 Management of material topics	112, 113, 130			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	130, 140			
	306-2 Management of significant waste-related impacts	130, 140-141			
	306-3 Waste generated	139			
	306-4 Waste diverted from disposal	139			
	306-5 Waste directed to disposal	140			
Employment and Labour Relations					
GRI 3: Material Topics 2021	3-3 Management of material topics	112, 114, 142, 148-149			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	152			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	146			
	401-3 Parental leave	151			
GRI 402: Labour Management Relations 2016	402-1 Minimum notice periods regarding operational changes	155			
Diversity, Equity and Inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	112, 114, 142, 150			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	150			
	405-2 Ratio of basic salary and remuneration of women to men	-	405-2 a, b	Confidentiality constraint	Sensitive information
Non-Discrimination					
GRI 3: Material Topics 2021	3-3 Management of material topics	112, 114, 142, 155			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	155			
Freedom of Association and Child Labour					
GRI 3: Material Topics 2021	3-3 Management of material topics	112, 114, 142, 155			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	155	407-1 a-b	Information unavailable	Reliable Information from supply chain is not available.
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	155	408-1a-c	Information unavailable	Reliable Information from supply chain is not available.

Training and Education					
GRI 3: Material Topics 2021	3-3 Management of material topics	112, 114, 142, 153			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	153			
	404-2 Programs for upgrading employee skills and transition assistance programs	153-154			
	404-3 Percentage of employees receiving regular performance and career development reviews	153			
Occupational Health and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	112, 114, 142			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	142-143			
	403-2 Hazard identification, risk assessment, and incident investigation	143, 144			
	403-3 Occupational health services	144			
	403-4 Worker participation, consultation, and communication on occupational health and safety	144, 146			
	403-5 Worker training on occupational health and safety	147			
	403-6 Promotion of worker health	144, 146, 148-149			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	144, 146			
	403-8 Workers covered by an occupational health and safety management system	144, 146			
	403-9 Work-related injuries	145	403-9 b	Information unavailable	Information is not recorded as per GRI requirements.
	403-10 Work-related ill health	145	403-10 b (i), (iii), & d	Information unavailable	Information is not recorded as per GRI requirements.
Local Communities					
GRI 3: Material Topics 2021	3-3 Management of material topics	112, 114, 145, 156			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	156-161			
	413-2 Operations with significant actual and potential negative impacts on local communities	-	413-2a	Information unavailable	Information is not recorded as per GRI requirements.

Sustainable Development Goals

SDGs		PAGE NO.	GRI STANDARDS DISCLOSURE
1 NO POVERTY	End poverty in all its forms everywhere	38, 156-161	202-1, 203-2
2 ZERO HUNGER	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	38, 156-161	201-1, 203-1, 203-2
3 GOOD HEALTH AND WELL-BEING	Ensure healthy lives and promote well-being for all at all ages	129, 130, 134, 139, 140, 141,144, 145, 146, 156-161	203-2, 305-1, 305-2, 305-6, 305-7, 306-1, 306-2, 306-3, 403-8, 403-9, 403-10
4 QUALITY EDUCATION	Ensure inclusive and quality education for all and promote lifelong learning	58, 119, 153	2-17, 404-1
5 GENDER EQUALITY	Achieve gender equality and empower all women and girls	38, 44-48, 57, 64, 142, 150, 152, 153, 155, 156-161,	2-9, 2-10, 201-1, 202-1, 203-1, 401-1, 404-1, 404-3, 405-1, 406-1
6 CLEAN WATER AND SANITATION	Ensure access to water and sanitation for all	130, 136, 139, 140, 141	303-3, 303-4, 303-5, 306-1, 306-2, 306-3
7 AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable, and modern energy for all	38, 132, 133, 156-161	201-1, 203-1, 302-1, 302-3, 302-4
8 DECENT WORK AND ECONOMIC GROWTH	Promote inclusive and sustainable economic growth, employment, and decent work for all	38, 107, 132, 133, 136, 142, 144, 145, 146, 150, 151-152, 153, 154, 155, 156-161,	2-7, 2-30, 201-1, 202-1, 202-2, 203-2, 302-1, 302-3, 302-4, 303-5, 401-1, 401-2, 402-1, 403-8, 403-9, 403-10, 404-1, 404-2, 404-3, 405-1, 407-1, 408-1
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Build resilient infrastructure, promote sustainable industrialisation, and foster innovation	38, 156-161	201-1, 203-1
10 REDUCED INEQUALITIES	Reduce inequality within and among countries	156-161	203-2
11 SUSTAINABLE CITIES AND COMMUNITIES	Make cities inclusive, safe, resilient, and sustainable	156-161	203-1
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure sustainable consumption and production patterns	127, 129, 130, 132, 133, 134, 139, 140, 142	204-1, 302-1, 302-3, 302-4, 305-1, 305-2, 305-3, 305-6, 305-7, 306-1, 306-2, 306-3
13 CLIMATE ACTION	Take urgent action to combat climate change and its impacts	132, 133, 134	302-1, 302-3, 302-4, 305-1, 305-2, 305-4
14 LIFE BELOW WATER	Conserve and sustainably use the oceans, seas, and marine resources	130, 132, 134, 139, 140	305-1, 305-2, 305-4, 305-5, 305-7, 306-1, 306-3
15 LIFE ON LAND	Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss	132, 134, 139	305-1, 305-2, 305-4, 305-5, 305-7, 306-3
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Promote just, peaceful, and inclusive societies	13, 44-48, 57, 58, 64, 65, 66, 115, 118, 119, 126, 155	2-9, 2-10, ,2-11, 2-12, 2-15, 2-20, 2-23, 2-26, 2-27, 406-1, 408-1
17 PARTNERSHIPS FOR THE GOALS	Strengthen the means of implementation and revitalize the global partnership for sustainable development	-	Not applicable

CSRCP
Corporate Social Responsibility
Centre Pakistan

Independent Assurance Statement for the Lucky Core Industries Sustainability Report 2025

Scope

We have been engaged by Lucky Core Industries to perform an 'assurance engagement', as defined by International Standard on Assurance Engagements ISAE 3000 (Revised), "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information", hereafter referred to as the engagement, on the information included in the Sustainability Report 2025 ("the subject matter") referring to the period from July 01, 2024, through June 30, 2025. The report was co-reviewed by Muhammad Imran & Co., Cost & Management Accountants.

Assurance scope	Level of assurance	Assurance criteria
Lucky Core Industries' declared adherence to the GRI's Standards 2021 – In accordance	Limited assurance	Global Reporting Initiative's (GRI) Standards 2021
Review of the policies, initiatives, practices, and performance (qualitative and quantitative information) reported and referenced in the report	Limited assurance	Completeness and accuracy of selected reported policies, initiatives, and performance data
Lucky Core Industries' application of AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact	Limited assurance	The criteria set out in AA1000AP (2018) for the principles of Inclusivity, Materiality, Responsiveness, and Impact

Lucky Core Industries' Responsibilities

Lucky Core Industries' management is responsible for selecting the criteria and for presenting the Sustainability Report in accordance with that Criteria in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, and making estimates relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

Corporate Social Responsibility Centre Pakistan's (CSRCP) Responsibilities

Our responsibility is to express a conclusion on the subject matter based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ISAE 3000 (Revised) and the terms of reference for this engagement as agreed with Lucky Core Industries. Those standards require that we plan and perform our engagement to obtain assurance in line with the assurance levels mentioned in the scope and to issue a report. The nature, timing, and extent of the selected procedures depend on our judgment, including assessing the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our assurance conclusions.

Statement of Independence, Impartiality, and Competence

CSRCP operates a strict conflict of interest check, confirming our independence to work on this assurance engagement with Lucky Core Industries. The review team has not provided consulting services and was not involved in preparing any part of the report. CSRCP is a specialised sustainability consulting firm. The review team has the required combination of education, experience, training, and skills for this assurance engagement.

Description of Procedures Performed

Our procedures were designed to obtain the required level of assurance on which to base our conclusion. Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on the effectiveness of internal controls.

We carried out a desk review of the final draft report and communicated with Lucky Core Industries to determine the accuracy and authenticity of the report content, data points, methodologies, and policies regarding the organisation's social, environmental, and economic data and activities.

Our procedures for this engagement included:

- Review adherence to the requirement of GRI Standards 2021;
- Review of the policies, initiatives, practices, and standard disclosures regarding the Company's material sustainability topics contained in the report;
- Review of consistency of data/information within the report;
- Analysis of the report content against AccountAbility principles of Inclusivity, Materiality, Responsiveness, and Impact;
- Elaboration of the adjustment report; and
- Final review of the report content.

Use of GRI Standards 2021

Lucky Core Industries declares the report to be in accordance with the GRI Standards 2021. CSRCP reviewed the use of the GRI Universal Standards and the Topic-Specific Standards, considering those standards linked to the material topics. In case of a lack of response, Lucky Core Industries provides omission statements in line with the requirements of GRI 1 Foundation 2021. Based on the analysis, minor recommendations to complete the content have been made. Lucky Core Industries has integrated our recommendations into the report.

Adherence to AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact

CSRCP reviewed the report to analyse adherence to AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact. The primary considerations of this analysis for this report were the following:

- The report addresses how the Company identifies and engages with different stakeholders, including concerns raised by stakeholders and the Company's response. The report also addresses how the issues emerging from stakeholders' engagement inform risk management to identify and mitigate risks.
- Lucky Core Industries has appropriate policies and external product and management systems certification, which involve a high-level analysis of risks, non-compliance with applicable laws and regulations, and corrective actions to resolve issues.
- Lucky Core Industries' sustainability management maintains high-level support in the form of the Sustainability Council, conforming to the Company's commitment to addressing sustainability challenges and stakeholders' concerns and promoting sustainable practices in its supply chain.
- Lucky Core Industries' absolute environmental impact decreased in 2025 due to reduced production. The Company has made significant progress towards the Catalyst 2030 - Climate Action Plan, surpassing three targets well ahead of time and making substantial progress on the remaining commitments.
- The report highlights a notable rise in training hours per employee and a decline in recordable injury rates, although community support investments have decreased.

Limitations and exclusions

Excluded from the scope of our work is any verification of information relating to:

- Verification of financial figures and sustainability performance data;
- Positional statements (expression of opinion, belief, aim, or future intention of Lucky Core Industries and statements of future commitment.

Statement of conclusion

Assurance Scope 1 – Lucky Core Industries' declared adherence to the GRI's Standards 2021 – In accordance

Nothing has come to our attention that causes us to believe that the Sustainability Report 2025 is not prepared in accordance with GRI Standards 2021. The compliance with GRI Standards has been disclosed in more detail in the GRI Content Index, which provides omission statements in case data has not been provided.

Assurance Scope 2- Review of the policies, initiatives, practices, and performance (qualitative and quantitative information) reported and referenced in the report

Nothing has come to our attention that causes us to believe that the information in Lucky Core Industries' Sustainability Report 2025 is not fairly stated in all material aspects.

Assurance Scope 3 – Lucky Core Industries' application of AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact.

Nothing has come to our attention that causes us to believe that all four AA1000 AccountAbility Principles are not fairly stated in the report content and elaboration.

However, we can appoint areas of improvement for the next reporting cycle:

- Lucky Core Industries has achieved most targets under its Catalyst 2030: Climate Action Plan well ahead of time. We recommend resetting the targets aligned with climate science to further reduce the environmental impact of its operations.
- Lucky Core Industries promotes safety, health, and environmental practices throughout its supply chain and conducts regular HSE&S audits. The vendor policy was strengthened to include social impact criteria like labor practices, workplace safety, environmental compliance, ethical conduct, and human rights. During the year, the Company engaged suppliers to ensure alignment with the revised policy. We recommend undertaking comprehensive audits of key suppliers in line with international standards such as SA8000, reporting supplier assessment results and highlighting the impacts of these practices.
- Lucky Core Industries assessed its contributions to the Sustainable Development Goals (SDGs) last year. This year, it focused on SDG 3 (Good Health and Well-being) and SDG 4 (Quality Education) through various initiatives. We recommend conducting a structured assessment to identify priority SDGs, set measurable targets, and report progress against them.

Restricted use

This report is intended solely for Lucky Core Industries and is not intended to be and should not be used by anyone other than Lucky Core Industries. Any reliance placed on the report by any third party is entirely at its own risk.

Islamabad, August 20, 2025

Muhammad Arfan Nazir,
Director,
Corporate Social Responsibility Centre Pakistan.

Muhammad Imran,
Muhammad Imran & Co.,
Cost & Management Accountants Pakistan.
ICMAP Membership # 1382

Financial
Performance

The Art of
Driving Growth

This section presents an in-depth analysis of the financial performance of FY 2024–25.

Key Performance Indicators

–

In line

Net Turnover

2023-24	2024-25
120,460	120,013

in PKR million

2025 Performance

The Company's Net Turnover is almost in line with the SPLY, primarily due to growth in Pharmaceuticals Business driven by the successful integration of the selected assets acquired from Pfizer and related entities and a favourable sales mix offsett by decline in Soda Ash, Animal Health, Polyester and Chemicals & Agri Sciences Businesses due to persistent demand slowdown.

↑

4%

Operating Result

2023-24	2024-25
17,151	17,920

in PKR million

2025 Performance

Operating Profit increased by 4% to PKR 17,920 million, driven by improved performance in Pharmaceuticals Business supported by Pfizer, along with cost optimisation and a favourable product mix.

↑

12%

Profit Before Final Taxes and Income Tax

2023-24	2024-25
16,501	18,505

in PKR million

2025 Performance

Increase is primarily driven by better opertating performance coupled with lower finance cost on account of significant decline in policy rate.

↑

4%

Profit for the Year

2023-24	2024-25
11,140	11,638

in PKR million

2025 Performance

The profit for the year increased by 4% as compared to SPLY. This was supported by stronger operating result and a 38% decline in finance cost due to a reduction in the policy rate. This was achieved despite a higher effective tax rate following changes in the export taxation regime.

↑

5%

EBITDA

2023-24	2024-25
20,596	21,722

in PKR million

2025 Performance

Operating results increased by 4% which led to 5% higher EBITDA compared to the SPLY.

↑

4%

Earnings Per Share

2023-24	2024-25
24.12	25.20

in PKR

2025 Performance

Profit for the year increased by 4%, contributing to a corresponding rise in EPS. Further, the Company announced a subdivision of the face value of its ordinary shares from PKR 10/- to PKR 2/- per share. Earnings per share (EPS) for the current and prior year have been adjusted accordingly in the financial statements.

↑

12%

Equity

2023-24	2024-25
43,576	48,992

in PKR million

2025 Performance

Total comprehensive income for the year of PKR 11.604 billion adjusted by dividend payments of PKR 6.188 billion resulted in a 12% increase in equity compared to the SPLY.

↑

64%

Price Earning

2023-24	2024-25
7.71	12.61

in Times

2025 Performance

The PSX delivered one of its most remarkable performances in recent history this year. The Company's share price also followed suit and increased by 71% from SPLY. Improvement in share price resulted in price to earning increasing from 7.71 to 12.61.

↓

17%

Return on Capital Employed

2023-24	2024-25
33.89	28.27

in %

2025 Performance

Operating results of the Company increased by 4% against the SPLY. The Company continued to invest in expansion and efficiency projects resulting in an increase of 20% in invested capital, benefit of which will be realised in coming years. This has resulted in decrease of ROCE by 17%.

↓

22%

Return on Fixed Assets

2023-24	2024-25
54.22	42.54

in %

2025 Performance

Non-current assets increased by 33% vs SPLY, primarily due to the capital expenditure on alternate energy boiler and the Di-ammonium Phosphate (DAP) in the Soda Ash Business, as well as the acquisition of Pfizer assets in Pharmaceutical Business. Capitalisation in Soda Ash Business was made in June 2025, benefit of which will flow to the Company in the future years.

↓

9%

Operating Result Per Employee

2023-24	2024-25
7.70	6.97

in PKR million

2025 Performance

While operating results increased by 4%, the total number of employees increased by 15% as against SPLY mainly due to addition of employees on acquisition of assets from Pfizer and related entities in September 2024. Full year benefit of which will be realised in the coming years. Resultantly, operating result per employee decreased by 9% against the SPLY.

↑

159%

Capital Expenditure

2023-24	2024-25
5,414	14,029

in PKR million

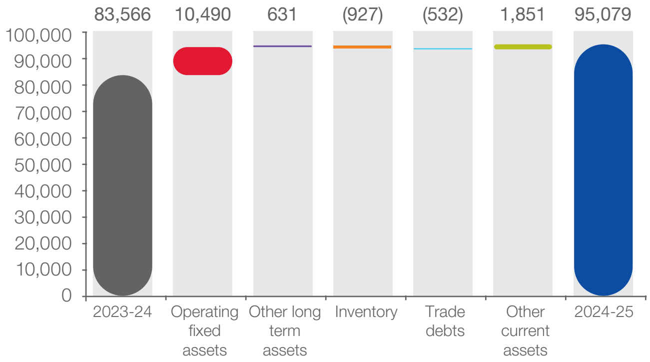
2025 Performance

Capital expenditures were made in current year for expansion and efficiency projects including alternate energy boiler and DAP in Soda Ash Business as well as the acquisition of Pfizer assets in Pharmaceuticals Business which resulted in an increase in capital expenditure by 159% against the SPLY.

Financial Statements at a Glance

Assets

PKR million



Overview:

During the year the asset base of the Company increased by PKR 11.513 billion, which is a 14% increase from the SPLY.

Reasons for the change in asset base are:

Operating Fixed Assets

Operating fixed assets increased by PKR 10.490 billion mainly due to expansion and efficiency projects of Soda Ash Business and acquisition of selected assets from Pfizer and related entities.

Other Long-Term Assets

Increase in other long-term assets is primarily attributed to increase in long-term loans to executives and employees.

Inventory

Inventory levels optimised following the normalisation of supply chain disruptions relative to SPLY, partially offset by increase in inventory levels due to acquisition of Pfizer business and raw materials cost.

Trade Debts

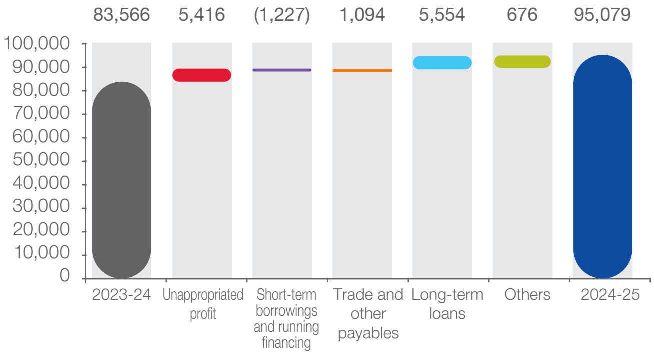
The decrease in trade debts is mainly due to better mix and consistent efforts on timely collection of receivables.

Other Current Assets

Other current assets increased primarily due to increase in short-term investments resulting from reinvestments of income earned from short-term investments.

Equity and Liabilities

PKR million



Overview:

During the year the equity and liabilities base of the Company increased by PKR 11.513 billion, which is a 14% increase from the SPLY.

Reasons for the change in equity and liabilities are:

Unappropriated Profit

Total comprehensive income of PKR 11.604 billion for the year partially offset by dividends paid during the year of PKR 6.188 billion.

Short-Term Borrowings and Running Finance

The decrease in short-term borrowings and running finance is mainly due to better cash generation and working capital optimisation.

Trade and other payables

The increase in trade and other payables is mainly attributable to increase in Pharmaceuticals Business due to acquisition of assets from Pfizer and related entities.

Long-term Loans

The increase in long-term loans is primarily attributable to the acquisition of a new diminishing musharakah facility to fund capital expenditure requirements for Soda Ash Business and for the acquisition of selected assets from Pfizer and related entities.

Others

The increase in other liabilities primarily reflects an increase in accrued mark-up and lease obligations.

Statement of Profit or Loss

PKR million

	June 30, 2025	%	June 30, 2024	%
Net turnover	120,013	100%	120,460	100%
Cost of sales	(92,673)	-77%	(93,569)	-78%
Gross Profit	27,340	23%	26,891	22%
Operating expenses	(9,420)	-8%	(9,740)	-8%
Operating Profit	17,920	15%	17,151	14%
Finance Cost and Other Charges	(3,148)	-3%	(4,251)	-4%
Gain on bargain purchase	293	0%	-	0%
Other income	3,440	3%	3,601	3%
Final taxes and income tax	(6,867)	-6%	(5,361)	-4%
Profit for the year	**11,638**	**10%**	**11,140**	**9%**

Overview:

Net Turnover

Net turnover of the Company is largely in line with the SPLY. Net turnover of the Pharmaceuticals increased by 72% whereas the Animal Health and Soda Ash decreased by 10% and 16% respectively as compared to the SPLY, however the Chemical & Agri Sciences and Polyester Businesses remained almost in line with the SPLY. Growth in Pharmaceuticals Business was primarily driven by the successful integration of the selected assets acquired from Pfizer and related entities along with inflation led price adjustments and a favourable sales mix.

Cost of Sales

Cost of Sales decreased by 1% compared to the SPLY, primarily due to lower volumes coupled with effective margin management, plant efficiencies and cost optimisation. This resulted in improvement in gross margin of the Company from 22% to 23% against the SPLY.

Operating Expenses

The operating expenses decreased by 3% as compared to SPLY mainly due to lower freight on account of lower exports of Soda Ash.

Finance Cost and Other Charges

Finance cost decreased by 26% mainly due to sharp reduction in policy rate as compared to SPLY, partially offset by higher debt owing to long term loan secured for growth projects. Further, Pak Rupee slightly depreciated against the foreign currencies which resulted in an exchange loss in the current year.

Other Income

Other income mainly decreased due to lower income earned from short term investments, following impact of sharp reduction in policy rate during the year.

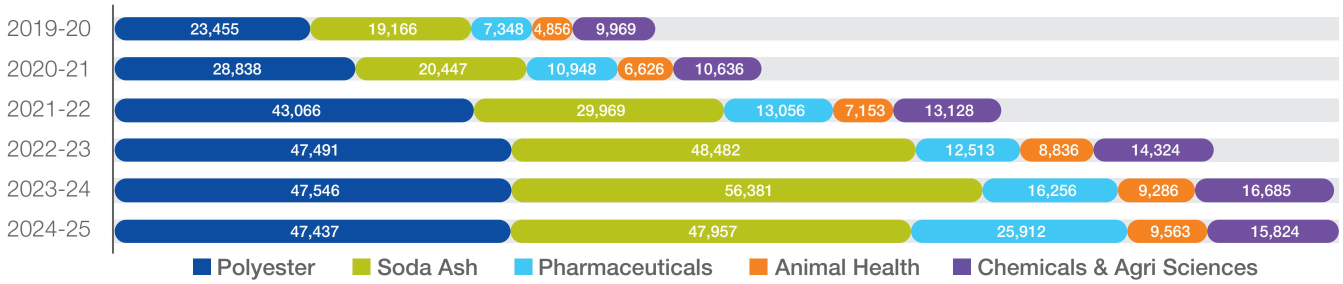
Final taxes and income tax

The effective tax rate of the Company has increased to 37.11% as against SPLY 32.49% mainly due to change in the export taxation regime during the year.

Financial Highlights of the Segments

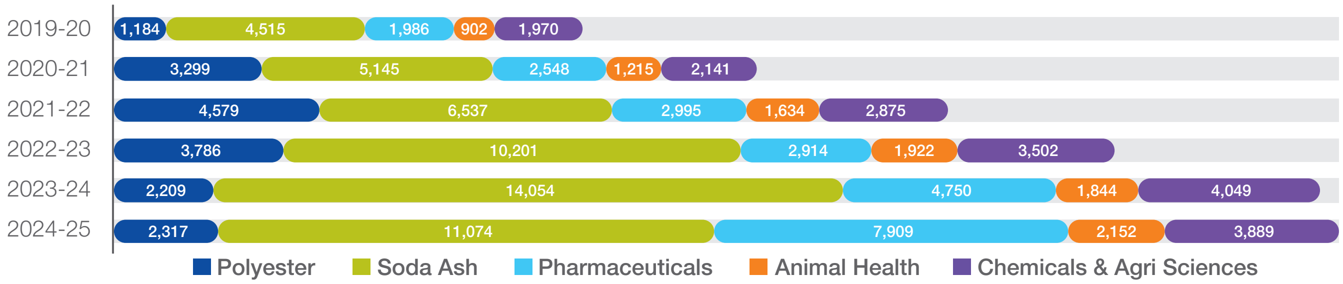
Turnover

PKR million



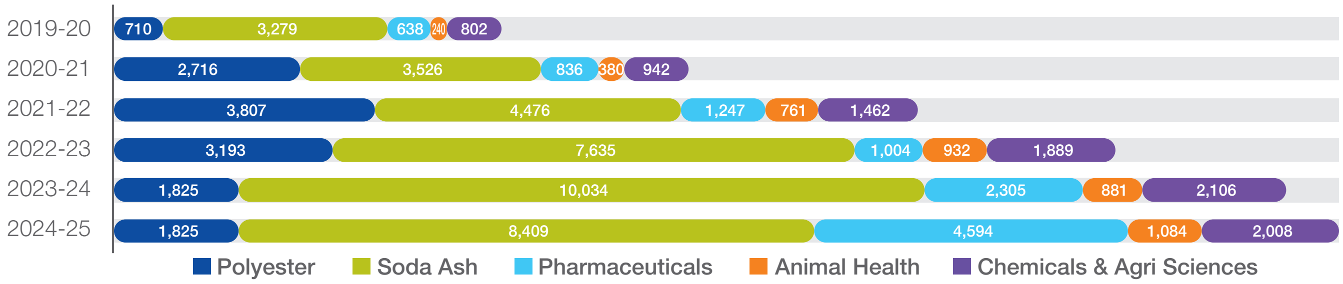
Gross Profit

PKR million



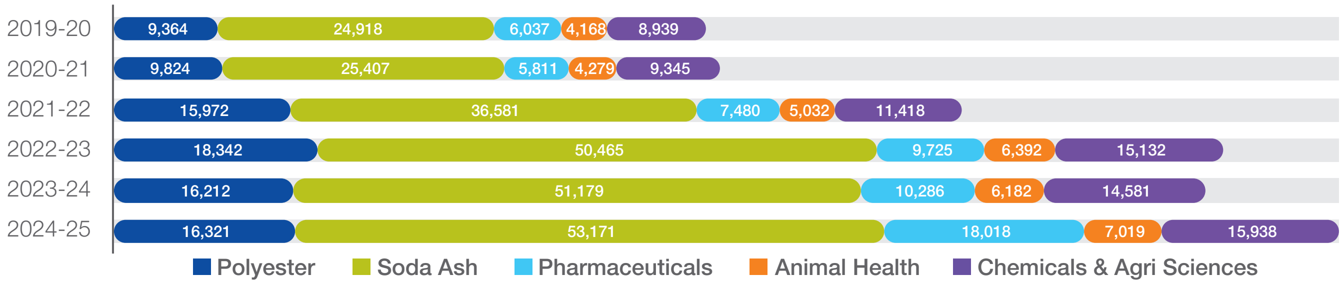
Operating Result

PKR million



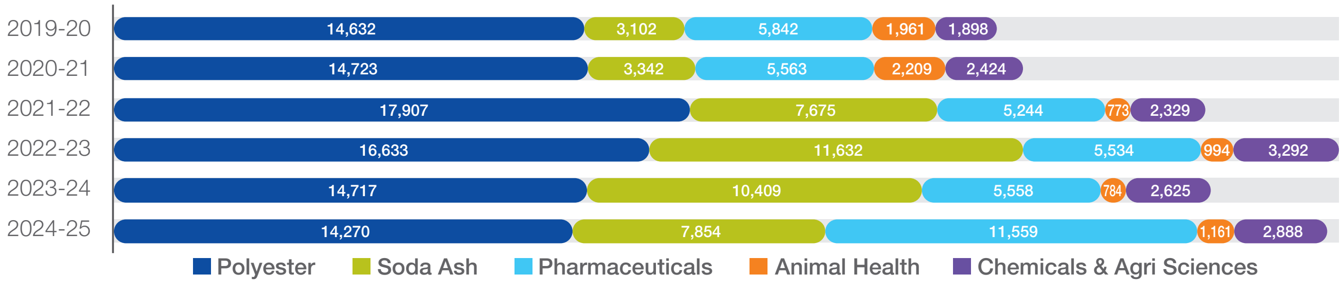
Assets

PKR million



Liabilities

PKR million



Quarterly Analysis

	Q1	Q2
Net Turnover	**30,737** Net Turnover for the quarter at PKR 30,737 million was 6% higher compared to the same period last year (SPLY). Net Turnover of the Pharmaceuticals and Polyester Businesses increased by 54% and 20% respectively as compared to the SPLY, whereas the Animal Health, Soda Ash, and Chemical & Agri Sciences Businesses were lower by 15%, 10%, and 9% respectively as compared to the SPLY. The Pharmaceuticals Business's performance marked a significant boost as compared to the SPLY attributed to the inflation led price adjustments and seamless integration the Pfizer portfolio into LCI operations. The Polyester business's increase was attributed primarily due to higher sales volumes as imported PSF was expensive due to increased freight cost. Despite a sluggish recovery in global markets, local demand remained strong, supporting the overall topline growth. The Animal Health Business faced a challenging period amid rising farm management costs and the imposition of sales tax on cattle feed, which adversely impacted sales as it reduced farmers' purchasing capacity. The Soda Ash Business recorded lower revenue as sales volumes dropped by 13% compared to SPLY due to sluggish demand from downstream markets. However, the business performed well on the exports front with export sales volumes were 9% higher than the SPLY. The Chemicals & Agri Sciences Business posted lower revenue, primarily due to margin pressures in Chemicals on account of ease in import restrictions, appreciation of PKR and declining purchase power of consumers. Agri Sciences also faced challenges due to subdued demand amid adverse market conditions.	**31,535** Net Turnover for the quarter at PKR 31,535 million was 1% higher compared to the SPLY. Net Turnover of the Pharmaceuticals and Polyester Businesses increased by 104% and 6% respectively as compared to the SPLY, whereas the Soda Ash, Animal Health and Chemical & Agri Sciences Business witnessed a decline of 25%, 12% and 2% respectively as compared to the SPLY. The Pharmaceuticals Business performance was supported by the seamless integration of the asset acquisition from Pfizer and related entities. The business performance was driven by inflation related price adjustments of non-essential medicines and launch of new products. The Polyester Business continued its growth trajectory from Q1 owing to an increase in domestic volumes, as rising global freight costs made imported PSF more expensive. Further, this performance was primarily driven by increased sales of specialised fibre variants, including CICLO, Reprieve and Anti-microbial fibre. The Soda Ash Business continued to be impacted by weak demand in the construction and other segments. Additionally, export sales suffered from price and freight rate pressures making export sales economically unviable for foreign customers. The Animal Health Business continued to face challenges due to increasing farm management costs, the imposition of sales tax on cattle feed, higher costs for day-old chicks, and increased energy costs, limiting the purchasing power of consumers. The Chemicals & Agri Sciences Business challenges continued from Q1 which included margin pressures in Chemicals on account of ease in import restrictions, appreciation of PKR and declining purchase power of consumers. Agri Sciences also faced challenges due to subdued demand amid adverse market conditions.
Cost of Sales	**23,977** The Cost of Sales for the quarter stood at PKR 23,977 million, which was 5% higher compared to the SPLY. The increase in cost of sales was almost in line with increase in Net Turnover of the quarter.	**24,097** The cost of sales for the quarter stood at PKR 24,097 million, which was 2% lower compared to the SPLY.
Operating Results	**4,205** The Operating Result for the quarter at PKR 4,205 million was 3% higher than the SPLY. The Pharmaceuticals and Polyester Businesses delivered higher Operating Results by 73% and 16% respectively as compared to the SPLY, whereas the Chemical & Agri Sciences, Animal Health and Soda Ash Businesses posted a decline in Operating Results by 21%, 10%, and 7% respectively as compared to the SPLY. The business wise variations are in line with the reasons explained in the 'Net Turnover' section above.	**5,135** The Operating Result for the quarter at PKR 5,135 million was 29% higher than the SPLY. The Pharmaceuticals, Polyester and Animal Health Businesses delivered higher Operating Results by 216%, 214% and 1% respectively as compared to the SPLY, whereas Soda Ash and Chemicals & Agri Sciences Businesses posted a decline in Operating Results by 16% and 10% respectively as compared to the SPLY. The business wise variations are in line with the reasons explained in the 'Net Turnover' section above.
Profit for the Quarter	**2,595** Profit for the quarter at PKR 2,595 million under review was 3% higher than the SPLY. Profit has been negatively impacted by higher tax incidence following changes in the Federal Budget FY 2024-25 whereby taxation regime for exports have been changed.	**3,623** Profit for the quarter at PKR 3,623 million was 43% higher than the SPLY on account of higher Operating Result, mainly driven by the integration of portfolio of Pfizer and related entities. Further, the increase was attributable to lower finance cost due to reduction in the policy rate as compared to the SPLY and the recognition of a provisional gain on bargain purchase from the acquisition of selected assets of Pfizer entities. This increase was partially off-set by higher tax incidence on exports.

Q3

29,821

Net Turnover for the quarter at PKR 29,821 million was 4% lower than the SPLY. Net Turnover for the Pharmaceuticals Business is 62% higher as compared to the SPLY, whereas demand compression in the Soda Ash, Polyester, Animal Health and Chemicals & Agri Sciences Businesses resulted in a decline of 16%, 10%, 11% and 3% respectively compared to the SPLY.

The Pharmaceuticals Business maintained its upward trajectory, supported by the successful integration of assets acquired from Pfizer and related entities, inflation related price adjustments, launch of new products and enhancing manufacturing efficiencies.

The Soda Ash Business was particularly impacted by lower domestic and regional prices as well reduced purchasing power of customers. On certain occasions, exports were made at breakeven / negative margins to match offers from international players.

The Polyester Business witnessed a decrease in net turnover due to increased competition from lower-priced imports. Additionally, falling international and domestic cotton prices made cotton-based products more competitive, diverting demand away from polyester and impacting segment revenue.

The Chemicals & Agri Sciences and Animal Health Businesses challenges continued from H1 including decline in purchasing power of customers, which had a negative impact on net turnover.

23,130

The Cost of Sales for Q3 at PKR 23,130 million decreased by 4% as compared to the SPLY. This was in line with the decline in Net Turnover.

4,269

Operating Result for the quarter at PKR 4,269 million was 6% lower than the SPLY.

The Pharmaceuticals and Animal Health Businesses delivered higher Operating Result by 80% and 8% respectively whereas the Polyester, Soda Ash and Chemicals & Agri Sciences witnessed a decline of 27%, 22% and 1% respectively as compared to the SPLY.

The business wise variations are in line with the reasons explained in the 'Net Turnover' section above.

2,587

Profit for the quarter at PKR 2,587 million was 11% lower than the SPLY. This decrease was in line with the decrease in operating profit for the quarter.

Furthermore, the decline in the policy rate as compared to the SPLY resulted in lower income on short-term investment and a higher incidence of export taxation had a negative impact on the profit for the quarter.

Q4

27,920

Net Turnover for the quarter at PKR 27,920 million was 4% lower as compared to the SPLY. Net Turnover for the Pharmaceuticals and Chemicals & Agri Sciences Businesses is higher by 68% and 5% respectively as compared to the SPLY. In contrast, the Polyester and Soda Ash Businesses witnessed a decline of 20% and 14% respectively compared to the SPLY. While the Animal Health Business remained inline as compared to SPLY.

The Pharmaceuticals Business maintained its upward trajectory, supported by the successful integration of assets acquired from Pfizer and related entities, an optimised product mix, and focused execution strategies.

The Soda Ash Business witnessed a decline in domestic sales and exports, however the Business remained resilient through an expanded footprint in the Detergent and Bazaar segments.

The Polyester Business witnessed a decline primarily due to increased imports under the Export Finance Scheme (EFS) and dumping of Polyester Staple Fiber (PSF) at below-cost levels. The local PSF industry continued to face pressure from dumped PSF imports, particularly from China, Indonesia, and Bangladesh.

The Chemicals and Agri Sciences Business posted a higher revenue primarily due to volumetric growth in its Chemicals & Masterbatches segments driven by improved market penetration.

21,468

The Cost of Sales for Q4 at PKR 21,468 million which was 3% lower as compared with the SPLY. This was almost in line with the decline in the Net Turnover.

4,311

Operating Result for the quarter at PKR 4,311 million was lower by 5% as compared to the SPLY.

The Pharmaceuticals Business, Animal Health and Chemical & Agri Sciences was higher by 53%, 209% and 18% respectively as compared to the SPLY. In contrast, the Polyester and Soda Ash Businesses witnessed a decline of 79% and 19% respectively compared to the SPLY.

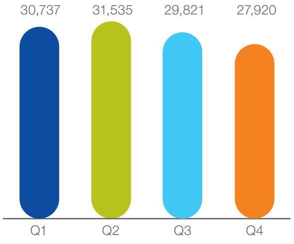
The business wise variations are in line with the reasons explained in the 'Net Turnover' section above.

2,833

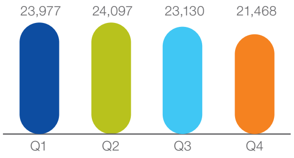
Profit for the quarter at PKR 2,833 million was 12% lower than the SPLY mainly due decrease in operation profit for the quarter.

Additionally, the lower income on short term investments due to decline in policy rate as compared to the SPLY and higher tax incidence on exports also resulted in lower profit.

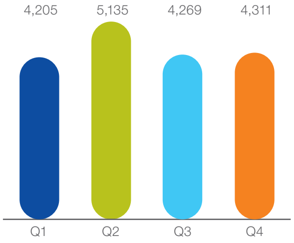
Trend



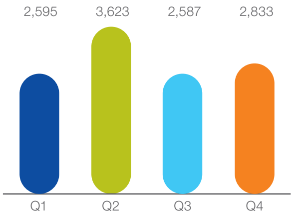
PKR million



PKR million



PKR million



PKR million

Six Year Analysis

Statement of Financial Position Analysis

Assets

Non-Current Assets

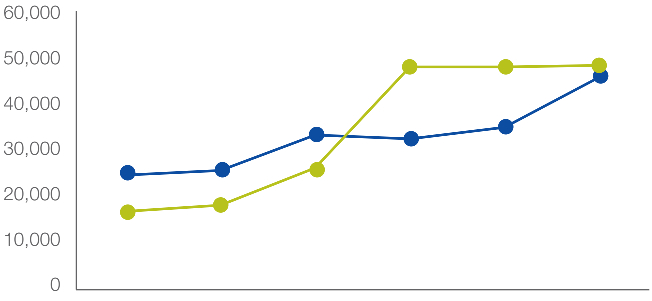
Non-current assets primarily comprise operating fixed assets and investments in subsidiaries and associates. LCI's non-current assets have grown at a compound annual growth rate (CAGR) of 11%, rising from PKR 24,651 million as of June 30, 2020, to PKR 46,257 million as of June 30, 2025. This increase reflects the Company's continued focus on strategic expansion and investment initiatives. Key projects include the phased expansion of the Soda Ash Business (75,000 TPA in Phase 1 and 135,000 TPA in Phase 2) and investment in a 48 TPD unit for producing 100% recycled PET chips used in recycled polyester staple fibre (PSF) used in producing yarn for blended textiles. The Company also acquired selected assets from Pfizer and related entities in alignment with its long-term growth strategy. These investments underscore LCI's commitment to its brand promise of 'Cultivating Growth'.

During the year, non-current assets of the Company increased by 32% primarily due to capital expenditure incurred on expansion and efficiency projects including alternate energy boiler and DAP in Soda Ash Business and the acquisition of assets (including brands) from Pfizer and related entities in Pharmaceuticals Business.

Current Assets

Current Assets, including Inventory and Trade debts, have increased over the last years at a CAGR of 17% i.e. from PKR 16,858 million to PKR 48,822 million. This increase in Current Assets reflects the Company's growth across all businesses during the last six years.

During the year, current assets remained largely in line with the SPLY. An increase in short-term investments driven by reinvestment of income thereon was partially offset by a decline in inventory and trade debts.



PKR million

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	CAGR
Non-current assets	24,651	25,640	33,553	32,616	35,136	46,257	**11%**
Current assets	16,858	18,164	26,388	48,451	48,430	48,822	**17%**
	41,509	43,804	59,941	81,067	83,566	95,079	**14%**

Equity and Liabilities

Equity

Equity of the Company comprises of share capital, capital reserves and revenue reserves. The shareholder's equity has increased at a CAGR of 18% over the past years primarily due to an increase in retained profits of the Company. The Company's revenue reserves also witnessed an increase on account of higher profitability while maintaining a consistent dividend payout of approximately 50% over the past six years.

Share capital remained unchanged during the current year, however, the Company announced a subdivision of the face value of its ordinary shares from PKR 10 to PKR 2 per share, aimed at enhancing investor accessibility, improving stock liquidity, and broadening shareholder participation. Following the subdivision of shares, the Company's subscribed and paid-up capital has been restructured, whereby, the number of ordinary shares has increased from 92,359,050 ordinary shares of PKR 10 each to 461,795,250 shares of PKR 2 each, with no change in the rights and privileges attached to the shares. The regulatory formalities to give effect to the stock split were completed after the close of the financial year, on July 19, 2025.

Non-Current Liabilities

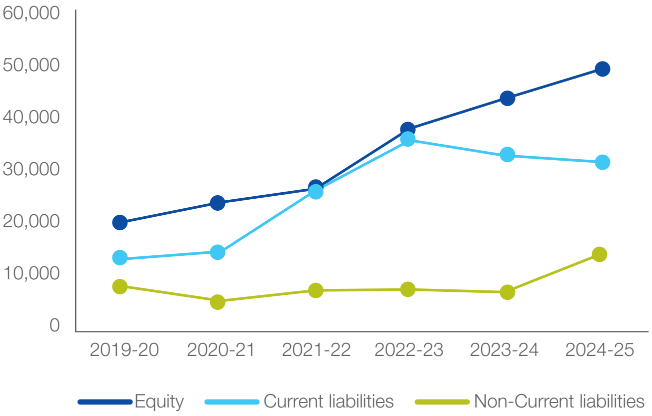
Non-current liabilities mainly comprise of long-term borrowings and deferred tax liabilities. Non-current liabilities have increased at a CAGR of 9% in the past years mainly due to long term financing obtained for various growth and expansion projects.

During the current year, non-current liabilities increased by PKR 7,361 million mainly due to long term financing obtained for capital expenditure requirements for Soda Ash Business and the acquisition of assets from Pfizer and related entities in alignment with its long-term growth strategy.

Current Liabilities

Over the past years, current liabilities have increased at a CAGR of 12% due to an increase in short-term financing to support increasing working capital requirements of the Company. This increase over years is in line with the increase in business of the Company as evident from CAGR of Net Turnover. Moreover, the inflationary effect on prices of raw materials and services has also increased the overall working capital requirements of the Company.

Compared to last year, current liabilities decreased by 4%, primarily due better cash generation and working capital optimisation.



PKR million

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	CAGR
Equity	20,232	23,879	26,391	37,831	43,576	48,992	**18%**
Non-current liabilities	8,024	5,289	7,380	7,505	7,035	14,396	**9%**
Current liabilities	13,253	14,636	26,170	35,731	32,955	31,691	**12%**
	41,509	43,804	59,941	81,067	83,566	95,079	**14%**

Statement of Profit or Loss

Net Turnover

Net Turnover has increased from PKR 53,599 million to PKR 120,013 million at a CAGR of 13% over the past years, owing to improved performances across all businesses on the back of continued investment in expansion projects / new products / Innovations.

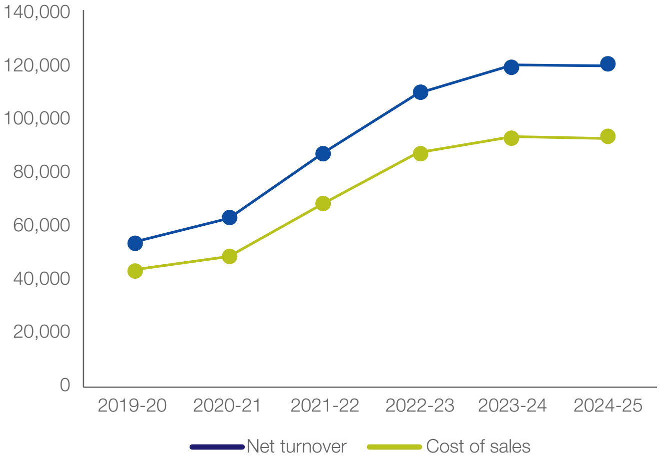
During the year, Net Turnover remained broadly in line with the previous year. Pharmaceuticals Business delivered strong performance mainly due to inflation led price adjustments and acquisition of portfolio of Pfizer and related entities. This has offset by decline in the Soda Ash, Animal Health and Polyester Businesses, while Chemicals & Agri Sciences Business remained same as SPLY. This reflects a resilient topline despite challenging market conditions across key sectors.

Timely and consistent investment in capacity expansion / new projects / lines over the years enabled the Company to cater to increased demand over the years.

Cost of Sales

Cost of sales have increased from PKR 43,042 million to PKR 92,673 million at a CAGR of 11% over the last years which lower than CAGR of Net Turnover.

During the year, Cost of Sales has decreased by 1% which is almost in line with the change in net turnover compared to SPLY.



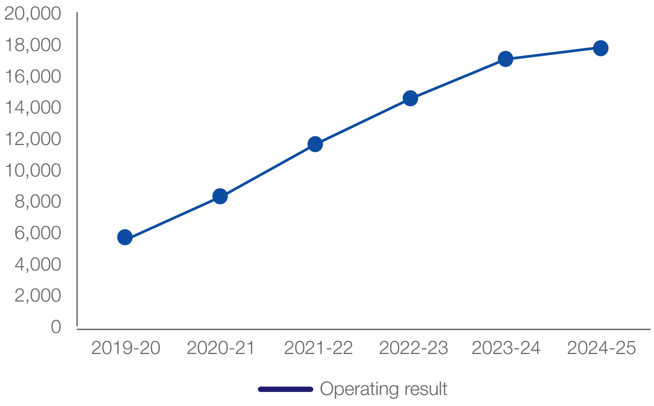
PKR million

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	CAGR
Net turnover	53,599	62,618	86,972	109,486	120,460	120,013	**13%**
Cost of sales	43,042	48,270	68,353	87,353	93,569	92,673	**11%**

Operating Result

Operating Result increased from PKR 5,669 million to PKR 17,920 million at a CAGR of 24% in the last years, owing to improved performances across all businesses. The Company has maintained a constant upward trajectory in its Operating Result, mainly due to growth in each of its businesses, driven by expansion, acquisitions, new product launches and better cost efficiencies. The addition of selected assets and brands of Wyeth Pakistan Limited and Pfizer and related entities, along with investment in the 210,000 TPA Light Ash capacity expansion projects, 70,000 TPA Dense Ash capacity project, 135,000 TPA project, set up of the PET and expansion of the MasterBatches manufacturing facilities, have significantly strengthened the Company's profile over the years.

Despite economic headwinds, the Company reported an Operating Result of PKR 17,920 million for the year, reflecting a 4% increase over SPLY. Growth was driven by strong performances from the Pharmaceuticals and Animal Health Businesses. Pharma growth was supported by the successful integration of assets acquired from Pfizer and related entities, currency stability, and improved efficiency. Animal Health Business benefitted from a strategic focus on high value products and cost control. Meanwhile, Soda Ash Business faced weak demand particularly in glass segment and unviable export pricing, further impacted by low-priced imports. Chemicals & Agri Sciences and Polyester Businesses continued to face demand-side pressure from reduced consumer purchasing power, heightened competition and low priced imports.



PKR million

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	CAGR
Operating Result	5,669	8,399	11,753	14,653	17,151	17,920	**24%**

Financial Charges / Exchange Losses

Over the past years, Financial Charges / Exchange Losses have increased from PKR 1,962 million to PKR 2,269 million at a CAGR of 3%, reflecting an increase in Finance Costs on the back of higher borrowings to support expansions, investment in subsidiaries and short-term borrowings to support increased working capital requirements of the Company, as well as an increase in the policy rate by State Bank of Pakistan (SBP) in previous year. Exchange Losses increased over the last 5 years due to the continuous depreciation of the PKR against foreign currencies.

During the year, the Company recorded exchange loss of PKR 59 million owing to a 2% depreciation of the Pak Rupee (PKR) against the USD as compared to the exchange gain of PKR 117 million in SPLY which represented appreciation of PKR after a significant hike in the exchange rates. As the Company relies on imports for a major part of its purchases, the stability of PKR results in sustainable cost of production and cash flow requirements. Finance cost declined by 38% compared to the SPLY primarily due to lower policy rate, the benefit of which was partially offset by higher debt levels resulting from the asset acquisition from Pfizer and related entities and increased capital expenditures undertaken to support business growth and integration.

Other Income

Other income has increased from PKR 955 million to PKR 3,440 million at a CAGR of 43% over the past years. This comprises of dividend income from subsidiary / associate companies, dividend income and capital gains from investments in mutual funds and scrap sales.

In the current year, other income decreased by 4% primarily due to lower income on short term investments following the decline in policy rate.

PKR million

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	CAGR
Financial charges/ Exchange losses	1,962	538	1,365	3,845	3,420	2,269	**3%**
Other income	955	1,003	375	11,905	3,601	3,440	**43%**

Profit After Tax

Profit after taxation has increased at a CAGR of 31% over the past years, primarily due to stellar performance across all business segments, leading to a steady increase in post-tax profits. This growth has been driven by factors such as expansion, acquisitions, new product launches, and improved cost efficiencies. Further, the profit after taxation has increased due to the dividend income / capital gains on investment in mutual funds invested from proceeds received on partial divestment of investment in NMPL shares in FY 2022-23.

PAT for the year stood at PKR 11,638 million, reflecting a 4% increase over SPLY. The growth was supported by stronger operating result and a 38% decline in finance cost due to a reduction in the policy rate. This was achieved despite a higher effective tax rate following changes in the export taxation regime and an exchange loss as Pak Rupee depreciated against US Dollar by 2% as compared to SPLY.

PKR million

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	CAGR
Profit after tax	3,096	5,959	6,249	13,772	11,140	11,638	**31%**

Statement of Cash Flow Analysis

Operating Activities

Over the last years, cash flow from Operating Activities witnessed constant growth, from PKR 7,548 million to PKR 15,596 million at a CAGR of 23%, due to consistent increase in profitability of the Company and improved cash flow generation across all businesses.

During the year, cash flows from Operating Activities increased by 6% as compared to SPLY due to increased profitability coupled with effective working capital management.

Investing Activities

Over the past years cash used in investing activities increased at CAGR of 31% which mainly comprises of investment in growth and sustenance as well as acquisition of businesses, and investment in associate and subsidiary companies offset by income from short term investments received by the Company.

During FY 2021-22, cash used in invested activities at PKR 10,062 million was the highest in the last six years which comprised of investment in 135,000 TPA Light Soda Ash (LSA) expansion project, out of which 75,000 TPA was successfully commissioned during the same year. It also included investment in a 48TPD production unit to produce 100% recycled PET chips for the manufacture of recycled Polyester Staple Fibre (PSF) used in producing yarn for blended textiles. Further, PKR 770 million was also invested to acquire an additional 11% stake in Nutrico Pakistan (Private) Limited (NMPL). In FY 2022-23, the Company used cash for capital expenditure of PKR 3,718 million and acquisition of 51% shareholding in Lucky TG (Private) Limited amounting PKR 281 million. Conversely, disposal of 26.5% of NMPL generated cash of PKR 11,902 which resulted in cash generation of PKR 9,324 million from investing activities.

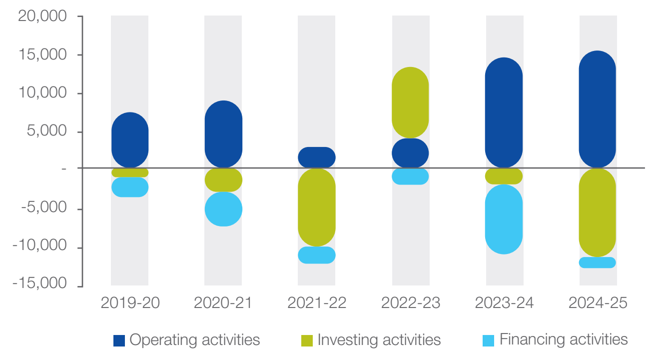
During the year, Cash used in investing activities at PKR 11,405 million represents capital expenditure in expansion and efficiency projects including alternate energy boiler and DAP in Soda Ash Business as well as the acquisition of asstes from Pfizer and related entities (including brands) in Pharmaceuticals Business of PKR 14,029 million partially offset by income from short term investments of PKR 2,273 million.

Financing Activities

Cash used in financing Activities increased at a CAGR of 3% over the past years which mainly comprise long-term loans obtained / (repaid) offset by dividend payments to shareholders. The Company has financed its expansion projects and acquisitions as explained above by obtaining long-term loans. Dividend payments have been growing in line with the increase in profitability over the years.

In the current year, the Company has obtained long-term Diminishing Musharika facility of PKR 7,141 million for expansion projects of Soda Ash Business and for acquisition of assets from Pfizer and related entities. This was offset by repayments of long-term loans of PKR 1,127 million and dividend payments of PKR 6,168 million.

Summary of Cash Flow Statement



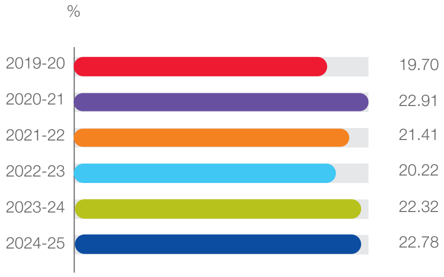
PKR million

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Operating activities	7,548	9,067	2,877	4,091	14,713	15,596
Investing activities	(1,007)	(2,867)	(10,062)	9,324	(1,907)	(11,405)
Financing activities	(2,617)	(4,613)	(2,223)	(1,989)	(9,131)	(1,505)
	3,924	1,587	(9,408)	11,426	3,674	2,686

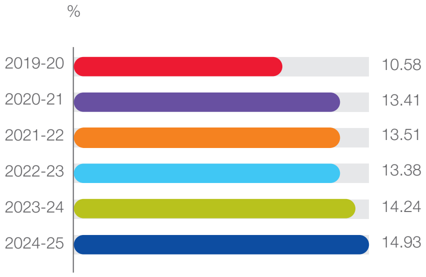
Analysis of Financial Ratios

Profitability ratios

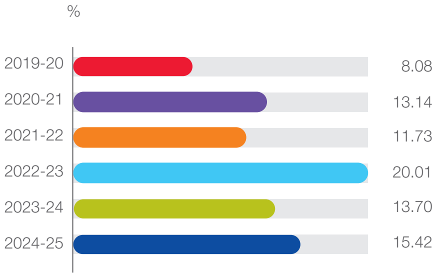
Gross margin



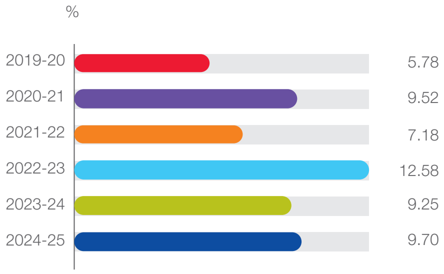
Operating result margin



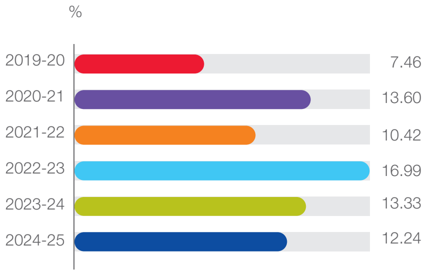
Profit before final taxes and Income taxes margin



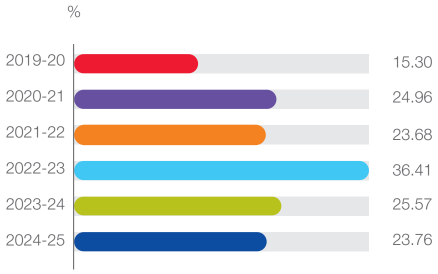
Profit after taxation margin



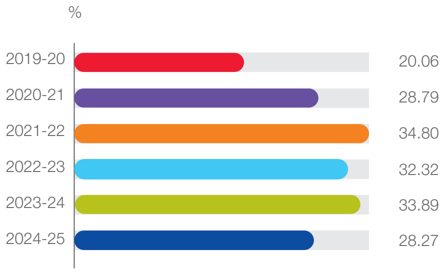
Return on assets



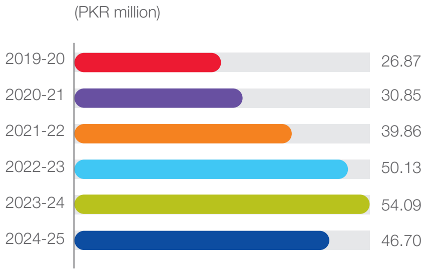
Return on equity



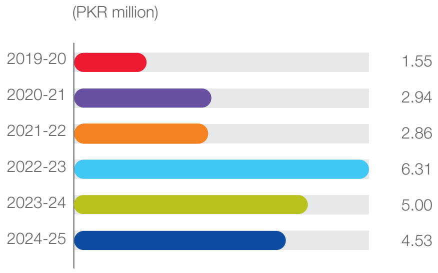
Return on capital employed



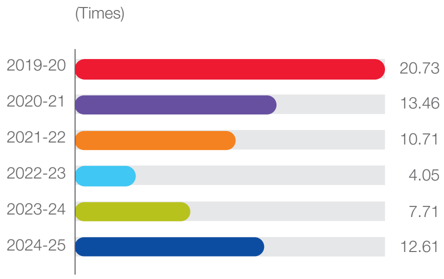
Revenue per employee



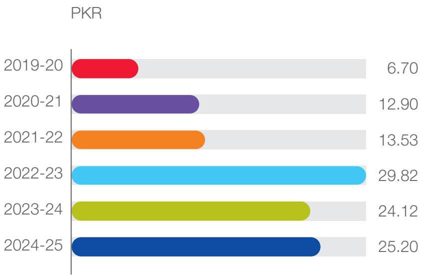
Net income per employee



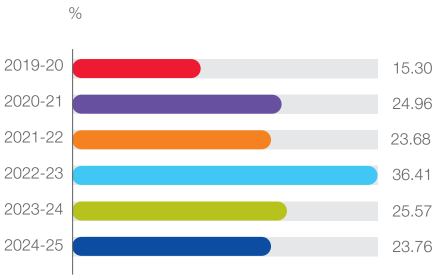
Price earning ratio



Earnings per share

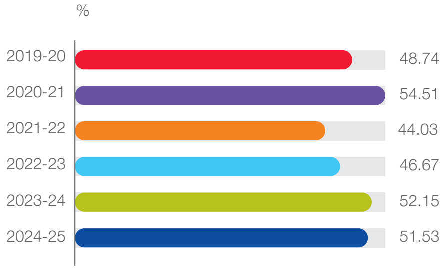


Return on shareholders' fund

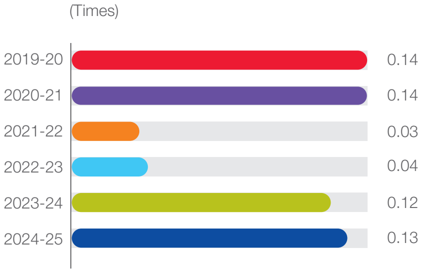


Liquidity and other ratios

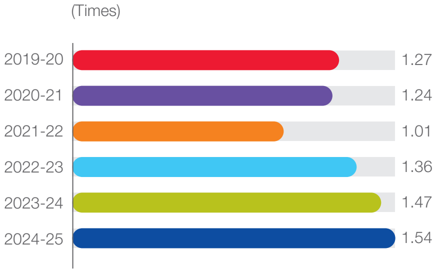
Shareholders' fund



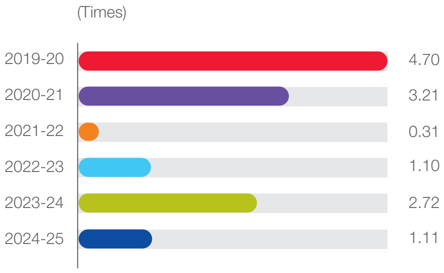
Cash flow from operations to sales



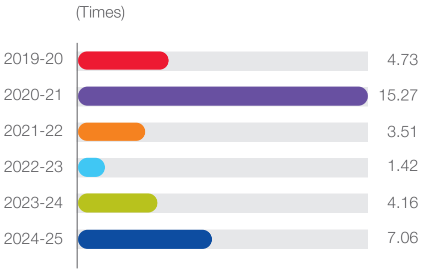
Current ratio



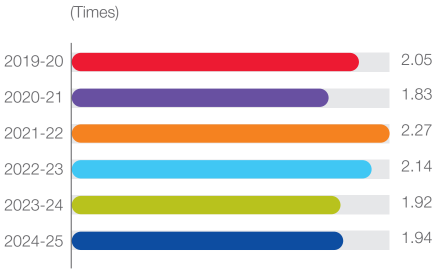
Cash flow from operations to capital expenditure



Cash flow coverage ratio



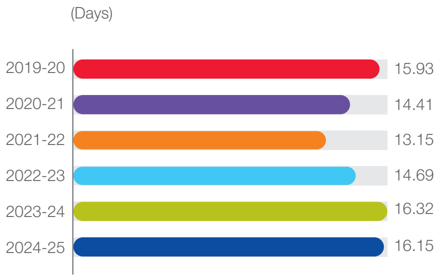
Financial leverage ratio



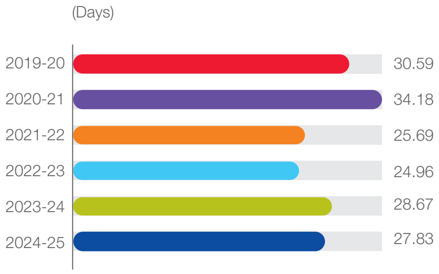
*Please refer to pages 188-189 for formulas used for above calculations.

Efficiency ratios

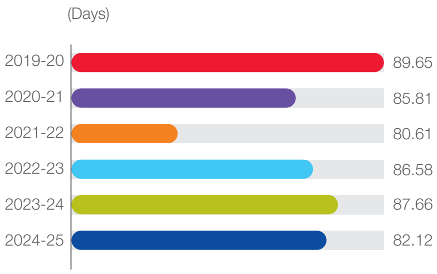
Debtor turnover ratio



Creditor turnover ratio

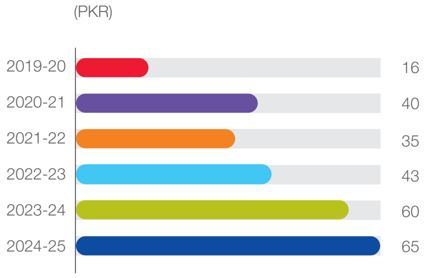


Inventory turnover ratio

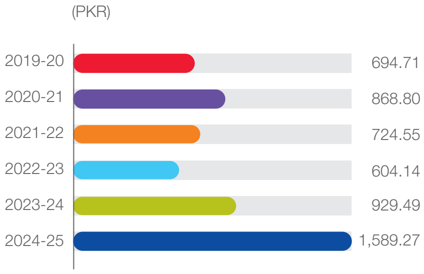


Investors ratios

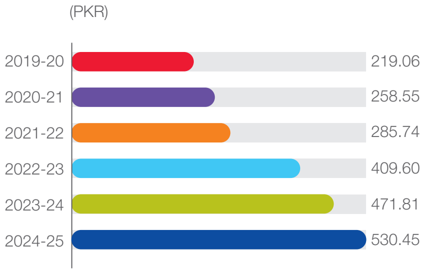
Dividend per share*



Market Value per share at the end of the year

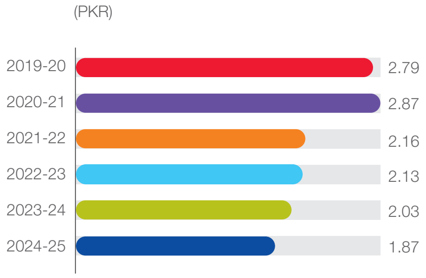


Net assets per share



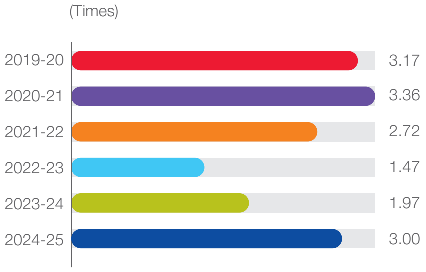
Cost ratios

Administration cost as % of net turnover



Operating cost as a % of sales **

Price to book



* Dividend per share does not include the effect of stock split as explained in the 'Report of the Directors' section.

** Operating cost includes cost of sales, selling and distribution and administration and general expenses.

Vertical and Horizontal Analysis

Statement of Profit or Loss

Vertical Analysis

	2019-20	2019-20	2020-21	2020-21	2021-22	2021-22	2022-23	2022-23	2023-24	2023-24	2024-25	2024-25
	PKR m	**%**	**PKR m**	**%**	**PKR m**	**%**	**PKR m**	**%**	**PKR m**	**%**	**PKR m**	**%**
	Restated											
Net Turnover	53,599	100.0	62,618	100.0	86,972	100.0	109,486	100.0	120,460	100.0	120,013	100.0
Cost of Sales	43,042	80.3	48,270	77.1	68,353	78.6	87,353	79.8	93,569	77.7	92,673	77.2
Gross profit	10,556	19.7	14,348	22.9	18,619	21.4	22,133	20.2	26,891	22.3	27,340	22.8
Selling & Distribution Expenses	3,389	6.3	4,155	6.6	4,990	5.7	5,336	4.9	7,310	6.1	7,175	6.0
Administration & General Expenses	1,498	2.8	1,794	2.9	1,875	2.2	2,144	2.0	2,431	2.0	2,245	1.9
Operating Result	5,669	10.6	8,399	13.4	11,753	13.5	14,653	13.4	17,151	14.2	17,920	14.9
Financial Charges / Exchange Losses	1,962	3.7	538	0.9	1,365	1.6	3,845	3.5	3,420	2.8	2,269	1.9
Other Operating Charges	333	0.6	635	1.0	565	0.6	803	0.7	831	0.7	879	0.7
Other Operating Income	955	1.8	1,003	1.6	375	0.4	11,905	10.9	3,601	3.0	3,440	2.9
Profit before final taxes and income taxes	4,330	8.1	8,229	13.1	10,199	11.7	21,911	20.0	16,501	13.7	18,505	15.4
Taxation	1,234	2.3	2,269	3.6	3,951	4.5	8,138	7.4	5,361	4.5	6,867	5.7
Profit for the year	3,096	5.8	5,959	9.5	6,249	7.2	13,772	12.6	11,140	9.2	11,638	9.7

Horizontal Analysis

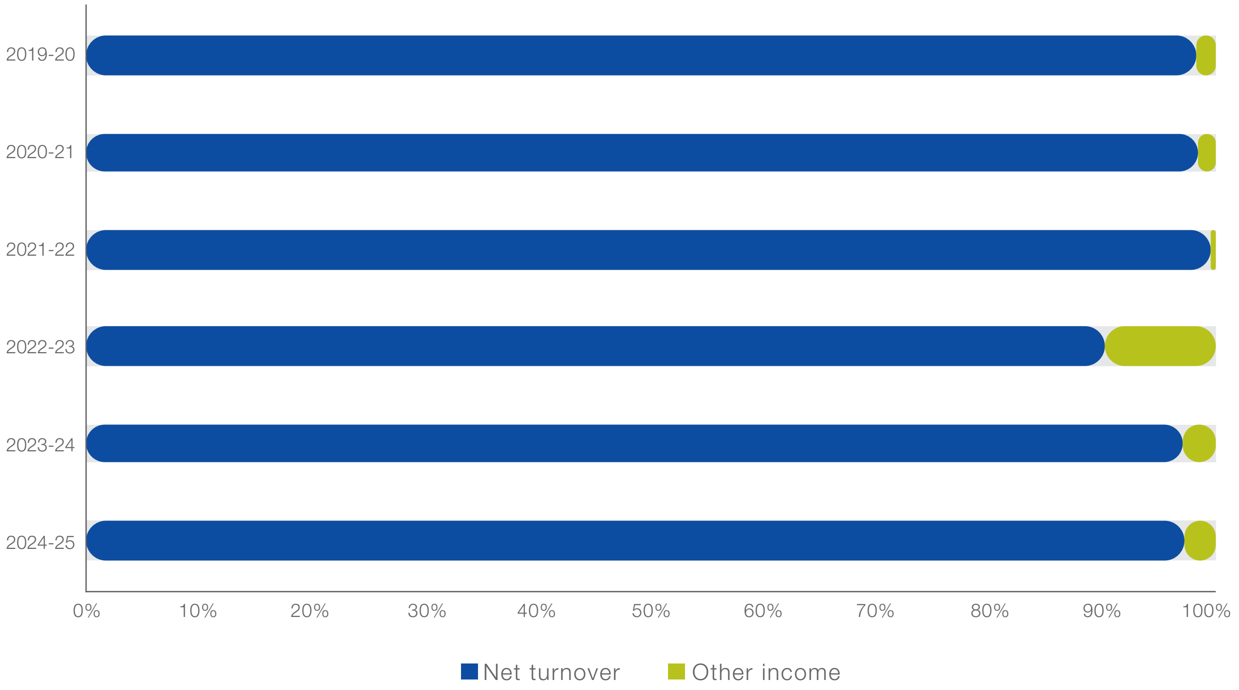
	2019-20	2019-20	2020-21	2020-21	2021-22	2021-22	2022-23	2022-23	2023-24	2023-24	2024-25	2024-25
	PKR m	**%***	**PKR m**	**%***	**PKR m**	**%***	**PKR m**	**%***	**PKR m**	**%***	**PKR m**	**%***
	Restated											
Net Turnover	53,599	(8.1)	62,618	16.8	86,972	38.9	109,486	25.9	120,460	10.0	120,013	(0.4)
Cost of Sales	43,042	(11.9)	48,270	12.1	68,353	41.6	87,353	27.8	93,569	7.1	92,673	(1.0)
Gross profit	10,556	11.7	14,348	35.9	18,619	29.8	22,133	18.9	26,891	21.5	27,340	1.7
Selling & Distribution Expenses	3,389	6.9	4,155	22.6	4,990	20.1	5,336	6.9	7,310	37.0	7,175	(1.8)
Administration & General Expenses	1,498	11.3	1,794	19.8	1,875	4.5	2,335	24.5	2,431	4.1	2,245	(7.6)
Operating Result	5,669	14.9	8,399	48.1	11,753	39.9	14,653	24.7	17,151	17.0	17,920	4.5
Financial Charges/ Exchange Losses	1,962	3.8	538	(72.6)	1,365	153.7	3,845	181.7	3,420	(11.0)	2,269	(33.6)
Other Operating Charges	333	22.4	635	90.7	565	(11.0)	803	42.2	831	3.5	879	5.7
Other Operating Income	955	133.5	1,003	5.0	375	(62.6)	11,905	3,070.6	3,601	(69.7)	3,440	(4.5)
Profit before final taxes and income taxes	4,330	36.1	8,229	90.0	10,199	23.9	21,911	114.8	16,501	(24.7)	18,505	12.1
Taxation	1,234	40.9	2,269	83.9	3,951	74.1	8,138	106.0	5,361	(34.1)	6,867	28.1
Profit for the year	3,096	34.3	5,959	92.5	6,249	4.9	13,772	120.4	11,140	(19.1)	11,638	4.5

2019-20 includes revision of accouting policy of depreciation from revaluation to cost model.

* Percentage change from SPLY.

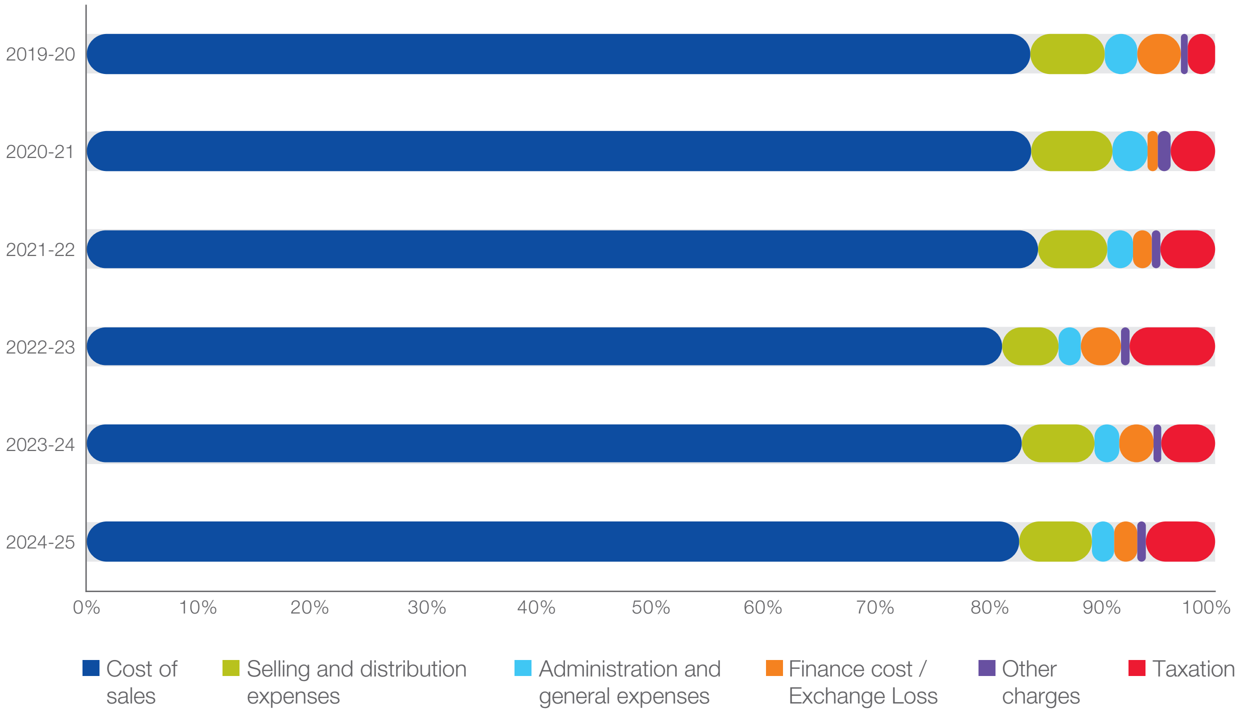
Statement of Profit or Loss Analysis (Income)

(%)



Statement of Profit or Loss Analysis (Expenses)

(%)



Statement of Financial Position

Vertical Analysis

	2019-20	2019-20	2020-21	2020-21	2021-22	2021-22	2022-23	2022-23	2023-24	2023-24	2024-25	2024-25
	PKR m	%	PKR m	%	PKR m	%	PKR m	%	PKR m	%	PKR m	%
		Restated										
Total Equity and Revaluation Reserve	20,232	49	23,879	55	26,391	44	37,831	47	43,576	52	48,992	52
Non Current Liabilities	8,024	19	5,289	12	7,380	12	7,505	9	7,035	8	14,396	15
Current Liabilities	13,253	32	14,636	33	26,170	44	35,731	44	32,955	39	31,691	33
Total Equity and Liabilities	41,509	100	43,804	100	59,941	100	81,067	100	83,566	100	95,079	100
Non Current Assets	24,651	59	25,640	59	33,553	56	32,616	40	35,136	42	46,257	49
Current Assets	16,858	41	18,164	41	26,388	44	48,451	60	48,430	58	48,822	51
Total Assets	41,509	100	43,805	100	59,941	100	81,067	100	83,566	100	95,079	100

Horizontal Analysis

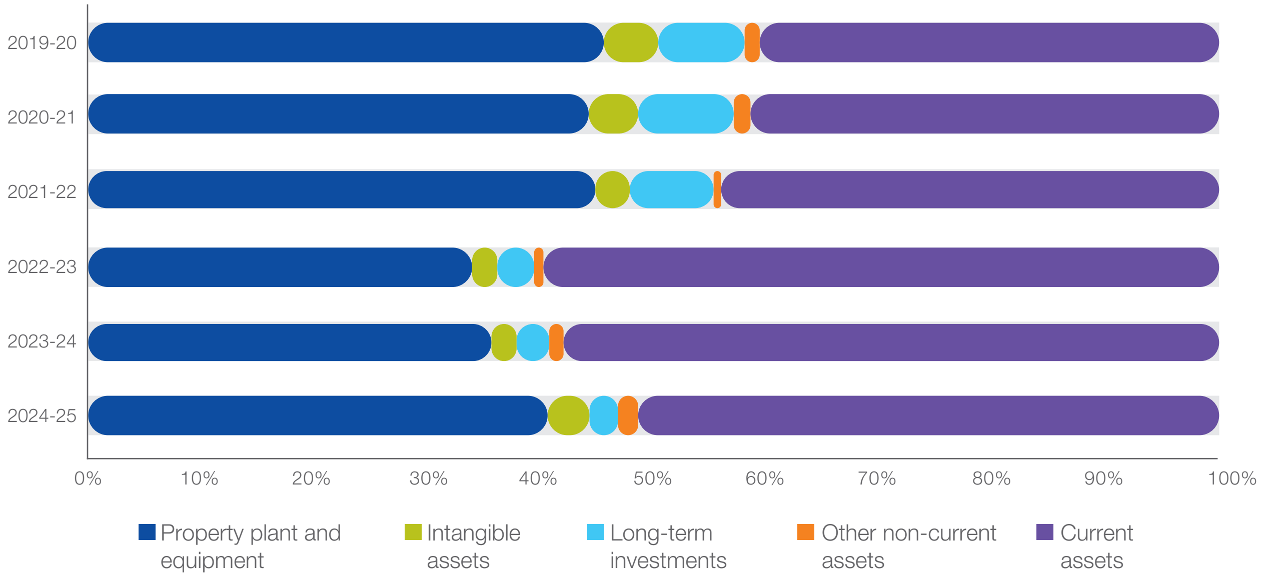
	2019-20	2019-20	2020-21	2020-21	2021-22	2021-22	2022-23	2022-23	2023-24	2023-24	2024-25	2024-25
	PKR m	%*	PKR m	%*	PKR m	%*	PKR m	%*	PKR m	%*	PKR m	%*
		Restated										
Total Equity and Revaluation Reserve	20,232	9	23,879	18	26,391	11	37,831	43	43,576	15	48,992	12
Non Current Liabilities	8,024	(6)	5,289	(34)	7,380	40	7,505	2	7,035	(6)	14,396	105
Current Liabilities	13,253	(19)	14,636	10	26,170	79	35,731	37	32,955	(8)	31,691	(4)
Total Equity and Liabilities	41,509	(5)	43,804	6	59,941	37	81,067	35	83,566	3	95,079	14
Non Current Assets	24,651	(1)	25,640	4	33,553	31	32,616	(3)	35,136	8	46,257	32
Current Assets	16,858	(9)	18,164	8	26,388	45	48,451	84	48,430	(0)	48,822	1
Total Assets	41,509	(5)	43,805	6	59,941	37	81,067	35	83,566	3	95,079	14

2019-20 includes revision of accouting policy of depreciation from revaluation to cost model.

* Percentage change from SPLY.

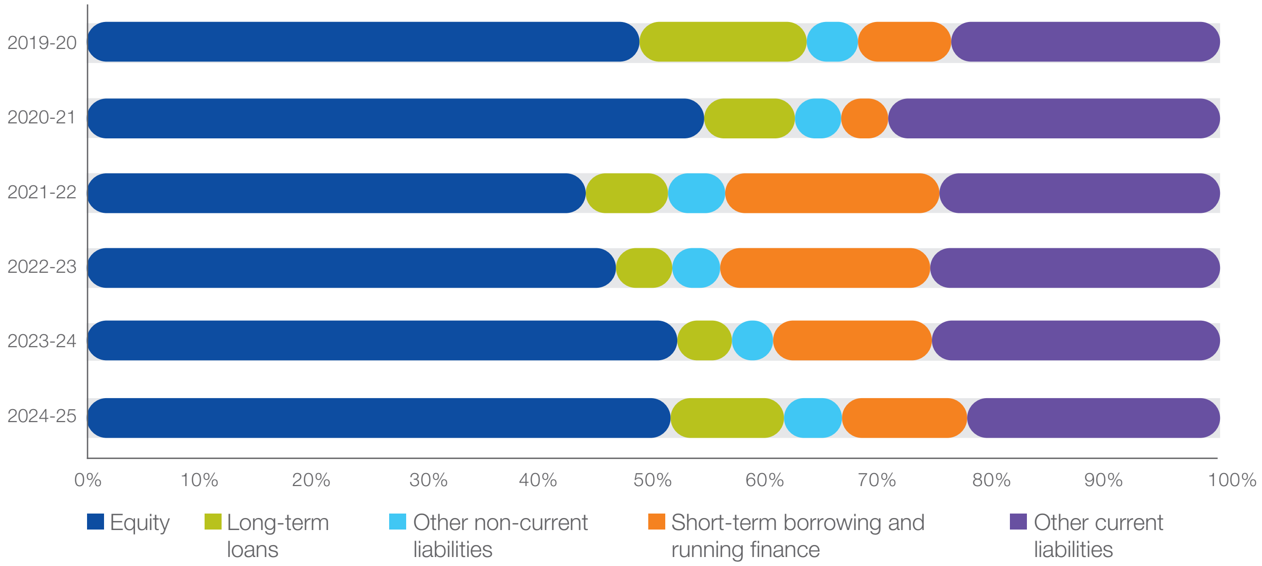
Statement of Financial Position Analysis (Assets)

(%)



Statement of Financial Position Analysis (Equity and Liabilities)

(%)



Operating and Financial Highlights

Ratios	Formula		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Profitability Ratios						**Restated**	**Restated**					
Gross Margin	Gross profit / Net turnover	%	17.53	18.77	17.42	16.20	19.70	22.91	21.41	20.22	22.32	22.78
Gross Profit Turnover	Gross profit / Turnover	%	15.18	16.33	15.39	14.46	16.30	18.52	17.52	16.82	18.38	18.64
Operating Result Margin	Operating result / Net turnover	%	9.41	9.78	8.96	8.46	10.58	13.41	13.51	13.38	14.24	14.93
Profit after Tax Margin	Profit for the year / Net turnover	%	7.69	7.97	6.23	3.95	5.78	9.52	7.18	12.58	9.25	9.70
EBITDA Margin to Sales	EBIDTA / Net turnover	%	14.55	15.15	13.89	13.01	15.40	17.49	16.40	16.21	17.10	18.10
Gross Profit Markup	Gross profit / Cost of sales	%	21.26	23.11	21.09	19.34	24.53	29.73	27.24	25.34	28.74	29.50
Profit before Taxation Margin	Profit before final taxes and income tax / Net turnover	%	9.47	10.62	7.43	5.45	8.08	13.14	11.73	20.01	13.70	15.42
Return on Equity	Profit for the year / Total equity	%	18.65	19.47	16.92	12.39	15.30	24.96	23.68	36.41	25.57	23.76
Return on Capital Employed	Operating result / Capital employed	%	17.04	17.45	15.52	18.18	20.06	28.79	34.80	32.32	33.89	28.27
Return on Assets	Profit for the year / Total assets	%	9.30	9.12	7.09	5.30	7.46	13.60	10.42	16.99	13.33	12.24
Return on Fixed Assets	Operating result / Fixed assets	%	20.39	20.60	20.45	24.01	27.11	39.45	40.96	50.03	54.22	42.54
Operating Leverage Ratio	Contribution / Operating profit	Times	3.12	3.13	3.34	3.17	3.73	2.98	2.58	2.39	2.65	2.58
Shareholders' Funds	Total equity / Total assets	%	47.13	44.76	40.35	42.77	48.74	54.51	44.03	46.67	52.15	51.53
Return on Shareholders' Funds	Profit for the year / Total equity	%	19.72	20.37	17.57	12.39	15.30	24.96	23.68	36.41	25.57	23.76
Total share holder return	(Share price at the end of the year - Share price at the beginning of the year + Dividend) / Share price at the beginning of the year	%	7.38	150.00	(25.27)	(32.44)	33.47	30.82	(12.57)	(10.68)	63.78	77.98
Growth Ratios												
Net turnover		%	(1.50)	11.93	18.72	18.78	(8.11)	16.83	38.89	25.89	10.02	(0.37)
Operating results		%	14.28	16.24	8.76	12.22	14.87	48.15	39.94	24.67	17.04	4.49
EBITDA		%	14.39	16.54	8.80	11.30	8.79	32.62	30.23	24.49	16.03	5.47
Profit for the year		%	33.75	15.93	(7.17)	(24.67)	34.32	92.50	4.85	120.41	(19.11)	4.47
Cost Ratios												
Operating costs	Operating Cost / Net turnover	%	90.59	90.22	91.04	91.54	89.42	86.59	86.49	86.62	85.76	85.07
Administration costs	Administration Cost / Net turnover	%	2.39	2.70	2.46	2.31	2.79	2.87	2.16	2.13	2.03	1.87
Selling costs	Selling Cost / Net turnover	%	5.73	6.30	6.01	5.44	6.32	6.64	5.74	4.87	6.07	5.98
Finance costs	Finance Cost / Net turnover	%	1.03	0.93	2.19	2.50	2.96	0.85	0.78	2.63	2.94	1.84
Spares Inventory	Spares / Total Asset	%	2.43	2.20	1.94	2.08	2.22	2.19	1.69	1.35	1.46	1.47
Maintenance Cost	Maintenance Cost / Operating Expenses	%	0.13	0.14	0.15	0.15	0.19	0.17	0.15	0.15	0.16	0.20
Liquidity Ratios												
Current Ratio	Current assets / Current liabilities	Times	1.15	1.01	1.17	1.13	1.27	1.24	1.01	1.36	1.47	1.54
Quick Ratio	(Current assets - Inventory) / Current liabilities	Times	0.55	0.50	0.52	0.47	0.49	0.40	0.33	0.69	0.82	0.90
Cash to Current Liabilities	Cash and cash equivalents / Current liabilities	Times	(0.18)	(0.15)	(0.48)	(0.42)	(0.24)	(0.11)	(0.42)	0.01	0.52	0.63
Cash Flow from Operations to Sales	Cash generated from operations / Net turnover	Times	0.10	0.12	(0.03)	0.08	0.14	0.14	0.03	0.04	0.12	0.13
Cash Flow from Operations to Capital Expenditure	Cash generated from operations / Capital expenditure	Times	0.81	1.14	(0.41)	1.78	4.70	3.21	0.31	1.10	2.72	1.11
Cash Flow from Operations Coverage Ratio	Cash generated from operations / Finance cost	Times	9.60	12.53	(2.18)	3.11	4.73	15.27	3.51	1.42	4.16	7.06
Capital Structure												
Assets to equity ratio	Total assets / Total equity	Times	2.01	2.14	2.39	2.34	2.05	1.83	2.27	2.14	1.92	1.94
Cost of debt at year end		%	5.67	5.56	5.97	10.44	8.86	4.79	9.15	14.73	14.18	11.40
Debt to Equity (Book Value)	Total debt capital / Total equity	%	26.54	32.81	50.88	45.43	36.36	20.82	25.51	15.84	13.22	24.03
Debt to Equity (Market Value)	Total debt capital / Total equity	%	9.84	5.49	12.43	17.19	11.47	6.20	10.06	10.74	6.71	8.02
Net Assets per Share	(Total assets - Total Liabilities) / Number of ordinary shares	PKR	165.07	183.28	195.77	201.48	219.06	258.55	285.74	409.60	471.81	530.45
Interest Cover	Profit before interest and taxation/ Financial charges	Times	10.18	12.03	6.68	3.18	3.71	14.76	13.26	8.61	5.67	9.37
Total debt to capital ratio	Total debt capital / total equity	Ratio	21:79	25:75	34:66	31:69	27:73	17:83	20:80	14:86	12:88	19:81
Financial leverage ratio	Total debt capital / Total assets	%	13.23	15.36	21.32	19.43	17.72	11.35	11.23	7.40	6.89	12.38

Ratios	Formula		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Investment / market ratio						**Restated**	**Restated**					
Earning per Share	Profit for the year / Number of ordinary shares	PKR	30.78	35.69	33.13	24.96	33.52	64.52	67.66	149.12	120.62	126.01
Earning per Share (Restated)*	Profit for the year / Number of ordinary shares	PKR	6.16	7.14	6.63	4.99	6.70	12.90	13.53	29.82	24.12	25.20
Price Earning Ratio	Market value per share / Earning per share	Times	14.46	30.67	24.19	21.34	20.73	13.46	10.71	4.06	7.71	12.61
Price to Book Ratio	Market value per share / Book value per share	Times	2.85	6.25	4.25	2.64	3.17	3.36	2.72	1.47	1.97	3.00
Dividend Yield Ratio	Dividend per share / Average market value per share	%	3.31	2.00	1.93	1.30	2.71	5.05	4.48	6.77	7.82	5.32
Dividend Payout Ratio**	Total dividend payout / Profit for the year	%	50.35	50.44	49.81	36.06	47.73	61.99	51.73	50.34	49.74	51.58
Cash Dividend per Share		PKR	15.50	18.00	16.50	9.00	16.00	40.00	35.00	43.00	60.00	65.00
Market Value per Share at the Start of the Year		PKR	428.87	445.02	1,094.55	801.50	532.47	694.71	868.80	724.55	604.14	929.49
Market Value per Share at the End of the Year		PKR	445.02	1,094.55	801.50	532.47	694.71	868.80	724.55	604.14	929.49	1,589.27
Highest Market Value per Share		PKR	566.94	1,219.70	1,092.63	814.90	728.13	911.11	920.58	769.05	938.00	1,589.27
Lowest Market Value per Share		PKR	410.00	447.92	735.93	516.82	436.57	679.26	679.00	516.31	550.00	904.11
Break-up value per share	Total Equity / Total Shares outstanding	PKR	156.09	175.23	188.52	201.48	219.06	258.55	285.74	409.60	471.81	530.45
Break-up value per share (with investment)	Total Equity + Investment / Total Shares outstanding	PKR	156.09	191.37	198.91	201.48	221.82	264.07	294.08	412.64	471.87	530.51
Activity / Turnover Ratio												
Total Assets Turnover	Net turnover / Total assets	Times	1.21	1.14	1.14	1.34	1.29	1.43	1.45	1.35	1.44	1.26
Fixed Assets Turnover	Net turnover / Fixed assets	Times	2.17	2.11	2.28	2.84	2.56	2.94	3.03	3.74	3.81	2.85
Inventory turnover	Cost of sales / Value of average inventory	Times	4.99	5.02	4.22	4.51	4.17	3.90	4.53	4.22	4.16	4.44
Current assets turnover	Net turnover / Current Assets	Times	3.16	3.14	2.84	3.14	3.18	3.45	3.30	2.26	2.49	2.46
Capital employed turnover	Net turnover / Capital Employed	Times	1.81	1.79	1.73	2.15	1.90	2.15	2.58	2.42	2.38	1.89
Operating working capital turnover	Net turnover / Operating working capital	Times	16.99	14.65	5.76	6.76	7.57	9.68	5.72	5.26	7.18	8.72
Inventory turnover ratio	(Value of Average inventory / Cost of sales) * 365	Days	69.97	69.52	73.39	76.34	89.65	85.81	80.61	86.58	87.66	82.12
Debtor turnover ratio	(Average debtors / Net turnover) * 365	Days	15.17	18.48	19.15	15.62	15.93	14.41	13.15	14.69	16.32	16.15
Creditor turnover ratio	(Average creditors / Cost of sales) *365	Days	54.08	53.03	36.37	22.21	30.59	34.18	25.69	24.96	28.67	27.83
Operating Cycle	No. of days in inventory + No. of days in receivables - No. of days in payables	Days	31.05	34.97	56.17	69.75	74.98	66.04	68.07	76.31	75.31	70.44
Revenue per employee	Net turnover / Number of employees	PKR'000	27,890	29,844	29,530	33,736	26,866	30,846	39,859	50,131	54,091	46,698
Production per employee	Cost of sales / Number of employees	PKR'000	23,001	24,241	24,386	28,269	21,575	23,778	31,326	39,997	42,016	36,059
Net income per employee	Profit for the year / Number of employees	PKR'000	2,146	2,378	1,840	1,333	1,552	2,936	2,864	6,306	5,002	4,529

Dividend includes both approved and recommended during the year.

2019-20 includes revision of accouting policy of depreciation from revaluation to cost model.

* Earning per share has been calculated with the effect of stock split as explained in the 'Report of the Directors' section.

** Profit for the year 2022-23 excludes one time gain on disposal on investment.

DuPont Analysis

DuPont Analysis	2024-25	2023-24
Tax burden	37.11%	32.49%
Interest burden	10.67%	17.65%
Operating result margin	14.93%	14.24%
Asset turnover (Times)	1.26	1.44
Gearing (Long term debt/Equity)	24.03%	13.22%
Return on equity	23.76%	25.57%

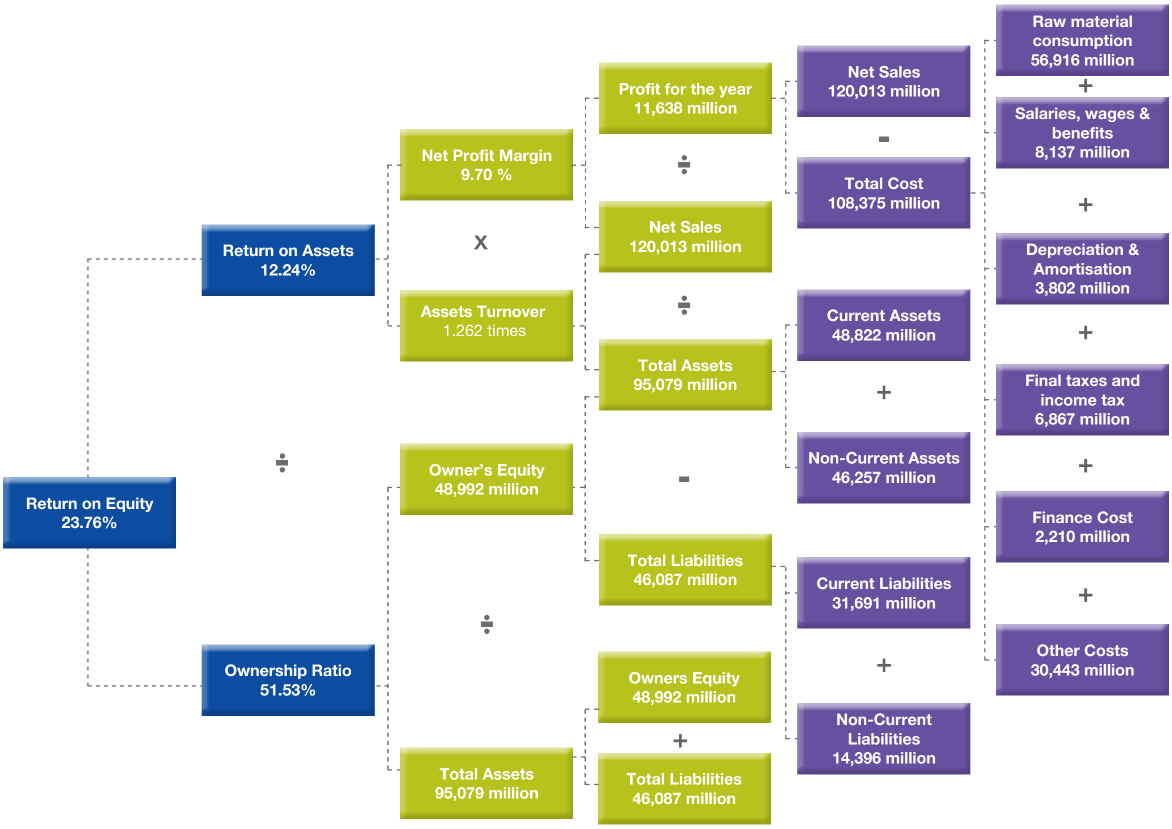
Commentary on DuPont Analysis

Net Turnover at PKR 120,013 million for the year under review is in line with same period last year (SPLY). Net turnover of the Pharmaceuticals increased by 72% whereas the Animal Health and Soda Ash decreased by 10% and 16% respectively as compared to the SPLY, however the Chemical & Agri Sciences and Polyester Businesses remained almost in line with the SPLY. Growth in Pharmaceuticals Business was primarily driven by the successful integration of the selected assets acquired from Pfizer and related entities along with the inflation led price adjustments and a favourable sales mix.

The Operating Result at PKR 17,920 million for the year under review is 4% higher than the SPLY mainly due to improved performance in Pharmaceuticals supported by Pfizer, along with cost optimisation and a favourable product mix. The Pharmaceuticals and Animal Health Businesses delivered higher Operating Result by 99% and 23% respectively as compared to the SPLY, whereas the Soda Ash and Chemical & Agri Sciences Businesses registered a decline in Operating Results by 16% and 5% respectively as compared to the SPLY. However, the Polyester Business maintained operating performance in line with the SPLY.

The profit for the year at PKR 11,638 million is 4% higher than the SPLY. This was supported by stronger operating result and a 38% decline in finance cost due to a reduction in the policy rate. This was achieved despite a higher effective tax rate following changes in the export taxation regime.

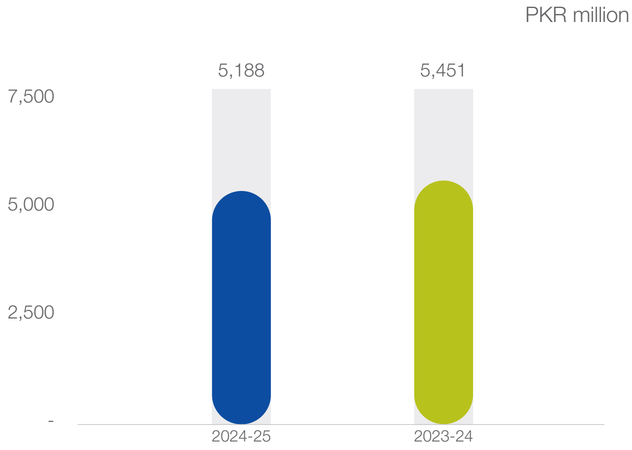
The 2% depreciation of the Pak Rupee against the US Dollar resulted in an exchange loss of PKR 59 million, compared to exchange gain of PKR 117 million in the SPLY. Finance costs declined by 38% versus the SPLY, reflecting the impact of policy rate cuts despite additional borrowings under diminishing musharika facilities for the Pfizer acquisition and Soda Ash expansion projects.



Economic Value Added

PKR million

	2024-25	2023-24
NOPAT	11,270	11,579
Less: Cost of Capital*	(6,083)	(6,128)
Economic Value Added	5,188	5,451



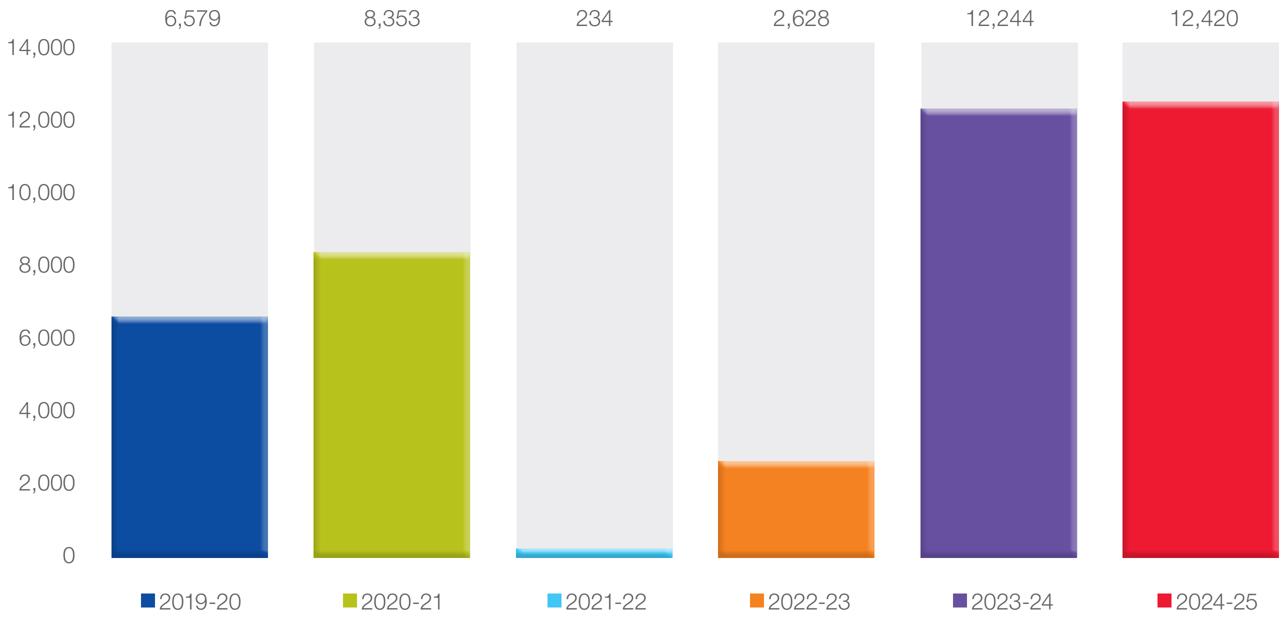
* does not include short term investments held in mutual funds and cash and bank as the return generated from these investments in not included in NOPAT.

NOPAT = Operating result x (1 - Tax rate)

Free Cash Flow

PKR million

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Cashflow from operations	7,548	9,067	2,877	4,091	14,713	15,596
Less: Capital expenditure	(969)	(714)	(2,643)	(1,463)	(2,469)	(3,176)
Free Cash Flows	6,579	8,353	234	2,628	12,244	12,420



Sensitivity Analysis

Foreign Currency Sensitivity Analysis

LCI imports approximately 50% of its inventory in the form of raw materials, packaging and finished goods. Transactions are primarily carried out in US Dollar (USD), Chinese Yuan (CNY), EURO and Pound Sterling (GBP).

During the year, the Company recorded exchange loss of PKR 59 million owing to a 2% depreciation of the Pak Rupee (PKR) against the USD versus the exchange gain of PKR 117 million in SPLY which represented appreciation of PKR after a significant hike in the exchange rates. As the Company relies on imports for a significant part of its purchases, the stability of PKR results in sustainable cost of production and cash flow requirements.

LCI proactively monitors foreign liabilities against the risk of currency fluctuations. The Company has also continuously identified opportunities to shift its material sourcing to local vendors during recent years.

Every 10% increase or decrease in exchange rate with all other variables held constant will decrease or increase profit before tax for the year by PKR 14 million. As at June 30, 2025, if PKR had weakened/strengthened by 10% against other currencies, with all other variables held constant, the effect on the Company's profit before tax at June 30, 2025, would be as follows:

	Increase / decrease in exchange rates	Effect on Profit before tax (CNY)	Effect on Profit before tax (EURO)	Effect on Profit before tax (USD)	Effect on Profit before tax (GBP)
PKR in '000	+10%	(3,458)	(2,139)	20,335	(390)
PKR in '000	-10%	3,458	2,139	(20,335)	390

Market Price Sensitivity Analysis

LCI's shares are listed on the Pakistan Stock Exchange and have a free float of 15% in the stock exchange with a market capitalisation of PKR 147 billion at the year-end. The share price of LCI as at June 30, 2025 was PKR 1,589.27 per share.

The share price in the market is impacted by various internal and external factors such as the Company's financial and operational performance, the economic and political environment of the country, government policies, stakeholders' sentiment, etc. Some of these factors are listed below:

Revenue and Sales Volume

LCI's revenue is driven by multiple factors including plant production capacities, product demand and supply situation, pricing environment and regulations etc. Revenue mainly in line with SPLY during the year is primarily attributable to higher sales in Pharmaceutical segment due to acquisition of assers from Pfizer and related entities and inflation led price adjustment. The higher sales in Pharmaceuticals Business by 72% as compared to SPLY was offsetted by challenges faced in other business segments during the year.

Profitability

LCI's profitability was supported by stronger operating results and a 38% decline in finance cost due to a reduction in the policy rate. This was achieved despite a higher effective tax rate following changes in the export taxation regime and an exchange loss as Pak Rupee depreciated against US Dollar by 2% as compared to SPLY.

Interest Rate Risk

Changes in interest/policy rates impact borrowing costs and affect consumer spending hence influencing a Company's revenue and profitability. During the year, the average policy rate was 1470 basis points as against 2191 basis points in SPLY which resulted in lower finance costs hence positively impacted LCI's profitability.

Inflation

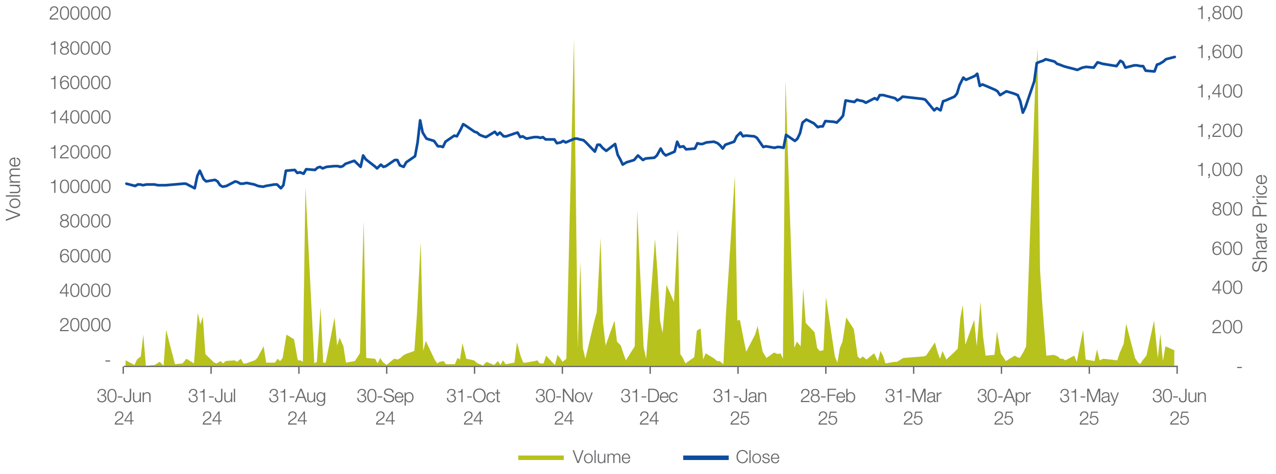
High inflation may lead to higher consumer prices, which can erode consumer's purchasing power and spending, this affecting Company revenues and profitability.

Currency Risk

Currency risk arises from the change in price of one currency in relation to another. The volatility in exchange rates impacts the Company's share price as imports may affect the profit margins. Exchange loss during the year is primarily attributable to trivial depreciation of PKR against the USD.

Market risk

Market share price is also exposed to all the risks faced by the stock exchange on which LCI's shares are traded.



Future Outlook

Forward Looking Statement

According to the IMF's World Economic Outlook, the global economic growth is projected to remain steady at 3.0% in 2026. Despite eased inflationary pressures and monetary policy loosening, global risks persist, including escalating trade tensions, geopolitical conflicts, and continued supply chain disruptions. The recent imposition of tariffs between major economies could impact global trade and investment flows, while climate-linked disruptions and regional conflicts further complicate the macroeconomic landscape.

Pakistan's economic outlook for FY 2025–26 reflects cautious optimism, with GDP expected to grow by 3.6% as per the latest estimates by the International Monetary Fund. The country has made visible progress in stabilising key macroeconomic indicators, including moderating inflation, improving the current account balance, and building foreign exchange reserves. The IMF's Extended Fund Facility and Resilience and Sustainability Facility programmes remain central to continued reform and fiscal discipline. The recent tariff reduction policy has significantly impacted the trade and industrial landscape, aiming to reduce input costs and improve competitiveness for downstream sectors. However, this shift may also increase pressure on local value-additive manufacturing, potentially contributing to de-industrialisation and job losses in key domestic sectors without complementary policy support; correspondingly putting pressure on an already fragile balance of trade position.

The Polyester Business will continue to face pressure from low-priced imports and short-term pressure from subdued yarn and cotton demand, while global oil and feedstock prices remain volatile due to geopolitical trade developments in the Middle East and outcomes of the U.S trade negotiations with other countries. The recent imposition of 18% GST on imported cotton fibre and yarn is expected to gradually restore parity with local products, supporting domestic demand recovery.

The Soda Ash Business is expected to face a sluggish domestic market, with subdued demand impacting key downstream segments. Float glass manufacturers remain at 50% capacity amid stagnant construction activity and limited signs of recovery. Internationally, while growth opportunities are being pursued, global dynamics remain challenging, with excess supply particularly from China pressuring regional prices and driving imports into Pakistan at dumping levels. The situation is likely to worsen with recent reductions in Customs and Regulatory Duties and the removal of Advance Customs Duties, making it essential for the Ministry of Commerce and the National Tariff Commission to closely monitor import trends.

The Pharmaceuticals Business, while cost pressures have eased, the long-term outlook depends on regulatory stability. A consistent policy framework balancing affordability with the complexities of pharmaceutical manufacturing will be vital to sustain momentum. The industry's heavy reliance on API imports from India poses supply and pricing risks amid geopolitical tensions. Despite these challenges, the Pharmaceuticals Business remains resilient, focusing on high-potential therapeutic segments, geographic expansion, and innovation to drive growth and strengthen its role in improving patient care.

In Animal Health Business the new federal excise duty on day old chick imposed through the Federal Budget FY 2025-26 is expected to further burden the input cost of farmers, adversely impacting their profitability. However, the business will focus on sustaining growth through targeted portfolio expansion and product mix optimisation. The planned launch of new Farmer's Choice products and feed enzyme solutions is expected to broaden market reach, while the new greenfield medicine manufacturing facility which is expected to be operational by end of FY 2025-26 will support future demand, reduce reliance on imports, and contribute to long-term value creation through improved operational efficiencies and increased product availability.

In Chemicals & Agri Sciences Business, the government has introduced measures to improve liquidity through subsidised financing, the benefits of these initiatives are yet to materialise. While the economic stabilisation measures have begun to show results, consumer affordability remains a major concern despite easing inflation. As a result, the business will continue to face challenges particularly on the margin front. Moving forward, the business will continue its focus on driving volume growth through improved market penetration and better capacity utilisation, along with continued emphasis on operational excellence and cost optimisation to mitigate ongoing pressures.

Performance on Disclosures Made in the Previous Year

During FY 2023-24, in the 'Future Outlook' section of the Director's Report, the performance of the Company was to be shaped by macroeconomic factors along with fiscal and political stabilisation, while complying with IMF programme. However, the actual outcome deviated as the real GDP growth was reported at just 2.68% as against 3.6% GDP forecasted by the government. While the prevailing monetary easing helped anchoring the inflation as the annual average inflation remained moderate at around 4.7% as compared to the projected inflation of 12%, consumer purchasing power remained under pressure.

Despite economic challenges, the Operating Result for the year under review stood at PKR 17,920 million, reflecting a 4% increase over the SPLY. The Pharmaceuticals and Animal Health Businesses delivered strong performances, recording growth in their Operating Results by 99% and 23% respectively as compared to the SPLY. The Polyester Business maintained operating performance in line with the SPLY, while the Soda Ash Business and Chemicals & Agri Sciences Business registered a decline of 16% and 5% respectively in Operating Results year-on-year.

Source of Information and Assumptions Used for Forecasting

The projections are based on historic trends, latest information available and views of relevant business experts and the Company's management. LCI utilises the knowledge base and legacy information on its businesses amassed by its inhouse experts – its employees. The Company subscribes to key international business publications, and relevant representatives of each business attend important conferences / seminars around the world to stay abreast with emerging trends.

External consultants are utilised in instances / areas as and when needed. Such projections are then reviewed and agreed upon amongst the Executive Management Team of the Company for review and approval by the Board of Directors.

LUCKY CORE INDUSTRIES

Lucky Core Industries Limited

Financial Statements

YBG

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Independent Auditor's Report

To the members of Lucky Core Industries Limited

Report on the Audit of Unconsolidated Financial Statements

Opinion

We have audited the annexed unconsolidated financial statements of Lucky Core Industries Limited (the Company), which comprise the unconsolidated statement of financial position as at June 30, 2025, 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, 2025 and of the profit and other comprehensive loss, the changes in equity and its cash flows for the year then ended.

Basis for Opinion

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

Key Audit Matters

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

Following are the Key audit matters:

S.No.	Key audit matters	How the matter was addressed in our audit
1.	**Revenue recognition** (Refer notes 3.20, 30 and 31.1 to the annexed unconsolidated financial statements)	
	Net revenue from customers for the year ended June 30, 2025 amounted to Rs. 120,013 million. The Company earns revenue from multiple business lines which operate as distinct business units with significant volume of revenue transactions. Revenue is recognised when the Company satisfies performance obligations as specified in the contracts with the customers. There is a presumed risk of revenue being overstated resulting from the pressure management may feel to achieve performance targets set for the year. The Company also focuses on revenue as it is one of the key performance indicators of the Company. Accordingly, we consider that there is a risk of material misstatement of financial statements relating to revenue recognition.	Our audit procedures, amongst others, included the following: • Obtained understanding and evaluated the accounting policies and the Company's procedures with respect to revenue recognition. • Reviewed contracts with customers for each business segment to obtain an understanding of the terms particularly relating to timing and transfer of control of the products and assessed the appropriateness of revenue recognition policies and practices followed by the Company.

S.No.	Key audit matters	How the matter was addressed in our audit
	On account of revenue being considered as an area involving high level of risk of material misstatement therefore, significant audit efforts are involved for the verification of the same. Accordingly, this has been considered as a key audit matter.	• Tested revenue transactions on a sample basis by inspecting underlying documentation including dispatch documents and sales invoices. • Performed analytical procedures over revenue transactions to identify trends and any unusual change in revenue for each segment. • Tested specific revenue transactions on a sample basis recorded before and after the reporting date with underlying documentation to assess whether revenue was recognised in the correct period. • Obtained understanding of the types and process of discounts offered to customers and tested on a sample basis discounts provided from supporting documentation including approvals of the discounts. • Assessed the related disclosures made in the annexed unconsolidated financial statements in accordance with the requirements of the applicable financial reporting framework.
2.	**Stock-in-trade and consumables** (Refer notes 3.7, 3.8, 4.2.7, 13.4 and 14.3 to the annexed unconsolidated financial statements)	
	As at June 30, 2025, the Company holds certain items of raw materials and consumables amounting to Rs. 1,790.059 million which comprises of coal, coke, limestone and rock salt. These inventory items are stored in the form of stockpiles. As the weighing of these inventory items to determine the quantities in hand as at year end is not practicable, the reasonableness of the quantities on hand is assessed by obtaining measurements of stockpiles and converting these measurements into unit of volumes using the bulk density values. As the determination of stock quantities in hand as at reporting date, by measuring the volume and density of these items, involves significant estimates and the amounts involved are significant this has been considered as a key audit matter.	Our audit procedures, amongst others, included the following: • Obtained an understanding of the process and procedures with respect to the specific items of the stock-in-trade and consumables stored in the form of stockpiles. • Attended physical inventory counts performed by the management and the management's external expert and assessed the reasonableness of the management and the management expert's process of measurement of stockpiles and the determination of volumes. • Obtained and reviewed the inventory count report of the management's external expert to assess the appropriateness of measurement of stock quantities determined therein and ensured that the same has been used by the management for valuation of the related stock. • Assessed the related disclosures made in the annexed unconsolidated financial statements in accordance with the requirements of the applicable financial reporting framework.

S.No.	Key audit matters	How the matter was addressed in our audit
3.	**IFRS 3 – Business Combinations** (Refer note 6 to the annexed unconsolidated financial statements)	
	During the year, the Company entered into an agreement with Pfizer Pakistan Limited for the acquisition of certain assets, including a manufacturing facility, selected pharmaceutical products, brands and associated trademarks for a total consideration of Rs. 5,000 million. In addition, the Company also acquired relevant working capital along with inventory for a consideration of Rs. 2,179 million. The transaction was completed on September 6, 2024. The acquisition has been accounted for as a business combination under International Financial Reporting Standard (IFRS) 3 'Business Combinations'. Accordingly, all identifiable tangible and intangible assets and the related liabilities have been recognised at acquisition date fair values, resulting in bargain purchase gain of Rs. 292.555 million. Since this is a significant event that happened during the year and the determination of fair values and the related accounting treatment involves significant management judgments including estimates, this has been considered as a key audit matter.	• Examined the public announcement made by the Company for acquisition, approval of the Board of Directors and the related agreements entered into by the Company with Pfizer Pakistan Limited in relation to the acquisition. • Understood and evaluated the Company's accounting policies with respect to business combinations. • Traced the consideration amount paid to Pfizer Pakistan Limited from the bank statement of the Company's bank account. • Obtained an understanding of the work performed by the Company's management for determination of the acquisition date fair values of the intangible assets i.e. brands and associated trademarks) including involvement of management's expert for valuation of non-current tangible assets. • Involved internal specialists to assess the methodology adopted by the management for identifying and calculating the fair values of intangible assets recognised, and to assess the reasonableness of the underlying key assumptions and estimates. • Obtained the report of valuation of tangible assets performed by the external valuer appointed by the Company's management and involved auditor's expert to review the reasonableness of the valuation including the assumptions and valuation methodology used. • Evaluated the professional qualification of the management's expert and assessed their independence, competence, and experience. • Recalculated the resultant bargain purchase gain in accordance with IFRS 3. • Assessed the related disclosures made in the annexed unconsolidated financial statements in accordance with the requirements of the applicable financial reporting framework.

Information Other than the Unconsolidated and Consolidated Financial Statements and Auditor's Reports Thereon

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

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

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

Responsibilities of Management and Board of Directors for the Unconsolidated Financial Statements

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

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

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

Auditor's Responsibilities for the Audit of the Unconsolidated Financial Statements

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

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

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

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

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

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

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

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

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

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

Report on Other Legal and Regulatory Requirements

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

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

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

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

d) zakat deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980), was deducted by the Company and deposited in the Central Zakat Fund established under section 7 of that Ordinance.

The engagement partner on the audit resulting in this independent auditor's report is **Waqas Aftab Sheikh**.

A. F. Ferguson & Co.
Chartered Accountants
Karachi
Dated: August 29, 2025
UDIN: AR202510069hA2Bu351I

Unconsolidated Statement of Financial Position

As at June 30, 2025

	Note	June 30, 2025	June 30, 2024
		(PKR in '000)	
ASSETS			
Non-current assets			
Property, plant and equipment	7	**38,637,751**	29,766,513
Intangible assets	8	**3,115,931**	1,682,954
Right-of-use assets	9	**368,211**	182,457
		42,121,893	31,631,924
Long-term investments	10	**2,412,491**	2,412,491
Long-term loans	11	**874,088**	803,868
Long-term deposits and other assets	12	**848,282**	287,883
		4,134,861	3,504,242
		46,256,754	35,136,166
Current assets			
Stores, spares and consumables	13	**3,450,363**	5,919,026
Stock-in-trade	14	**16,936,871**	15,395,391
Trade debts	15	**5,043,132**	5,575,305
Loans and advances	16	**1,252,652**	1,028,988
Short-term deposits and prepayments	17	**825,220**	1,051,790
Other receivables	18	**1,378,320**	2,209,662
Short-term investments	19	**18,711,368**	14,984,879
Cash and bank balances	20	**1,223,940**	2,264,527
		48,821,866	48,429,568
Total assets		**95,078,620**	83,565,734
EQUITY AND LIABILITIES			
Share capital and reserves			
Authorised capital			
1,500,000,000 (June 30, 2024: 1,500,000,000) ordinary shares of PKR 10 (June 30, 2024: PKR 10) each	21.1	**15,000,000**	15,000,000
Issued, subscribed and paid-up capital	21	**923,591**	923,591
Capital reserves	22	**18,309,643**	18,309,643
Revenue reserve - unappropriated profit		**29,758,856**	24,342,772
Total equity		**48,992,090**	43,576,006
Non-current liabilities			
Staff retirement benefits	23	**152,026**	113,984
Long-term loans	24	**9,539,945**	3,986,348
Lease liabilities	9	**307,146**	157,478
Deferred income - government grant	25	**477,833**	658,955
Deferred tax liability - net	26	**3,918,753**	2,117,931
		14,395,703	7,034,696
Current liabilities			
Trade and other payables	27	**15,972,525**	14,878,140
Accrued mark-up		**942,298**	576,227
Short-term financing	28	**10,507,093**	11,734,504
Taxation - net		**2,275,170**	4,476,868
Current portion of long-term loans	24	**1,573,868**	909,446
Current portion of lease liabilities	9	**81,649**	38,547
Current portion of deferred income - government grant	25	**181,122**	204,473
Unclaimed dividend		**157,102**	136,827
		31,690,827	32,955,032
Total equity and liabilities		**95,078,620**	83,565,734
Contingencies and Commitments	29		

The annexed notes from 1 to 51 form an integral part of these unconsolidated financial statements.

Muhammad Sohail Tabba	**Asif Jooma**	**Atif Aboobukar**
Chairman / Director	Chief Executive	Chief Financial Officer

Unconsolidated Statement of Profit or Loss

For the year ended June 30, 2025

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
		(PKR in '000)	
Net turnover	31.1	**120,013,160**	120,460,326
Cost of sales	31.2	**(92,672,747)**	(93,569,389)
Gross profit		**27,340,413**	26,890,937
Selling and distribution expenses	33	**(7,175,071)**	(7,309,569)
Administration and general expenses	34	**(2,245,039)**	(2,430,573)
Operating profit		**17,920,303**	17,150,795
Other charges	35	**(878,687)**	(831,228)
Gain on bargain purchase	6	**292,555**	-
Finance costs	36	**(2,210,457)**	(3,537,031)
Exchange (loss) / gain		**(58,853)**	117,059
		(2,855,442)	(4,251,200)
Other income	37	**3,440,472**	3,601,392
Profit before final taxes and income taxes		**18,505,333**	16,500,988
Taxation - Final taxes	38	**(13,503)**	(840,758)
Profit before income tax		**18,491,830**	15,660,230
Taxation - Income tax			
Current	38	**(5,030,688)**	(4,845,205)
Deferred	38	**(1,822,732)**	325,192
		(6,853,420)	(4,520,013)
Profit for the year		**11,638,410**	11,140,217
			(Restated)
Basic and diluted earnings per share (PKR)	39	**25.20**	24.12

The annexed notes from 1 to 51 form an integral part of these unconsolidated financial statements.

Muhammad Sohail Tabba	**Asif Jooma**	**Atif Aboobukar**
Chairman / Director	Chief Executive	Chief Financial Officer

Unconsolidated Statement of Comprehensive Income

For the year ended June 30, 2025

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
		(PKR in '000)	
Profit for the year		**11,638,410**	11,140,217
Other comprehensive (loss) / income			
Items that will not be reclassified to profit or loss in subsequent periods:			
Remeasurement of defined benefit plans	23.3.1	**(56,179)**	223,401
Income tax effect	26	**21,910**	(76,713)
		(34,269)	146,688
Total comprehensive income for the year		**11,604,141**	11,286,905

The annexed notes from 1 to 51 form an integral part of these unconsolidated financial statements.

Asif Jooma

Muhammad Sohail Tabba
Chairman / Director

Asif Jooma
Chief Executive

Atif Aboobukar
Chief Financial Officer

Unconsolidated Statement of Changes in Equity

For the year ended June 30, 2025

	Issued, subscribed and paid-up capital	Capital reserves (note 22)	Revenue reserve - unappropriated profit	Total
	-----------------------------------(PKR in '000)-----------------------------------			
Balance as at July 1, 2023	923,591	309,643	36,597,410	37,830,644
Profit for the year	-	-	11,140,217	11,140,217
Other comprehensive income for the year - net of tax	-	-	146,688	146,688
Total comprehensive income for the year	-	-	11,286,905	11,286,905
Transfer to capital reserves (note 22.3)	-	18,000,000	(18,000,000)	-
Transactions with owners				
Final dividend for the year ended June 30, 2023 @ PKR 33 per share	-	-	(3,047,848)	(3,047,848)
Interim dividend for the year ended June 30, 2024 @ PKR 27 per share	-	-	(2,493,695)	(2,493,695)
	-	-	(5,541,543)	(5,541,543)
Balance as at June 30, 2024	**923,591**	**18,309,643**	**24,342,772**	**43,576,006**
Profit for the year	**-**	**-**	**11,638,410**	**11,638,410**
Other comprehensive loss for the year - net of tax	**-**	**-**	**(34,269)**	**(34,269)**
Total comprehensive income for the year	**-**	**-**	**11,604,141**	**11,604,141**
Transactions with owners				
Final dividend for the year ended June 30, 2024 @ PKR 33 per share	**-**	**-**	**(3,047,849)**	**(3,047,849)**
Interim dividend for the year ended June 30, 2025 @ PKR 34 per share	**-**	**-**	**(3,140,208)**	**(3,140,208)**
	-	**-**	**(6,188,057)**	**(6,188,057)**
Balance as at June 30, 2025	**923,591**	**18,309,643**	**29,758,856**	**48,992,090**

The annexed notes from 1 to 51 form an integral part of these unconsolidated financial statements.

Muhammad Sohail Tabba	**Asif Jooma**	**Atif Aboobukar**
Chairman / Director	Chief Executive	Chief Financial Officer

Unconsolidated Statement of Cash Flows

For the year ended June 30, 2025

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
		---------------(PKR in '000)---------------	
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	40	**24,852,538**	23,661,400
Payments for:			
Staff retirement benefit plans	23.3.2	**(72,293)**	(70,289)
Non-management staff gratuity and eligible retired employees' medical scheme		**(49,388)**	(43,721)
Income taxes		**(7,276,206)**	(4,651,773)
Final taxes		**(13,503)**	(840,758)
Interest on loans / finances		**(1,845,012)**	(3,342,135)
Net cash generated from operating activities		**15,596,136**	14,712,724
CASH FLOWS FROM INVESTING ACTIVITIES*			
Capital expenditure		**(9,029,217)**	(5,413,889)
Payment for acquisition of business		**(5,000,000)**	-
Proceeds from disposal of operating fixed assets		**287,423**	61,799
Interest income received		**63,753**	451,658
Divestment in subsidiaries		**-**	275,400
Income from disposal of short term investment		**2,246,795**	-
Dividend received on short term investments		**26,378**	2,717,636
Net cash used in investing activities		**(11,404,868)**	(1,907,396)
CASH FLOWS FROM FINANCING ACTIVITIES*			
Payment of lease liabilities	9	**(123,719)**	(101,900)
Export refinance facility (repaid) / obtained		**(2,117,578)**	638,000
Long-term loans obtained	24.1	**7,140,550**	1,089,486
Long-term loans repaid		**(1,127,004)**	(1,323,031)
Dividends paid		**(6,167,782)**	(5,529,245)
Short term running finance obtained / (repaid)		**890,167**	(3,904,142)
Net cash used in financing activities		**(1,505,366)**	(9,130,832)
Net increase in cash and cash equivalents		**2,685,902**	3,674,496
Cash and cash equivalents at the beginning of the year		**17,249,406**	13,574,910
Cash and cash equivalents at the end of the year		**19,935,308**	**17,249,406**
Cash and cash equivalents at the end of the year comprise of:			
Cash and bank balances	20	**1,223,940**	2,264,527
Short-term investment	19	**18,711,368**	14,984,879
		19,935,308	**17,249,406**

*No non-cash items are included in these activities.

The annexed notes from 1 to 51 form an integral part of these unconsolidated financial statements.

Muhammad Sohail Tabba	**Asif Jooma**	**Atif Aboobukar**
Chairman / Director	Chief Executive	Chief Financial Officer

Notes to and Forming Part of the Unconsolidated Financial Statements

For the year ended June 30, 2025

1. THE COMPANY AND ITS OPERATIONS

1.1 Lucky Core Industries Limited (the Company) was incorporated in Pakistan under the repealed Companies Ordinance, 1984 (now Companies Act, 2017) (the Act) and is listed on the Pakistan Stock Exchange Limited. The Company is engaged in the manufacture of polyester staple fibre, POY chips, soda ash, specialty chemicals, sodium bicarbonate, pharmaceuticals and polyurethanes; marketing of seeds, manufactured (including toll manufactured) and imported pharmaceuticals and animal health products; merchanting of general chemicals and manufacturing of master batch. It also acts as an indenting agent and toll manufacturer. The Company's registered office is situated at 5 West Wharf, Karachi.

1.2 The Company is a subsidiary company of Lucky Cement Limited (the Holding Company). Lucky Core PowerGen Limited, Lucky TG (Private) Limited and Lucky Core Ventures (Private) Limited are the subsidiaries of the Company.

1.3 These are the separate unconsolidated financial statements of the Company in which investment in subsidiaries and associates are stated at cost less accumulated impairment losses, if any.

1.4 Geographical location and addresses of major business units including plants of the Company are as under:

Karachi	**Purpose**
5 West Wharf Road	Head office and production plant
S-33, Hawksbay Road, S.I.T.E.	Production plant
B2, S.I.T.E	Production plant
Lahore	
63 Mozang Road	Regional office
30-km, Sheikhupura Road, Lahore	Regional office and production plant
45-km, off Multan Road, Lahore	Production plant
Khewra	
LCI Soda Ash, Tehsil Pind, Dadan Khan, District Jhelum	Regional office and production plant
Haripur	
Plot No.32/2A Phase III, Industrial Estate Hattar, District Haripur	Production plant
Islamabad	
Islamabad Corporate Center, 2nd floor, H-13, Islamabad	Regional office

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 for financial reporting. The accounting and reporting standards as applicable in Pakistan comprise of International Financial Reporting Standards (IFRS Accounting Standards) issued by the International Accounting Standard Board (IASB), Islamic Financial Accounting Standards (IFAS) issued by the Institute of Chartered Accountants of Pakistan (ICAP) as notified under the Companies Act, 2017 and provisions of and directives issued under the Act. Where the provisions of and directives issued under the Act differ from the IFRS Accounting Standards or IFAS, the provisions of and directives issued under the Act have been followed.

2.2 Basis of measurement

These unconsolidated financial statements have been prepared under the historical cost convention, except otherwise stated.

3. MATERIAL ACCOUNTING POLICY INFORMATION

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

3.1 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses, if any, except for freehold land and capital work-in-progress which are stated at cost less accumulated impairment losses, if any. All expenditure connected with specific assets incurred during installation and construction period including the cost of replacing parts and the cost of borrowings for long-term construction projects are carried under capital work-in-progress, if the recognition criteria is met. These are transferred to specific categories of property, plant and equipment as and when these are available for use.

Depreciation is based on the straight-line method whereby the cost of an asset less the estimated residual value is charged to the profit or loss over its estimated useful life at rates given in note 7.1 to these unconsolidated financial statements. The cost of leasehold land is depreciated in equal installments over the lease period. Depreciation on additions is charged from the month in which the asset is available for use and on disposals up to the month of disposal.

Spare parts and servicing equipments are classified as property, plant and equipment under plant and machinery rather than store, spares and consumables where they meet the definition of property, plant and equipment. Available for use capital spares, and servicing equipments are depreciated over their useful lives, or the remaining life of principal asset, whichever is lower.

The residual values, useful lives and depreciation methods are reviewed and adjusted, if appropriate, at each reporting date. The effect of any adjustment to residual values, useful lives and methods is recognised prospectively as a change of accounting estimate.

Maintenance and normal repairs are charged to the statement of profit or loss as and when incurred. Subsequent expenditures including major renewals and improvements are capitalised when it is probable that respective future economic benefits will flow to the Company and the cost of the items can be measured reliably.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable. The Company accounts for impairment, if any by reducing its carrying value to the recoverable amount (note 3.11).

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset is included in the statement of profit or loss of the year in which the asset is derecognised.

3.2 Intangible assets

An intangible asset is recognised if it is probable that the expected future economic benefits that are attributable to the asset will flow to the Company and that cost of such asset can also be measured reliably. The cost of intangible assets acquired in business combinations is their fair value at the date of acquisition.

Intangible assets with finite useful lives are amortised over their useful lives and assessed for impairment whenever there is an indication that the asset may be impaired. Intangible assets with indefinite lives are not amortised, but are tested for impairment annually, either individually or at the cash generating unit (CGU) level, as appropriate. The assessment of indefinite life is reviewed annually to determine whether indefinite life continues to be supportable. If not, a change in useful life from indefinite to finite is made on a prospective basis.

Amortisation is based on the cost of an asset less its estimated residual value. Amortisation is charged to the profit or loss on the straight-line method over its estimated useful lives at the rates given in note 8 to these unconsolidated financial statements. Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted, if appropriate.

3.3 Leases

The Company assesses at contract inception, whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Company as a lessee

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognises lease liabilities to make lease payments and right-of-use assets represents the right to use the underlying assets.

i) Right-of-use assets

The Company recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Land and building	2 to 9 years
Motor vehicles	4 to 5 years

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to the note 3.11 to these unconsolidated financial statements for policy on impairment of non-financial assets.

ii) Lease liabilities

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The Company determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate, are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date, where the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

iii) Short-term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to its short-term leases of regional sales offices and warehouses, summer houses and beach huts (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

iv) Ijarah contracts

Payments made under ijarah contract are charged to the profit or loss on straight line basis over the ijarah term as per IFAS 2.

3.4 Investments in subsidiary companies and associate

Associates are entities over which the Company has significant influence but not control, generally represented by a shareholding of 20% or more but less than 50% of the voting rights. Significant influence is the power to participate in the financial and operating policies and decisions of investees. Subsidiaries are entities over which the Company has control, typically through ownership of more than 50% of the voting rights. Control exists when the Company:

- has the ability to direct the investee's financial and operating policies, enabling it to influence the investee's strategic decisions;

- has exposure to, or rights to, fluctuating returns resulting from its involvement with the investee; and
- can utilise its power over the investee to impact the amount of returns it receives from its investment.

Investments in subsidiary companies and associates are stated at cost less impairment, if any. An assessment is made at each reporting date to determine whether there is any indication that an investment may be impaired. If such indication exists, the estimated recoverable amount of the investment is determined and any impairment loss is recognised for the difference between the recoverable amount and the carrying value.

3.5 Advances, deposits, prepayments and other receivables excluding financial assets

These are stated at cost less accumulated impairment losses, if any.

3.6 Financial instruments

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

3.6.1 Financial assets

3.6.1.1 Classification and subsequent measurement

The Company classifies its financial assets in the following measurement categories:

- at amortised cost;
- at fair value through other comprehensive income (FVOCI); and
- at fair value through profit or loss (FVPL).

The classification requirements for debt and equity instruments are described below:

(i) Debt instruments

Debt instruments are those instruments that meet the definition of a financial liability from the issuer’s perspective, such as loans, government and corporate bonds and puttable instruments like units of mutuals funds etc.

Classification and subsequent measurement of debt instruments depend on:

- the Company’s business model for managing the instrument; and
- the cash flow characteristics of the instrument.

Based on these factors, the Company classifies its debt instruments in one of the following three measurement categories:

a) At amortised cost

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest (SPPI) are measured at amortised cost. The carrying amount of these assets is adjusted by any expected credit loss allowance recognised and measured as described in note 3.6.1.2 to these unconsolidated financial statements.

b) Fair value through other comprehensive income (FVOCI)

Financial assets that are held for collection of contractual cash flows and for selling the assets, where the assets’ cash flows represent solely payments of principal and interest are measured at fair value through other comprehensive income (FVOCI). Movements in the carrying amount are taken through other comprehensive income (OCI), except for the recognition of impairment gains or losses, recognised and measured as described in note 3.6.1.2, interest revenue and foreign exchange gains and losses on the instrument’s amortised cost which are recognised in the profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to the profit or loss.

c) Fair value through profit or loss (FVPL)

Assets that do not meet the criteria for classification at amortised cost or FVOCI are measured at fair value through profit or loss (FVPL). A gain or loss on a debt investment that is subsequently measured at FVPL and is not part of a hedging relationship is recognised in the profit or loss in the period in which it arises.

(ii) Equity instruments

Equity instruments are instruments that meet the definition of equity from the issuer's perspective and are instruments that do not contain a contractual obligation to pay and that evidence a residual interest in the issuer's net assets.

All equity investments are measured at fair value, with gains and losses recognised in the profit or loss, except where an irrevocable election has been made at the time of initial recognition to measure the investment at FVOCI.

The dividend income is recognised in the profit or loss from equity securities classified under FVOCI. However, any surplus / (deficit) arising as a result of subsequent movement in the fair value of equity securities classified as FVOCI is recognised in other comprehensive income and is not recycled to the profit or loss on derecognition.

3.6.1.2 Impairment

The Company assesses on a forward-looking basis the expected credit losses (ECL) associated with its financial assets carried at amortised cost and FVOCI. The Company recognises a loss allowance for such losses at each reporting date. 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 without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions (including macroeconomic factors).

For trade debts, the Company applies a simplified approach, where applicable, in calculating ECL. The Company has established a provision matrix for portfolio of customers having similar risk characteristics and estimates default rates based on the Company's historical credit loss experience, adjusted for forward-looking factors (including gross domestic product and consumer price index).

The Company considers a financial asset to be at a risk of default when contractual payments are 90 days past due, unless there are factors that might indicate otherwise. However, in certain cases, the Company may also consider a financial asset to be in default when internal or external information indicates that the Company is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

3.6.1.3 Derecognition

Financial assets, or a portion thereof, are derecognised when the contractual rights to receive the cash flows from the assets have expired, or when they have been transferred and either:

(i) the Company transfers substantially all the risks and rewards of ownership; or
(ii) the Company neither transfers nor retains substantially all the risks and rewards of ownership and the Company has not retained control.

Any gain or loss on derecognition of financial assets is taken to the profit or loss except in the case of equity instruments designated as FVOCI on initial recognition.

3.6.1.4 Regular way contracts

All regular way purchases and sales of financial assets are recognised on the trade date i.e. the date on which the Company commits to purchase or sell the asset. Regular way purchases / sales of assets require delivery of securities within two days from the transaction date as per the stock exchange regulations.

3.6.2 Financial liabilities

Financial liabilities are classified and measured at amortised cost except for:

- Financial liabilities at FVPL; and
- Financial liabilities arising from the transfer of financial assets which did not qualify for derecognition, whereby a financial liability is recognised for the consideration received for the transfer.

3.6.2.1 Derecognition

Financial liabilities are derecognised at the time when these are extinguished, i.e., when the obligation specified in the contract is discharged, cancelled or expires. Any gain or loss on derecognition of financial liabilities is taken to the profit or loss.

3.6.3 Initial recognition

Financial assets and financial liabilities are recognised at the time the Company becomes a party to the contractual provisions of the instrument. These are initially recognised at fair value plus transaction costs except for financial assets carried at FVPL. Financial assets carried at FVPL are initially recognised at fair value and transaction costs associated with these financial assets are taken directly to profit or loss.

3.6.4 Offsetting of financial assets and liabilities

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis, or realise the assets and settle the liabilities simultaneously.

3.6.5 Business model

The business model reflects how the Company manages the assets in order to generate cash flows. That is, whether the objective is solely to collect the contractual cash flows from the assets or is to collect both the contractual cash flows and cash flows arising from the sale of assets. If neither of these is applicable (e.g. financial assets are held for trading purposes), then the financial assets are classified as part of ‘other’ business model and measured at FVPL. Factors considered by the Company in determining the business model for a group of assets includes past experience on how the cash flows for these assets were collected, how the asset’s performance is evaluated and reported to key management personnel, how risks are assessed and managed and how managers are compensated.

3.6.6 Solely payments of principal and interest (SPPI)

Where the business model is to hold assets to collect contractual cash flows or to collect contractual cash flows and sell, the Company assesses whether the financial instruments’ cash flows represent solely payments of principal and interest (the ‘SPPI test’). In making this assessment, the Company considers whether the contractual cash flows are consistent with a basic lending arrangement, i.e., interest includes only consideration for the time value of money, credit risk, other basic lending risks and a profit margin that is consistent with a basic lending arrangement. Where the contractual terms introduce exposure to risk or volatility that are inconsistent with a basic lending arrangement, the related financial asset is classified and measured at fair value through profit or loss.

3.6.7 Reclassifications

The Company reclassifies financial assets when and only when its business model for managing those assets changes. The reclassification takes place from the start of the first reporting period following the change. Such changes are expected to be very infrequent.

3.6.8 Derivatives

Derivative instruments are initially recognised at fair value and subsequent to initial measurement each derivative instrument is remeasured at its fair value and the resultant gain or loss is recognised in the profit or loss.

3.7 Stores, spares and consumables

Stores, spares and consumables are stated at weighted average cost less provision for obsolete items (if any) except items in-transit, if any, are valued at cost comprising invoice value plus other charges incurred thereon up to the reporting date. Cost comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

Provision, if required, is made in the unconsolidated financial statements for slow moving, obsolete and unusable items. Spares and consumables are assessed and provision is applied according to the degree of ageing based on a specific criteria.

3.8 Stock-in-trade

Stock-in-trade, excluding items in-transit is valued at the lower of weighted average cost and estimated net realisable value (NRV). NRV is the estimated selling price in the ordinary course of business less net estimated costs to sell.

Cost comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Net realisable value signifies the estimated selling price in the ordinary course of business less net estimated costs of completion and sell.

Items in-transit are valued at cost comprising invoice value plus other charges incurred thereon up to the reporting date.

3.9 Taxation - Income tax, levy and sales tax

Income tax expense comprises current and deferred tax. Income tax expense is recognised in the statement of profit or loss, except to the extent that it relates to items recognised directly in other comprehensive income, in which case it is recognised in other comprehensive income.

i) Current

The charge for current taxation is based on taxable income at the current rates of taxation in accordance with the Income Tax Ordinance, 2001 after taking into account tax credits available, if any. The charge for current tax also includes adjustments, where necessary, relating to prior years which arise from assessments framed / finalised during the year.

Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

ii) Deferred

Deferred tax is recognised using the balance sheet liability method on all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts appearing in the financial statements at the reporting date. Deferred tax liabilities are recognised for all taxable temporary differences. Deferred tax assets are recognised for all deductible temporary differences to the extent that it is probable that the temporary differences will reverse in the future and taxable income will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax assets to be utilised.

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

iii) Levy

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

iv) Sales tax

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

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

- When receivables and payables are stated with the amount of sales tax included the net amount of sales tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

3.10 Cash and cash equivalents

These are carried at cost. Cash and cash equivalents for the purpose of unconsolidated statement of cash flows comprise of cash in hand, investment in highly liquid mutual fund units and current and deposit accounts held with banks, which are subject to insignificant risk of change. Short-term finance facilities availed by the Company, which are payable on demand and form an integral part of the Company’s cash management are also included as part of cash and cash equivalents for the purpose of statement of cash flows.

3.11 Impairment of non-financial assets

The carrying amounts of non-financial assets are assessed at each reporting date to ascertain whether there is any indication of impairment. If such an indication exists, the asset's recoverable amount is estimated to determine the extent of impairment loss, if any. An impairment loss is recognised, as an expense in the profit or loss. The recoverable amount is the higher of an asset's fair value less cost to disposal and value in use. Value in use is ascertained through discounting of the estimated future cash flows using a discount rate that reflects current market assessments of the time value of money and the risk specific to the assets for which the estimate of future cash flows have not been adjusted. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

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

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset’s carrying amount does not exceed the carrying amount that would have been determined, if no impairment loss had been recognised.

3.12 Staff retirement benefits

The Company's retirement benefit plans comprise of provident funds, pensions, gratuity schemes and a medical scheme for eligible retired employees.

i) Defined benefit plans

The Company operates a funded pension scheme and a funded gratuity scheme for its management staff. The pension and gratuity schemes are salary schemes providing pension and lump sum payments, respectively. Pension and gratuity schemes for management staff are invested through two approved trust funds. The schemes define the amounts of benefit that an employee will receive on or after retirement subject to a minimum qualifying period of service under the schemes. The schemes are managed in conformity with the provisions of the Trust Deeds. The Company is responsible to make contributions to the funds as prescribed under the Trust Deeds and related rules. The trustees are responsible for the day to day management of the Funds.

The Company also operates a gratuity scheme for its non-management staff and the pensioners' medical scheme which are unfunded. The pension and gratuity plans are final salary plans.

An actuarial valuation of all defined benefit schemes is conducted every year. The valuation uses the Projected Unit Credit method. The Company recognises an expense in accordance with the recommendation of the actuary.

All past service costs are recognised in the profit or loss at the earlier of when the amendment or curtailment occurs and when the Company has recognised related restructuring or termination benefits.

Remeasurements, comprising of actuarial gains and losses arising from experience adjustments, changes in actuarial assumptions and the effect of the asset ceiling are recognised directly in equity through the statement of comprehensive income in the period in which they arise. Remeasurements are not reclassified to profit or loss in subsequent periods. All past service costs are recognised in the profit or loss. Net interest is calculated by applying the discount rate to the net defined benefit liability or asset. The Company recognises service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements and net interest expense or income in the statement of profit or loss.

ii) Defined contribution plans

The Company operates two registered contributory provident funds for its entire staff and a registered defined contribution superannuation fund for its management staff, who has either opted for this fund by July 31, 2004 or have joined the Company after April 30, 2004.

iii) Medical scheme

The pensioner's medical plan reimburses actual medical expenses to pensioners as per entitlement.

3.13 Government grants

Government grants are recognised at the fair value of the consideration received. A grant without specified future performance conditions is recognised in income when the grant proceeds are received. A grant that imposes specified future performance conditions is recognised in income when all those conditions are met. Government grants received before the income recognition criteria is satisfied are presented as a separate liability in the statement of financial position. Government grants are recognised in the profit or loss on a systematic basis over the periods in which the Company recognises as expense the related costs for which the grants are intended to compensate and are presented as reduction of related interest expense.

3.14 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

3.15 Provisions, contingent assets and contingent liabilities

A provision is recognised in the statement of financial position when the Company has a legal or constructive obligation as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of obligation. The amount recognised as a provision reflects the best estimate of the expenditure required to settle the present obligation at the end of the reporting period. They are reviewed at each reporting date and adjusted prospectively.

A contingent asset is disclosed when there is a possible asset 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. Contingent assets are not recognised until the inflow of economic benefits is virtually certain.

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

3.16 Foreign currency translation and transactions

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

3.17 Functional and presentation currency

These unconsolidated financial statements are presented in PKR, which is the Company's functional and presentation currency.

3.18 Dividend and appropriation to reserves

Dividend and appropriation to reserves are recognised in the unconsolidated financial statements in the period in which these are approved. However, if these are approved after the reporting period but before the unconsolidated financial statements are authorised for issue, disclosure is made in the unconsolidated financial statements.

3.19 Segment reporting

Segment reporting is based on the operating (business) segments of the Company. An operating segment is a component of the Company that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Company’s other components. An operating segment’s operating results are reviewed regularly by the Executive Management Committee i.e., the Chief Operating Decision Maker (CODM), that includes Chief Executive to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

Segment results that are reported to the Chief Executive include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly corporate assets, income tax assets, liabilities and related income and expenditures. Segment capital expenditure is the total cost incurred during the year to acquire property, plant and equipment.

For management purposes, the Company is organised into business units based on its products and services and has five reportable segments, namely Polyester, Soda Ash, Animal Health, Pharma and Chemicals and Agri Sciences. No operating segments have been aggregated to form the above reportable operating segments.

Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the unconsolidated financial statements. Transfer prices between operating segment are based on agreed prices approved by the board of directors.

3.20 Revenue from contracts with customers

a) Sale of goods

The Company is in the business of sale of goods. Revenue from contracts with customers is recognised at a point in time when control of the goods is transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods. The Company has generally concluded that it is the principal in its revenue arrangements because it typically controls the goods or services before transferring them to the customer. The point at which the control passes generally occurs on dispatch of goods to the customers (including exports). The normal credit term is 30 to 90 days upon dispatch.

The Company recognises revenue based on the following principles:

- identification of customer contracts;
- identification of performance obligations;
- determination of transaction price in the contract;
- allocation of price to performance obligations; and
- recognition of revenue when the performance obligations are fulfilled.

The disclosures of significant accounting judgments, estimates and assumptions relating to revenue from contracts with customers are provided in note 4 to these unconsolidated financial statements.

The Company considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated. In determining the transaction price for the sale of goods, the Company considers the effects of variable consideration, the existence of significant financing components, non cash consideration, and consideration payable to the customer (if any).

The Company pays sales commission to its sales agents for certain contracts. The Company has elected to apply the optional practical expedient for costs to obtain a contract which allows the Company to immediately expense sales commissions because the amortisation period of the asset that the Company otherwise would have used is one year or less.

Contracts with the Company's customers provide them with a right of return, price adjustments and volume rebates and are considered as variable consideration. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

Certain contracts provide a customer with a right to return the goods within a specified period. The Company uses the expected value method to estimate the goods that will not be returned because this method best predicts the amount of variable consideration to which the Company will be entitled. The requirements in IFRS 15 on constraining estimates of variable consideration are also applied in order to determine the amount of variable consideration that can be included in the transaction price.

For goods that are expected to be returned, instead of revenue, the Company recognises a refund liability. A right of return asset (and corresponding adjustment to cost of sales) is also recognised for the right to recover products from a customer.

The Company provides retrospective volume rebates (discounts) to certain customers once the quantity of products purchased during the period exceeds a threshold specified in the contract. Rebates are offset against amounts payable by the customer. To estimate the variable consideration for the expected future rebates, the Company applies the most likely amount method for contracts with a single-volume threshold and the expected value method for contracts with more than one volume threshold. The selected method that best predicts the amount of variable consideration is primarily driven by the number of volume thresholds contained in the contract. The Company then applies the requirements on constraining estimates of variable consideration and recognises a refund liability for the expected future rebates.

b) Toll manufacturing income is recognised at the point in time when services are rendered.

3.21 Other income

a) Dividend income is recognised when the right to receive dividend is established.
b) Profit on short-term deposits is accounted for using the effective interest rate method.
c) Other income is recognised on an accrual basis.

3.22 Contract balances

Trade debts

A receivable is recognised if an amount of consideration that is unconditional is due from the customer i.e., only the passage of time is required before payment of the consideration is due. Refer to accounting policies of financial assets disclosed in note 3.6 to these unconsolidated financial statements.

Contract liabilities

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

3.23 Current versus non current classification

The Company presents assets and liabilities in the statement of financial position based on current / non-current classification.

An asset is current when it is:

- expected to be realised or intended to be sold or consumed in the normal operating cycle;
- held primarily for the purpose of trading;
- expected to be realised within twelve months after the reporting period; or
- cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

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

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

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities, respectively.

3.24 Earnings per share

The Company presents basic earnings per share data for its ordinary shares. Basic earnings per share 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.

3.25 Commitments

Commitments for capital expenditure contracted for but not incurred are disclosed in the unconsolidated financial statements at committed amounts. Commitments for letters of credit and letters of guarantee denominated in foreign currencies are expressed in rupee terms at committed amounts.

3.26 Share capital

Ordinary shares are classified as equity and are recorded at face value. Incremental costs, if any, directly attributable to the issuance of shares, are recognised in equity as a deduction, net of tax, from the proceeds.

3.27 Business combinations

All business combinations are accounted for using the acquisition method, irrespective of whether equity instruments or other assets are acquired. Identifiable assets acquired and liabilities assumed in a business combination are recognised at their acquisition-date fair value within the acquirer's statement of financial position. Where the initial accounting for a business combination is incomplete at the end of the reporting period, IFRS 3 permits the disclosure of provisional values, which shall be finalised within one year from the acquisition date.

Identifiable assets acquired, and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, initially measured at their fair values as at the acquisition date. In case of acquisition of subsidiary, the Company recognises any non-controlling interests (NCI) in the acquired entity on an acquisition-by-acquisition basis, electing either fair value or the non-controlling interest's proportionate share of the acquired entity's net identifiable assets.

Goodwill is initially measured at cost, being the excess of the:

- aggregate of the consideration transferred;
- amount recognised for any non-controlling interest in the acquired entity; and
- acquisition-date fair value of any previously held equity interest in the acquired entity;

over the fair value of the net identifiable assets acquired and liabilities assumed.

If the fair value of the net identifiable assets acquired is in excess of the aggregate consideration transferred, the Company re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If this reassessment still results in an excess, the resulting gain is recognised directly in the profit or loss as Bargain Purchase Gain.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Company's cash-generating units (CGUs) that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units. Where goodwill has been allocated to a CGU and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

Where settlement of any portion of cash consideration is deferred, the future amount payable is discounted to their present value as at the date of exchange. The discount rate applied is the Company's incremental borrowing rate, defined as the rate at which a comparable borrowing could be obtained from an independent financier under similar terms and conditions.

4 SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Company's unconsolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

4.1 Judgments

In the process of applying the Company's accounting policies, management has made the following judgments, which have the most significant effect on the amounts recognised in the unconsolidated financial statements:

4.1.1 Determining the lease term of contracts with renewal and termination options – Company as lessee

The Company has several lease contracts that include extension and termination options. The Company applies judgment in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Company reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate (e.g., construction of significant leasehold improvements or significant customisation to the leased asset).

4.1.2 Contingencies

The Company, based on the availability of the latest information, estimates the value of contingent liabilities, which may differ on the occurrence / non-occurrence of uncertain future event(s).

4.2 Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Company has based its assumptions and estimates on parameters available when the unconsolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

Notes to and Forming Part of the Unconsolidated Financial Statements

For the year ended June 30, 2025

4.2.1 Income and sales tax

The Company takes into account current income and sales tax laws and decisions taken by the appellate authorities. Instances where the Company's view differs from the view taken by the authorities at the assessment stage and where the Company, in consultation with its external counsel, considers that its view on items of material nature is in accordance with law, the amounts are shown as contingent liabilities (unless there is a remote possibility of transfer of benefits).

Significant management judgment is required to determine the amount of deferred tax that can be recognised, based upon the likely timing and the level of future taxable profits, together with future tax planning strategies. The management consider tax consequences that would follow from the manner in which the entity expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

4.2.2 Staff retirement benefits

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

4.2.3 Property, plant and equipment

The Company reviews appropriateness of the rate of depreciation, useful life and residual value used in the calculation of depreciation. Further, where applicable, an estimate of the recoverable amount of assets is made for possible impairment as and when required. In making these estimates, Company uses the technical resources available with the Company. Any change in the estimates in the future might affect the carrying amount of respective item of property, plant and equipment, with corresponding effects on the depreciation charge and impairment.

4.2.4 Allowance for Expected Credit Loss (ECL) on financial assets

The Company uses a provision matrix to calculate ECLs for trade debts and other receivables. The provision rates are based on days past due for companies of various customer segments that have similar risk characteristics.

The assessment of ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Company's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

4.2.5 Revenue from contracts with customers

The Company estimates variable considerations to be included in the transaction price for the sale of goods with rights of return and volume rebates.

The Company has developed a model for forecasting sales returns. The model uses the historical return data of each product to come up with expected return percentages. These percentages are applied to determine the expected value of the variable consideration. Any significant changes in experience as compared to historical return pattern will impact the expected return percentages estimated by the Company.

The Company's expected volume rebates are analysed on a per customer basis for contracts that are subject to volume thresholds.

The Company updates its assessment of expected returns and volume rebates on a periodic basis and the refund liabilities are adjusted accordingly. Estimates of expected returns and volume rebates are sensitive to changes in circumstances and the Company's past experience regarding returns and rebate entitlements may not be representative of customers' actual returns and rebate entitlements in the future.

4.2.6 Leases - Estimating the incremental borrowing rate

Where the Company cannot readily determine the interest rate implicit in the lease, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Company would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Company 'would have to pay', which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Company estimates the IBR using observable inputs (such as market interest rates) and incorporates applicable spread.

4.2.7 Stock-in-trade

The Company reviews the net realisable value of stock-in-trade to assess any diminution in the respective carrying values and also review the inventories for obsolescence.

Further, the Company holds certain items of raw materials and consumable comprising of coal, coke, limestone and rock salt which are stored in the form of stockpiles. As the weighing of these inventory items is not practicable, the reasonableness of the quantities on hand is assessed by obtaining measurements of stockpiles and converting these measurements into unit of volume by bulk density values.

4.2.8 Impairment of non-financial assets

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at normal commercial terms, for similar assets or observable market prices less incremental costs of disposing of the asset. The value in use calculation is based on a DCF model. The recoverable amount is sensitive to cashflow assumptions. These estimates are most relevant to goodwill and other intangibles with indefinite useful lives recognised by the Company. The key assumptions used to determine the recoverable amount for the different CGUs, including a sensitivity analysis, are disclosed and further explained in note 8.2.

5 NEW STANDARDS, AMENDMENTS TO ACCOUNTING AND REPORTING STANDARDS AND NEW INTERPRETATIONS

5.1 Amendments and interpretations to accounting and reporting standards that are effective in the current year

There are certain new amendments and interpretations to the accounting and reporting standards which are mandatory for accounting periods which began on July 1, 2024. However, these do not have any significant impact on the Company's financial statements and therefore have not been stated in these unconsolidated financial statements, except for the following:

Amendments to IAS 1 - Non-current liabilities with covenants:

These amendments aim to improve the information an entity provides when its right to defer the settlement of a liability is subject to compliance with covenants within twelve months after the reporting period, which affects the classification of that liability. These amendments introduce additional disclosure requirements that enable users of financial statements to understand the risk that the liability could become repayable within twelve months of the reporting period. These amendments did not have any impact on the measurement, recognition, or presentation and disclosure of any item in these unconsolidated financial statements.

Further, in accordance with SRO 1278(1)/2024 issued by the Securities Exchange Commission of Pakistan on August 15, 2024, the Company has included certain shariah compliance related disclosures in respective notes of these unconsolidated financial statements.

5.2 Standards, amendments and interpretations to accounting and reporting standards that are not yet effective

There are certain new standards, amendments and interpretations that are mandatory for the Company's accounting periods beginning on or after July 1, 2025 but are considered not to be relevant or will not have any significant effect on the Company’s operations and therefore have not been detailed in these unconsolidated financial statements, except for the following:

- IFRS 18 'Presentation and Disclosure in Financial Statements' (IFRS 18) (published in April 2024) with applicability date of January 1, 2027 by IASB, which are yet to be notified by the SECP for the purpose of applicability in Pakistan. IFRS 18 when adopted and applicable shall impact the presentation of 'Statement of Profit or Loss' with certain additional disclosures in the financial statements;

- Amendments to IFRS 9 'Financial Instruments' which clarify the date of recognition and derecognition of a financial asset or financial liability including settlement of liabilities through banking instruments and channels including electronic transfers. The amendment when applied may impact the timing of recognition and derecognition of financial liabilities.

The management is in the process of assessing the impacts of the new standards and amendments on the unconsolidated financial statements of the Company.

Notes to and Forming Part of the Unconsolidated Financial Statements

For the year ended June 30, 2025

6. BUSINESS ACQUISITION

6.1 In line with the Company's growth aspirations and strategic priorities, during the year the Company acquired a manufacturing facility, selected pharmaceutical products, brands and associated trademarks of Pfizer Pakistan Limited and other Pfizer entities, for a total consideration of PKR 5,000 million. In addition to this the Company also acquired relevant working capital along with inventory for a consideration of PKR 2,179 million out of which PKR 867 million relates to deferred consideration which is payable after one year from the acquisition date. The transaction was successfully completed on September 6, 2024 (acquisition date).

As per the requirements of International Financial Reporting Standard 3 – "Business Combinations" (IFRS 3), all identifiable assets acquired and liabilities assumed in business combination are required to be recognised at acquisition date fair value in the acquirer's statement of financial position. IFRS 3 also allows an acquirer to disclose provisional values when the initial accounting for a business combination is incomplete at the end of the reporting period, which is required to be finalised within the period of one year from the acquisition date. As at June 30, 2025, the Company has finalised the fair value of all identifiable assets acquired and liabilities assumed. In accordance with IFRS 3, the Company has retrospectively adjusted the provisional amounts recognised at the acquisition date.

6.2 Details of the final fair values of the assets acquired are as follows:

	Fair value recognised on acquisition **(PKR in '000)**
Tangible assets:	
Leasehold land	**1,500,800**
Building on leasehold land	**385,013**
Plant, machinery and equipment (including CWIP)	**1,719,320**
Vehicles - net	**115,255**
Total non-current assets	**3,720,388**
Stores and spares	**153,519**
	3,873,907
Intangible assets:	
Brands	**1,418,648**
Fair value of net assets acquired	**5,292,555**
Working capital including inventory	**2,179,041**
Total assets	**7,471,596**

6.3 Details of the carrying values of the net assets acquired, purchase consideration and gain on bargain purchase are as follows:

	September 06, 2024 **(PKR in '000)**
Fair value of net assets acquired	**5,292,555**
Purchase consideration - paid in cash	**(5,000,000)**
Gain on bargain purchase	**292,555**

6.4 Net turnover and operating profit from the acquired business during the year ended June 30, 2025 are as follows:

	(PKR in '000)
Net turnover	**7,187,153**
Operating profit	**1,476,675**

The aforementioned results have been reported under the Pharma segment of the Company (note 30) based on the accounting policies of the Company as disclosed in note 3.19 of these unconsolidated financial statements.

7. PROPERTY, PLANT AND EQUIPMENT

	Note	As at June 30, 2025	As at June 30, 2024
		(PKR in '000)	
Operating fixed assets	7.1	**33,382,837**	24,280,117
Capital work-in-progress	7.3	**5,254,914**	5,486,396
		38,637,751	29,766,513

7.1 Following is the statement of operating fixed assets:

	Note	Land		Lime beds on freehold land	Buildings		Plant and machinery	Rolling stock and vehicles	Furniture and equipment	Total
		Freehold	Leasehold		On freehold land	On leasehold land				
		(PKR in '000)								
		Year ended June 30, 2025								
Net carrying value basis										
Opening net book value		**608,936**	**-**	**603,335**	**748,119**	**3,602,751**	**18,139,916**	**42,006**	**535,053**	**24,280,116**
Additions / transfers		**45,918**	**63,254**	**77,819**	**100,542**	**1,136,739**	**7,701,830**	**-**	**486,220**	**9,612,322**
Assets acquired through business acquisition	6.2	**-**	**1,500,800**	**-**	**-**	**385,013**	**1,339,549**	**115,255**	**-**	**3,340,617**
Disposals at net book value	7.1.1	**-**	**-**	**-**	**-**	**(143)**	**(82,586)**	**(110,665)**	**(109)**	**(193,503)**
Depreciation charge	7.2	**-**	**(244)**	**(134,463)**	**(83,926)**	**(374,965)**	**(2,822,531)**	**(11,448)**	**(229,138)**	**(3,656,715)**
Transfers between categories		**(72,808)**	**-**	**-**	**25,166**	**-**	**47,642**	**-**	**-**	**-**
Closing net book value		**582,046**	**1,563,810**	**546,691**	**789,901**	**4,749,395**	**24,323,820**	**35,148**	**792,026**	**33,382,837**
Gross carrying value basis										
Cost		**654,854**	**2,126,220**	**1,117,817**	**3,517,739**	**7,691,275**	**58,128,657**	**137,556**	**1,968,879**	**75,342,997**
Transfers between categories - cost		**(72,808)**	**-**	**-**	**25,166**	**-**	**47,642**	**-**	**-**	**-**
Accumulated depreciation		**-**	**(562,410)**	**(571,126)**	**(2,753,004)**	**(2,941,879)**	**(33,852,480)**	**(102,408)**	**(1,176,853)**	**(41,960,160)**
Closing net book value		**582,046**	**1,563,810**	**546,691**	**789,901**	**4,749,396**	**24,323,819**	**35,148**	**792,026**	**33,382,837**
Depreciation rate per annum (%)		**-**	**2 to 4**	**5 to 25**	**5 to 33**	**3 to 33**	**3 to 50**	**10 to 33**	**10 to 50**	
		Year ended June 30, 2024								
Net carrying value basis										
Opening net book value		608,936	-	429,642	734,364	3,376,652	19,051,614	30,869	441,144	24,673,221
Additions / transfers		-	-	265,112	103,406	529,996	1,784,866	20,235	233,806	2,937,422
Disposals at net book value		-	-	-	-	(1,502)	(14,827)	-	(3,365)	(19,695)
Depreciation charge	7.2	-	-	(91,419)	(89,651)	(302,395)	(2,681,737)	(9,098)	(136,532)	(3,310,831)
Closing net book value		608,936	-	603,335	748,119	3,602,751	18,139,916	42,006	535,053	24,280,117
Gross carrying value basis										
Cost		608,936	562,166	1,039,998	3,417,197	6,170,704	49,563,965	133,775	1,517,808	63,014,549
Accumulated depreciation		-	(562,166)	(436,663)	(2,669,078)	(2,567,953)	(31,424,049)	(91,769)	(982,754)	(38,734,432)
Closing net book value		608,936	-	603,335	748,119	3,602,751	18,139,916	42,006	535,053	24,280,117
Depreciation rate per annum (%)		-	2 to 4	5 to 25	5 to 33	3 to 33	3 to 50	10 to 33	10 to 50	

7.1.1 Cost of building on leasehold land, plant and machinery, rolling stock and vehicles and furniture and equipment disposed off during the year amounts to PKR 1.182 million, PKR 476.686 million, PKR 111.474 million and PKR 35.149 million, respectively. Following are the details of disposals of operating fixed assets having net book value in excess of PKR 500,000:

Particulars	Cost	Accumulated depreciation	Net book value	Sale proceeds	Gain / (loss)	Mode of disposal	Particulars of buyers	Relationship of purchaser with the Company or director (if any)
Vehicles	110,146	-	110,146	110,146	-	Sale	First Habib Modaraba	N/A
Vehicles	623	104	519	695	176	Bidding	Muhammad Jawaid	N/A
Plant & Machinery	59,054	22,863	36,191	36,922	731	Sale	Myplan Pharmaceuticals	N/A
Plant & Machinery	33,188	22,328	10,860	25,000	14,140	Sale	S & R Agri Farms	N/A
Plant & Machinery	22,232	11,176	11,055	25,815	14,760	Sale	ZK Premier Dairies	N/A
Plant & Machinery	13,301	7,537	5,764	7,500	1,736	Sale	Bashir Brother Zari Industry	N/A
Plant & Machinery	10,000	5,494	4,506	3,900	(606)	Scrap	Shahid Hanif Ghauri	N/A
Plant & Machinery	8,190	2,525	5,665	4,000	(1,665)	Sale	K3 Agrosolutions (Pvt.) Limited	N/A
Plant & Machinery	3,534	2,503	1,031	4,100	3,069	Sale	Usman Siddique Agro Spare Part	N/A
Plant & Machinery	2,933	2,078	856	1,075	219	Sale	Agri Complex Pakistan	N/A
Plant & Machinery	2,000	1,323	677	2,646	1,969	Scrap	M.R. Scrap Dealer	N/A
Plant & Machinery	1,326	781	546	50	(496)	Scrap	Mega Enterprises	N/A
Items having book value less than PKR 500,000 each	357,964	352,276	5,688	65,574	59,886			
Total	624,491	430,988	193,503	287,423	93,920			
2024	315,202	295,507	19,695	61,799	42,104			

		Note	For the year ended June 30, 2025	For the year ended June 30, 2024
7.2	Depreciation charge for the year has been allocated as follows:		------------(PKR in '000)------------	
	Cost of sales	32	**3,545,736**	3,229,356
	Selling and distribution expenses	33	**24,332**	31,357
	Administration and general expenses	34	**86,647**	50,118
			3,656,715	3,310,831

7.3 Following is the movement in capital work-in-progress during the year:

	Civil works and buildings	Plant and machinery	Furniture and equipment	Advances to suppliers / contractors	Designing, consultancy and engineering fee	Total
	(PKR in '000)					
	Year ended June 30, 2025					
Opening balance	**377,622**	**1,817,208**	**611,430**	**1,999,814**	**680,322**	**5,486,396**
Additions during the year - note 7.3.1	**1,400,910**	**4,727,554**	**997,038**	**1,844,400**	**15,206**	**8,985,108**
Assets acquired through business acquisitions - note 6.2	**-**	**379,771**	**-**	**-**	**-**	**379,771**
Transferred to operating fixed assets during the year	**(1,333,463)**	**(7,570,528)**	**(486,277)**	**(206,093)**	**-**	**(9,596,361)**
Transfers between categories	**234,447**	**3,931,927**	**(22,426)**	**(3,458,487)**	**(685,461)**	**-**
Closing balance	**679,516**	**3,285,932**	**1,099,765**	**179,634**	**10,067**	**5,254,914**
	Year ended June 30, 2024					
Opening balance	47,611	1,595,652	110,507	838,283	242,984	2,835,037
Additions during the year - note 7.3.1	1,104,866	1,631,281	629,439	1,478,901	648,330	5,492,817
Transferred to operating fixed assets during the year	(774,855)	(1,409,725)	(128,516)	(317,370)	(210,992)	(2,841,458)
Closing balance	377,622	1,817,208	611,430	1,999,814	680,322	5,486,396

		For the year ended June 30, 2025	For the year ended June 30, 2024
		------------(PKR in '000)------------	
7.3.1	This includes interest charged in respect of long-term loans obtained for projects and for general borrowing determined using an average capitalisation rate of 14.02% (June 30, 2024: 18.88%) per annum amounting to:	**788,060**	233,731

7.4 Particulars of immovable assets of the Company are as follows:

Location	Addresses	Usage of immovable property	Covered area (sq.ft)
Karachi	5 West Wharf Road, Karachi	Head office and production plant	117,619
	S-33, Hawksbay Road, S.I.T.E, Karachi	Production plant	11,500
	B-2, S.I.T.E, Karachi	Production plant	190,338
Lahore	63 Mozang Road, Lahore	Regional office	28,454
	30-Km, Sheikhupura Road, Lahore	Production plant	1,928,910
	45-Km, Off Multan Road, Lahore	Production plant	14,601
Khewra	LCI Soda Ash, Tehsil Pind, Dadan Khan, District Jhelum	Regional office and production plant	2,744,404
Haripur	Plot No. 32/2A Phase III, Industrial Estate Hattar, District Haripur	Production plant	39,916
Islamabad	2nd floor, Islamabad Corporate Center, Golra Road, Islamabad	Regional office	7,180

Notes to and Forming Part of the Unconsolidated Financial Statements

For the year ended June 30, 2025

8. INTANGIBLE ASSETS

	Note	Brands	Goodwill	Softwares	Licenses	Total
		(PKR in '000)				
		Year ended June 30, 2025				
Net carrying value basis						
Opening net book value		**1,437,679**	**206,374**	**23,464**	**15,437**	**1,682,954**
Additions		**-**	**-**	**16,636**	**11,513**	**28,149**
Assets acquired through business acquisitions	6.2	**1,418,648**	**-**	**-**	**-**	**1,418,648**
Amortisation charge	8.1	**-**	**-**	**(5,867)**	**(7,953)**	**(13,820)**
Closing net book value		**2,856,327**	**206,374**	**34,233**	**18,997**	**3,115,931**
Gross carrying amount						
Cost		**2,856,327**	**206,374**	**262,678**	**265,319**	**3,590,698**
Accumulated amortisation		**-**	**-**	**(228,445)**	**(246,322)**	**(474,767)**
Closing net book value		**2,856,327**	**206,374**	**34,233**	**18,997**	**3,115,931**
Useful life		**Indefinite**	**Indefinite**	**Up to 10 years**	**Up to 10 years**	
		Year ended June 30, 2024				
Net carrying value basis						
Opening net book value		1,437,679	206,374	9,383	10,447	1,663,883
Additions		-	-	19,039	12,027	31,066
Amortisation charge	8.1	-	-	(4,958)	(7,037)	(11,995)
Closing net book value		1,437,679	206,374	23,464	15,437	1,682,954
Gross carrying amount						
Cost		1,437,679	206,374	246,042	253,806	2,143,901
Accumulated amortisation		-	-	(222,578)	(238,369)	(460,947)
Closing net book value		1,437,679	206,374	23,464	15,437	1,682,954
Useful life		Indefinite	Indefinite	Up to 10 years	Up to 10 years	

		Note	For the year ended June 30, 2025	For the year ended June 30, 2024
8.1	Amortisation charge for the year has been allocated as follows:		(PKR in '000)	
	Cost of sales	32	**3,636**	3,156
	Administration and general expenses	34	**10,184**	8,839
			13,820	11,995

8.2 Impairment testing of intangibles with indefinite lives

Goodwill and brands having indefinite useful lives have been allocated and are monitored at the Pharma division of the Company. The Company has performed its annual impairment test as at June 30, 2025.

The recoverable amount is determined based on a value-in-use calculation using cash flow projections covering a five year period and applying the expected value approach. The discount rate applied to cash flow projections is 14% for goodwill and intangibles with indefinite useful lives for impairment testing. The growth rate used to extrapolate the cash flows beyond the five-year period is 5%. As a result of this analysis, the management did not identify any impairment for the cash generating unit to which goodwill amounting to PKR 206.374 million and intangibles with indefinite useful lives (Brands) amounting to PKR 2,856.327 million are allocated.

8.2.1 Key assumptions used in value-in-use calculations

The calculation of value-in-use is most sensitive to the following assumptions:

(i) Discount rates

The discount rate reflects current market assessment of the rate of return required for the business and is calculated using the Capital Asset Pricing Model. The discount rate reflects the target weighted average cost of capital of the Company.

(ii) Key business assumptions

These assumptions are based on industry growth estimates and management's assessment of how the cash generating unit's position, relative to its competitors, might change over the projected period.

8.2.2 Sensitivity to changes in assumptions

Management believes that after considering the various scenarios no reasonably possible change in any of the above key assumptions would cause the carrying value of the cash generating unit to materially exceed its recoverable amount.

9. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

The Company has lease contracts for various items of land and buildings and vehicles used in its operations. The Company's obligations under its leases are secured by the lessor's title to the leased assets. Generally, the Company is restricted from assigning and subleasing the leased assets.

The Company also has certain leases of sales offices and warehouses with lease terms of 12 months or less. The Company applies the 'short-term lease' exemptions for these leases. For such contracts, the management has competitive options available in the market and the replacement costs are estimated to be minimal.

Set out below is the carrying amount of right-of-use assets recognised and their movement during the year:

	Note	Motor vehicles	Land and buildings	As at June 30, 2025	As at June 30, 2024
		-----------------------------------(PKR in '000)-----------------------------------			
Net carrying value basis					
Opening balance		**55,654**	**126,803**	**182,457**	116,707
Additions		**-**	**321,968**	**321,968**	188,054
Termination		**-**	**(4,685)**	**(4,685)**	-
Depreciation charge	9.2	**(18,403)**	**(113,126)**	**(131,529)**	(122,304)
Closing balance		**37,251**	**330,960**	**368,211**	182,457

	Note	As at June 30, 2025	As at June 30, 2024
Set out below is the carrying amount of lease liabilities and its movement during the year:		-------------(PKR in '000)-------------	
Opening balance		**196,025**	109,871
Additions		**321,968**	188,054
Accretion of interest	36	**60,810**	29,993
Interest payments - presented as operating cashflows		**(60,810)**	(29,993)
Termination		**(5,479)**	-
Payment of lease liabilities		**(123,719)**	(101,900)
Closing balance		**388,795**	196,025
Current portion of lease liabilities		**81,649**	38,547
Non-current lease liabilities		**307,146**	157,478
		388,795	196,025

9.1 The following are the amounts recognised in the unconsolidated statement of profit or loss:

	Note	2025	2024
Depreciation expense of right-of-use assets	9.2	**131,529**	122,304
Accretion of interest	36	**60,810**	29,993
		192,339	152,297

9.2 Allocation of depreciation expense

	Note	2025	2024
Cost of sales	32	**40,120**	37,306
Selling and distribution expenses	33	**4,899**	4,556
Administration and general expenses	34	**86,510**	80,442
		131,529	122,304

9.3 Lease payments of short term leases amounting to PKR 111.311 million (June 30, 2024: PKR 47.260 million) have been recognised as expense during the year.

10. LONG-TERM INVESTMENTS

	Note	As at June 30, 2025	As at June 30, 2024
		(PKR in '000)	
Unquoted - at cost			
Subsidiaries			
- Lucky Core PowerGen Limited (wholly owned) [June 30, 2024: wholly owned]			
7,100,000 ordinary shares (June 30, 2024: 7,100,000 ordinary shares) of face value of PKR 100 each		**710,000**	710,000
Provision for impairment		**(209,524)**	(209,524)
		500,476	500,476
- Lucky Core Ventures (Private) Limited (wholly owned) [June 30, 2024: wholly owned] 10,000 ordinary shares (June 30, 2024: 10,000 ordinary shares) of face value of PKR 10 each		**100**	100
- Lucky TG (Private) Limited (51% owned) [June 30, 2024: 51% owned] 510,000 ordinary shares (June 30, 2024: 510,000 ordinary shares) of face value of PKR 10 each		**5,100**	5,100
Associate			
- NutriCo Morinaga (Private) Limited [22.2% holding (June 30, 2024: 24.5% holding)] 20,121,621 ordinary shares (June 30, 2024: 20,121,621 ordinary shares) of face value of PKR 100 each	10.1	**1,904,315**	1,904,315
Others			
Equity			
- Arabian Sea Country Club Limited 250,000 ordinary shares (June 30, 2024: 250,000 ordinary shares) of PKR 10 each		**2,500**	2,500
		2,412,491	2,412,491

10.1 During the year, NutriCo Morinaga (Private) Limited (NutriCo) issued right shares which were not subscribed by the Company, consequently reducing the shareholding percentage of the Company in NutriCo from 24.5% to 22.2%.

10.2 The principal place of business of all the investees is in Pakistan.

11. LONG-TERM LOANS

	Note	As at June 30, 2025	As at June 30, 2024
		(PKR in '000)	
Considered good - secured			
Due from executives and employees	11.1	**874,088**	803,868

11.1 Due from executives and employees

	Note	Loans for motor vehicle	Other loans	As at June 30, 2025	As at June 30, 2024
		(PKR in '000)			
Due from executives	11.2	**356,599**	**83,212**	**439,811**	367,033
Receivable within one year	16	**(77,521)**	**(83,212)**	**(160,733)**	(139,698)
		279,078	**-**	**279,078**	227,335
Due from employees	11.2			**774,145**	784,920
Receivable within one year	16			**(179,135)**	(208,387)
				595,010	576,533
				874,088	803,868
Outstanding for the period:					
- over one year but less than three years				**172,924**	174,515
- more than three years				**701,164**	629,353
				874,088	803,868

11.2 Loans for purchase of motor vehicles and others are repayable between two to ten years. These loans are interest free and granted to the employees, including executives of the Company, in accordance with the terms of employment.

12. LONG-TERM DEPOSITS AND OTHER ASSETS

	Note	As at June 30, 2025	As at June 30, 2024
		(PKR in '000)	
Prepaid staff cost		**507,370**	-
Deposits		**97,079**	82,856
Staff retirement funds - net			
- Pension (Funded)	23.3.2	**243,833**	195,856
- Gratuity (Funded)	23.3.2	**-**	9,171
		243,833	205,027
		848,282	287,883

13. STORES, SPARES AND CONSUMABLES

	Note	As at June 30, 2025	As at June 30, 2024
Stores	13.1 & 13.3	**370,701**	448,679
Spares	13.1 & 13.3	**1,398,139**	1,219,915
Consumables	13.1 & 13.4	**1,823,516**	4,384,376
		3,592,356	6,052,970
Provision for slow moving and obsolete stores and spares	13.2	**(141,993)**	(133,944)
		3,450,363	5,919,026

13.1 Includes stores, spares and consumables in transit amounting to:

Includes stores, spares and consumables in transit amounting to:		**798,798**	3,836,831

13.2 Movement of provision for slow moving and obsolete stores and spares is as follows:

	Note	2025	2024
Opening balance		**133,944**	118,669
Charge for the year - net	32	**8,049**	15,275
Closing balance		**141,993**	133,944

13.3 This includes stores and spares amounting to PKR 153,519 acquired through business acquisition as disclosed in note 6.

13.4 This includes stock of coal amounting to PKR 983.110 million (June 30, 2024: PKR 539.710 million) which is stored in the form of stockpiles.

14. STOCK-IN-TRADE

	Note	As at June 30, 2025	As at June 30, 2024
		(PKR in '000)	
Raw and packing material including in-transit amounting to PKR 1,036.658 million (June 30, 2024: PKR 1,917.291 million)	14.3 & 14.4	**8,208,968**	7,890,203
Work-in-process		**461,284**	483,585
Finished goods including in-transit amouting to PKR 366.011 million (June 30, 2024: PKR 485.710 million)	14.2	**8,450,841**	7,253,716
		17,121,093	15,627,504
Provision for slow moving and obsolete stock-in-trade	14.1	**(184,222)**	(232,113)
		16,936,871	15,395,391

14.1 Movement of provision for slow moving and obsolete stock-in-trade is as follows:

	Note	2025	2024
Opening balance		**232,113**	292,823
Charge for the year - net	32	**49,163**	209,595
Write-off during the year		**(97,054)**	(270,305)
Closing balance		**184,222**	232,113

14.2 Stock costing PKR 107.522 million (June 30, 2024: PKR 18.538 million) has been measured at net realisable value. The related provision amounting to PKR 9.360 million (June 30, 2024: PKR 7.620 million) has been recognised in the unconsolidated statement of profit or loss.

14.3 This includes stock pertaining to coke, limestone and rocksalt amounting to PKR 415.336 million, PKR 92.335 million and PKR 299.279 million (June 30, 2024: PKR 632.391 million, PKR 46.243 million, PKR 138.945 million and PKR 538.434 million), respectively, which are stored in the form of stockpiles.

Notes to and Forming Part of the Unconsolidated Financial Statements

For the year ended June 30, 2025

		Note	As at June 30, 2025	As at June 30, 2024
			-------------(PKR in '000)-------------	
14.4	This includes raw and packing materials held with the following toll manufacturers:			
	The Experts		**189,108**	401,621
	Four Season Enterprises		**52,022**	151,859
	Aamster Laboratories		**27,730**	15,992
	Amgill (Private) Limited		**27,226**	7
	Bio-Labs (Private) Limited		**21,416**	33,441
	Selmore Pharmaceuticals (Private) Limited		**12,747**	4,274
	Biotech Fertilizers (Private) Limited		**12,337**	-
	NovaMed Pharmaceuticals (Private) Limited		**5,697**	76,077
	Citi Pharma Limited		**5,060**	7,879
	Pharmasol (Private) Limited		**2,862**	5,627
	CSH Pharmaceutical (Private) Limited		**1,401**	56,365
	Vital Agri Nutrients (Private) Limited		**906**	56
			358,512	753,198

15. TRADE DEBTS

	Note	2025	2024
Considered good			
- Secured		**1,169,560**	2,076,145
- Unsecured			
Due from associated companies	15.1 & 15.2	**53,764**	38,551
Others		**4,628,133**	4,459,102
		5,851,457	6,573,798
Considered doubtful	15.3	**232,847**	170,820
		6,084,304	6,744,618
- Allowance for expected credit losses (ECL)	15.3	**(232,847)**	(170,820)
- Provision for price adjustments, discounts and sales returns		**(808,325)**	(998,493)
		(1,041,172)	(1,169,313)
		5,043,132	5,575,305

15.1 Amounts are due from the following related parties, which are neither past due nor impaired, as of the reporting date:

	2025	2024
Unsecured		
Yunus Textile Mills Limited	**15,037**	14,954
Lucky Motors Corporation Limited	**9,252**	11,241
Lucky Textiles Mills Limited	**2,217**	3,114
International Industries Limited	**3,930**	2
Lucky Cement Limited	**1,097**	4,029
Tabba Kidney Institute	**829**	2,242
Lucky Al Shumookh Holdings Limited	**224**	224
Gadoon Textile Mills Limited	**18,703**	-
Child Life Foundation	**235**	-
Tabba Heart Institute	**2,240**	2,745
	53,764	38,551

15.2 The maximum amount outstanding from related parties at any time during the year, with reference to month end balances, are as follows:

	2025	2024
Unsecured		
Gadoon Textile Mills Limited	**442,493**	814,295
Lucky Textiles Mills Limited	**59,458**	36,368
Yunus Textile Mills Limited	**38,972**	22,932
Tabba Heart Institute	**2,702**	2,707
Lucky Foods (Private) Limited	**2,911**	9,131
Lucky Cement Limited	**3,999**	4,032
Tabba Kidney Institute	**2,482**	2,065
Lucky Al Shumookh Holdings Limited	**224**	224
International Industries Limited	**6,490**	4,130
Lucky Motor Corporation Limited	**29,171**	16,330
Nutrico Morinaga (Private) Limited	**-**	514
Lucky Core PowerGen Limited	**72,865**	48,841
Child Life Foundation	**749**	766
	662,516	962,335

		Note	As at June 30, 2025	As at June 30, 2024
15.3	Movement of allowance for ECL is as follows:		(PKR in '000)	
	Opening balance		**170,820**	121,640
	Charge for the year - net	34	**66,002**	51,039
	Write-off during the year		**(3,975)**	(1,859)
	Closing balance		**232,847**	170,820

16. LOANS AND ADVANCES

	Note	As at June 30, 2025	As at June 30, 2024
Considered good			
Loans due from:			
- Executives	11.1	**160,733**	139,698
- Employees	11.1	**179,135**	208,387
		339,868	348,085
Advances to:			
- Executives		**25,857**	17,820
- Employees		**1,195**	2,893
- Contractors and suppliers	16.2	**885,732**	660,190
		912,784	680,903
		1,252,652	1,028,988
Considered doubtful		**30,817**	25,542
		1,283,469	1,054,530
Allowance for ECL	16.3	**(30,817)**	(25,542)
		1,252,652	1,028,988

16.1 The maximum amount outstanding of loans to executives and employees at any time during the year calculated with reference to month end balances are: 339,868 348,085

16.2 This includes advances to foreign suppliers, having latest maturity within one year, amounting to PKR 8.105 million (June 30, 2024: PKR 19.396 million), details of which are as follows:

		As at June 30, 2025	
Name	**Jurisdiction**	**Amount in foreign currency**	**(PKR in '000)**
Centaur Pharmaceuticals Pvt. Ltd	India	USD 275	77
Ashland Industries Europe GMBH	Switzerland	USD 1,942	544
Nantong Acetic Acid Chemical Co. Ltd	China	USD 1,500	421
R L Fine Chem Pvt. Ltd	India	USD 8,250	2,318
Jiangyin Sunshine Imp & Exp	China	USD 3,000	846
Givaudan Mea Fze	United Arab Emirates	USD 4,481	1,264
Chifeng Eyeris Company Ltd	China	USD 1,950	554
Hangzhou Microblue Pharmaceutical	China	USD 900	256
Anhui Galactic Biochemical Co. Ltd	China	USD 2,800	795
Symrise AG	Germany	EUR 1,382	454
Sensient Colors Europe GmbH	Germany	EUR 1,753	576
			8,105

		Note	As at June 30, 2025	As at June 30, 2024
16.3	Movement of allowance for ECL is as follows:		-------------(PKR in '000)-------------	
	Opening balance		**25,542**	26,508
	Charge for the year-net	34	**5,275**	885
	Write-off during the year		**-**	(1,851)
	Closing balance		**30,817**	25,542

17. SHORT-TERM DEPOSITS AND PREPAYMENTS

	Note	As at June 30, 2025	As at June 30, 2024
Prepaid staff cost		**141,059**	-
Short-term trade deposits		**432,290**	786,522
Short-term prepayments		**251,871**	265,268
		825,220	1,051,790

18. OTHER RECEIVABLES

	Note	As at June 30, 2025	As at June 30, 2024
Considered good			
Sales tax		**946,445**	1,815,805
Commission and discounts receivable		**9,202**	3,185
Due from subsidiaries	18.1 & 18.2	**3,139**	2,555
Due from associated companies	18.1 & 18.2	**8,475**	-
Receivable from principal		**197,363**	125,407
Accrued interest income		**7,510**	6,814
Others		**206,186**	255,896
		1,378,320	2,209,662
Considered doubtful		**59,138**	32,466
		1,437,458	2,242,128
Allowance for ECL	18.3	**(59,138)**	(32,466)
		1,378,320	2,209,662

18.1 Due from subsidiaries and associated companies, which are neither past due nor impaired, includes the following:

	As at June 30, 2025	As at June 30, 2024
Unsecured		
NutriCo Morinaga (Private) Limited - Associate	**8,475**	-
Lucky Core Ventures (Private) Limited - Subsidiary	**1,264**	680
Lucky Core PowerGen Limited - Subsidiary	**1,875**	1,875
	3,139	2,555
	11,614	2,555

18.2 The maximum amount outstanding from subsidiaries and associated companies at any time during the year, with reference to month end balances, are as follows:

	As at June 30, 2025	As at June 30, 2024
Unsecured		
NutriCo Morinaga (Private) Limited - Associate	**19,874**	36,000
Lucky Core Ventures (Private) Limited - Subsidiary	**1,264**	680
Lucky Core PowerGen Limited - Subsidiary	**1,875**	1,875
	23,013	38,555

		Note	As at June 30, 2025	As at June 30, 2024
18.3	Movement of allowance for ECL is as follows:		-------------(PKR in '000)-------------	
	Opening balance		**32,466**	18,273
	Charge for the year - net	34	**26,672**	19,224
	Write-off during the year		**-**	(5,031)
	Closing balance		**59,138**	32,466

19. SHORT-TERM INVESTMENTS

	Note	As at June 30, 2025	As at June 30, 2024
At fair value through profit or loss			
Investments in mutual funds	19.1	**18,711,368**	14,984,879

19.1 This mainly includes amount received from sale proceeds of disposal of interest in NutriCo Morinaga (Private) Limited including the associated income from investment in mutual funds. The amount is invested in units of Shariah Compliant money market mutual funds, which are readily encashable.

This includes an unrealised gain of PKR 24.033 million as at June 30, 2025 (June 30, 2024: Nil). Details are as follows:

	As at June 30, 2025		As at June 30, 2024	
	Number of units (in 000)	Value of investment (PKR in 000)	Number of units (in 000)	Value of investment (PKR in 000)
Lucky Islamic Money Market Fund	**84,239**	**8,438,341**	-	-
HBL Islamic Money Market Fund	**22,900**	**2,325,338**	43,591	4,410,093
Faysal Islamic Cash Fund	**35,095**	**3,517,485**	15,353	1,535,318
ABL Islamic Money Market Plan - I	**129,881**	**1,301,654**	-	-
NBP Islamic Money Market Fund	**107,144**	**1,090,215**	-	-
Alfalah Islamic Money Market Fund	**6,262**	**628,629**	-	-
Al Ameen Islamic Cash Plan - I	**4,823**	**495,441**	-	-
Alhamra Cash Management Optimizer	**4,568**	**458,325**	-	-
Meezan Cash Fund	**8,864**	**455,940**	-	-
Al Ameen Islamic Cash Fund	**-**	**-**	17,829	1,782,930
Alhamra Islamic Money Market Fund	**-**	**-**	15,110	1,503,629
NBP Islamic Daily Dividend Fund	**-**	**-**	188,514	1,885,140
Meezan Rozana Amdani Fund	**-**	**-**	26,777	1,338,858
Alfalah Islamic Rozana Amdani Fund	**-**	**-**	10,114	1,011,364
ABL Islamic Cash Fund	**-**	**-**	151,755	1,517,547
	403,776	**18,711,368**	469,043	14,984,879

		Note	As at June 30, 2025	As at June 30, 2024
20.	**CASH AND BANK BALANCES**		-------------(PKR in '000)-------------	
	Cash at banks:			
	- Short-term deposits	20.1	**392,000**	1,372,207
	- Current accounts	20.2	**822,570**	882,678
	Cash in hand		**9,370**	9,642
			1,223,940	2,264,527

Notes to and Forming Part of the Unconsolidated Financial Statements

For the year ended June 30, 2025

20.1 This includes security deposits amounting to PKR 127 million (June 30, 2024: PKR 127 million) from certain distributors kept separately with various banks at pre-agreed rate, maturing at various dates. These are interest based arrangements and these term deposits are readily encashable without any penalty. The mark-up percentage on the short-term deposits during the year ranged from 6% to 16.7% (June 30, 2024: 17.5% to 21%) per annum.

20.2 This includes balance held with Bank AL Habib Limited (a related party) amounting to PKR 16.72 million (June 30, 2024: PKR 69.99 million).

20.3 The shariah compliant bank balances as at June 30, 2025 aggregated to PKR 1,096.940 million (June 30, 2024: PKR 2,137.527 million).

21. ISSUED, SUBSCRIBED AND PAID-UP CAPITAL

As at June 30, 2025	As at June 30, 2024		Note	As at June 30, 2025	As at June 30, 2024
-------(Number of shares)-------				------------(PKR in '000)------------	
83,734,062	83,734,062	Ordinary shares of PKR 10 (June 30, 2024: PKR 10) each fully paid in cash	21.1	**837,341**	837,341
211,925	211,925	Ordinary shares of PKR 10 (June 30, 2024: PKR 10) each issued as fully paid for consideration other than cash under scheme of arrangement for amalgamation	21.1 & 21.2	**2,119**	2,119
16,786	16,786	Ordinary shares of PKR 10 (June 30, 2024: PKR 10) each issued as fully paid bonus shares	21.1	**168**	168
8,396,277	8,396,277	Ordinary shares issued pursuant to the previous scheme as fully paid for consideration of investment in associate	21.2 & 21.3	**83,963**	83,963
92,359,050	92,359,050			**923,591**	923,591

21.1 During the year, the Company announced a subdivision (stock split) of the face value of its ordinary shares from PKR 10 to PKR 2 per share, aimed at enhancing investor accessibility, improving stock liquidity, and broadening shareholder participation. The subdivision was approved by the members of the Company at the Extraordinary General Meeting held on June 20, 2025. Following this approval, the remaining regulatory and procedural formalities were completed on July 19, 2025. Following the subdivision of shares, the Company's subscribed and paid-up capital has been restructured, whereby, the number of ordinary shares has increased from 92,359,050 ordinary shares of PKR 10 each to 461,795,250 shares of PKR 2 each, with no change in the rights and privileges attached to the shares.

Accordingly, in accordance with the financial reporting framework the weighted average number of ordinary shares outstanding during the year and for all years presented have been adjusted in the ratio of 5-for-1 for calculation of earnings per share.

21.2 The process for amalgamation of three companies namely Paintex Limited, ICI Pakistan Manufacturers Limited and Imperial Chemical Industries Limited resulted in a new company as ICI Pakistan Limited (now Lucky Core Industries Limited) on April 01, 1987.

21.3 With effect from October 01, 2000, the Pure Terephthalic Acid (PTA) business of the Company was demerged under a scheme of arrangement dated December 12, 2000 approved by the shareholders and sanctioned by the Sindh High Court.

21.4 As at June 30, 2025, the Holding Company together with Yunus Textile Mills Limited, Gadoon Textile Mills Limited, Lucky Textile Mills Limited and YB Pakistan Limited held 81.60% (June 30, 2024: 81.54%) while institutions held 7.48% (June 30, 2024: 8.00%) and individuals, Modarabas and Mutual Funds and others held the balance of 10.92% (June 30, 2024: 10.46%) of shareholding of the Company. Voting rights and other shareholders' rights are in proportion to their shareholding.

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

22. CAPITAL RESERVES

	Note	As at June 30, 2025	As at June 30, 2024
		------------(PKR in '000)------------	
Share premium	22.1	**309,057**	309,057
Capital receipts	22.2	**586**	586
Reserve for capacity expansions and long-term investments	22.3	**18,000,000**	18,000,000
		18,309,643	18,309,643

22.1 Share premium includes premium amounting to PKR 0.902 million received on shares issued for the Company's Polyester Plant installation in 1980 and premium of PKR 308.982 million representing the difference between nominal value of PKR 10 per share on 8,396,277 ordinary shares issued by the Company and the market value of PKR 392.958 million of these shares corresponding to 25% holding acquired in Lotte Pakistan PTA Limited, an ex-associate, at the date of acquisition i.e. November 2, 2001. The number of shares that had been issued were determined in accordance with the previous scheme in the ratio between market value of the shares of two companies based on the mean of the middle market quotation of the Karachi Stock Exchange (now Pakistan Stock Exchange Limited) over the ten trading days between October 22, 2001 to November 2, 2001.

22.2 Represents amount received from various overseas ICI plc group companies for the purchase of property, plant and equipment. The remitting companies have no claim on repayments.

22.3 Over the years, the Company had heavily invested in various expansion and growth initiatives to ultimately create value for its shareholders. Having invested reserves in various capacity expansion projects and long-term investments, a certain portion of reserves of the Company have been utilised. The Board of Directors of the Company in its meeting held on June 10, 2024 approved the transfer of PKR 18,000 million from revenue reserves (unappropriated profits) to capital reserves to more accurately reflect the nature of these reserves. These reserves will not be available for distribution by way of dividend.

23. STAFF RETIREMENT BENEFITS

	Note	As at June 30, 2025	As at June 30, 2024
		------------(PKR in '000)------------	
Gratuity (Funded)	23.3	**29,300**	-
Non-management gratuity (Unfunded)	23.3	**122,726**	113,984
		152,026	113,984

23.1 The Company is operating a funded defined benefit pension scheme and a funded defined benefit gratuity scheme for its management staff who joined prior to August 1, 2004 for Pension Scheme and prior to March 21, 2016 for Gratuity Scheme. The Company also operates defined benefit gratuity scheme for non-management staff and the pensioners' medical scheme which are unfunded. Actuarial valuation of defined benefit plans is carried out every year and the latest actuarial valuation was carried out as at June 30, 2025. For related accounting policies note refer note 3.12.

23.2 Plan assets held in Trust are governed by local regulations which mainly includes repealed Trust Act, 1882, Companies Act, 2017, Income Tax Rules, 2002 and Rules under the Trust deed of the plans. Responsibility for governance of the Plans, including investment and funding decisions and contribution schedules lies with the Board of Trustees. The Company appoints the trustees.

Notes to and Forming Part of the Unconsolidated Financial Statements

For the year ended June 30, 2025

23.3 Staff retirement benefits

23.3.1 The amounts recognised in the unconsolidated statement of profit or loss and unconsolidated statement of comprehensive income against defined benefit schemes are as follows:

	Note	2025				2024			
		Funded			Unfunded	Funded			Unfunded
		Pension	Gratuity	Total	Non management gratuity	Pension	Gratuity	Total	Non management gratuity
		(PKR in '000)							
Unconsolidated statement of profit or loss									
Current service cost		927	47,153	48,080	4,112	2,094	45,193	47,287	4,519
Interest cost		68,525	124,583	193,108	16,072	79,892	112,737	192,629	17,710
Expected return on plan assets		(97,902)	(131,380)	(229,282)	-	(83,865)	(109,319)	(193,184)	-
Net (reversal) / charge for the year		(28,450)	40,356	11,906	20,184	(1,879)	48,611	46,732	22,229
Unconsolidated statement of comprehensive income:									
Loss / (gain) on obligation		95,762	227,426	323,188	5,298	(26,128)	82,655	56,527	(10,314)
(Loss) / gain on plan assets		(115,289)	(157,018)	(272,307)	-	(142,619)	(126,995)	(269,614)	-
Net loss / (gain) for the year		(19,527)	70,408	50,881	5,298	(168,747)	(44,340)	(213,087)	(10,314)

23.3.2 Movement in the net asset / (liability) recognised in the unconsolidated statement of financial position is as follows:

	Note	2025 Pension	2025 Gratuity	2025 Total	2025 Non management gratuity	2024 Pension	2024 Gratuity	2024 Total	2024 Non management gratuity
Opening balance		195,856	9,171	205,027	(113,984)	25,230	(56,847)	(31,617)	(119,701)
Net charge / (reversal) for the year	23.3.1	28,450	(40,356)	(11,906)	(20,184)	1,879	(48,611)	(46,732)	(22,229)
Net loss / (gain) for the year	23.3.1	19,527	(70,408)	(50,881)	(5,298)	168,747	44,340	213,087	10,314
Contributions / payments during the year		-	72,293	72,293	16,740	-	70,289	70,289	17,632
Closing balance		243,833	(29,300)	214,533	(122,726)	195,856	9,171	205,027	(113,984)

23.3.2.1 Included in other comprehensive income:

	2025 Pension	2025 Gratuity	2025 Total	2025 Non management gratuity	2024 Pension	2024 Gratuity	2024 Total	2024 Non management gratuity
Actuarial gain / loss arising from								
- financial assumptions	49,229	166,065	215,294	12,534	(1,125)	34,627	33,502	(34)
- experience adjustment	46,533	61,361	107,894	(7,236)	(25,003)	48,028	23,025	(10,280)
- investment return	(115,289)	(157,018)	(272,307)	-	(142,619)	(126,995)	(269,614)	-
	(19,527)	70,408	50,881	5,298	(168,747)	(44,340)	(213,087)	(10,314)

23.3.3 The amounts recognised in the unconsolidated statement of financial position are as follows:

	Note	2025 Pension	2025 Gratuity	2025 Total	2025 Non management gratuity	2024 Pension	2024 Gratuity	2024 Total	2024 Non management gratuity
Fair value of plan assets	23.3.5	803,947	1,127,956	1,931,903	-	714,613	912,176	1,626,789	-
Present value of defined benefit obligation	23.3.4	(560,114)	(1,157,256)	(1,717,370)	(122,726)	(518,757)	(903,005)	(1,421,762)	(113,984)
Net asset / (liability)		243,833	(29,300)	214,533	(122,726)	195,856	9,171	205,027	(113,984)

23.3.4 Movement in the present value of defined benefit obligation is as follows:

	Note	2025 Pension	2025 Gratuity	2025 Total	2025 Non management gratuity	2024 Pension	2024 Gratuity	2024 Total	2024 Non management gratuity
Opening balance		518,757	903,005	1,421,762	113,984	551,599	769,166	1,320,765	119,701
Current service cost		927	47,153	48,080	4,112	2,094	45,193	47,287	4,519
Interest cost		68,525	124,583	193,108	16,072	79,892	112,737	192,629	17,710
Benefits paid		(123,857)	(144,911)	(268,768)	(16,740)	(88,700)	(106,746)	(195,446)	(17,632)
Actuarial (gain) / loss		95,762	227,426	323,188	5,298	(26,128)	82,655	56,527	(10,314)
Closing balance	23.3.3	560,114	1,157,256	1,717,370	122,726	518,757	903,005	1,421,762	113,984

23.3.5 Movement in the fair value of plan assets is as follows:

	Note	2025 Pension	2025 Gratuity	2025 Total	2025 Non management gratuity	2024 Pension	2024 Gratuity	2024 Total	2024 Non management gratuity
Opening balance		714,613	912,176	1,626,789	-	576,829	712,319	1,289,148	-
Expected return		97,902	131,380	229,282	-	83,865	109,319	193,184	-
Contributions		-	72,293	72,293	-	-	70,289	70,289	-
Benefits paid		(123,857)	(144,911)	(268,768)	-	(88,700)	(106,746)	(195,446)	-
Actuarial gain / (loss)		115,289	157,018	272,307	-	142,619	126,995	269,614	-
Closing balance	23.3.3	803,947	1,127,956	1,931,903	-	714,613	912,176	1,626,789	-

23.3.6 Historical information

	June 30				
	2025	2024	2023	2022	2021
	(PKR in '000)				
Present value of defined benefit obligation	**1,717,370**	1,421,762	1,320,765	1,327,203	1,435,613
Fair value of plan assets	**(1,931,903)**	(1,626,789)	(1,289,148)	(1,339,705)	(1,500,653)
(Surplus) / Deficit	**(214,533)**	(205,027)	31,617	(12,502)	(65,040)

23.3.7 Major categories / composition of plan assets are as follows:

	2025	2024
Debt instruments	**68.85%**	62.85%
Equity at market value	**29.64%**	33.49%
Cash / Others	**1.51%**	3.66%

Fair value of plan assets	Pension	Gratuity	Pension	Gratuity
	As at June 30, 2025		As at June 30, 2024	
	(PKR in '000)			
Investments				
Government bonds	**549,959**	**757,816**	406,212	579,705
Corporate bonds	**-**	**22,274**	-	36,484
Shares	**241,677**	**331,033**	279,750	265,101
Cash and term deposits	**12,311**	**16,833**	28,651	30,886
Total	**803,947**	**1,127,956**	714,613	912,176

	For the year ended June 30, 2025	For the year ended June 30, 2024
	(PKR in '000)	
Actual return on plan assets during the year	**501,589**	462,798

23.3.8 The significant assumptions used in valuation of defined benefit obligation are as follows:

Discount rate	**11.50%**	15.00%
Future salary increases - Management	**9.25%**	9.50%
Future salary increases - Non-management	**9.50%**	10.50%
Future pension increases	**6.00%**	7.25%

The mortality rates are based on 70% of the EFU (61-66) (June 30, 2024: 70% of the EFU (61-66)) ultimate mortality rates, rated down by three years. If life expectancy increases by 1 year, the obligation increases by PKR 62.013 million (June 30, 2024: PKR 49.213 million).

23.3.9 Impact of changes in assumptions on defined benefit obligation is as follows:

Assumption	1% Increase	1% Decrease
	(PKR in '000)	
	2025	
Discount rate	**(86,687)**	**95,672**
Salary increase	**69,626**	**(64,195)**
Pension increase	**28,045**	**(25,693)**
	2024	
Discount rate	(62,831)	68,212
Salary increase	49,585	(46,001)
Pension increase	22,555	(20,798)

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

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

		As at June 30, 2025	As at June 30, 2024
23.3.9.1	Expected maturity analysis of undiscounted defined benefit obligation is as follows:	**----------(PKR in '000)----------**	
	Less than a year	**306,599**	274,345
	Between 1-5 years	**1,154,967**	1,145,760
	Over 5 years	**1,457,850**	1,407,826
		2,919,416	2,827,931

23.3.10 The Company contributes to the pension and gratuity funds on the advice of the funds' actuary. The contributions are equal to the current service cost with adjustment for any deficit. If there is a surplus, the Company takes a contribution holiday, accordingly, there is no material impact of asset ceiling in these unconsolidated financial statements. The expected contributions for the financial year ending June 30, 2026 for management staff gratuity is expected to be PKR 47 million.

23.3.11 The weighted average duration of the defined benefit obligation is 5.6 years (June 30, 2024: 5.0 years).

23.3.12 The defined benefit schemes pose the following risks:

Mortality risks

The risk that the actual mortality experience is different. The effect depends on the beneficiaries' service / age distribution and the benefits.

Investment risk

The risk of the investment underperforming and not being sufficient to meet the liabilities. This is managed by formulating proper investment plans.

Final salary risks

The risk that the final salary at the time of cessation of service is higher than what was assumed. Since the benefits are calculated on the final salary, the benefit amounts increase similarly.

Risk of sufficiency of assets

This was managed by making regular contributions to the gratuity and pension funds as advised by the actuary.

Withdrawal risk

The risk of actual withdrawals varying with the actuarial assumptions can impose a risk to the defined benefit obligations. The movement of the liability can go either way.

		As at June 30, 2025	As at June 30, 2024
23.4	During the year, the Company's contribution to the defined contribution funds is as follows:	**----------(PKR in '000)----------**	
	Provident fund	**242,667**	199,816
	Defined contribution superannuation fund	**213,539**	178,162

Investments out of provident fund and defined contribution superannuation fund have been made in accordance with the provisions of section 218 of the Companies Act 2017 and the rules formulated for this purpose.

		Note	As at June 30, 2025	As at June 30, 2024
			----------(PKR in '000)----------	
24.	**LONG-TERM LOANS**		**9,539,945**	3,986,348
	Loans from banking companies / financial institutions:			
	Interest based arrangements			
	Long-Term Finance Facility (LTFF)	24.2	**469,816**	839,738
	Temporary Economic Refinance Facility (TERF)	24.3	**2,358,344**	2,653,414
			2,828,160	**3,493,152**
	Shariah compliant arrangements			
	Renewable energy	24.5	**163,922**	71,288
	Diminishing musharika	24.6	**8,121,731**	1,089,485
	Islamic term finance	24.7	**-**	241,869
			8,285,653	1,402,642
			11,113,813	4,895,794
	Current portion shown under current liabilities		**(1,573,868)**	(909,446)
		24.1	**9,539,945**	3,986,348

24.1 Following are the changes in the long term finances for which cashflows have been classified as financing activities in the unconsolidated statement of cashflows:

	As at June 30, 2025	As at June 30, 2024
	----------(PKR in '000)----------	
Opening balance	**4,895,794**	4,905,531
Obtained during the year	**7,140,550**	1,089,486
Less: Repaid during the year	**(922,531)**	(1,099,223)
	11,113,813	4,895,794
Current portion shown under current liabilities	**(1,573,868)**	(909,446)
	9,539,945	3,986,348

24.2 The Company has obtained LTFF, extended by the State Bank of Pakistan (SBP), for capital expenditure requirements of its Soda Ash division on different dates from various banks. Repayment of these loans is to be made in quarterly / semi annual installments in 10 years including 2 years grace period and is secured against charge over fixed assets of the Company. Mark-up is charged at concessionary SBP LTFF rate plus 0.3% to 1.5% (June 30, 2024: SBP LTFF rate plus 0.3% to 1.5%) per annum. There is no unutilised amount as of the reporting date.

24.3 The Company has obtained TERF, extended by the SBP, for the purpose of plant expansion in Soda Ash and Polyester divisions on different dates from various banks amounting to PKR 3,996 million (June 30, 2024: PKR 3,996 million). The repayment is to be made in 16 equal consecutive semi annual installments in 10 years with grace period of 2 years. The loan is secured against charge over fixed assets of the Company. The mark-up is charged at SBP rate plus 0.3% to SBP rate plus 1.5% (June 30, 2024: SBP rate plus 0.3% to 1.5%) per annum. There is no unutilised amount as of the reporting date.

Government grant has been recognised in respect of TERF being finances extended at below market rates (note 25). There are no unfulfilled conditions or contingencies attached to this grant.

24.4 In accordance with the terms of the loan agreements, the Company is obligated to comply with certain covenants. As at June 30, 2025, the Company is in compliance with the covenants as required under the loan agreements.

24.5 The Company has obtained Shariah compliant SBP Islamic Financing Facility for Renewable Energy (IFRE) against the total limit of PKR 211 million (June 30, 2024: PKR 211 million) from a commercial bank. Repayment of loan is to be made in semi annual instalments in 10 years and is secured against charge over fixed assets of the Company. Profit is charged at concessionary SBP rate plus 0.5% per annum.

24.6 During the year, the Company has obtained Diminishing Musharakah of PKR 8,121.731 million from various banks to finance acquisition of certain assets of Pfizer Pakistan Limited, as explained in note 6, and to manage capital expenditure requirements of its Soda Ash business. Repayment of these loans is to be made in quarterly installments in 7 years including 1 to 2 years of grace period. The profit on these loans is charged at KIBOR plus 0.05% to KIBOR plus 0.2% per annum. The loans are secured against fixed assets of the Company.

24.7 The balance as of June 30, 2024 represented a Shariah Compliant loan from a commercial bank which carried profit of 6 month KIBOR plus 0.05% per annum. The loan was secured against charge on fixed assets of the Company and has been fully repaid during the year.

	Note	As at June 30, 2025	As at June 30, 2024
25 DEFERRED INCOME - GOVERNMENT GRANT		---------(PKR in '000)---------	
Government grant	24.3 & 25.1	**658,955**	863,428
Current portion of government grant		**(181,122)**	(204,473)
		477,833	658,955

25.1 Following is the movement in government grant during the year:

	Note	As at June 30, 2025	As at June 30, 2024
Opening balance		**863,428**	1,087,236
Amortisation	37	**(204,473)**	(223,808)
Closing balance		**658,955**	863,428

	As at June 30, 2025			As at June 30, 2024		
	Opening	Charge / (Reversal)	Closing	Opening	(Reversal) / Charge	Closing
26 DEFERRED TAX LIABILITY - NET	---(PKR in '000)---					
Deductible temporary differences						
Provisions for retirement benefits, allowance for ECL and others	**(636,120)**	**60,730**	**(575,390)**	(481,249)	(154,871)	(636,120)
Investment in mutual funds	**-**	**6,008**	**6,008**	-	-	-
Retirement benefit fund provisions - note 26.1	**(140,301)**	**(21,910)**	**(162,211)**	(217,014)	76,713	(140,301)
Taxable temporary differences						
Property, plant and equipment	**2,894,352**	**1,755,994**	**4,650,346**	3,064,673	(170,321)	2,894,352
	2,117,931	**1,800,822**	**3,918,753**	2,366,410	(248,479)	2,117,931

26.1 This charge is routed through other comprehensive income.

	Note	As at June 30, 2025	As at June 30, 2024
27 TRADE AND OTHER PAYABLES		---------(PKR in '000)---------	
Trade creditors	27.1	**5,403,690**	5,502,158
Bills payable		**1,503,076**	1,723,610
Accrued expenses	27.2	**6,687,142**	5,827,611
Workers' profit participation fund	27.3	**68,563**	41,952
Workers' welfare fund		**531,316**	498,998
Distributors' security deposits - payable on termination of distributorship	27.4	**110,882**	140,494
Contractors' earnest / retention money		**34,156**	22,426
Contract liabilities - Running account with customers	27.5	**461,947**	570,728
Payable for capital expenditure		**620,840**	307,578
Others		**550,913**	242,585
		15,972,525	14,878,140

	As at June 30, 2025	As at June 30, 2024
27.1 This includes payable to Lucky Core PowerGen Limited, a related party, on account of purchase of electricity amounting to:	**451,010**	652,254

27.2 This includes accrual in respect of Gas Infrastructure Development Cess (GIDC). The Supreme Court of Pakistan (SCP) through its judgment dated August 13, 2020 (“GIDC Judgment”) declared the Gas Infrastructure Development Cess Act, 2015 (“GIDC Act 2015”) as valid. It further allowed recovery of GIDC by the gas companies from their consumers in twenty-four equal monthly instalments.

The Company has filed a suit before the Sindh High Court (SHC) on September 16, 2020 on the grounds that factual determination of the GIDC passed-on is to be carried out, which is pending adjudication. The SHC granted the Company an interim stay thereagainst.

27.3 Workers' Profit Participation Fund

	Note	As at June 30, 2025	As at June 30, 2024
		---------(PKR in '000)---------	
Opening balance		**41,952**	18,708
Allocation for the year	35	**501,684**	455,073
		543,636	473,781
Payment to the fund		**(475,073)**	(431,829)
Closing balance		**68,563**	41,952

27.4 Interest on security deposits from certain distributors, that are placed in separate bank accounts, is payable at 16.6% (June 30, 2024: 19%) per annum as specified in the respective agreements. These security deposits are non utilisable. The Company has not utilised any such deposits for the purpose of its business during the year.

27.5 During the year, contract liabilities as at June 30, 2024 have been recognised as revenue. Contract liabilities as at the current year end will be recognised as revenue during the next financial year.

28 SHORT-TERM FINANCING

	Note	As at June 30, 2025	As at June 30, 2024
		---------(PKR in '000)---------	
Secured			
Export refinance facility	28.1	**400,000**	2,517,578
Short-term running finance	28.2 & 28.3	**10,107,093**	9,216,926
		10,507,093	11,734,504

28.1 The Company has availed Export Refinance Facility (ERF) of SBP Part 2, amounting to PKR 400 million (June 30, 2024: PKR 2,518 million) from various banks. ERF is secured against charge on current assets of the Company and carries mark-up at SBP rate (June 30, 2024: SBP rate plus 0.50% to 1.00%) per annum. This facility is interchangeable with short-term running finance provided by the banks. The shariah compliant balance of ERF as at June 30, 2025 is PKR 400 million (2024: PKR 1,029 million).

28.2 It represents short-term finance facilities as follows:

(i) Islamic facilities having a limit of PKR 21,625 million (June 30, 2024: PKR 13,740 million). These facilities carry profit at KIBOR plus 0.02% to 0.15% (June 30, 2024: KIBOR plus 0.02% to 0.50%) per annum. The Company has utilised PKR 10,057 million (June 30, 2024: PKR 9,185 million) as at the reporting date; and

(ii) The conventional short-term facilities, have a limit amounting to PKR 7,800 million (June 30, 2024: PKR 9,858 million). These facilities carry mark-up ranging from KIBOR plus 0.10% to 0.3% (June 30, 2024: KIBOR plus 0.1% to 0.50%) per annum. The Company has utilised PKR 50 million (June 30, 2024: PKR 32 million) as at the reporting date.

The aforesaid limits are interchangeable with ERF and Bank Guarantees as per arrangements with various banks. These facilities are secured against charge on current assets of the Company.

These include a short-term facility from Bank AL Habib Limited (a related party) with a total limit of PKR 500 million (June 30, 2024: PKR 500 million), carrying mark-up at the rate of 3 months KIBOR plus 0.10% per annum and is secured against current assets. There is no outstanding balance thereagainst as at the reporting date.

28.3 During the year, the Company has transferred facility limit amounting to PKR 1,000 million from letter of guarantees to short-term running finance.

		As at June 30, 2025	As at June 30, 2024
29.	**CONTINGENCIES AND COMMITMENTS**	-----------(PKR in '000)-----------	
	Claims against the Company not acknowledged as debts are as follows:		
	Local bodies	**84,500**	84,500
	Others	**2,595,634**	2,095,740
		2,680,134	2,180,240

29.1 Details of material contingencies

29.1.1 Suit for damages amounting to PKR 850 million was filed by a private company against the Company alleging breach of the terms of letter of intent and that the Company destroyed the warehouse premises leased from the private company for storage of its pharmaceutical products. As a response, the Company has filed a cross suit against the private company for return of security deposit and abrupt termination of the arrangement. The cases are pending for hearing before the Sindh High Court.

29.1.2 The Company, amongst others, has received a summon for a suit filed by Pakistan International Bulk Terminal Limited for recovery of an aggregate amount of USD 1,613,440 on March 27, 2023 for damages claiming an alleged damage caused to its coal berth. The hearing of the case has not been fixed yet.

29.1.3 There was a dispute between the Company and the Collectorate of Customs regarding HS code classification of various consignments relating to Power Generation Project. A petition was filed by the Company before the Sindh High Court (SHC) against the wrong assessment of the consignment along with the submission of bank guarantees for the differential amount of PKR 1,095.290 million with the Nazir of the SHC in order to release import shipments. Subsequently, the SHC has disposed off the petition vide order dated January 13, 2025 whereby the case has been remanded back to the Classification Centre for deciding the correct classification of consignment relating to Power Generation Projects. Being aggrieved, the Company has filed a petition before the Supreme Court of Pakistan, which is yet to be fixed for hearing.

29.1.4 The Company based on the opinion of advisors is confident that the above cases would be decided in Company's favor. Accordingly, no provision in respect of these matters has been made in these unconsolidated financial statements.

29.2 Certain tax related matters are disclosed below.

Assessment Year (AY) / Tax Year (TY) / Tax Period	Brief description	Nature of demand	Estimated financial impact	Authority / Court and status
AY 1998-99	The assessment finalised was revised on certain issues and after being remanded by the Appellate Tribunal, the order dated June 29, 2010 was issued. In this order, majorly the date of commissioning of PTA plant was in dispute i.e. it was considered to fall in the subsequent tax period. Consequently, tax depreciation thereon was disallowed. Additionally, the cost of capitalisation of PTA plant was restricted and additions to income were made. In first appeal, the Commissioner Inland Revenue (Appeals) [CIR(A)] decided all the issues in the Company's favor except the matter of restriction of cost of capitalisation.	Income tax	PKR 79 million	Currently appeals of the Company and Federal Board of Revenue (FBR) are pending before the Tribunal.
AY 2002-03 and spillover effect in TYs 2003 to 2010	After the disposal of the Company's petition by the Honourable Supreme Court of Pakistan, the assessment proceedings were finalised vide order dated May 15, 2017. Despite the finality on the de-merger of the PTA Plant and related matters in the AY 2001-2002, the date of that event was considered as falling in subsequent year. Consequently, in this order, the Officer proceeded to tax the event of transfer of PTA plant and exchange of shares and restricted the claim of depreciation relating to PTA assets. Other matters included the disallowance of financial charges and other issues. Simultaneously, the orders for the TYs 2003 to 2010 were issued, to reflect the reduction in carry forward of depreciation. The significant issues were maintained in first appeal. Some relief on other matters in the AY 2002-2003 was given. Subsequently, the Tribunal vide order dated June 7, 2021 has decided all the issues involved in AY 2002-03 in the Company's favor. An appeal effect order dated June 30, 2025 has also been passed by the FBR. Subsequently, the Tribunal vide order dated November 27, 2023 has remanded back these cases to the department for passing speaking orders.	Income tax	(i) AY 2002-03: PKR 2,143 million, deleted by Tribunal. (ii) TYs 2003 to 2010: PKR 1,915 million in aggregate.	(i) Appeal effect order passed. (ii) Remand back proceedings pending.

Assessment Year / Tax Year / Tax Period	Brief description	Nature of demand	Estimated financial impact	Authority / Court and status
TYs 2003 to 2010 [Regular assessments & audits]	The FBR, vide various orders, made certain disallowances against provisions charged under various heads, financial charges, gain on disposal of fixed assets, exchange loss, proration of expenses against capital gains and interest free loans offered to employees. The CIR(A) had allowed all the issues in Company's favor except for one issue in TY 2010 which has been challenged before the Tribunal. FBR also challenged the CIR(A) order in the Tribunal which has been decided against the Company on certain matters including addition on account of disposal of fixed assets and apportionment of expenses against capital gain etc. References in this regard have been filed in the Sindh High Court.	Income tax	TY 2010: PKR 79 million	Hearings of appeals are pending.
TY 2016	Monitoring proceedings were finalised vide order dated September 2, 2016 wherein demand was raised on account of alleged non-deduction of income tax on dividends paid to parties having specific exemptions. Appeal filed against the Order before CIR(A) was decided against the Company which has been challenged before the Tribunal.	Income tax	PKR 138 million	Hearing of the appeal is pending before Tribunal.
TY 2017	FBR has finalised assessment proceedings vide order dated February 7, 2022, raising tax demand on certain issues including disallowance of finance cost, write-offs, and Balancing Modernisation and Replacement (BMR) credit etc.	Income tax	PKR 240 million	Hearing of appeal before the Tribunal is pending.
TY 2022	FBR has finalised assessment proceedings vide order dated March 28, 2024, raising tax demand on income tax refunds adjusted against tax liability in income tax return.	Income tax	PKR 415 million	Hearing of appeal before the Tribunal is pending.
July 2016 to June 2017	Sales tax audit for July 2016 to June 2017 was finalised by FBR vide order dated June 29, 2021 creating demand on various issues including inadmissible sales tax claimed on blacklisted / inactive suppliers and goods used for non-business activity. After majority of the issues were remanded back by the CIR(A), the proceedings were finalised against the Company on certain issues vide order dated June 22, 2023 which have also been maintained by CIR(A) in order dated April 17, 2024.	Sales tax	PKR 17 million	Hearing of appeal before Tribunal is pending.
July 2017 to June 2018	Sales tax audit was finalised by the FBR vide order June 30, 2022, raising demand on various issues including inadmissible sales tax claimed on blacklisted / inactive suppliers, non-levy of further tax on non-active customers and goods used for non-business activity etc.	Sales tax	PKR 29 million	Hearing of appeal is pending before CIR(A).
July 2018 to June 2019	Sales tax audit was finalised by the FBR vide order October 22, 2024, raising demand on various issues including inadmissible claim of input tax on purchases from blacklisted / inactive suppliers, duplicate claims against single invoice and non-levy of sales tax on disposal of fixed assets.	Sales tax	PKR 23 million	Hearing of appeal is pending before Tribunal.
TY 2019	FBR has finalised income tax audit proceedings vide order dated June 26, 2025, raising tax demand on inadmissible deductions including WWF, other expenses and expenses against which income tax has not been withheld. However, the FBR has decided certain matters including tax credit on balancing, modernization and replacement [BMR] of the plant and machinery in favour of the Company.	Income Tax	PKR 55 million	Appeal will be filed in due course.
TY 2019	FBR has finalised monitoring proceedings against Cirin Pharmaceuticals (Private) Limited (a wholly owned subsidiary which was amalgamated into the Company effective March 1, 2020) vide order dated June 28, 2025. Tax demand has been raised on failure to deduct income tax commission and discounts.	Income Tax	PKR 61 million	Hearing of appeal is pending before Tribunal.

Notes to and Forming Part of the Unconsolidated Financial Statements

For the year ended June 30, 2025

Assessment Year / Tax Year / Tax Period	Brief description	Nature of demand	Estimated Financial impact	Authority / Court and status
TY 2020	FBR has finalised income tax audit proceedings of Cirin Pharmaceuticals (Private) Limited (a wholly owned subsidiary which was amalgamated into the Comapny effective March 1, 2020) vide order dated June 28, 2025. Through the said order, tax demand has been raised on various issues including taxation of commercial imports, disallowance of commission, discounts and other expenses.	Income Tax	PKR 180 million	Hearing of appeal is pending before Tribunal.

The management is confident, based on the opinion of its advisors, that all the aforementioned cases will be decided in favour of the Company. Accordingly, no provision in respect of these matters has been recognised in these unconsolidated financial statements.

		As at June 30, 2025	As at June 30, 2024
29.3	**Commitments**	-----------(PKR in '000)-----------	
29.3.1	Commitments in respect of capital expenditure for various projects:	**1,352,561**	4,928,711
29.3.2	Commitments for rentals under Ijarah contracts in respect of vehicles are as follows:		
	Year		
	2023-24	**-**	6,756
	2024-25	**5,221**	7,195
	2025-26	**6,937**	7,663
	2026-27	**7,388**	8,161
	2027-28	**7,869**	8,691
	2028-29	**8,380**	-
		35,795	38,466
	Payable within one year	**5,221**	6,756
	Payable later than one year but not later than five years	**30,574**	31,710
		35,795	38,466
29.3.3	Outstanding letter of credit - unutilised PKR 21,702 million (June 30, 2024: PKR 17,288 million)	**9,293,233**	9,938,727

This includes outstanding letter of credit with Bank AL Habib Limited (a related party) amounting to PKR 150.80 million (June 30, 2024: PKR 267.02 million) - unutilised PKR 849.20 million (June 30, 2024: PKR 732.98 million).

		As at June 30, 2025	As at June 30, 2024
		-----------(PKR in '000)-----------	
29.3.4	Outstanding letter of guarantee - unutilised PKR 645.99 million (June 30, 2024: PKR 220.02 million)	**5,306,416**	4,357,696

This includes outstanding letter of guarantee with Bank AL Habib Limited (a related party) amounting to PKR 195.79 million (June 30, 2024: PKR 195.79 million) - unutilised PKR 4.21 million (June 30, 2024: PKR 4.21 million).

		As at June 30, 2025	As at June 30, 2024
		-----------(PKR in '000)-----------	
29.3.5	Commitments in respect of post dated cheques	**1,106,682**	1,081,752

30. OPERATING SEGMENT RESULTS

	Polyester		Soda Ash		Pharma		Animal Health		Chemicals & Agri Sciences		Company	
	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024
	(PKR in '000)											
Sales:												
Exports												
Bangladesh	-	-	3,855,655	6,520,284	-	-	-	-	-	-	3,855,655	6,520,284
China	-	-	414,113	2,167,871	-	-	-	-	-	-	414,113	2,167,871
Sri Lanka	-	-	871,321	965,289	-	-	-	-	-	-	871,321	965,289
United States	111,448	-	-	-	-	-	-	-	-	-	111,448	-
UAE	-	-	558,781	544,140	-	-	-	-	-	-	558,781	544,140
Others	14,087	8,903	373,237	1,296,651	963,918	376,886	135,492	43,595	3,597	-	1,490,331	1,726,035
	125,535	8,903	6,073,107	11,494,235	963,918	376,886	135,492	43,595	3,597	-	7,301,649	11,923,619
Inter-segment	3,274	-	-	-	-	-	-	-	26,014	81,541	29,288	81,541
Local	47,307,725	47,537,581	41,883,458	44,886,370	24,853,645	15,558,123	9,282,074	9,229,896	15,720,371	16,740,587	139,047,273	133,952,557
	47,436,534	47,546,484	47,956,565	56,380,605	25,817,563	15,935,009	9,417,566	9,273,491	15,749,982	16,822,128	146,378,210	145,957,717
Commission / toll income / marketing services	-	-	-	-	94,185	321,456	144,964	12,500	74,020	43,210	313,169	377,166
Turnover	47,436,534	47,546,484	47,956,565	56,380,605	25,911,748	16,256,465	9,562,530	9,285,991	15,824,002	16,865,338	146,691,379	146,334,883
Sales tax	(7,139,167)	(6,732,209)	(6,246,153)	(6,623,311)	(197,776)	(161,081)	(216,833)	(169,076)	(1,675,818)	(1,605,398)	(15,475,747)	(15,291,075)
Commission	-	-	(553,906)	(573,259)	-	-	-	-	-	-	(553,906)	(573,259)
Discounts / price adjustments	(566,056)	(529,312)	(1,392,485)	(1,619,067)	(4,671,465)	(3,883,577)	(3,214,801)	(2,341,135)	(774,471)	(1,555,591)	(10,619,278)	(9,928,682)
	(7,705,223)	(7,261,521)	(8,192,544)	(8,815,637)	(4,869,241)	(4,044,658)	(3,431,634)	(2,510,211)	(2,450,289)	(3,160,989)	(26,648,931)	(25,793,016)
Net turnover - note 31.1	39,731,311	40,284,963	39,764,021	47,564,968	21,042,507	12,211,807	6,130,896	6,775,780	13,373,713	13,704,349	120,042,448	120,541,867
Cost of sales - note 31.2	(37,414,264)	(38,083,295)	(28,690,138)	(33,518,902)	(13,133,879)	(7,462,176)	(3,978,580)	(4,931,466)	(9,485,175)	(9,655,091)	(92,702,035)	(93,650,930)
Gross profit	2,317,047	2,201,668	11,073,883	14,046,066	7,908,628	4,749,631	2,152,316	1,844,314	3,888,538	4,049,258	27,340,413	26,890,937
Selling and distribution expenses - note 33	(314,608)	(247,791)	(1,703,625)	(2,753,296)	(2,748,476)	(1,910,759)	(909,222)	(838,992)	(1,499,140)	(1,558,731)	(7,175,071)	(7,309,569)
Administration and general expenses - note 34	(177,198)	(128,781)	(961,415)	(1,259,027)	(566,053)	(533,887)	(158,775)	(124,235)	(381,598)	(384,643)	(2,245,039)	(2,430,573)
Operating profit	1,825,241	1,825,096	8,408,843	10,033,744	4,594,099	2,304,985	1,084,319	881,086	2,007,800	2,105,884	17,920,303	17,150,795
30.1 Segment assets - notes 30.3 & 31.3	16,320,602	16,212,254	53,171,195	51,179,871	18,017,601	10,285,830	7,019,263	6,182,262	15,937,827	14,580,685	110,466,488	98,440,902
Inter-segment eliminations - note 31.3											(17,299,883)	(16,787,183)
Unallocated assets - note 31.3											1,912,015	1,912,015
											95,078,620	83,565,734
30.2 Segment liabilities - notes 30.3 & 31.4	14,269,527	14,717,302	7,854,212	10,409,001	11,558,940	5,558,027	1,160,888	784,290	2,888,415	2,624,643	37,731,982	34,093,263
Inter-segment eliminations - note 31.4											(17,299,883)	(16,787,183)
Unallocated liabilities - note 31.4											25,654,431	22,683,648
											46,086,530	39,989,728

30.3 Inter-unit current account balances of respective businesses have been eliminated from the total.

30.4 Depreciation and amortisation - notes 7.2, 8.1 & 9.2	640,914	631,554	2,520,608	2,395,040	435,277	205,760	80,068	76,449	125,197	136,327	3,802,064	3,445,130
30.4.1 This includes depreciation and amortisation allocated to segments for which the corresponding asset has not been allocated.											68,419	71,455
30.5 Capital expenditure	818,525	540,962	7,164,435	4,693,586	5,240,704	123,895	549,933	46,049	255,620	9,396	14,029,217	5,413,889

30.6 There were no major customers of the Company which formed part of 10% or more of the Company's revenue. All non-current operating assets of the Company are located in Pakistan.

30.7 All revenue earned by the Company is Shariah Compliant.

Notes to and Forming Part of the Unconsolidated Financial Statements

For the year ended June 30, 2025

31. RECONCILIATIONS OF REPORTABLE SEGMENTS' NET TURNOVER, COST OF SALES, ASSETS AND LIABILITIES

31.1 Net turnover

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
		(PKR in '000)	
Total net turnover for reportable segments	30	**120,042,448**	120,541,867
Elimination of inter-segment net turnover	30	**(29,288)**	(81,541)
Total net turnover		**120,013,160**	120,460,326

31.2 Cost of sales

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
Total cost of sales for reportable segments	32	**92,702,035**	93,650,930
Elimination of inter-segment purchases	32	**(29,288)**	(81,541)
Total cost of sales		**92,672,747**	93,569,389

31.3 Assets

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
Total assets for reportable segments	30.1	**110,466,488**	98,440,902
Inter-segment eliminations	30.1	**(17,299,883)**	(16,787,183)
Long-term investments	10	**1,912,015**	1,912,015
Total assets		**95,078,620**	83,565,734

31.4 Liabilities

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
Total liabilities for reportable segments	30.2	**37,731,982**	34,093,263
Inter-segment eliminations	30.2	**(17,299,883)**	(16,787,183)
		20,432,099	17,306,080
Short-term financing	28	**10,507,093**	11,734,504
Long term financing	24	**11,113,813**	4,895,794
Accrued mark-up		**942,298**	576,227
Unclaimed dividend		**157,102**	136,827
Deferred income - Government grant	25	**658,955**	863,428
Taxation - net		**2,275,170**	4,476,868
	30.2	**25,654,431**	22,683,648
Total liabilities		**46,086,530**	39,989,728

32. COST OF SALES

	Note	Polyester		Soda Ash		Pharma		Animal Health		Chemicals & Agri Sciences		Company	
		For the year ended June 30, 2025	**For the year ended June 30, 2024**	**For the year ended June 30, 2025**	**For the year ended June 30, 2024**	**For the year ended June 30, 2025**	**For the year ended June 30, 2024**	**For the year ended June 30, 2025**	**For the year ended June 30, 2024**	**For the year ended June 30, 2025**	**For the year ended June 30, 2024**	**For the year ended June 30, 2025**	**For the year ended June 30, 2024**
		---- (PKR in '000) ----											
Raw and packing materials consumed													
Opening stock		**2,390,583**	3,018,209	**1,797,562**	3,745,041	**1,723,209**	1,277,343	**284,963**	393,090	**1,693,886**	1,613,600	**7,890,203**	10,047,283
Purchases													
Inter-segment		**18,530**	81,541	**-**	-	**6,782**	-	**701**	-	**3,274**	-	**29,288**	81,541
Others		**29,153,888**	30,924,083	**10,568,288**	10,507,915	**9,435,715**	3,520,778	**1,484,159**	1,248,511	**6,563,179**	5,641,009	**57,205,229**	51,842,295
		29,172,418	31,005,624	**10,568,288**	10,507,915	**9,442,497**	3,520,778	**1,484,860**	1,248,511	**6,566,453**	5,641,009	**57,234,517**	51,923,836
		31,563,001	34,023,833	**12,365,850**	14,252,956	**11,165,706**	4,798,121	**1,769,824**	1,641,600	**8,260,339**	7,254,609	**65,124,720**	61,971,119
Closing stock		**(2,049,791)**	(2,390,583)	**(1,284,316)**	(1,797,562)	**(2,627,195)**	(1,723,209)	**(428,370)**	(284,963)	**(1,819,296)**	(1,693,886)	**(8,208,968)**	(7,890,203)
Raw material consumed		**29,513,211**	31,633,250	**11,081,534**	12,455,394	**8,538,511**	3,074,912	**1,341,454**	1,356,637	**6,441,043**	5,560,723	**56,915,752**	54,080,916
Salaries, wages and benefits	32.1	**911,940**	876,521	**1,745,650**	1,648,536	**1,165,163**	605,696	**138,312**	77,744	**262,411**	215,267	**4,223,476**	3,423,764
Stores and spares consumed		**337,895**	333,592	**693,721**	610,494	**381,808**	157,426	**24,637**	30,216	**48,425**	30,006	**1,486,486**	1,161,734
Conversion fee paid to contract manufacturers		**-**	-	**-**	-	**60,506**	74,216	**-**	-	**118,788**	116,577	**179,294**	190,793
Oil, gas and electricity charges		**4,056,426**	4,057,101	**12,634,279**	14,951,375	**448,478**	321,921	**21,103**	67,418	**119,548**	101,449	**17,279,834**	19,499,264
Rent, rates and taxes		**1,708**	2,524	**5,842**	9,343	**9,696**	1,591	**3,979**	1,190	**251**	-	**21,476**	14,648
Insurance		**30,916**	28,791	**71,903**	78,860	**18,387**	6,115	**3,418**	3,122	**3,243**	1,529	**127,867**	118,417
Repairs and maintenance		**23,686**	22,536	**20,252**	23,285	**46,973**	12,736	**3,376**	2,987	**35,861**	29,040	**130,148**	90,584
Depreciation and amortisation charge	7.2, 8.1 & 9.2	**629,152**	626,489	**2,428,117**	2,330,563	**393,404**	174,890	**63,735**	61,536	**75,084**	76,340	**3,589,492**	3,269,818
Travelling expenses		**122,089**	127,656	**42,141**	35,811	**10,232**	6,824	**8,106**	8,392	**10,238**	25,119	**192,806**	203,802
Contracted services		**489,853**	432,305	**611,947**	503,595	**29,332**	15,777	**-**	-	**23,543**	24,415	**1,154,675**	976,092
General expenses		**108,353**	91,503	**222,162**	192,680	**108,135**	50,724	**67,720**	52,902	**42,349**	37,217	**548,719**	425,026
Opening stock of work-in-process		**326,431**	368,427	**-**	-	**147,989**	50,237	**9,165**	5,104	**-**	26,503	**483,585**	450,271
Closing stock of work-in-process		**(372,811)**	(326,431)	**-**	-	**-**	(147,989)	**(21,169)**	(9,165)	**(67,304)**	-	**(461,284)**	(483,585)
Cost of goods manufactured		**36,178,849**	38,274,264	**29,557,548**	32,839,936	**11,358,614**	4,405,076	**1,663,836**	1,658,083	**7,113,480**	6,244,185	**85,872,326**	83,421,544
Opening stock of finished goods		**2,342,565**	2,127,023	**1,195,479**	1,866,471	**444,167**	636,289	**732,267**	1,449,875	**2,539,238**	2,427,153	**7,253,716**	8,506,811
Finished goods purchased		**-**	-	**-**	-	**2,847,648**	2,798,821	**2,389,595**	2,554,777	**2,732,379**	3,397,823	**7,969,622**	8,751,421
		38,521,414	40,401,287	**30,753,027**	34,706,407	**14,650,429**	7,840,186	**4,785,698**	5,662,735	**12,385,097**	12,069,161	**101,095,664**	100,679,776
Closing stock of finished goods		**(1,093,387)**	(2,342,565)	**(2,070,938)**	(1,195,479)	**(1,566,403)**	(444,167)	**(805,426)**	(732,267)	**(2,914,687)**	(2,539,238)	**(8,450,841)**	(7,253,716)
(Reversal) / Provision for slow moving and obsolete stock-in-trade	14.1	**(13,763)**	17,272	**-**	-	**49,853**	66,157	**(1,692)**	998	**14,765**	125,168	**49,163**	209,595
Provision for slow moving obsolete stores and spares	13.2	**-**	7,301	**8,049**	7,974	**-**	-	**-**	-	**-**	-	**8,049**	15,275
		37,414,264	38,083,295	**28,690,138**	33,518,902	**13,133,879**	7,462,176	**3,978,580**	4,931,466	**9,485,175**	9,655,091	**92,702,035**	93,650,930

32.1 Staff retirement benefits

	For the year ended June 30, 2025	**For the year ended June 30, 2024**
	----------(PKR in '000)----------	
Salaries, wages and benefits include amount in respect of staff retirement benefits:	**234,460**	217,249

Notes to and Forming Part of the Unconsolidated Financial Statements

For the year ended June 30, 2025

33. SELLING AND DISTRIBUTION EXPENSES

	Polyester		Soda Ash		Pharma		Animal Health		Chemicals & Agri Sciences		Company	
	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024
	(PKR in '000)											
Salaries and benefits - note 33.1	**103,684**	86,907	**78,168**	65,353	**1,148,890**	856,431	**586,925**	455,166	**675,730**	598,467	**2,593,397**	2,062,324
Repairs and maintenance	**21**	224	**1,170**	2,434	**17,565**	10,295	**2,314**	3,512	**14,842**	22,553	**35,912**	39,018
Advertising and publicity expenses	**47,829**	16,464	**6,071**	5,593	**441,553**	251,781	**52,665**	11,666	**111,695**	109,433	**659,813**	394,937
Rent, rates and taxes	**-**	-	**2,996**	1,572	**10,793**	16,953	**5,396**	7,462	**21,494**	18,014	**40,679**	44,001
Insurance	**-**	-	**-**	-	**15,629**	15,251	**15,929**	15,162	**17,253**	17,019	**48,811**	47,432
Lighting, heating and cooling charges	**-**	-	**3,662**	4,134	**7,452**	6,404	**4,061**	3,969	**5,963**	17,413	**21,138**	31,920
Depreciation and amortisation charge - notes 7.2 & 9.2	**-**	-	**-**	-	**7,427**	11,799	**8,528**	10,959	**13,276**	13,155	**29,231**	35,913
Outward freight and handling	**89,968**	74,200	**1,546,171**	2,602,591	**322,810**	185,489	**51,800**	115,581	**206,143**	216,324	**2,216,892**	3,194,185
Travelling expenses	**12,400**	20,782	**11,566**	13,531	**449,531**	363,013	**157,055**	146,493	**198,681**	216,290	**829,233**	760,109
Postage, telegram, telephone and telex	**1,532**	1,481	**8,110**	7,567	**52,489**	20,088	**8,507**	19,627	**13,519**	15,588	**84,157**	64,351
Godown expenses	**-**	-	**8,820**	37,940	**94,646**	82,761	**3,604**	21,867	**167,535**	170,284	**274,605**	312,852
General expenses	**59,174**	47,733	**36,891**	12,581	**179,691**	90,494	**12,438**	27,528	**53,009**	144,191	**341,203**	322,527
	314,608	247,791	**1,703,625**	2,753,296	**2,748,476**	1,910,759	**909,222**	838,992	**1,499,140**	1,558,731	**7,175,071**	7,309,569

33.1 Staff retirement benefits

	For the year ended June 30, 2025	For the year ended June 30, 2024
	(PKR in '000)	
Salaries and benefits includes amount in respect of staff retirement benefits:	**177,116**	163,027

34. ADMINISTRATION AND GENERAL EXPENSES

	Polyester		Soda Ash		Pharma		Animal Health		Chemicals & Agri Sciences		Company	
	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024
	(PKR in '000)											
Salaries and benefits - note 34.1	**105,939**	81,382	**672,227**	851,321	**242,575**	244,906	**74,093**	64,482	**225,856**	224,874	**1,320,690**	1,466,965
Repairs and maintenance	**121**	142	**12,069**	18,313	**8,666**	9,567	**3,550**	2,404	**9,811**	3,171	**34,217**	33,597
Advertising and publicity expenses	**589**	481	**9,234**	35,076	**1,083**	6,503	**474**	1,523	**1,888**	5,068	**13,268**	48,651
Rent, rates and taxes	**1,899**	1,391	**3,133**	2,227	**1,084**	2,686	**54**	197	**402**	199	**6,572**	6,700
Insurance	**67**	4,603	**10,502**	14,495	**5,441**	3,805	**2,381**	2,184	**5,374**	2,946	**23,765**	28,033
Lighting, heating and cooling	**5,859**	6,193	**25,644**	20,601	**23,743**	26,724	**5,377**	7,077	**14,089**	18,149	**74,712**	78,744
Depreciation and amortisation charge - note 7.2, 8.1 & 9.2	**11,762**	5,065	**92,491**	64,477	**34,446**	19,071	**7,805**	3,954	**36,837**	46,832	**183,341**	139,399
Allowance for ECL - note 15.3, 16.3 and 18.3	**14,624**	5,304	**1,809**	756	**34,080**	16,746	**10,545**	8,219	**36,891**	40,123	**97,949**	71,148
Travelling expenses	**4,287**	7,644	**41,151**	27,892	**32,540**	28,658	**2,076**	1,845	**3,627**	8,567	**83,681**	74,606
Postage, telegram, telephone and telex	**2,063**	1,363	**7,185**	7,764	**7,331**	12,526	**1,450**	1,732	**7,161**	3,763	**25,190**	27,148
General expenses	**29,988**	15,213	**85,970**	216,105	**175,064**	162,695	**50,970**	30,618	**39,662**	30,951	**381,654**	455,582
	177,198	128,781	**961,415**	1,259,027	**566,053**	533,887	**158,775**	124,235	**381,598**	384,643	**2,245,039**	2,430,573

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34.1 Staff retirement benefits

	For the year ended June 30, 2025	For the year ended June 30, 2024
	(PKR in '000)	
Salaries and benefits includes amounts in respect of staff retirement benefits:	**87,511**	77,643

35. OTHER CHARGES

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
		-----------(PKR in '000) -----------	
Auditor's remuneration	35.1	**18,935**	11,210
Donations	35.2	**117,568**	111,402
Workers' profit participation fund	27.3	**501,684**	455,073
Workers' welfare fund		**240,500**	253,543
		878,687	831,228

35.1 Auditor's remuneration

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
Statutory audit fee		**6,580**	5,075
Half yearly review		**3,000**	2,375
Other certifications and assurance services		**8,125**	2,642
Out of pocket expenses		**1,230**	1,118
		18,935	11,210
Taxation and other services	35.1.1	**2,336**	8,600
		21,271	19,810

35.1.1 These relate to taxation and other services which have been rendered by the statutory auditors. These have been recorded under the administration and general expenses (note 34).

35.2 The Company has paid donations amounting to PKR 33 million (June 30, 2024: PKR 60 million), PKR 18 million (June 30, 2024: PKR 18.262 million), PKR 1 million (June 30, 2024: Nil), and PKR 24 million (June 30, 2024: PKR 3.728 million) to Aziz Tabba Foundation (ATF), Lucky Core Foundation, The Kidney Center Post Graduate Training Institute and Indus Hospital and Health Network respectively. ATF, Lucky Core Foundation and Indus Hospital and Health Network are the donees where the amount of donation exceeds 10% of the total donation.

Mr. Muhammad Sohail Tabba, Chairman of the Board of Directors of the Company and Mr. Muhammad Ali Tabba and Mr. Muhammad Jawed Tabba, the Directors of the Company, are also Directors of ATF. Mr. Adnan Afridi, Director of the Company is also a Chairman of the Board of Governors of the Kidney Center Post Graduate Training Institute. Mr. Asif Jooma, Chief Executive Officer of the Company, Mr. Atif Siddiqui, Mr. Nauman Shahid Afzal, Mr. Muhammad Umer Mushtaq, Ms. Laila Bhatia Bawany, Ms. Himra Mursil and Mr. Atif Aboobukar, Executives of the Company are amongst the Trustees of Lucky Core Foundation.

36. FINANCE COSTS

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
		-----------(PKR in '000) -----------	
Mark-up on short and long term financing		**2,053,650**	2,998,088
Discounting charges on receivables		**90,705**	181,813
Interest relating to staff loans discounting		**-**	320,280
Accretion of interest on lease liabilities	9	**60,810**	29,993
Others		**5,292**	6,857
		2,210,457	3,537,031

37. OTHER INCOME

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
Income from financial instruments			
Unrealised gain on short term investments	19.1	**24,033**	-
Service fee from related party	37.1	**1,980**	1,980
Unwinding of staff loans cost		**550,760**	-
Dividend income on short term investments		**26,378**	2,717,636
Realised gain on short term investments		**2,246,795**	-
Amortisation of deferred income - government grant	25.1	**204,473**	223,808
Interest income		**64,450**	320,064
		3,118,869	3,263,488
Income from non-financial instruments			
Scrap sales		**176,163**	282,801
Gain on disposal of operating fixed assets	7.1.1	**93,920**	42,104
Liabilities no longer required written back		**1,309**	58
Others		**50,211**	12,941
		3,440,472	3,601,392

37.1 This represents charges by the Company for certain management and other services rendered to its wholly owned subsidiary, Lucky Core PowerGen Limited, in accordance with the service agreement.

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
38. TAXATION AND LEVIES		-----------(PKR in '000) -----------	
Final taxes - levies	38.1	**13,503**	840,758
Income tax - current year		**5,131,733**	4,845,205
- prior years		**(101,045)**	-
- deferred	26	**1,822,732**	(325,192)
		6,853,420	4,520,013
	38.2	**6,866,923**	5,360,771

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

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
38.2 Tax reconciliation		-----------(PKR in '000) -----------	
Profit before final taxes and income taxes		**18,505,333**	16,500,988
Tax at the rate of 29% (2024: 29%)		**5,366,547**	4,785,287
Tax benefit on income covered under final tax regime		**(9,184)**	(504,661)
Effect of lower rate of dividend income and capital gain		**(318,971)**	(380,469)
Effect of super tax		**1,872,514**	1,478,056
Others		**(43,983)**	(17,442)
		6,866,923	5,360,771
Average effective tax rate		**37.11%**	**32.49%**

39. BASIC AND DILUTED EARNINGS PER SHARE

	Note	2025	2024
Profit for the year		**11,638,410**	11,140,217
		--------Number of shares--------	(Restated)
Weighted average number of ordinary shares outstanding during the year	21.1	**461,795,250**	461,795,250
Basic and diluted earnings per share (PKR)		**25.20**	24.12

39.1 There are no dilutive potential ordinary shares outstanding as at June 30, 2025 and 2024.

40. CASH FLOWS FROM OPERATING ACTIVITIES

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
		-----------(PKR in '000) -----------	
Profit before income tax		**18,491,830**	15,660,230
Adjustments for:			
Final taxes		**13,503**	840,758
Depreciation and amortisation	7.2, 8.1 & 9.2	**3,802,064**	3,445,130
Gain on disposal of operating fixed assets	37	**(93,920)**	(42,104)
Realised gain on short term investments	37	**(2,246,795)**	-
Unrealised gain on short term investments	37	**(24,033)**	-
Provision for staff retirement benefit plans	23.3.1	**11,906**	46,732
Gain on bargain purchase	6.3	**(292,555)**	-
Provision for non-management staff gratuity and eligible retired employees' medical scheme		**34,668**	46,956
Amortisation of deferred income - government grant	37	**(204,473)**	(223,808)
Dividend income on short term investments	37	**(26,378)**	(2,717,636)
Interest income	37	**(64,450)**	(320,064)
Unwinding of staff loans cost	37	**(550,760)**	-
Finance costs	36	**2,210,457**	3,216,751
Allowance for ECL	34	**97,949**	71,148
Provision for slow moving and obsolete stock-in-trade	14.1	**49,163**	209,595
Provision for slow moving and obsolete stores and spares	13.2	**8,049**	15,275
Liabilities no longer required written back	37	**(1,309)**	(58)
		21,214,916	20,248,905
Movement in:			
Working capital	40.1	**3,232,215**	3,685,202
Long-term loans		**(70,220)**	(268,170)
Long-term deposits and other assets		**475,627**	(4,537)
		24,852,538	23,661,400

40.1 Movement in working capital

(Increase) / Decrease in current assets		
Stores, spares and consumables	**2,460,614**	(1,034,418)
Stock-in-trade	**(723,251)**	3,127,140
Trade debts	**466,171**	(428,852)
Loans and advances	**(228,939)**	56,749
Short-term deposits and prepayments	**226,570**	1,565,774
Other receivables	**805,366**	(17,959)
	3,006,531	3,268,434
Increase in current liabilities		
Trade and other payables	**225,684**	416,768
	3,232,215	3,685,202

41. REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND OTHER EXECUTIVES

The amounts charged in the unconsolidated financial statements for the remuneration, including all benefits, to the Chief Executive, Director and Other Executives of the Company were as follows:

	Chief Executive		Director		Other Executives		Total	
	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024
	-------(PKR in '000) -------							
Managerial remuneration	**102,124**	92,145	**-**	54,178	**1,913,830**	1,576,247	**2,015,954**	1,722,570
Gratuity	**4,475**	4,002	**-**	1,709	**62,912**	53,228	**67,387**	58,939
Provident fund	**5,392**	4,821	**-**	2,453	**147,019**	112,699	**152,411**	119,973
Pension	**5,715**	5,111	**-**	2,600	**154,185**	118,319	**159,900**	126,030
Rent and house maintenance	**4,797**	5,411	**-**	-	**579,513**	458,211	**584,310**	463,622
Utilities	**3,478**	3,417	**-**	-	**144,599**	114,468	**148,077**	117,885
Medical and others	**878**	167	**-**	-	**18,961**	14,065	**19,839**	14,232
Bonus paid	**63,256**	58,750	**-**	31,095	**637,277**	485,180	**700,533**	575,025
	190,115	173,824	**-**	92,035	**3,658,296**	2,932,417	**3,848,411**	3,198,276
Number of persons as at the reporting date	**1**	1	**-**	1	**593**	456	**594**	458

Notes to and Forming Part of the Unconsolidated Financial Statements

For the year ended June 30, 2025

41.1 In accordance with the requirements of the Companies Act 2017, employees whose basic salary for the year exceeds PKR 1.2 million have been considered as 'Executives' for the purpose of these unconsolidated financial statements.

		For the year ended June 30, 2025	For the year ended June 30, 2024
		(PKR in '000)	
41.2	Remuneration paid to Chairman during the year:	**-**	-
41.3	During the year, fee paid to non-executive directors for attending board and other meetings, which is not part of remuneration, amounts to:	**5,531**	5,906

		As at and for the year ended June 30, 2025	As at and for the year ended June 30, 2024
41.4	Total number of employees as at the reporting date	**2,570**	2,227
	Average number of employees during the year	**2,399**	2,206
41.5	Total number of factory employees as at the reporting date	**737**	744
	Average number of factory employees during the year	**741**	753

42. TRANSACTIONS WITH RELATED PARTIES

The related parties comprise the Holding Company and related group companies, associated companies, subsidiary companies, directors of the Company, companies where directors also hold directorship, key employees and staff retirement funds (note 23). All the transactions with related parties are entered into at agreed terms duly approved by the Board of Directors of the Company. Details of transactions with related parties, other than those which have been specifically disclosed elsewhere in these unconsolidated financial statements, are as follows:

Name of related party and relationship with the Company	Nature of transaction	For the year ended June 30, 2025	For the year ended June 30, 2024
		(PKR in '000)	
Holding Company:			
Lucky Cement Limited	Purchase of goods, materials and services	**173,339**	64,681
	Sale of goods and materials	**25,680**	41,376
	Dividend paid	**3,403,466**	3,047,880
	Reimbursement of expenses	**565**	-
Subsidiary companies:			
Lucky Core PowerGen Limited	Purchase of electricity	**1,558,265**	1,703,374
	Sale of goods and provision of services	**119,600**	91,592
Lucky TG (Private) Limited	Divestment in subsidiary	**-**	275,400
Lucky Core Ventures (Private) Limited	Reimbursement of expenses	**539**	-
Associated companies	Purchase of goods, materials and services	**713,386**	390,609
	Sale of goods, materials and services	**4,602,215**	6,377,252
	Dividend paid	**1,644,261**	1,470,737
	Donations paid	**57,234**	79,060
	Reimbursement of expenses	**45,595**	39,789
Others	Staff retirement benefits - contribution	**528,194**	447,988
	Investment in units of mutual funds - net	**8,284,468**	-
Key management personnel	Remuneration paid	**597,766**	638,245
	Post employment benefits	**51,261**	50,969
	Dividend paid	**49,533**	44,078
	Directors' meeting fee	**-**	5,906

42.1 Details of related parties of the Company

Details of related parties with whom the Company has entered into transactions or has arrangements / agreements in place during the year are as follows:

Name of related party	Basis of relationship	Direct shareholding % in the Company
Lucky Core PowerGen Limited	Wholly owned subsidiary & common directorship	Nil
Lucky TG (Private) Limited	Subsidiary & common directorship	Nil
Lucky Core Ventures (Private) Limited	Wholly owned subsidiary & common directorship	Nil
NutriCo Morinaga (Private) Limited	Associate	Nil
Arabian Sea Country Club Limited	Equity investment	Nil
Lucky Cement Limited	Holding company & common directorship	55.00%
Lucky Holdings Limited	Associated company	Nil
Yunus Textile Mills Limited	Associated company	12.01%
Lucky Textile Mills Limited	Associated company	6.23%
Gadoon Textile Mills Limited	Associated company	7.21%
Lucky Motors Corporation Limited	Associated company	Nil
Lucky Foods (Private) Limited	Associated company	Nil
Lucky Core Management Staff Provident Fund	Staff retirement benefit funds	Nil
Lucky Core Management Staff Gratuity Fund	Staff retirement benefit funds	Nil
Lucky Core Management Staff Defined Contribution Superannuation Fund	Staff retirement benefit funds	Nil
Lucky Core Non-Management Staff Provident Fund	Staff retirement benefit funds	Nil
Lucky Core Management Staff Pension Fund	Staff retirement benefit funds	Nil
Lucky Core Foundation (Trust)	Associated company	Nil
Lucky Core Foundation (Section 42 Company)	Associated company	Nil
Lahore University of Management Sciences	Associated company	Nil
Lucky Islamic Money Market Fund	Associated undertaking	Nil
Aziz Tabba Foundation	Associated company	Nil
Child Life Foundation	Associated company	Nil
Pakistan Business Council	Associated company	Nil
Global Commodities Limited	Associated company	Nil
Tabba Kidney Institute	Associated company	Nil
Tabba Heart Institute	Associated company	Nil
National Bank of Pakistan	Associated company	Nil
YB Pakistan Limited	Associated company	1.16%
Lucky Commodities (Private) Limited	Associated company	Nil
Systems Limited	Associated company	Nil
Bank Al Habib Limited	Associated company	Nil
Siemens (Pakistan) Engineering Company Limited	Associated company	Nil
The Kidney Centre Post Graduate Training Institute	Associated company	Nil
International Industries Limited	Associated company	Nil
Lucky Landmark (Private) Limited	Associated company	Nil
Lucky Al Shumookh Holdings Limited (Republic of Iraq)	Associated company	Nil
Al Mabrooka Cement Manufacturing Company Limited (Republic of Iraq)	Associated company	Nil
Nyumba Ya Akiba S.A. (Democratic Republic of Kongo)	Associated company	Nil
Asif Jooma	Key management personnel	0.80%
Muhammad Umar Mushtaq	Key management personnel	Nil
Atif Aboobukar	Key management personnel	Nil
Nauman Shahid Afzal	Key management personnel	Nil
Atif Siddiqui	Key management personnel	Nil
Aamer Mahmud Malik	Former Key management personnel	Nil
Muhammad Farrukh Rasheed	Former Key management personnel	Nil
Eqan Ali Khan	Former Key management personnel	Nil
Rizwan Afzal Chaudhary	Key management personnel	Nil
Laila Bhatia Bawany	Key management personnel	Nil
Himra Mursil	Key management personnel	Nil
Muhammad Sohail Tabba	Director	Nil
Muhammad Ali Tabba	Director	Nil
Jawed Yunus Tabba	Director	Nil
Syed Muhammad Shabbar Zaidi	Director	- *
Ariful Islam	Director	0.01%
Adnan Afridi	Director	- *
Amina Abdul Aziz Bawany	Director	Nil

* Each director holds one hundred qualification shares of the Company.

Notes to and Forming Part of the Unconsolidated Financial Statements

For the year ended June 30, 2025

43. PLANT CAPACITY AND ANNUAL PRODUCTION

	Note	For the year ended June 30, 2025		For the year ended June 30, 2024	
		Annual Name Plate Capacity	Production	Annual Name Plate Capacity	Production
		Metric tonnes			
Polyester		**131,000**	**99,951**	131,000	111,507
Soda Ash	43.1	**560,000**	**462,088**	560,000	544,572
Sodium Bicarbonate		**54,000**	**52,935**	54,000	47,250

43.1 Out of total production of 462,088 metric tonnes (June 30, 2024: 544,572 metric tonnes) of Soda Ash, 47,642 metric tonnes (June 30, 2024: 42,525 metric tonnes) were transferred for production of 52,935 metric tonnes (June 30, 2024: 47,250 metric tonnes) of Sodium Bicarbonate.

43.2 The capacities of Chemicals, Pharma and Animal Health segment are indeterminable because these are multi-product with multiple dosage and multiple pack size plants. The production was sufficient to meet the demand.

44. FAIR VALUE MEASUREMENT

44.1 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. Consequently, differences can arise between carrying values and the fair value estimates.

Underlying the definition of fair value is the presumption that the Company is a going concern without any intention or requirement to curtail materially the scale of its operations or to undertake a transaction on adverse terms.

The carrying values of all financial assets and liabilities reflected in these financial statements approximate their fair values except for lease liabilities.

44.2 The Company classifies assets 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:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2: inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and
- Level 3: inputs for the asset or liability that are not based on observable market data (i.e., unobservable inputs).

As of the reporting date, except for the Company's investment in mutual funds (which is valued under level 2), none of the other financial assets / liabilities are carried at fair value in these unconsolidated financial statements. There were no transfers between level 1, 2 or 3 of the fair value hierarchy during the year.

45. FINANCIAL INSTRUMENTS BY CATEGORY

	As at June 30, 2025	As at June 30, 2024
	(PKR in '000)	
45.1 Financial assets measured at amortised cost		
Loans to executives and employees	**1,213,956**	1,151,953
Long-term deposits	**97,079**	82,856
Trade debts	**5,043,132**	5,575,305
Short-term deposits	**432,290**	786,522
Other receivables	**431,875**	393,857
Cash and bank balances	**1,223,940**	2,264,527
	8,442,272	10,255,020
45.2 Financial assets measured at fair value through profit or loss		
Short-term investments	**18,711,368**	14,984,879
45.3 Financial liabilities measured at amortised cost		
Long-term loans	**11,113,813**	4,895,794
Lease liabilities	**388,795**	196,025
Trade and other payables	**13,679,084**	12,967,974
Accrued mark-up	**942,298**	576,227
Short-term financing	**10,507,093**	11,734,504
Unclaimed dividend	**157,102**	136,827
	36,788,185	30,507,351

46. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Company's activities expose it to a variety of financial risks: market risk (including currency risk, interest rate risk and other price risks), credit risk and liquidity risk. The Company's overall risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Company's financial performance.

The Board of Directors has the overall responsibility for establishment and oversight of the Company's risk management framework. The executive management team is responsible for developing and monitoring the Company’s risk management policies. The team regularly meets and any changes and compliance issues are reported to the Board of Directors through the audit committee.

Risk management systems are reviewed regularly by the executive management team 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 Audit Committee oversees compliance by management 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.

46.1 Market risk

Market risk is the risk that the fair value or future cash flows of the financial instruments may fluctuate as a result of changes in market currency rates, interest rates or the equity prices due to a change in credit rating of the issuer or the instrument, change in market sentiments, speculative activities, supply and demand of securities and liquidity in the market. The Company manages the market risk by monitoring exposure on financial instruments and by following internal risk management policies.

46.1.1 Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows from a financial instrument will fluctuate due to changes in market interest rates. The Company mitigates its risk against the exposure by focusing on short-term investment and maintaining adequate bank balances. At the reporting date the interest rate profile of the Company's interest-bearing financial instruments at carrying value were:

	Note	As at June 30, 2025	As at June 30, 2024
		-------------(PKR in '000)	-------------
Fixed rate instruments			
Financial assets	20	**392,000**	1,372,207
Financial liabilities		**(3,327,837)**	(6,418,537)
		(2,935,837)	(5,046,330)
Variable rate instruments			
Financial assets		**-**	-
Financial liabilities		**(18,792,746)**	(10,548,280)
		(18,792,746)	(10,548,280)

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 rates at the reporting date would not affect profit or loss.

Sensitivity analysis for variable rate instruments

If KIBOR had been 10% higher / lower with all other variables held constant, the impact on the profit before tax for the year would have been: PKR 1,879.275 million (June 30, 2024: PKR 1,054.828 million).

46.1.2 Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Foreign currency risk arises mainly where receivables and payables exist due to transactions entered into are denominated in foreign currencies. The Company is exposed to foreign currency risk on sales and purchases which are entered in a currency other than PKR. When the management expects future depreciation of Pak Rupee, the Company enters into forward foreign exchange contracts in accordance with the instructions from the State Bank of Pakistan and the Company’s treasury policy. The policy allows the Company to take currency exposure within predefined limits while open exposures are rigorously monitored.

Following is the gross exposure classified into separate foreign currencies:

	CNY	EURO	USD	GBP
	(Amount '000)			
	As at June 30, 2025			
Trade debts	**-**	**-**	**1,523**	**-**
Cash and bank balances	**-**	**-**	**1,133**	**-**
	-	**-**	**2,656**	**-**
Trade and other payables	**(873)**	**(64)**	**(1,939)**	**(10)**
Gross statement of financial position exposure	**(873)**	**(64)**	**717**	**(10)**
	As at June 30, 2024			
Trade debts	-	198	4,675	-
Cash and bank balances	-	-	827	-
	-	198	5,502	-
Trade and other payables	(4,360)	(82)	(2,602)	(8)
Gross statement of financial position exposure	(4,360)	116	2,900	(8)

Significant exchange rates applied during the year were as follows:

	Average rate		Spot rate	
	For the year ended June 30, 2025	For the year ended June 30, 2024	As at June 30, 2025	As at June 30, 2024
PKR per	PKR		PKR	
EURO	**303.95**	306.27	**332.66**	297.69
USD	**279.34**	283.33	**283.76**	278.34
GBP	**361.48**	356.43	**388.86**	351.92
CNY	**38.72**	39.24	**39.60**	38.31

Sensitivity analysis

Every 10% increase or decrease in exchange rate with all other variables held constant will decrease or increase profit before tax for the year by PKR 14.348 million (June 30, 2024: PKR 67.205 million). The following table demonstrates the sensitivity to the change in exchange rates. As at June 30, 2025, if PKR had weakened / strengthened by 10% against other currencies, with all other variables held constant, the effect on the Company profit before tax at June 30, 2025 and June 30, 2024 would be as follows:

	Increase / decrease in exchange rates	Effect on profit before tax (CNY)	Effect on profit before tax (EURO)	Effect on profit before tax (USD)	Effect on profit before tax (GBP)
2025					
PKR in '000	**+10%**	**(3,458)**	**(2,139)**	**20,335**	**(390)**
PKR in '000	**-10%**	**3,458**	**2,139**	**(20,335)**	**390**
2024					
PKR in '000	+10%	(16,704)	3,451	80,721	(264)
PKR in '000	-10%	16,704	(3,451)	(80,721)	264

46.1.3 Other price risk is the risk that the value of future cash flows of the financial instrument will fluctuate because of changes in market prices such as equity price risk. Equity price risk is the risk arising from uncertainties about future values of investment securities. As at the reporting date, the Company is not materially exposed to other price risk except investment in subsidiaries which are carried at cost against which provision for impairment has been provided (if any) in these unconsolidated financial statements.

46.2 Credit risk

Credit risk represents the accounting loss that would be recognised at the reporting date if counter-parties failed completely to perform as contracted. The Company does not have significant exposure to any individual counter-party. To reduce exposure to credit risk the Company has developed a formal approval process whereby credit limits are applied to its customers. The management also regularly monitors the credit exposure towards the customers and makes allowance for ECLs against those balances considered doubtful of recovery. To mitigate the risk, the Company has a system of assigning credit limits to its customers based on evaluation based on customer profile and payment history. Outstanding customer receivables are regularly monitored. Some customers are also secured, where possible, by way of inland letters of credit, cash security deposits, bank guarantees and insurance guarantees.

The Company's gross maximum exposure to credit risk at the reporting date is as follows:

		Note	As at June 30, 2025	As at June 30, 2024
46.2.1	**Financial assets**		-------------(PKR in '000)	-------------
	Loans to executives and employees	11	**1,213,956**	1,151,953
	Long-term deposits	12	**97,079**	82,856
	Trade debts	15	**5,043,132**	5,575,305
	Short-term deposits	17	**432,290**	786,522
	Other receivables		**431,875**	393,857
	Short-term investments	19	**18,711,368**	14,984,879
	Bank balances	20	**1,214,570**	2,254,885
			27,144,270	25,230,257

46.2.2 The Company has placed its funds with banks which are rated A1+, A1 and P-1 as per the short-term rating by PACRA / Moody's / JCR-VIS. Short-term investments are held in mutual funds which are rated AA+ and AA as per the ratings by PACRA / Moody's / JCR-VIS.

		As at June 30, 2025	As at June 30, 2024
46.2.3	**Financial assets**	-------------(PKR in '000)	-------------
	- Secured	**2,383,516**	3,228,098
	- Unsecured	**24,760,754**	22,002,159
		27,144,270	25,230,257

46.2.4 Set out below is the information about the ageing of trade debts and related credit risk exposure as at the reporting date:

	Not past due (net of provision for price adjustments, discounts and sales returns)	Past due but not impaired	Past due and impaired		Total
		Not more than three months	More than three months and not more than four months	More than four months	
	------------------------------(PKR in '000)	------------------------------			
			As at June 30, 2025		
Total gross carrying amount	**4,262,372**	**761,316**	**38,829**	**213,432**	**5,275,949**
Expected credit loss	-	-	(19,415)	(213,432)	**(232,847)**
Expected credit loss effective rate	-	-	**50%**	**100%**	
			As at June 30, 2024		
Total gross carrying amount	4,624,094	758,728	90,722	125,458	5,599,003
Expected credit loss	-	-	(45,361)	(125,458)	(170,819)
Expected credit loss effective rate	-	-	50%	100%	3%

46.2.5 There were no past due or impaired receivables from related parties.

46.2.6 **Concentration risk**

The sector wise analysis of financial assets is given below:

	Note	As at June 30, 2025	As at June 30, 2024
		-------------(PKR in '000)	-------------
Textile and Chemicals		**1,597,388**	1,677,696
Glass		**414,775**	843,529
Paper and Board		**149,287**	585,485
Pharmaceuticals		**185,163**	493,606
Detergents		**914,123**	135,612
Paints		**63,513**	78,964
Banks		**1,214,570**	2,254,885
Asset management companies		**18,711,368**	14,984,879
Others		**4,966,072**	5,370,455
		28,216,259	26,425,112
Allowance for ECL:			
- trade debts	15	**(1,041,172)**	(1,169,313)
- loans and advances	16	**(30,817)**	(25,542)
		(1,071,989)	(1,194,855)
		27,144,270	25,230,257

Notes to and Forming Part of the Unconsolidated Financial Statements

For the year ended June 30, 2025

46.3 Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities. The Company's treasury aims at maintaining flexibility in funding by keeping committed credit lines available.

The table below analyses the Company's financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the maturity date.

	Note	Carrying amount	Contractual cash flows	Less than one year
		As at June 30, 2025		
		(PKR in '000)		
Financial liabilities				
Trade creditors	27	**5,403,690**	**(5,403,690)**	**(5,403,690)**
Bills payable	27	**1,503,076**	**(1,503,076)**	**(1,503,076)**
Accrued mark-up		**942,298**	**(942,298)**	**(942,298)**
Lease liabilities	9	**388,795**	**(388,795)**	**(81,649)**
Accrued expenses	27	**5,455,527**	**(5,455,527)**	**(5,455,527)**
Distributors' security deposits - payable on termination of distributorship	27	**110,882**	**(128,623)**	**(128,623)**
Contractors' earnest / retention money	27	**34,156**	**(34,156)**	**(34,156)**
Unclaimed dividend		**157,102**	**(157,102)**	**(157,102)**
Payable for capital expenditure	27	**620,840**	**(620,840)**	**(620,840)**
Other payables	27	**550,913**	**(550,913)**	**(550,913)**
Long-term loans	24	**11,113,813**	**(14,939,339)**	**(2,623,231)**
Short-term financing	28	**10,507,093**	**(10,507,093)**	**(10,507,093)**
		36,788,185	**(40,631,452)**	**(28,008,198)**

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amount.

	Note	Carrying amount	Contractual cash flows	Less than one year
		As at June 30, 2024		
		(PKR in '000)		
Financial liabilities				
Trade creditors	27	5,502,158	(5,502,158)	(5,502,158)
Bills payable	27	1,723,610	(1,723,610)	(1,723,610)
Accrued mark-up		576,227	(576,227)	(576,227)
Lease liabilities	9	196,025	(196,025)	(38,547)
Accrued expenses	27	5,029,123	(5,029,123)	(5,029,123)
Distributors' security deposits - payable on termination of distributorship	27	140,494	(162,973)	(162,973)
Contractors' earnest / retention money	27	22,426	(22,426)	(22,426)
Unclaimed dividend		136,827	(136,827)	(136,827)
Payable for capital expenditure	27	307,578	(307,578)	(307,578)
Other payables	27	242,585	(242,585)	(242,585)
Long-term loans	24	4,895,794	(6,683,922)	(1,350,609)
Short-term financing	28	11,734,504	(11,734,504)	(11,734,504)
		30,507,351	(32,317,958)	(26,827,167)

47. CAPITAL RISK MANAGEMENT

The Company's objective when managing capital is to safeguard the Company's ability to continue as a going concern so that it can continue to provide returns for shareholders and benefits for other stakeholders; and to maintain a strong capital base to support the sustained development of its businesses.

The Company manages its capital structure by monitoring return on net assets and makes adjustments to it in the light of changes in economic conditions. In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders or issue new shares. The Company also monitors capital using a gearing ratio, which is net debt, interest bearing loans and borrowings including finance cost thereon, less cash and bank balances. Capital signifies equity as shown in the unconsolidated statement of financial position plus net debt. The gearing ratio as at June 30, 2025 and June 30, 2024 is as follows:

	Note	As at June 30, 2025	As at June 30, 2024
		------------(PKR in '000) -----------	
Long-term loans	24 & 25	**11,772,768**	5,759,222
Short-term financing	28	**10,507,093**	11,734,504
Total debt		**22,279,861**	17,493,726
Short-term investments	19	**(18,711,368)**	(14,984,879)
Cash and bank balances	20	**(1,223,940)**	(2,264,527)
Net debt		**2,344,553**	244,320
Issued, subscribed and paid up capital	21	**923,591**	923,591
Capital reserves	22	**18,309,643**	18,309,643
Revenue reserve - unappropriated profit		**29,758,856**	24,342,771
Equity		**48,992,090**	43,576,005
Capital		**51,336,643**	43,820,325
Gearing ratio [Net debt / (Net debt + Equity)]		**4.57%**	**0.56%**

48. SUBSEQUENT EVENT

48.1 The Board of Directors in their meeting held on July 31, 2025 has recommended a final cash dividend of PKR 6.20 per share (310%) having face value of PKR 2 each for the year ended June 30, 2025. During the year and prior to the sub-division of the face value, an interim dividend of PKR 34 per share (340%) having face value of PKR 10 each has already been paid. Reflecting the sub-division of the face value for the interim dividend, this would translate into a payout ratio of 650% for the entire year. The unconsolidated financial statements for the year ended June 30, 2025 do not include the effect of the final dividend which will be accounted for in the year in which it is approved.

49. SHAHRIAH DISCLOSURES

	Note	2025			2024		
		Conventional	Shariah Compliant	Total	Conventional	Shariah Compliant	Total
		--- PKR in 000s ---					
Statement of financial position - Assets							
Short-term Shariah compliant investments	19	**-**	**18,711,368**	**18,711,368**	-	14,984,879	14,984,879
Shariah-compliant bank deposits, bank balances, and TDRs	20	**127,000**	**1,096,940**	**1,223,940**	127,000	2,137,527	2,264,527
Statement of financial position - liability							
Long-term loans	24	**2,828,160**	**8,285,653**	**11,113,813**	3,493,152	1,402,642	4,895,794
Lease liabilities	9	-	**388,795**	**388,795**	-	196,025	196,025
Short-term financing	28	**50,093**	**10,457,000**	**10,507,093**	1,520,504	10,214,000	11,734,504
Accrued interest / mark-up		**893,374**	**48,924**	**942,298**	29,918	546,309	576,227
Statement of profit or loss							
Revenue earned from a Shariah-compliant business segment	31.1	**-**	**120,013,160**	**120,013,160**	-	120,460,326	120,460,326
Unrealised gain on short term investments	37	**-**	**24,033**	**24,033**	-	-	-
Realised gain on short term investments	37	**-**	**2,246,795**	**2,246,795**	-	-	-
Profit earned from deposits		**-**	**64,450**	**64,450**	-	320,064	320,064
Dividend income on short-term investments	37	**-**	**26,378**	**26,378**	-	2,717,636	2,717,636
Scrap sales	37	**-**	**176,163**	**176,163**	-	282,801	282,801
Gain on disposal of operating fixed assets	37	**-**	**93,920**	**93,920**	-	42,104	42,104
Mark-up on short and long term financing	36	**435,218**	**1,618,432**	**2,053,650**	568,171	2,429,917	2,998,088
Discounting charges on receivables	36	**90,705**	**-**	**90,705**	181,813	-	181,813
Interest relating to staff loans discounting	36	**-**	**-**	**-**	-	320,280	320,280
Accretion of interest on lease liabilities	36	**-**	**60,810**	**60,810**	-	29,993	29,993
Others	36	**-**	**5,292**	**5,292**	-	6,857	6,857

Notes to and Forming Part of the Unconsolidated Financial Statements

For the year ended June 30, 2025

50. **GENERAL**

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

50.2 Figures have been rounded off to the nearest thousand PKR except as stated otherwise.

50.3 Corresponding figures have been rearranged and reclassified, wherever considered necessary, for better presentation. Material reclassifications are as follows:

Description	Reclassification		As at June 30, 2024 PKR in 000
	From	To	
Provision for slow moving and obsolete stores and spares	Administration and general expenses	Cost of sales	15,275

50.4 Non-cash investing and financing activities include additions of right-of-use assets.

51. **DATE OF AUTHORISATION**

These unconsolidated financial statements were authorised for issue in the Board of Directors meeting held on July 31, 2025. The Board of Directors have the power to amend and re-issue the financial statements.

Muhammad Sohail Tabba	**Asif Jooma**	**Atif Aboobukar**
Chairman / Director	Chief Executive	Chief Financial Officer

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Comparison of Results for Ten Years

As at June 30

	2015-16	2016-17	2017-18
Statement of Financial Position			
Equity	14,416,528	16,183,900	17,411,939
Revaluation Reserves	829,645	743,948	669,495
Total Equity and Revaluation Reserve	15,246,173	16,927,848	18,081,434
Non Current Liability	5,174,242	6,243,246	10,248,010
Current Liability	10,167,615	12,984,767	14,818,685
Total Equity and Liabilities	**30,588,030**	**36,155,861**	**43,148,129**
Non Current Assets	18,909,694	22,996,164	25,881,937
Current Assets	11,678,336	13,159,697	17,266,192
Total Assets	**30,588,030**	**36,155,861**	**43,148,129**
Statement of Profit or Loss			
Turnover	42,689,368	47,548,639	55,591,275
Net Turnover	36,954,437	41,363,695	49,107,580
Cost of Sales	30,475,911	33,598,220	40,553,323
Gross profit	6,478,526	7,765,475	8,554,257
Operating Result	3,478,707	4,043,576	4,397,841
Profit before taxation	3,498,266	4,394,370	3,650,402
Profit after taxation	2,843,186	3,296,091	3,059,704
Summary of Cash Flows			
Cash generated from / (used in) operations	4,788,015	5,569,176	358,766
Net cash generated from / (used in) operating activities	3,680,106	4,824,855	(1,401,590)
Net cash generated from / (used in) investing activities	(4,138,316)	(4,930,518)	(5,752,562)
Net cash generated from / (used in) financing activities	404,044	(52,889)	1,993,226
Cash and cash equivalents at June 30	(1,818,146)	(1,976,698)	(7,137,624)

Amounts in PKR '000

2018-19 Restated	**2019-20** Restated	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**
18,608,940	20,231,807	23,879,208	26,391,122	37,830,644	43,576,006	48,992,090
-	-	-	-	-	-	-
18,608,940	20,231,807	23,879,208	26,391,122	37,830,644	43,576,006	48,992,090
8,539,214	8,024,059	5,288,760	7,380,192	7,504,645	7,034,696	14,395,703
16,366,077	13,253,245	14,635,597	26,169,508	35,731,372	32,955,032	31,690,827
43,514,231	**41,509,111**	**43,803,565**	**59,940,822**	**81,066,661**	**83,565,734**	**95,078,620**
24,938,990	24,650,897	25,640,334	33,552,734	32,615,986	35,136,166	46,256,754
18,575,241	16,858,214	18,163,231	26,388,088	48,450,675	48,429,568	48,821,866
43,514,231	**41,509,111**	**43,803,565**	**59,940,822**	**81,066,661**	**83,565,734**	**95,078,620**
65,383,089	64,781,546	77,481,030	106,294,392	131,550,122	146,253,342	146,662,091
58,328,849	53,598,537	62,617,966	86,972,178	109,486,109	120,460,326	120,013,160
48,877,125	43,042,158	48,269,723	68,353,133	87,352,985	93,569,388	92,672,747
9,451,724	10,556,379	14,348,243	18,619,045	22,133,124	26,890,938	27,340,413
4,935,414	5,669,239	8,398,838	11,753,414	14,653,424	17,150,796	17,920,303
3,180,506	4,329,883	8,228,802	10,199,135	21,910,804	16,500,988	18,505,333
2,304,912	3,095,858	5,959,446	6,248,587	13,772,409	11,140,217	11,638,410
7,034,995	9,984,563	10,378,489	5,365,723	10,883,974	23,661,400	24,852,538
4,528,566	7,547,855	9,067,160	2,877,176	4,090,772	14,712,724	15,596,136
(2,267,022)	(1,007,464)	(2,866,835)	(10,061,758)	9,324,128	(1,907,396)	(11,404,867)
(1,942,919)	(2,616,564)	(4,612,691)	(2,222,771)	(1,988,561)	(9,130,832)	(1,505,366)
(6,818,999)	(3,152,778)	(1,565,144)	(10,972,497)	453,842	17,249,406	19,935,308

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LUCKY CORE INDUSTRIES

Lucky Core Industries Limited and its Subsidiary Companies

Consolidated Financial Statements

YBG

Report of the Directors

for the year Ended June 30, 2025 (Consolidated)

The Directors are pleased to present their report together with the audited Group results of Lucky Core Industries Limited for the year ended June 30, 2025. The Lucky Core Industries group comprises Lucky Core Industries Limited, its subsidiaries: Lucky Core PowerGen Limited (PowerGen), Lucky TG (Private) Limited (Lucky TG), Lucky Core Ventures (Private) Limited (LCV) and its associated concern; NutriCo Morinaga (Private) Limited (NMPL).

The Director's report, which provides a commentary on the performance of Lucky Core Industries Limited for the year ended June 30, 2025, has been presented separately.

The Net Turnover of PowerGen for the year ended stood at PKR 1,412 million, which is 8% lower as compared to the SPLY. This reduction was primarily driven by a 13% drop in HFO prices due to lower crude oil rates. The Operating Result at PKR 110 million, increased by 6% against the SPLY supported by effective cost management.

Share of profit from NMPL stood at PKR 19 million as compared to a loss of PKR 168 million in the SPLY. The improvement was driven primarily by a 18% increase in turnover and better gross margins.

On a consolidated basis, the Net Turnover at PKR 119,941 million for the year under review is almost in line with the SPLY. Whereas the Operating Result at PKR 18,031 million for the year under review is higher by 5% compared to the SPLY. PAT at PKR 11,757 million for the year under review is 5% higher compared to the SPLY, whereas EPS attributed to the owners of the holding company at PKR 25.46 is 5% higher compared to the SPLY. EPS has been restated to reflect the subdivision of the face value of the ordinary shares of the Company from PKR 10/- to PKR 02/- per share. The regulatory formalities to give effect to the stock split were completed after the close of the financial year, on July 19, 2025.

Asif Jooma

Muhammad Sohail Tabba
Chairman

Asif Jooma
Chief Executive

Dated: July 31, 2025

Karachi

A·F·FERGUSON&Co.

Independent Auditor's Report

To the members of Lucky Core Industries Limited

Opinion

We have audited the annexed consolidated financial statements of Lucky Core Industries Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at June 30, 2025, 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, 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with the accounting and reporting standards as applicable in Pakistan.

Basis for Opinion

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

Key Audit Matters

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

Following are the Key audit matters:

S.No.	Key audit matters	How the matter was addressed in our audit
1.	**Revenue recognition** (Refer notes 3.20 and 32.1 to the annexed consolidated financial statements)	
	Net revenue from customers for the year ended June 30, 2025 amounted to Rs. 119,941 million. The Group earns revenue from multiple business segments with significant volume of revenue transactions. Revenue is recognised when the Group satisfies performance obligations as specified in the contracts with the customers. There is a presumed risk of revenue being overstated resulting from the pressure management may feel to achieve performance targets set for the year. The Group also focuses on revenue as it is one of the key performance indicators of the Group. Accordingly, we consider that there is a risk of material misstatement of financial statements relating to revenue recognition. On account of revenue being considered as an area involving a high level of risk of material misstatement therefore, significant audit efforts are involved for the verification of the same. Accordingly, this has been considered as a key audit matter.	Our audit procedures, amongst others, included the following: • Obtained understanding and evaluated the accounting policies and the Group's procedures with respect to revenue recognition. • Reviewed contracts with customers for each business segment to obtain an understanding of the terms particularly relating to timing and transfer of control of the products and assessed the appropriateness of revenue recognition policies and practices followed by the Group. • Tested revenue transactions on a sample basis by inspecting underlying documentation including dispatch documents and sales invoices.

S.No.	Key audit matters	How the matter was addressed in our audit
		• Performed analytical procedures over revenue transactions to identify trends and any unusual change in revenue for each segment. • Tested specific revenue transactions on a sample basis recorded before and after the reporting date with underlying documentation to assess whether revenue was recognised in the correct period. • Obtained understanding of the types and process of discounts offered to customers and tested on a sample basis discounts provided from supporting documentation including approvals of the discounts. • Assessed the related disclosures made in the annexed consolidated financial statements in accordance with the requirements of the applicable financial reporting framework.
2.	**Stock-in-trade and consumables** (Refer notes 3.7, 3.8, 4.2.7, 13 and 14 to the annexed consolidated financial statements)	
	As at June 30, 2025, the Group holds certain items of raw materials and consumables amounting to Rs. 1,790.060 million which comprises of coal, coke, limestone and rock salt. These inventory items are stored in the form of stockpiles. As the weighing of these inventory items to determine the quantities in hand as at year end is not practicable, the reasonableness of the quantities on hand is assessed by obtaining measurements of stockpiles and converting these measurements into unit of volumes using the bulk density values. As the determination of stock quantities in hand as at reporting date, by measuring the volume and density of these items, involves significant estimates, this has been considered as a key audit matter.	Our audit procedures, amongst others, included the following: • Obtained an understanding of the process and procedures with respect to the specific items of the stock-in-trade and consumables stored in the form of stockpiles. • Attended physical inventory counts performed by the management and the management's external expert and assessed the reasonableness of the management and the management expert's process of measurement of stockpiles and the determination of volumes. • Obtained and reviewed the inventory count report of the management's external expert to assess the appropriateness of measurement of stock quantities determined therein and ensured that the same has been used by the management for valuation of the related stock. • Assessed the related disclosures made in the annexed consolidated financial statements in accordance with the requirements of the applicable financial reporting framework.

S.No.	Key audit matters	How the matter was addressed in our audit
3.	**IFRS 3 – Business Combinations** (Refer note 6 to the annexed consolidated financial statements)	
	During the year, Lucky Core Industries Limited (the Holding Company) entered into an agreement with Pfizer Pakistan Limited for the acquisition of certain assets, including a manufacturing facility, selected pharmaceutical products, brands and associated trademarks for a total consideration of Rs. 5,000 million. In addition, the Holding Company also acquired relevant working capital along with inventory for a consideration of Rs. 2,179 million. The acquisition has been accounted for as a business combination under International Financial Reporting Standard (IFRS) 3 'Business Combinations'. Accordingly, all identifiable tangible and intangible assets and the related liabilities have been recognised at acquisition date fair values, resulting in bargain purchase gain of Rs. 292.555 million. Since this is a significant event that happened during the year and the determination of fair values and the related accounting treatment involves significant management judgments including estimates, this has been considered as a key audit matter.	• Examined the public announcement made by the Holding Company for acquisition, approval of the Board of Directors of the Holding Company and the related agreements entered into by the Holding Company with Pfizer Pakistan Limited in relation to the acquisition. • Understood and evaluated the Holding Company's accounting policies with respect to business combinations; • Traced the consideration amount paid to Pfizer Pakistan Limited from the bank statement of the Holding Company's bank account; • Obtained an understanding of the work performed by the Holding Company's management for determination of the acquisition date fair values of the intangible assets i.e. brands and associated trademarks) including involvement of management's expert for valuation of non-current tangible assets. • Involved internal specialists to assess the methodology adopted by the management for identifying and calculating the fair values of intangible assets recognised, and to assess the reasonableness of the underlying key assumptions and estimates. • Obtained the report of valuation of tangible assets performed by the external valuer appointed by the Holding Company's management and involved auditor's expert to review the reasonableness of the valuation including the assumptions and valuation methodology used. • Evaluated the professional qualification of the management's expert and assessed their independence, competence, and experience. • Recalculated the resultant bargain purchase gain in accordance with IFRS 3; and • Assessed the related disclosures made in the annexed consolidated financial statements in accordance with the requirements of the applicable financial reporting framework.

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 Companies Act, 2017 and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

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

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

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

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

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

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

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

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

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

The engagement partner on the audit resulting in this independent auditor's report is **Waqas Aftab Sheikh**.

A. F. Ferguson & Co.
Chartered Accountants
Karachi
Dated: August 29, 2025
UDIN: AR202510069DfgcXO9RF

Consolidated Statement of Financial Position

As at June 30, 2025

	Note	June 30, 2025	June 30, 2024
ASSETS		--------------(PKR in '000)--------------	
Non-current assets			
Property, plant and equipment	7	**38,813,788**	29,929,796
Intangible assets	8	**3,115,931**	1,682,954
Right-of-use assets	9	**368,211**	182,457
		42,297,930	31,795,207
Long-term investments	10	**10,846,537**	10,827,265
Long-term loans	11	**877,213**	807,512
Long-term deposits and other assets	12	**850,669**	287,883
		12,574,419	11,922,660
		54,872,349	43,717,867
Current assets			
Stores, spares and consumables	13	**3,533,309**	5,994,851
Stock-in-trade	14	**17,134,770**	15,466,376
Trade debts	15	**5,068,742**	5,593,143
Loans and advances	16	**1,258,230**	1,043,727
Short-term deposits and prepayments	17	**833,129**	1,051,893
Other receivables	18	**1,426,023**	2,220,907
Short-term investments	19	**18,733,115**	15,006,217
Cash and bank balances	20	**1,469,482**	2,280,272
		49,456,800	48,657,386
Total assets		**104,329,149**	92,375,253
EQUITY AND LIABILITIES			
Share capital and reserves			
Authorised capital 1,500,000,000 (June 30, 2024: 1,500,000,000) ordinary shares of PKR 10 each	21.1	**15,000,000**	15,000,000
Issued, subscribed and paid-up capital	21	**923,591**	923,591
Capital reserves	22	**18,309,643**	18,309,643
Revenue reserve - unappropriated profit		**35,748,582**	30,213,786
Attributable to the equity holders of the Holding Company		**54,981,816**	49,447,020
Non-controlling interests	23	**10,788**	10,725
Total equity		**54,992,604**	49,457,745
Non-current liabilities			
Staff retirement benefits	24	**153,591**	115,549
Long-term loans	25	**9,539,945**	3,986,348
Lease liabilities	9	**307,146**	157,478
Deferred income - government grant	26	**477,833**	658,955
Deferred tax liability - net	27	**7,405,264**	5,596,926
		17,883,779	10,515,256
Current liabilities			
Trade and other payables	28	**15,720,159**	14,311,951
Accrued mark-up		**942,298**	576,227
Short-term financing	29	**10,507,093**	11,734,504
Taxation - net		**2,289,475**	4,490,277
Current portion of long-term loans	25	**1,573,868**	909,446
Current portion of lease liabilities	9	**81,649**	38,547
Current portion of deferred income - government grant	26	**181,122**	204,473
Unclaimed dividend		**157,102**	136,827
		31,452,766	32,402,252
Total equity and liabilities		**104,329,149**	92,375,253
Contingencies and Commitments	30		

The annexed notes from 1 to 52 form an integral part of these consolidated financial statements.

Muhammad Sohail Tabba	**Asif Jooma**	**Atif Aboobukar**
Chairman / Director	Chief Executive	Chief Financial Officer

Consolidated Statement of Profit or Loss

For the year ended June 30, 2025

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
		-------------(PKR in '000)-------------	
Net turnover	32.1	**119,940,714**	120,635,402
Cost of sales	32.2	**(92,487,496)**	(93,641,106)
Gross profit		**27,453,218**	26,994,296
Selling and distribution expenses	34	**(7,175,071)**	(7,309,569)
Administration and general expenses	35	**(2,247,567)**	(2,430,639)
Operating profit		**18,030,580**	17,254,088
Other charges	36	**(887,079)**	(837,659)
Gain on bargain purchase	6.3	**292,555**	-
Finance costs	37	**(2,210,457)**	(3,538,040)
Exchange (loss) / gain		**(56,087)**	116,307
		(2,861,068)	(4,259,392)
Other income	38	**3,444,424**	3,637,427
Share of profit / (loss) from associate	10.1	**19,272**	(167,649)
Profit before final taxes and income taxes		**18,633,208**	16,464,474
Taxation - Final taxes	39	**(14,184)**	(845,505)
Profit before income tax		**18,619,024**	15,618,969
Taxation - Income tax			
Current	39	**(5,031,591)**	(4,846,459)
Deferred	39	**(1,830,248)**	390,454
		(6,861,839)	(4,456,005)
Profit for the year		**11,757,185**	11,162,964
Attributable to:			
Equity holders of the Holding Company		**11,757,122**	11,150,545
Non-controlling interests		**63**	12,419
		11,757,185	11,162,964
			(Restated)
Basic and diluted earnings per share (PKR)	40	**25.46**	24.15

The annexed notes from 1 to 52 form an integral part of these consolidated financial statements.

Muhammad Sohail Tabba	**Asif Jooma**	**Atif Aboobukar**
Chairman / Director	Chief Executive	Chief Financial Officer

Consolidated Statement of Comprehensive Income

For the year ended June 30, 2025

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
		-------------(PKR in '000)-------------	
Profit for the year		**11,757,185**	11,162,964
Other comprehensive (loss) / income			
Items that will not be reclassified to profit or loss in subsequent periods:			
Remeasurement of defined benefit plans	24.3.1	**(56,179)**	223,401
Income tax effect	27	**21,910**	(76,713)
		(34,269)	146,688
Total comprehensive income for the year		**11,722,916**	11,309,652
Attributable to:			
Equity holders of the Holding Company		**11,722,853**	11,297,233
Non-controlling interests		**63**	12,419
		11,722,916	11,309,652

The annexed notes from 1 to 52 form an integral part of these consolidated financial statements.

Muhammad Sohail Tabba	**Asif Jooma**	**Atif Aboobukar**
Chairman / Director	Chief Executive	Chief Financial Officer

Consolidated Statement of Changes in Equity

For the year ended June 30, 2025

	Issued, subscribed and paid-up capital	Capital reserves (note 22)	Revenue reserve - unappropriated profit	Total reserves	Non-controlling interests	Total equity
	--(PKR in '000)					
Balance as at July 1, 2023	**923,591**	**309,643**	**42,458,096**	**42,767,739**	**262,906**	**43,954,236**
Profit for the year	-	-	11,150,545	11,150,545	12,419	11,162,964
Other comprehensive income for the year - net of tax	-	-	146,688	146,688	-	146,688
Total comprehensive income for the year	-	-	11,297,233	11,297,233	12,419	11,309,652
Transfer to capital reserves (note 22.3)	-	18,000,000	(18,000,000)	-	-	-
Buy back of shares (note 1.1)	-	-	-	-	(264,600)	(264,600)
Transactions with the owners:						
Final dividend for the year ended June 30, 2023 @ PKR 33 per share	-	-	(3,047,848)	(3,047,848)	-	(3,047,848)
Interim dividend for the year ended June 30, 2024 @ PKR 27 per share	-	-	(2,493,695)	(2,493,695)	-	(2,493,695)
	-	-	(5,541,543)	(5,541,543)	-	(5,541,543)
Balance as at June 30, 2024	**923,591**	**18,309,643**	**30,213,786**	**48,523,429**	**10,725**	**49,457,745**
Profit for the year	-	-	11,757,122	11,757,122	63	11,757,185
Other comprehensive loss for the year - net of tax	-	-	(34,269)	(34,269)	-	(34,269)
Total comprehensive income for the year	**-**	**-**	**11,722,853**	**11,722,853**	**63**	**11,722,916**
Transactions with the owners:						
Final dividend for the year ended June 30, 2024 @ PKR 33 per share	-	-	(3,047,849)	(3,047,849)	-	(3,047,849)
Interim dividend for the year ended June 30, 2025 @ PKR 34 per share	-	-	(3,140,208)	(3,140,208)	-	(3,140,208)
	-	**-**	**(6,188,057)**	**(6,188,057)**	**-**	**(6,188,057)**
Balance as at June 30, 2025	**923,591**	**18,309,643**	**35,748,582**	**54,058,225**	**10,788**	**54,992,604**

The annexed notes from 1 to 52 form an integral part of these consolidated financial statements.

Muhammad Sohail Tabba	**Asif Jooma**	**Atif Aboobukar**
Chairman / Director	Chief Executive	Chief Financial Officer

Consolidated Statement of Cash Flows

For the year ended June 30, 2025

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
		(PKR in '000)	
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	41	**25,166,058**	24,203,964
Payments for:			
Staff retirement benefit plans	24.3.2	**(72,293)**	(70,289)
Non-management staff gratuity and eligible retired employees' medical scheme		**(49,388)**	(43,721)
Income taxes		**(7,276,213)**	(4,651,771)
Final taxes		**(14,184)**	(845,505)
Interest on loans / finances		**(1,862,256)**	(3,579,265)
Net cash generated from operating activities		**15,891,724**	15,013,413
CASH FLOWS FROM INVESTING ACTIVITIES*			
Capital expenditure		**(9,097,325)**	(5,520,393)
Payment for acquisition of business		**(5,000,000)**	-
Proceeds from disposal of operating fixed assets		**287,423**	61,799
Interest income received		**63,754**	451,659
Income from disposal of short term investments		**2,246,799**	-
Dividend received on short term investments		**29,099**	2,749,255
Net cash used in investing activities		**(11,470,250)**	(2,257,680)
CASH FLOWS FROM FINANCING ACTIVITIES*			
Buy-back of shares of subsidiary by non-controlling interests	1.1	**-**	(264,600)
Export refinance facility (repaid) / obtained		**(2,117,578)**	638,000
Long-term loans obtained	25.1	**7,140,550**	1,089,485
Long-term loans repaid		**(1,127,004)**	(1,099,223)
Payment of lease liabilities	9	**(123,719)**	(101,900)
Dividends paid		**(6,167,782)**	(5,529,246)
Short term running finance obtained / (repaid)		**890,167**	(3,904,143)
Net cash used in financing activities		**(1,505,366)**	(9,171,627)
Net increase in cash and cash equivalents		**2,916,108**	3,584,106
Cash and cash equivalents at the beginning of the year		**17,286,489**	13,702,383
Cash and cash equivalents at the end of the year		**20,202,597**	17,286,489
Cash and cash equivalents at the end of the year comprise of:			
Cash and bank balances	20	**1,469,482**	2,280,272
Short-term investments	19	**18,733,115**	15,006,217
		20,202,597	17,286,489

*No non-cash items are included in these activities.

The annexed notes from 1 to 52 form an integral part of these consolidated financial statements.

Muhammad Sohail Tabba	**Asif Jooma**	**Atif Aboobukar**
Chairman / Director	Chief Executive	Chief Financial Officer

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

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1. THE GROUP AND ITS OPERATIONS

1.1 The Group consists of Lucky Core Industries Limited (the "Holding Company") and the following subsidiaries:

- Lucky Core PowerGen Limited ("PowerGen");
- Lucky TG (Private) Limited ("Lucky TG"); and
- Lucky Core Ventures (Private) Limited ("LCV").

The Holding Company was incorporated in Pakistan under the repealed Companies Ordinance, 1984 (now Companies Act, 2017) (the Act) and is listed on the Pakistan Stock Exchange Limited. The Holding Company is engaged in the manufacture of polyester staple fibre, POY chips, soda ash, specialty chemicals, sodium bicarbonate, pharmaceuticals and polyurethanes; marketing of seeds, manufactured (including toll manufactured) and imported pharmaceuticals and animal health products; merchanting of general chemicals and manufacturing of masterbatch. It also acts as an indenting agent and toll manufacturer. The Company's registered office is situated at 5 West Wharf, Karachi. The Holding Company is the subsidiary of Lucky Cement Limited.

PowerGen was incorporated in Pakistan as an unlisted public company and is a wholly owned subsidiary of the Holding Company. PowerGen is engaged in generating, selling and supplying electricity to the Holding Company and associate.

Lucky TG was incorporated in Pakistan on October 25, 2022 as a private limited company as part of the agreement with Tariq Glass Industries Limited (TGIL) to set up a green field state-of-the-art float glass manufacturing facility. The facility was intended to be set up in two phases with the expectation that the first phase of the facility would become commercially operational during the financial year 2024-25. However, prevailing uncertain economic conditions caused a delay and necessitated a reassessment of the project timelines. During such period that the project is delayed, the funds in the Company remained unutilised. Both the shareholders, i.e., the Holding Company and TGIL are committed to complete the project as soon as the economic environment becomes more conducive. During the year ended June 30, 2024, the Board of Directors of Lucky TG granted approval for Lucky TG to buy back portion of its shares from its members (the Holding Company and TGIL) in proportion to their shareholding. By virtue of the approval, the Holding Company and TGIL accepted the offer for purchase of shares from Lucky TG and the buy back transaction was executed during the year ended June 30, 2024. The Holding Company continues to retain 51% shareholding in Lucky TG.

LCV was incorporated in Pakistan on March 09, 2023 as a private limited company and is a wholly owned subsidiary of the Holding Company. The principal line of the business is to function as holding company of its subsidiaries and associated companies and render advisory services for promotion of their business, development and marketing for the Group.

1.2 NutriCo Morinaga (Private) Limited ("NutriCo Morinaga") is the associate of the Holding Company which is involved in the manufacturing of infant and grown up formula.

1.3 Geographical location and addresses of major business units including plants of the Group are as under:

	Purpose
Karachi	
5 West Wharf Road	Head office and production plant
S-33, Hawksbay Road, S.I.T.E.	Production plant
B-2, S.I.T.E.	Production plant
Lahore	
63 Mozang Road	Regional office
30-km, Sheikhupura Road, Lahore	Regional office and production plant
45-km, off Multan Road, Lahore	Production plant
Khewra	
LCI Soda Ash, Tehsil Pind, Dadan Khan, District Jhelum	Regional office and production plant
Haripur	
Plot No.32/2A Phase III, Industrial Estate Hattar, District Haripur	Production plant
Islamabad	
Islamabad Corporate Center, 2nd floor, H-13, Islamabad	Regional office

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

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 for financial reporting. The accounting and reporting standards as applicable in Pakistan comprise of International Financial Reporting Standards (IFRS Accounting Standards) issued by the International Accounting Standard Board (IASB), Islamic Financial Accounting Standards (IFAS) issued by the Institute of Chartered Accountants of Pakistan (ICAP) as notified under the Companies Act, 2017 and provisions of and directives issued under the Act. Where the provisions of and directives issued under the Act differ from the IFRS Accounting standards or IFAS, the provisions of and directives issued under the Act have been followed.

2.2 Basis of measurement

These consolidated financial statements have been prepared under the historical cost convention, except otherwise stated.

2.3 Basis of consolidation

Subsidiaries are those entities over which the Group has control. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

- power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee);
- exposure, or rights, to variable returns from its involvement with the investee; and
- the ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- the contractual arrangement(s) with the other shareholders having voting rights of the investee;
- rights arising from other contractual arrangements; and
- the Group’s voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control.

Subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date when such control ceases. Assets, liabilities, income and expenses of a subsidiary acquired or disposed off during the year are included in the consolidated statement of profit or loss from the date the Group gains control until the date the Group ceases to control the subsidiary.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date, irrespective of the extent of any non-controlling interest. The excess of the cost of acquisition is recorded as goodwill. If the cost of acquisition is less than fair value of the net assets of the subsidiary acquired, the difference is recognised directly in the consolidated statement of profit or loss.

After initial recognition, goodwill is measured at cost less accumulated impairment losses, if any. For the purposes of impairment testing, goodwill acquired in a business combination is, on the acquisition date, allocated to each of the Group’s cash generating units that are expected to benefit from the combination. Goodwill is tested annually or whenever there is an indication of impairment exists. Impairment loss in respect of goodwill is recognised in consolidated statement of profit or loss and is not reversed in future periods.

The assets, liabilities, income and expenses of subsidiary companies are consolidated on a line by line basis and the carrying value of investments held by the Holding Group is eliminated against the subsidiaries’ shareholders’ equity in the consolidated financial statements.

All intra-group transactions, balances, income, expenses and unrealised gains and losses on transactions between Group companies are eliminated in full.

Subsidiaries have same reporting period as that of the Holding Group. The accounting policies of subsidiaries have been changed to conform with accounting policies of the Group, wherever needed.

Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation. A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

2.4 Businsess combinations

All business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of IFRS 9 Financial Instruments, is measured at fair value with the changes in fair value recognised in the consolidated statement of profit or loss in accordance with IFRS 9. Other contingent consideration that is not within the scope of IFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in the consolidated statement of profit or loss.

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed). If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in the consolidated statement of profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a cash-generating unit (CGU) and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

The Group has elected to measure the non-controlling interests in the acquiree at fair value.

3. MATERIAL ACCOUNTING POLICY INFORMATION

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

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

3.1 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses, if any, except for freehold land and capital work-in-progress which are stated at cost less accumulated impairment losses, if any. All expenditure connected with specific assets incurred during installation and construction period including the cost of replacing parts and the cost of borrowings for long-term construction projects are carried under capital work-in-progress, if the recognition criteria is met. These are transferred to specific categories of property, plant and equipment as and when these are available for use.

Depreciation is based on the straight-line method whereby the cost of an asset less the estimated residual value is charged to the profit or loss over its estimated useful life at rates given in note 7.1 to these consolidated financial statements. The cost of leasehold land is depreciated in equal installments over the lease period. Depreciation on additions is charged from the month in which the asset is available for use and on disposals up to the month of disposal.

Spare parts and servicing equipments are classified as property, plant and equipment under plant and machinery rather than store, spares and consumables where they meet the definition of property, plant and equipment. Available for use capital spares, and servicing equipments are depreciated over their useful lives, or the remaining life of principal asset, whichever is lower.

The residual values, useful lives and depreciation methods are reviewed and adjusted, if appropriate, at each reporting date. The effect of any adjustment to residual values, useful lives and methods is recognised prospectively as a change of accounting estimate.

Maintenance and normal repairs are charged to the profit or loss as and when incurred. Subsequent expenditures including major renewals and improvements are capitalised when it is probable that respective future economic benefits will flow to the Group and the cost of the item can be measured reliably.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable. The Group accounts for impairment, if any by reducing its carrying value to the recoverable amount (note 3.11).

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset is included in the consolidated statement of profit or loss of the year in which the asset is derecognised.

3.2 Intangible assets

Intangible asset is recognised if it is probable that the expected future economic benefits that are attributable to the asset will flow to the Group and that cost of such asset can also be measured reliably. The cost of intangible assets acquired in business combinations is their fair value at the date of acquisition.

Intangible assets with finite useful lives are amortised over their useful lives and assessed for impairment whenever there is an indication that the asset may be impaired. Intangible assets with indefinite lives are not amortised, but are tested for impairment annually, either individually or at the cash generating unit (CGU) level, as appropriate. The assessment of indefinite life is reviewed annually to determine whether indefinite life continues to be supportable. If not, a change in useful life from indefinite to finite is made on a prospective basis.

Amortisation is based on the cost of an asset less its estimated residual value. Amortisation is charged to the profit or loss on the straight-line method over its estimated useful lives at the rates given in note 8 to these consolidated financial statements. Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted, if appropriate.

3.3 Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

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i) Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Land and building	2 to 9 years
Motor vehicles	4 to 5 years

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to note 3.11 to these consolidated financial statements for policy on impairment of non-financial assets.

ii) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date, where the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

iii) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of regional sales offices and warehouses, summer houses and beach huts (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

iv) Ijarah contracts

Payments made under ijarah contract are charged to the profit or loss on straight line basis over the ijarah term as per IFAS 2.

3.4 Investments in subsidiary companies and associate

Associates are all entities over which the Group has significant influence but not control, generally represented by a shareholding of 20% or more but less than 50% of the voting rights. Significant influence is the power to participate in the financial and operating policies and decisions of investees. Subsidiaries are all entities over which the Group has control, typically through ownership of more than 50% of the voting rights. Control exists when the Group:

- has the ability to direct the investee's financial and operating policies, enabling it to influence the investee's strategic decisions;
- has exposure to, or rights to, fluctuating returns resulting from its involvement with the investee; and
- can utilise its power over the investee to impact the amount of returns it receives from its investment.

Investments in subsidiary companies and associate are stated at cost less impairment, if any. An assessment is made at each reporting date to determine whether there is any indication that an investment may be impaired. If such indication exists, the estimated recoverable amount of the investment is determined and any impairment loss is recognised for the difference between the recoverable amount and the carrying value.

3.5 Advances, deposits, prepayments and other receivables excluding financial assets

These are stated at cost less accumulated impairment losses, if any.

3.6 Financial instruments

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

3.6.1 Financial assets

3.6.1.1 Classification and subsequent measurement

The Group has classified its financial assets in the following measurement categories:

- at amortised cost;
- at fair value through other comprehensive income (FVOCI); and
- at fair value through profit or loss (FVPL).

The classification requirements for debt and equity instruments are described below:

(i) Debt instruments

Debt instruments are those instruments that meet the definition of a financial liability from the issuer’s perspective, such as loans, government and corporate bonds and puttable instruments like units of mutuals funds etc.

Classification and subsequent measurement of debt instruments depend on:

- the Group’s business model for managing the asset; and
- the cash flow characteristics of the asset.

Based on these factors, the Group classifies its debt instruments in one of the following three measurement categories:

a) At amortised cost

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest (SPPI) are measured at amortised cost. The carrying amount of these assets is adjusted by any expected credit loss allowance recognised and measured as described in note 3.6.1.2 to these consolidated financial statements.

b) Fair value through other comprehensive income (FVOCI)

Financial assets that are held for collection of contractual cash flows and for selling the assets, where the assets’ cash flows represent solely payments of principal and interest are measured at fair value through other comprehensive income (FVOCI). Movements in the carrying amount are taken through other comprehensive income, except for the recognition of impairment gains or losses, recognised and measured as described in note 3.6.1.2, interest revenue and foreign exchange gains and losses on the instrument’s amortised cost which are recognised in the profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to the profit or loss.

c) Fair value through profit or loss (FVPL)

Assets that do not meet the criteria for classification at amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt investment that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in the profit or loss in the period in which it arises.

(ii) Equity instruments

Equity instruments are instruments that meet the definition of equity from the issuer's perspective and are instruments that do not contain a contractual obligation to pay and that evidence a residual interest in the issuer's net assets.

All equity investments are measured at fair value, with gains and losses recognised in the profit or loss, except where an irrevocable election has been made at the time of initial recognition to measure the investment at FVOCI.

The dividend income from equity securities classified under FVOCI is recognised in the consolidated statement of profit or loss. However, any surplus / (deficit) arising as a result of subsequent movement in the fair value of equity securities classified as FVOCI is recognised in other comprehensive income and is not recycled to the profit or loss on derecognition.

3.6.1.2 Impairment

The Group assesses on a forward-looking basis the expected credit losses (ECL) associated with its financial assets carried at amortised cost and FVOCI. The Group recognises a loss allowance for such losses at each reporting date. 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 without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions (including macroeconomic factors).

For trade debts, the Group applies a simplified approach, where applicable, in calculating ECL. The Group has established a provision matrix for portfolio of customers having similar risk characteristics and estimates default rates based on the Group's historical credit loss experience, adjusted for forward-looking factors (including gross domestic product and consumer price index).

The Group considers a financial asset to be at a risk of default when contractual payments are 90 days past due, unless there are factors that might indicate otherwise. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

3.6.1.3 Derecognition

Financial assets, or a portion thereof, are derecognised when the contractual rights to receive the cash flows from the assets have expired, or when they have been transferred and either:

(i) the Group transfers substantially all the risks and rewards of ownership; or

(ii) the Group neither transfers nor retains substantially all the risks and rewards of ownership and the Group has not retained control.

Any gain or loss on derecognition of financial assets is taken to the profit or loss except in the case of equity instruments designated as FVOCI on initial recognition.

3.6.1.4 Regular way contracts

All regular way purchases and sales of financial assets are recognised on the trade date i.e. the date on which the Group commits to purchase or sell the asset. Regular way purchases / sales of assets require delivery of securities within two days from the transaction date as per the stock exchange regulations.

3.6.2 Financial liabilities

Financial liabilities are classified and measured at amortised cost except for:

- Financial liabilities at FVPL; and
- Financial liabilities arising from the transfer of financial assets which did not qualify for derecognition, whereby a financial liability is recognised for the consideration received for the transfer.

3.6.2.1 Derecognition

Financial liabilities are derecognised at the time when these are extinguished i.e. when the obligation specified in the contract is discharged, cancelled or expires. Any gain or loss on derecognition of financial liabilities is taken to the consolidated statement of profit or loss.

3.6.3 Initial recognition

Financial assets and financial liabilities are recognised at the time the Group becomes a party to the contractual provisions of the instrument. These are initially recognised at fair value plus transaction costs except for financial assets carried at FVPL. Financial assets carried at FVPL are initially recognised at fair value and transaction costs associated with these financial assets are taken directly to the consolidated statement of profit or loss.

3.6.4 Offsetting of financial assets and liabilities

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis, or realise the assets and settle the liabilities simultaneously.

3.6.5 Business model

The business model reflects how the Group manages the assets in order to generate cash flows. That is, whether the objective is solely to collect the contractual cash flows from the assets or is to collect both the contractual cash flows and cash flows arising from the sale of assets. If neither of these is applicable (e.g. financial assets are held for trading purposes), then the financial assets are classified as part of ‘other’ business model and measured at FVPL. Factors considered by the Group in determining the business model for a group of assets include past experience on how the cash flows for these assets were collected, how the asset’s performance is evaluated and reported to key management personnel, how risks are assessed and managed and how managers are compensated.

3.6.6 Solely payments of principal and interest (SPPI)

Where the business model is to hold assets to collect contractual cash flows or to collect contractual cash flows and sell, the Group assesses whether the financial instruments’ cash flows represent solely payments of principal and interest (the ‘SPPI test’). In making this assessment, the Group considers whether the contractual cash flows are consistent with a basic lending arrangement i.e. interest includes only consideration for the time value of money, credit risk, other basic lending risks and a profit margin that is consistent with a basic lending arrangement. Where the contractual terms introduce exposure to risk or volatility that are inconsistent with a basic lending arrangement, the related financial asset is classified and measured at fair value through profit or loss.

3.6.7 Reclassifications

The Group reclassifies financial assets when and only when its business model for managing those assets changes. The reclassification takes place from the start of the first reporting period following the change. Such changes are expected to be very infrequent.

3.6.8 Derivatives

Derivative instruments are initially recognised at fair value and subsequent to initial measurement each derivative instrument is remeasured at its fair value and the resultant gain or loss is recognised in the consolidated statement of profit or loss.

3.7 Stores, spares and consumables

Stores, spares and consumables are stated at weighted average cost less provision for obsolete items (if any) except items in-transit. Items in-transit are valued at cost comprising invoice value plus other charges incurred thereon up to the reporting date. Cost comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

Provision, if required, is made in the consolidated financial statements for slow moving, obsolete and unusable items. Spares and consumables are assessed and provision is applied according to degree of ageing based on a specific criteria.

3.8 Stock-in-trade

Stock-in-trade, excluding items in-transit, is valued at the lower of weighted average cost and estimated net realisable value (NRV). NRV is the estimated selling price in the ordinary course of business less net estimated costs to sell.

Cost comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Net realisable value signifies the estimated selling price in the ordinary course of business less net estimated costs of completion and sell.

Items in transit are valued at cost comprising invoice value plus other charges incurred thereon up to the reporting date.

3.9 Taxation - Income tax, levy and sales tax

Income tax expense comprises current and deferred tax. Income tax expense is recognised in the profit or loss, except to the extent that it relates to items recognised directly in other comprehensive income, in which case it is recognised in other comprehensive income.

i) Current

The charge for current taxation is based on taxable income at the current rates of taxation in accordance with the Income Tax Ordinance, 2001 and taxes paid / payable on final tax basis, after taking into account tax credits available, if any. The charge for current tax also includes adjustments, where necessary, relating to prior years which arise from assessments framed / finalised during the year.

Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

ii) Deferred

Deferred tax is recognised using the balance sheet liability method on all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts appearing in the financial statements at the reporting date. Deferred tax liabilities are recognised for all taxable temporary differences. Deferred tax assets are recognised for all deductible temporary differences to the extent that it is probable that the temporary differences will reverse in the future and taxable income will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax assets to be utilised.

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

iii) Levy

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

iv) Sales tax

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

- When the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case, the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item, as applicable.
- When receivables and payables are stated with the amount of sales tax included the net amount of sales tax irrecoverable from, or payable to, the taxation authority is included as part of receivables or payables in the consolidated statement of financial position.

3.10 Cash and cash equivalents

These are carried at cost. Cash and cash equivalents for the purpose of consolidated statement of cash flows comprise of cash in hand, investment in highly liquid mutual fund units and current and deposit accounts held with banks, which are subject to insignificant risk of change. Short-term finance facilities availed by the Group, which are payable on demand and form an integral part of the Group’s cash management are also included as part of cash and cash equivalents for the purpose of consolidated statement of cash flows.

3.11 Impairment of non-financial assets

The carrying amounts of non-financial assets are assessed at each reporting date to ascertain whether there is any indication of impairment. If such an indication exists, the asset's recoverable amount is estimated to determine the extent of impairment loss, if any. An impairment loss is recognised, as an expense in the consolidated statement of profit or loss. The recoverable amount is the higher of an asset's fair value less cost to disposal and value in use. Value in use is ascertained through discounting of the estimated future cash flows using a discount rate that reflects current market assessments of the time value of money and the risk specific to the assets for which the estimate of future cash flows have not been adjusted. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

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

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, if no impairment loss had been recognised.

3.12 Staff retirement benefits

The Group's retirement benefit plans comprise of provident funds, pensions, gratuity schemes and a medical scheme for eligible retired employees.

i) Defined benefit plans

The Holding Company operates a funded pension scheme and a funded gratuity scheme for its management staff. The pension and gratuity schemes are salary schemes providing pension and lump sum payments, respectively. Pension and gratuity schemes for management staff are invested through two approved trust funds. The schemes define the amounts of benefit that an employee will receive on or after retirement subject to a minimum qualifying period of service under the schemes. The schemes are managed in conformity with the provisions of the Trust Deeds. The Holding Company is responsible to make contributions to the funds as prescribed under the Trust Deed and related rules. The trustees are responsible for the day to day management of the Funds.

The Holding Company and its subsidiary also operates a gratuity scheme for its non-management staff which are unfunded. The Holding Company also operates the pensioners' medical scheme which is unfunded. The pension and gratuity plans are final salary plans.

An actuarial valuation of all defined benefit schemes is conducted every year. The valuation uses the Projected Unit Credit method. The Holding Company recognises an expense in accordance with the recommendation of the actuary.

All past service costs are recognised in the profit or loss at the earlier of when the amendment or curtailment occurs and when the Group has recognised related restructuring or termination benefits.

Remeasurements, comprising of actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions and the effect of the asset ceiling are recognised directly in equity through the statement of comprehensive income in the period in which they arise. Remeasurements are not reclassified to profit or loss in subsequent periods. All past service costs are recognised in the consolidated statement of profit or loss. Net interest is calculated by applying the discount rate to the net defined benefit liability or asset. The Group recognises service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements and net interest expense or income in the consolidated statement of profit or loss.

ii) Defined contribution plans

The Holding Company operates two registered contributory provident funds for its entire staff and a registered defined contribution superannuation fund for its management staff, who has either opted for this fund by July 31, 2004 or have joined the Group after April 30, 2004.

iii) Medical scheme

The pensioner's medical plan reimburses actual medical expenses to pensioners as per entitlement.

3.13 Government grants

Government grants are recognised at the fair value of the consideration received. A grant without specified future performance conditions is recognised in income when the grant proceeds are received. A grant that imposes specified future performance conditions is recognised in income when all those conditions are met. Government grants received before the income recognition criteria is satisfied are presented as a separate liability in the conolidated statement of financial position. Government grants are recognised in the consolidated statement of profit or loss on a systematic basis over the periods in which the Group recognises as expense the related costs for which the grants are intended to compensate and are presented as reduction of related interest expense.

3.14 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

3.15 Provisions, contingent assets and contingent liabilities

A provision is recognised in the consolidated statement of financial position when the Group has a legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of obligation. The amount recognised as a provision reflects the best estimate of the expenditure required to settle the present obligation at the end of the reporting period. They are reviewed at each reporting date and adjusted prospectively.

Contingent assets are disclosed when there is a possible asset 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. Contingent assets are not recognised until the inflow of economic benefits is virtually certain.

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

3.16 Foreign currency translation and transactions

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

3.17 Functional and presentation currency

These consolidated financial statements are presented in PKR, which is the Group's functional and presentation currency.

3.18 Dividend and appropriation to reserves

Dividend and appropriation to reserves are recognised in the consolidated financial statements in the period in which these are approved. However, if these are approved after the reporting period but before the financial statements are authorised for issue, disclosure is made in the consolidated financial statements.

3.19 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 that relate to transactions with any of the Group’s other components. An operating segment’s operating results are reviewed regularly by the Executive Management Committee i.e., the Chief Operating Decision Maker (CODM), that includes Chief Executive to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

Segment results that are reported to the Chief Executive include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly corporate assets, income tax assets, liabilities and related income and expenditures. Segment capital expenditure is the total cost incurred during the year to acquire property, plant and equipment.

For management purposes, the Group is organised into business units based on its products and services and has five reportable segments, namely Polyester, Soda Ash, Animal Health, Pharma and Chemicals and Agri Sciences. No operating segments have been aggregated to form the above reportable operating segments.

Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the consolidated financial statements. Transfer prices between operating segment are based on agreed prices approved by the board of directors.

3.20 Revenue from contracts with customers

a) Sale of goods

The Group is in the business of sale of goods. Revenue from contracts with customers is recognised at a point in time when control of the goods is transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods. The Group has generally concluded that it is the principal in its revenue arrangements because it typically controls the goods or services before transferring them to the customer. The point at which the control passes generally on dispatch of goods to the customers. The normal credit term is 30 to 90 days upon dispatch.

The Group recognises revenue based on the following principles:

- identification of customer contracts;
- identification of performance obligations;
- determination of transaction price in the contract;
- allocation of price to performance obligations; and
- recognition of revenue when the performance obligations are fulfilled.

The disclosures of significant accounting judgments, estimates and assumptions relating to revenue from contracts with customers are provided in note 4 to these consolidated financial statements.

The Group considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated. In determining the transaction price for the sale of goods, the Group considers the effects of variable consideration, the existence of significant financing components, non-cash consideration, and consideration payable to the customer (if any).

The Group pays sales commission to its sales agents for certain contracts. The Group has elected to apply the optional practical expedient for costs to obtain a contract which allows the Group to immediately expense sales commissions because the amortisation period of the asset that the Group otherwise would have used is one year or less.

Contracts with the Group's customers provide them with a right of return, price adjustments and volume rebates and are considered as variable consideration. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

Certain contracts provide a customer with a right to return the goods within a specified period. The Group uses the expected value method to estimate the goods that will not be returned because this method best predicts the amount of variable consideration to which the Group will be entitled. The requirements on constraining estimates of variable consideration are also applied in order to determine the amount of variable consideration that can be included in the transaction price.

For goods that are expected to be returned, instead of revenue, the Group recognises a refund liability. A right of return asset (and corresponding adjustment to cost of sales) is also recognised for the right to recover products from a customer.

The Group provides retrospective volume rebates (discounts) to certain customers once the quantity of products purchased during the period exceeds a threshold specified in the contract. Rebates are offset against amounts payable by the customer. To estimate the variable consideration for the expected future rebates, the Group applies the most likely amount method for contracts with a single-volume threshold and the expected value method for contracts with more than one volume threshold. The selected method that best predicts the amount of variable consideration is primarily driven by the number of volume thresholds contained in the contract. The Group then applies the requirements on constraining estimates of variable consideration and recognises a refund liability for the expected future rebates.

b) Toll manufacturing income is recognised at the point in time when services are rendered.

c) Revenue from contracts with the customers is recognised at a point in time on supply of electricity to the customer.

3.21 Other income

a) Dividend income is recognised when the right to receive dividend is established.
b) Profit on short-term deposits is accounted for using the effective interest rate method.
c) Other income is recognised on an accrual basis.

3.22 Contract balances

Trade debts

A receivable is recognised if an amount of consideration that is unconditional is due from the customer i.e., only the passage of time is required before payment of the consideration is due. Refer to accounting policies of financial assets disclosed in note 3.6 to these consolidated financial statements.

Contract liabilities

A contract liability is recognised if a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract i.e., transfers control of the related goods or services to the customer.

3.23 Current versus non current classification

The Group presents assets and liabilities in the statement of financial position based on current / non-current classification.

An asset is current when it is:

- expected to be realised or intended to be sold or consumed in the normal operating cycle;
- held primarily for the purpose of trading;
- expected to be realised within twelve months after the reporting period; or
- cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

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

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

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

3.24 Earnings per share

The Group presents basic earnings per share data for its ordinary shares. Basic earnings per share is calculated by dividing the profit or loss attributable to ordinary shareholders of the Holding Company by the weighted average number of ordinary shares outstanding during the year.

3.25 Commitments

Commitments for capital expenditure contracted for but not incurred are disclosed in the consolidated financial statements at committed amounts. Commitments for letters of credit and letters of guarantee denominated in foreign currencies are expressed in rupee terms at committed amounts.

3.26 Share capital

Ordinary shares are classified as equity and are recorded at face value. Incremental costs, if any, directly attributable to the issuance of shares, are recognised in equity as a deduction, net of tax, from the proceeds.

4. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Group’s consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

4.1 Judgments

In the process of applying the Group’s accounting policies, management has made the following judgments, which have the most significant effect on the amounts recognised in the consolidated financial statements:

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

4.1.1 Determining the lease term of contracts with renewal and termination options – Group as lessee

The Group has several lease contracts that include extension and termination options. The Group applies judgment in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate (e.g., construction of significant leasehold improvements or significant customisation to the leased asset).

4.1.2 Contingencies

The Group, based on the availability of the latest information, estimates the value of contingent liabilities, which may differ on the occurrence / non-occurrence of the uncertain future event(s).

4.2 Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Group has based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

4.2.1 Income and sales tax

The Group takes into account current income and sales tax laws and decisions taken by the appellate authorities. Instances where the Group’s view differs from the view taken by the authorities at the assessment stage and where the Group, in consultation with its external counsel, considers that its view on items of material nature is in accordance with law, the amounts are shown as contingent liabilities (unless there is a remote possibility of transfer of benefits).

Significant management judgment is required to determine the amount of deferred tax that can be recognised, based upon the likely timing and the level of future taxable profits, together with future tax planning strategies. The management consider tax consequences that would follow from the manner in which the entity expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

4.2.2 Staff retirement benefits

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

4.2.3 Property, plant and equipment

The Group reviews appropriateness of the rate of depreciation, useful life and residual value used in the calculation of depreciation. Further, where applicable, an estimate of the recoverable amount of assets is made for possible impairment as and when required. In making these estimates, Group uses the technical resources available with the Group. Any change in the estimates in the future might affect the carrying amount of respective item of property, plant and equipment, with corresponding effects on the depreciation charge and impairment.

4.2.4 Allowance for Expected Credit Loss (ECL) on financial assets

The Group uses a provision matrix to calculate ECLs for trade debts and other receivables. The provision rates are based on days past due for companies of various customer segments that have similar risk characteristics.

The assessment of ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group’s historical credit loss experience and forecast of economic conditions may also not be representative of customer’s actual default in the future.

4.2.5 Revenue from contracts with customers

The Group estimates variable considerations to be included in the transaction price for the sale of goods with rights of return and volume rebates.

The Group has developed a model for forecasting sales returns. The model uses the historical return data of each product to come up with expected return percentages. These percentages are applied to determine the expected value of the variable consideration. Any significant changes in experience as compared to historical return pattern will impact the expected return percentages estimated by the Group.

The Group’s expected volume rebates are analysed on a per customer basis for contracts that are subject to volume thresholds.

The Group updates its assessment of expected returns and volume rebates on a periodic basis and the refund liabilities are adjusted accordingly. Estimates of expected returns and volume rebates are sensitive to changes in circumstances and the Group’s past experience regarding returns and rebate entitlements may not be representative of customers’ actual returns and rebate entitlements in the future.

4.2.6 Leases - Estimating the incremental borrowing rate

Where the Group cannot readily determine the interest rate implicit in the lease, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group ‘would have to pay’, which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the IBR using observable inputs (such as market interest rates) and incorporates applicable spread.

4.2.7 Stock-in-trade

The Group reviews the net realisable value of stock-in-trade to assess any diminution in the respective carrying values and also review the inventories for obsolescence.

Further, the Group holds certain items of raw materials and consumable comprising of coal, coke, limestone and rock salt which are stored in the form of stockpiles. As the weighing of these inventory items is not practicable, the reasonableness of the quantities on hand is assessed by obtaining measurements of stockpiles and converting these measurements into unit of volume by bulk density values.

4.2.8 Impairment of non-financial assets

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at normal commercial terms, for similar assets or observable market prices less incremental costs of disposing of the asset. The value in use calculation is based on a DCF model. The recoverable amount is sensitive to cashflow assumptions. These estimates are most relevant to goodwill and other intangibles with indefinite useful lives recognised by the Group. The key assumptions used to determine the recoverable amount for the relevant CGUs, including a sensitivity analysis, are disclosed and further explained in note 8.2.

5. NEW STANDARDS, AMENDMENTS TO ACCOUNTING AND REPORTING STANDARDS AND NEW INTERPRETATIONS

5.1 Amendments and interpretations to accounting and reporting standards that are effective in the current year

There are certain new amendments and interpretations to the accounting and reporting standards which are mandatory for accounting periods which began on July 1, 2024. However, these do not have any significant impact on the Group's financial statements and therefore have not been stated in these consolidated financial statements, except for the following:

- **Amendments to IAS 1 - Non-current liabilities with covenants:**

  These amendments aim to improve the information an entity provides when its right to defer the settlement of a liability is subject to compliance with covenants within twelve months after the reporting period, which affects the classification of that liability. These amendments introduce additional disclosure requirements that enable users of financial statements to understand the risk that the liability could become repayable within twelve months of the reporting period. These amendments did not have any impact on the measurement, recognition, or presentation and disclosure of any item in these consolidated financial statements.

- Further, in accordance with SRO 1278(1)/2024 issued by the Securities Exchange Commission of Pakistan on August 15, 2024, the Group has included certain shariah compliance related disclosures in respective note 49 to these consolidated financial statements.

5.2 Standards, amendments and interpretations to accounting and reporting standards that are not yet effective

There are certain new standards, amendments and interpretations that are mandatory for the Group's accounting periods beginning on or after July 1, 2025 but are considered not to be relevant or will not have any significant effect on the Group’s operations and therefore have not been detailed in these consolidated financial statements, except for the following:

- IFRS 18 'Presentation and Disclosure in Financial Statements' (IFRS 18) (published in April 2024) with applicability date of January 1, 2027 by IASB, which are yet to be notified by the SECP for the purpose of applicability in Pakistan. IFRS 18 when adopted and applicable shall impact the presentation of 'Statement of Profit or Loss' with certain additional disclosures in the financial statements;

- Amendments to IFRS 9 'Financial Instruments' which clarify the date of recognition and derecognition of a financial asset or financial liability including settlement of liabilities through banking instruments and channels including electronic transfers. The amendment when applied may impact the timing of recognition and derecognition of financial liabilities.

The management is in the process of assessing the impacts of the new standards and amendments on the consolidated financial statements of the Group.

6. BUSINESS ACQUISITION

6.1 In line with the Group's growth aspirations and strategic priorities, during the year the Holding Company acquired a manufacturing facility, selected pharmaceutical products, brands and associated trademarks of Pfizer Pakistan Limited and other Pfizer entities, for a total consideration of PKR 5,000 million. In addition to this the Holding Company also acquired relevant working capital along with inventory for a consideration of PKR 2,179 million out of which PKR 867 million relates to deferred consideration which is payable after one year from the acquisition date. The transaction was successfully completed on September 6, 2024 (acquisition date).

As per the requirements of International Financial Reporting Standard 3 – "Business Combinations" (IFRS 3), all identifiable assets acquired and liabilities assumed in business combination are required to be recognised at acquisition date fair value in the acquirer's statement of financial position. IFRS 3 also allows an acquirer to disclose provisional values when the initial accounting for a business combination is incomplete at the end of the reporting period, which is required to be finalised within the period of one year from the acquisition date. As at June 30, 2025, the Holding Company has finalised the fair value of all identifiable assets acquired and liabilities assumed. In accordance with IFRS 3, the Holding Company has retrospectively adjusted the provisional amounts recognised at the acquisition date.

6.2 Details of the final fair values of the assets acquired are as follows:

	Fair value recognised on acquisition
Tangible assets:	**(PKR in '000)**
Leasehold land	1,500,800
Building on leasehold land	385,013
Plant, machinery and equipment (including CWIP)	1,719,320
Vehicles - net	115,255
Total non-current assets	3,720,388
Stores and spares	153,519
	3,873,907
Intangible assets:	
Brands	1,418,648
Fair value of net assets acquired	**5,292,555**
Working capital including inventory	2,179,041
Total assets	**7,471,596**

6.3 Details of the carrying values of the net assets acquired, purchase consideration and gain on bargain purchase are as follows:

	September 06, 2024
	(PKR in '000)
Fair value of net assets acquired	5,292,555
Purchase consideration - paid in cash	(5,000,000)
Gain on bargain purchase	**292,555**

6.4 Net turnover and operating profit from the acquired business during the year ended June 30, 2025 are as follows:

	(PKR in '000)
Net turnover	7,187,153
Operating profit	1,476,675

The aforementioned results have been reported under the Pharma segment of the Group (note 31) based on the accounting policies of the Group as disclosed in note 3.19 of these consolidated financial statements.

7. PROPERTY, PLANT AND EQUIPMENT

	Note	As at June 30, 2025	As at June 30, 2024
		-----------(PKR in '000)-----------	
Operating fixed assets	7.1	**33,486,375**	24,391,563
Capital work-in-progress	7.3	**5,327,413**	5,538,233
		38,813,788	29,929,796

7.1 Following is the statement of operating fixed assets:

	Note	Land		Lime beds on freehold land	Buildings		Plant and machinery	Rolling stock and vehicles	Furniture and equipment	Total
		Freehold	Leasehold		On freehold	On leasehold land				
		------(PKR in '000)------								
		Year ended June 30, 2025								
Net carrying value basis										
Opening net book value		608,936	-	603,336	742,701	3,616,158	18,245,224	45,378	529,830	24,391,563
Additions / transfers		45,918	63,254	77,819	100,542	1,136,739	7,749,275	-	486,220	9,659,767
Assets acquired through business acquisition	6.2	-	1,500,800	-	-	385,013	1,339,549	115,255	-	3,340,617
Disposals at net book value	7.1.1	-	-	-	-	(143)	(82,586)	(110,665)	(109)	(193,503)
Depreciation charge	7.2	-	(244)	(134,463)	(84,174)	(374,965)	(2,877,637)	(11,448)	(229,138)	(3,712,069)
Transfers between categories		(72,808)	-	-	25,166	-	47,642	-	-	-
Closing net book value		582,046	1,563,810	546,692	784,235	4,762,802	24,421,467	38,520	786,803	33,486,375
Gross carrying value basis										
Cost		654,854	2,126,220	1,117,818	3,586,077	7,704,681	59,288,321	140,928	1,963,847	76,582,746
Transfers between categories - cost		(72,808)	-	-	25,166	-	47,642	-	-	-
Accumulated depreciation		-	(562,410)	(571,126)	(2,827,008)	(2,941,879)	(34,914,496)	(102,408)	(1,177,044)	(43,096,371)
Closing net book value		582,046	1,563,810	546,692	784,235	4,762,802	24,421,467	38,520	786,803	33,486,375
Depreciation rate per annum (%)		-	2 to 4	5 to 25	5 to 33	3 to 33	3 to 50	10 to 33	10 to 50	
		Year ended June 30, 2024								
Net carrying value basis										
Opening net book value		608,936	-	429,643	729,246	3,390,059	19,108,294	34,241	435,944	24,736,363
Additions / transfers		-	-	265,112	103,406	529,996	1,868,072	20,235	233,806	3,020,627
Disposals at net book value	7.1.1	-	-	-	-	(1,502)	(14,827)	-	(3,365)	(19,695)
Depreciation charge	7.2	-	-	(91,419)	(89,951)	(302,395)	(2,716,314)	(9,098)	(136,555)	(3,345,732)
Closing net book value		608,936	-	603,336	742,701	3,616,158	18,245,224	45,378	529,830	24,391,563
Gross carrying value basis										
Cost		608,936	562,166	1,039,999	3,485,535	6,184,111	50,676,183	137,147	1,512,776	64,206,853
Accumulated depreciation		-	(562,166)	(436,663)	(2,742,834)	(2,567,953)	(32,430,959)	(91,769)	(982,946)	(39,815,290)
Closing net book value		608,936	-	603,336	742,701	3,616,158	18,245,224	45,378	529,830	24,391,563
Depreciation rate per annum (%)		-	2 to 4	5 to 25	5 to 33	3 to 33	3 to 50	10 to 33	10 to 50	

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

7.1.1 Cost of building on leasehold land, plant and machinery, rolling stock and vehicles and furniture and equipment disposed off during the year amounts to PKR 1.182 million, PKR 476.686 million, PKR 111.474 million and PKR 35.149 million, respectively. Following are the details of disposals of operating fixed assets having net book value in excess of PKR 500,000:

Particulars	Cost	Accumulated depreciation	Net book value	Sale proceeds	Gain / (loss)	Mode of disposal	Particulars of buyers	Relationship of purchaser with the Group or director (if any)
	----------------------	----------------------	(PKR in '000)	----------------------	----------------------			
Vehicles	110,146	-	110,146	110,146	-	Sale	First Habib Modaraba	N/A
Vehicles	623	104	519	695	176	Bidding	Muhammad Jawaid	N/A
Plant & Machinery	59,054	22,863	36,191	36,922	731	Sale	Myplan Pharmaceuticals	N/A
Plant & Machinery	33,188	22,328	10,860	25,000	14,140	Sale	S & R Agri Farms	N/A
Plant & Machinery	22,232	11,176	11,055	25,815	14,760	Sale	ZK Premier Dairies	N/A
Plant & Machinery	13,301	7,537	5,764	7,500	1,736	Sale	Bashir Brother Zari Industry	N/A
Plant & Machinery	10,000	5,494	4,506	3,900	(606)	Scrap	Shahid Hanif Ghauri	N/A
Plant & Machinery	8,190	2,525	5,665	4,000	(1,665)	Sale	K3 Agrosolutions (Pvt.) Limited	N/A
Plant & Machinery	3,534	2,503	1,031	4,100	3,069	Sale	Usman Siddique Agro Spare Part	N/A
Plant & Machinery	2,933	2,078	856	1,075	219	Sale	Agri Complex Pakistan	N/A
Plant & Machinery	2,000	1,323	677	2,646	1,969	Scrap	M.R. Scrap Dealer	N/A
Plant & Machinery	1,326	781	546	50	(496)	Scrap	Mega Enterprises	N/A
Items having book value less than PKR 500,000 each	357,964	352,276	5,687	65,574	59,887			
Total	624,491	430,988	193,503	287,423	93,920			
2024	315,202	295,507	19,695	61,799	42,104			

		Note	For the year ended June 30, 2025	For the year ended June 30, 2024
7.2	The depreciation charge for the year has been allocated as follows:		-------------(PKR in '000)-------------	
	Cost of sales	33	**3,601,088**	3,264,235
	Selling and distribution expenses	34	**24,332**	31,357
	Administration and general expenses	35	**86,649**	50,140
			3,712,069	3,345,732

7.3 Following is the movement in capital work-in-progress during the year:

	Civil works and buildings	Plant and machinery	Furniture and equipment	Advances to suppliers / contractors	Designing, consultancy and engineering	Total
	---(PKR in '000)---					
	Year ended June 30, 2025					
Opening balance	**377,622**	**1,869,046**	**611,430**	**1,999,813**	**680,322**	**5,538,233**
Additions during the year - note 7.3.1	**1,400,910**	**4,792,110**	**997,038**	**1,847,951**	**15,206**	**9,053,215**
Assets acquired through business acquisition - note 6	**-**	**379,771**	**-**	**-**	**-**	**379,771**
Transferred to operating fixed assets during the year	**(1,333,463)**	**(7,617,973)**	**(486,277)**	**(206,093)**	**-**	**(9,643,806)**
Transfers between categories	**234,447**	**3,931,927**	**(22,426)**	**(3,458,487)**	**(685,461)**	**-**
Closing balance	**679,516**	**3,354,881**	**1,099,765**	**183,184**	**10,067**	**5,327,413**
	Year ended June 30, 2024					
Opening balance	47,611	1,611,820	121,229	838,283	242,984	2,861,927
Additions during the year - note 7.3.1	1,104,866	1,739,434	618,717	1,489,623	648,330	5,600,970
Transferred to operating fixed assets during the year	(774,855)	(1,482,208)	(128,516)	(328,093)	(210,992)	(2,924,664)
Closing balance	377,622	1,869,046	611,430	1,999,813	680,322	5,538,233

		As at June 30, 2025	As at June 30, 2024
		-------------(PKR in '000)-------------	
7.3.1	This includes interest charged in respect of long-term loans obtained for projects, determined using an average capitalisation rate of 14.02% (June 30, 2024: 18.88%) per annum amounting to:	**788,060**	233,731

7.4 Particulars of immovable assets of the Group are as follows:

Location	Addresses	Nature of immovable property	Covered Area (sq.ft)
Karachi	5 West Wharf, Karachi	Head office and production plant	117,619
	S-33, Hawksbay Road, S.I.T.E., Karachi	Production plant	11,500
	B-2, S.I.T.E., Karachi	Production plant	190,338
Lahore	63 Mozang Road, Lahore	Regional office	28,454
	30-Km, Sheikhupura Road, Lahore	Production plant - Polyester	1,928,910
	30-Km, Sheikhupura Road, Lahore	Power plant - Powergen	20,298
	45-Km, Off Multan Road, Lahore	Production plant	14,601
Khewra	LCI Soda Ash, Tehsil Pind, Dadan Khan, District Jhelum	Regional office and production plant	2,744,404
Haripur	Plot No.32/2A Phase III, Industrial Estate Hattar, District Haripur	Production plant	39,916
Islamabad	2nd floor, Islamabad Corporate Center, Golra Road, Islamabad	Regional office	7,180

8. INTANGIBLE ASSETS

	Note	Goodwill	Brands	Softwares	Licenses	Total
		---(PKR in '000')---				
		Year ended June 30, 2025				
Net carrying value basis						
Opening net book value		**206,374**	**1,437,679**	**23,465**	**15,436**	**1,682,954**
Additions / transfers		**-**	**-**	**16,636**	**11,513**	**28,149**
Assets acquired through business acquisition	6.2	**-**	**1,418,648**	**-**	**-**	**1,418,648**
Amortisation charge	8.1	**-**	**-**	**(5,867)**	**(7,953)**	**(13,820)**
Closing net book value		**206,374**	**2,856,327**	**34,234**	**18,996**	**3,115,931**
Gross carrying amount						
Cost		**206,374**	**2,856,327**	**262,678**	**265,319**	**3,590,698**
Accumulated amortisation		**-**	**-**	**(228,444)**	**(246,323)**	**(474,767)**
Closing net book value		**206,374**	**2,856,327**	**34,234**	**18,996**	**3,115,931**
Useful life		**Indefinite**	**Indefinite**	**Up to 10 years**	**Up to 10 years**	
		Year ended June 30, 2024				
Net carrying value basis						
Opening net book value		206,374	1,437,679	9,384	10,446	1,663,883
Additions / transfers		-	-	19,039	12,027	31,066
Amortisation charge	8.1	-	-	(4,958)	(7,037)	(11,995)
Closing net book value		206,374	1,437,679	23,465	15,436	1,682,954
Gross carrying amount						
Cost		206,374	1,437,679	246,042	253,806	2,143,901
Accumulated amortisation		-	-	(222,577)	(238,370)	(460,947)
Closing net book value		206,374	1,437,679	23,465	15,436	1,682,954
Useful life		Indefinite	Indefinite	Up to 10 years	Up to 10 years	

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
		---(PKR in '000')---	
8.1 The amortisation charge for the year has been allocated as follows:			
Cost of sales	33	**3,636**	3,156
Administration and general expenses	35	**10,184**	8,839
		13,820	11,995

8.2 Impairment testing of goodwill, intangibles with indefinite lives

Goodwill and brands having indefinite useful lives have been allocated and are monitored at the Pharma division of the Group. The Group has performed its annual impairment test as at June 30, 2025.

The recoverable amount is determined based on a value-in-use calculation using cash flow projections covering a five year period and applying the expected value approach. The discount rate applied to cash flow projections is 14% for goodwill and intangibles with indefinite useful lives for impairment testing. The growth rate used to extrapolate the cash flows beyond the five-year period is 5%. As a result of this analysis, the management did not identify any impairment for the cash generating unit to which goodwill amounting to PKR 206.374 million and intangibles with indefinite useful lives (Brands) amounting to PKR 2,856.327 million are allocated.

8.2.1 Key assumptions used in value-in-use calculations

The calculation of value-in-use is most sensitive to the following assumptions:

(i) Discount rates

The discount rate reflects current market assessment of the rate of return required for the business and is calculated using the Capital Asset Pricing Model. The discount rate reflects the target weighted average cost of capital of the Group.

(ii) Key business assumptions

These assumptions are based on industry growth estimates and management's assessment of how the cash generating unit's position, relative to its competitors, might change over the projected period.

8.2.2 Sensitivity to changes in assumptions

Management believes that after considering the various scenarios no reasonably possible change in any of the above key assumptions would cause the carrying value of the cash generating unit to materially exceed its recoverable amount.

9. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

The Group has lease contracts for various items of land and buildings and vehicles used in its operations. The Group's obligations under its leases are secured by the lessor's title to the leased assets. Generally, the Group is restricted from assigning and subleasing the leased assets.

The Group also has certain leases of sales offices and warehouses with lease terms of 12 months or less. The Group applies the 'short-term lease' exemptions for these leases. For such contracts, the management has competitive options available in the market and the replacement costs are estimated to be minimal.

Set out below is the carrying amount of right-of-use asset recognised and their movement during the year:

	Note	Motor vehicles	Land and buildings	As at June 30, 2025	As at June 30, 2024
		(PKR in '000)			
Net carrying value basis					
Opening balance		**55,654**	**126,803**	**182,457**	116,707
Additions		**-**	**321,968**	**321,968**	188,054
Terminations		**-**	**(4,685)**	**(4,685)**	-
Depreciation charge	9.2	**(18,403)**	**(113,126)**	**(131,529)**	(122,304)
Closing balance		**37,251**	**330,960**	**368,211**	182,457

	Note	As at June 30, 2025	As at June 30, 2024
Set out below is the carrying amount of lease liabilities and its movement during the year:		(PKR in '000)	
Opening balance		**196,025**	109,871
Additions		**321,968**	188,054
Accretion of interest	37	**60,810**	29,993
Interest payments - presented as operating cash flows		**(60,810)**	(29,993)
Termination		**(5,479)**	-
Payment of lease liabilities		**(123,719)**	(101,900)
Closing balance		**388,795**	196,025
Current portion of lease liabilities		**81,649**	38,547
Non-current lease liabilities		**307,146**	157,478
		388,795	196,025

9.1 Following are the amounts recognised in the consolidated statement of profit or loss:

	Note	As at June 30, 2025	As at June 30, 2024
Depreciation expense of right-of-use asset	9.2	**131,529**	122,304
Accretion of interest	37	**60,810**	29,993
		192,339	152,297

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

		Note	For the year ended June 30, 2025	For the year ended June 30, 2024
9.2	**Allocation of depreciation expense**		-------------(PKR in '000)------------	
	Cost of sales	33	**40,120**	37,306
	Selling and distribution expenses	34	**4,899**	4,556
	Administration and general expenses	35	**86,510**	80,442
			131,529	122,304

9.3 Lease payments of short term leases amounting to PKR 111.311 million (June 30, 2024: PKR 47.260 million) have been recognised as expense during the year.

		Note	As at June 30, 2025	As at June 30, 2024
10.	**LONG-TERM INVESTMENTS**		-------------(PKR in '000)------------	
	Unquoted			
	Associate			
	NutriCo Morinaga (Private) Limited	10.1	**10,844,037**	10,824,765
	Others			
	Equity			
	Arabian Sea Country Club Limited			
	250,000 ordinary shares (June 30, 2024: 250,000 ordinary shares) of PKR 10 each		**2,500**	2,500
			10,846,537	10,827,265

10.1	**NutriCo Morinaga (Private) Limited (NMPL)**		
	Opening - Carrying value of investment	**10,824,765**	10,992,414
	Share of profit / (loss) for the year	**19,272**	(167,649)
	Closing - Carrying value of investment	**10,844,037**	10,824,765

10.2	**Summarised financial information of NMPL is as follows:**		
	Current assets	**8,692,043**	7,636,258
	Non-current assets	**8,153,541**	8,516,228
	Current liabilities	**8,247,000**	9,038,347
	Non-current liabilities	**324,052**	772,155
	Revenue	**15,211,341**	12,895,660
	Profit / (loss) before tax	**575,044**	(824,110)
	Profit / (loss) for the year	**73,177**	(684,280)
	Total comprehensive income / (loss)	**73,177**	(684,280)
	Cash and cash equivalents	**530,674**	308,107
	Current financial liabilities (excluding trade and other payables and provisions)	**2,207,745**	5,488,129
	Non-current financial liabilities (excluding trade and other payables and provisions)	**324,052**	772,155
	Depreciation and amortisation	**364,719**	370,909
	Interest income	**27,947**	13,549
	Interest expense	**715,894**	1,269,970
	Income tax reversal	**501,867**	(139,831)

Reconciliation of the above summarised financial information to the carrying amount of the interest in the NutriCo Morinaga (Private) Limited recognised in the consolidated financial statements is as under:

	As at June 30, 2025	As at June 30, 2024
	-------------(PKR in '000)------------	
Net assets of the associate	**8,274,532**	6,341,984
Proportion of the Group's ownership	**22.2%**	24.5%
	1,836,946	1,553,786
Fair value adjustment	**9,007,091**	9,270,979
Carrying value of investment	**10,844,037**	10,824,765

10.3 During the year, NutriCo Morinaga (Private) Limited (NutriCo) issued right shares which were not subscribed by the Company, consequently reducing the shareholding percentage of the Company in NutriCo from 24.5% to 22.2%.

10.4 The principal place of business of all investees is in Pakistan.

		Note	As at June 30, 2025	As at June 30, 2024
11.	**LONG-TERM LOANS**		------------(PKR in '000)------------	
	Considered good - secured			
	Due from executives and employees	11.1	**877,213**	807,512

11.1 Due from executives and employees

		Loans for motor vehicles	Other loans	As at June 30, 2025	As at June 30, 2024
		---------------------------------(PKR in '000)---------------------------------			
Due from executives	11.2	**356,599**	**83,212**	**439,811**	367,033
Receivable within one year	16	**(77,521)**	**(83,212)**	**(160,733)**	(139,698)
		279,078	**-**	**279,078**	227,335
Due from employees	11.2			**779,399**	792,442
Receivable within one year	16			**(181,264)**	(212,265)
				598,135	580,177
				877,213	807,512
Outstanding for the period:					
- over one year but less than three years				**173,452**	174,894
- more than three years				**703,761**	632,618
				877,213	807,512

11.2 Loans for purchase of motor vehicles and other loans are repayable between two to ten years. These loans are interest free and granted to the employees, including executives of the Group, in accordance with the terms of employment.

		Note	As at June 30, 2025	As at June 30, 2024
12.	**LONG-TERM DEPOSITS AND OTHER ASSETS**		------------(PKR in '000)------------	
	Prepaid staff cost		**509,757**	-
	Deposits		**97,079**	82,856
	Staff retirement funds:			
	- Pension (Funded)	24.3.2	**243,833**	195,856
	- Gratuity (Funded)	24.3.2	**-**	9,171
			243,833	205,027
			850,669	287,883

		Note	As at June 30, 2025	As at June 30, 2024
13.	**STORES, SPARES AND CONSUMABLES**			
	Stores	13.1, 13.2 & 13.3	**382,240**	457,415
	Spares	13.1, 13.2 & 13.3	**1,479,450**	1,295,306
	Consumables	13.1 & 13.4	**1,835,644**	4,396,774
			3,697,334	6,149,495
	Provision for slow moving and obsolete stores and spares	13.2	**(164,025)**	(154,644)
			3,533,309	5,994,851
13.1	Includes stores, spares and consumables in transit amounting to:		**810,338**	3,845,567

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

		Note	As at June 30, 2025	As at June 30, 2024
			-------------(PKR in '000)------------	
13.2	Movement of provision for slow moving and obsolete stores and spares is as follows:			
	Opening balance		**154,644**	141,376
	Charge for the year - net	33	**9,381**	15,275
	Provision no longer required		**-**	(2,007)
	Closing balance		**164,025**	154,644

13.3 This includes stores and spares amounting to PKR 153.519 million acquired through business acquisition as disclosed in note 6.

13.4 This includes stock of coal amounting to PKR 983.110 million (June 30, 2024: PKR 539.710 million) which is stored in the form of stockpiles.

		Note	As at June 30, 2025	As at June 30, 2024
			-------------(PKR in '000)------------	
14.	**STOCK-IN-TRADE**			
	Raw and packing material including in-transit PKR 1,036.658 million (June 30, 2024: PKR 1,917.291 million)	14.3 & 14.4	**8,406,867**	7,959,181
	Work-in-process		**461,284**	483,585
	Finished goods including in-transit PKR 366.011 million (June 30, 2024: PKR 485.710 million)	14.2	**8,450,841**	7,253,716
			17,318,992	15,696,482
	Provision for slow moving and obsolete stock-in-trade	14.1	**(184,222)**	(230,106)
			17,134,770	15,466,376
14.1	Movement of provision for slow moving and obsolete stock-in-trade is as follows:			
	Opening balance		**230,106**	292,823
	Charge for the year - net	33	**51,170**	207,588
	Write-off during the year		**(97,054)**	(270,305)
	Closing balance		**184,222**	230,106

14.2 Stock costing to PKR 107.522 million (June 30, 2024: PKR 18.538 million) has been measured at net realisable value. The related provision amounting to PKR 9.360 million (June 30, 2024: PKR 7.620 million) has been recognised in the consolidated statement of profit or loss.

14.3 This includes stock pertaining to coke, limestone and rocksalt amounting to PKR 415.336 million, PKR 92.335 million and PKR 299.279 million (June 30, 2024: PKR 632.391 million, PKR 46.243 million and PKR 138.945 million), respectively, which are stored in the form of stockpiles.

		Note	As at June 30, 2025	As at June 30, 2024
14.4	Includes raw and packing materials held with the toll manufacturers:		-------------(PKR in '000)------------	
	The Experts		**189,108**	401,621
	Four Season Enterprises		**52,022**	151,859
	Aamster Laboratories		**27,730**	15,992
	Amgill (Private) Limited		**27,226**	7
	Bio-Labs (Private) Limited		**21,416**	33,441
	Selmore Pharmaceuticals (Private) Limited		**12,747**	4,274
	Biotech Fertilizers (Private) Limited		**12,337**	-
	NovaMed Pharmaceuticals (Private) Limited		**5,697**	76,077
	Citi Pharma Limited		**5,060**	7,879
	Pharmasol (Private) Limited		**2,862**	5,627
	CSH Pharmaceutical (Private) Limited		**1,401**	56,365
	Vital Agri Nutrients (Private) Limited		**906**	56
			358,512	753,198

		Note	As at June 30, 2025	As at June 30, 2024
			-------------(PKR in '000)------------	
15.	**TRADE DEBTS**			
	Considered good			
	- Secured		**719,466**	2,076,145
	- Unsecured			
	Due from associated companies	15.1 & 15.2	**70,905**	56,389
	Others		**5,086,696**	4,459,102
			5,877,067	6,591,636
	Considered doubtful	15.3	**232,847**	170,820
			6,109,914	6,762,456
	- Allowance for Expected credit loss (ECL)	15.3	**(232,847)**	(170,820)
	- Provision for price adjustments, discounts and sales returns		**(808,325)**	(998,493)
			(1,041,172)	(1,169,313)
			5,068,742	5,593,143
15.1	Amounts are due from the following related parties, which are neither past due nor impaired, as of the reporting date:			
	Unsecured			
	Nutrico Morinaga (Private) Limited		**17,141**	17,838
	Lucky Textile Mills Limited		**2,217**	3,114
	Yunus Textile Mills Limited		**15,037**	14,954
	Gadoon Textile Mills Limited		**18,703**	-
	Lucky Cement Limited		**1,097**	4,029
	International Industries Limited		**3,930**	2
	Tabba Kidney Institute		**829**	2,242
	Lucky Al Shumookh Holdings Limited		**224**	224
	Child Life Foundation		**235**	-
	Tabba Heart Institute		**2,240**	2,745
	Lucky Motors Corporation Limited		**9,252**	11,241
			70,905	56,389

		Note	As at June 30, 2025	As at June 30, 2024
15.2	The maximum amount outstanding from related parties at any time during the year, with reference to month end balances, are as follows:		-------------(PKR in '000)------------	
	Unsecured			
	Gadoon Textile Mills Limited		442,493	814,295
	Lucky Textile Mills Limited		59,458	36,368
	Yunus Textile Mills Limited		38,972	22,932
	Tabba Heart Institute		2,702	2,707
	Lucky Foods (Private) Limited		2,911	9,131
	Lucky Cement Limited		3,999	4,032
	Tabba Kidney Institute		2,482	2,065
	Lucky Al Shumookh Holdings Limited		224	224
	International Industries Limited		6,490	4,130
	Lucky Motor Corporation Limited		29,171	16,330
	Nutrico Morinaga (Private) Limited		17,141	17,838
	Child Life Foundation		749	766
			606,792	930,817

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

		Note	As at June 30, 2025	As at June 30, 2024
			------------(PKR in '000)------------	
15.3	Movement of allowance for ECL is as follows:			
	Opening balance		**170,820**	121,640
	Charge during the year - net	35	**66,002**	51,039
	Write-off during the year		**(3,975)**	(1,859)
	Closing balance		**232,847**	170,820
16.	**LOANS AND ADVANCES**			
	Considered good			
	Loans due from:			
	Executives	11.1	**160,733**	139,698
	Employees	11.1	**181,264**	212,265
			341,997	351,963
	Advances to:			
	Executives		**25,857**	17,820
	Employees		**1,195**	2,893
	Contractors and suppliers	16.2	**889,181**	671,051
			916,233	691,764
			1,258,230	1,043,727
	Considered doubtful		**30,817**	25,542
			1,289,047	1,069,269
	Allowance for ECL	16.3	**(30,817)**	(25,542)
			1,258,230	1,043,727
16.1	The maximum amount outstanding of loans to executives and employees at any time during the year calculated with reference to month end balances are:		**341,997**	351,963

16.2 This includes advances to foreign suppliers, having latest maturity within one year, amounting to PKR 8.105 million (June 30, 2024: PKR 19.396 million), details of which are as follows:

		As at June 30, 2025	
Name	**Jurisdiction**	**Amount in foreign currency**	**(PKR in '000)**
Centaur Pharmaceuticals Pvt. Ltd	India	USD 275	77
Ashland Industries Europe GMBH	Switzerland	USD 1,942	544
Nantong Acetic Acid Chemical Co. Ltd	China	USD 1,500	421
R L Fine Chem Pvt. Ltd	India	USD 8,250	2,318
Jiangyin Sunshine Imp & Exp	China	USD 3,000	846
Givaudan Mea Fze	United Arab Emirates	USD 4,481	1,264
Chifeng Eyeris Company Ltd	China	USD 1,950	554
Hangzhou Microblue Pharmaceutical	China	USD 900	256
Anhui Galactic Biochemical Co. Ltd	China	USD 2,800	795
Symrise AG	Germany	EUR 1,382	454
Sensient Colors Europe GmbH	Germany	EUR 1,753	576
			8,105

		Note	As at June 30, 2025	As at June 30, 2024
16.3	Movement of allowance for ECL is as follows:		------------(PKR in '000)------------	
	Opening balance		**25,542**	26,508
	Charge for the year - net	35	**5,275**	885
	Write-off during the year		**-**	(1,851)
	Closing balance		**30,817**	25,542

17. SHORT-TERM DEPOSITS AND PREPAYMENTS

Prepaid staff cost		**141,580**	-
Short-term trade deposits		**438,790**	786,522
Short-term prepayments		**252,759**	265,371
		833,129	1,051,893

18. OTHER RECEIVABLES

	Note		
Considered good			
Sales tax		**1,042,766**	1,827,731
Commission and discounts receivable		**9,202**	3,185
Due from associated companies	18.1 & 18.2	**8,475**	-
Receivable from principal		**197,363**	125,407
Accrued interest income		**7,510**	6,814
Others		**160,707**	257,770
		1,426,023	2,220,907
Considered doubtful		**106,370**	79,699
		1,532,393	2,300,606
Allowance for ECL	18.3	**(106,370)**	(79,699)
		1,426,023	2,220,907

18.1 Due from associated companies which are neither past due nor impaired includes the following:

Un-secured		
NutriCo Morinaga (Private) Limited - Associate	**8,475**	-

18.2 The maximum amount outstanding from associated companies at any time during the year, with reference to month end balances, are as follows:

Un-secured		
NutriCo Morinaga (Private) Limited - Associate	**19,874**	36,000

18.3 Movement of allowance for ECL is as follows:

	Note		
Opening balance		**79,699**	65,506
Charge for the year - net	35	**26,671**	19,224
Write-off during the year		**-**	(5,031)
Closing balance		**106,370**	79,699

Notes to and Forming Part of the Consolidated Financial Statements
For the year ended June 30, 2025

		Note	As at June 30, 2025	As at June 30, 2024
			------------(PKR in '000)------------	
19.	**SHORT-TERM INVESTMENTS**			
	At fair value through profit or loss			
	Investment in mutual funds	19.1	**18,733,115**	15,006,217

19.1 This mainly includes amount received from sale proceeds of disposal of interest in NutriCo Morinaga (Private) Limited including the associated income from investment in mutual funds. The amount is invested in units of Shariah Compliant money market mutual funds, which are readily encashable.

This includes an unrealised gain of PKR 24.093 million as at June 30, 2025 (June 30, 2024: Nil). Details are as follows:

	As at June 30, 2025		As at June 30, 2024	
	Number of units (in 000)	Value of investment (PKR in 000)	Number of units (in 000)	Value of investment (PKR in 000)
Lucky Islamic Money Market Fund	**84,239**	**8,438,341**	-	-
HBL Islamic Money Market Fund	**23,114**	**2,347,085**	43,802	4,431,431
Faysal Islamic Cash Fund	**35,095**	**3,517,485**	15,353	1,535,318
ABL Islamic Money Market Plan - I	**129,881**	**1,301,654**	-	-
NBP Islamic Money Market Fund	**107,144**	**1,090,215**	-	-
Alfalah Islamic Money Market Fund	**6,262**	**628,629**	-	-
Al Ameen Islamic Cash Plan - I	**4,823**	**495,441**	-	-
Alhamra Cash Management Optimizer	**4,568**	**458,325**	-	-
Meezan Cash Fund	**8,864**	**455,940**	-	-
Al Ameen Islamic Cash Fund	**-**	**-**	17,829	1,782,930
Alhamra Islamic Money Market Fund	**-**	**-**	15,110	1,503,629
NBP Islamic Daily Dividend Fund	**-**	**-**	188,514	1,885,140
Meezan Rozana Amdani Fund	**-**	**-**	26,777	1,338,858
Alfalah Islamic Rozana Amdani Fund	**-**	**-**	10,114	1,011,364
ABL Islamic Cash Fund	**-**	**-**	151,755	1,517,547
	403,990	**18,733,115**	469,254	15,006,217

		Note	As at June 30, 2025	As at June 30, 2024
			------------(PKR in '000)------------	
20.	**CASH AND BANK BALANCES**			
	Cash at bank:			
	- Short-term deposits	20.1	**392,000**	1,372,207
	- Current accounts		**1,067,667**	897,977
	Cash in hand		**9,815**	10,088
			1,469,482	2,280,272

20.1 This includes security deposits amounting to PKR 127 million (June 30, 2024: PKR 127 million) from certain distributors kept separately with various banks at pre-agreed rate maturing at various dates. These are interest based arrangements and these term deposits are readily encashable without any penalty. The mark-up percentage on the short-term deposits during the year ranged from 6% to 16.7% (June 30, 2024: 17.5% to 21%) per annum.

20.2 This includes balance held with Bank Al Habib Limited (a related party) amounting to PKR 16.72 million (June 30, 2024: PKR 69.99 million).

20.3 The shariah compliant cash and bank balances as at June 30, 2025 aggregated PKR 1,342.482 million (2024: PKR 2,153.272 million).

21. ISSUED, SUBSCRIBED AND PAID-UP CAPITAL

As at June 30, 2025	As at June 30, 2024		Note	As at June 30, 2025	As at June 30, 2024
(Number of shares)				(PKR in '000)	
83,734,062	83,734,062	Ordinary shares of PKR 10 (June 30, 2024: PKR 10) each fully paid in cash	21.1	**837,341**	837,341
211,925	211,925	Ordinary shares of PKR 10 (June 30, 2024: PKR 10) each issued as fully paid for consideration other than cash under scheme of arrangement for amalgamation	21.1 & 21.2	**2,119**	2,119
16,786	16,786	Ordinary shares of PKR 10 (June 30, 2024: PKR 10) each issued as fully paid bonus shares	21.1	**168**	168
8,396,277	8,396,277	Ordinary shares issued pursuant to the previous scheme as fully paid for consideration of investment in associate	21.1, 21.2 & 21.3	**83,963**	83,963
92,359,050	92,359,050			**923,591**	923,591

21.1. During the year ended June 30, 2025, the Holding Company announced a subdivision (stock split) of the face value of its ordinary shares from PKR 10 to PKR 2 per share, aimed at enhancing investor accessibility, improving stock liquidity, and broadening shareholder participation. The subdivision was approved by the members of the Holding Company at the Extraordinary General Meeting held on June 20, 2025. Following this approval, the remaining regulatory and procedural formalities were completed on July 19, 2025. Following the subdivision of shares, the Holding Company's subscribed and paid-up capital has been restructured, whereby the number of ordinary shares has increased from 92,359,050 ordinary shares of PKR 10 each to 461,795,250 shares of PKR 2 each, with no change in the rights and privileges attached to the shares.

Accordingly, in accordance with the financial reporting framework the weighted average number of ordinary shares outstanding during the year and for all years presented have been adjusted in the ratio of 5-for-1 for the calculation of earnings per share.

21.2 The process for amalgamation of three companies namely Paintex Limited, ICI Pakistan Manufacturers Limited and Imperial Chemical Industries Limited resulted in a new company as ICI Pakistan Limited (now Lucky Core Industries Limited) on April 01, 1987.

21.3 With effect from October 01, 2000, the Pure Terephthalic Acid (PTA) business of the Group was demerged under a scheme of arrangement dated December 12, 2000 approved by the shareholders and sanctioned by the Sindh High Court.

21.4 As at June 30, 2025, the Holding Company together with Yunus Textile Mills Limited, Gadoon Textile Mills Limited, Lucky Textile Mills Limited and YB Pakistan Limited held 81.60% (June 30, 2024: 81.54%) while institutions held 7.48% (June 30, 2024: 8.00%) and individuals, Modarabas and Mutual Funds and others held the balance of 10.92% (June 30, 2024: 10.46%) of shareholding of the Holding Company. Voting rights and other shareholders' rights are in proportion to their shareholding.

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

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

	Note	As at June 30, 2025	As at June 30, 2024
22. CAPITAL RESERVES		-------------(PKR in '000)-------------	
Share premium	22.1	**309,057**	309,057
Capital receipts	22.2	**586**	586
Reserve for capacity expansions and long-term investments	22.3	**18,000,000**	18,000,000
		18,309,643	18,309,643

22.1. Share premium includes premium amounting to PKR 0.902 million received on shares issued for the Holding Company's Polyester Plant installation in 1980 and premium of PKR 308.982 million representing the difference between nominal value of PKR 10 per share on 8,396,277 ordinary shares issued by the Holding Company and the market value of PKR 392.958 million of these shares corresponding to 25% holding acquired in Lotte Pakistan PTA Limited, an ex-associate, at the date of acquisition i.e. November 2, 2001. The number of shares that had been issued were determined in accordance with the previous scheme in the ratio between market value of the shares of two companies based on the mean of the middle market quotation of the Karachi Stock Exchange (now Pakistan Stock Exchange Limited) over the ten trading days between October 22, 2001 to November 2, 2001.

22.2 Represents amount received from various overseas ICI plc group companies for the purchase of property, plant and equipment. The remitting companies have no claim on repayments.

22.3 Over the years, the Holding Company had heavily invested in various expansion and growth initiatives to ultimately create value for its shareholders. Having invested reserves in various capacity expansion projects and long-term investments, a certain portion of reserves of the Holding Company, have been utilised. Accordingly, the Board of Directors of the Holding Company in its meeting held on June 10, 2024 approved the transfer of PKR 18,000 million from revenue reserves (unappropriated profits) to capital reserves to more accurately reflect the nature of these reserves. These reserves will not be available for distribution by way of dividend.

	Note	As at June 30, 2025	As at June 30, 2024
		-------------(PKR in '000)-------------	
23. NON-CONTROLLING INTERESTS			
Opening balance		**10,725**	262,906
Buy back of shares	1.1	**-**	(264,600)
Profit for the year		**63**	12,419
		10,788	10,725
24. STAFF RETIREMENT BENEFITS			
Gratuity (Funded)		**29,300**	-
Non-management gratuity (Unfunded)		**124,291**	115,549
		153,591	115,549

24.1 The Holding Company is operating a funded defined benefit pension scheme and a funded defined benefit gratuity scheme for its management staff who joined prior to August 1, 2004 for Pension Scheme and prior to March 21, 2016 for Gratuity Scheme. The Holding Company also operates defined benefit gratuity scheme for non-management staff and the pensioners' medical scheme which are unfunded. Actuarial valuation of defined benefit plans is carried out every year and the latest actuarial valuation was carried out as at June 30, 2025. For related accounting policies note refer note 3.12.

24.2 Plan assets held in Trust are governed by local regulations which mainly includes repealed Trust Act, 1882, Companies Act, 2017, Income Tax Rules, 2002 and Rules under the Trust deed of the plans. Responsibility for governance of the Plans, including investment and funding decisions and contribution schedules lies with the Board of Trustees. The Holding Company appoints the trustees.

24.3 Staff retirement benefits

24.3.1 The amounts recognised in the consolidated statement of profit or loss and consolidated statement of comprehensive income against defined benefit schemes are as follows:

	Note	2025				2024			
		Funded			Unfunded	Funded			Unfunded
		Pension	Gratuity	Total	Non - management gratuity	Pension	Gratuity	Total	Non - management gratuity
		---(PKR in '000)---							
Consolidated statement of profit or loss									
Current service cost		**927**	**47,153**	**48,080**	**4,112**	2,094	45,193	47,287	4,519
Interest cost		**68,525**	**124,583**	**193,108**	**16,072**	79,892	112,737	192,629	17,710
Expected return on plan assets		**(97,902)**	**(131,380)**	**(229,282)**	**-**	(83,865)	(109,319)	(193,184)	-
Net (reversal) / charge for the year		**(28,450)**	**40,356**	**11,906**	**20,184**	(1,879)	48,611	46,732	22,229
Consolidated statement of comprehensive income:									
Loss / (gain) on obligation		**95,762**	**227,426**	**323,188**	**5,298**	(26,128)	82,655	56,527	(10,314)
(Loss) / gain on plan assets		**(115,289)**	**(157,018)**	**(272,307)**	**-**	(142,619)	(126,995)	(269,614)	-
Net (gain) / loss for the year		**(19,527)**	**70,408**	**50,881**	**5,298**	(168,747)	(44,340)	(213,087)	(10,314)

24.3.2 Movement in the net assets / (liability) recognised in the consolidated statement of financial position are as follows:

Opening balance		**195,856**	**9,171**	**205,027**	**(115,549)**	25,230	(56,847)	(31,617)	(121,266)
Net charge / (reversal) for the year	24.3.1	**28,450**	**(40,356)**	**(11,906)**	**(20,184)**	1,879	(48,611)	(46,732)	(22,229)
Net gain / (loss) for the year	24.3.1	**19,527**	**(70,408)**	**(50,881)**	**(5,298)**	168,747	44,340	213,087	10,314
Contributions / payments during the year		**-**	**72,293**	**72,293**	**16,740**	-	70,289	70,289	17,632
Closing balance		**243,833**	**(29,300)**	**214,533**	**(124,291)**	195,856	9,171	205,027	(115,549)

24.3.2.1 Included in other comprehensive income:

Actuarial gain / loss arising from								
- financial assumptions	**49,229**	**166,065**	**215,294**	**12,534**	(1,125)	34,627	33,502	(34)
- experience adjustment	**46,533**	**61,361**	**107,894**	**(7,236)**	(25,003)	48,028	23,025	(10,280)
- investment return	**(115,289)**	**(157,018)**	**(272,307)**	**-**	(142,619)	(126,995)	(269,614)	-
	(19,527)	**70,408**	**50,881**	**5,298**	(168,747)	(44,340)	(213,087)	(10,314)

24.3.3 The amounts recognised in the consolidated statement of financial position are as follows:

Fair value of plan assets	24.3.5	**803,947**	**1,127,956**	**1,931,903**	**-**	714,613	912,176	1,626,789	-
Present value of defined benefit obligation	24.3.4	**(560,114)**	**(1,157,256)**	**(1,717,370)**	**(124,291)**	(518,757)	(903,005)	(1,421,762)	(115,549)
Net asset / (liability)		**243,833**	**(29,300)**	**214,533**	**(124,291)**	195,856	9,171	205,027	(115,549)

24.3.4 Movement in the present value of defined benefit obligation is as follows:

Opening balance		**518,757**	**903,005**	**1,421,762**	**115,549**	551,599	769,166	1,320,765	121,266
Current service cost		**927**	**47,153**	**48,080**	**4,112**	2,094	45,193	47,287	4,519
Interest cost		**68,525**	**124,583**	**193,108**	**16,072**	79,892	112,737	192,629	17,710
Benefits paid		**(123,857)**	**(144,911)**	**(268,768)**	**(16,740)**	(88,700)	(106,746)	(195,446)	(17,632)
Actuarial loss / (gain)		**95,762**	**227,426**	**323,188**	**5,298**	(26,128)	82,655	56,527	(10,314)
Closing balance	24.3.3	**560,114**	**1,157,256**	**1,717,370**	**124,291**	518,757	903,005	1,421,762	115,549

24.3.5 Movement in the fair value of plan assets is as follows:

Opening balance		**714,613**	**912,176**	**1,626,789**	**-**	576,829	712,319	1,289,148	-
Expected return		**97,902**	**131,380**	**229,282**	**-**	83,865	109,319	193,184	-
Contributions		**-**	**72,293**	**72,293**	**-**	-	70,289	70,289	-
Benefits paid		**(123,857)**	**(144,911)**	**(268,768)**	**-**	(88,700)	(106,746)	(195,446)	-
Actuarial gain		**115,289**	**157,018**	**272,307**	**-**	142,619	126,995	269,614	-
Closing balance	24.3.3	**803,947**	**1,127,956**	**1,931,903**	**-**	714,613	912,176	1,626,789	-

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

24.3.6 Historical information

	June 30				
	2025	2024	2023	2022	2021
	(PKR in '000)				
Present value of defined benefit obligation	**1,717,370**	1,421,762	1,320,765	1,327,203	1,436,982
Fair value of plan assets	**(1,931,903)**	(1,626,789)	(1,289,148)	(1,339,705)	(1,473,686)
(Surplus) / Deficit	**(214,533)**	(205,027)	31,617	(12,502)	(36,704)

24.3.7 Major categories / composition of plan assets are as follows:

	2025	2024
Debt instruments	**68.85%**	62.85%
Equity at market value	**29.64%**	33.49%
Cash / others	**1.51%**	3.66%

Fair value of plan assets	**Pension**	**Gratuity**	**Pension**	**Gratuity**
	As at June 30, 2025		**As at June 30, 2024**	
	(PKR in '000)			
Investments				
Government bonds	**549,959**	**757,816**	406,212	579,705
Corporate bonds	**-**	**22,274**	-	36,484
Shares	**241,677**	**331,033**	279,750	265,101
Cash and term deposits	**12,311**	**16,833**	28,651	30,886
Total	**803,947**	**1,127,956**	714,613	912,176

	For the year ended June 30, 2025	**For the year ended June 30, 2024**
	(PKR in '000)	
Actual return on plan assets during the year:	**501,589**	462,798

24.3.8 The significant assumptions used in valuation of defined benefit obligation significant assumptions are as follows:

Discount rate	**11.50%**	15.00%
Future salary increases - Management	**9.25%**	9.50%
Future salary increases - Non-management	**9.50%**	10.50%
Future pension increases	**6.00%**	7.25%

The mortality rates are based on 70% of the EFU (61-66) (June 30, 2024: 70% of the EFU (61-66)) ultimate mortality rates, rated down by three years. If life expectancy increases by 1 year, the obligation increases by PKR 62.013 million (June 30, 2024: PKR 49.213 million).

24.3.9 Impact of changes in assumptions on defined benefit obligation is as follows:

Assumption	**1% Increase**	**1% Decrease**
	(PKR in '000)	
	2025	
Discount rate	**(86,687)**	**95,672**
Salary increase	**69,626**	**(64,195)**
Pension increase	**28,045**	**(25,693)**

Assumption	**1% Increase**	**1% Decrease**
	-----------(PKR in '000)-----------	
	2024	
Discount rate	(62,831)	68,212
Salary increase	49,585	(46,001)
Pension increase	22,555	(20,798)

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

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

24.3.9.1 Expected maturity analysis of undiscounted defined benefit obligation is as follows:

	As at June 30, 2025	As at June 30, 2024
	-----------(PKR in '000)-----------	
Less than a year	**306,599**	274,345
Between 1-5 years	**1,154,967**	1,145,760
Over 5 years	**1,457,850**	1,407,826
	2,919,416	2,827,931

24.3.10 The Holding Company contributes to the pension and gratuity funds on the advice of the funds' actuary. The contributions are equal to the current service cost with adjustment for any deficit. If there is a surplus, the Holding Company takes a contribution holiday, accordingly, there is no material impact of asset ceiling in these consolidated financial statements. The expected contributions for the financial year ending June 30, 2026 for management staff gratuity amounts to PKR 47 million.

24.3.11 The weighted average duration of the defined benefit obligation is 5.6 years (June 30, 2024: 5.0 years).

24.3.12 The defined benefit schemes pose the following risks:

Mortality risks

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

Investment risk

The risk of the investment underperforming and not being sufficient to meet the liabilities. This is managed by formulating proper investment plans.

Final salary risks

The risk that the final salary at the time of cessation of service is higher than what was assumed. Since the benefit is calculated on the final salary, the benefit amount increases similarly.

Risk of sufficiency of assets

This was managed by making regular contributions to the gratuity fund as advised by the actuary.

Withdrawal risk

The risk of actual withdrawals varying with the actuarial assumptions can impose a risk to the defined benefit obligation. The movement of the liability can go either way.

24.4	During the year, the Holding Company's contribution to the defined contribution funds is as follows:	**For the year ended June 30, 2025**	**For the year ended June 30, 2024**
		-----------(PKR in '000)-----------	
	Provident fund	**242,667**	199,816
	Defined contribution superannuation fund	**213,539**	178,162

Investments out of provident fund and defined contribution superannuation fund have been made in accordance with the provisions of section 218 of the Companies Act, 2017 and the rules formulated for this purpose.

		Note	**As at June 30, 2025**	**As at June 30, 2024**
			-----------(PKR in '000)-----------	
25.	**LONG-TERM LOANS**		**9,539,945**	3,986,348
	Loans from banking companies / financial institutions:			
	Interest based arrangements			
	Long-Term Finance Facility (LTFF)	25.2	**469,816**	839,738
	Temporary Economic Refinance Facility (TERF)	25.3	**2,358,344**	2,653,414
			2,828,160	3,493,152
	Shariah compliant arrangements			
	Renewable energy	25.5	**163,922**	71,288
	Diminishing musharika	25.6	**8,121,731**	1,089,485
	Islamic term finance	25.7	**-**	241,869
			8,285,653	1,402,642
	Current portion shown under current liabilities		**(1,573,868)**	(909,446)
			9,539,945	3,986,348

25.1 Following are the changes in the long term finances for which cash flows have been classified as financing activities in the consolidated statement of cash flows:

	As at June 30, 2025	**As at June 30, 2024**
	-----------(PKR in '000)-----------	
Opening balance	**4,895,794**	4,905,532
Obtained during the year	**7,140,550**	1,089,485
Less: Repaid during the year	**(922,531)**	(1,099,223)
	11,113,813	4,895,794
Current portion shown under current liabilities	**(1,573,868)**	(909,446)
	9,539,945	3,986,348

25.2 The Holding Company has obtained LTFF, extended by the State Bank of Pakistan (SBP), for capital expenditure requirements of its Soda Ash division on different dates from various banks. Repayment of loans is to be made in quarterly / semi annual instalments in 10 years including 2 years grace period and is secured against charge over fixed assets of the Holding Company. Mark-up is charged at concessionary SBP LTFF rate plus 0.3% to 1.5% (June 30, 2024: SBP LTFF rate plus 0.3% to 1.5%) per annum. There is no unutilised amount as of the reporting date.

25.3 The Holding Company has obtained TERF, extended by the SBP, for the purpose of plant expansion in Soda Ash and Polyester divisions on different dates from various banks amounting to PKR 3,996 million (June 30, 2024: PKR 3,996 million). The repayment is to be made in 16 equal consecutive semi annual instalments in 10 years with grace period of 2 years. The loan is secured against charge over fixed assets of the Holding Company. The mark-up is charged at SBP rate plus 0.3% to SBP rate plus 1.5% (June 30, 2024: SBP rate plus 0.3% to SBP rate plus 1.5%) per annum. There is no unutilised amount as of the reporting date.

Government grant has been recognised in respect of TERF being finances extended at below market rates (note 26). There are no unfulfilled conditions or contingencies attached to this grant.

25.4 In accordance with the loan agreements of the Holding Company, the Holding Company is obligated to comply with certain covenants. As at June 30, 2025, the Holding Company is in compliance with the covenants as required under the loan agreements.

25.5 The Holding Company has obtained Shariah compliant SBP Islamic Financing Facility for Renewable Energy (IFRE) against the total limit of PKR 211 million (June 30, 2024: PKR 211 million) from a commercial bank. Repayment of loan is to be made in semi annual instalments in 10 years and is secured against charge over fixed assets of the Holding Company. profit is charged at concessionary SBP rate plus 0.5% per annum.

25.6 During the year, the Holding Company has obtained Diminishing Musharakah of PKR 8,121.731 million from various banks to finance acquisition of certain assets of Pfizer Pakistan Limited as explained in note 6 and to manage capital expenditure requirements of its Soda Ash business. Repayment of these loans is to be made in quarterly installments in 7 years including 1 to 2 years of grace period. The profit on these loans is charged at KIBOR plus 0.05% to KIBOR plus 0.2% per annum. The loans are secured against fixed assets of the Holding Company.

25.7 The balance as of June 30, 2024 represented a Shariah Compliant loan from a commercial bank which carried profit of 6 month KIBOR plus 0.05% per annum. The loan was secured against charge on fixed assets of the Holding Company and has been fully repaid during the year.

26. DEFERRED INCOME - GOVERNMENT GRANT

	Note	As at June 30, 2025	As at June 30, 2024
		----------(PKR in '000)----------	
Government grant	25.3 & 26.1	**658,955**	863,428
Current portion of government grant		**(181,122)**	(204,473)
		477,833	658,955

26.1 Following is the movement in government grant during the year:

	Note	As at June 30, 2025	As at June 30, 2024
Opening balance		**863,428**	1,087,236
Amortisation	38	**(204,473)**	(223,808)
Closing balance		**658,955**	863,428

27. DEFERRED TAX LIABILITY - NET

	As at June 30, 2025			As at June 30, 2024		
	Opening	**Charge / (Income)**	**Closing**	Opening	Charge / (Income)	Closing
Deductible temporary differences						
Provisions for retirement benefits, allowance for ECL and others	**(636,120)**	**60,730**	**(575,390)**	(481,249)	(154,871)	(636,120)
Investment in mutual funds	**-**	**6,008**	**6,008**	-	-	-
Retirement benefit fund provisions - note 27.1	**(140,301)**	**(21,910)**	**(162,211)**	(217,014)	76,713	(140,301)
Taxable temporary differences						
Property, plant and equipment	**2,894,352**	**1,755,994**	**4,650,346**	3,064,673	(170,321)	2,894,352
Investment in associate - note 27.2	**3,478,995**	**7,516**	**3,486,511**	3,544,378	(65,383)	3,478,995
	5,596,926	**1,808,338**	**7,405,264**	5,910,788	(313,862)	5,596,926

27.1 The charge is routed through other comprehensive income.

27.2 Represents taxation on remeasurement of retained interest in Nutrico Morinaga (Private) Limited upon disposal of controlling interest.

		Note	As at June 30, 2025	As at June 30, 2024
28.	**TRADE AND OTHER PAYABLES**		----------(PKR in '000)----------	
	Trade creditors		**5,116,321**	4,896,774
	Bills payable		**1,503,076**	1,723,610
	Accrued expenses	28.1	**6,672,489**	5,851,042
	Workers' Profit Participation Fund	28.2	**68,810**	42,386
	Workers' Welfare Fund		**544,743**	512,450
	Distributors' security deposits - payable on termination of distributorship	28.3	**110,882**	140,494
	Contractors' earnest / retention money		**34,156**	22,426
	Contract liability - Running account with customers	28.4	**461,947**	570,728
	Payable for capital expenditure		**621,990**	309,633
	Others		**585,745**	242,408
			15,720,159	14,311,951

28.1 This includes accrual in respect of Gas Infrastructure Development Cess (GIDC). The Supreme Court of Pakistan (SCP) through its judgment dated August 13, 2020 ("GIDC Judgment") declared the Gas Infrastructure Development Cess Act, 2015 ("GIDC Act 2015") as valid. It further allowed recovery of GIDC by the gas companies from their consumers in twenty-four equal monthly instalments.

The Holding Company has filed suit before the Sindh High Court (SHC) on September 16, 2020 on the grounds that factual determination of the GIDC passed-on is to be carried out, which is pending adjudication. The SHC granted the Holding Company an interim stay thereagainst.

		Note	For the year ended June 30, 2025	For the year ended June 30, 2024
28.2	**Workers' Profit Participation Fund**		----------(PKR in '000)----------	
	Opening balance		**42,386**	24,378
	Allocation for the year	36	**507,441**	460,317
			549,827	484,695
	Payment to the fund		**(481,017)**	(442,309)
	Closing balance		**68,810**	42,386

28.3 Interest on security deposits from certain distributors that are placed in separate bank accounts, is payable at 16.6% (June 30, 2024: 19%) per annum as specified in the respective agreements. These security deposits are non utilisable. The Group has not utilised any such deposits for the purpose of its business during the year.

28.4 During the year, contract liabilities as at June 30, 2024 have been recognised as revenue. Contract liabilities as at the current year end will be recognised as revenue during the next financial year.

		Note	As at June 30, 2025	As at June 30, 2024
29.	**SHORT-TERM FINANCING**		----------(PKR in '000)----------	
	Secured			
	Export refinance facility	29.1	**400,000**	2,517,578
	Short-term running finance	28.2 & 28.3	**10,107,093**	9,216,926
			10,507,093	11,734,504

29.1 The Holding Company has availed Export Refinance Facility (ERF) of SBP Part 2, amounting to PKR 400 million (June 30, 2024: PKR 2,518 million) from various banks. ERF is secured against charge on current assets of the Holding Company and carries mark-up at SBP rate (June 30, 2024: SBP rate plus 0.50% to 1.00%) per annum. This facility is interchangeable with short-term running finance provided by the banks. The shariah compliant balance of ERF as at June 30, 2025 is PKR 400 million (2024: PKR 1,029 million).

29.2 It represents short-term finance facilities as follows:

(i) Islamic facilities having a limit of PKR 21,625 million (June 30, 2024: PKR 13,740 million). These facilities carry profit at KIBOR plus 0.02% to 0.15% (June 30, 2024: KIBOR plus 0.02% to 0.50%) per annum. The Holding Company has utilised PKR 10,057 million (June 30, 2024: PKR 9,185 million) as at the reporting date; and

(ii) The conventional short-term facilities, have a limit amounting to PKR 7,800 million (June 30, 2024: PKR 9,858 million). These facilities carry mark-up ranging from KIBOR plus 0.10% to 0.3% (June 30, 2024: KIBOR plus 0.1% to 0.50%) per annum. The Holding Company has utilised PKR 50 million (June 30, 2024: PKR 32 million) as at the reporting date.

The aforesaid limits are interchangeable with ERF and Bank Guarantees as per arrangements with various banks. These facilities are secured against charge on current assets of the Holding Company.

These includes a short-term facility from Bank AL Habib Limited (a related party) with a total limit of PKR 500 million (June 30, 2024: PKR 500 million), carrying mark-up at the rate of 3 months KIBOR plus 0.10% per annum and is secured against current assets. There is no outstanding balance there against as at the reporting date.

29.3 During the year, the Holding Company has transferred facility limit amounting to PKR 1,000 million from letter of guarantees to short-term running finance.

30. CONTINGENCIES AND COMMITMENTS

	As at June 30, 2025	As at June 30, 2024
	(PKR in '000)	
Claims against the Group not acknowledged as debts are as follows:		
Local bodies	**84,500**	84,500
Others	**2,595,634**	2,095,740
	2,680,134	2,180,240

30.1 Details of material contingencies

30.1.1 Suit for damages amounting to PKR 850 million was filed by a private company against the Holding Company alleging breach of the terms of letter of intent and that the Holding Company destroyed the warehouse premises leased from the private company for storage of its pharmaceutical products. As a response, the Holding Company has filed a cross suit against the private company for return of security deposit and abrupt termination of the arrangement. The cases are pending for hearing before the Sindh High Court.

30.1.2 The Holding Company, amongst others, has received a summon for a suit filed by Pakistan International Bulk Terminal Limited for recovery of an aggregate amount of USD 1,613,440 on March 27, 2023 for damages claiming an alleged damage caused to its coal berth. The date for hearing has not been fixed as yet.

30.1.3 There was a dispute between the Holding Company and the Collectorate of Customs regarding HS code classification of various consignments relating to Power Generation Project. A petition was filed by the Holding Company before the Sindh High Court (SHC) against the wrong assessment of the consignment along with the submission of bank guarantees for the differential amount of PKR 1,095.290 million with the Nazir of the SHC in order to release import shipments. Subsequently, the SHC has disposed off the petition vide order dated January 13, 2025 whereby the case has been remanded back to the Classification Centre for deciding the correct classification of consignment relating to Power Generation Projects. Being aggrieved, the Holding Company has filed a petition before the Supreme Court of Pakistan, which is yet to be fixed for hearing.

30.1.4 The Holding Company based on the opinion of advisors is confident that the above cases would be decided in Holding Company's favor. Accordingly, no provision in respect of these matters has been made in these consolidated financial statements.

30.2 Certain tax related matters are disclosed below.

Assessment Year / Tax Year / Tax Period	Brief description	Nature of demand	Estimated financial impact		Authority / Court and status
AY 1998-99	The assessment finalised was revised on certain issues and after being remanded by the Appellate Tribunal, the order dated June 29, 2010 was issued. In this order, majorly the date of commissioning of PTA plant was in dispute i.e. it was considered to fall in the subsequent tax period. Consequently, tax depreciation thereon was disallowed. Additionally, the cost of capitalisation of PTA plant was restricted and additions to income were made. In first appeal, the Commissioner Inland Revenue (Appeals) [CIR(A)] decided all the issues in the Holding Company's favor except the matter of restriction of cost of capitalisation.	Income tax	PKR 79 million		Currently appeals of the Holding Company and Federal Board of Revenue (FBR) are pending before the Tribunal.

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

Assessment Year / Tax Year / Tax Period	Brief description	Nature of demand	Estimated financial impact		Authority / Court and status
AY 2002-03 and spillover effect in TYs 2003 to 2010	After the disposal of the Holding Company's petition by the Honourable Supreme Court of Pakistan, the assessment proceedings were finalised vide order dated May 15, 2017. Despite the finality on the de-merger of the PTA Plant and related matters in the AY 2001-2002, the date of that event was considered as falling in subsequent year. Consequently, in this order, the Officer proceeded to tax the event of transfer of PTA plant and exchange of shares and restricted the claim of depreciation relating to PTA assets. Other matters included the disallowance of financial charges and other issues. Simultaneously, the orders for the TYs 2003 to 2010 were issued, to reflect the reduction in carry forward of depreciation. The significant issues were maintained in first appeal. Some relief on other matters in the AY 2002-2003 was given. Subsequently, the Tribunal vide order dated June 7, 2021 has decided all the issues involved in AY 2002-03 in the Holding Company's favor. The Tribunal vide order dated November 27, 2023 has remanded back these cases to the department for passing speaking orders. An appeal effect order dated June 30, 2025 has also been passed by the FBR.	Income tax	(i) AY 2002-03: PKR 2,143 million, deleted by Tribunal. (ii) TYs 2003 to 2010: PKR 1,915 million in aggregate.		(i) Appeal effect order passed. (ii) Remand back proceedings pending.
TYs 2003 to 2010 [Regular assessments & audits]	The FBR, vide various orders, made certain disallowances against provisions charged under various heads, financial charges, gain on disposal of fixed assets, exchange loss, proration of expenses against capital gains and interest free loans offered to employees. The CIR(A) had allowed all the issues in Holding Company's favor except for one issue in TY 2010 which has been challenged before the Tribunal. FBR also challenged the CIR(A) order in the Tribunal which has been decided against the Holding Company on certain matters including addition on account of disposal of fixed assets and apportionment of expenses against capital gain etc. References in this regard have been filed in the Sindh High Court.	Income tax	TY 2010: PKR 79 million		Hearings of appeals are pending.
TY 2016	Monitoring proceedings were finalised vide order dated September 2, 2016 wherein demand was raised on account of alleged non-deduction of income tax on dividends paid to parties having specific exemptions. Appeal filed against the order before CIR(A) was decided against the Holding Company which has been challenged before the Tribunal.	Income tax	PKR 138 million		Hearing of the appeal is pending before Tribunal.
TY 2017	FBR has finalised assessment proceedings vide order dated February 7, 2022, raising tax demand on certain issues including disallowance of finance cost, write-offs, and Balancing Modernisation and Replacement (BMR) credit etc.	Income tax	PKR 240 million		Hearing of appeal before the Tribunal is pending.
TY 2022	FBR has finalised assessment proceedings vide order dated March 28, 2024, raising tax demand on income tax refunds adjusted against tax liability in income tax return.	Income tax	PKR 415 million		Hearing of appeal before the Tribunal is pending.
July 2016 to June 2017	Sales tax audit for July 2016 to June 2017 was finalised by FBR vide order dated June 29, 2021 creating demand on various issues including inadmissible sales tax claimed on blacklisted / inactive suppliers and goods used for non-business activity. After majority of the issues were remanded back by the CIR(A), the proceedings were finalised against the Holding Company on certain issues vide order dated June 22, 2023 which have also been maintained by CIR(A) in order dated April 17, 2024.	Sales tax	PKR 17 million		Hearing of appeal before Tribunal is pending.
July 2017 to June 2018	Sales tax audit was finalised by the FBR vide order June 30, 2022, raising demand on various issues including inadmissible sales tax claimed on blacklisted / inactive suppliers, non-levy of further tax on non-active customers and goods used for non-business activity etc.	Sales tax	PKR 29 million		Hearing of appeal is pending before CIR(A).
July 2018 to June 2019	Sales tax audit was finalised by the FBR vide order October 22, 2024, raising demand on various issues including inadmissible claim of input tax on purchases from blacklisted / inactive suppliers, duplicate claims against single invoice and non-levy of sales tax on disposal of fixed assets.	Sales tax	PKR 23 million		Hearing of appeal is pending before Tribunal.

Assessment Year / Tax Year / Tax Period	Brief description	Nature of demand	Estimated Financial impact		Authority / Court and status
TY 2019	FBR has finalised income tax audit proceedings vide order dated June 26, 2025, raising tax demand on inadmissible deductions including WWF, other expenses and expenses against which income tax has not been withheld. However, the FBR has decided certain matters including tax credit on balancing, modernisation and replacement [BMR] of the plant and machinery in favour of the Holding Company.	Income tax	PKR 55 million		Appeal will be filed in due course.
TY 2019	FBR has finalised monitoring proceedings against Cirin Pharmaceuticals (Private) Limited (a wholly owned subsidiary which was amalgamated into the Holding Company effective March 1, 2020) vide order dated June 28, 2025. Tax demand has been raised on failure to deduct income tax commission and discounts.	Income tax	PKR 61 million		Hearing of appeal is pending before Tribunal.
TY 2020	FBR has finalised income tax audit proceedings of Cirin Pharmaceuticals (Private) Limited (a wholly owned subsidiary which was amalgamated into the Holding Company effective March 1, 2020) vide order dated June 28, 2025. Through the said order, tax demand has been raised on various issues including taxation of commercial imports, disallowance of commission, discounts and other expenses.	Income tax	PKR 180 million		Hearing of appeal is pending before Tribunal.

The management is confident, based on the opinion of advisors, that all the aforementioned cases will be decided in favour of the Holding Company. Accordingly, no provision in respect of these matters has been made in these consolidated financial statements.

		As at June 30, 2025	As at June 30, 2024
30.3	**Commitments**	(PKR in '000)	
30.3.1	Commitments in respect of capital expenditure for various projects	**1,352,561**	4,928,711

30.3.2 Commitments for rentals under Ijarah contracts in respect of vehicles are as follows:

Year		
2023-24	**-**	6,756
2024-25	**5,221**	7,195
2025-26	**6,937**	7,663
2026-27	**7,388**	8,161
2027-28	**7,869**	8,691
2028-29	**8,380**	-
	35,795	38,466
Payable within one year	**5,221**	6,756
Payable later than one year but not later than five years	**30,574**	31,710
	35,795	38,466

30.3.3	Outstanding letter of credit - unutilised PKR 21,752 million (June 30, 2024: PKR 17,332 million)	**9,293,233**	9,958,727

This includes outstanding letter of credit with Bank Al Habib Limited (a related party) amounting to PKR 150.80 million (June 30, 2024: PKR 267.02 million) - unutilised PKR 849.20 million (June 30, 2024: PKR 732.98 million).

		As at June 30, 2025	As at June 30, 2024
		(PKR in '000)	
30.3.4	Outstanding letter of guarantee - unutilised PKR 645.99 million (June 30, 2024: PKR 220.02 million)	**5,306,416**	4,407,696

This includes outstanding letter of guarantee with Bank Al Habib Limited (a related party) amounting to PKR 195.79 million (June 30, 2024: PKR 195.79 million) - unutilised PKR 4.21 million (June 30, 2024: PKR 4.21 million).

		As at June 30, 2025	As at June 30, 2024
		(PKR in '000)	
30.3.5	Commitments in respect of post dated cheques	**1,106,682**	1,081,752

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

31. OPERATING SEGMENT RESULTS

		Polyester		Soda Ash		Pharma		Animal Health		Chemicals & Agri Sciences		Others		Group	
		For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024
		(PKR in '000)													
	Sales														
	Exports														
	China	**-**	-	**414,113**	2,167,871	**-**	-	**-**	-	**-**	-	**-**	-	**414,113**	2,167,871
	Bangladesh	**-**	-	**3,855,655**	6,520,284	**-**	-	**-**	-	**-**	-	**-**	-	**3,855,655**	6,520,284
	Sri Lanka	**-**	-	**871,321**	965,289	**-**	-	**-**	-	**-**	-	**-**	-	**871,321**	965,289
	United States	**111,448**	-	**-**	-	**-**	-	**-**	-	**-**	-	**-**	-	**111,448**	-
	UAE	**-**	-	**558,781**	544,140	**-**	-	**-**	-	**-**	-	**-**	-	**558,781**	544,140
	Others	**14,087**	8,903	**373,237**	1,296,651	**963,918**	376,886	**135,492**	43,595	3,597	-	**-**	-	**1,490,331**	1,726,035
		125,535	8,903	**6,073,107**	11,494,235	**963,918**	376,886	**135,492**	43,595	**3,597**	-	**-**	-	**7,301,649**	11,923,619
	Inter-segment	**3,274**	-	**-**	-	**-**	-	**-**	-	**26,014**	81,541	**1,484,002**	1,622,221	**1,513,290**	1,703,762
	Local	**47,307,725**	47,537,581	**41,883,458**	44,886,370	**24,853,645**	15,879,579	**9,282,074**	9,229,896	**15,720,371**	16,740,587	**198,290**	208,633	**139,245,563**	134,482,646
		47,436,534	47,546,484	**47,956,565**	56,380,605	**25,817,563**	16,256,465	**9,417,566**	9,273,491	**15,749,982**	16,822,128	**1,682,292**	1,830,854	**148,060,502**	148,110,027
	Commission / Toll income / Marketing services	**-**	-	**-**	-	**94,185**	-	**144,964**	12,500	**74,020**	43,210	**-**	-	**313,169**	55,710
	Turnover	**47,436,534**	47,546,484	**47,956,565**	56,380,605	**25,911,748**	16,256,465	**9,562,530**	9,285,991	**15,824,002**	16,865,338	**1,682,292**	1,830,854	**148,373,671**	148,165,737
	Sales tax and duties - note 31.7	**(7,139,167)**	(6,732,209)	**(6,246,153)**	(6,623,311)	**(197,776)**	(161,081)	**(216,833)**	(169,076)	**(1,675,818)**	(1,605,398)	**(270,736)**	(294,645)	**(15,746,483)**	(15,585,720)
	Commission	**-**	-	**(553,906)**	(573,259)	**-**	-	**-**	-	**-**	-	**-**	-	**(553,906)**	(573,259)
	Discounts / price adjustment	**(566,056)**	(529,312)	**(1,392,485)**	(1,619,067)	**(4,671,465)**	(3,883,577)	**(3,214,801)**	(2,341,135)	**(774,471)**	(1,555,591)	**-**	-	**(10,619,278)**	(9,928,682)
		(7,705,223)	(7,261,521)	**(8,192,544)**	(8,815,637)	**(4,869,241)**	(4,044,658)	**(3,431,634)**	(2,510,211)	**(2,450,289)**	(3,160,989)	**(270,736)**	(294,645)	**(26,919,667)**	(26,087,661)
	Net turnover - note 32.1	**39,731,311**	40,284,963	**39,764,021**	47,564,968	**21,042,507**	12,211,807	**6,130,896**	6,775,780	**13,373,713**	13,704,349	**1,411,556**	1,536,209	**121,454,004**	122,078,076
	Cost of sales - notes 32.2 & 33	**(37,414,264)**	(38,083,296)	**(28,690,138)**	(33,518,901)	**(13,133,879)**	(7,462,176)	**(3,978,579)**	(4,931,467)	**(9,485,175)**	(9,655,091)	**(1,298,751)**	(1,432,849)	**(94,000,786)**	(95,083,780)
	Gross profit	**2,317,047**	2,201,667	**11,073,883**	14,046,067	**7,908,628**	4,749,631	**2,152,317**	1,844,313	**3,888,538**	4,049,258	**112,805**	103,360	**27,453,218**	26,994,296
	Selling and distribution expenses - note 34	**(314,608)**	(247,791)	**(1,703,625)**	(2,753,296)	**(2,748,476)**	(1,910,759)	**(909,222)**	(838,992)	**(1,499,140)**	(1,558,731)	**-**	-	**(7,175,071)**	(7,309,569)
	Administration and general expenses - note 35	**(177,197)**	(128,781)	**(961,416)**	(1,259,027)	**(566,053)**	(533,887)	**(158,775)**	(124,235)	**(381,598)**	(384,644)	**(2,528)**	(65)	**(2,247,567)**	(2,430,639)
	Operating profit	**1,825,242**	1,825,095	**8,408,842**	10,033,744	**4,594,099**	2,304,985	**1,084,320**	881,086	**2,007,800**	2,105,883	**110,277**	103,295	**18,030,580**	17,254,088
31.1	**Segment assets - notes 31.3 & 32.3**	**16,320,602**	16,212,254	**53,171,195**	51,179,788	**18,017,601**	10,285,328	**7,019,263**	6,182,262	**15,937,827**	14,580,686	**760,725**	755,258	**111,227,213**	99,195,576
	Inter-segment eliminations													**(17,744,601)**	(17,647,588)
	Unallocated assets													**10,846,537**	10,827,265
														104,329,149	92,375,253
31.2	**Segment liabilities - notes 31.3 & 32.4**	**14,269,526**	14,717,312	**7,854,212**	10,409,028	**11,558,940**	5,557,449	**1,160,888**	784,293	**2,888,415**	2,624,654	**193,918**	296,308	**37,925,899**	34,389,044
	Inter-segment eliminations													**(17,744,601)**	(17,647,588)
	Unallocated liabilities													**29,155,247**	26,176,052
														49,336,545	42,917,508
31.3	Inter unit current account balances of respective businesses have been eliminated from the total.														
31.4	**Depreciation and amortisation charge - notes 7.2, 8.1 & 9.2**	**640,914**	631,554	**2,520,608**	2,395,040	**435,277**	205,760	**80,068**	76,449	**125,197**	136,329	**55,354**	34,899	**3,857,418**	3,480,031
31.4.1	This includes depreciation and amortisation allocated for which corresponding asset is not allocated.													**68,419**	71,455
31.5	**Capital expenditure**	**818,526**	540,963	**7,164,435**	4,693,586	**5,240,705**	123,895	**549,933**	46,049	**255,621**	9,396	**68,105**	106,504	**14,097,325**	5,520,393

31.6 There was no major customer of the Group which formed part of 10% or more of the Group's revenue. All non-current operating assets of the Group are located in Pakistan.

31.7 This includes electricity duty amounting to PKR 14.116 million (June 30, 2024: PKR 15.362 million).

31.8 All revenue earned by the Group is Shariah compliant.

		For the year ended June 30, 2025	For the year ended June 30, 2024
		--------------(PKR in '000)--------------	

32. RECONCILIATIONS OF REPORTABLE SEGMENT NET TURNOVER, COST OF SALES, ASSETS AND LIABILITIES

32.1 Net turnover

Total net turnover for reportable segments	31	**121,454,004**	122,078,076
Elimination of inter-segment net turnover		**(29,288)**	(81,541)
Elimination of inter-group net turnover from the subsidiary		**(1,484,002)**	(1,361,133)
		(1,513,290)	(1,442,674)
Total net turnover		**119,940,714**	120,635,402

32.2 Cost of sales

Total cost of sales for reportable segments	33	**94,000,786**	95,083,780
Elimination of inter-segment purchases		**(29,288)**	(81,541)
Elimination of inter-group purchases from the subsidiary		**(1,484,002)**	(1,361,133)
		(1,513,290)	(1,442,674)
Total cost of sales		**92,487,496**	93,641,106

		As at June 30, 2025	As at June 30, 2024
		--------------(PKR in '000)--------------	

32.3 Assets

Total assets for reportable segments	31.1	**111,227,213**	99,195,576
Inter-segment eliminations	31.1	**(17,744,601)**	(17,647,588)
Long-term investments	10 & 31.1	**10,846,537**	10,827,265
Total assets		**104,329,149**	92,375,253

32.4 Liabilities

Total liabilities for reportable segments	31.2	**37,925,899**	34,389,044
Inter-segment eliminations	31.2	**(17,744,601)**	(17,647,588)
Short-term financing	29	**10,507,093**	11,734,504
Long-term financing	25	**11,113,813**	4,895,794
Accrued mark-up		**942,298**	576,227
Unclaimed dividend		**157,102**	136,827
Deferred income - Government grant	26	**658,955**	863,428
Taxation - net		**2,289,475**	4,490,277
Deferred tax liability	27	**3,486,511**	3,478,995
	31.2	**29,155,247**	26,176,052
Total liabilities		**49,336,545**	42,917,508

33. COST OF SALES

	Polyester		Soda Ash		Pharma		Animal Health		Chemicals & Agri Sciences		Others		Group	
	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024
	(PKR in '000)													
Raw and packing materials consumed														
Opening stock - note 14	2,390,582	3,018,208	1,797,563	3,745,041	1,723,209	1,277,343	284,963	393,090	1,693,886	1,613,600	68,978	53,696.00	7,959,181	10,100,978
Purchases														
Inter-segment	1,502,533	1,442,674	-	-	6,782	-	701	-	3,274	-	-	-	1,513,290	1,442,674
Others	27,669,886	29,562,951	10,568,287	10,507,915	9,435,715	3,520,778	1,484,159	1,248,511	6,563,179	5,641,009	1,302,618	1,345,186	57,023,844	51,826,350
	29,172,419	31,005,625	10,568,287	10,507,915	9,442,497	3,520,778	1,484,860	1,248,511	6,566,453	5,641,009	1,302,618	1,345,186	58,537,134	53,269,024
	31,563,001	34,023,833	12,365,850	14,252,956	11,165,706	4,798,121	1,769,823	1,641,601	8,260,339	7,254,609	1,371,596	1,398,882	66,496,315	63,370,002
Closing stock - note 14	(2,049,791)	(2,390,582)	(1,284,316)	(1,797,563)	(2,627,195)	(1,723,209)	(428,370)	(284,963)	(1,819,296)	(1,693,886)	(197,899)	(68,978)	(8,406,867)	(7,959,181)
Raw material consumed	29,513,210	31,633,251	11,081,534	12,455,393	8,538,511	3,074,912	1,341,453	1,356,638	6,441,043	5,560,723	1,173,697	1,329,904	58,089,448	55,410,821
Salaries, wages and benefits - note 33.1	911,940	876,521	1,745,650	1,648,536	1,165,163	605,696	138,312	77,744	262,411	215,267	15,066	21,699	4,238,542	3,445,463
Stores and spares consumed	337,895	333,592	693,721	610,494	381,808	157,426	24,637	30,216	48,425	30,006	43,291	43,046	1,529,777	1,204,780
Conversion fee paid to contract manufacturers	-	-	-	-	60,506	74,216	-	-	118,788	116,577	-	-	179,294	190,793
Oil, gas and electricity charges	4,056,426	4,057,101	12,634,279	14,951,375	448,478	321,921	21,103	67,418	119,548	101,449	-	300	17,279,834	19,499,564
Rent, rates and taxes	1,708	2,524	5,842	9,343	9,696	1,591	3,979	1,190	251	-	-	385	21,476	15,033
Insurance	30,916	28,791	71,903	78,860	18,387	6,115	3,418	3,122	3,243	1,529	488	740	128,355	119,157
Repairs and maintenance	23,686	22,536	20,252	23,285	46,973	12,736	3,376	2,987	35,861	29,040	20	129	130,168	90,713
Depreciation and amortisation charge - notes 7.2, 8.1 & 9.2	629,152	626,489	2,428,117	2,330,563	393,404	174,890	63,735	61,536	75,082	76,340	55,354	34,879	3,644,844	3,304,697
Travelling expenses	122,089	127,656	42,141	35,811	10,232	6,824	8,106	8,392	10,238	25,119	14	8	192,820	203,810
Contracted services	489,853	432,305	611,947	503,595	29,332	15,777	-	-	23,543	24,415	3,683	3,491	1,158,358	979,583
General expenses	108,353	91,503	222,162	192,680	108,135	50,724	67,720	52,902	42,351	37,217	3,800	2,282	552,521	427,308
Opening stock of work-in-process - note 14	326,431	368,427	-	-	147,989	50,237	9,165	5,104	-	26,503	-	-	483,585	450,271
Closing stock of work-in-process - note 14	(372,811)	(326,431)	-	-	-	(147,989)	(21,169)	(9,165)	(67,304)	-	-	-	(461,284)	(483,585)
Cost of goods manufactured	36,178,848	38,274,265	29,557,548	32,839,935	11,358,614	4,405,076	1,663,835	1,658,084	7,113,480	6,244,185	1,295,413	1,436,863	87,167,738	84,858,408
Opening stock of finished goods - note 14	2,342,565	2,127,023	1,195,479	1,866,471	444,167	636,289	732,267	1,449,875	2,539,238	2,427,153	-	-	7,253,716	8,506,811
Finished goods purchased	-	-	-	-	2,847,648	2,798,821	2,389,595	2,554,777	2,732,379	3,397,823	-	-	7,969,622	8,751,421
	38,521,413	40,401,288	30,753,027	34,706,406	14,650,429	7,840,186	4,785,697	5,662,736	12,385,097	12,069,161	1,295,413	1,436,863	102,391,076	102,116,640
Closing stock of finished goods - note 14	(1,093,387)	(2,342,565)	(2,070,938)	(1,195,479)	(1,566,403)	(444,167)	(805,426)	(732,267)	(2,914,687)	(2,539,238)	-	-	(8,450,841)	(7,253,716)
(Reversal) / Provision for slow moving and obsolete stock-in-trade - note 14	(13,762)	17,272	-	-	49,853	66,157	(1,692)	998	14,765	125,168	2,006	(2,007)	51,170	207,588
Provision for slow moving obsolete stores and spares - note 13	-	7,301	8,049	7,974	-	-	-	-	-	-	1,332	(2,007)	9,381	13,268
	37,414,264	38,083,296	28,690,138	33,518,901	13,133,879	7,462,176	3,978,579	4,931,467	9,485,175	9,655,091	1,298,751	1,432,849	94,000,786	95,083,780

33.1 Staff retirement benefits

Salaries, wages and benefits include amounts in respect of staff retirement benefits:	234,925	218,854

34. SELLING AND DISTRIBUTION EXPENSES

	Polyester		Soda Ash		Pharma		Animal Health		Chemicals & Agri Sciences		Others		Group	
	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024
	(PKR in '000)													
Salaries and benefits - note 34.1	**103,684**	86,907	**78,168**	65,353	**1,148,890**	856,431	**586,925**	455,166	**675,730**	598,467	**-**	-	**2,593,397**	2,062,324
Repairs and maintenance	**21**	224	**1,170**	2,434	**17,565**	10,295	**2,314**	3,512	**14,842**	22,553	**-**	-	**35,912**	39,018
Advertising and publicity expenses	**47,829**	16,464	**6,071**	5,593	**441,553**	251,781	**52,665**	11,666	**111,695**	109,433	**-**	-	**659,813**	394,937
Rent, rates and taxes	**-**	-	**2,996**	1,572	**10,793**	16,953	**5,396**	7,462	**21,494**	18,014	**-**	-	**40,679**	44,001
Insurance	**-**	-	**-**	-	**15,629**	15,251	**15,929**	15,162	**17,253**	17,019	**-**	-	**48,811**	47,432
Lighting, heating and cooling charges	**-**	-	**3,662**	4,134	**7,452**	6,404	**4,061**	3,969	**5,963**	17,413	**-**	-	**21,138**	31,920
Depreciation and amortisation charge - notes 7.2 & 9.2	**-**	-	**-**	-	**7,427**	11,799	**8,528**	10,959	**13,276**	13,155	**-**	-	**29,231**	35,913
Outward freight and handling	**89,968**	74,200	**1,546,171**	2,602,591	**322,810**	185,489	**51,800**	115,581	**206,143**	216,324	**-**	-	**2,216,892**	3,194,185
Travelling expenses	**12,400**	20,782	**11,566**	13,531	**449,531**	363,013	**157,055**	146,493	**198,681**	216,290	**-**	-	**829,233**	760,109
Postage, telegram, telephone and telex	**1,532**	1,481	**8,110**	7,567	**52,489**	20,088	**8,507**	19,627	**13,519**	15,588	**-**	-	**84,157**	64,351
Godown expenses	**-**	-	**8,820**	37,940	**94,646**	82,761	**3,604**	21,867	**167,535**	170,284	**-**	-	**274,605**	312,852
General expenses	**59,174**	47,733	**36,891**	12,581	**179,691**	90,494	**12,438**	27,528	**53,009**	144,191	**-**	-	**341,203**	322,527
	314,608	247,791	**1,703,625**	2,753,296	**2,748,476**	1,910,759	**909,222**	838,992	**1,499,140**	1,558,731	**-**	-	**7,175,071**	7,309,569

34.1 Staff retirement benefits

Salaries and benefits includes amount in respect of staff retirement benefits:	**177,116**	163,027

35. ADMINISTRATION AND GENERAL EXPENSES

	Polyester		Soda Ash		Pharma		Animal Health		Chemicals & Agri Sciences		Others		Group	
	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024
	(PKR in '000)													
Salaries and benefits - note 35.1	**105,939**	81,382	**672,227**	851,321	**242,575**	244,906	**74,093**	64,482	**225,856**	224,874	**-**	-	**1,320,690**	1,466,965
Repairs and maintenance	**121**	142	**12,069**	18,313	**8,666**	9,567	**3,550**	2,404	**9,811**	3,171	**-**	10	**34,217**	33,607
Advertising and publicity expenses	**589**	481	**9,234**	35,076	**1,083**	6,503	**474**	1,523	**1,888**	5,068	**-**	-	**13,268**	48,651
Rent, rates and taxes	**1,899**	1,391	**3,133**	2,227	**1,084**	2,686	**54**	197	**402**	199	**-**	35	**6,572**	6,735
Insurance	**67**	4,603	**10,502**	14,495	**5,441**	3,805	**2,381**	2,184	**5,374**	2,946	**-**	-	**23,765**	28,033
Lighting, heating and cooling charges	**5,859**	6,193	**25,644**	20,601	**23,743**	26,724	**5,377**	7,077	**14,089**	18,149	**-**	-	**74,712**	78,744
Depreciation and amortisation charge - notes 7.2, 8.1 & 9.2	**11,762**	5,065	**92,491**	64,477	**34,446**	19,071	**7,805**	3,954	**36,839**	46,834	**-**	20	**183,343**	139,421
Allowance for ECL - notes 15.3, 16.3 & 18.3	**14,624**	5,304	**1,809**	756	**34,080**	16,746	**10,545**	8,219	**36,890**	40,123	**-**	-	**97,948**	71,148
Travelling expenses	**4,287**	7,644	**41,151**	27,892	**32,540**	28,658	**2,076**	1,845	**3,627**	8,567	**-**	-	**83,681**	74,606
Postage, telegram, telephone and telex	**2,063**	1,363	**7,185**	7,764	**7,331**	12,526	**1,450**	1,732	**7,161**	3,763	**-**	-	**25,190**	27,148
General expenses	**29,988**	15,213	**85,970**	216,105	**175,064**	162,695	**50,970**	30,618	**39,661**	30,950	**2,528**	-	**384,181**	455,581
	177,198	128,781	**961,415**	1,259,027	**566,053**	533,887	**158,775**	124,235	**381,598**	384,644	**2,528**	65	**2,247,567**	2,430,639

35.1 Staff retirement benefits

Salaries and benefits includes amount in respect of staff retirement benefits:	**87,511**	77,643

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

		Note	For the year ended June 30, 2025	For the year ended June 30, 2024
36.	**OTHER CHARGES**		--------------(PKR in '000)--------------	
	Auditor's remuneration	36.1	**21,507**	12,084
	Donations	36.2	**117,568**	111,402
	Workers' profit participation fund	28.2	**507,441**	460,317
	Workers' welfare fund		**240,563**	253,631
	Others		**-**	225
			887,079	837,659

36.1 Auditor's remuneration

	Note		
Statutory audit fee		**8,863**	6,685
Half yearly review		**3,000**	2,375
Other certifications and assurance services		**8,125**	1,694
Out of pocket expenses		**1,519**	1,330
		21,507	12,084
Taxation and other services	36.1.1	**2,336**	8,600
		23,843	20,684

36.1.1 These relate to taxation and other services which have been rendered by the statutory auditors. These have been recorded under the administration and general expenses (note 35).

36.2 The Group has paid donations amounting to PKR 33 million (June 30, 2024: PKR 60 million), PKR 18 million (June 30, 2024: PKR 18.262 million), PKR 1 million (June 30, 2024: Nil), and PKR 24 million (June 30, 2024: PKR 3.728 million) to Aziz Tabba Foundation (ATF), Lucky Core Foundation, The Kidney Center Post Graduate Training Institute and Indus Hospital and Health Network respectively. ATF, Lucky Core Foundation and Indus Hospital and Health Network are the donees where the amount of donation exceeds 10% of the total donation.

Mr. Muhammad Sohail Tabba, Chairman of the Board of Directors of the Holding Company and Mr. Muhammad Ali Tabba and Mr. Muhammad Jawed Tabba, the Directors of the Holding Company, are also Directors of ATF. Mr. Adnan Afridi, Director of the Holding Company is also a Chairman of the Board of Governors of the Kidney Center Post Graduate Training Institute. Mr. Asif Jooma, Chief Executive Officer of the Holding Company, Mr. Atif Idrees Siddiqui, Mr. Nauman Shahid Afzal, Mr. Muhammad Umar Mushtaq, Ms. Laila Bhatia Bawany, Ms. Himra Mursil and Mr. Atif Aboobukar, Executives of the Holding Company are amongst the Trustees of Lucky Core Foundation.

		Note	For the year ended June 30, 2025	For the year ended June 30, 2024
37.	**FINANCE COSTS**		--------------(PKR in '000)--------------	
	Mark-up on short and long term financing		**2,053,650**	2,998,088
	Discounting charges on receivables		**90,705**	181,813
	Interest relating to staff loans discounting		**-**	321,289
	Accretion of interest on lease liabilities	9	**60,810**	29,993
	Others		**5,292**	6,857
			2,210,457	3,538,040

38. OTHER INCOME

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
		--------------(PKR in '000)--------------	
Income from financial instruments			
Unwinding of staff loans cost		**552,454**	-
Unrealised gain on short term investments		**24,093**	-
Amortisation of deferred income - government grant	26	**204,473**	223,808
Dividend income on short-term investments		**29,099**	2,749,255
Realised gain on short term investments		**2,246,799**	-
Interest income		**64,450**	323,390
		3,121,368	**3,296,453**
Income from non-financial instruments			
Scrap sales		**177,617**	283,892
Gain on disposal of operating fixed assets		**93,920**	42,104
Liabilities no longer required written back		**1,309**	58
Others		**50,210**	14,920
		3,444,424	3,637,427

39. TAXATION AND LEVIES

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
Final taxes - levies	39.1	**14,184**	845,505
Income tax - Current year		**5,132,636**	4,846,459
- Prior year		**(101,045)**	-
- Deferred		**1,830,248**	(390,454)
		6,861,839	4,456,005
	39.2	**6,876,023**	5,301,510

39.1 This represents final taxes paid under sections 150 and 154 of Income Tax Ordinance, 2001, representing levy in terms of requirements of IFRIC 21 and IAS 37.

39.2 Tax reconciliation

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
		--------------(PKR in '000)--------------	
Profit before final taxes and income taxes		**18,633,208**	16,464,474
Tax @ 29% (2024: 29%)		**5,403,630**	4,774,697
Effect of exempt income		**(31,202)**	(28,420)
Effect of super tax		**1,872,514**	1,478,056
Effect of lower rate of dividend income and capital gain		**(318,971)**	(380,469)
Tax benefit on income covered under final tax regime		**(8,421)**	(504,661)
Others		**(41,527)**	(37,693)
		6,876,023	5,301,510
Average effective tax rate		**36.90%**	32.20%

40. BASIC AND DILUTED EARNINGS PER SHARE

	Note	For the year ended June 30, 2025	For the year ended June 30, 2024
Profit for the year attributable to equity holders of the Holding Company		**11,757,122**	11,150,545
		--------------No. of shares--------------	
			(Restated)
Weighted average number of ordinary shares outstanding during the year		**461,795,250**	461,795,250
Basic and diluted earnings per share (PKR)	21.1	**25.46**	24.15

40.1 There are no dilutive potential ordinary shares outstanding as at June 30, 2025 and 2024.

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

		Note	For the year ended June 30, 2025	For the year ended June 30, 2024
41.	**CASH GENERATED FROM OPERATIONS**		----------(PKR in '000)----------	
	Profit before income tax		**18,619,024**	15,618,969
	Adjustments for:			
	Final taxes		**14,184**	845,505
	Depreciation and amortisation	7.2 & 8.1 & 9.2	**3,857,418**	3,480,031
	Gain on disposal of operating fixed assets	38	**(93,920)**	(42,104)
	Realised gain on short term investments	38	**(2,246,799)**	-
	Unrealised gain on short term investments	38	**(24,093)**	-
	Provision for staff retirement benefit plans	24.3.1	**11,906**	46,732
	Gain on bargain purchase	6.3	**(292,555)**	-
	Provisions for non-management staff gratuity and eligible retired employees' medical scheme		**34,668**	46,956
	Amortisation of deferred income - government grant	38	**(204,473)**	(223,808)
	Dividend income on short term investments	38	**(29,099)**	(2,749,255)
	Interest income		**(64,450)**	(323,390)
	Unwinding of staff loans cost		**(552,454)**	
	Share of (profit) / loss from associate	10.1	**(19,272)**	167,649
	Finance cost	37	**2,210,457**	3,216,751
	Allowance for ECL	35	**97,948**	71,148
	Provision for slow moving and obsolete stock-in-trade	14.1	**51,170**	207,588
	Provision for slow moving and obsolete stores and spares	13.2	**9,381**	13,268
	Liabilities no longer required written back	38	**(1,309)**	(58)
			21,377,732	20,375,983
	Movement in:			
	Working capital	41.1	**3,365,790**	4,099,425
	Long-term loans		**(69,701)**	(266,907)
	Long-term deposits and other assets		**492,237**	(4,537)
			25,166,058	24,203,964

41.1 Movement in working capital

	2025	2024
Decrease / (Increase) in current assets		
Stores, spares and consumables	**2,452,161**	(1,019,576)
Stock-in-trade	**(852,172)**	3,111,857
Trade debts	**458,399**	(467,264)
Loans and advances	**(219,778)**	564,581
Short-term deposits and prepayments	**218,764**	1,565,966
Other receivables	**768,909**	36,387
	2,826,284	3,791,951
Increase in current liability		
Trade and other payables	**539,507**	307,474
	3,365,790	4,099,425

42. REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND OTHER EXECUTIVES

The amounts charged in the consolidated financial statements for the remuneration, including all benefits, to the Chief Executive, Directors and other Executives of the Group are as follows:

	Chief Executive		Director		Other Executives		Total	
	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024	For the year ended June 30, 2025	For the year ended June 30, 2024
	----------	----------	----------	----------	(PKR in '000)	----------	----------	
Managerial remuneration	**102,124**	92,145	-	54,178	**1,913,830**	1,576,247	**2,015,954**	1,722,570
Gratuity	**4,475**	4,002	-	1,709	**62,912**	53,228	**67,387**	58,939
Provident Fund	**5,392**	4,821	-	2,453	**147,019**	112,699	**152,411**	119,973
Pension	**5,715**	5,111	-	2,600	**154,185**	118,319	**159,900**	126,030
Rent and house maintenance	**4,797**	5,411	-	-	**579,513**	458,211	**584,310**	463,622
Utilities	**3,478**	3,417	-	-	**144,599**	114,468	**148,077**	117,885
Medical and others	**878**	167	-	-	**18,961**	14,065	**19,839**	14,233
Bonus paid	**63,256**	58,750	-	31,095	**637,277**	485,180	**700,533**	575,025
	190,115	173,824	-	92,035	**3,658,296**	2,932,417	**3,848,411**	3,198,277
Number of persons as at the reporting date	**1**	1	-	1	**593**	456	**594**	458

42.1 In accordance with the requirements of the Companies Act 2017, employees whose basic salary for the year exceed PKR 1.2 million have been considered 'Executives' for the purpose of these consolidated financial statements.

		For the year ended June 30, 2025	For the year ended June 30, 2024
		----------(PKR in '000)----------	
42.2	Remuneration paid to Chairman during the year:	**-**	-
42.3	During the year fee paid to non-executive directors for attending board and other meetings, which is not part of remuneration amounts to:	**5,531**	5,906

		As at and for the year ended June 30, 2025	As at and for the year ended June 30, 2024
42.4	Total number of employees as at the reporting date	**2,574**	2,232
	Average number of employees during the year	**2,403**	2,211
42.5	Total number of factory employees as at the reporting date	**741**	752
	Average number of factory employees during the year	**747**	759

42.6 Executives as mentioned above include Chief Executive Officer and Directors of subsidiaries. No additional remuneration is charged to subsidiaries in this respect. The number of directors in PowerGen, Lucky TG and LCV as at June 30, 2025 are 5, 7 and 4 (June 30, 2024: 5, 7 and 4) respectively.

43. TRANSACTIONS WITH RELATED PARTIES

The related parties comprise the Parent Company (Lucky Cement Limited) and related group companies, associated companies, directors of the Group, companies where directors also hold directorship, key employees and staff retirement funds (note 24). All the transactions with related parties are entered into at agreed terms duly approved by the Board of Directors of the Group. Details of transactions with related parties, other than those which have been specifically disclosed elsewhere in these consolidated financial statements are as follows:

Name of related party and relationship with the Group	Nature of transaction	For the year ended June 30, 2025	For the year ended June 30, 2024
		----------(PKR in '000)----------	
Parent Company			
Lucky Cement Limited	Purchase of goods, materials and services	**173,339**	64,681
	Sale of goods and materials	**25,680**	41,376
	Dividend	**3,403,466**	3,047,880
	Reimbursement of expenses	**565**	-
Associated companies	Purchase of goods, materials and services	**713,386**	609,685
	Sale of goods and materials	**4,602,215**	6,377,252
	Dividend paid	**1,644,261**	1,470,737
	Donations paid	**57,234**	79,060
	Reimbursement of expenses	**45,595**	39,789
	Buy back of shares	**-**	264,600
Others	Staff retirement benefits - contribution	**529,517**	449,321
	Investment in units of mutual fund	**8,284,468**	-
Key management personnel	Remuneration paid	**597,766**	638,245
	Post employment benefits	**51,261**	50,969
	Dividends paid	**49,533**	44,078
	Director meeting fee	**-**	5,906

43.1 Details of related parties of the Group

Details of related parties with whom the Group has entered into transactions or has arrangements / agreements in place during the year are as follows:

Name of related party and relationship with the Group	Basis of relationship	Direct shareholding % in the Group
NutriCo Morinaga (Private) Limited	Associate	Nil
Arabian Sea Country Club Limited	Equity investment	Nil
Lucky Cement Limited	Holding company & common directorship	55.00%
Lucky Holdings Limited	Associated company	Nil
Yunus Textile Mills Limited	Associated company	12.01%
Lucky Textile Mills Limited	Associated company	6.23%
Gadoon Textile Mills Limited	Associated company	7.21%
Lucky Motors Corporation Limited	Associated company	Nil
Lucky Foods (Private) Limited	Associated company	Nil
Lucky Core Management Staff Provident Fund	Staff retirement benefit funds	Nil
Lucky Core Management Staff Gratuity Fund	Staff retirement benefit funds	Nil
Lucky Core Management Staff Defined Contribution Superannuation Fund	Staff retirement benefit funds	Nil
Lucky Core Non-Management Staff Provident Fund	Staff retirement benefit funds	Nil
Lucky Core Management Staff Pension Fund	Staff retirement benefit funds	Nil
Lucky Core Foundation (Trust)	Associated company	Nil
Lucky Core Foundation (Section 42 Company)	Associated company	Nil
Lahore University of Management Sciences	Associated company	Nil
Lucky Islamic Money Market Fund	Associated undertaking	Nil
Aziz Tabba Foundation	Associated company	Nil
Child Life Foundation	Associated company	Nil
Pakistan Business Council	Associated company	Nil
Global Commodities Limited	Associated company	Nil
Tabba Kidney Institute Post Graduate Training & Research Center	Associated company	Nil
Tabba Heart Institute	Associated company	Nil
National Bank of Pakistan	Associated company	Nil
YB Pakistan Limited	Associated company	1.16%
Lucky Commodities (Private) Limited	Associated company	Nil
Systems Limited	Associated company	Nil
Bank Al Habib Limited	Associated company	Nil
Siemens (Pakistan) Engineering Company Limited	Associated company	Nil
The Kidney Centre Post Graduate Training Institute	Associated company	Nil
International Industries Limited	Associated company	Nil
Lucky Landmark (Private) Limited	Associated company	Nil
Lucky Al Shumookh Holdings Limited (Republic of Iraq)	Associated company	Nil
Al Mabrooka Cement Manufacturing Company Limited (Republic of Iraq)	Associated company	Nil
Nyumba Ya Akiba S.A. (Democratic Republic of Kongo)	Associated company	Nil
Asif Jooma	Key management personnel	0.80%
Muhammad Umar Mushtaq	Key management personnel	Nil
Atif Aboobukar	Key management personnel	Nil
Nauman Shahid Afzal	Key management personnel	Nil
Atif Idrees Siddiqui	Key management personnel	Nil
Aamer Mahmud Malik	Former Key management personnel	Nil
Muhammad Farrukh Rasheed	Former Key management personnel	Nil
Eqan Ali Khan	Former Key management personnel	Nil
Rizwan Afzal Chaudhary	Key management personnel	Nil
Laila Bhatia Bawany	Key management personnel	Nil
Himra Mursil	Key management personnel	Nil
Muhammad Sohail Tabba	Director	Nil
Muhammad Ali Tabba	Director	Nil
Jawed Yunus Tabba	Director	Nil
Syed Muhammad Shabbar Zaidi	Director	- *
Ariful Islam	Director	0.01%
Adnan Afridi	Director	- *
Amina Abdul Aziz Bawany	Director	Nil

* Each director holds one hundred qualification shares of the Holding Company.

44. PLANT CAPACITY AND ANNUAL PRODUCTION

	Note	For the year ended June 30, 2025		For the year ended June 30, 2024	
		Annual Name Plate Capacity	Production	Annual Name Plate Capacity	Production
Polyester		**131,000**	**99,951**	131,000	111,507
Soda Ash	44.1	**560,000**	**462,088**	560,000	544,572
Sodium Bicarbonate	44.1	**54,000**	**52,935**	54,000	47,250
PowerGen	44.3	**122,640**	**34,977**	122,640	34,644

44.1 Out of total production of 462,088 metric tonnes (June 30, 2024: 544,572 metric tonnes) of soda ash, 47,642 metric tonnes (June 30, 2024: 42,525 metric tonnes) were transferred for production of 52,935 metric tonnes (June 30, 2024: 47,250 metric tonnes) of Sodium Bicarbonate.

44.2 The capacity of Chemicals, Pharma, Animal Health and Nutraceuticals segment are indeterminable because these are multi-product with multiple dosage and multiple pack size plants. The production was sufficient to meet the demand.

44.3 Electricity by PowerGen is produced as per demand of the Group.

45. FAIR VALUE MEASUREMENT

45.1 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. Consequently, differences can arise between carrying values and the fair value estimates.

Underlying the definition of fair value is the presumption that the Group is a going concern without any intention or requirement to curtail materially the scale of its operations or to undertake a transaction on adverse terms.

The carrying values of all financial assets and liabilities reflected in these consolidated financial statements approximate their fair values except for lease liabilities.

45.2 The Group classifies assets 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:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities;

- Level 2: inputs other than quoted prices included within level 1 that are observable for the asset or liability, either ddddirectly (i.e. as prices) or indirectly (i.e. derived from prices); and

- Level 3: inputs for the asset or liability that are not based on observable market data (i.e. unobservable inputs).

As of the reporting date, except for the Group's investment in mutual funds (which is valued under level 2), none of the other financial assets / liabilities are carried at fair value in these consolidated financial statements. There were no transfers between level 1, 2 or 3 of the fair value hierarchy during the year.

46. FINANCIAL INSTRUMENTS BY CATEGORY

	Note	As at June 30, 2025	As at June 30, 2024
		-----------(PKR in '000) ----------	
Financial assets measured at amortised cost			
Loans to executives and employees	11	**1,219,210**	1,159,475
Long-term deposits	12	**97,079**	82,856
Trade debts	15	**5,068,742**	5,593,143
Short-term deposits	17	**438,790**	786,522
Other receivables	18	**383,257**	393,176
Cash and bank balances	20	**1,469,482**	2,280,272
		8,676,560	10,295,444
Financial assets measured at fair value through profit or loss			
Short-term investments	19	**18,733,115**	15,006,217
Financial liabilities measured at amortised cost			
Long-term loans	25	**11,113,813**	4,895,794
Lease liabilities	9	**388,795**	196,025
Trade and other payables		**13,846,171**	12,387,899
Accrued markup		**942,298**	576,227
Short-term financing	29	**10,507,093**	11,734,504
Unclaimed dividend		**157,102**	136,827
		36,955,272	29,927,276

47. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's activities expose it to a variety of financial risks: market risk (including currency risk, interest rate risk and other price risks), credit risk and liquidity risk. The Group's overall risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

The Board of Directors has overall responsibility for establishment and oversight of the Group's risk management framework. The executive management team is responsible for developing and monitoring the Group’s risk management policies. The team regularly meets and any changes and compliance issues are reported to the Board of Directors through the audit committee.

Risk management systems are reviewed regularly by the executive management team 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 Audit Committee oversees compliance by management 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.

47.1 Market risk

Market risk is the risk that the fair value or future cash flows of the financial instruments may fluctuate as a result of changes in market currency rates, interest rates or the equity prices due to a change in credit rating of the issuer or the instrument, change in market sentiments, speculative activities, supply and demand of securities and liquidity in the market. The Group manages the market risk by monitoring exposure on financial instruments and by following internal risk management policies.

47.1.1 Interest rate risk

Interest rate risk is the risk that the fair values of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group mitigates its risk against the exposure by focusing on short-term investment and maintaining adequate bank balances. At the reporting date the interest rate profile of the Group's interest-bearing financial instruments at carrying value were:

	Note	As at June 30, 2025	As at June 30, 2024
		----------(PKR in '000)----------	
Fixed rate instruments			
Financial assets	20	**392,000**	1,372,207
Financial liabilities		**(3,327,837)**	(6,418,537)
		(2,935,837)	(5,046,330)
Variable rate instruments			
Financial assets		**-**	-
Financial liabilities		**(18,792,746)**	(10,548,280)
		(18,792,746)	(10,548,280)

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 rates at the reporting date would not affect the consolidated statement of profit or loss.

Sensitivity analysis for variable rate instruments

If KIBOR had been 10% higher / lower with all other variables held constant, the impact on the profit before tax for the year would have been: PKR 1,879.275 million (June 30, 2024: PKR 1,054.828 million).

47.1.2 Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Foreign currency risk arises mainly where receivables and payables exist due to transactions entered into are denominated in foreign currencies. The Group is exposed to foreign currency risk on sales and purchases which are entered in a currency other than Pak Rupees. When the management expects future depreciation of Pak Rupees, the Group enters into forward foreign exchange contracts in accordance with the instructions from the State Bank of Pakistan instructions and the Group's treasury policy. The policy allows the Group to take currency exposure within predefined limits while open exposures are rigorously monitored.

Following is the gross exposure classified into separate foreign currencies:

	CNY	EURO	USD	GBP
	As at June 30, 2025			
Trade debts	**-**	**-**	**1,523**	**-**
Cash and bank balances	**-**	**-**	**1,133**	**-**
	-	**-**	**2,656**	**-**
Trade and other payables	**(873)**	**(73)**	**(1,941)**	**(10)**
Gross statement of financial position exposure	**(873)**	**(73)**	**715**	**(10)**
	As at June 30, 2024			
Trade debts	-	198	4,675	-
Cash and bank balances	-	-	827	-
	-	198	5,502	-
Trade and other payables	(4,360)	(82)	(2,602)	(8)
Gross statement of financial position exposure	(4,360)	116	2,900	(8)

Significant exchange rates applied during the year were as follows:

	Average rate		**Spot rate**	
	For the year ended June 30, 2025	**For the year ended June 30, 2024**	**As at June 30, 2025**	**As at June 30, 2024**
PKR per	**PKR**		**PKR**	
EURO	**303.95**	306.27	**332.66**	297.69
USD	**279.34**	283.33	**283.76**	278.34
GBP	**361.48**	356.43	**388.86**	351.92
CNY	**38.72**	39.24	**39.60**	38.31

Sensitivity analysis

Every 10% increase or decrease in exchange rate with all other variables held constant will decrease or increase profit before tax for the year by PKR 13.978 million (June 30, 2024: PKR 67.205 million). The following table demonstrates the sensitivity to the change in exchange rates. As at June 30, 2025, if PKR had weakened / strengthened by 10% against other currencies, with all other variables held constant, the effect on the Group profit before tax at June 30, 2025 and June 30, 2024 would be as follows:

	Increase / decrease in exchange rates	**Effect on Profit before tax (CNY)**	**Effect on Profit before tax (EURO)**	**Effect on Profit before tax (USD)**	**Effect on Profit before tax (GBP)**
2025					
PKR in '000	**+10%**	**(3,458)**	**(2,437)**	**20,281**	**(390)**
PKR in '000	**-10%**	**3,458**	**2,437**	**(20,281)**	**390**
2024					
PKR in '000	+10%	(16,704)	3,451	80,721	(264)
PKR in '000	-10%	16,704	(3,451)	(80,721)	264

47.1.3 Other price risk

Other price risk is the risk that the value of future cash flows of the financial instrument will fluctuate because of changes in market prices such as equity price risk. Equity price risk is the risk arising from uncertainties about future values of investment securities. As at the reporting date, the Group is not materially exposed to other price risk except for investments in mutual fund securities which are carried at fair values in these consolidated financial statements.

47.2 Credit risk

Credit risk represents the accounting loss that would be recognised at the reporting date if counter-parties failed completely to perform as contracted. The Group does not have significant exposure to any individual counter-party. To reduce exposure to credit risk the Group has developed a formal approval process whereby credit limits are applied to its customers. The management also regularly monitors the credit exposure towards the customers and makes allowance for ECLs against those balances considered doubtful of recovery. To mitigate the risk, the Group has a system of assigning credit limits to its customers based on evaluation based on customer profile and payment history. Outstanding customer receivables are regularly monitored. Some customers are also secured, where possible, by way of inland letters of credit, cash security deposit, bank guarantees and insurance guarantees.

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

The Group's gross maximum exposure to credit risk at the reporting date is as follows:

47.2.1 Financial assets	**Note**	**As at June 30, 2025**	**As at June 30, 2024**
		----------(PKR in '000)----------	
Loans to executives and employees	11	**1,219,210**	1,159,475
Long-term deposits	12	**97,079**	82,856
Trade debts	15	**5,068,742**	5,593,143
Short-term deposits	17	**438,790**	786,522
Other receivables	18	**383,257**	393,176
Short-term investment	19	**18,733,115**	15,006,217
Bank balances	20	**1,459,667**	2,270,184
		27,399,860	25,291,573

47.2.2 The Group has placed its funds with banks which are rated A1+, A1 and P-1 as per the short-term rating by PACRA / Moody's / JCR-VIS. Short-term investments are held in mutual funds which are rated AA+ as per the ratings by PACRA / Moody's / JCR-VIS.

47.2.3 Financial assets	**As at June 30, 2025**	**As at June 30, 2024**
	----------(PKR in '000)----------	
- Secured	**1,938,675**	3,235,620
- Unsecured	**25,470,999**	22,066,041
	27,409,675	25,301,661

47.2.4 Set out below is the information about the ageing of trade debts and related credit risk exposure as at the reporting date:

	Not past due (net of provision for price adjustments, discounts and sales returns)	**Past due but not impaired**	**Past due and impaired**		**Total**
		Not more than three months	**More than three months and not more than four months**	**More than four months**	
			(PKR in '000)		
			As at June 30, 2025		
Total gross carrying amount	**4,055,165**	**761,316**	**38,829**	**213,432**	**5,068,742**
Expected credit loss	**-**	**-**	**(19,415)**	**(213,432)**	**(232,847)**
Expected credit loss effective rate	**-**	**-**	**50%**	**100%**	**5%**
			As at June 30, 2024		
Total gross carrying amount	4,089,725	1,284,392	96,412	122,614	5,593,143
Expected credit loss	-	-	(48,206)	(122,614)	(170,820)
Expected credit loss effective rate	-	-	50%	100%	3%

47.2.5 There were no past due or impaired receivables from related parties.

47.2.6 Concentration risk	**Note**	**As at June 30, 2025**	**As at June 30, 2024**
Sector wise analysis of financial assets is given below:		**----------(PKR in '000)----------**	
Textile and chemicals		**2,048,398**	1,025,442
Glass		**414,775**	843,529
Paper and board		**149,287**	585,485
Pharmaceuticals		**185,163**	493,606
Detergents		**914,123**	135,612
Paints		**63,513**	78,965
Banks		**1,459,667**	2,270,184
Asset management companies		**18,733,115**	15,006,217
Others		**3,695,482**	5,048,894
		27,663,524	25,487,935
Allowance for ECL:			
- trade debts	15	**(232,847)**	(170,820)
- loans and advances	16	**(30,817)**	(25,542)
		(263,664)	(196,362)
		27,399,860	25,291,573

47.3. Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities. The Group treasury aims at maintaining flexibility in funding by keeping committed credit lines available.

The table below analyse the Group's financial liabilities into relevant maturity groupings based on the remaining period at the consolidated statement of financial position to the maturity date.

	Note	**Carrying amount**	**Contractual cash flows**	**Less than one year**
		--------------------(PKR in '000)--------------------		
		As at June 30, 2025		
Financial liabilities				
Trade creditors	28	**5,116,321**	**(5,116,321)**	**(5,116,321)**
Bills payable	28	**1,503,076**	**(1,503,076)**	**(1,503,076)**
Accrued mark-up		**942,298**	**(942,298)**	**(942,298)**
Accrued expenses		**5,874,001**	**(5,874,001)**	**(5,874,001)**
Distributors' security deposits - payable on termination of distributorship	28	**110,882**	**(121,970)**	**(121,970)**
Contractors' earnest / retention money	28	**34,156**	**(34,156)**	**(34,156)**
Unclaimed dividend		**157,102**	**(157,102)**	**(157,102)**
Payable for capital expenditure	28	**621,990**	**(621,990)**	**(621,990)**
Other payables	28	**585,745**	**(585,745)**	**(585,745)**
Long-term loans	25	**11,113,813**	**(14,939,339)**	**(2,623,231)**
Lease liabilities	9	**388,795**	**(388,795)**	**(81,649)**
Short-term financing	29	**10,507,093**	**(10,507,093)**	**(10,507,093)**
		36,955,272	**(40,791,886)**	**(28,168,632)**

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier or at significantly different amount.

	Note	Carrying amount	Contractual cash flows	Less than one year
		--------------------(PKR in '000)--------------------		
		As at June 30, 2024		
Financial liabilities				
Trade creditors	28	4,896,774	(4,896,774)	(4,896,774)
Bills payable	28	1,723,610	(1,723,610)	(1,723,610)
Accrued mark-up		576,227	(576,227)	(576,227)
Accrued expenses		5,052,554	(5,052,554)	(5,052,554)
Distributors' security deposits - payable on termination of distributorship	28	140,494	(154,543)	(154,543)
Contractors' earnest / retention money	28	22,426	(22,426)	(22,426)
Unclaimed dividend		136,827	(136,827)	(136,827)
Payable for capital expenditure	28	309,633	(309,633)	(309,633)
Other payables	28	242,408	(242,408)	(242,408)
Long-term loans	25	4,895,794	(6,683,922)	(1,350,609)
Lease liabilities	9	196,025	(196,025)	(38,547)
Short-term financing	29	11,734,504	(11,734,504)	(11,734,504)
		29,927,276	(31,729,453)	(26,238,662)

Notes to and Forming Part of the Consolidated Financial Statements

For the year ended June 30, 2025

48. CAPITAL RISK MANAGEMENT

The Group's objective when managing capital is to safeguard the Group's ability to continue as a going concern so that it can continue to provide returns for shareholders and benefits for other stakeholders; and to maintain a strong capital base to support the sustained development of its businesses.

The Group manages its capital structure by monitoring return on net assets and makes adjustments to it in the light of changes in economic conditions. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders or issue new shares. The Group also monitors capital using a gearing ratio, which is net debt, interest bearing loans and borrowings including finance cost thereon, less cash and bank balances. Capital signifies equity as shown in the consolidated statement of financial position plus net debt. The gearing ratio as at June 30, 2025 and June 30, 2024 is as follows:

	Note	As at June 30, 2025	As at June 30, 2024
		(PKR in '000)	
Long-term loans	25 & 26	**11,772,768**	5,759,222
Short-term financing	29	**10,507,093**	11,734,504
Total debt		**22,279,861**	17,493,726
Short-term investments	19	**(18,733,115)**	(15,006,217)
Cash and bank balances	20	**(1,469,482)**	(2,280,272)
Net debt		**2,077,264**	207,237
Issued, subscribed and paid-up capital	21	**923,591**	923,591
Capital reserves	22	**18,309,643**	18,309,643
Revenue reserve - unappropriated profit		**35,748,582**	30,213,786
Equity		**54,981,816**	49,447,020
Capital		**57,059,080**	49,654,257
Gearing ratio [Net debt / (Net debt + Equity)]		**3.64%**	**0.42%**

49. SUBSEQUENT EVENT

The Board of Directors in their meeting held on July 31, 2025 has recommended a final cash dividend of PKR 6.20 per share (310%) having face value of PKR 2 each for the year ended June 30, 2025. During the year and prior to the sub-division of the face value, an interim dividend of PKR 34 per share (340%) having face value of PKR 10 each has already been paid. Reflecting the sub-division of the face value for the interim dividend, this would translate into a payout ratio of 650% for the entire year. The consolidated financial statements for the year ended June 30, 2025 do not include the effect of the final dividend which will be accounted for in the year in which it is approved.

50. SHARIAH DISCLOSURES

		2025			2024		
	Note	Conventional	Shariah Compliant	Total	Conventional	Shariah Compliant	Total
		(PKR in '000)					
Statement of financial position - Assets							
Short-term Shariah compliant investments	19	**-**	**18,733,115**	**18,733,115**	-	15,006,217	15,006,217
Bank deposits, bank balances, and TDRs	20	**127,000**	**1,342,482**	**1,469,482**	127,000	2,153,272	2,280,272
Statement of financial position - Liability							
Long-term loans	25	**2,828,160**	**8,285,653**	**11,113,813**	3,493,152	1,402,642	4,895,794
Lease liabilities	9	**-**	**388,795**	**388,795**	-	196,025	196,025
Short-term financing	29	**50,093**	**10,457,000**	**10,507,093**	1,521,000	10,213,504	11,734,504
Accrued interest / mark-up		**893,374**	**48,924**	**942,298**	29,918	546,309	576,227
Statement of profit or loss							
Revenue earned from a Shariah-compliant business segment	32.1	**-**	**119,940,714**	**119,940,714**	-	120,635,402	120,635,402
Unrealised gain on short term investments	38	**-**	**24,093**	**24,093**	-	-	-
Realised gain on short term investments	38	**-**	**2,246,799**	**2,246,799**	-	-	-
Profit earned from deposits	38	**-**	**64,450**	**64,450**	-	323,390	323,390
Dividend income on short-term investments	38	**-**	**29,099**	**29,099**	-	2,749,255	2,749,255
Scrap sales	38	**-**	**177,617**	**177,617**	-	283,892	283,892
Gain on disposal of operating fixed assets	38	**-**	**93,920**	**93,920**	-	42,104	42,104
Mark-up on short and long term financing	37	**435,218**	**1,618,432**	**2,053,650**	568,171	2,429,917	2,998,088
Discounting charges on receivables	37	**90,705**	**-**	**90,705**	181,813	-	181,813
Interest relating to staff loans discounting	37	**-**	**-**	**-**	-	321,289	321,289
Accretion of interest on lease liabilities	37	**-**	**60,810**	**60,810**	-	29,993	29,993
Others	37	**-**	**5,292**	**5,292**	-	6,857	6,857

51. GENERAL

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

51.2 Figures have been rounded off to the nearest thousand PKR except as stated otherwise.

51.3 Corresponding figures have been rearranged and reclassified, wherever considered necessary, for better presentation. Material reclassifications are as follows:

Description	Reclassification		As at June 30, 2024
	From	To	
Provision for slow moving and obsolete stores and spares	Administration and general expenses	Cost of sales	13,268

51.4 Non-cash investing and financing activities include additions of right-of-use assets.

52. DATE OF AUTHORISATION

These consolidated financial statements were authorised for issue in the Board of Directors meeting held on July 31, 2025. The Board of Directors have the power to amend and re-issue the financial statements.

Muhammad Sohail Tabba	**Asif Jooma**	**Atif Aboobukar**
Chairman / Director	Chief Executive	Chief Financial Officer

Pattern of Shareholding

As at June 30, 2025*

	CATEGORIES		
NO OF SHAREHOLDERS	FROM	TO	NO. OF SHARES
6,802	1	100	209,353
2,305	101	500	545,810
508	501	1,000	372,833
519	1,001	5,000	1,134,910
89	5,001	10,000	658,919
33	10,001	15,000	413,162
17	15,001	20,000	295,341
11	20,001	25,000	248,445
5	25,001	30,000	135,141
4	30,001	35,000	134,843
1	35,001	40,000	35,862
2	45,001	50,000	97,968
2	50,001	55,000	105,342
1	55,001	60,000	57,808
1	60,001	65,000	64,285
1	75,001	80,000	76,360
2	80,001	85,000	165,286
1	95,001	100,000	100,000
1	105,001	110,000	108,030
1	115,001	120,000	119,687
1	125,001	130,000	128,479
1	145,001	150,000	146,497
1	160,001	165,000	164,719
1	215,001	220,000	219,695
1	260,001	265,000	262,948
2	305,001	310,000	614,337
1	355,001	360,000	358,470
1	730,001	735,000	733,395
1	850,001	855,000	854,610
1	870,001	875,000	874,400
1	1,075,001	1,080,000	1,075,030
1	1,100,001	1,105,000	1,103,337
1	1,495,001	1,500,000	1,500,000
1	4,950,001	4,955,000	4,951,494
1	5,750,001	5,755,000	5,751,130
1	6,650,001	6,655,000	6,654,867
1	11,085,001	11,090,000	11,088,257
1	50,795,001	50,800,000	50,798,000
10,325			**92,359,050**

Pattern of Shareholding

As at June 30, 2025*

S. NO.	Categories of Shareholders	No. of Shareholders	No. of Shares	Percentage
1	Directors, Chief Executive Officer, and their spouse and minor children	4	739,292	0.80
2	Associated Companies, Undertakings and related Parties	5	75,367,284	81.60
3	NIT and ICP	-	-	-
4	Banks, Development Financial Institutions, Non Banking Financial Institutions	18	1,446,157	1.57
5	Insurance Companies	14	5,458,469	5.91
6	Modarabas and Mutual Funds	23	934,320	1.01
7	Share holders holding 5%	5	79,243,748	85.80
8	General Public:			
	a. local	10,076	7,070,381	7.66
	b. Foreign	-	-	-
9	Others	185	1,343,147	1.45
Total (excluding: Share holders holding 5%)		**10,325**	**92,359,050**	**100.00**

Note*

The pattern of shareholding above as at June 30, 2025, reflects the position prior to the subdivision of the Company's ordinary shares. The Members of the Company, at the Extraordinary General Meeting held on June 20, 2025, approved a subdivision of the face value of the Company's shares from Rs. 10/- to Rs. 2/- per share. The regulatory formalities to give effect to the stock split were completed after the close of the financial year, on July 19, 2025. Accordingly, the shareholding pattern presented herein represents the position as of June 30, 2025, prior to the subdivision.

The shareholding pattern subsequent to the subdivision (as at July 19, 2025) is presented as Annexure A to this pattern of shareholding.

Pattern of Shareholding

As at June 30, 2025*

Directors, Chief Executive Officer, and their spouse and minor children

SNO.	FOLIO	NAME		HOLDING	PERCENTAGE
1	01826-143586	SYED MUHAMMAD SHABBAR ZAIDI		100	0.00
2	03277-11154	ADNAN AFRIDI		100	0.00
3	03277-2754	ARIFUL ISLAM		4,657	0.01
4	03277-84403 / 01826-74344	ASIF JOOMA		734,435	0.80
			TOTAL	**739,292**	**0.80**

Associated Companies, Undertakings and related Parties

SNO.	FOLIO	NAME		HOLDING	PERCENTAGE
1	03277-55740	YUNUS TEXTILE MILLS LIMITED		11,088,257	12.01
2	03277-56881	GADOON TEXTILE MILLS LIMITED		6,654,867	7.21
3	03277-80142	YB PAKISTAN LIMITED		1,075,030	1.16
4	03277-81888	LUCKY TEXTILE MILLS LIMITED		5,751,130	6.23
5	03277-86250	LUCKY CEMENT LIMITED		50,798,000	55.00
			TOTAL	**75,367,284**	**81.60**

Banks, Development Financial Institutions, Non Banking Financial Institutions

SNO.	FOLIO	NAME		HOLDING	PERCENTAGE
1	8912	INDUSTRIAL DEVELOPMENT BANK LIMITED		198	0.00
2	8927	UNITED BANK LIMITED		78	0.00
3	87001	NATIONAL BANK OF PAKISTAN		7,443	0.01
4	87002	INDUSTRIAL DEVELOPMENT BANK LIMITED		787	0.00
5	87066	CRESCENT INVESTMENT BANK LIMITED		1,525	0.00
6	87134	FIDELITY INVESTMENT BANK LIMITED		7	0.00
7	87180	ALLIED BANK OF PAKISTAN LTD		226	0.00
8	87250	ISLAMIC INVESTMENT BANK LTD		36	0.00
9	87251	NATIONAL BANK OF PAKISTAN		5	0.00
10	87267	PACIFIC LEASING COMPANY LTD		73	0.00
11	92001	PAKISTAN KUWAIT INVESTMENT COMPANY (PRIVATE) LIMITED		226	0.00
12	92002	PAK-LIBYA HOLDING COMPANY(PVT) LTD		475	0.00
13	02618-20	HABIB METROPOLITAN BANK LIMITED		898	0.00
14	02832-32	MEEZAN BANK LIMITED		219,695	0.24
15	03525-100145	ESCORTS INVESTMENT BANK LIMITED		1,346	0.00
16	03889-28	NATIONAL BANK OF PAKISTAN		59	0.00
17	03889-44	NATIONAL BANK OF PAKISTAN		854,610	0.93
18	05132-26	ASKARI BANK LIMITED		358,470	0.39
			TOTAL	**1,446,157**	**1.57**

Insurance Companies

SNO.	FOLIO	NAME		HOLDING	PERCENTAGE
1	8938	STATE LIFE INSURANCE CORPORATION OF PAKISTAN		243	0.00
2	87103	PAKISTAN GUARANTEE INSURANCE CO LTD		186	0.00
3	87157	ORIENT INSURANCE CO LTD		7	0.00
4	87258	DELTA INSURANCE COMPANY LIMITED		365	0.00
5	01388-1912	NATIONAL GENERAL INSURANCE CO. LTD		7	0.00
6	02683-23	STATE LIFE INSURANCE CORP. OF PAKISTAN		4,951,494	5.36
7	03277-15009	CENTURY INSURANCE COMPANY LTD		4,878	0.01
8	03277-2184	EFU GENERAL INSURANCE LIMITED		15,000	0.02
9	03277-4255	PAKISTAN REINSURANCE COMPANY LIMITED		307,281	0.33
10	03277-8372	GHAF LIMITED		12,039	0.01
11	03277-90405	DAWOOD FAMILY TAKAFUL LIMITED		64,285	0.07
12	03277-90406	DAWOOD FAMILY TAKAFUL LIMITED		12,313	0.01
13	07450-1792	DAWOOD FAMILY TAKAFUL LIMITED		9,385	0.01
14	18200-22	E. F. U. GENERAL INSURANCE LIMITED		80,986	0.09
			TOTAL	**5,458,469**	**5.91**

Pattern of Shareholding

As at June 30, 2025*

TOTAL	**5,458,469**	**5.91**

Modarabas and Mutual Funds

SNO.	FOLIO	NAME	HOLDING	PERCENTAGE
1	87169	GOLDEN ARROW STOCK FUND	7	0.00
2	87185	DOMINION STOCK FUND LIMITED	168	0.00
3	87196	FIRST FIDELITY LEASING MODARABA	36	0.00
4	87219	CONFIDENCE MUTUAL FUND LTD	7	0.00
5	87268	MODARABA AL MALI	73	0.00
6	87272	SAFEWAY MUTUAL FUND LIMITED	256	0.00
7	05819-23	CDC - TRUSTEE ALHAMRA ISLAMIC STOCK FUND	18,228	0.02
8	05991-23	CDC - TRUSTEE MEEZAN BALANCED FUND	23,211	0.03
9	06411-21	CDC - TRUSTEE AKD INDEX TRACKER FUND	4,558	0.00
10	06726-23	CDC-TRUSTEE ALHAMRA ISLAMIC ASSET ALLOCATION FUND	10,835	0.01
11	07062-23	CDC - TRUSTEE AL MEEZAN MUTUAL FUND	262,948	0.28
12	07070-22	CDC - TRUSTEE MEEZAN ISLAMIC FUND	307,056	0.33
13	10397-29	CDC - TRUSTEE MEEZAN TAHAFFUZ PENSION FUND - EQUITY SUB FUND	164,719	0.18
14	12120-28	CDC - TRUSTEE NIT-EQUITY MARKET OPPORTUNITY FUND	33,569	0.04
15	12336-23	CDC - TRUSTEE LAKSON EQUITY FUND	57,808	0.06
16	14472-25	CDC - TRUSTEE UBL ASSET ALLOCATION FUND	18,602	0.02
17	14761-29	CDC - TRUSTEE AWT ISLAMIC STOCK FUND	14,353	0.02
18	16188-28	CDC - TRUSTEE NITPF EQUITY SUB-FUND	1,000	0.00
19	16501-27	CDC - TRUSTEE MEEZAN ASSET ALLOCATION FUND	3,380	0.00
20	16535-24	CDC - TRUSTEE LAKSON TACTICAL FUND	1,558	0.00
21	16626-23	CDC - TRUSTEE LAKSON ISLAMIC TACTICAL FUND	1,878	0.00
22	17210-22	CDC TRUSTEE - MEEZAN DEDICATED EQUITY FUND	3,570	0.00
23	20628-27	CDC - TRUSTEE LUCKY ISLAMIC STOCK FUND	6,500	0.01
		TOTAL	**934,320**	**1.01**

General Public:	**7,070,381**	**7.66**
Others:	**1,343,147**	**1.45**
Total	**92,359,050**	**100.00**

Shareholders Holding 5% or More

SNO.	FOLIO	NAME	HOLDING	PERCENTAGE
1	03277-86250	LUCKY CEMENT LIMITED	50,798,000	55.00
2	03277-55740	YUNUS TEXTILE MILLS LIMITED	11,088,257	12.01
3	03277-56881	GADOON TEXTILE MILLS LIMITED	6,654,867	7.21
4	03277-81888	LUCKY TEXTILE MILLS LIMITED	5,751,130	6.23
5	02683-23	STATE LIFE INSURANCE CORP. OF PAKISTAN	4,951,494	5.36
		TOTAL	**79,243,748**	**85.80**

Note*

The pattern of shareholding above as at June 30, 2025, reflects the position prior to the subdivision of the Company's ordinary shares. The Members of the Company, at the Extraordinary General Meeting held on June 20, 2025, approved a subdivision of the face value of the Company's shares from Rs. 10/- to Rs. 2/- per share. The regulatory formalities to give effect to the stock split were completed after the close of the financial year, on July 19, 2025. Accordingly, the shareholding pattern presented herein represents the position as of June 30, 2025, prior to the subdivision.

The shareholding pattern subsequent to the subdivision (as at July 19, 2025) is presented as Annexure A to this pattern of shareholding.

Pattern of Shareholding

As at July 19, 2025*

Annexure A

	CATEGORIES		
NO OF SHAREHOLDERS	FROM	TO	NO. OF SHARES
3,395	1	100	129,640
3,469	101	500	912,810
1,156	501	1,000	853,480
1,647	1,001	5,000	3,740,875
304	5,001	10,000	2,188,195
96	10,001	15,000	1,213,775
80	15,001	20,000	1,371,375
44	20,001	25,000	1,036,245
17	25,001	30,000	462,265
14	30,001	35,000	456,080
25	35,001	40,000	931,430
16	40,001	45,000	689,540
12	45,001	50,000	588,895
9	50,001	55,000	473,260
6	55,001	60,000	342,405
6	60,001	65,000	376,350
5	65,001	70,000	335,625
5	70,001	75,000	367,855
4	75,001	80,000	313,665
4	80,001	85,000	327,760
2	85,001	90,000	175,900
6	90,001	95,000	556,625
3	95,001	100,000	293,990
4	100,001	105,000	410,405
1	105,001	110,000	108,085
3	115,001	120,000	354,185
4	120,001	125,000	492,250
2	125,001	130,000	258,000
1	130,001	135,000	131,290
1	135,001	140,000	136,415
1	145,001	150,000	150,000
3	165,001	170,000	502,690
1	170,001	175,000	171,525
1	175,001	180,000	179,310
1	240,001	245,000	244,340
1	245,001	250,000	245,500
2	260,001	265,000	526,710
1	285,001	290,000	289,040
1	345,001	350,000	346,325
1	380,001	385,000	381,800
1	400,001	405,000	404,930

Pattern of Shareholding

As at July 19, 2025*

	CATEGORIES		
NO OF SHAREHOLDERS	**FROM**	**TO**	**NO. OF SHARES**
1	420,001	425,000	421,500
1	500,001	505,000	505,000
1	540,001	545,000	540,150
1	595,001	600,000	598,435
1	640,001	645,000	642,395
1	730,001	735,000	732,485
1	850,001	855,000	852,095
1	1,095,001	1,100,000	1,098,475
1	1,295,001	1,300,000	1,297,240
2	1,535,001	1,540,000	3,071,685
1	1,790,001	1,795,000	1,792,350
1	3,665,001	3,670,000	3,666,975
1	4,120,001	4,125,000	4,123,050
1	4,370,001	4,375,000	4,372,000
1	5,375,001	5,380,000	5,375,150
1	5,515,001	5,520,000	5,516,685
1	7,495,001	7,500,000	7,500,000
1	24,755,001	24,760,000	24,757,470
1	28,755,001	28,760,000	28,755,650
1	33,270,001	33,275,000	33,274,335
1	55,440,001	55,445,000	55,441,285
1	253,985,001	253,990,000	253,990,000
10,378			**461,795,250**

Note*
The pattern of shareholding above as at July 19, 2025, reflects the position subsequent to the subdivision of the Company’s ordinary shares.

The shareholding pattern prior to the subdivision (as at June 30, 2025) is presented at page F-136 of this report.

Pattern of Shareholding

As at July 19, 2025

S.NO.	Categories of Shareholders	No. of Shareholders	No. of Shares	Percentage
1	Directors, Chief Executive Officer, and their spouse and minor children	4	3,696,460	0.80
2	Associated Companies, Undertakings and related Parties	5	376,836,420	81.60
3	NIT and ICP	-	-	-
4	Banks, Development Financial Institutions, Non Banking Financial Institutions	18	7,080,785	1.53
5	Insurance Companies	14	27,282,945	5.91
6	Modarabas and Mutual Funds	28	4,886,860	1.06
7	Shareholders holding 5%	5	396,218,740	85.80
8	General Public:			
	a. Local	10,119	35,269,900	7.64
	b. Foreign			
9	Others	190	6,741,880	1.46
	Total (excluding: Share holders holding 5%)	**10,378**	**461,795,250**	**100.00**

Pattern of Shareholding

As at July 19, 2025*

Directors, Chief Executive Officer, and their spouse and minor children

SNO.	FOLIO	NAME	HOLDING	PERCENTAGE
1	01826-143586	SYED MUHAMMAD SHABBAR ZAIDI	500	0.00
2	03277-11154	ADNAN AFRIDI	500	0.00
3	03277-2754	ARIFUL ISLAM	23,285	0.01
4	03277-84403 / 01826-74344	ASIF JOOMA	3,672,175	0.80
		TOTAL	**3,696,460**	**0.80**

Associated Companies, Undertakings and related Parties

SNO.	FOLIO	NAME	HOLDING	PERCENTAGE
1	03277-55740	YUNUS TEXTILE MILLS LIMITED	55,441,285	12.01
2	03277-56881	GADOON TEXTILE MILLS LIMITED	33,274,335	7.21
3	03277-80142	YB PAKISTAN LIMITED	5,375,150	1.16
4	03277-81888	LUCKY TEXTILE MILLS LIMITED	28,755,650	6.23
5	03277-86250	LUCKY CEMENT LIMITED	253,990,000	55.00
		TOTAL	**376,836,420**	**81.60**

Banks, Development Financial Institutions, Non Banking Financial Institutions

SNO.	FOLIO	NAME	HOLDING	PERCENTAGE
1	8912	INDUSTRIAL DEVELOPMENT BANK LIMITED	990	0.00
2	8927	UNITED BANK LIMITED	390	0.00
3	87001	NATIONAL BANK OF PAKISTAN	37,215	0.01
4	87002	INDUSTRIAL DEVELOPMENT BANK LIMITED	3,935	0.00
5	87066	CRESCENT INVESTMENT BANK LIMITED	7,625	0.00
6	87134	FIDELITY INVESTMENT BANK LIMITED	35	0.00
7	87180	ALLIED BANK OF PAKISTAN LTD	1,130	0.00
8	87250	ISLAMIC INVESTMENT BANK LTD	180	0.00
9	87251	NATIONAL BANK OF PAKISTAN	25	0.00
10	87267	PACIFIC LEASING COMPANY LTD	365	0.00
11	92001	PAKISTAN KUWAIT INVESTMENT COMPANY (PRIVATE) LIMITED	1,130	0.00
12	92002	PAK-LIBYA HOLDING COMPANY(PVT) LTD	2,375	0.00
13	02618-20	HABIB METROPOLITAN BANK LIMITED	4,490	0.00
14	02832-32	MEEZAN BANK LIMITED	1,098,475	0.24
15	03525-100145	ESCORTS INVESTMENT BANK LIMITED	6,730	0.00
16	03889-28	NATIONAL BANK OF PAKISTAN	295	0.00
17	03889-44	NATIONAL BANK OF PAKISTAN	4,123,050	0.89
18	05132-26	ASKARI BANK LIMITED	1,792,350	0.39
		TOTAL	**7,080,785**	**1.53**

Insurance Companies

SNO.	FOLIO	NAME	HOLDING	PERCENTAGE
1	8938	STATE LIFE INSURANCE CORPORATION OF PAKISTAN	1,215	0.00
2	87103	PAKISTAN GUARANTEE INSURANCE CO LTD	930	0.00
3	87157	ORIENT INSURANCE CO LTD	35	0.00
4	87258	DELTA INSURANCE COMPANY LIMITED	1,825	0.00
5	01388-1912	NATIONAL GENERAL INSURANCE CO. LTD	35	0.00
6	02683-23	STATE LIFE INSURANCE CORP. OF PAKISTAN	24,757,470	5.36
7	03277-15009	CENTURY INSURANCE COMPANY LTD	24,390	0.01
8	03277-2184	EFU GENERAL INSURANCE LIMITED	75,000	0.02
9	03277-4255	PAKISTAN REINSURANCE COMPANY LIMITED	1,536,405	0.33
10	03277-8372	GHAF LIMITED	60,195	0.01
11	03277-90405	DAWOOD FAMILY TAKAFUL LIMITED	346,325	0.07
12	03277-90406	DAWOOD FAMILY TAKAFUL LIMITED	56,565	0.01
13	07450-1792	DAWOOD FAMILY TAKAFUL LIMITED	17,625	0.00
14	18200-22	E. F. U. GENERAL INSURANCE LIMITED	404,930	0.09
		TOTAL	**27,282,945**	**5.91**

Pattern of Shareholding

As at July 19, 2025*

Modarabas and Mutual Funds

SNO.	FOLIO	NAME	HOLDING	PERCENTAGE
1	87169	GOLDEN ARROW STOCK FUND	35	0.00
2	87185	DOMINION STOCK FUND LIMITED	840	0.00
3	87196	FIRST FIDELITY LEASING MODARABA	180	0.00
4	87219	CONFIDENCE MUTUAL FUND LTD	35	0.00
5	87268	MODARABA AL MALI	365	0.00
6	87272	SAFEWAY MUTUAL FUND LIMITED	1,280	0.00
7	05819-23	CDC - TRUSTEE ALHAMRA ISLAMIC STOCK FUND	91,140	0.02
8	05959-27	CDC - TRUSTEE ATLAS STOCK MARKET FUND	91,350	0.02
9	05991-23	CDC - TRUSTEE MEEZAN BALANCED FUND	116,055	0.03
10	06411-21	CDC - TRUSTEE AKD INDEX TRACKER FUND	22,790	0.00
11	06726-23	CDC - TRUSTEE ALHAMRA ISLAMIC ASSET ALLOCATION FUND	54,175	0.01
12	07062-23	CDC - TRUSTEE AL MEEZAN MUTUAL FUND	1,297,240	0.28
13	07070-22	CDC - TRUSTEE MEEZAN ISLAMIC FUND	1,535,280	0.33
14	09449-25	CDC - TRUSTEE ATLAS ISLAMIC STOCK FUND	122,700	0.03
15	10397-29	CDC - TRUSTEE MEEZAN TAHAFFUZ PENSION FUND - EQUITY SUB FUND	852,095	0.18
16	10603-21	CDC - TRUSTEE APF - EQUITY SUB FUND	1,710	0.00
17	10900-25	CDC - TRUSTEE APIF - EQUITY SUB FUND	15,500	0.00
18	12120-28	CDC - TRUSTEE NIT - EQUITY MARKET OPPORTUNITY FUND	167,845	0.04
19	12336-23	CDC - TRUSTEE LAKSON EQUITY FUND	289,040	0.06
20	14472-25	CDC - TRUSTEE UBL ASSET ALLOCATION FUND	93,010	0.02
21	14761-29	CDC - TRUSTEE AWT ISLAMIC STOCK FUND	12,540	0.00
22	16188-28	CDC - TRUSTEE NITPF EQUITY SUB-FUND	5,000	0.00
23	16501-27	CDC - TRUSTEE MEEZAN ASSET ALLOCATION FUND	22,875	0.00
24	16535-24	CDC - TRUSTEE LAKSON TACTICAL FUND	7,790	0.00
25	16626-23	CDC - TRUSTEE LAKSON ISLAMIC TACTICAL FUND	9,390	0.00
26	17210-22	CDC TRUSTEE - MEEZAN DEDICATED EQUITY FUND	17,850	0.00
27	17681-26	CDC - TRUSTEE ATLAS ISLAMIC DEDICATED STOCK FUND	8,750	0.00
28	20628-27	CDC - TRUSTEE LUCKY ISLAMIC STOCK FUND	50,000	0.01
		TOTAL	**4,886,860**	**1.06**
	General Public:		**35,269,900**	**7.64**
	Others:		**6,741,880**	**1.46**
		Total	**461,795,250**	**100.00**

Shareholders Holding 5% or More

SNO.	FOLIO	NAME	HOLDING	PERCENTAGE
1	03277-86250	LUCKY CEMENT LIMITED	253,990,000	55.00
2	03277-55740	YUNUS TEXTILE MILLS LIMITED	55,441,285	12.01
3	03277-56881	GADOON TEXTILE MILLS LIMITED	33,274,335	7.21
4	03277-81888	LUCKY TEXTILE MILLS LIMITED	28,755,650	6.23
5	02683-23	STATE LIFE INSURANCE CORP. OF PAKISTAN	24,757,470	5.36
		TOTAL	**396,218,740**	**85.80**

Note*

The pattern of shareholding above as at July 19, 2025, reflects the position subsequent to the subdivision of the Company's ordinary shares.

The shareholding pattern prior to the subdivision (as at June 30, 2025) is presented at page F-136 of this report.

Notice of 74th Annual General Meeting

Notice is hereby given that the 74th Annual General Meeting ("AGM") of Lucky Core Industries Limited (the "Company") will be held on Friday, September 26, 2025 at 10:30 a.m. at 5 West Wharf, Karachi and through video-conferencing.

Instructions with regard to participation appear in the notes below. While convening the AGM, the Company will observe the quorum provisions and will comply with all the regulatory requirements.

The AGM is being held to transact the following business:

ORDINARY BUSINESS:

1. To receive, consider, and adopt the annual audited financial statements of the Company for the year ended June 30, 2025, along with the Directors' and Auditors' Reports thereon.

   In accordance with Section 223 of the Companies Act, 2017 and pursuant to S.R.O. 389(I)/2023 dated March 21, 2023, the financial statements of the Company can be accessed through the following weblink and QR enabled code.

   https://luckycore.com/investor-relations/financial-reports/

2. To declare and approve final cash dividend at 310% i.e. PKR 6.2/- per ordinary share of PKR 2/- each for the year ended June 30, 2025, as recommended by the Board of Directors. This is in addition to the interim cash dividend of 340% (i.e. PKR 34/- per ordinary share of PKR 10/- each) already paid.

3. To appoint auditors of the Company for FY 2025-26 and to fix their remuneration. The Board of Directors, on the recommendation of the Board Audit Committee of the Company, has proposed the re-appointment of M/s. A.F. Ferguson & Co. as auditors, for the year ending June 30, 2026.

SPECIAL BUSINESS:

4. To consider and if deemed fit, ratify and approve (as the case may be), by way of Special Resolutions, the following resolutions with respect to the related party transactions in terms of Sections 207 and/or 208 of the Companies Act, 2017 (to the extent applicable) (with or without modification):

   RESOLVED THAT the related parties' transactions, carried out by the Company with different related parties, to the aggregate extent of PKR 21,156,807,000/- (Pak Rupees Twenty-One Billion One Hundred and Fifty Six Million Eight Hundred and Seven Thousand) during the year ended June 30, 2025 as reported in the financial statements for the said period, be and are hereby ratified and confirmed.

   FURTHER RESOLVED THAT the Company be and is hereby authorised to enter into arrangements or carry out transactions from time to time including, but not limited to, for the purchase and sale of goods, commodities and materials including chemicals, soda ash, polyester, electricity, cement, vehicles, or availing or rendering of services, payment of donations, investment in units of mutual funds or share subscription, with different related parties including, but not limited to, Lucky Cement Limited, Yunus Textile Mills Limited, Gadoon Textile Mills Limited, YB Pakistan Limited, Lucky Textile Mills Limited, Lucky Motors Corporation Limited, Lucky Investments Limited, Lucky Foods (Private) Limited, Lucky Commodities (Private) Limited, Lucky Landmark (Private) Limited, Tabba Heart Institute, Tabba Kidney Institute, Aziz Tabba Foundation, Global Commodities Limited, Lucky Core PowerGen Limited, Lucky TG (Private) Limited, Lucky Core Ventures (Private) Limited and other related parties to the extent deemed fit and approved by the Board, during the financial year ending June 30, 2026. The Members have noted that for the aforesaid arrangements and transactions some or a majority of the Directors may be interested/deemed to be interested. Notwithstanding the same, the Members hereby grant an advance authorisation and approval to the Board of Directors of the Company, including under Sections 207 and / or 208 of the Companies Act, 2017 (to the extent applicable) to review and approve all related party transactions as per the quantum approved by the Board of Directors from time to time.

FURTHER RESOLVED THAT the related party transactions as aforesaid, for the period ending June 30, 2026, would subsequently be presented to the Members at the next Annual General Meeting for ratification and confirmation.

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

By Order of the Board

September 04, 2025
Karachi

Laila Bhatia Bawany
Company Secretary

Notes:

1. **Closure of Share Transfer Books:**
The Share Transfer Books of the Company will remain closed from September 20, 2025 to September 26, 2025 (both days inclusive). Share transfers received in order at the office of our Share Registrar, FAMCO Share Registration Services (Private) Limited, 8-F, Nursery, Block-6, P.E.C.H.S., Shahrah-e-Faisal, Karachi, by the close of business on September 19, 2025, will be considered as being in time, to entitle the transferees to the final cash dividend and to attend and vote at the AGM.

2. **Participation in the AGM via Physical Presence or Through Video Conferencing:**
Members whose names appear in the Register of Members as of September 19, 2025, are entitled to attend and vote at the AGM. A Member entitled to attend and vote at the AGM is entitled to appoint a proxy to attend, speak and vote for him/her.

An instrument of proxy applicable for the AGM is being provided with the Notice sent to Members. Further copies of the instrument of proxy may be obtained from the Registered Office of the Company during normal office hours. The proxy form may also be downloaded from the Company's website: **www.luckycore.com**. An instrument of proxy and the power of attorney or other authority (if any) under which it is signed, or a certified true copy of such power or authority duly notarised must, to be valid, be deposited through email on **general.meetings@luckycore.com** or at the registered address of the Company's Share Registrar, M/s. FAMCO Share Registration Services (Private) Limited not less than forty-eight (48) hours before the time of AGM, excluding public holidays.

Members are requested to submit a copy of their Computerised National Identity Card (CNIC) at the registered address to our Shares Registrar, FAMCO Share Registration Services (Private) Limited.

a. To attend the AGM through video-conferencing facility, the Members are requested to register themselves by providing the following information through email at **general.meetings@luckycore.com** at least forty-eight (48) hours before the AGM.

Name of Member	CNIC / NTN No.	Folio No. / CDC IAS A/C No.	Cell No.	Email Address

b. Members will be registered, after necessary verification as per the above requirement and will be provided a video-link by the Company via email.

c. Only those Members will be accepted at the AGM via video-conferencing whose names match the details shared with the Company for registration (as mentioned in point 'a' above).

d. The login facility will remain open from 10:15 a.m. till the end of the AGM.

e. Members can also share their comments / suggestions on the agenda of AGM by email at **general.meetings@luckycore.com**.

3. **Guidelines for Central Depository Company of Pakistan Limited ('CDC') Investor Account Holders:**
CDC Investor Account Holders will further have to follow the under-mentioned guidelines as laid down in Circular No. 1 dated January 26, 2000, issued by the Securities and Exchange Commission of Pakistan (SECP).

a. for attending the AGM:

(i) In case of individuals, the investor account holder or sub-account holder and / or the person whose securities are in group account where registration details are uploaded as per the CDC Regulations, shall authenticate his / her identity by showing his / her original CNIC or valid passport at the time of attending the AGM.

(ii) In case of corporate entity, the Board of Directors' resolution / power of attorney with specimen signature of the nominee shall be produced at the time of the AGM.

b. for appointing Proxies:

(i) In case of individuals, the investor account holder or sub-account holder and / or the person whose securities are in group account and their registration details are uploaded as per the Regulations, shall submit the proxy form as per the above requirement.

(ii) The proxy form shall be witnessed by two persons whose names, addresses and CNIC numbers shall be mentioned on the form.

(iii) Copies of CNIC or the valid passport of the beneficial owners and the proxy shall be furnished with the proxy form.

(iv) The proxy shall produce his original CNIC or original valid passport at the time of the Meeting.

(v) In case of a corporate entity, the Board of Directors' resolution / power of attorney with specimen signature shall be submitted along with the proxy form to the Company through email and on the day of the meeting.

4. **Electronic Transmission of Annual Report 2025:**
In compliance with section 223(6) of the Companies Act, 2017, and pursuant to the S.R.O. 389(I)/2023 dated March 21, 2023 and S.R.O. 452(I)/2025 dated March 17, 2025, the Company has electronically transmitted the Annual Report 2025 through weblink, QR enabled code and through email to Members whose email addresses are available with the Company's Share Registrar, M/s. FAMCO Share Registration Services (Private) Limited. However, in cases, where email addresses are not available with the Company's Share Registrar, printed copies of the notices of AGM along-with the QR enabled code/weblink to download the Annual Report 2025 (containing the financial statements), have been dispatched.

Notwithstanding the above, the Company will provide a hard copy of the Annual Report 2025, to any Member on their request, at their registered address, free of cost, within one (1) week of receiving such request. Further, Members are requested to kindly provide their valid email address (along with a valid CNIC copy) to the Company's Share Registrar, M/s. FAMCO Share Registration Services (Private) Limited if the Member holds shares in physical form or, to the Member's respective Participant/Investor Account Services, if shares are held in book entry form.

5. **Submission of CNIC / NTN (Mandatory):**
Pursuant to the directives of the SECP, the dividends of Members whose valid CNIC or NTN (in case of corporate entities) are not available with the Share Registrar could be withheld. Members are therefore, requested to submit a copy of their valid CNIC or NTN (if not already provided) to the Company's Share Registrar, M/s. FAMCO Share Registration Services (Private) Limited.

6. **Dividend Mandate (Mandatory):**
In accordance with the provisions of Section 242 of the Companies Act, 2017, and Regulation 4 of the Companies (Distribution of Dividends) Regulations 2017, a listed company is required to pay cash dividend to the Members ONLY through electronic mode directly into the bank account designated by the entitled Member. In compliance with the above law, in order to receive dividends directly in your bank account, you are requested to provide (if not already provided) the information mentioned in the Form placed at the Company's website **www.luckycore.com** to the brokers / CDC for shares held in the electronic form or to the Company's Shares Registrar, for shares held in physical form. In case of non-receipt of information, the Company will be constrained to withhold payment of dividend to Members.

7. **Treatment of Withholding Tax:**
Dividend income on shares is liable to deduction of withholding tax under Section 150 of the Income Tax Ordinance, 2001. Withholding of tax on dividend based on 'Active' and 'Non-Active' status of Members shall be @ 15% and 30% respectively. 'Active' means a person whose name appears on the Active Taxpayers List available at e-portal of FBR (http://www.fbr.gov.pk/) and 'Non-Active' means a person whose name does not appear on the Active Taxpayers List.

Further, according to clarification received from Federal Board of Revenue (FBR), withholding tax will be determined separately on Active / Non-Active status of principal Member as well as joint-holder(s) based on their shareholding proportions, in case of joint accounts. All Members who hold shares with joint Members are requested to provide shareholding proportions of principal Member and joint-Member(s) in respect of shares held by them to our share registrar, M/s. FAMCO Share Registration Services (Private) Limited before the close of business on September 19, 2025, as per the following format:

Name of Principal Member/Joint Holders	Shareholding proportions (%)	CNIC No. (copy to be attached)	Folio / CDC Account No.	Total Shares	Signature

8. **Exemption from Deduction of Income Tax / Zakat:**
   Members seeking exemption from deduction of income tax or those who are eligible for deduction at a reduced rate, are requested to submit a valid tax exemption certificate or necessary documentary evidence as the case may be. Members desiring no deduction of zakat are also requested to submit a valid declaration for non-deduction of zakat.

9. **Unclaimed Dividend / Shares under Section 244 of the Companies Act, 2017:**
   An updated list for unclaimed dividend / shares of the Company is available on the Company's website **www.luckycore.com**. These are unclaimed dividend / shares which have remained unclaimed or unpaid for a period of three (3) years from the date these have become due and payable.

   Claims can be lodged by Members on claim forms as are available on the Company's website. Claim forms must be submitted to the Company's Share Registrar, M/s. FAMCO Share Registration Services (Private) Limited for receipt of dividend / shares.

10. **Conversion of Physical Shares into the Book Entry Form:**
   The SECP through its letter No. CSD/ED/Misc/2016- 639-640 dated March 26, 2021 has advised listed companies to adhere to provisions of Section 72 of the Companies Act, 2017 by replacing physical shares issued by them into book entry form.

   The Members of the Company having physical folios / share certificates are requested to convert their shares from physical form into book-entry form as soon as possible. The Members may contact their Broker, CDC Participant or CDC Investor Account Service Provider for assistance in opening a CDS Account and subsequent conversion of the physical shares into book-entry form. It would facilitate the Members in many ways including safe custody of shares, avoidance of formalities required for the issuance of duplicate shares, etc. For further information and assistance, the Members may contact our Share Registrar, M/s. FAMCO Share Registration Services (Private) Limited.

11. **E-Voting / Postal Ballot:**
   Pursuant to the Companies (Postal Ballot) Regulations, 2018 read with Sections 143 and 144 of the Companies Act, 2017 and S.R.O. 451(I)/2025 dated March 13, 2025, Members voting on items falling under Special Business will be allowed to exercise their right to vote through postal ballot, that is voting by post or electronic mode, in accordance with the requirements and procedure contained in the aforesaid Regulations. Detailed procedures for voting by postal ballot are provided on the ballot paper, while instructions for electronic voting will be sent to the Members by the Company's Share Registrar. There shall be no voting by show of hands at the general meeting for items falling under Special Business and Members who do not cast their vote through electronic voting or postal ballot in advance for the said items shall only be permitted to cast their vote at the general meeting by way of ballot paper.

12. **Requirement to Incorporate Email Address and Cell Number:**
   Members are requested to have their updated email and cell number incorporated in their physical folio with the Share Registrar of the Company and with their Participant or Broker / CDC Investor Account Services for shares held in electronic form.

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

STATEMENT OF MATERIAL FACTS UNDER SECTION 134(3) OF THE COMPANIES ACT, 2017 PERTAINING TO THE SPECIAL BUSINESSES

Agenda Item no. 4

This Statement sets out the material facts pertaining to Special Business Item Number 4 as described in the Notice of the 74th AGM of the Company.

The Company routinely enters into arrangements and carries out transactions with its related parties in accordance with its policies and the applicable laws and regulations. Certain related party transactions, in which a majority of the Directors are interested, would require Members' approval under Sections 207 and / or 208 (to the extent applicable) of the Companies Act, 2017, read with Regulation 15 of the Listed Companies (Code of Corporate Governance) Regulations, 2019.

As some/majority of the Directors of the Company may be deemed to be interested in certain arrangements / transactions with related parties, including due to their shareholding or common directorships in related entities/parties, and to promote transparency, an approval from the Members was sought during the 73rd AGM of the Company, held on September 26, 2024, where the Members (by way of passing special resolutions) authorised the Board of Directors to approve such related party transactions conducted by the Company during the financial year ended June 30, 2025 and such transactions were deemed to be approved by the Members. All the related party transactions including the nature of relationship and quantum, have been disclosed in Note 42 to the unconsolidated financial statements for the year ended June 30, 2025.

Related party transactions are in accordance with the Company's policies, these are primarily transactions conducted in the ordinary course of business and on an arm's length basis. Under the Company's policy for Related Party Transactions, all related party arrangements and transactions are reviewed periodically by the Board Audit Committee which is chaired by an Independent Director. Following review and recommendation by the Board Audit Committee, the said arrangements / transactions are placed before the Board of Directors for approval.

Accordingly, the Members are requested to ratify and confirm the transactions with related parties as disclosed in the financial statements of the Company for the year ended June 30, 2025.

Furthermore, the Company will be entering into arrangements and conducting transactions with its related parties including, but not limited to, those stipulated in the resolution, during the financial year ending June 30, 2026. As some or a majority of the Directors of the Company may be deemed to be interested in certain arrangements or transactions, inter alia, due to their shareholding or common directorships in related entities, an approval from the Members is being sought to authorise the Company to conduct such related party transactions and enter into arrangements with related parties, and further to authorise and grant power to the Board of Directors to approve related party transactions to be conducted by the Company during the financial year ending June 30, 2026 (irrespective of composition of the Board and interest of the Directors). The related party transactions as aforesaid for the year ending June 30, 2026 shall be deemed to have been approved by the Members.

The Members should note that it is not possible for the Company or the Directors to accurately predict the nature of related party arrangements / transactions, or the specific related parties with whom the transactions will be carried out. The transactions that may be carried out by the Company include, but are not limited to, purchase antd sale of goods, commodities, and materials, including chemicals, soda ash, polyester, electricity, cement, vehicles, along with availing or rendering of services, payment of donations, investment in units of mutual funds or share subscription.

The Members should also note that, for the Special Resolutions described in the Notice of AGM, it is not possible for the Company to predict the quantum of related party transactions / arrangements to be undertaken in the period ending June 30, 2026; accordingly, the Members are also requested to authorise the Board of Directors to determine the quantum of the related party transactions / arrangements that may be undertaken from time to time. The Company will present the actual figures for subsequent ratification and confirmation by the Members, at the next AGM.

Based on the aforesaid the Members are requested to pass the Special Resolution (with or without modification) as stated in the Notice.

The Directors are interested in the resolutions only to the extent of their shareholdings and / or common directorships, (to the extent applicable) in such related party transactions.

Form of Proxy
Annual General Meeting

I / We ______________________________

of ______________________________

being Member(s) of Lucky Core Industries Limited holding ______________________________

ordinary shares hereby appoint ______________________________

of ______________________________ or failing him / her ______________________________

of ______________________________ as my/our proxy in my / our absence to attend and vote for me / us and on my / our behalf at the Annual General Meeting of the Company to be held on September 26, 2025 at 10:30 a.m. and at any adjournment thereof.

As witness my / our hand / seal this ______________ day of ______________ 2025.

Signed by the said ______________________________

in the presence of 1. ______________________________

____

2. ______________________________

____

Folio / CDC Account No.

Signature

This signature should agree with the specimen registered with the Company.

Important:

1. The scanned copy of Proxy Form, duly completed and signed, must be received at the registered address of Company's share registrar or through email at **general.meetings@luckycore.com** not less than 48 hours before the time of holding the AGM, excluding public holidays. Additionally, the information specified in the notice of Annual General Meeting to attend the AGM through video-link will have to be provided.
2. If a Member appoints more than one proxy and more than one instruments of proxy are deposited by a Member with the Company, all such instruments of proxy shall be rendered invalid.

For CDC Account Holders / Corporate Entities:

In addition to the above the following requirements have to be met:

i) The proxy form shall be witnessed by two persons whose names, addresses and Computerised National Identity Card (CNIC) numbers shall be mentioned on the form.

ii) Scanned copies of CNIC or the passport of the beneficial owners and the proxy shall be submitted with the proxy form.

iii) In case of corporate entity, the Board of Directors resolution / power of attorney with specimen signature shall be submitted along with proxy form.

iv) The proxy shall produce his/her original CNIC or passport at the time of meeting.

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The Company Secretary
Lucky Core Industries Limited
5 West Wharf
Karachi-74000

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Ballot Paper

LUCKY CORE INDUSTRIES LIMITED

Registered Office Address: 5 West Wharf, Karachi 74000
UAN: 111 100 200 | www.luckycore.com

Ballot paper for voting through post for the poll to be held at the Annual General Meeting of Lucky Core Industries Limited scheduled on Friday, September 26, 2025 at 10:30 A.M. at 5 West Wharf, Karachi, and through video conferencing.

Contact Details of the Chairman at which the duly filled-in ballot paper may be sent:
Address: The Chairman, Lucky Core Industries Limited, 5 West Wharf, Karachi. “Attention to the Company Secretary”
Designated Email Address: **general.meetings@luckycore.com.**

Name of Shareholder/Joint Shareholders	
Registered Address of Shareholder	
Number of Shares Held and Folio Number	
CNIC Number (copy to be attached)	
Additional Information and Enclosures (in case of representative of body corporate, corporation and Federal Government).	

I/we hereby exercise my/our vote in respect of the following Special Business through postal ballot by conveying my/our assent or dissent to the following resolution by placing tick (✓) mark in the appropriate box below:

S. No.	Nature and Description of Resolution	No. of Ordinary Shares for which Votes Cast	I/We assent to the Resolution (FOR)	I/We dissent to the Resolution (AGAINST)
1.	“**RESOLVED THAT** the related parties’ transactions, carried out by the Company with different related parties, to the aggregate extent of PKR 21,156,807,000/- (Pak Rupees Twenty-One Billion One Hundred and Fifty-Six Million Eight Hundred and Seven Thousand) during the year ended June 30, 2025 as reported in the financial statements for the said period, be and are hereby ratified and confirmed. **FURTHER RESOLVED THAT** the Company be and is hereby authorized to enter into arrangements or carry out transactions from time to time including, but not limited to, for the purchase and sale of goods, commodities and materials including chemicals, soda ash, polyester, electricity, cement, vehicles, or availing or rendering of services, payment of donations, investment in units of mutual funds or share subscription, with different related parties including, but not limited to, Lucky Cement Limited, Yunus Textile Mills Limited, Gadoon Textile Mills Limited, YB Pakistan Limited, Lucky Textile Mills Limited, Lucky Motors Corporation Limited, Lucky Investments Limited, Lucky Foods (Private) Limited, Lucky Commodities (Private) Limited, Lucky Landmark (Private) Limited, Tabba Heart Institute, Tabba Kidney Institute, Aziz Tabba Foundation, Global Commodities Limited, Lucky Core PowerGen Limited, Lucky TG (Private) Limited, Lucky Core Ventures (Private) Limited, and other related parties to the extent deemed fit and approved by the Board, during the financial year ending June 30, 2026. The Members have noted that for the aforesaid arrangements and transactions some or a majority of the Directors may be interested/deemed to be interested. Notwithstanding the same, the Members hereby grant an advance authorization and approval to the Board of Directors of the Company, including under Sections 207 and / or 208 of the Companies Act, 2017 (to the extent applicable) to review and approve all related party transactions as per the quantum approved by the Board of Directors from time to time. **FURTHER RESOLVED THAT** the related party transactions as aforesaid, for the period ending June 30, 2026, would subsequently be presented to the Members at the next Annual General Meeting for ratification and confirmation.”			

Signature of Shareholder(s)/Proxy Holder/Authorized Signatory

Date:

NOTES:
1. Duly filled postal ballot should be sent to the Chairman at 5 West Wharf, Karachi or through email at **general.meetings@luckycore.com**.
2. A copy of the CNIC should be enclosed with the postal ballot form.
3. Postal ballot forms should reach the Chairman of the meeting on or before Thursday, September 25, 2025, up till 5:00 p.m. Any postal ballot received after this date and time, will not be considered for voting.
4. Signature on the postal ballot should match the signature on the CNIC.
5. Incomplete, unsigned, incorrect, defaced, torn, mutilated, and over written ballot paper will be rejected.
6. Ballot paper has also been placed on the website of the Company at **www.luckycore.com**. Members may download the ballot paper from the website or use the original/photocopy published in the newspaper.

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Attention to the Company Secretary
Lucky Core Industries Limited
5 West Wharf
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DIVIDEND MANDATE (MANDATORY)

In accordance with the provisions of the Companies Act, 2017 and the Companies (Distribution of Dividends) Regulations 2017, it is mandatory for a listed company to pay cash dividend to its shareholders **only through electronic mode by remitting directly into the designated bank account ("the Bank Account") as provided by the entitled shareholders.**

In order to receive your dividends directly into your Bank Account, please complete the particulars as mentioned below and return this letter duly signed along with a copy of your valid CNIC to the Shares Registrar of Lucky Core Industries Limited ("the Company") M/s. FAMCO Share Registration Services (Private) Limited, 8-F, Near Hotel Faran, Nursery, Block 6, P.E.C.H.S., Shahrah-e-Faisal, Karachi.

IF YOU DO NOT PROVIDE BANK ACCOUNT DETAILS, THE COMPANY WILL WITHHOLD DIVIDEND PAYMENT AS REQUIRED BY LAW.

Bank Account Details of Shareholder for Payment of Cash Dividend through electronic mode

I hereby communicate to receive my future dividends directly in my Bank Account as detailed below:

Name of Shareholder ________________________________

CNIC No./SNIC/ Passport Number (in Case of Foreign Shareholder) attach copy ________________________________

NTN (in Case of Corporate Shareholder) ________________________________

Folio Number/ CDC Account Number ________________________________

Contact Number of Shareholder ________________________________

Email Address of Shareholder ________________________________

International Bank Account No. (IBAN) ________________________________ **24 Digit***

Title of Bank Account ________________________________

Name of Bank ________________________________

Bank Branch ________________________________

Full Mailing Address of Branch & Contact Number of Branch ________________________________

It is stated that the above particulars given by me are correct to the best of my knowledge and I shall keep the Company informed in case of any changes in the said particulars in future.

____________________	____________________	____________________
Shareholder's signature	Date	CNIC / SNIC No. (copy attached)

[As per specimen signature registered with the Lucky Core Industries Limited / Shares Registrar]

*Please provide complete IBAN Number (24 digits), after checking with your concerned bank branch to enable electronic credit directly into your bank account. The payment of cash dividend will be processed based on the 24 digit IBAN alone.

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The Company Secretary
Lucky Core Industries Limited
5 West Wharf
Karachi-74000

LUCKY CORE INDUSTRIES

Standard Request Form
Circulation of Annual Financial Statement

The Company Secretary
Lucky Core Industies Limited
5 West Wharf,
Karachi 74000

Subject: **Circulation of Annual Audited Financial Statements via Email**

In compliance with section 223(6) of the Companies Act, 2017, the Company will be circulating its Annual Financial Statements (together with the Auditor's Report, Director's Report, and Chairman's Review Report) to its Members through Email. **In this regard, we request you to provide the following information.**

Receipt of financial statements through Email:

Name of the Member/ Shareholder ______________________________

CNIC /SNIC # ______________________________

Folio / Shareholder Number/CDC Account No. ______________________________

Email Address ______________________________

Further, Shareholders who wish to receive a hardcopy of Annual Audited Financial Statements should fill the form below and send the same to the Company's address or at the registered address of the Company's Share Registrar.

Receipt of hard copy of financial statements:

Name of the Member/ Shareholder ______________________________

CNIC / SNIC # ______________________________

Folio / Shareholder Number/CDC Account No. ______________________________

Mailing Address ______________________________

____

____

I/We hereby confirm that the above-mentioned information is correct and in case of any change therein, I/we will immediately intimate the Company's Share Registrar. I/we further confirm that the transmission of the Company's Annual Audited Financial Statements through my/our above address would be taken as compliance with Section 223(6) of the Companies Act, 2017.

____

Shareholder's signature

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The Company Secretary
Lucky Core Industries Limited
5 West Wharf
Karachi-74000

فارم برائے پراکسی/نیابت نامہ

میں /ہم ____________(نام) کو جس /جن کا تعلق____________

(شہر) سے ہے لکی کور انڈسٹریز لمیٹڈ کے ممبر کی حیثیت سے____________(شیئرز کی تعداد) شیئرز کی تحویل رکھتا/رکھتی ہوں۔ میں

/ہم____________(نام) کو یا ان کی عدم حاضری کی صورت میں ____________کو جس /جن کا تعلق

____________سے ہے، کو26 ستمبر 2025 صبح 10:30 بجے منعقد ہونے والے سالانہ اجلاس عام یا ملتوی ہونے کی صورت میں دیگر تاریخ پر

اپنی/ہماری غیر موجودگی میں شرکت اور ووٹ دینے کے لیے اپنا/ہمارا پراکسی مقرر کرتا/کرتی/کرتے ہیں۔

مہر بطور گواہی_____(دن)______(ماہ)2025،

مذکورہ کی جانب سے دستخط کئے گئے____________

ان گواہان کی موجودگی میں:

۱____________

۲____________

فولیو/سی ڈی سی اکاؤنٹ نمبر

دستخط کمپنی میں رجسٹرڈ دستخط کے نمونے کے مطابق ہونے چاہئیں۔

اہم نکات:

1۔ پراکسی فارم کی اسکین شدہ کاپی، مکمل کرنے اور دستخط کرنے کے بعد اجلاس کے وقت سے کم از کم 48 گھنٹے قبل (چھٹیوں کے علاوہ) کمپنی کے ای میل ایڈریس general.meetings@luckycore.com پر موصول ہونا لازمی ہے۔ اس کے علاوہ سالانہ اجلاس عام میں ویڈیو لنک کے ذریعے شرکت کے لیے اجلاس کی اطلاع میں بتائی گئی معلومات فراہم کرنا ہوں گی۔

2۔ اگر کوئی ممبر ایک سے زائد پراکسی منتخب کرتا ہے یا پراکسی کے دستاویز ایک سے زائد جمع کراتا ہے تو ایسے دستاویزات غیر فعال ہوں گے۔

سی ڈی سی اکاؤنٹ ہولڈرز/کارپوریٹ اداروں کے لیے:

مذکورہ بالا کے علاوہ درج ذیل ہدایات بھی پوری کرنی ہوں گی:

I) پراکسی فارم پر 2 افراد کی گواہی موجود ہو، جن کے نام، ایڈریس اور سی این آئی سی (کمپیوٹرائزڈ قومی شناختی کارڈ) نمبر فارم پر درج ہوں۔

II) بینیفیشل مالکان کے سی این آئی سی یا پاسپورٹ کی اسکین شدہ کاپیاں اور پراکسی ای میل کے ذریعے پراکسی فارم کے ساتھ جمع کرانے ہوں گے۔

III) کارپوریٹ ادارے کی صورت میں، بورڈ آف ڈائریکٹرز کی قرارداد/پاور آف اٹارنی دستخط کے نمونے کے ساتھ (اگر پہلے فراہم نہیں کیا) پراکسی فارم کے ساتھ جمع کرانی ہوں گی۔

IV) پراکسی کو اجلاس کے وقت اپنا اصل قومی شناختی کارڈ یا پاسپورٹ پیش کرنا ہوگا۔

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بیلٹ پیپر

لکی کور انڈسٹریز لمیٹڈ

رجسٹرڈ دفتری پتہ: 5 ویسٹ وہارف، کراچی 74000
یو اے این: 111-100-200 | www.luckycore.com

لکی کور انڈسٹریز لمیٹڈ کے 26 ستمبر 2025ء کو صبح 10:30 بجے، 5 ویسٹ وہارف، کراچی میں اور بذریعہ وڈیو کانفرنسنگ، سالانہ اجلاس عام کے موقع پر ہونے والی رائے شماری میں ڈاک کے ذریعے رائے دہی کے لیے بیلٹ پیپر۔

چیئرمین سے رابطے کی تفصیلات، جہاں باقاعدہ پُر شدہ بیلٹ پیپر بھیجا جاسکتا ہے:
پتہ: چیئرمین، لکی کور انڈسٹریز لمیٹڈ، 5 ویسٹ وہارف، کراچی۔ "برائے توجہ کمپنی سیکرٹری"
مختص شدہ ای میل ایڈریس: general.meetings@luckycore.com

شیئر ہولڈر/جوائنٹ شیئر ہولڈرز کا نام	
شیئر ہولڈر کا رجسٹرڈ پتہ	
حصص کی تعداد اور فولیو نمبر	
کمپیوٹرائزڈ شناختی کارڈ نمبر (کاپی منسلک کی جائے)	
اضافی معلومات اور انکلوژرز (باڈی کارپوریٹ، کارپوریشن اور وفاقی حکومت کے نمائندے کی صورت میں)	

میں/ہم مندرجہ ذیل خصوصی امور کے سلسلے میں ذیل میں موزوں باکس میں ٹک (✓) کا نشان لگا کر مندرجہ ذیل قرارداد پر اپنی رضامندی یا اختلاف کا اظہار کرتے ہیں:

نمبر شمار	قرارداد کی نوعیت اور تفصیل	عمومی حصص کی تعداد جن کے لیے ووٹ ڈالے گئے	میں/ہم قرارداد سے اتفاق کرتے ہیں (منظور)	میں/ہم قرارداد سے اختلاف کرتے ہیں (نامنظور)
۱.	**ایجنڈا آئٹم نمبر 4 کے متعلق قرارداد** "قرار پایا کہ متعلقہ پارٹیز سے لین دین، جو کمپنی نے مختلف متعلقہ پارٹیز کے ساتھ انجام دیئے، جو سال ختم شدہ 30 جون 2025 کے دوران -/21,156,807,000 پاکستانی روپے (اکیس بلین ایک سو چھپن ملین آٹھ لاکھ سات ہزار پاکستانی روپے) کی مجموعی حد تک ہے، جیسا کہ مذکورہ عرصے کیلئے مالیاتی گوشواروں میں رپورٹ کیا گیا ہے، اس کی توثیق اور تصدیق کی جاتی ہے۔ مزید قرار پایا کہ کمپنی وقتاً فوقتاً انتظامات کرنے یا لین دین کرنے کی مجاز ہوگی اور اس میں بشمول، مگر ان تک محدود نہیں، سامان، اشیاء اور میٹیریلز بشمول کیمیکلز، سوڈا ایش، پولیئسٹر، الیکٹریسٹی، سیمنٹ، گاڑیوں کی خرید و فرخت یا خدمات کا حصول یا فراہمی، عطیات کی ادائیگی، میوچل فنڈز کے یونٹس میں سرمایہ کاری یا شیئر سبسکرپشن، مختلف متعلقہ فریقوں، بشمول مگر ان تک محدود نہیں، لکی سیمنٹ لمیٹڈ، یونس ٹیکسٹائل ملز لمیٹڈ، گدون ٹیکسٹائل ملز لمیٹڈ، وائی بی پاکستان لمیٹڈ، لکی ٹیکسٹائل ملز لمیٹڈ، لکی موٹرز کارپوریشن لمیٹڈ، لکی انویسٹمنٹس لمیٹڈ، لکی فوڈز (پرائیویٹ) لمیٹڈ، لکی کموڈیٹیز (پرائیویٹ) لمیٹڈ، لکی لینڈمارک (پرائیویٹ) لمیٹڈ، طبہ ہارٹ انسٹی ٹیوٹ، طبہ کڈنی انسٹی ٹیوٹ، عزیز طبہ فاؤنڈیشن، گلوبل کموڈیٹیز لمیٹڈ، لکی کور پاور جن لمیٹڈ، لکی ٹی جی (پرائیویٹ) لمیٹڈ، لکی کور وینچرز (پرائیویٹ) لمیٹڈ اور دیگر متعلقہ پارٹیز کے ساتھ 30 جون 2026 کو ختم ہونے والے مالی سال کے دوران کی ٹرانزیکشنز شامل ہوسکتی ہیں، جتنا بورڈ مناسب سمجھے اور منظوری دے۔ ممبران کے علم میں ہے کہ مذکورہ بالا انتظامات اور لین دین میں بعض ڈائریکٹرز یا ان کی اکثریت کی دلچسپی/خواہش متصور ہوسکتی ہے۔ اس کے باوجود، ممبران یہاں کمپنی کے بورڈ آف ڈائریکٹرز کو پیشگی اختیار اور منظوری دیتے ہیں، بشمول کمپنیز ایکٹ 2017 کے سیکشن 207 اور/یا 208 کے تحت (جہاں تک لاگو ہوں) تاکہ وہ بورڈ کی جانب سے وقتاً فوقتاً منظور کردہ مقدار کے حساب سے تمام متعلقہ پارٹی ٹرانزیکشنز کا جائزہ لیں اور منظوری دیں۔ مزید قرار پایا کہ 30 جون 2026 کو ختم ہونے والی مدت کے لئے مذکورہ بالا متعلقہ پارٹی ٹرانزیکشنز بعد ازاں آئندہ سالانہ اجلاس عام میں توثیق اور تصدیق کے لئے ممبران کو پیش کی جائیں گی۔"			

شیئر ہولڈر(ز)/پراکسی ہولڈر/مجاز دستخط کنندہ کے دستخط

تاریخ:

نوٹس:

1۔ باقاعدہ پُر شدہ پوسٹل بیلٹ چیئرمین کو "5 ویسٹ وہارف، کراچی" کے پتے پر یا ای میل کے ذریعے general.meetings@luckycore.com پر بھیجا جائے۔
2۔ کمپیوٹرائزڈ قومی شناختی کارڈ کی کاپی پوسٹل بیلٹ فارم کے ساتھ منسلک کی جائے۔
3۔ پوسٹل بیلٹ فارم بروز جمعرات، 25 ستمبر 2025ء کو شام 5:00 بجے تک یا اس سے پہلے اجلاس کے چیئرمین کے پاس پہنچ جانے چاہئیں۔ اس تاریخ اور وقت کے بعد موصول ہونے والے کسی بھی پوسٹل بیلٹ کو ووٹنگ کے لیے زیر غور نہیں لایا جائے گا۔
4۔ پوسٹل بیلٹ پر کیے گئے دستخط، کمپیوٹرائزڈ قومی شناختی کارڈ پر دستخط سے مطابقت رکھتے ہوں۔
5۔ نامکمل، غیر دستخط شدہ، غلط، ناکارہ، پھٹے ہوئے، مسخ شدہ یا دہری لکھائی والے بیلٹ پیپر کو مسترد کر دیا جائے گا۔
6۔ بیلٹ پیپر کمپنی کی ویب سائٹ www.luckycore.com پر بھی موجود ہے۔ ممبران ویب سائٹ سے بیلٹ پیپر ڈاؤن لوڈ کر سکتے ہیں یا اخبار میں شائع شدہ اصل/فوٹو کاپی استعمال کر سکتے ہیں۔

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Lucky Core Industries Limited
5 West Wharf
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5۔ **CNIC/NTN جمع کرانا (لازمی):**

ایس ای سی پی کی ہدایات کی روشنی میں، ان شیئر ہولڈرز کے ڈیویڈنڈ کی ادائیگی، جن کے مؤثر سی این آئی سی یا این ٹی این (کارپوریٹ ادارے کی صورت میں) شیئرز رجسٹرار کے پاس موجود نہیں، روکی جاسکتی ہے۔ اس لئے ممبران سے گزارش کی جاتی ہے کہ وہ اپنے مؤثر سی این آئی سی یا این ٹی این کی فوٹو کاپی (اگر پہلے فراہم نہیں کی گئی تو) کمپنی کے شیئر رجسٹرار، میسرز فیمکو شیئر رجسٹریشن سروسز (پرائیویٹ) لمیٹڈ کے پاس جمع کرا دیں۔

6۔ **ڈیویڈنڈ مینڈیٹ (لازمی):**

کمپنیز ایکٹ 2017 کے سیکشن 242 اور کمپنیز ریگولیشنز 2017 (ڈیویڈنڈز کی تقسیم) کے ریگولیشن 4 کی تعمیل میں، کسی بھی لسٹڈ کمپنی کے لیے لازم ہے کہ اپنے ممبرز کو نقد منافع منقسمہ کی ادائیگی صرف اس کے فراہم کردہ بینک اکاؤنٹ میں الیکٹرانک انداز سے ہی انجام دے۔ مذکورہ بالا قانون کی تعمیل میں، اپنے بینک اکاؤنٹ میں براہ راست منافع منقسمہ وصول کرنے کے لیے، آپ سے گزارش کی جاتی ہے کہ کمپنی کی ویب سائٹ www.luckycore.com پر موجود فارم میں درج معلومات (اگر پہلے فراہم نہیں کی گئیں تو) الیکٹرانک صورت میں شیئرز رکھنے والے اپنے بروکرز/ سی ڈی سی کو فراہم کریں جبکہ فزیکل صورت میں شیئرز رکھنے والے کمپنی کے شیئر رجسٹرار کو فراہم کریں۔ معلومات موصول نہ ہونے کی صورت میں کمپنی شیئر ہولڈرز کو منافع منقسمہ کی ادائیگی روکنے پر مجبور ہو گی۔

7۔ **ودہولڈنگ ٹیکس کا نفاذ:**

انکم ٹیکس آرڈیننس 2001 کے سیکشن 150 کے تحت شیئرز کے منافع منقسمہ کی آمدنی پر ودہولڈنگ ٹیکس کی کٹوتی لاگو ہو گی۔ ڈیویڈنڈ پر ودہولڈنگ ٹیکس کا نفاذ ممبرز کے ''ایکٹیو'' اور ''نان ایکٹیو'' اسٹیٹس کی بنیاد پر بالترتیب 15 فیصد اور 30 فیصد کے حساب سے ہو گا۔ ایکٹیو سے مراد وہ فرد ہے جس کا نام ایف بی آر کے ای پورٹل (http://www.fbr.gov.pk) پر ایکٹیو ٹیکس پیئرز لسٹ میں موجود ہو اور نان ایکٹیو سے مراد وہ فرد ہے جس کا نام ایکٹیو ٹیکس پیئرز لسٹ میں موجود نہ ہو۔

مزید براں، فیڈرل بورڈ آف ریونیو (FBR) کی جانب سے موصول ہونے والی وضاحت کے مطابق، جوائنٹ اکاؤنٹ کی صورت میں ودہولڈنگ ٹیکس کا نفاذ پرنسپل ممبر اور جوائنٹ ہولڈر پر انکے شیئر ہولڈنگ تناسب کی بنیاد پر ایکٹیو/ نان ایکٹیو اسٹیٹس کے لحاظ سے الگ الگ ہو گا۔ جوائنٹ ممبرز کے ساتھ شیئر رکھنے والے تمام ممبرز سے گزارش کی جاتی ہے کہ وہ پرنسپل ممبر اور جوائنٹ ممبرز کے شیئر ہولڈنگ تناسب کی معلومات ہمارے شیئر رجسٹرار میسرز فیمکو شیئر رجسٹریشن سروسز (پرائیویٹ) لمیٹڈ کے پاس ذیل میں درج طریقہ کار کے تحت 19 ستمبر 2025 کو کاروبار بند ہونے سے پہلے فراہم کر دیں:

پرنسپل شیئر ہولڈر/ جوائنٹ شیئر ہولڈرز کا نام	شیئر ہولڈنگ تناسب %	CNIC نمبر (کاپی منسلک کریں)	فولیو/ CDC اکاؤنٹ نمبر	ٹوٹل شیئرز	دستخط

8۔ **انکم ٹیکس/ زکوٰۃ کی کٹوتی سے استثنیٰ:**

ممبران جو انکم ٹیکس کی کٹوتی سے استثنیٰ کے خواہشمند ہیں یا وہ جو رعایتی شرح پر کٹوتی کے اہل ہیں، ان سے گزارش کی جاتی ہے کہ وہ ٹیکس سے استثنیٰ کا مؤثر سرٹیفکیٹ یا ضروری دستاویزی ثبوت جمع کرائیں۔ وہ ممبران جو زکوٰۃ کی کٹوتی نہیں چاہتے، ان سے گزارش کی جاتی ہے کہ زکوٰۃ کی کٹوتی سے استثنیٰ کا مؤثر حلف نامہ جمع کرائیں۔

9۔ **کمپنیز ایکٹ 2017 کے سیکشن 244 کے تحت غیر دعویٰ شدہ ڈیویڈنڈ/ شیئرز:**

کمپنی کے غیر دعویٰ شدہ ڈیویڈنڈ/ شیئرز کی اپ ڈیٹڈ لسٹ کمپنی کی ویب سائٹ www.luckycore.com پر موجود ہے۔ یہ ایسے غیر دعویٰ شدہ ڈیویڈنڈ/ شیئرز ہیں، جو اپنے قابل ادائیگی اور واجب الادا ہو جانے کے بعد تین (3) سال کی مدت کے لیے غیر دعویٰ شدہ یا غیر ادا شدہ رہے ہیں۔

کمپنی کی ویب سائٹ پر موجود کلیم فارمز پر ممبرز کی جانب سے دعویٰ داخل کیا جاسکتا ہے۔ ڈیویڈنڈ/ شیئرز کی وصولی کے لئے کلیم فارم لازمی طور پر کمپنی کے شیئر رجسٹرار، میسرز فیمکو شیئر رجسٹریشن سروسز (پرائیویٹ) لمیٹڈ کے پاس جمع کرائے جائیں۔

10۔ **فزیکل شیئرز کی بک انٹری فارم میں تبدیلی:**

سیکورٹیز اینڈ ایکسچینج کمیشن آف پاکستان نے اپنے خط نمبر CSD/ED/Misc/2016-639-640 بتاریخ 26 مارچ 2021 کے ذریعے لسٹڈ کمپنیز کو ہدایت دی ہے کہ وہ اپنے جاری کردہ فزیکل شیئرز کو بک انٹری فارم میں تبدیل کر کے کمپنیز ایکٹ 2017 کے سیکشن 72 کی شقوں کی پابندی کریں۔

کمپنی کے فزیکل فولیوز/ شیئر سرٹیفکیٹ رکھنے والے ممبرز سے گزارش کی جاتی ہے کہ جلد سے جلد اپنے فزیکل فارم والے شیئرز کو بک انٹری فارم میں تبدیل کرالیں۔ ممبرز اپنے بروکر، سی ڈی سی پارٹیسپنٹ یا سی ڈی سی انویسٹر اکاؤنٹ سروس پرووائیڈر سے سی ڈی ایس اکاؤنٹ کھولنے اور فزیکل شیئرز کو بک انٹری فارم میں تبدیل کرانے میں مدد لے سکتے ہیں۔ اس سے ممبرز کو شیئرز کی محفوظ تحویل سمیت کئی حوالوں سے سہولت ملے گی اور ڈپلیکیٹ شیئرز کے اجراء وغیرہ کے لئے درکار رسمی کارروائیوں سے بھی بچ سکیں گے۔ مزید معلومات اور معاونت کے لئے شیئر ہولڈرز ہمارے شیئر رجسٹرار، میسرز فیمکو شیئر رجسٹریشن سروسز (پرائیویٹ) لمیٹڈ سے رابطہ کر سکتے ہیں۔

11۔ **پوسٹل بیلٹ:**

کمپنیز (پوسٹل بیلٹ) ریگولیشنز 2018 کی تعمیل میں جو کمپنیز ایکٹ 2017 کے سیکشن 143 اور 144 اور ایس آر او 451(I)/2025 بتاریخ 13 مارچ 2025 کے ساتھ ملا کر پڑھا جائے گا، ممبران کو خصوصی امور کے ذیل میں آنے والے نکات (آئٹمز) پر پوسٹل بیلٹ کے ذریعے ووٹ دینے کا حق استعمال کرنے کی اجازت دی جائے گی، یہ ووٹنگ بذریعہ ڈاک یا الیکٹرانک طریقے سے مذکورہ ریگولیشنز میں درج لوازمات اور طریقہ کار کے مطابق ہو گی۔ پوسٹل بیلٹ کے ذریعے ووٹنگ کے تفصیلی طریقہ کار بیلٹ پیپر پر فراہم کیے گئے ہیں، جبکہ الیکٹرانک ووٹنگ کے لیے ہدایات کمپنی کے شیئر رجسٹرار کی جانب سے ممبران کو بھیجی جائیں گی۔ اجلاس عام کے دوران خصوصی امور کے ذیل میں آنے والے نکات (آئٹمز) پر ہاتھ اٹھا کر ووٹنگ نہیں ہو گی اور وہ اراکین جو الیکٹرانک ووٹنگ یا ڈاک کے ذریعے مذکورہ نکات (آئٹمز) پر پیشگی ووٹ نہیں دیتے، انہیں صرف بیلٹ پیپر کے ذریعے اجلاس عام میں ووٹ دینے کی اجازت ہو گی۔

12۔ **ای میل ایڈریس اور موبائل نمبر درج کرنے کی شرط:**

ممبران سے گزارش کی جاتی ہے کہ وہ کمپنی کے شیئر رجسٹرار کو اپنے فزیکل فولیو کے لئے اپ ڈیٹ شدہ ای میل اور موبائل فون نمبر فراہم کریں اور الیکٹرانک شکل میں شیئرز کی صورت میں اپنے پارٹیسپنٹ یا بروکر/ سی ڈی سی انویسٹر اکاؤنٹ سروسز کو فراہم کریں۔

13۔ **ممبران میں تحائف کی تقسیم پر پابندی:**

''ایس ای سی پی'' نے 2018 کے سرکلر نمبر 2، بتاریخ 9 فروری، 2018 اور ایس آر او 452(I)/2025 بتاریخ 17 مارچ، 2025 کے ذریعے، کمپنیوں کو ممبران کو اجلاس ہائے عام میں یا اس کے حوالے سے تحائف، مراعات، یا کسی بھی قسم کے ملتے جلتے فوائد (بشمول لیکن ان تک محدود نہیں، ٹوکن، کوپن، بعام یا ٹیک اوے پیکجز) پیش کرنے یا تقسیم کرنے سے سختی کے ساتھ منع کیا ہے۔ کمپنیز ایکٹ، 2017 کے سیکشن 185 کے مطابق ان ہدایات کی عدم تعمیل ایک قابل سزا جرم ہے اور خلاف ورزی کرنے والی کمپنیوں کے خلاف تادیبی کارروائیاں اور جرمانے عائد کیے جاسکتے ہیں۔

نوٹس:

1۔ شیئر ٹرانسفر بکس کی بندش:

کمپنی کی شیئر ٹرانسفر بکس 20 ستمبر 2025 تا 26 ستمبر 2025 (دونوں دن شامل ہیں) بند رہیں گی۔ ہمارے شیئر رجسٹرار میسرز فیمکو شیئر رجسٹریشن سروسز (پرائیویٹ) لمیٹڈ، F-8، نرسری، بلاک 6، پی ای سی ایچ ایس، شاہراہ فیصل، کراچی کے آفس میں 19 ستمبر 2025 کو کاروبار کے اختتام تک وصول ہونے والے شیئر ٹرانسفرز کو حتمی نقد منافع منقسمہ کی منتقلی کا حق دار اور سالانہ اجلاسِ عام میں شرکت اور ووٹ دینے کے لئے بروقت تصور کیا جائے گا۔

2۔ بذاتِ خود یا ویڈیو کانفرنسنگ کے ذریعے اجلاس میں شرکت:

19 ستمبر 2025 کو ممبران کے رجسٹر میں جن ممبران کے نام موجود ہوں گے، وہ اجلاس میں شرکت اور ووٹ دینے کے حقدار ہوں گے۔ اجلاس میں شرکت اور ووٹ دینے کے اہل ممبر کو اجلاس میں شرکت، بولنے اور ووٹ دینے کے لئے کسی کو بطور نمائندہ (پراکسی) مقرر کرنے کا حق حاصل ہوگا۔

ممبران کو اجلاس کے لئے مؤثر پراکسی دستاویز اس نوٹس کے ساتھ بھجوائی جا رہی ہے۔ پراکسی دستاویز کی مزید کاپیاں کمپنی کے رجسٹرڈ آفس سے کام کے عمومی اوقات میں حاصل کی جاسکتی ہیں۔ پراکسی فارم کمپنی کی ویب سائٹ www.luckycore.com سے بھی ڈاؤن لوڈ کیا جاسکتا ہے۔ پراکسی دستاویز اور پاور آف اٹارنی یا دیگر کوئی مختار نامہ (اگر کوئی ہو) جس پر اس مقصد کے لیے دستخط ہوں یا ایسے کسی پاور یا مختار نامے کی تصدیق شدہ کاپی، جو فعال صورت میں ہو، سالانہ اجلاسِ عام سے کم از کم 48 گھنٹے قبل (عام تعطیلات کو چھوڑ کر) general.meetings@luckycore.com پر ای میل کئے جاسکتے ہیں یا کمپنی کے شیئر رجسٹرار میسرز فیمکو شیئر رجسٹریشن سروسز (پرائیویٹ) لمیٹڈ کے رجسٹرڈ پتے پر بھیجے جاسکتے ہیں۔

ممبران سے گزارش کی جاتی ہے کہ وہ اپنے کمپیوٹرائزڈ قومی شناختی کارڈ (CNIC) کی کاپی ہمارے شیئر رجسٹرار، فیمکو شیئر رجسٹریشن سروسز (پرائیویٹ) لمیٹڈ کے رجسٹرڈ پتے پر جمع کرائیں۔

الف) ویڈیو کانفرنسنگ کی سہولت کے ذریعے سالانہ اجلاس عام میں شرکت کے لئے، ممبران سے گزارش کی جاتی ہے کہ اجلاس سے کم از کم 48 گھنٹے قبل generalmeetings@luckycore.com پر درج ذیل معلومات فراہم کر کے اپنے آپ کو رجسٹر کریں:

شیئر ہولڈر کا نام	سی این آئی سی/ این ٹی این نمبر	فولیو نمبر/ سی ڈی سی IAS اکاؤنٹ نمبر	موبائل نمبر	ای میل ایڈریس

ب) ممبران کو مذکورہ بالا تفصیلات کی تصدیق کے بعد رجسٹر کیا جائے گا اور انہیں کمپنی کی جانب سے ای میل کے ذریعے ویڈیو لنک فراہم کیا جائے گا۔

(ج) صرف انہی ممبران کی ویڈیو کانفرنسنگ کے ذریعے سالانہ اجلاس عام میں شرکت کی منظوری دی جائے گی جن کے نام رجسٹریشن کیلئے (جیسا اوپر پوائنٹ 'الف' میں درج ہے) کمپنی کے ساتھ شیئر کی گئی تفصیلات کے مطابق ہوں گے۔

(د) لاگ ان کی سہولت صبح 10:15 سے سالانہ اجلاسِ عام کے اختتام تک جاری رہے گی۔

(ر) ممبران سالانہ اجلاسِ عام کے ایجنڈے سے متعلق اپنی آراء اور تجاویز general.meetings@luckycore.com پر ای میل کے ذریعے بھیج سکتے ہیں۔

3۔ سینٹرل ڈپازٹری کمپنی آف پاکستان لمیٹڈ (CDC) کے انویسٹر اکاؤنٹ ہولڈرز کے لئے ہدایات:

سی ڈی سی انویسٹر اکاؤنٹ ہولڈرز کو سیکورٹیز اینڈ ایکسچینج کمیشن آف پاکستان (SECP) کی جانب سے جاری کردہ سرکلر نمبر 1 مورخہ 26 جنوری 2000 کے مطابق درج ذیل ہدایات پر بھی عمل کرنا ہوگا:

الف) اجلاس میں شرکت کے لیے

(I) افراد کی صورت میں اکاؤنٹ ہولڈر یا سب اکاؤنٹ ہولڈر یا وہ فرد جس کی سیکورٹیز گروپ اکاؤنٹ میں ہیں اور ان کی رجسٹریشن کی تفصیلات سی ڈی سی کے ضوابط کے مطابق اپ لوڈ ہو چکی ہیں، سالانہ اجلاس عام کے وقت اصل سی این آئی سی یا پاسپورٹ دکھا کر اپنی شناخت کی تصدیق کروائیں گے۔

(II) کارپوریٹ ادارے کی صورت میں بورڈ آف ڈائریکٹرز کی قرارداد/ پاور آف اٹارنی نامزد فرد کے دستخط کے نمونہ کے ساتھ اجلاس کے وقت پیش کرنا ہوگا۔

ب) پراکسی کے تقرر کے لیے

(I) افراد کی صورت میں اکاؤنٹ ہولڈر یا سب اکاؤنٹ ہولڈر اور/ یا وہ فرد جس کی سیکورٹیز گروپ اکاؤنٹ میں ہیں اور ان کی رجسٹریشن کی تفصیلات ضابطے کے مطابق اپ لوڈ ہو چکی ہیں، مندرجہ بالا ہدایات کے مطابق پراکسی فارم جمع کروائیں گے۔

(II) پراکسی فارم کے لیے 2 گواہان ضروری ہیں، جن کے نام، پتے اور سی این آئی سی نمبر، فارم پر درج ہوں۔

(III) بینیفیشل مالکان اور پراکسی کے سی این آئی سی یا پاسپورٹ کی تصدیق شدہ کاپیاں پراکسی فارم کے ساتھ جمع کرانی ہوں گی۔

(IV) پراکسی کو اپنا اصل سی این آئی سی یا فعال پاسپورٹ اجلاس کے وقت پیش کرنا ہوگا۔

(V) کارپوریٹ ادارے کی صورت میں پراکسی فارم، بورڈ آف ڈائریکٹرز کی قرارداد/ پاور آف اٹارنی اور دستخط کے نمونے کے ساتھ ای میل کے ذریعے اور اجلاس کے دن کمپنی کے پاس جمع کرانے ہوں گے۔

4۔ سالانہ رپورٹ 2024 کی الیکٹرانک ترسیل:

کمپنیز ایکٹ 2017 کے سیکشن (6) 223 کی تعمیل میں اور ایس آر او 2023/(1) 389 بتاریخ 21 مارچ 2023 اور ایس آر او 2025/(I)452 بتاریخ 17 مارچ 2025 کے مطابق کمپنی نے ان ممبرز کو سالانہ رپورٹ 2025 ویب لنک، QR کے حامل کوڈ اور ای میل کے ذریعے برقی ترسیل سے بھیج دی ہے، جن کے ای میل ایڈریس کمپنی کے شیئر رجسٹرار میسرز فیمکو شیئر رجسٹریشن سروسز (پرائیویٹ) لمیٹڈ کے پاس موجود ہیں۔ تاہم ایسے ممبران کو، جن کے ای میل ایڈریس کمپنی کے شیئر رجسٹرار کے پاس موجود نہیں، سالانہ اجلاسِ عام کے نوٹس کی طبع شدہ نقول، سالانہ رپورٹ 2025 (بشمول مالیاتی گوشوارے) ڈاؤن لوڈ کرنے کے لیے QR کے حامل کوڈ/ ویب لنک کے ساتھ ارسال کر دی گئی ہیں۔

اس کے باوجود کمپنی سالانہ رپورٹ 2025 کی ایک ہارڈ کاپی، کسی بھی ممبر کی جانب سے درخواست بھیجنے پر، ان کے رجسٹرڈ ایڈریس پر ایسی درخواست موصول ہونے کے ایک (1) ہفتے کے اندر مفت فراہم کرے گی۔ مزید براں فزیکل فارم میں شیئرز رکھنے والے ممبران سے گزارش کی جاتی ہے کہ براہ مہربانی اپنا مؤثر ای میل ایڈریس (اپنے مؤثر CNIC کی کاپی کے ہمراہ) کمپنی کے شیئر رجسٹرار میسرز فیمکو شیئر رجسٹریشن سروسز (پرائیویٹ) لمیٹڈ کو فراہم کریں جبکہ بک انٹری فارم میں شیئرز رکھنے والے ممبران اپنے متعلقہ پارٹیسپنٹ/ انویسٹر اکاؤنٹ سروسز کو فراہم کریں۔

74ویں سالانہ اجلاسِ عام کی اطلاع

بذریعہ نوٹس ہٰذا مطلع کیا جاتا ہے کہ لکی کور انڈسٹریز لمیٹڈ (''کمپنی'') کا 74واں سالانہ اجلاسِ عام (AGM) بروز جمعہ 26 ستمبر 2025 صبح 10:30 بجے، 5 ویسٹ وہارف، کراچی پر اور ویڈیو کانفرنسنگ کے ذریعے منعقد کیا جائے گا۔

ہدایات برائے شرکت درج ذیل نوٹس میں فراہم کی جا رہی ہیں۔ سالانہ اجلاسِ عام کے انعقاد کے دوران، کمپنی کورم سے متعلق دفعات کی پابندی اور تمام قانونی تقاضوں کی تعمیل کرے گی۔

سالانہ اجلاسِ عام درج ذیل امور کی انجام دہی کے لیے منعقد کیا جا رہا ہے:

عمومی کاروبار

1۔ 30 جون 2025 کو ختم شدہ سال کے لئے کمپنی کے آڈٹ شدہ سالانہ مالیاتی گوشواروں، بشمول ڈائریکٹرز اور آڈیٹرز کی رپورٹس کی وصولی، ان پر غور وخوض اور منظوری۔

کمپنیز ایکٹ 2017 کے سیکشن 223 کے مطابق اور ایس آر او 2023/(1)389 بتاریخ 21 مارچ 2023 کی تعمیل میں کمپنی کے مالیاتی گوشواروں تک رسائی کمپنی کے درج ذیل ویب لنک اور QR کے حامل کوڈ کے ذریعے حاصل کی جا سکتی ہے۔

https://www.luckycore.com/investor-relation/financial-reports

2۔ بورڈ آف ڈائریکٹرز کی تجویز کے مطابق، 30 جون 2025 کو ختم شدہ سال کے لئے -/2 روپے کے ہر عمومی شیئر پر 310 فیصد یعنی -/6.2 روپے فی شیئر کے حتمی نقد منافع منقسمہ کا اعلان اور منظوری دینا۔ یہ 340 فیصد (یعنی -/10 روپے کے ہر عمومی شیئر پر -/34 روپے) کے اس عارضی نقد منافع منقسمہ کے علاوہ ہے، جو پہلے ہی ادا کیا جا چکا ہے۔

3۔ مالی سال 26-2025 کے لئے کمپنی کے آڈیٹرز کی تعیناتی اور ان کے مشاہرے کا تعین کرنا۔ بورڈ آف ڈائریکٹرز نے کمپنی کی بورڈ آڈٹ کمیٹی کی تجویز پر میسرز اے ایف فرگوسن اینڈ کمپنی، کی 30 جون 2026 کو ختم ہونے والے سال کیلئے دوبارہ آڈیٹرز کے طور پر تقرری کی تجویز دی ہے۔

خصوصی کاروبار

4۔ درج ذیل قراردادوں پر، کمپنیز ایکٹ 2017 کے سیکشنز 207 اور/یا 208 کے تحت (جہاں تک لاگو ہوں) متعلقہ پارٹیز ٹرانزیکشن کے حوالے سے خصوصی قراردادوں کے ذریعے (ترمیم کے ساتھ یا بلا ترمیم) غور وخوض کرنا اور مناسب سمجھنے پر توثیق کرنا اور منظوری دینا (جس صورت میں بھی ہو):

''قرار پایا کہ متعلقہ پارٹیز سے لین دین، جو کمپنی نے مختلف متعلقہ پارٹیز کے ساتھ انجام دیئے، جو سال ختم شدہ 30 جون 2025 کے دوران -/21,156,807,000 پاکستانی روپے (اکیس بلین ایک سو چھپن ملین آٹھ لاکھ سات ہزار روپے) کی مجموعی حد تک ہے جیسا کہ مذکورہ عرصے کیلئے مالیاتی گوشواروں میں رپورٹ کیا گیا ہے، اس کی توثیق اور تصدیق کی جاتی ہے۔"

مزید قرار پایا کہ کمپنی وقتاً فوقتاً انتظامات کرنے یا لین دین کرنے کی مجاز ہوگی اور اس میں بشمول، مگر ان تک محدود نہیں، سامان، اشیاء اور میٹیریلز بشمول کیمیکلز، سوڈا ایش، پولیسٹر، الیکٹریسٹی، سیمنٹ، گاڑیوں کی خرید وفرخت یا خدمات کے حصول یا فراہمی، عطیات کی ادائیگی، میوچل فنڈز کے یونٹس میں سرمایہ کاری یا شیئر سبسکرپشن، مختلف متعلقہ فریقوں، بشمول مگر ان تک محدود نہیں، لکی سیمنٹ لمیٹڈ، یونس ٹیکسٹائل ملز لمیٹڈ، گدون ٹیکسٹائل ملز لمیٹڈ، وائی بی پاکستان لمیٹڈ، لکی ٹیکسٹائل ملز لمیٹڈ، لکی موٹرز کارپوریشن لمیٹڈ، لکی انویسٹمنٹس لمیٹڈ، لکی فوڈز (پرائیویٹ) لمیٹڈ، لکی کموڈیٹیز (پرائیویٹ) لمیٹڈ، لکی لینڈمارک (پرائیویٹ) لمیٹڈ، طبہ ہارٹ انسٹی ٹیوٹ، طبہ کڈنی انسٹی ٹیوٹ، عزیز طبہ فاؤنڈیشن، گلوبل کموڈیٹیز لمیٹڈ، لکی کور پاور جن لمیٹڈ، لکی ٹی جی (پرائیویٹ) لمیٹڈ، لکی کور وینچرز (پرائیویٹ) لمیٹڈ اور دیگر متعلقہ پارٹیز کے ساتھ مالی سال 30 جون 2026 کے دوران کی ٹرانزیکشنز شامل ہو سکتی ہیں، جتنا بورڈ مناسب سمجھے اور منظوری دے۔ ممبران کے علم میں ہے کہ مذکورہ بالا بندوبست یا ٹرانزیکشنز کے لئے بعض ڈائریکٹرز یا ان کی اکثریت کی دلچسپی/خواہش متصور ہو سکتی ہے۔ اس کے باوجود، ممبران یہاں کمپنی کے بورڈ آف ڈائریکٹرز کو پیشگی اختیار اور منظوری دیتے ہیں بشمول کمپنیز ایکٹ 2017 کے سیکشن 207 اور/یا 208 (جہاں تک لاگو ہوں) جس کے مطابق بورڈ کی جانب سے وقتاً فوقتاً منظور کردہ مقدار کے حساب سے تمام متعلقہ پارٹی ٹرانزیکشنز کا جائزہ لے کر منظوری دی جائے۔

مزید قرار پایا کہ 30 جون 2026 کو ختم ہونے والی مدت کے لئے مذکورہ بالا متعلقہ پارٹی ٹرانزیکشنز بعد ازاں آئندہ سالانہ اجلاس عام میں ممبران کو توثیق اور تصدیق کے لئے پیش کی جائیں گی۔''

کمپنیز ایکٹ 2017 کے سیکشن (3)134 کے تحت مذکورہ بالا خصوصی قرارداد پر مشتمل اصل حقائق پر مبنی اسٹیٹمنٹ اس نوٹس کے ساتھ منسلک کی جا رہی ہے۔

حسب الحکم بورڈ

لیلیٰ بھاٹیہ باوانی
کمپنی سیکریٹری

4 ستمبر 2025
کراچی

ڈائریکٹرز رپورٹ

برائے سال ختم شدہ 30 جون 2025 (مشترکہ)

ڈائریکٹرز 30 جون 2025ء کو ختم ہونے والے سال کے لئے لکی کور انڈسٹریز لمیٹڈ کے آڈٹ شدہ گروپ نتائج کے ساتھ اپنی رپورٹ بمسرت پیش کرتے ہیں۔ لکی کور انڈسٹریز گروپ میں لکی کور انڈسٹریز لمیٹڈ، اس کے ذیلی ادارے: لکی کور پاور جن لمیٹڈ (پاور جن)، لکی ٹی جی (پرائیویٹ) لمیٹڈ (لکی ٹی جی)، لکی کور وینچرز (پرائیویٹ) لمیٹڈ (ایل سی وی) اور اس سے وابستہ ادارہ؛ نیوٹری کو مورینا گا (پرائیویٹ) لمیٹڈ (این ایم پی ایل) شامل ہیں۔

ڈائریکٹرز کی رپورٹ کو، جو 30 جون 2025 کو ختم ہونے والے سال کے لئے لکی کور انڈسٹریز لمیٹڈ کی کارکردگی کا جائزہ فراہم کرتی ہے، علیحدہ پیش کیا گیا ہے۔

ختم ہونے والے سال کے لیے PowerGen کی خالص مجموعی فروخت 1,412 ملین روپے رہی، جو گزشتہ سال کے اسی عرصے کے مقابلے میں 8 فیصد کم ہے۔ یہ تخفیف بنیادی طور پر خام تیل کی کم قیمتوں کی وجہ سے HFO کی قیمتوں میں 13 فیصد کی کمی کی وجہ سے ہوئی۔ آپریٹنگ منافع 110 ملین روپے رہا، جو موثر کاسٹ مینجمنٹ کی بدولت گزشتہ سال کے اسی عرصے کے مقابلے میں 6 فیصد بڑھ گیا۔

"این ایم پی ایل" سے منافع کا حصہ 19 ملین روپے پر پہنچ گیا، جبکہ گزشتہ سال کے اسی عرصے میں 168 ملین روپے کا نقصان ہوا تھا۔ یہ بہتری بنیادی طور پر فروخت میں 18 فیصد اضافے اور بہتر مجموعی مارجن کی وجہ سے آئی۔

مجموعی بنیادوں پر، زیر جائزہ سال کے لئے 119,941 ملین روپے کی خالص مجموعی فروخت، لگ بھگ گزشتہ سال کے اسی عرصے کے جیسی ہی ہے جبکہ زیر جائزہ سال کے لیے 18,031 ملین روپے کا آپریٹنگ منافع، گزشتہ سال کے اسی عرصے کے مقابلے میں 5 فیصد زیادہ ہے۔ زیر جائزہ سال کے دوران بعد از ٹیکس منافع 11,757 ملین روپے رہا، جو گزشتہ سال کے اسی عرصے کے مقابلے میں 5 فیصد زیادہ ہے، جبکہ ہولڈنگ کمپنی کے مالکان سے منسوب 25.46 روپے کی آمدنی فی شیئر، گزشتہ سال کے اسی عرصے کے مقابلے میں 5 فیصد زیادہ ہے۔ ای پی ایس کو کمپنی کے عام شیئرز کی فیس ویلیو کی -/10 روپے سے -/2 روپے فی شیئر میں ذیلی تقسیم کی عکاسی کرنے کے لیے از سر نو بیان کیا گیا ہے۔ اسٹاک اسپلٹ کو موثر کرنے کے لیے ریگولیٹری رسمی کارروائیاں مالی سال کے اختتام کے بعد 19 جولائی 2025 کو مکمل کی گئیں۔

محمد سہیل ٹبہ
چیئرمین

آصف جمعہ
چیف ایگزیکٹو

بتاریخ 31 جولائی 2025
کراچی

ڈائریکٹرز اور چیف ایگزیکٹو کو سال کے دوران ادا کیے گئے معاوضے کا مناسب انکشاف مالیاتی گوشواروں کے نوٹس میں کیا گیا ہے۔

بورڈ کا جائزہ

CCG تقاضوں کے تحت بورڈ کی کارکردگی کا جائزہ سالانہ بنیادوں پر لیا جاتا ہے۔ بورڈ آف ڈائریکٹرز تسلیم کرتا ہے کہ مسلسل جائزہ اس بات کا تعین کرنے کے لیے اہم ہے کہ بورڈ نے اپنے لیے مقررہ مقاصد اور اہداف کے حوالے سے کتنی موثر کارکردگی کا مظاہرہ کیا ہے۔ جائزے کے نتائج کی بنیاد پر بہتری کے شعبوں کی نشاندہی کی جاتی ہے، اصلاحی ایکشن پلان تیار کیے جاتے ہیں اور ان پر عمل کیا جاتا ہے۔

ڈائریکٹرز کی تربیت

بورڈ ممبران کی اکثریت نے ڈائریکٹر کی تربیت حاصل کی ہے یا پھر وہ CCG کے ضابطہ 19 کے تحت ڈائریکٹرز کے لیے تربیتی پروگراموں سے استثنیٰ کے لیے مطلوب مقررہ قابلیت اور تجربہ کے حامل ہیں۔ تمام ڈائریکٹرز لسٹڈ کمپنی کے ڈائریکٹرز کے طور پر اپنے فرائض اور ذمہ داریوں سے پوری طرح واقف ہیں۔

رسک اسیسمنٹ فریم ورک

کمپنی کے رسک فریم ورک اور انٹرنل کنٹرول سسٹم کا مناسب انکشاف سالانہ رپورٹ میں کیا گیا ہے۔

شیئر ہولڈنگ کا نمونہ

کمپنیز ایکٹ 2017 کی دفعہ 227(2)(ایف) کے تحت 30 جون 2025ء تک کمپنی کی شیئر ہولڈنگ کا پیٹرن سالانہ رپورٹ کے ساتھ منسلک ہے۔

جون 2025 کی تاریخ کو شیئر ہولڈنگ کا پیٹرن کمپنی کے عام شیئرز کی ذیلی تقسیم (سب ڈویژن) سے پہلے کی صورت حال کی عکاسی کرتا ہے۔ کمپنی کے ممبرز نے 20 جون 2025 کو ہونے والے غیر معمولی اجلاس عام میں کمپنی کے شیئرز کی فیس ویلیو کی -/10 روپے سے -/2 روپے فی شیئر میں ذیلی تقسیم کی منظوری دی۔ اسٹاک اسپلٹ کو موثر کرنے کے لیے ریگولیٹری رسمی کارروائیاں مالی سال کے اختتام کے بعد 19 جولائی 2025 کو مکمل کی گئیں۔ ذیلی تقسیم کے بعد (19 جولائی 2025 کو) شیئر ہولڈنگ کا پیٹرن بھی اس سالانہ رپورٹ میں فراہم کیا گیا ہے۔

محمد سہیل ٹبہ
چیئرمین

آصف جمعہ
چیف ایگزیکٹو

بتاریخ 31 جولائی 2025
کراچی

ریٹائرمنٹ فوائد میں سرمایہ کاری

	30 جون 2025	30 جون 2024
	(ملین روپے)	(ملین روپے)
1۔ لکی کور مینجمنٹ اسٹاف پراویڈنٹ فنڈ	1,887.02	1,511.36
2۔ لکی کور مینجمنٹ اسٹاف پینشن فنڈ	798.31	670.95
3۔ لکی کور مینجمنٹ اسٹاف گریجویٹی فنڈ	1,143.15	864.57
4۔ لکی کور مینجمنٹ اسٹاف ڈیفائنڈ کنٹری بیوشن فنڈ	2,505.00	1,866.20
5۔ لکی کور نان مینجمنٹ اسٹاف پراویڈنٹ فنڈ	571.00	485.28
کل	6,904.47	5,398.37

بورڈ کی تشکیل

سی سی جی کے تقاضوں کے مطابق، کمپنی اپنے بورڈ میں آزاد اور غیر ایگزیکٹو ڈائریکٹرز کی نمائندگی کے ساتھ ساتھ صنفی تنوع کی حوصلہ افزائی کرتی ہے۔ بورڈ کی موجودہ ساخت درج ذیل ہے:

ڈائریکٹرز کی کل تعداد:

(ا) مرد: 7

(ب) عورت: 1

ساخت:

(i) آزاد ڈائریکٹرز: 3

سید محمد شبر زیدی

جناب عدنان آفریدی

جناب عارف الاسلام

(ii) نان ایگزیکٹو ڈائریکٹرز: 4

جناب محمد سہیل ٹبہ

جناب محمد علی ٹبہ

جناب جاوید یونس ٹبہ

محترمہ امینہ اے عزیز باوانی

(iii) ایگزیکٹو ڈائریکٹر: 1

جناب آصف جمعہ

بورڈ کی کمیٹیاں

آڈٹ کمیٹی

سید محمد شبر زیدی	چیئرمین
جناب عدنان آفریدی	رکن
جناب محمد علی ٹبہ	رکن
جناب جاوید یونس ٹبہ	رکن

ایچ آر اور معاوضہ کمیٹی

جناب عدنان آفریدی	چیئرمین
جناب محمد سہیل ٹبہ	رکن
جناب محمد علی ٹبہ	رکن
جناب جاوید یونس ٹبہ	رکن
جناب آصف جمعہ	رکن

بینکنگ کمیٹی

جناب آصف جمعہ	چیئرمین
جناب عدنان آفریدی	رکن
جناب عارف الاسلام	رکن

ڈائریکٹرز کی حاضری

مالی سال 25-2024 کے دوران چھ (6) بورڈ اجلاس، چار (04) آڈٹ کمیٹی کے اجلاس اور دو (02) انسانی وسائل اور معاوضہ کمیٹی (ایچ آر اینڈ آر) کے اجلاس منعقد ہوئے۔ متعلقہ بورڈ/ذیلی کمیٹیوں کے اجلاسوں میں ہر ڈائریکٹر کی حاضری حسب ذیل رہی:

ڈائریکٹر کا نام	بورڈ آف ڈائریکٹرز میٹنگز	آڈٹ کمیٹی میٹنگز	ہیومن ریسورس اینڈ ریمونریشن کمیٹی میٹنگز
جناب محمد سہیل ٹبہ	6	-	2
جناب محمد علی ٹبہ	5	3	2
جناب جاوید یونس ٹبہ	6	4	2
محترمہ امینہ اے عزیز باوانی	3	-	-
جناب آصف جمعہ	5	-	2
جناب عدنان آفریدی	6	4	2
جناب عارف الاسلام	5	-	-
سید محمد شبر زیدی	6	4	-

ڈائریکٹرز کا معاوضہ

بورڈ آف ڈائریکٹرز نے ایک باضابطہ ڈائریکٹرز معاوضہ پالیسی کی منظوری دی ہے، جو کمپنیز ایکٹ 2017 اور CCG کے مطابق ڈائریکٹرز کے معاوضے کے لیے ایک شفاف طریقہ کار پر مبنی ہے۔ مذکورہ پالیسی کے مطابق اور 30 جون 2025 تک نان ایگزیکٹو اور آزاد ڈائریکٹرز کو بورڈ یا اس کی ذیلی کمیٹی کی ہر میٹنگ میں شرکت کے لیے -/75,000 روپے بعد از ٹیکس معاوضہ ادا کیا گیا ہے۔

سال کے لیے بعد از ٹیکس منافع اور فی شیئر آمدنی بالترتیب 11,638 ملین روپے اور 25.20 روپے رہی، جو گزشتہ سال کے اسی عرصے کے مقابلے میں 4 فیصد اضافہ ظاہر کرتی ہے۔ فی شیئر آمدنی کو کمپنی کے عام شیئرز کی فیس ویلیو کی -/10 روپے سے -/2 روپے فی شیئر میں ذیلی تقسیم کی عکاسی کرنے کے لیے از سر نو بیان کیا گیا ہے۔ اسٹاک اسپلٹ کو مؤثر بنانے کے لیے ریگولیٹری رسمی کارروائیاں مالی سال کے اختتام کے بعد 19 جولائی 2025 کو مکمل کی گئیں۔

مستقبل کا منظر نامہ

بین الاقوامی مالیاتی فنڈ (IMF) کی عالمی اقتصادی پیشگوئی کے مطابق عالمی اقتصادی ترقی 2026 میں 3 فیصد پر مستحکم رہنے کی توقع ہے۔ اگرچہ مہنگائی کے دباؤ میں کمی اور مالیاتی پالیسی میں نرمی آئی ہے مگر عالمی خطرات برقرار ہیں، جن میں بڑھتے ہوئے تجارتی تنازعات، جغرافیائی کشیدگی اور سپلائی چین میں جاری خلل شامل ہیں۔ بڑی معیشتوں کے درمیان حالیہ عائد کردہ ٹیرف عالمی تجارت اور سرمایہ کاری کے بہاؤ پر اثر انداز ہو سکتے ہیں جبکہ موسمیاتی مسائل اور علاقائی تنازعات معاشی منظر نامے کو مزید پیچیدہ بناتے ہیں۔

پاکستان کا اقتصادی منظر نامہ مالی سال 26-2025 کے لیے محتاط پُر امیدی کا عکاس ہے، بین الاقوامی مالیاتی فنڈ کے تازہ ترین تخمینوں کے مطابق جی ڈی پی میں 3.6 فیصد کی ترقی متوقع ہے۔ وطن عزیز نے اہم میکرو اقتصادی اشاریوں کو مستحکم کرنے میں قابل ذکر پیشرفت کی ہے، جن میں مہنگائی میں کمی، کرنٹ اکاؤنٹ کا توازن بہتر کرنا اور غیر ملکی زر مبادلہ کے ذخائر بڑھانا شامل ہیں۔ IMF کی توسیعی فنڈ فیسیلٹی اور ریزیلیئنس اینڈ سسٹین ایبلٹی فیسیلٹی پروگرام جاری اصلاحات اور مالی نظم و ضبط کے لیے مرکزی حیثیت رکھتے ہیں۔ حالیہ ٹیرف میں کمی کی پالیسی نے تجارت اور صنعتی منظر نامے پر نمایاں اثر ڈالا ہے، جس کا مقصد ان پٹ لاگت کو کم کرنا اور ڈاؤن اسٹریم سیکٹرز کے لیے مسابقت کو بہتر بنانا ہے۔ تاہم، یہ تبدیلی مقامی ویلیو ایڈڈ مینوفیکچرنگ پر بھی دباؤ بڑھا سکتی ہے، جو ممکنہ طور پر اہم مقامی شعبوں میں صنعتی انحطاط اور روزگار کے مواقع میں کمی کا باعث بن سکتی ہے، اگر اس کے ساتھ معاون پالیسی کی مدد فراہم نہ ہو تو پہلے سے ہی نازک تجارتی توازن کی صورتحال پر دباؤ آسکتا ہے۔

ان چیلنجز کے باوجود، کمپنی خود کو ڈھالنے اور ترقی کرنے کے لیے اچھی طرح سے تیار ہے، جس کی بنیاد مضبوط بیلنس شیٹ، مصنوعات کا متنوع پورٹ فولیو اور نظم و ضبط کے ساتھ سرمایہ مختص کرنے پر ہے۔ اسٹریٹجک ترقی کے اقدامات جاری ہیں اور کمپنی مارکیٹ متحرکات میں تبدیلیوں کے جواب میں بروقت اور مؤثر اقدامات کو یقینی بنانے کے لیے باقاعدہ اسٹریٹجک جائزے جاری رکھے ہوئے ہے۔ آگے بڑھتے ہوئے، کمپنی آپریشنل لاگت کو بہتر بنانے پر توجہ مرکوز رکھے گی، خاص طور پر توانائی اور سپلائی چین مینجمنٹ میں، آمدنی کے نئے ذرائع تلاش کرے گی اور شیئر ہولڈرز کے منافع کو زیادہ سے زیادہ بڑھائے گی۔ مستعدی اور نظم و ضبط کے ساتھ، کمپنی ایک پیچیدہ اور ترقی پذیر اقتصادی ماحول میں مستقل قدر فراہم کرنے کے لیے پر عزم ہے۔

اظہار تشکر

کمپنی کے نتائج اس کے باصلاحیت ملازمین کے انتھک عزم و شراکت اور اس کے اسٹیک ہولڈرز کی طرف سے کمپنی پر کیے گئے اعتماد کی عکاسی کرتے ہیں۔

آڈیٹرز

میسرز اے ایف فرگوسن اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس، نے 30 جون 2025 کو ختم ہونے والے سال کے لیے کمپنی کے مالی گوشواروں کا آڈٹ کیا۔

ورڈ آڈٹ کمیٹی کی سفارش پر بورڈ نے 30 جون 2026 کو ختم ہونے والے سال کے لیے میسرز اے ایف فرگوسن اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس، کو کمپنی کا باضابطہ آڈیٹر مقرر کرنے کی سفارش کی ہے، جو کمپنی کے آئندہ سالانہ اجلاس عام میں حصص یافتگان کی منظوری حاصل کرنے سے مشروط ہے۔

متعلقہ فریقوں سے لین دین

سال کے دوران، کمپنی نے اپنے متعلقہ فریقوں کے ساتھ لین دین کیا۔ اس لین دین کی تفصیلات غیر مربوط مالی گوشواروں کے نوٹس میں ظاہر کی گئی ہیں۔

کارپوریٹ گورننس کوڈ کی تعمیل

کمپنی نے کوڈ آف کارپوریٹ گورننس (CCG) ریگولیشنز کی تعمیل کرتے ہوئے اپنے تمام افعال میں اچھی کارپوریٹ گورننس کو یقینی بنانے کے لیے تمام ضروری اقدامات کیے ہیں، اس لیے ڈائریکٹرز کو یہ بتاتے ہوئے خوشی محسوس ہو رہی ہے کہ :

- کمپنی کی انتظامیہ کی طرف سے تیار کردہ مالیاتی گوشوارے اس کے معاملات کی حالت، اس کے کاموں کے نتائج، کیش فلو اور ایکویٹی میں ہونے والی تبدیلیوں کو مناسب انداز میں پیش کرتے ہیں۔
- کمپنی کے حساب کتاب کے باقاعدہ کھاتے رکھے گئے ہیں۔
- مالیاتی گوشواروں کی تیاری میں موزوں اکاؤنٹنگ پالیسیوں کو مستقل طور پر لاگو کیا گیا ہے اور اکاؤنٹنگ تخمینے معقول اور دانشمندانہ فیصلوں پر مبنی ہیں۔
- مالیاتی گوشواروں کی تیاری میں بین الاقوامی مالیاتی رپورٹنگ کے معیارات کی، جو کہ پاکستان میں لاگو ہوتے ہیں، پیروی کی گئی ہے اور ان سے کسی بھی انحراف کو مناسب طور پر ظاہر کیا گیا ہے۔
- اندرونی کنٹرول کا نظام اپنی ساخت میں درست ہے اور اس پر مؤثر طریقے سے عملدرآمد اور نگرانی کی گئی ہے۔
- اپنی سرگرمیوں کو جاری رکھنے کی کمپنی کی صلاحیت کے بارے میں کوئی شک نہیں ہے۔
- کارپوریٹ گورننس کے بہترین طریقہ ہائے کار کی عملی طور پر کوئی خلاف ورزی نہیں کی گئی۔
- گزشتہ 10 سال کا اہم آپریٹنگ اور فنانشل ڈیٹا سالانہ رپورٹ میں فراہم کیا گیا ہے۔
- بقایا ٹیکس اور محصولات مالیاتی گوشواروں کے نوٹس میں بیان کر دیئے گئے ہیں۔
- کمپنی کی انتظامیہ اچھی کارپوریٹ گورننس کے لیے پر عزم ہے اور بہترین طریقہ کار کی پابندی کے لیے مناسب اقدامات کیے جاتے ہیں۔
- کمپنی کے متعلقہ فریق کے ساتھ لین دین کا آڈٹ کمیٹی جائزہ لیتی ہے اور بورڈ آف ڈائریکٹرز توثیق کرتا ہے۔

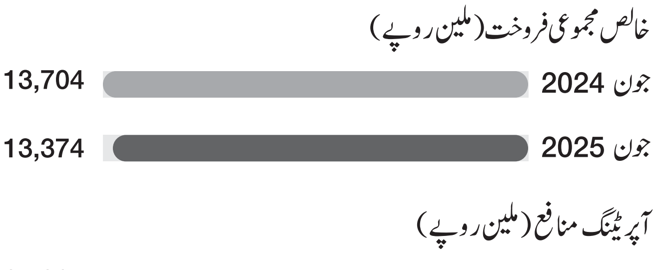
مویشیوں کے شعبے میں اینٹی بایو ٹکس، ڈی مرور اور تولیدی حل کی طلب بلند رہی۔ مزید برآں، مویشیوں کی جینیاتی پورٹ فولیو کی بڑھتی ہوئی طلب نے اس شعبے میں ریوڑ کے معیار اور پیداواریت کو بڑھانے پر زور دیا۔ پنجاب اور بالائی سندھ میں پاؤں اور منہ کی بیماری کے پھیلاؤ نے ویکسینیشن کی کوششوں اور اینٹی بایو ٹکس کی طلب میں تیزی پیدا کی۔ اس کے علاوہ فیڈ کی اشیاء پر سیلز ٹیکس کے نفاذ نے مویشیوں کی فیڈ مارکیٹ پر اثر ڈالا، جس سے غیر رجسٹرڈ خوردہ فروشوں کو فائدہ ہوا۔

پولٹری کی صنعت میں بڑھتے ہوئے خام مال کے اخراجات، ریگولیٹری تبدیلیوں، موسمی طلب میں اتار چڑھاؤ اور بیماری کے دباؤ کی وجہ سے غیر یقینی صورتحال کا سامنا کرنا پڑا۔ نیو کاسل اور مائیکوپلازما بیماریوں کے پھیلاؤ نے بڑے پیمانے پر موت کی شرح میں اضافہ کیا، جس سے ویکسینز اور اینٹی بایو ٹکس کی طلب میں اضافہ ہوا۔ جینیاتی طور پر تبدیل شدہ سویابین کی دستیابی نے فیڈ کے اخراجات کو کم کیا، جس سے کسانوں کو کچھ ریلیف ملا۔ تاہم، وفاقی بجٹ مالی سال 2025-26 کے ذریعے دن بھر کے چوزوں پر عائد کردہ نئی وفاقی ایکسائز ڈیوٹی کے باعث کسانوں کے پیداواری اخراجات مزید بڑھ جانے کا خدشہ ہے، جو ان کے منافع پر منفی اثر ڈالے گا۔

یہ بزنس پروڈکٹ مکس میں اضافے کی اصلاح اور پورٹ فولیو کی اہدافی توسیع کے ذریعے رفتار بڑھاتا رہے گا۔ نئی فارمرز چوائس مصنوعات اور فیڈ انزائم سلوشن کے منصوبہ بند آغاز سے مصنوعات کی دستیابی میں اضافہ ہونے اور نئے صارفین کو متوجہ کرنے کی توقع ہے۔

مزید برآں، ایک نئی گرین فیلڈ میڈیسن مینوفیکچرنگ فیسیلٹی کے قیام سے مقامی طور پر تیار کردہ ادویات کے پورٹ فولیو کی توسیع میں مزید مدد ملے گی۔ نئی سہولت کے مالی سال 2025-26 کے آخر تک فعال ہونے کی توقع ہے۔ یہ اقدام کمپنی کی مقامی پیداوار کی صلاحیتوں کو بڑھانے اور اینیمل ہیلتھ کے شعبے میں اپنی موجودگی کو وسعت دینے پر مسلسل توجہ کی عکاسی کرتا ہے۔ مجوزہ فیسیلٹی کے مستقبل کی طلب پوری کرنے، درآمدات پر انحصار کم کرنے اور بہتر عملی کارکردگی اور مصنوعات کی دستیابی میں اضافے کے ذریعے طویل مدتی قدر تخلیق کرنے میں معاون ہونے کی توقع ہے۔

کیمیکلز اینڈ ایگری سائنسز بزنس



زیر جائزہ سال کے لیے خالص مجموعی فروخت اور آپریٹنگ منافع بالترتیب 13,374 ملین روپے اور 2,008 ملین روپے پر برقرار رہے، جو بڑی حد تک گزشتہ سال کے اسی عرصے کے مطابق ہیں۔

اگرچہ کیمیکلز کے شعبے نے لارج اسکیل مینوفیکچرنگ (LSM) کے اشاریوں میں منفی ترقی ریکارڈ کی، کیمیکلز اور ماسٹر بیچ کے شعبوں نے حجم میں گزشتہ سال کے اسی عرصے کے مقابلے میں بالترتیب 16 فیصد اور 20 فیصد ترقی کی، جو کہ بہتر مارکیٹ penetration کی وجہ سے ممکن ہوا۔ تاہم مارجن، اجناس کی قیمتوں میں کمی، درآمدی پابندیوں میں نرمی، بڑھتی ہوئی مسابقت اور صارفین کی قوت خرید میں کمی کی وجہ سے دباؤ میں رہے۔

ماسٹر بیچ کے شعبے میں سال کے دوران ایک نئے سائیڈ فیڈ ایکسٹروڈر کی کامیاب کمیشننگ کے ساتھ پیداواری صلاحیت میں اضافہ ہوا، جس نے پیداوار کی زیادہ گنجائش، مصنوعات کے تنوع اور بہتر عملی کارکردگی کو ممکن بنایا۔

ایگری سائنسز بزنس غیر متوقع موسمی حالات، مسلسل بارشوں، مارکیٹ میں لیکویڈیٹی کی پابندیوں، فصلوں کی ترجیحات میں تبدیلی اور کم سپورٹ قیمتوں کی وجہ سے مشکلات کا سامنا کرتا رہا، جس نے کسانوں کو مالی طور پر متاثر کیا۔ کم پیداواری قیمت اور زائد ان پٹ لاگت نے فصلوں کے مسائل کے حل کی طلب کو کم کر دیا، جس نے فروخت پر منفی اثر ڈالا جبکہ حکومت نے سبسڈی والے مالیاتی اقدامات کے ذریعے لیکویڈیٹی کو بہتر بنانے کے لیے اقدامات کیے ہیں، تاہم ان اقدامات کے فوائد ابھی تک عملی صورت میں ظاہر نہیں ہوئے۔ اقتصادی استحکام کے اقدامات نتائج دکھانا شروع کر چکے ہیں، صارفین کی قوت خرید ایک بڑا مسئلہ بنی ہوئی ہے حالانکہ مہنگائی میں کمی آئی ہے۔ نتیجتاً، یہ بزنس خاص طور پر مارجن کے حوالے سے چیلنجز کا سامنا کرتا رہے گا۔

آگے بڑھتے ہوئے، ایگری سائنسز بزنس مارکیٹ penetration کو بہتر بنانے اور صلاحیت کے بہتر استعمال کے ذریعے حجم کی ترقی پر توجہ مرکوز رکھے گا، ساتھ ہی جاری دباؤ کو کم کرنے کے لیے عملی کارکردگی بڑھانے اور لاگت میں کمی پر بھی زور دے گا۔

مالیات

کمپنی کی بیلنس شیٹ 30 جون 2025 کو بدستور مستحکم تھی، جس میں کل اثاثے 95.0 بلین روپے (2024: 83.6 بلین روپے)، کرنٹ ریشو 1.54 (2024: 1.47) اور کوئیک ریشو 0.90 (2024: 0.82) ہے۔

زیر جائزہ سال میں خالص مجموعی فروخت 120,013 ملین روپے ہے جو لگ بھگ گزشتہ سال کے گزشتہ سال کے اسی عرصے کے جیسی ہے۔ اقتصادی چیلنجز کے باوجود، زیر جائزہ سال کے لیے آپریٹنگ منافع 17,920 ملین روپے رہا، جو گزشتہ سال کے اسی عرصے کے مقابلے میں 4 فیصد اضافہ ظاہر کرتا ہے۔ یہ بہتری آپریشنل کارکردگی، لاگت کی اصلاح اور مؤثر مارجن مینجمنٹ پر مسلسل توجہ کی بدولت آئی۔

سال کے لیے فروخت اور ترسیل کے اخراجات گزشتہ سال کے اسی عرصے کے مقابلے میں 2 فیصد کم ہیں، بنیادی طور پر سوڈا ایش بزنس میں کم برآمدی حجم کے باعث مال برداری کے کم اخراجات کی وجہ سے۔ سال کے لیے انتظامی اور عمومی اخراجات گزشتہ سال کے اسی عرصے کے مقابلے میں 8 فیصد کم ہیں، جو بنیادی طور پر بہتر لاگت کنٹرول کے اقدامات کی عکاسی کرتے ہیں۔

سال کے دوران، کمپنی نے مختلف بینکوں سے طویل مدتی اور قلیل مدتی مالیاتی سہولیات حاصل کیں تاکہ ورکنگ کیپیٹل اور کاروباری توسیع / کیپیٹل اخراجات کی ضروریات کو پورا کیا جاسکے۔ اس نے شرح سود میں تیز کمی کے ساتھ مل کر گزشتہ سال کے اسی عرصے کے مقابلے میں مالیاتی اخراجات میں 38 فیصد کمی کی۔ تاہم، یہ فوائد جزوی طور پر 59 ملین روپے کے زرمبادلہ نقصانات سے متاثر ہوئے، جس کی وجہ پاکستانی روپے کی قدر میں امریکی ڈالر کے مقابلے میں 2 فیصد کمی ہے جبکہ گزشتہ سال کے اسی عرصے کے مقابلے میں 117 ملین روپے کا زرمبادلہ منافع ہوا تھا۔

سال کے لیے دیگر آپریٹنگ آمدنی گزشتہ سال کے اسی عرصے کے مقابلے میں 4 فیصد کم ہے، بنیادی طور پر کم ڈیویڈنڈ آمدنی کی وجہ سے، جو شرح سود میں کمی کے بعد قلیل مدتی سرمایہ کاری پر کم منافع کی وجہ سے ہے۔

مزید برآں، سوڈا ایش کا کاروبار جون 2025 میں کھیوڑہ پلانٹ پر متبادل توانائی کے بوائلر کی کامیابی سے کمیشننگ کر چکا ہے۔ یہ منصوبہ متعدد توانائی کے ذرائع، بشمول بایوماس پر کام کرنے کے لیے ڈیزائن کیا گیا ہے، جس سے توانائی کے حصول میں لچک بڑھتی ہے۔ اس ترقی سے توقع ہے کہ یہ درآمد شدہ فوسل فیول کے مقابلے میں توانائی کی لاگت، پلانٹ پر اعتماد کو بڑھائے گی اور مستقبل کی پیداواری ضروریات پوری کرے گی۔

آگے دیکھتے ہوئے، ملکی مارکیٹ میں سست روی کا امکان ہے، جس کی وجہ کمزور طلب ہے، جس کے اہم ڈاؤن اسٹریم شعبوں پر اثر انداز ہونے کا امکان ہے۔ فلوٹ گلاس کے تیار کنندگان تعمیراتی سرگرمیوں میں کوئی خاص بہتری نہ آنے کی وجہ سے 50 فیصد کی صلاحیت پر کام کر رہے ہیں اور ابتدائی بحالی کے محدود شواہد موجود ہیں۔ برآمدات کے محاذ پر، جبکہ کاروبار بین الاقوامی مارکیٹوں میں ترقی کی کوششیں جاری رکھتا ہے، عالمی حالات چیلنجنگ ہیں۔ اضافی پیداوار اور اسٹاک، خاص طور پر چین میں، علاقائی مارکیٹوں میں قیمتوں پر نیچے کی طرف دباؤ ڈالنے کی توقع ہے، جبکہ پاکستان میں درآمدات ڈمپنگ کی سطح پر ہیں۔ یہ مسئلہ حالیہ کسٹمز اور ریگولیٹری ڈیوٹیز میں کمی اور ایڈوانس کسٹمز ڈیوٹیز کے خاتمے کے بعد مزید بڑھ جائے گا۔ آگے بڑھتے ہوئے، وزارت تجارت اور قومی ٹیرف کمیشن کے لیے درآمدی رجحانات کی نگرانی کرنا ضروری ہوگا کیونکہ پاکستان غیر اقتصادی قیمتوں پر فاضل مصنوعات کی درآمدات جاری رکھے ہوئے ہے۔

فارماسیوٹیکلز بزنس

خالص مجموعی فروخت (ملین روپے)

آپریٹنگ منافع (ملین روپے)

سال کے دوران، پاکستان کے اقتصادی منظر نامے نے استحکام کی ابتدائی علامات دکھائیں۔ مہنگائی میں کمی آئی، جو کمزور ملکی طلب، ہائی بیس کے اثر اور اشیاء کی عالمی قیمتوں میں نرمی کی وجہ سے ہوا۔ اس کے جواب میں، اسٹیٹ بینک آف پاکستان (SBP) نے مالیاتی نرمی کا ایک سلسلہ شروع کیا، اقتصادی سرگرمی میں بتدریج اضافہ کی حمایت کے لیے سود کی شرح کم کی۔ ان بہتر اقدامات کے باوجود میکرو اکنامک ماحول سخت مالی کنٹرول اور کاروبار پر زائد ٹیکس کے بوجھ کی وجہ سے محدود رہا۔ مزید برآں، پچھلے سالوں کے مہنگائی کے دباؤ کا باقی اثر صارفین کی قوت خرید پر اثر انداز ہوتا رہا، جس سے وسیع تر اقتصادی ترقی کی حدود میں اضافہ ہوا۔

سال کے دوران، فارماسیوٹیکلز بزنس نے خالص مجموعی فروخت میں 21,043 ملین روپے کا ریکارڈ بنایا، جو گزشتہ سال کے مقابلے میں 72 فیصد ترقی کی عکاسی کرتا ہے۔ یہ کارکردگی Pfizer کی کمپنیوں سے حاصل کردہ منتخب پورٹ فولیو کے موزوں انضمام، بہتر پروڈکٹ مکس اور عملدرآمد کی فوکسڈ حکمت عملی سے مستفید ہوئی۔

آپریٹنگ منافع گزشتہ سال کے مقابلے میں 99 فیصد بڑھ کر 4,594 ملین روپے ہو گیا۔ ترقی کا ایک اہم عنصر Pfizer کی کمپنیوں سے حاصل کردہ مصنوعات کے پورٹ فولیو کا کامیاب انضمام تھا۔ اس انضمام نے مصنوعات کے تنوع کو بڑھایا، اہم معالجاتی شعبوں تک رسائی کو وسعت دی، آمدنی اور منافع دونوں میں معاونت کی۔ کارکردگی کو مینوفیکچرنگ کی مزید بہتر پروڈکشن، پاکستانی کرنسی کے استحکام اور پائیدار کاسٹ مینجمنٹ پر توجہ مرکوز کرنے والی عملی کارکردگی سے متعلق اقدامات نے بھی سپورٹ کیا۔

اگرچہ مجموعی لاگت کا ماحول نرمی کے آثار دکھا رہا ہے، طویل مدتی منظر نامہ ریگولیٹری استحکام پر منحصر ہے۔ ایک مستقل اور معاون پالیسی فریم ورک جو افورڈیبلٹی کو فارماسیوٹیکل مینوفیکچرنگ کی پیچیدگیوں کے ساتھ متوازن کرتا ہے، صنعت کی رفتار کو برقرار رکھنے کے لیے اہم ہوگا۔ پاکستان کی فارماسیوٹیکل صنعت بھارت سے ایکٹو فارماسیوٹیکل انگریڈینٹس (APIs) کی درآمد پر بہت زیادہ انحصار کرتی ہے۔ موجودہ جغرافیائی کشیدگی اور تناؤ کے شکار تجارتی تعلقات کے پیش نظر یہ اہم سپلائی سلسلہ بڑھتے ہوئے خطرات کا سامنا کر رہا ہے اور مصنوعات کی دستیابی اور قیمتوں کی استحکام پر عملی اثر ڈال سکتا ہے۔

بہر حال فارماسیوٹیکلز بزنس بدستور مستحکم اور مستقبل کی جانب دیکھنے والا ہے۔ ہائی پوٹینشل والے معالجاتی شعبوں، جغرافیائی توسیع، اور جدت پر اسٹریٹیجک توجہ کے ساتھ، یہ کاروبار ترقی کو برقرار رکھنے اور صحت کی نگہداشت کے منظر نامے میں معنی خیز طور پر شرکت کرنے کے لیے اچھی طرح سے تیار ہے، جو مریضوں کے مفادات کو آگے بڑھانے کے عزم کے مطابق ہے۔

اینیمل ہیلتھ بزنس

خالص مجموعی فروخت (ملین روپے)

آپریٹنگ منافع (ملین روپے)

زیر جائزہ سال کے دوران اینیمل ہیلتھ بزنس کی خالص مجموعی فروخت 6,131 ملین روپے رہی، جو بنیادی طور پر پورٹ فولیو کی ری اسٹرکچرنگ کی وجہ سے گزشتہ سال کے مقابلے میں 10 فیصد کم تھی۔ خالص مجموعی فروخت میں کمی کے باوجود آپریٹنگ منافع 1,084 ملین روپے گزشتہ سال کے مقابلے میں 23 فیصد زیادہ ہے۔ یہ ترقی بنیادی طور پر ویلیو ایڈڈ مصنوعات اور بہتر کاسٹ اسٹرکچر پر اسٹریٹیجک توجہ کی وجہ سے ہوئی۔

پاکستان میں اینیمل ہیلتھ کی صنعت ایک غیر مستحکم کاروباری ماحول کے مطابق ڈھل رہی ہے، جس میں فیڈ پر سیلز ٹیکس کے نفاذ کی وجہ سے بڑھتے ہوئے فارم مینجمنٹ کے اخراجات، مکئی کی قیمتوں میں اضافہ، دن بھر کے چوزوں کی زیادہ قیمتیں اور توانائی کے بڑھتے ہوئے اخراجات شامل ہیں جو کسانوں کی جانب سے ضروری جانوروں کی فیڈ اور ادویات میں سرمایہ کاری کی صلاحیت کو محدود کر رہے ہیں۔

لکی کور انڈسٹریز لمیٹڈ میں ایک واضح تنظیمی ڈھانچہ موجود ہے جس میں اتھارٹی کی اچھی طرح سے وضاحت کردی گئی ہے۔ سینئر مینجمنٹ طریقہ کار کو نافذ کرنے، خطرات کی نگرانی اور مختلف کنٹرولز کے موثر ہونے کا اندازہ لگانے کی ذمہ دار ہے۔

کمپنی نے ایک مضبوط انٹرپرائز رسک مینجمنٹ فریم ورک کو استعمال کرنا جاری رکھا ہے، جو تنظیم کے اندر باہم مربوط ہے تاکہ خطرات کی شناخت، تشخیص اور ان کا ازالہ یقینی بنایا جاسکے۔ تمام نمایاں خطرات سے نمٹنے کو ان کے اثرات، امکانات اور ٹائم اسکیل کے مطابق ترجیح دی جاتی ہے اور اسی کے مطابق تدارک کے لیے اقدامات کیے جاتے ہیں۔

رسک مینجمنٹ ایک جاری مشق ہے اور اسی وجہ سے اس عمل میں خطرات اور علاج (دونوں) اور/یا اصلاحی اقدامات پر بروقت اپ ڈیٹس شامل ہیں۔

کمپنی کے رسک مینجمنٹ فلسفے، گورننس اور اہم خطرات و مواقع کے بارے میں تفصیلی رپورٹ سالانہ رپورٹ میں دستیاب ہے۔

کاروباری جائزہ

پولیئسٹر بزنس (PSF)

خالص مجموعی فروخت (ملین روپے)

آپریٹنگ منافع (ملین روپے)

زیر جائزہ سال میں پولیئسٹر بزنس کی خالص مجموعی فروخت 39,731 ملین روپے رہی جو کہ گزشتہ سال کے اسی عرصے کے مقابلے میں 1 فیصد کم رہی، بنیادی طور پر ایکسپورٹ فنانس اسکیم کے تحت بڑھتی ہوئی درآمدات اور پولیئسٹر اسٹیپل فائبر کی لاگت سے بھی کم سطح پر ڈمپنگ کی وجہ سے۔ مقامی پولیئسٹر اسٹیپل فائبر صنعت نے خاص طور پر چین، انڈونیشیا، اور بنگلہ دیش سے ڈمپ شدہ پولیئسٹر اسٹیپل فائبر درآمدات کی وجہ سے دباؤ کا سامنا کیا۔

زیر جائزہ سال کے لیے آپریٹنگ منافع 1,825 ملین روپے رہا جو کہ گزشتہ سال کے اسی عرصے کے مطابق ہے۔ اگرچہ سستی درآمدات کی وجہ سے فروخت میں کمی کے نتیجے میں حجم متاثر ہوا لیکن اس بزنس نے مختلف خصوصی اقسام کی زیادہ فروخت، لاگت سے متعلق اصلاحی اقدامات اور بہتر عملی کارکردگی کے ذریعے دباؤ کا جزوی طور پر مقابلہ کیا۔

خام تیل کی اوسط قیمت گزشتہ سال کے مقابلے میں 12 فیصد کم ہوئی، کیونکہ سپلائی کی زیادتی نے مارکیٹ پر اثر ڈالا، +OPEC کی جانب سے بڑھتی ہوئی سپلائی اور عالمی میکرو اقتصادی منظرنامے کی کمزوری کے ساتھ۔ خام مال کی قیمتیں بھی اسی رجحان کی پیروی کرتی رہیں، جہاں PX اور PTA کی اوسط قیمتیں گزشتہ سال کے مقابلے میں بالترتیب 17 فیصد اور 15 فیصد کم ہوئیں۔ تاہم MEG کی اوسط قیمت پچھلے سال کے مقابلے میں 7% بڑھ گئی، جو دیگر شعبوں سے مضبوط طلب اور پلانٹ کی مرمت کی وجہ سے محدود سپلائی کی وجہ سے ہے۔ PX اور PTA کی قیمتوں میں نمایاں کمی کے باوجود، مقامی پولیئسٹر اسٹیپل فائبر کی اوسط قیمت گزشتہ سال کے مقابلے میں صرف 2 فیصد کم ہوئی، بنیادی طور پر جغرافیائی کشیدگی کے باعث چین سے آنے والے سامان کے بلند مال برداری اخراجات کی وجہ سے ہوا۔

کپاس کے شعبے میں، عالمی طلب کی کمزوری نے بین الاقوامی قیمتوں پر دباؤ برقرار رکھا، کپاس کے اختتامی عالمی ذخائر مسلسل دوسرے سال ایک ملین ٹن سے زیادہ بڑھ گئے۔ نتیجے کے طور پر بین الاقوامی کپاس کی اوسط قیمتیں گزشتہ سال کے مقابلے میں 19 فیصد کم ہو گئیں۔ ملکی سطح پر قیمتیں بنیادی طور پر معیاری لنٹ کی محدود دستیابی کے باعث گزشتہ سال کے مقابلے میں 8 فیصد گر گئیں کیونکہ کپاس کی مقامی پیداوار ہدف سے نمایاں طور پر کم رہی۔ ڈاؤن اسٹریم یارن مارکیٹ قیمتوں اور مارجن کے لحاظ سے بڑی حد تک دباؤ میں رہی، کیونکہ یارن کی درآمدات میں ایکسپورٹ فنانس اسکیم کے تحت نمایاں اضافہ ہوا۔ تاہم، پولی وِسکوز اور پولی وِسکوز کے سیگمنٹس نے سال کے دوران موسمی طلب کے عوامل کی وجہ سے کچھ لچک دکھائی۔

آنے والے دنوں میں تیل اور خام مال کی مارکیٹیں مشرقِ وسطیٰ میں جغرافیائی سیاسی تبدیلیوں اور امریکہ کے دیگر ممالک کے ساتھ تجارتی مذاکرات کے نتائج سے متاثر ہوں گی۔ ملکی پولیئسٹر اسٹیپل فائبر صنعت کے مسلسل سستی درآمدات کے دباؤ میں رہنے کی توقع ہے۔ یارن اور کپاس کی مارکیٹ کے قلیل مدت میں کمزور رہنے کی توقع ہے کیونکہ مارکیٹ وفاقی بجٹ 26-2025 میں اعلان کردہ تبدیلیوں کے مطابق ایڈجسٹ ہو رہی ہے؛ جیسے جیسے ایکسپورٹ فنانس اسکیم کے تحت کاٹن فائبر اور کاٹن یارن کی درآمدات پر 18 فیصد جی ایس ٹی عائد ہو جائے گا، مقامی کپاس اور یارن کے ساتھ برابری بحال ہو جائے گی۔

سوڈا ایش بزنس

خالص مجموعی فروخت (ملین روپے)

آپریٹنگ منافع (ملین روپے)

سوڈا ایش کی مارکیٹ نے مالی سال 25-2024 کے دوران کمزور کارکردگی کا مظاہرہ کیا، بنیادی طور پر ملکی شیشہ اور کاغذ کے شعبوں سے کمزور طلب کی وجہ سے۔ اس کے علاوہ، عالمی سپلائی کا زیادہ ہونا قیمتوں پر نیچے کی جانب دباؤ ڈال رہا تھا، جس کی وجہ سے اہم بین الاقوامی مارکیٹوں میں برآمدات تجارتی طور پر غیر منافع بخش ہو گئیں۔

سوڈا ایش بزنس نے 39,764 ملین روپے کی خالص مجموعی فروخت اور 8,409 ملین روپے کے آپریٹنگ منافع کی رپورٹ دی، جو دونوں میں گزشتہ سال کے مقابلے میں 16 فیصد کی کمی کو ظاہر کرتا ہے۔ یہ کمی مقامی اور برآمدی مارکیٹوں میں چیلنجنگ حالات کی وجہ سے ہوئی۔

اندرون ملک فروخت میں 6 فیصد کی کمی اور برآمدات میں 48 فیصد کی کمی کے باوجود کاروبار نے لچک دکھائی۔ ملکی سطح پر ڈٹرجنٹ اور بازار کے شعبوں میں توسیع کے ذریعے ترقی ہوئی۔

مالی سال 25-2024 میں اس بزنس نے ملکی اور برآمدی مارکیٹوں میں مسلسل چیلنجز کے باوجود کئی اہم سنگ میل عبور کیے۔ بازار اور ڈٹرجنٹ کے شعبوں میں فروخت نے گزشتہ سال کے مقابلے میں 6 فیصد اور 48 فیصد ترقی کی۔ مزید یہ کہ سوڈیم بائی کاربونیٹ کی فروخت 52,258 ٹن کی ریکارڈ سطح پر پہنچ گئی، جو کہ پہلے کے ریکارڈ 47,441 ٹن سے

موثر انوائرمنٹل پرفارمنس مینجمنٹ (ای پی ایم) فریم ورک کا صحت، حفاظت، ماحول اور توانائی کے لئے KPIs کی اطلاع دینے کی خاطر استعمال جاری رہا۔ کارکردگی رپورٹس کا ماہانہ اور سہ ماہی بنیادوں پر جائزہ لیا گیا۔ اہداف سے کسی بھی انحراف کو فوری طور پر اجاگر کیا گیا، تجزیہ کیا گیا اور ہر بزنس کے ساتھ زیر بحث آیا۔ کمپنی نے پائیداری کے اہدافی منصوبوں پر عمل درآمد کے ذریعے توانائی کی بچت، فضلے میں کمی، پانی کی بچت اور نیشنل انوائرمنٹل کوالٹی اسٹینڈرڈز (این ای کیو ایس) کی تعمیل کے لیے کوششیں جاری رکھیں۔

براہ مہربانی تفصیلات کے لیے سسٹین ایبلٹی رپورٹس ملاحظہ کیجیے۔

کمیونٹی سرمایہ کاری

کمپنی اپنے کمیونٹی سرمایہ کاری پروگرام کے ذریعے ان کمیونٹیز کی خدمت کے لیے پر عزم ہے، جن میں وہ مصروف عمل ہے۔ سال کے دوران، کمپنی نے متعدد کمیونٹی انگیجمنٹ سرگرمیوں کے ذریعے سماجی بہبود کے لیے 96.2 ملین روپے کے عطیات دیے۔

صحت، تعلیم، خواتین کو بااختیار بنانے، کمیونٹی کی ترقی اور ماحول کے شعبوں میں کمپنی کے سماجی اثرات کی تفصیلی معلومات کے لیے براہ کرم سسٹین ایبلٹی رپورٹ ملاحظہ کیجئے۔

انسانی وسائل

انسانی وسائل: ایک متحرک اور جامع "ورک پلیس" کی بنیاد رکھنا

ایل سی آئی میں، ہم یقین رکھتے ہیں کہ اعلیٰ کارکردگی کی ثقافت کو فروغ دینا جو ملازمین کی فلاح و بہبود، ترقی اور مشغولیت کو ترجیح دیتی ہے، ہماری کامیابی کی کلید ہے۔ کمپنی کے وژن کے ساتھ ورک فورس کو ہم آہنگ کرکے، ایل سی آئی ایک ایسا ماحول تخلیق کرنے کے لیے پر عزم ہے جہاں ہر ملازم کو قدر، حمایت اور کامیابی کے لیے تحریک ملے۔

تنظیمی ثقافت اور اقدار

ایل سی آئی کی ثقافت، جو اس کی بنیادی اقدار کے ساتھ مضبوطی سے جڑی ہوئی ہے، بدستور اس کی ترقی اور جدت کا محرک ہے۔ 8 دہائیوں پر محیط ورثے کے ساتھ، کمپنی نے مسلسل اعلیٰ کارکردگی کی ثقافت کو فروغ دیا ہے، جبکہ ملازمین کی فلاح و بہبود، ترقی اور مشغولیت کو بھی ترجیح دی ہے۔ اپنے لوگوں کو طویل مدتی وژن کے ساتھ ہم آہنگ کرکے، ایل سی آئی کام کی ایک ایسی جگہ تخلیق کرنے کی کوشش کرتا ہے، جہاں ہر فرد تنظیم کی مشترکہ کامیابی میں معنی خیز شراکت کے لیے خود کو بیش قدر، حمایت یافتہ اور بااختیار محسوس کرے۔

تنوع، مساوات اور شمولیت

لکی کور انڈسٹریز لمیٹڈ کے تنوع، مساوات اور شمولیت کے لیے عزم کا اظہار اس کی جانب سے ٹیلنٹ کے حصول، مشغولیت کی کوششوں اور سال بھر کی اندرونی کارگزاری سے ہوتا ہے۔ کمپنی نے مختلف پالیسیوں کو اختیار کیا ہے جن میں تعطیلات، زچگی اور پدری چھٹیاں شامل ہیں تاکہ ایک شمولیتی اور مددگار کام کا ماحول پیدا کیا جا سکے۔ کمپنی کے 'Yes She Can!' ویمن ریٹرن شپ پروگرام کے ذریعے، کیریئر میں وقفہ لینے والی خواتین کو دوبارہ کام کی جگہ پر لایا جاتا ہے۔ مختلف ثقافتی اور مذہبی تقریبات مناتے ہوئے، کمپنی نے احترام اور تعلق کی ثقافت کو پروان چڑھانے کا سلسلہ جاری رکھا۔ چیف پیپل آفیسر کی زیر قیادت ٹاؤن ہالز، ایکشن پلاننگ ایام اور خصوصی طور پر معذور افراد کے لیے حساسیت سیشنز جیسے اقدامات نے شفافیت، ہمدردی اور مشترکہ ملکیت کو فروغ دیا، جبکہ خصوصی طور پر معذور افراد کے کیریئر میلے میں شرکت نے لکی کور انڈسٹریز لمیٹڈ کی قابل رسائی ملازمت کے مواقع کے ساتھ وابستگی کو اجاگر کیا۔ کیریئر میلے اور معتبر تنظیموں کے ساتھ تعاون جیسی بیرونی مشغولیات نے لکی کور انڈسٹریز لمیٹڈ کے اس عزم کو مزید مضبوط کیا کہ وہ ایک متنوع اور شمولیتی ورک پلیس تخلیق کرے جہاں ہر فرد کی قدر کی جائے۔

قابل ذکر طور پر، ایگزیکٹو مینجمنٹ ٹیم کا 25 فیصد خواتین پر مشتمل ہے، جبکہ کل ورک فورس میں خواتین کی نمائندگی 8.5 فیصد تک پہنچ گئی ہے، جو کمپنی کی صنفی تنوع کی جانب اہم پیش رفت کو اجاگر کرتی ہے۔ کمپنی اس بارے میں پر عزم ہے کہ ملازمت سے متعلق تمام سرگرمیاں بشمول بھرتی، ملازمت، معاوضہ، کیریئر میں ترقی — معروضی اور قابلیت پر مبنی معیار کے مطابق ہوں اور جنس کی بنیاد پر کوئی امتیاز نہ ہو۔

براہ کرم سیکیورٹیز اینڈ ایکسچینج کمیشن آف پاکستان کے جاری کردہ 2024 کے سرکلر نمبر 10 کے تحت بیان کے لیے سالانہ رپورٹ ملاحظہ کریں۔

ملازمین کی فلاح و بہبود اور مشغولیت

لکی کور انڈسٹریز لمیٹڈ میں، ہم یقین رکھتے ہیں کہ ایک کامیاب تنظیم کی شروعات مشغول، منسلک اور بااختیار ملازمین سے ہوتی ہے۔ لوگوں کے لیے جوش کی ہماری بنیادی قدر کی رہنمائی میں، ہم نے سال کے دوران مختلف نوعیت کے اقدامات کیے، جس نے ملازمین کی فلاح و بہبود کے لیے ہمارے عزم کو مضبوط کیا۔ گزشتہ سال گیلپ بیسڈ ٹول کو متعارف کرائے جانے کی بنیاد پر ہم نے ملازمین کی مشغولیت کو آگے بڑھایا، جس میں بصیرت کو عمل میں ڈھالا گیا جبکہ کاروباری یونٹس اور فنکشنز نے معنی خیز پیش رفت کے لیے اہدافی منصوبوں پر عملدرآمد کیا۔

ٹیلنٹ ڈیولپمنٹ اور مینجمنٹ

ایل سی آئی نے ڈیویلپنگ لیڈرز کے فریم ورک کے تحت کئی اہم اقدامات کیے ہیں۔ نئے سرے سے تیار کردہ ٹیلنٹ جائزہ عمل اور بہتر ڈیولپمنٹ ایکشن پلان ادارے میں ٹیلنٹ کی نشاندہی اور نمو میں اہم ثابت ہوئے ہیں۔ جانشینی کی منصوبہ بندی کے موثر طریقے قابل لیڈرز کی مستقل فراہمی کو یقینی بناتے ہیں۔

سینٹر آف ایکسیلینس ٹیم کی قیادت میں ہمارے لرننگ اینڈ ڈیولپمنٹ پروگرامز نے 53,000 سے زیادہ تربیتی گھنٹے مکمل کیے، جن میں +2,200 ملازمین کا احاطہ کیا گیا اور فی ملازم 3.59 تربیتی دن فراہم کیے گئے۔ یہ پروگرام پیشہ ورانہ ترقی کے لئے کافی مواقع پیش کرتے ہیں۔ ہماری اندرونی فیکلٹی نے مؤثر تربیت فراہم کی ہے جیسے کہ ضابطہ عمل، جو کہ دیانتداری، تعمیل اور ذمہ دارانہ رویے پر توجہ مرکوز کرتا ہے، ساتھ ہی ایچ آر کی مبادیات اور غیر مالیاتی افراد کے لیے مالیات۔

ایل سی آئی کے متنوع کاروباری شعبے ملازمین کو خود کو چیلنج کرنے اور مختلف صنعتوں اور کرداروں میں تجربہ حاصل کرنے کے غیر معمولی مواقع فراہم کرتے ہیں۔ سال کے دوران، انٹرنل ٹیلنٹ موومنٹ انڈیکس درمیانی سے سینئر سطح کے لیے 56 فیصد رہا، جو کہ کراس فنکشنل تجربے اور مسلسل پیشہ ورانہ ترقی اور نشوونما میں سہولت فراہم کرتا ہے۔ یہ ایل سی آئی کے متحرک اور ہنرمند ورک فورس کو فروغ دینے کے عزم کو اجاگر کرتا ہے۔

رسک مینجمنٹ

خطرات کی روک تھام، پائیدار نمو اور ترقی کے بنیادی اصولوں میں سے ایک ہے۔ لکی کور انڈسٹریز لمیٹڈ میں بورڈ آف ڈائریکٹرز کے پاس رسک مینجمنٹ کے عمل اور اندرونی کنٹرول کے طریقہ کار کی نگرانی کی مجموعی ذمہ داری ہے۔ یہ تمام عمل دستاویزی (ڈاکیومینٹڈ) ہوتا ہے اور بورڈ آڈٹ کمیٹی کی جانب سے اس کا میعادی جائزہ لیا جاتا ہے۔ شناخت شدہ خطرات، جو ممکنہ طور پر کمپنی کے اسٹریٹجک، آپریشنل، مالیاتی اور/یا تعمیل سے متعلق مقاصد کے حصول کو متاثر کر سکتے ہیں، ان کے حوالے سے بروقت کارروائی کے لیے بورڈ اور سینئر انتظامیہ کو فوری طور پر اطلاع دی جاتی ہے تاکہ اثاثوں کی حفاظت اور کمپنی کو لاحق ممکنہ خطرات سے نمٹنے کے علاوہ کاروبار کے تسلسل کو یقینی بنایا جاسکے۔

پائیداری

ایک اہم مینوفیکچرنگ ادارے کے طور پر، لکی کور انڈسٹریز لمیٹڈ ذمہ دار کاروباری طور طریقوں کے حوالے سے بدستور پرعزم ہے، جو اپنے آپریشنز کے ہر پہلو میں ماحول، سماج اور حکمرانی اقدار کو شامل کرتا ہے۔

اس عزم کی حمایت کے لیے، کمپنی نے مسلسل ایسے اہم موضوعات کی شناخت اور تشخیص جاری رکھی جو اس کی طویل مدتی کارکردگی اور معیشت، ماحول، کمیونٹیز، اور دیگر اہم اسٹیک ہولڈرز پر اثرانداز ہو سکتے ہیں۔ یہ عمل دوہری اہمیت کے اصول کی رہنمائی میں تھا، جو مالی اور غیر مالی اثرات دونوں کو مدنظر رکھتا ہے۔

سسٹین ایبلٹی کونسل لکی کور انڈسٹریز لمیٹڈ کی پائیداری کی حکمت عملی اور گورننس میں رہنمائی کے لیے مرکزی ادارہ ہے۔ یہ اہم ماحول، سماج اور حکمرانی موضوعات کی شناخت اور جائزے کی نگرانی کرتا ہے، یہ یقینی بناتے ہوئے کہ کمپنی کی ترجیحات اسٹیک ہولڈرز کی توقعات اور ابھرتے ہوئے پائیداری کے خطرات اور مواقع کے ساتھ ہم آہنگ ہیں۔ کونسل طے شدہ اہداف کے حوالے سے پیش رفت کی نگرانی کرتی ہے، بین شعبہ جاتی ہم آہنگی کو فروغ دیتی ہے اور کاروباری فیصلوں میں پائیداری کے پہلوؤں کو شامل کرنے کو یقینی بناتی ہے۔

کونسل کے ساتھ قریبی ہم آہنگی میں کام کرتے ہوئے، ایگزیکٹو مینجمنٹ ٹیم کمپنی کے پائیداری کے سفر کی رہنمائی میں اہم کردار ادا کرتی ہے۔ یہ کارکردگی پر باقاعدہ اپ ڈیٹس حاصل کرتی ہے، توجہ کے مستحق اہم شعبوں کا اندازہ لگاتی ہے اور لکی کور انڈسٹریز لمیٹڈ کی مجموعی کاروباری حکمت عملی کے ساتھ ہم آہنگی کو یقینی بنانے کے لیے ہدایات فراہم کرتی ہے۔ ایگزیکٹو مینجمنٹ ٹیم اہم صحت، حفاظت، ماحولیات اور سیکیورٹی (HSE&S) طریقہ کار کے نفاذ کی نگرانی بھی کرتی ہے، یہ یقینی بناتے ہوئے کہ یہ بہترین بین الاقوامی طور طریقوں کے ساتھ ہم آہنگ رہیں۔ کمپنی کا سرکردہ پائیداری کا فریم ورک – 'STEP'، جو Sustain، Evolve، Transform اور Preserve کا مخفف ہے، سال کے دوران مزید مقبول ہوتا رہا۔ STEP کے ذریعے، کمپنی ماحولیاتی اور سماجی ذمہ داری کی ثقافت کو فروغ دیتی ہے، تمام ملازمین کو طویل مدتی پائیدار قدر کی تخلیق میں حصہ ڈالنے کی ترغیب دیتی ہے۔ زندگیاں بہتر بنانے کے اپنے مشن کے مطابق لکی کور انڈسٹریز لمیٹڈ نے اپنے مختلف آپریشنز میں قدرتی اور سائنسی بنیادوں پر حل اپناتے ہوئے مضر گیسوں کے اخراج کو ختم کرنے کے لیے کئی اقدامات کیے ہیں۔ یہ کوششیں اس کے وسیع تر موسمیاتی عمل کے منصوبے "کیٹالسٹ 2030" کا حصہ ہیں، جو لکی کور انڈسٹریز لمیٹڈ کے تمام کاروباروں اور افعال کو اکٹھا کرنے کا مقصد رکھتا ہے تاکہ کرہ ارض کی معاونت اور موسمی تبدیلیوں کا مقابلہ کیا جا سکے۔

تعمیل اور تفہیم کو یقینی بنانے کے لیے ملازمین کو چار اہم دستاویزات کی رہنمائی حاصل ہے: لکی کور انڈسٹریز لمیٹڈ کا HSE&S مینجمنٹ سسٹم، آکوپیشنل ہیلتھ مینوئل، کارپوریٹ انجینئرنگ کے طریقہ کار اور مینیجرز کے لیے معلوماتی نوٹس۔ یہ ذرائع تعمیل کو یقینی بنانے، جوابدہی کو فروغ دینے اور کمپنی کے پائیداری کی کارکردگی میں مسلسل بہتری کے عزم کو مستحکم کرنے میں مدد دیتے ہیں۔

ان جاری کوششوں کے اعتراف میں، لکی کور انڈسٹریز لمیٹڈ کو ICAP اور ICMA پاکستان کی جانب سے "بہترین پائیداری رپورٹ 2023" کے لیے مشترکہ طور پر دوسری پوزیشن دی گئی، جس سے کمپنی کے واضح رپورٹنگ اور پائیداری کے موثر اقدامات کے عزم کی عکاسی ہوتی ہے۔

براہ مہربانی تفصیلات کے لیے سسٹین ایبلٹی رپورٹس ملاحظہ کیجیے۔

صحت، حفاظت، ماحول اور سلامتی

کمپنی نے اپنے ملازمین، صارفین اور کمپنی احاطے میں موجود ہر شخص کے لئے صحت اور حفاظت کی اعلیٰ ترین سطح، نیز ان برادریوں کے ماحولیاتی تحفظ کو یقینی بناتے ہوئے، جہاں یہ کام کرتی ہے، HSE&S کے ساتھ اپنی مضبوط وابستگی کا مظاہرہ جاری رکھا ہے۔ موجودہ ریگولیٹری فریم ورک کی مؤثریت کا جائزہ لینے اور کمپنی کے خطرے کی نشاندہی اور رسک مینجمنٹ کو مضبوط کرنے کے لیے مسلسل اور توجہ مرکوز کوشش کی گئی۔ یہ کمپنی کے کارکنوں اور عوام کو حادثات اور بیماریوں سے بچانے میں کلیدی حیثیت رکھتا ہے اور لکی کور انڈسٹریز لمیٹڈ کے اس عزم کی تجدید کرتا ہے کہ وہ HSE&S کو اپنے آپریشنز کی بنیادی ترجیح کے طور پر برقرار رکھے گا۔

کمپنی نے حفاظت کے سلسلے میں اعلیٰ کارکردگی کا مظاہرہ جاری رکھا۔ مجموعی طور پر، کمپنی کے کاروباری اداروں نے 30 جون 2025 تک تقریباً 49.9 ملین محفوظ افرادی گھنٹے (سیف مین۔آورز) درج کرائے۔ سوڈا ایش، فارماسیوٹیکل، اینیمل ہیلتھ، کیمیکلز اینڈ ایگری سائنسز اور پولیسٹر بزنس نے بالترتیب 36.7، 2.08، 1.76، 2.70 اور 2.12 ملین افرادی گھنٹے درج کرائے جبکہ کارپوریٹ دفاتر کے محفوظ افرادی گھنٹے 4.54 ملین تھے۔

سال کے دوران ایک ملازم کے زخمی ہونے کی اطلاع ملی۔ واقعے کی مکمل تحقیقات کی گئیں اور آئندہ اس سے بچنے کے لیے اصلاحی اقدامات کیے گئے۔ ملازمین کے زخمی ہونے کی رپورٹ شدہ شرح 0.09 ریکارڈ کی گئی۔

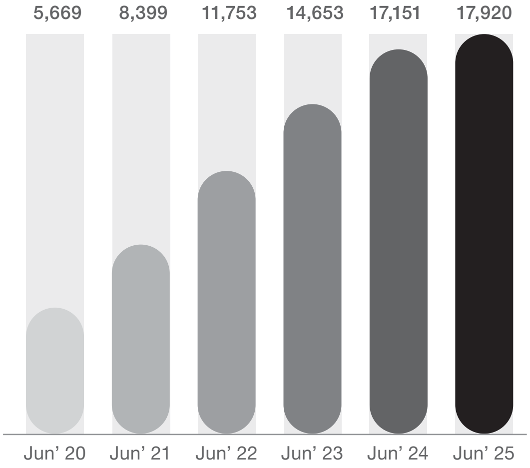
HSE&S کے شعبے میں کوششوں کے اعتراف میں، سوڈا ایش اور کیمیکلز اینڈ ایگری سائنسز بزنس کو برٹش سیفٹی کونسل برطانیہ کی طرف سے اس کے ہیلتھ اینڈ سیفٹی مینجمنٹ سسٹمز کا مکمل جائزہ لینے کے بعد انٹرنیشنل سیفٹی ایوارڈ 2025 سے نوازا گیا۔ فارماسیوٹیکلز بزنس کو پروفیشنلز نیٹ ورک اور پاکستان سیفٹی کونسل کی جانب سے بہترین HSE کیٹیگری میں "ای ایچ ایس انٹرنیشنل ایوارڈ 2024" ملا۔ اینیمل ہیلتھ بزنس کو نیشنل فورم فار انوائرمنٹ اینڈ ہیلتھ کی جانب سے "انوائرمنٹ ایکسیلنس ایوارڈ 2024" اور نیشنل فورم فار انوائرمنٹ اینڈ ہیلتھ اور پاکستان کی فائر پروٹیکشن انڈسٹری (FPIP) کی جانب سے "فائر سیفٹی ایوارڈ 2024" ملا۔ کیمیکلز اینڈ ایگری سائنسز بزنس کو بھی ایمپلائیز فیڈریشن آف پاکستان کی جانب سے پیشہ ورانہ حفاظت، صحت اور ماحول کے حوالے سے اعترافی ایوارڈ ملا، ساتھ ہی نیشنل فورم فار انوائرمنٹ اینڈ ہیلتھ کی جانب سے "انوائرمنٹل ایکسیلنس ایوارڈ 2024" بھی ملا۔

سال کے دوران کارپوریٹ HSE&S ٹیم نے فارماسیوٹیکلز بزنس کا ایک تفصیلی HSE&S مینجمنٹ آڈٹ کیا۔ سوڈا ایش اور پولیئسٹر بزنس گزشتہ مالی سال کے دوران اسی طرح کے آڈٹ مراحل سے گزرے تھے۔ آڈٹ کے عمل میں تربیت یافتہ سیفٹی ماہرین شامل کیے گئے اور ایک تفصیلی رپورٹ فارماسیوٹیکلز بزنس کے ساتھ شیئر کی گئی۔ بہتری کے لیے متعلقہ پہلوؤں کو اجاگر کیا گیا اور اس سے بزنس ایگزیکٹو ٹیم کو آگاہ کر دیا گیا۔

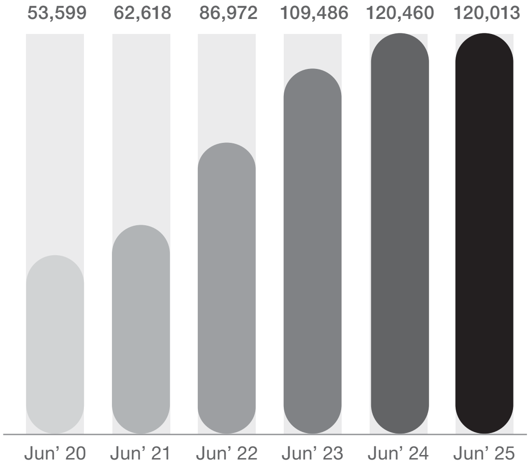
ہیلتھ اسیسمنٹ پرفارمنس انڈیکس (ایچ اے پی آئی) اور ہائیجین پرفارمنس انڈیکس (ایچ وائی پی آئی) جو تمام سائٹس پر لاگو ہوتے ہیں، صحت سے متعلق تشخیص اور ملازمین کو لاحق خطرات کی نگرانی میں مدد دیتے ہیں۔ یہ ٹولز پیشہ ورانہ بیماریوں کے خطرات کو کم کرنے کے لیے بنائے گئے ہیں۔ جمع کردہ اعداد و شمار پر ملازمین کی ریٹائرمنٹ کے بعد بھی نظر رکھی جاتی ہے۔ سال کے دوران ملازمین کی صحت کے سالانہ / ششماہی جائزے بشمول آڈیومیٹری اور اسپائرومیٹری ٹیسٹ جاری رہے۔ مالی سال 25-2024 کے دوران کوئی پیشہ ورانہ بیماری رپورٹ نہیں کی گئی۔

HSE&S کی تمام سطحوں پر تربیت ملازمین کی ترقی کا بنیادی جزو ہے۔ سال کے دوران، انتہائی خطرناک سرگرمیوں کے حوالے سے آپریشنل ضروریات کے مطابق تربیتی کورس ماڈیولز کا ازسرنو جائزہ لیا گیا اور کارپوریٹ HSE&S کے تحت مختلف بزنسز کے اشتراک سے اضافی تربیت کا انعقاد کیا گیا۔

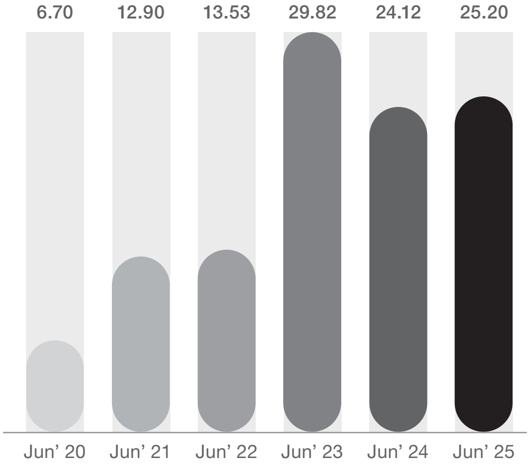
6 سالہ مالیاتی کارکردگی پر ایک نظر



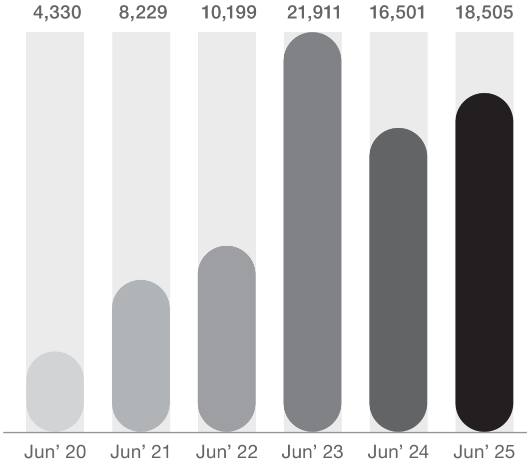
آپریٹنگ منافع (روپے ملین میں)



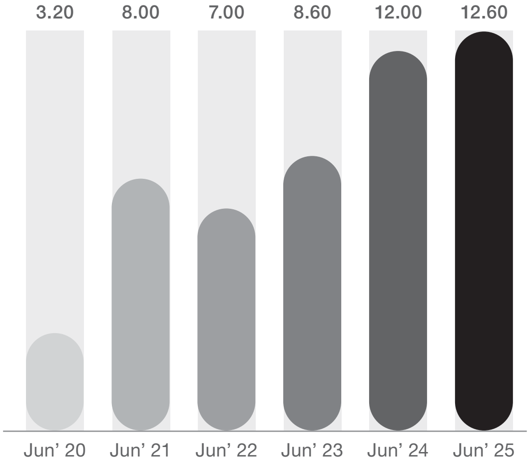
خالص مجموعی فروخت (روپے ملین میں)



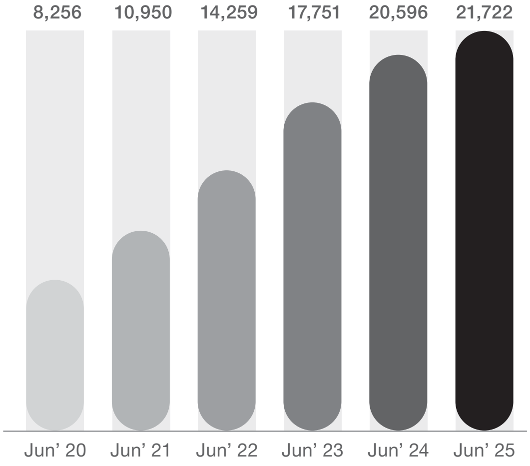
*فی شیئر منافع (روپے)



قبل از ٹیکس منافع (روپے ملین میں)



*منافع منقسمہ (روپے فی شیئر)



ایبٹڈا (روپے ملین میں)

* تاریخی فی شیئر منافع اور منافع منقسمہ کے اعداد و شمار کو اس اسٹاک اسپلٹ کے اثرات کو ظاہر کرنے کے لیے از سر نو بیان کیا گیا ہے جو کہ 19 جولائی 2025 کو مکمل ہوا۔

اور طریقہ کار کی رسمی کارروائیاں 19 جولائی 2025 کو مکمل کی گئیں۔ شیئرز کی ذیلی تقسیم کے بعد، کمپنی کا سبسکرائبڈ اور پیڈ اپ کیپیٹل دوبارہ ترتیب دیا گیا، جس کے تحت -/10 روپے فی شیئر والے عام شیئرز کی تعداد 92,359,050 سے بڑھ کر -/2 فی شیئر والے 461,795,250 شیئرز ہو گئی، حصص سے منسلک حقوق اور مراعات میں کسی تبدیلی کے بغیر۔

6 ستمبر 2024 کو کمپنی نے PfizerPakistanLimited اور Pfizer گروپ کی دیگر متعلقہ کمپنیوں کے ساتھ اثاثے کا حصول مکمل کیا۔ اس سودے میں ایک مینوفیکچرنگ فیسیلٹی اور منتخب فارماسیوٹیکل مصنوعات کا حصول شامل تھا بشمول اینسیڈ، پونستان، پونستان فورٹ، باسوکوئن، ڈیلٹا کورٹرل، لائسووٹ، کوریکس ڈی اور مائی سٹراسن مع متعلقہ ٹریڈمارکس شامل تھے (ٹریڈمارکس کی براہ راست تفویض کے ذریعے یا Pfizer گروپ کی متعلقہ کمپنیوں سے متعلقہ ٹریڈمارکس کے استعمال کے لئے مستقل لائسنس کے ذریعے)۔

مالیاتی کارکردگی

پاکستانی روپے ملین میں	جون 2025	جون 2024	اضافہ (کمی) کا تناسب
خالص مجموعی فروخت	120,013	120,460	0%
کل منافع	27,340	26,891	2%
آپریٹنگ منافع	17,920	17,151	4%
قبل از ٹیکس منافع	18,505	16,501	12%
بعد از ٹیکس منافع	11,638	11,140	4%
*فی شیئر منافع (روپے) (ریسٹیٹڈ)	25.20	24.12	4%

خالص مجموعی فروخت (ملین روپے)

قبل از ٹیکس منافع (ملین روپے)

بعد از ٹیکس منافع (ملین روپے)

فی شیئر منافع (روپے)*

* تاریخی فی شیئر منافع اعداد و شمار کو اس اسٹاک اسپلٹ کے اثرات کو ظاہر کرنے کے لیے از سر نو بیان کیا گیا ہے جو کہ 19 جولائی 2025 کو مکمل ہوا۔

ڈائریکٹرز رپورٹ

برائے سال ختم شدہ 30 جون 2025

ڈائریکٹرز 30 جون 2025ء کو ختم ہونے والے سال کے لیے کمپنی کے آڈٹ شدہ مالیاتی گوشواروں کے ساتھ اپنی رپورٹ بمسرت پیش کرتے ہیں۔

ڈائریکٹرز کی یہ رپورٹ کمپنیز ایکٹ 2017 کے سیکشن 227 اور لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ریگولیشنز 2019ء کے مطابق تیار کی گئی ہے۔

معیشت اور مالیاتی کارکردگی کا جائزہ

زیر جائزہ سال کے لیے خالص مجموعی فروخت، 120,013 ملین روپے رہی، جو گزشتہ سال کے اسی عرصے کے مقابلے میں تقریباً برابر ہے۔ فارماسیوٹیکلز بزنس کی خالص مجموعی فروخت اسی عرصے کے مقابلے میں 72 فیصد زیادہ رہی، جبکہ سوڈا ایش، اینیمل ہیلتھ، کیمیکلز اینڈ ایگری سائنسز اور پولیئسٹر بزنس میں طلب میں کمی کی وجہ سے بالترتیب 16 فیصد، 10 فیصد، 2 فیصد اور 1 فیصد کی کمی واقع ہوئی۔

معاشی چیلنجز کے باوجود، زیر جائزہ سال کے لیے آپریٹنگ منافع 17,920 ملین روپے رہا، جو گزشتہ سال کے اسی عرصے کے مقابلے میں 4 فیصد کا اضافہ ظاہر کرتا ہے۔ فارماسیوٹیکلز اور اینیمل ہیلتھ بزنس نے مستحکم کارکردگی کا مظاہرہ کیا، جنہوں نے اپنے آپریٹنگ منافع میں گزشتہ سال کے اسی عرصے کے مقابلے میں بالترتیب 99 فیصد اور 23 فیصد کی ترقی ریکارڈ کی۔ پولیئسٹر بزنس نے گزشتہ سال کے اسی عرصے کے مطابق آپریٹنگ منافع برقرار رکھا، جبکہ سوڈا ایش اینڈ کیمیکلز اور ایگری سائنسز بزنس نے سال بہ سال آپریٹنگ منافع میں بالترتیب 16 فیصد اور 5 فیصد کی کمی ریکارڈ کی۔

فارماسیوٹیکلز بزنس کی کارکردگی میں اضافہ Pfizer Pakistan Limited اور Pfizer گروپ کی دیگر متعلقہ کمپنیوں سے حاصل کردہ منتخب اثاثوں کے بلا رکاوٹ انضمام کی بدولت ہوا، جو کمپنی کے لیے ایک اہم سنگ میل ہے۔ بنیادی کاروباری کارکردگی میں بہتری کی وجوہات میں کرنسی کا استحکام، بہتر سیلز مکس اور عملی کارکردگی پر مسلسل توجہ شامل ہیں۔

اینیمل ہیلتھ بزنس کی کارکردگی کو زیادہ قدر والی مصنوعات اور بہتر لاگت کے ڈھانچے پر اسٹریٹجک توجہ کے ذریعے مدد ملی۔ سوڈا ایش بزنس اہم شعبوں میں کمزور طلب کی وجہ سے دباؤ میں رہا، خاص طور پر شیشے کے شعبے میں۔ اس کے علاوہ برآمدی حجم بھی منفی اثرات کا شکار ہوا کیونکہ کم بین الاقوامی قیمتوں، ساتھ ہی بڑھتے ہوئے مال برداری کے اخراجات نے برآمدات کو اقتصادی طور پر غیر موزوں بنا دیا۔ مزید برآں چین سے ایسی قیمتوں پر، جو اس سے پہلے کبھی نہیں دیکھی گئی تھیں، بڑھتی ہوئی درآمدی سرگرمی بھی مقامی صنعت کاروں کو درپیش چیلنجز کو مزید بڑھا رہی ہے۔ کیمیکلز اینڈ ایگری سائنسز اور پولیئسٹر بزنس کو طلب کے پہلو سے چیلنجز کا سامنا برقرار رہا، جس کی وجہ صارف کی کمزور قوت خرید اور سستی درآمدات کے ساتھ بڑھتی ہوئی مسابقت ہیں۔

کمپنی کی کاروباری سرگرمیاں سال کے دوران ایک مشکل میکرو اکنامک ماحول میں جاری رہیں جبکہ اقتصادی حالات میں بہتری کے آثار نظر آئے، جو مہنگائی میں تیزی سے کمی، نسبتاً مستحکم پاکستانی کرنسی اور سود کی شرح میں نمایاں کمی کی وجہ سے تھے، مجموعی طور پر عملی ماحول مشکل ہی رہا۔ توانائی کے زائد ٹیرف اور ٹیکس کا زیادہ بوجھ لاگت پر دباؤ ڈالتے رہے اور صارف کی قوت خرید میں کمی کے ساتھ مل کر اہم شعبوں میں کمزور طلب کا باعث بنے۔

سال کے دوران بعد از ٹیکس منافع 11,638 ملین روپے رہا، جو گزشتہ سال کے اسی عرصے کے مقابلے میں 4 فیصد اضافہ ظاہر کرتا ہے، جو بنیادی طور پر بہتر آپریٹنگ منافع اور مالیاتی اخراجات میں کمی کے سبب ہوا، جس کی وجہ شرح سود میں گزشتہ سال کے اسی عرصے کے مقابلے میں 950 بیسس پوائنٹس کی کمی ہے۔ یہ کارکردگی برآمدی ٹیکس کے نظام میں یکم جولائی 2024 سے نافذ العمل تبدیلی کے بعد مؤثر ہونے والے ٹیکس شرح میں اضافے کے باوجود سامنے آئی۔

سال کے دوران، پاکستانی روپیہ امریکی ڈالر کے مقابلے میں 2 فیصد کمزور ہوا، جس کے نتیجے میں 59 ملین روپے کا زرمبادلہ نقصان ہوا جبکہ گزشتہ سال کے اسی عرصے کے مقابلے میں 117 ملین روپے کا زرمبادلہ فائدہ ہوا تھا۔ مالیاتی اخراجات گزشتہ سال کے اسی عرصے کے مقابلے میں 38 فیصد کم ہوئے، جس کی بنیادی وجہ شرح سود میں کمی تھی، جس کا فائدہ جزوی طور پر فائزر کی کمپنیوں سے اثاثوں کی خریداری اور کاروباری ترقی و انضمام کے لیے کیے گئے بڑھتے ہوئے سرمایہ کاری کے اخراجات کی وجہ سے جزوی طور پر غیر موثر ہو گیا۔

زیر جائزہ سال کے دوران فی شیئر آمدنی 25.20 ہے، جو گزشتہ سال کے اسی عرصے کے مقابلے میں 4 فیصد زیادہ ہے۔ براہ کرم نوٹ فرمالیں کہ سال کے لیے فی شیئر آمدنی کو کمپنی کے عام شیئرز کی فیس ویلیو کو -/10 روپے فی شیئر سے -/2 روپے فی شیئر میں ذیلی تقسیم کرنے کی عکاسی کے لیے از سر نو بیان کیا گیا ہے۔ اسٹاک اسپلٹ کے اثرات کو نافذ کرنے کے لئے ریگولیٹری رسمی کارروائیاں مالی سال کے اختتام کے بعد، 19 جولائی 2025 کو مکمل کی گئیں۔

ڈیویڈنڈ

کمپنی کی آمدنی کے پیش نظر، بورڈ آف ڈائریکٹرز نے 30 جون 2025 کو ختم ہونے والے مالی سال کے حوالے سے حتمی نقد منافع منقسمہ 310 فیصد یعنی -/6.20 روپے فی شیئر، جن میں سے ہر شیئر کی فیس ویلیو -/2 روپے ہو گی، کی شرح سے دینے کی سفارش کی ہے، جو آئندہ سالانہ اجلاس عام میں اراکین کی منظوری سے مشروط ہے۔ سال کے دوران اور فیس ویلیو کی ذیلی تقسیم سے پہلے 340 فیصد کی شرح سے یعنی -/10 روپے کی فیس ویلیو والے ہر شیئر پر -/34 روپے فی شیئر کے حساب سے عبوری ڈیویڈنڈ پہلے ہی ادا کیا جا چکا ہے۔

اہم پیش رفت

مالی سال 25-2024 کے دوران، کمپنی نے اپنے عام شیئرز کی فیس ویلیو کو بذریعہ ذیلی تقسیم (اسٹاک اسپلٹ) -/10 روپے سے -/2 روپے فی شیئر کرنے کا اعلان کیا، جس کا مقصد سرمایہ کاروں کی رسائی کو بڑھانا، اسٹاک کی لیکویڈیٹی کو بہتر بنانا، اور شیئر ہولڈرز کی شرکت کو وسعت دینا تھا۔ یہ ذیلی تقسیم کمپنی کے ممبرز کی جانب سے 20 جون 2025 کو ہونے والے غیر معمولی اجلاس عام میں منظور کی گئی۔ اس منظوری کے بعد، باقی ریگولیٹری

Glossary

AGM	Annual General Meeting
ACFIF	Asian Chemical Fiber Industries Federation
APCMA	All Pakistan Cement Manufacturing Association
APIs	Active Pharmaceutical Ingredients
ATF	Aziz Tabba Foundation
BOD	Biochemical Oxygen Demand
BOI	Board of Investment
BBS	Behaviour Based Safety Programme
BPA	Best Presented Annual
BCP	Business Continuity Plan
CEFIC	European Chemical Industry Council
COD	Chemical Oxygen Demand
CCG	Code of Corporate Governance
CDC	Central Depository Company of Pakistan Limited
CMGHS	Community Managed Girls High School
CO_2	Carbon Dioxide
CSR	Corporate Social Responsibility
CSRCP	Corporate Social Responsibility Centre Pakistan
CERB	Centre of Excellence for Responsible Businesses
DE&I	Diversity Equity and Inclusion
DRP	Disaster Recovery Plan
DTP	Directors' Training Programme
DOC	Day-old Chick
EFP	Employers' Federation of Pakistan
EPM	Environmental Performance Management
EBIDTA	Earnings before interest, depreciation, taxes and amortisation
EMT	Executive Management Team
EOGM	Extraordinary General Meeting
ESG	Environment, Social and Governance
EPS	Earnings per Share
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
EFS	Export Facilitation Scheme
FBR	Federal Board of Revenue
FPIP	Fire Protection Industry of Pakistan
GOTS	Global Organic Textile Standards
GDP	Gross Domestic Products
GHG	Greenhouse Gas
GIKI	Ghulam Ishaq Khan Institute of Engineering Sciences and Technology
GRI	Global Reporting Initiative
GST	Goods and Services tax
HAZOPs	Hazard and Operability Studies
HSE&S	Health, Safety, Environment, and Security
HAPI	Health Assessment Performance Index
HR&R	Human Resource and Remuneration
HSE	Health, Safety, Environment
HYPI	Hygiene Performance Index
ICMAP	Institute of Cost and Management Accountants Pakistan IFRS International Financial Reporting Standards
IFE	Institution of Fire Engineers
IPCC	Intergovernmental Panel on Climate Change
IASB	International Accounting Standard Board
IBA	Institute of Business Administration
ICAP	Institute of Chartered Accountants of Pakistan
IFAC	International Federation of Accountants
IIRC	International Integrated Reporting Council
ILO	International Labour Organisation
IMF	International Monetary Fund
INSEAD	Institut Européen d'Administration des Affaires
IPCC	Intergovernmental Panel on Climate Change
IRD	Interactive Research and Development
ISMS	Information Security Management System
IT	Information Technology
ITSM	IT Service Management
JV	Joint Venture
JSAs	Job Safety Analyses
KPI	Key Performance Indicators
kWh	Kilowatt-hours
LCA	Life Cycle Assessment
LCV	Lucky Core Ventures (Private) Limited
LCF	Lucky Core Foundation
LEPCL	Lucky Electric Power Company Limited
LWI	Lost Workday Injury
LMC	Lucky Motor Corporation
LRBT	Layton Rahmatullah Benevolent Trust
LSA	Light Soda Ash
LSE	Lahore School of Economics
LTFF	Long-Term Finance Facility
LUMS	Lahore University of Management Sciences
MAP	Management Association of Pakistan
MoU	Memorandum of Understanding
MB	Masterbatches
ML	Machine Learning
NEQs	National Environmental Quality Standards
NGOs	Non-Governmental Organisations
NIPL	NutriCo International (Private) Limited NFL National Foods Limited
NFEH	National Forum for Environment and Health
NIB	National Investment Bank
NIFT	National Institutional Facilitation Technologies
NMPL	NutriCo Morinaga (Private) Limited
NPPL	NutriCo Pakistan (Private) Limited
NUST	National University of Sciences and Technology
OICCI	Overseas Investors Chamber of Commerce and Industry OEE Operational Eco-Efficiency
OELs	Occupational Exposure Limits
OHS	Occupational Health and Safety
OTIF	On-Time In-Full
OPEC+	Organisation of the Petroleum Exporting Countries
OECD	Organisation for Economic Co-operation and Development
OSH	Occupational Health and Safety
PEQS	Pakistan Environmental Quality Standards PKR Pakistani Rupee PSF Polyester Staple Fibre PSX Pakistan Stock Exchange PPMA Pakistan Pharmaceutical Manufacturers' Association
PAPR	Powered Air-Purifying Respirator
PHA	Process Hazard Analysis
PPE	Personal Protective Equipment
PSTD	Pakistan Society for Training and Development
PAC	Pakistan Agricultural Coalition
PAT	Profit after Tax
PBC	Pakistan Business Council
PCP	Pakistan Centre for Philanthropy
PCRWR	Pakistan Council of Research in Water Resources
PEQS	Pakistan Environmental Quality StandardsPET Polyethylene Terephthalate
PICG	Pakistan Institute of Corporate Governance
PTC	Pakistan Textile Council
PU	Polyurethanes
PTA	Purified Terephthalic Acid
PWD	Person with Disabilities
PSFMG	Polyester Staple Fibre Manufacturers Group
RSB	Refined Sodium Bicarbonate
R&D	Research and Development
RLCC	Ra'ana Liaquat Craftsmen Colony
ROI	Return on Investment
RPA	Robotic Process Automation
SBTi	Science Based Targets initiative
SBTs	Science Based Targets
SGDs	Sustainable Development Goals
SOPs	Standard Operating Procedures
SAP	Systems, Applications and Products in Data Processing
SAFA	South Asian Federation of Accountants
SASB	Sustainability Accounting Standards Board
SBP	State Bank of Pakistan
SC	Specialty Chemicals
SECP	Securities and Exchange Commission of Pakistan
SFE	Sales Force Effectiveness
SIUT	Sindh Institute of Urology & Transplantation
SPA	Share Purchase Agreement
SPLY	Same Period Last Year
STEP	Sustain, Transform, Evolve and Preserve
TDS	Total Dissolved Solids
TRIR	Total Reportable Injury Rate
TSS	Total Suspended Solids
TCF	The Citizen Foundation
TGIL	Tariq Glass Industries Limited
THI	Tabba Heart Institute
TKI	Tabba Kidney Institute
TPA	Tonnes Per Annum
TSR	Total Shareholder Return
UN	United Nations
UNGC	United Nations Global Compact
UNGPs	United Nations Guiding Principles on Business and Human Rights
UNSDGs	Sustainability Development Goals
UNDP	United Nations Development Programme
USD	United States Dollar
VAPT	Vulnerability Assessment and Penetration Testing
VC	Virtual Clinic
WWTP	Waste Water Treatment Plant
WIBCON	Women in Business and Leadership Conference
WEF	World Economic Forum
YBG	Yunus Brothers Group
YGL	Young Global Leader
YoY	Year-on-Year
YPO	Young President Organisation
YTM	Yunus Textile Mills LimitedAHC Air Changes per Hour
ZDHC	Zero Discharge Hazardous Chemicals

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YBG