



Unmoved by Uncertainty.
Focused on Growth.

2026 Annual
Report

STEADY IN A **SHIFTING** **WORLD**



STEADY IN A SHIFTING WORLD

Unmoved by Uncertainty.
Focused on Growth.

In a world shaped by economic uncertainty, evolving markets and rapid change, Lucky Cement Limited remains steady in its purpose and focused on long-term growth.

Our resilience is built on strong foundations, disciplined execution and the ability to adapt with confidence. Across our diverse portfolio, we continue to strengthen our businesses, pursue new opportunities and create value for our stakeholders.

Through operational excellence, innovation and responsible growth, we are navigating change while remaining committed to the principles that have shaped our journey. Our investments in technology, people, infrastructure and sustainability enable us to respond to emerging challenges while positioning our businesses for future opportunities.

As we continue to expand, diversify and evolve, we remain focused on building enduring businesses, creating sustainable value and contributing to Pakistan's long-term economic progress.





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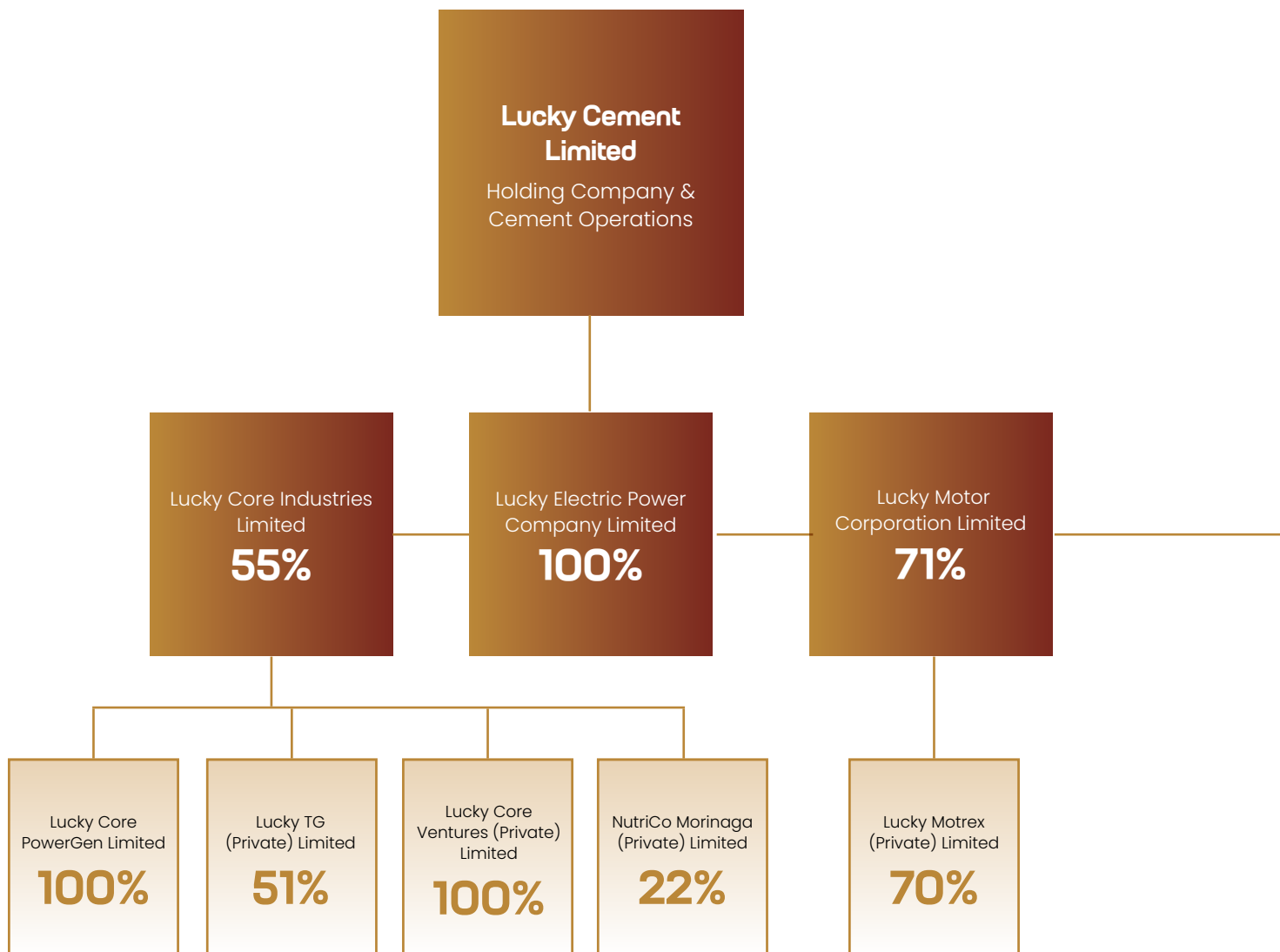
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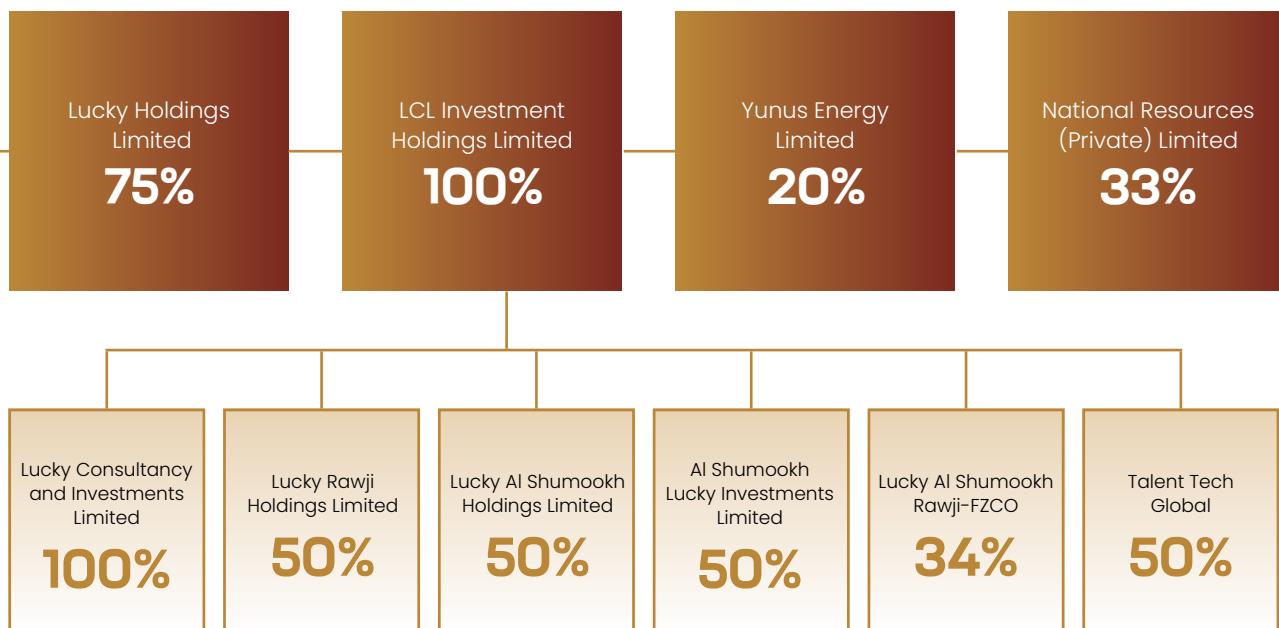


ORGANIZATION'S OVERVIEW AND EXTERNAL ENVIRONMENT



COMPANY AND ITS INVESTMENTS





CEO'S MESSAGE



Dear Shareholders,

I am pleased to present the Annual Report of Lucky Cement Limited for the year ended June 30, 2026.

This year unfolded against the backdrop of a world in motion: an economy in transition, shifting global commodity cycles, and renewed geopolitical uncertainty in our region. It is precisely such an environment that defines this year's theme, "Steady in a Shifting World." For us, steadiness is not standing still; it is the discipline to hold our course, protect our margins, and keep creating value while the ground moves beneath the industry. That conviction extends well beyond business performance to the broader project of national development. We see our role not merely as Pakistan's largest cement producer, but as a catalyst for positive change, unlocking the country's mineral wealth, expanding industrial capacity across borders, investing in renewable energy, building infrastructure, creating livelihoods, and nurturing the talent that will lead Pakistan's next chapter.

Pakistan's economy showed encouraging momentum in FY 2026. GDP growth accelerated to 3.7%, the highest in four years, while the current account remained broadly balanced for a second consecutive year, underpinned by record workers' remittances of USD 41.6 billion. The Rupee appreciated by 2.0% against the US Dollar, and the State Bank's foreign exchange reserves strengthened to USD 18.4 billion. Inflation averaged 7.05% and remained within target for most of the year, though renewed geopolitical tensions in the Middle East pushed both global oil prices and inflation higher in the closing months, prompting the State Bank to lift the policy rate to 11.5%. The continuation of the IMF programs and successive upgrades to Pakistan's credit ratings further reinforced policy credibility and investor confidence.

Against this backdrop, we delivered a strong performance. On a consolidated basis, the Company recorded gross revenue of PKR 645.9 billion, up 14.6%, and a net profit of PKR 96.5 billion, translating into earnings per share of PKR 60.78, a growth of 15.7% over last year. On an unconsolidated basis, after-tax profit rose 40.9% to PKR 46.6 billion, with profit before tax up 28.7% to PKR 60.9 billion, supported by improved margins, disciplined cost management, and higher dividend income from our subsidiaries. We retained our position as Pakistan's largest and lowest-cost cement producer, growing domestic volumes by 10.1% to 6.5 million tons and outperforming the industry, even as we deliberately rationalized exports to prioritize margin over volume following the closure of the Afghan border. Our market share strengthened to 15.7%.

Our foreign cement operations in Iraq and the DR Congo continued to contribute meaningfully to profitability. The new 0.65 MTPA grinding mill in Samawah, Iraq, commenced commercial operations during the year, and we have resolved to expand our fully integrated plant in the DRC from 1.31 to 2.91 MTPA, a milestone that will reinforce our leadership in one of Africa's fastest-growing cement markets.

Our diversification strategy continued to generate value across the Group. The automobile sector recorded a 43% increase in volumes, supported by stable exchange rates and improving consumer confidence, while Lucky Motor Corporation continued to broaden its portfolio through new Kia models, a new energy-vehicle partnership with GAC Group, and a sharpened focus on affordable smartphones. Lucky Core Industries delivered strong results in its Animal Health and Pharmaceuticals businesses, with operating results up 20% and 16% respectively, and inaugurated a new veterinary medicine facility in Sheikhpura, even as its Polyester, Soda Ash, and Chemicals businesses navigated softer demand and rising low-cost imports.

Lucky Electric Power Company maintained steady, safe, and disciplined operations, surpassing 8.1 million safe man-hours

without a lost-workday injury, and continues its transition towards 100% indigenous Thar coal to secure its position in the national economic merit order. In the resource sector, National Resources (Pvt.) Limited made encouraging progress, expanding its portfolio to five mining leases in Balochistan, spanning copper-gold, lead-zinc, and antimony prospects, and advancing towards a maiden mineral resource estimate, a long-term investment in sectors of strategic national importance.

Sustainability remains central to how we operate. Following a planned 15 MW solar addition that will raise our installed solar capacity to 89.3 MW, renewable sources are expected to meet approximately 55% of our electricity needs, complemented by waste heat recovery, wind, and battery energy storage. The rollout of UC3 technology across all four production lines at our Karachi plant, alongside advanced emission-control systems and ongoing plantation drives, continues to lower our carbon intensity while reinforcing our cost competitiveness and long-term ESG goals.

Our people remain the driving force behind this progress. Through structured KPIs, a robust competency framework, merit-based rewards, and a "build-from-within" approach to leadership development, we continued to strengthen a high-performance, future-ready culture. We remain equally committed to the communities we serve. From funded university scholarships and vocational training to our partnership with Zindagi Trust, and from supporting the Citizens-Police Liaison Committee to expanding access to cardiac and kidney care through the Aziz Tabba Foundation, our efforts remain anchored in inclusive growth and social impact.

The strength of our franchise is reflected in what we return to the nation and to you. On a consolidated basis, the Company contributed PKR 175.7 billion to the national exchequer and generated USD 133 million in foreign exchange for the country. Our balance sheet remains robust, with reserves rising 23.5% to PKR 213.7 billion and our AA+ long-term credit rating reaffirmed. In recognition of this performance, and mindful of our investment outlook, the Board has recommended a final cash dividend of PKR 5.0 per share.

As we look ahead to FY 2027, we remain cautiously optimistic. Macroeconomic indicators are improving, and expected monetary easing, renewed development spending, and housing-sector incentives should support a gradual recovery in cement demand. Yet challenges persist in the form of high energy costs, taxation pressures, and geopolitical uncertainty. We will continue to respond with agility, focused on operational efficiency, sustainable growth, and prudent capital allocation. Our strong balance sheet, self-financed expansion capacity, and diversified revenue streams give us the confidence to remain steady in a shifting world: to pursue strategic opportunities, navigate uncertainty, and deliver enduring shareholder value.

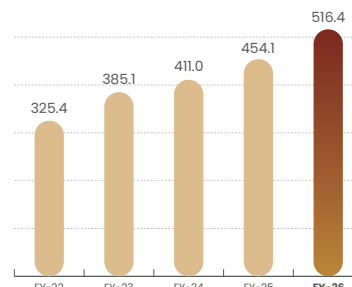
I would like to thank our Board of Directors for their guidance, our teams for their continued passion and discipline, and our shareholders, customers, and partners for their trust. With our values as our compass and performance as our measure, we remain committed to building a stronger, more resilient, and more impactful company in the years to come. May Allah (SWT) continue to bless our efforts and guide us towards continued success.

Muhammad Ali Tabba

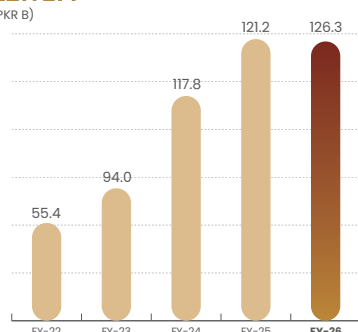
Chief Executive Officer

KEY HIGHLIGHTS FOR THE YEAR (CONSOLIDATED)

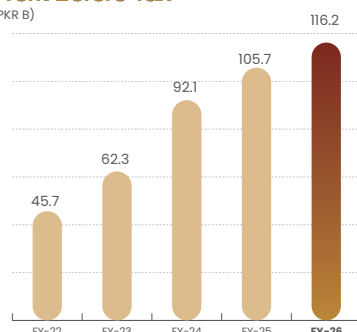
Net Revenue
(PKR B)



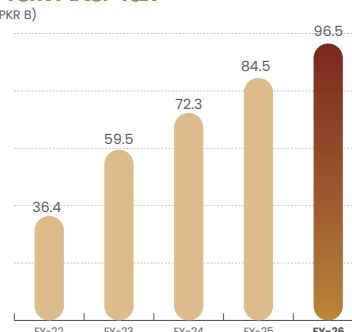
EBITDA
(PKR B)



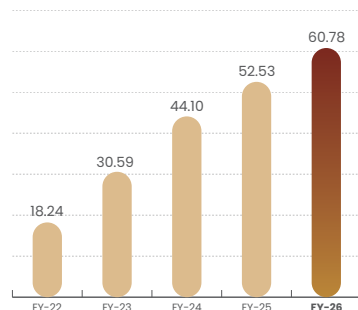
Profit Before Tax
(PKR B)



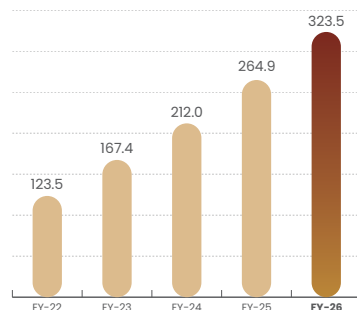
Profit After Tax
(PKR B)



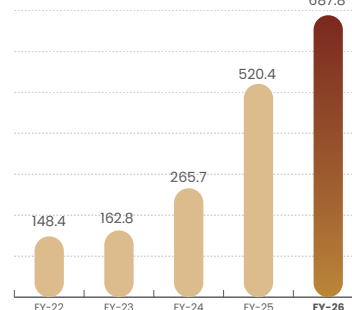
Earnings per Share
(PKR)



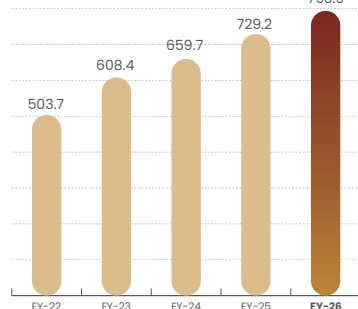
Book Value per Share
(PKR)



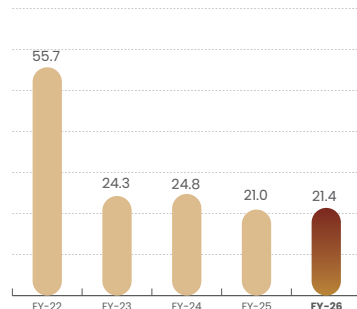
Market Capitalization
(PKR B)



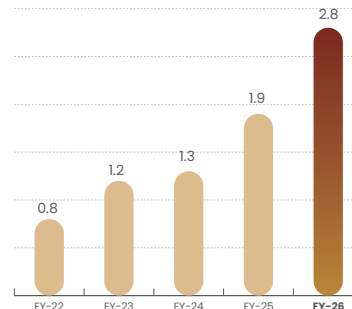
Total Assets
(PKR B)



Capital Expenditure
(PKR B)

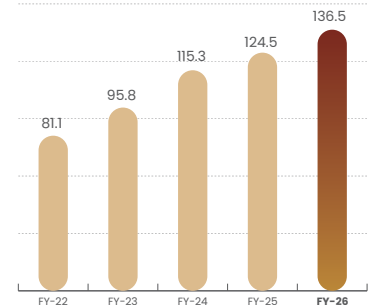


CSR Expenditure
(PKR B)

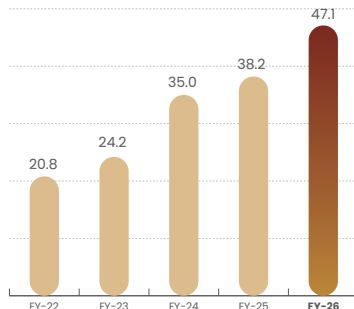


KEY HIGHLIGHTS FOR THE YEAR (UNCONSOLIDATED)

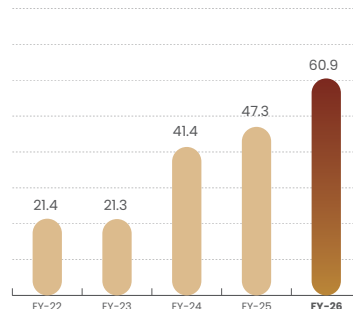
Net Revenue
(PKR B)



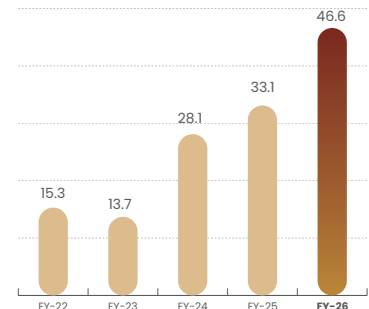
EBITDA
(PKR B)



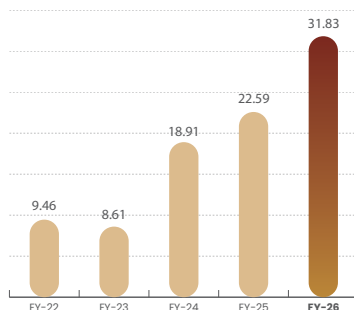
Profit Before Tax
(PKR B)



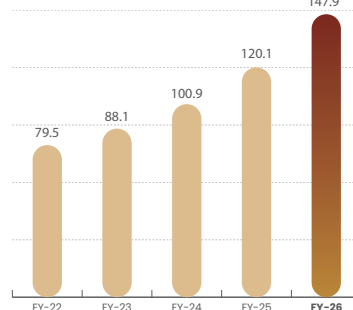
Profit After Tax
(PKR B)



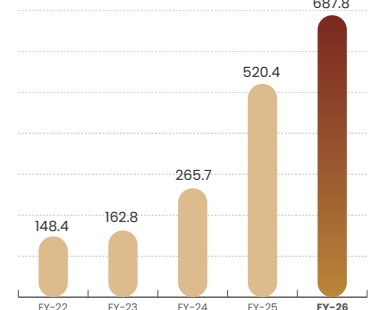
Earnings per Share
(PKR)



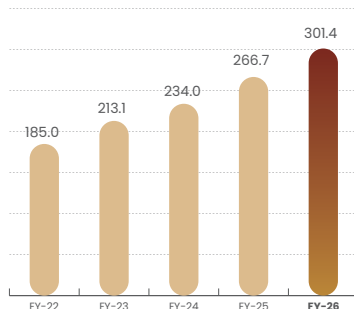
Book Value per Share
(PKR)



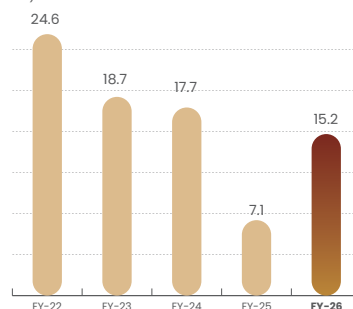
Market Capitalization
(PKR B)



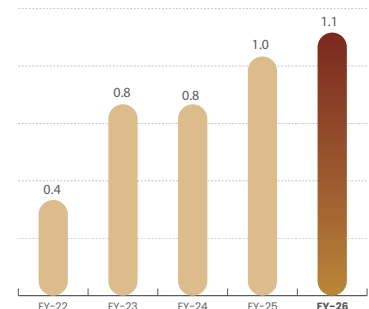
Total Assets
(PKR B)



Capital Expenditure
(PKR B)



CSR Expenditure
(PKR B)



ABOUT THE REPORT

Dear Reader,

At Lucky Cement, we hold steadfast to the core principles of transparency and value creation, which form the bedrock of our operations. Our unwavering commitment to strong corporate governance and exemplary leadership is complemented by a transparent approach to disclosures. As we present this Annual Report, our objective is to furnish our esteemed readers with comprehensive insights into the Company's endeavors, highlighting the efficient utilization of our resources and aiding in a thorough assessment of our business. This Annual Report is designed to provide our readers with comprehensive information about the Company's capitals and assist in assessing our business. It follows the International Integrated Reporting Framework, which offers insights into our strategic thinking, encompassing strategy, governance, performance, and prospects within the global environment. To continuously enhance the quality of information shared with stakeholders, we annually review the IR Framework. This report incorporates all 9 core Content Elements of the IR Framework. This report integrates the following sections:

- Organizational overview and external environment
- Risks and opportunities
- Strategy and resource allocation
- Governance
- Stakeholders relationship and engagement
- Outlook
- Sustainability
- Corporate social responsibility
- Excellence in corporate reporting

We remain committed to reviewing our reporting approach, aligning with best practices of reporting standards, and meeting the expectations of our

stakeholders. Our goal is to provide visibility into how we create sustainable value for the communities we serve. We adopt a systematic view by presenting financial and non-financial information directly linked to our business activities, accompanied by relevant explanations.

This report covers the period from July 1, 2025, to June 30, 2026, and provides a comprehensive overview of Lucky Cement Limited. It offers insights into our core cement operations, providing a concise explanation of our performance, strategy, operating model, and outcomes using a multi-capital approach.

ANNUAL ACCOUNTS

This report should be read in conjunction with the annual accounts (Standalone and Consolidated) to gain a complete picture of LCL's financial performance.

Forward Looking Statements

Performance outlook and Forecasts based on projections and plans for the future in this report are based on management's beliefs and assumptions drawn from current expectations, estimates, forecasts and projections. These expectations, estimates, forecasts and projections are subject to a number of risks, uncertainties and assumptions that may cause actual results to differ materially from those indicated in any forward-looking statement. Furthermore, any forward-looking statements are subject to change as a result of new information, future events or other developments.

We wish you a pleasant read.



CALENDAR OF MAJOR EVENTS

8th

August 2025

Board of Directors Meeting – Annual Financial Statements

12th

September 2025

Company's Corporate Briefing

26th

September 2025

32nd Annual General Meeting at the Registered Office at Pezu – Annual Financial Statements

6th

October 2025

Final cash dividend 200% credited electronically to shareholders

27th

October 2025

Board of Directors Meeting – 1st Quarter

08th

November 2025

15th Fire safety Award at NFEH

12th

November 2025

CFA society Award in Best Investor Relations and ESG reporting

26th

November 2025

Best Corporate & Sustainability Report Awards 2024 by ICAP & ICMAP

05th

December 2025

40th Management Association Pakistan Awards 2025

12th

December 2025

PSX top 25 Company Awards

18th

December 2025

SAFA joint silver in Infrastructure and Construction Category

18th

December 2025

Board meeting to consider matters other than Financial Results



30th

December 2025

Company's Corporate Briefing

27th

January 2026

Board of Directors Meeting – Half Yearly

31st

January 2026

Top Exporter Award in cement sector FY25 by PM of Pakistan

2nd

February 2026

Company's Corporate Briefing

29th

April 2026

Board of Directors Meeting – 3rd Quarter

22nd

May 2026

Company's Corporate Briefing

29th

June 2026

Board Meeting to consider matters other than financial results

28th

July 2026

22nd NFEH CSR Awards



PRINCIPAL BUSINESS ACTIVITIES AND MARKETS

Lucky Cement Limited (LCL) is part of the Yunus Brothers Group, which is one of the biggest business houses in Pakistan. Lucky Cement is the largest producer of cement in Pakistan with production capacity of 15.6 MTPA. It has production facilities at strategic locations in Karachi and Pezu, Khyber Pakhtunkhwa to serve the cement demand both, within and outside Pakistan.

LOCAL AND INTERNATIONAL MARKETS

Over the years, Lucky Cement has experienced significant and sustained growth. Within the country, we have developed a distribution network that allows our cement to be made easily available in every part of the country.

For quick delivery of cement and for best possible customer service, Lucky Cement has dedicated warehouses strategically located near all the key markets.

From the port of Karachi to the picturesque valley of Kashmir and from the upcoming spectacular Gwadar city project to the highlands of Gilgit-Baltistan – Lucky Cement is everywhere! We are proud to be associated with all major development projects being undertaken by the Government and Private sectors.

Lucky Cement has been the brand of choice for major projects like Kachi Canal Project, Lahore & Islamabad smart cities, DHA Bahawalpur and Gujranwala, Hakla – DIK Motor Way, Torkham Border, Bhakao Bypass, Jaglot – Skardu Highway, Sialkot – Gujrat Motorway, Mangi Dam, Tanda Dam, Reko Diq Mining Project in Balochistan, Karachi – Khuzdar N25 Road Project, Moro – Ranipur N5 Road Project in Sindh, Malir Expressway Karachi, DHA City Phase 9 Karachi, BRTS Red Line Project Karachi, Greater Karachi Bulk Water Supply Scheme (K-IV Project), Malir Industrial Park Karachi, M9 – N5 Interchange Karachi, BYD Motors Plant Karachi as well as various other mega construction projects across Pakistan.

Lucky Cement Limited has emerged as a prominent global exporter of clinker and cement, consistently securing substantial orders from diverse regions including West Africa, East Africa, Indian Ocean Islands, Asia, The USA, and South America.

Notably, Lucky Cement has pioneered its expansion into the new markets of the USA and South America. Setting itself apart, Lucky Cement is the sole cement company in the region to possess a dedicated terminal at KPT featuring advanced Pneumatic vessel loading capabilities and four expansive steel fabricated silos for efficient storage.

At Lucky Cement Limited, we continuously strive towards greener, sustainable manufacturing. We have invested heavily in waste-heat recovery, and alternative energy sources such as solar and wind to reduce our carbon footprint and make our manufacturing process more carbon neutral.

Currently, approximately 55% of our energy requirements are being fulfilled through renewable energy sources. Our strong R&D and Quality Control structure allows us to meet or exceed our client's expectations in innovation and quality consistency.

EXPORT DESTINATIONS



Far East



Middle East



Africa



South &
Central Asia



North & South
America



OUR PRODUCT PORTFOLIO

OPC

Ordinary Portland Cement is a type of hydraulic cement composed of Portland cement, clinker and gypsum. OPC is utilized in nearly all types of general construction. It acts as the main adhesive in concrete, mortar, and plaster, rendering it a crucial element in any concrete construction.

Portland Lime Stone Cement 42.5R

Portland lime stone cement 42.5R is manufactured according to SLS 1253:2015 for Sri Lankan Market.

Portland Fly Ash Cement

Portland fly ash cement CEM II A-V 32.5N is manufactured according to EN-197-1 for African Market.

CEM I 42.5R

42.5R Portland cement is used where rapid setting, hardening & higher early strength is required. It is manufactured in accordance with EN 197-1.

CEM II / AL 32.5N

It is a masonry cement & generally used for plastering work. It is manufactured in accordance with EN 197-1 standard.

SRC

Sulphate Resistant Cement is more resistant to Sulphate attacks and is suitable for use in foundations, seashore and control linings. SRC has lower heat of hydration and its strength satisfies EN 197-1 CEM I 42.5N SR3, PS 612:2014 and ASTM C150 TYPE V standards.

53 Grade Cement

Lucky Cement is manufacturing 53 grade OPC special high strength cement for the country in accordance with PS 232:2008 53 Grade & IS 269:2015 53 Grade. It is used for high strength concrete and is a prerequisite for high rise constructions.

Clinker

Clinker is usually exported. It can be easily stored as per storage protocol for several months without compromising on the quality.

Low Alkali Cement

Low Alkali cement is manufactured according to ASTM C150 Type I.

Blended Hydraulic Cement Type IP

Blended hydraulic cement Type IP (Pozzolan-Portland cement) is employed in general construction of hydraulic structures. It is manufactured in accordance with PNS 63:2019 standard.

QUALITY ASSURANCE OF PRODUCTS

Lucky Cement's product portfolio complies with a range of standards, depending upon the geographical territory where it is sold.

Advanced technology such as Distributed Control System (DCS), Programmable Logic Controllers (PLCs), on-line X-Ray analyzers and X-Ray Diffractometer are used to ensure that product quality is consistent. Having one of the best-equipped laboratories, with facilities for analysis of fuel and raw material, we ensure that the market is supplied with high quality products.

The following international bureaus of standards have accredited Lucky Cement over the years:

- Standard Organisation of Nigeria
- Sri Lanka Standard Institute
- Kenya Bureau of Standards
- Tanzania Bureau of Standards
- South African Bureau of Standards

Furthermore, our products are also in compliance with EN-197-2:2014 conformity evaluation. A conformity mark "CE" is embossed on the packaging of Lucky Cement's international products, a prerequisite for exporting cement to European Union markets.

DIVERSIFICATION AND WEALTH CREATION FOR OUR SHAREHOLDERS

Having established a strong foothold in the cement manufacturing industry across Pakistan, Iraq, and the Democratic Republic of Congo, Lucky Cement has evolved into a sizeable and forward-looking conglomerate with strategic investments in a range of diversified industries. These include chemicals, pharmaceuticals, animal health, automobiles, mobile manufacturing, power generation, and the mining of copper and gold. One of its key subsidiaries, Lucky Core Industries Limited, operates in the production and sale of soda ash, polyester, life sciences, and industrial chemicals, playing a critical role in supporting various sectors of the economy.

In the automobile and electronics segment, Lucky Motor Corporation Limited (LMC) has, since its inception, established itself as a reputable and reliable automobile manufacturer, assembling and marketing vehicles of globally renowned brands, including KIA and Peugeot, a brand of Stellantis N.V.

During the year, LMC further strengthened its presence Pakistan's automotive sector by entering into a strategic partnership with GAC for the import and sale of its electric vehicle brands, AION and HYPTEC in Pakistan. LMC also continues to provide state-of-the-art aftersales services through an extensive dealership network, for all its vehicles, across Pakistan.

The Company also continues to manufacture Samsung mobile devices in Pakistan under an agreement with Samsung Gulf Electronics Co.

In the power sector, Lucky Electric Power Company Limited has successfully established a 660 MW supercritical coal-based power plant in Karachi, which commenced commercial operations in March 2022. Furthermore, the Group has made impactful strides in renewable energy through its associated company Yunus Energy Limited, which has developed a 50 MW wind power project.

Complementing these efforts, Lucky Cement has built one of the largest renewable power generation portfolios in the industrial sector. This includes Waste Heat Recovery (WHR) systems, a 74.3 MW solar power plant, and a 28.8 MW wind power facility, making the company largely self-reliant in power generation. These initiatives not only reduce dependency on external energy sources but also align with the Group's long-term sustainability goals.

Through its diversified investments and sustainable energy infrastructure, Lucky Cement continues to create long-term value for its shareholders while reinforcing its position as a progressive Pakistani conglomerate driving industrial growth and economic development across the country.



CORE BRANDS

Our Research and Development (R&D) team is driven by our customers' needs. To cater to their requirements, we have developed a comprehensive product range which focuses on every type of construction in the country. Whether it is the Southern region of Sindh & Balochistan or the Northern region of Pakistan including Punjab, KPK and Gilgit Baltistan, we have products for each section of the Country with respect to its climatic conditions.

Different Variants of Ordinary Portland Cement (OPC), Sulphate Resistant Cement (SRC) and Composite Cement are manufactured to meet the diversified needs of our customers.



Lucky Supreme

This is Lucky Cement's flagship brand and is 53 grade, OPC, special high strength cement. The brand is used for all concrete works, high-rise buildings, reinforced concrete structures, industrial works and foundations. It has moderate sulphate resistant characteristics also.



Lucky Supreme Gold



Lucky Cement (Regular)



Lucky Star (OPC)

Both the brands are specially developed to cater the needs of our customers in the Northern & Southern regions of Pakistan respectively.



Raj Cement (Composite Cement)

The brand is specially developed to cater to the needs of some of our customers in the Southern region of Pakistan.



Sulphate Resistant Cement (SRC)

The brand is developed specially for use along shorelines and canal linings. Lucky SRC is a national brand.



Lucky Block Cement

The brand is used for precast concrete works (Blocks, Slabs, Poles, Pipes etc), pre-stressed concrete and is developed primarily with quick setting & high early strength.

DIGITAL TRANSFORMATION DRIVING OPERATIONAL EXCELLENCE, TRANSPARENCY, AND SUSTAINABLE GROWTH



Digital transformation continues to be a key strategic enabler at Lucky Cement Limited, strengthening operational excellence, corporate governance, and long-term competitiveness. During the year, the Company further advanced its enterprise-wide digital transformation agenda by expanding intelligent automation, enhancing integrated business processes, strengthening cybersecurity, and adopting innovative technologies that improve decision-making and operational resilience. Through continuous investment in digital capabilities, Lucky Cement remains committed to delivering sustainable value to its customers, employees, shareholders, and other stakeholders.

Enterprise-Wide SAP Transformation

SAP remains the digital core of Lucky Cement's business operations, integrating finance, procurement, supply chain, manufacturing, maintenance, logistics, human resources, and project management into a single enterprise platform. During the year, the Company further enhanced its SAP landscape by implementing new digital capabilities, strengthening governance controls, and expanding workflow automation to support faster, more transparent and data-driven business operations.

The successful upgrade to SAP's latest version has modernized the Company's digital foundation by delivering improved system performance, simplified data architecture and enhanced functionality. The upgraded platform provides greater scalability and positions the organization to adopt emerging digital technologies more rapidly in the years ahead.

Strengthening Governance through Digital Business Processes

Lucky Cement continued expanding its digital governance framework by implementing enterprise-wide workflow automation across critical business functions. More than 87 business workflows are now operating digitally, enabling paperless approvals, standardized business processes, enhanced accountability, and comprehensive audit trails. These automated workflows have significantly reduced manual intervention, accelerated decision-making, and strengthened compliance with corporate policies and internal controls.

The implementation of SAP Project System (PS) has further enhanced governance over capital and strategic projects by providing end-to-end control over project planning, budgeting, procurement, execution, and financial monitoring. Integrated with SAP Finance, Controlling, Materials Management, and Plant Maintenance, the solution is providing real-time project visibility, improved budgetary control, and greater transparency throughout the project lifecycle.

Lucky Cement continues to strengthen its already robust financial governance and treasury operations by enhancing its existing capabilities through the implementation of advanced SAP Treasury and Risk Management (TRM) functionalities. Building on its established treasury framework, the enhanced solution provides greater automation, improved visibility, and stronger controls over financing, investment, and risk exposure. The addition of SAP TRM further strengthens treasury governance, financial controls, enables more effective monitoring, management of company financing and its investments. These enhancements support

more informed financial decision-making, increased operational efficiency, and greater financial resilience while reinforcing Lucky Cement's commitment to continuous improvement and governance excellence.

Digital Finance and Straight-Through Banking Integration

The Company continued to strengthen its digital finance capabilities through deeper integration between SAP and banking systems. Straight-through processing (STP) enables customer collections and vendor payments to be processed electronically with minimal manual intervention, improving transaction accuracy, accelerating payment processing, and enhancing financial transparency.

Advanced banking integration, supported by secure connectivity, automated validations, and strengthened authorization controls, has further improved cash management, reconciliation, and financial governance while reducing operational risk and enhancing stakeholder confidence.

Artificial Intelligence and Intelligent Automation

Lucky Cement continues to leverage Artificial Intelligence (AI) to improve operational efficiency and optimize business performance across multiple functions. AI-enabled technologies have enhanced inventory management through advanced optical recognition, improved employee attendance and workforce management using facial recognition, and optimized logistics through intelligent monitoring of vehicle movements and cargo information.

These initiatives have improved operational efficiency, data accuracy, increased operational visibility, optimized resource utilization, and strengthened decision-making across critical business operations.

Data-Driven Decision Making

The Company further strengthened its analytical capabilities through SAP Analytics Cloud (SAC), providing management with interactive dashboards, real-time reporting, and enterprise-wide business insights. Adopting these capabilities have enabled executives to monitor key performance indicators, identify emerging trends, and make informed strategic decisions based on timely and reliable information.



The growing use of enterprise analytics has improved planning, operational visibility, cross-functional collaboration, and organizational responsiveness.

Operational Excellence Through Digital Integration

Lucky Cement continued expanding digital integration across operational processes to eliminate manual activities and improve process reliability. Automated integration between order processing, payment validation, weighbridge operations, dispatch controls, and logistics systems ensures that transactions are executed accurately and efficiently while maintaining strong governance controls.

The Company has also introduced QR code-enabled logistics processes and expanded intelligent automation within supply chain operations, improving traceability, reducing manual processing, and strengthening operational efficiency throughout the value chain.

In addition, the Company has further strengthened its sales and compliance ecosystem by integrating sales invoices with the Federal Board of Revenue (FBR). All sales invoices are now electronically reported to FBR, and FBR-generated QR codes are affixed on all sales invoices, ensuring regulatory compliance, enhanced transparency, and real-time tax validation. This integration has significantly improved audit readiness, reduced manual compliance efforts, and reinforced adherence to national tax regulations.

Logistic Performance Management

To further strengthen logistics governance and enhance end-to-end supply chain visibility, Lucky Cement has introduced an integrated Logistics Performance Management functionality within its digital ecosystem. The solution provides management with real-time visibility into order fulfillment, delivery execution, and operational exceptions, enabling proactive monitoring & management across the logistic supply chain and further improve customer service.

Cybersecurity and Digital Resilience

Recognizing cybersecurity as a strategic business priority, Lucky Cement has significantly strengthened its information security posture during the year. The Company already have ISO 27001:2022 certification, reinforcing its alignment with the latest international standards and best practices in information security, risk management, and governance. This certification provides multiple strategic benefits to the organization, including enhanced protection of critical business information, improved risk identification and mitigation capabilities, stronger regulatory and audit compliance, and increased trust and confidence among customers, partners, and stakeholders. It also ensures a more structured and proactive approach to managing evolving cyber risks in an increasingly digital business environment.

The Company has implemented a solution to strengthen control over critical systems and sensitive data. This capability ensures that critical access rights are strictly governed, monitored, and time-bound, significantly reducing the risk of unauthorized access, insider threats, and privilege misuse. This enhances accountability, enforces least-privilege principles, and strengthens overall identity and access governance across the enterprise landscape.

Lucky Cement has upgraded to an advanced Security Information and Event Management (SIEM) solution integrated with AI-based Security Operations Center (SOC) capabilities. This advanced platform enables real-time monitoring, intelligent threat detection, and automated analysis of security events across the IT environment. The AI-driven SOC enhances the Company's ability to rapidly identify anomalies, correlate security incidents, and respond to potential threats with greater speed and accuracy. This has significantly improved threat visibility, improved response time, and strengthened the Company's overall cyber defense posture.

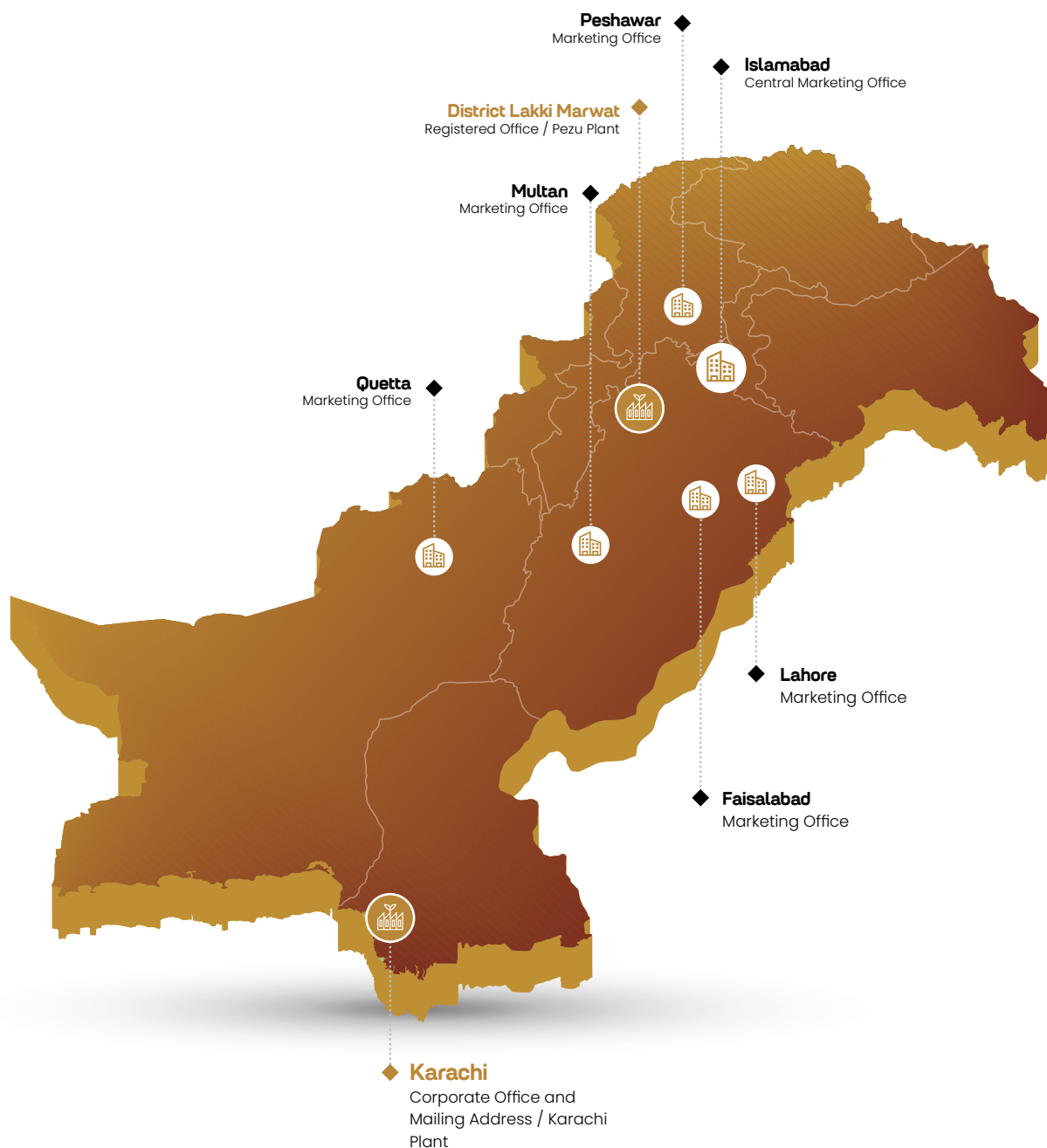
Through these integrated cybersecurity initiatives—ISO 27001:2022 certification, solution to strengthen control over critical systems and sensitive data, and AI-enabled SIEM/SOC capabilities—Lucky Cement has established a robust, multi-layered security framework that ensures the confidentiality, integrity, and availability of business information while reinforcing long-term digital resilience and operational continuity.

Driving Sustainable Digital Growth

Digital transformation at Lucky Cement extends beyond technology implementation—it represents a long-term commitment to innovation, operational excellence, and sustainable growth. By continuously investing in intelligent automation, enterprise integration, analytics, artificial intelligence, cybersecurity, SAP TRM, modern digital platforms, regulatory technology integration such as FBR-enabled invoicing, the Company is building a resilient, future-ready organization capable of adapting to changing business needs and technological advancements.

These initiatives continue to strengthen governance, improve operational efficiency, enhance stakeholder confidence, and reinforce Lucky Cement's position as one of the leading digitally enabled manufacturing organizations.

GEOGRAPHICAL LOCATIONS



Business Unit	Address
Pezu Plant (Registered Office)	Main Indus Highway, Pezu, Distt. Lakki Marwat, Khyber Pakhtunkhawa.
Karachi Plant	58 Kilometers on Main M9 Highway, Gadap Town, Karachi.
Corporate Office and Mailing Address	6-A, Muhammad Ali Housing Society, A. Aziz Hashim Tabba Street, Karachi-75350.
Liaison Offices	ISE Tower (16th Floor), 55-B, Jinnah Avenue, Islamabad.
	Office Number 607, 6th Floor, The United Mall, Abdali Road, (near Ramada Inn Hotel), Multan.
	73-A, Main Gulberg II, near Tricon Center, Lahore.
	Office no. 401, 4th Floor, Tri Tower, Deans City, opposite Sarhad University, Ring Road, Peshawar
	F1, First Floor, Institute of Engineers Building, Zarghoon Road, Quetta.
	1st Floor, KIA Motors Lucky Tower Old Naseem Tower West Canal Road Faisalabad.



VISION

Ensure sustainable leadership position in Pakistan and increase global footprint in the cement sector. Identify and capitalize on diversification opportunities to maximize shareholders' value while remaining socially responsive in all spheres of operations.

MISSION

We strive to be a growth-oriented company by identifying opportunities, making the right investments, producing high quality cement and using innovative technology to achieve cost competitiveness and customer satisfaction. We endeavor to harness the best human resources and providing them a level playing field in achieving long-term goals.

CULTURE

We promote a culture of high values, by incorporating sustainability in all of our business operations along with a transparent work environment to deliver the best to our customers. We strongly believe to invest in our human capital, which goes hand in hand with the growth of the Company. Our values of innovation, customer focus, excellence and integrity are at the heart of our efficiency driven culture. The culture of high values has a strong influence on our work-force which helps them in a win-win outcome for both the employees and the organization.

Our values provide the foundation of our culture and bind us into a world-class team yearning to stay ahead of the competition. While we thrive in the present and look towards the future, we never forget our roots, constantly reminding ourselves of who we are and how far we have come. We are proud of our history and yet humble in our approach.

ETHICS

Our Code of Conduct reflects our commitment to meet the expectations of our stakeholders and contains the fundamental principles and rules concerning ethical business conduct. Lucky Cement Limited is committed to conducting its business with honesty and integrity. We expect all our employees to create value for our stakeholders by ensuring transparency and accountability in all our practices. As we continue on our trajectory of growth, we continue to maintain the highest standards of ethical and responsible behavior.

The adherence of all employees to high standards of integrity and ethical behavior is mandatory and benefits all stakeholders including our customers, communities and shareholders. The Company carefully checks for compliance with the Code by providing suitable information, laying down prevention and control tools to ensure transparency in all transactions and behaviors and takes corrective measures as and when required.



CORE VALUES

Our core values describe how we conduct business in all spheres of operations and our attitude and values towards our stakeholders.



Customer Focused

Commitment
Quality and Consistency
Customer Satisfaction
Fair Practices



Ethics and Integrity

Honesty
Integrity
Transparency
Professional Conduct



Social Responsibility

Sustainable Development
Philanthropy Driven Projects
Community Development
Environment Friendly Initiatives



Entrepreneurship

Value Addition and Creation
Robust Ownership & Loyalty
Branding
Identifying and Capitalizing on
Opportunities
Business Driven Approach



Innovation

Creative Solutions
Cutting Edge Innovations
Process Automation
Improving upon Industry
Benchmarks



Excellence

Setting Industry Benchmarks
Continuous Improvement
Always Open to New Initiatives
Adoption of World Class
Technologies



CODE OF CONDUCT

We strive to conduct our businesses with honesty, integrity and in accordance with the highest ethical and legal standards. This code is intended to provide guidance to all stakeholders and applies to all board members, senior management and employees of the Company.

Corporate Governance Practices

All employees are required to maintain and support the Company in maintaining the highest degree of Corporate Governance practices.

Compliance of Applicable Laws

We expect our employees to comply with the applicable laws and regulations. If anyone commits any breach of law, or does not comply with this code in any area of operations; it should be brought to the notice of his or her supervisor.

Transactions' Transparency

Company ensures that true, fair and timely business transactions must be recorded by maintaining the accounting and financial reporting standards, as applicable to the company.

Refrain from Insider Trading

Employees are required to refrain from insider trading and to comply with the insider trading regulations laid down and updated by SECP from time to time.

Secondary Employment by Employees

Employees are expected not to indulge in any business other than the Company's employment, which consumes their time, efforts and energy without the approval of and disclosure to the Company's management.

Company Assets Fortification

All employees are expected to be custodians of the Company's assets and should ensure its efficient use including tangible and intangible assets such as facilities, supplies, equipment, machinery, finished products, vehicles, company funds, company time, confidential information, intellectual property and information systems

Protection of Privacy and Confidentiality

Company recommends that all its employees maintain exclusivity of the Company's trade secrets and confidential information acquired during and after performance of their employment. However, the board members and senior management can disclose any such information if it is considered part of public domain by the board or required to be disclosed in accordance with the applicable laws.

Conflict of Interest

While representing the Company in dealings with third parties, all Lucky Cement employees shall ensure no actual or apparent conflict of interest exists. All such activities shall be conducted strictly on an arm's length basis. Employees are expected to be honest and ethical in dealing with each other, customers, suppliers, dealers, vendors and contractors to avoid compromises of our commitment to competitive and transparent business practices. All employees are to exercise great care in situations with preexisting personal relationship between an individual and any third party or official of an agency with whom the Company has an existing or potential business relationship. Moreover, no employee shall influence decisions to be made by the Company if any relative is a supplier or competes with the Company in any manner, thereof. All Lucky Cement employees shall avoid conducting business except with the prior approval of the Management requiring proper disclosure with:

- I. A relative.
- II. A Private Limited Company in which they are a member or their relative is a Director.
- III. A Public Limited Company, in which they or their relative(s) hold(s) 2% or more shares or voting rights.
- IV. A firm in which a relative is a partner.

Anti-Bribery / Corruption

Lucky Cement employees shall not engage in any kind of bribery or corruption for conducting the Company's business. Employees must not get involved in money laundering or financing of terrorism or any dealings with any person who is engaged in any such activities. No dealings can be made with persons on any sanctioned lists or those subject to any criminal or civil penalties related to narcotics trafficking, corruption, and politically exposed persons or with persons engaged in any litigation or arbitral proceedings against the Company. This prohibition applies everywhere and under all circumstances.

Equal Employment Opportunity

We believe in providing equal opportunities to all. There is no discrimination of caste, religion, color, marital status or gender. All the policies and practices are administered in a manner ensuring equal opportunity to eligible candidates and all decisions are merit based.

Harassment Free Workplace

Lucky Cement strives to maintain a work environment that is free from harassment whether physical, verbal or psychological. Strict disciplinary action will be taken against any person who is found to be in breach of this rule.

Borrowing Money

Borrowing money from fellow colleagues or Company business associates is strictly forbidden.

Receiving of Gifts, Payments or Favors

No Company employees should solicit any gifts, payments or favors, from customers or suppliers or any business associates; since doing so might compromise, or appear to compromise their ability to make objective business decisions in the best interest of the Company. However, if such a gift is received, the same shall be submitted through the immediate supervisor to the Corporate Communication department for utilization by the Company.

Corporate Social Responsibility and Health and Safety Measures

We adhere to our stringent CSR policy and we do not compromise on health and safety measures in our business.

Media Relations and Involvement

All Lucky Cement employees should report and take written approval from the Corporate Communications department before any contact with media in terms of acting, television appearances or writing an article for newspapers or magazines for representing the Company's position in the industry and media.

Breach of I.T. Security

Employees shall use computer resources only for business requirements and any breach of I.T. security protocol is prohibited.

Personal use of Telephones and Computers

All employees are expected to restrict their personal use of telephones and computers at the workplace except for urgent and unavoidable issues.

Whistle Blowing

All employees are advised to immediately report any improper, unethical or illegal conduct of any colleague or supervisor as per the procedure laid down by Whistle Blowing Policy

ROAD TO SUCCESS

1993

Incorporated in Pakistan.

1994

Listed on Karachi, Lahore and Islamabad Stock Exchanges (now known as Pakistan Stock Exchange).

1996

Commenced commercial production with capacity of 1.2 MTPA

1999

Production capacity increased to 1.5 MTPA.

2002

First export consignment delivered.

2005

Brownfield expansion at Pezu Plant by 2.5 MTPA.

Greenfield expansion at Karachi Plant by 2.5 MTPA.

Became Pakistan's largest cement producer.

2006

Investment in Cement Export Logistics (bulkiers and ship loaders)

Became Pakistan's largest cement exporter.

2007

First Company to export loose cement via sea.

2008

Set up its own cement storage facility at Karachi Port.

Listed on London Stock Exchange and became the first Pakistani cement Company to issue GDRs

2009

Brownfield expansion at Karachi Plant by 1.25 MTPA.

2010

Commencement of Waste Heat Recovery (WHR) projects at Karachi and Pezu Plants.

Increased investments for Logistics / Multipurpose trailers.

2011

Signed a Joint Venture agreement for setting up a cement plant in DR Congo.

2012

Acquisition of Lucky Core Industries Limited (formerly ICI Pakistan Limited)

Signed Joint Venture agreement for setting up a cement grinding plant in Basra, Iraq.

2013

First Pakistani Company to receive A+ rating from Global Reporting Initiative

2014

Started commercial operations of cement grinding plant in Basra, Iraq of 0.871 MTPA.

Started another 5MW WHR project at Karachi Plant.

Initiation of 1 x 660MW Coal Fuel Power project in Karachi.

Became the only Pakistani company to be listed in Forbes 'Asia's 200 Best Under a Billion' list.

2016

Implementation of SAP S/4 HANA across the Company.

2017

Started operating 10MW Waste Heat Recovery Project at Pezu Plant.

Diversified into automotive business with incorporation of Lucky Motor Corporation Limited.

Started commercial operations of 1.18 MTPA fully integrated cement plant in DR Congo

2018

Completed brownfield expansion in cement grinding plant in Basra, Iraq by 0.871 MTPA.

Completed brownfield expansion at Karachi Plant by 1.30 MTPA.

CEO of the Company was awarded Sitara-e-Imtiaz by the Government of Pakistan

2019

Became the first SECP certified Shariah Compliant Company of Pakistan.

Chairman of the Company was awarded Sitara-e-Imtiaz by the Government of Pakistan.

2020

Successfully completed the Brownfield Expansion for the additional line of 2.8 MTPA at Pezu

Became the largest cement producer of Pakistan with the capacity of 12.15 MTPA

2021

Completed greenfield expansion for cement production of 1.2 MTPA in Samawah, Iraq

2022

Lucky Electric Power Company Limited (wholly owned subsidiary of LCL) started its commercial operations of 660 MW, coal-based power plant.

Started Installation of 34 MW Solar power plant at Pezu.

Lucky Motor Corporation increased its model lineup by launching Peugeot brand vehicle, which is the first European brand vehicle in Pakistan.

Lucky Motor Corporation started manufacturing Samsung branded mobile phones in Pakistan.

2023

Share buy-back successfully completed with the purchase of 10 million ordinary shares.

Second share buy-back announced of 23.8 million ordinary shares.

Commencement of Line 2, brownfield expansion at Pezu plant, of 3.15 MTPA which increased the total production capacity to 15.3 MTPA

Commencement of operations of 34MW solar power plant at Pezu plant

Announced enhancement of production capacity of clinker in our JV Company in Samawah, Iraq, by adding a new production line of 1.82 MTPA

2024

Successfully completed the second share buy-back with the purchase of 20.4 million ordinary shares.

Commenced operations of a 25 MW solar power plant at the KP plant.

Completed the expansion of solar capacity at the Karachi and Pezu plants by 6.3 MW and 6 MW, respectively, increasing the overall solar capacity to 74.3 MW.

2025

Lucky Cement successfully fired up a second 1.82 MTPA clinker line at its Najmat Al Samawah (NAS) joint venture in Iraq, elevating the company's consolidated capacity

The company achieved a historic milestone by exporting over 3 million metric tons of cement and clinker by sea, a new record for both Lucky Cement and Pakistan.

Lucky Cement is implementing a 20.7 MW / 22.7 MWh Battery Energy Storage System (BESS) at its Karachi plant. This system is the largest of its kind in the country, designed to mitigate solar intermittency and reduce dependence on fossil fuels.

A 5-for-1 share split was successfully executed on April 28, 2025, significantly improving liquidity and broadening investor participation. This strategic move resulted in the company's market capitalization exceeding the PKR 500 billion mark for the first time.

On October 22, 2024, the company successfully commissioned its 28.8 MW Captive Wind Power Project at the Karachi Plant, marking a significant step toward its renewable energy leadership goals.

2026

Announced the expansion of cement production capacity in the Democratic Republic of Congo by 1.6 million tons per annum (MTPA) through the installation of a new fully integrated cement manufacturing line. Upon completion, total production capacity will increase from 1.31 MTPA to 2.91 MTPA, strengthening market leadership and supporting future growth.

Participated in the privatization process of Pakistan International Airlines (PIA) as part of the Company's strategy to explore value-accretive investment opportunities and diversify its investment portfolio.

Through Lucky Motor Corporation, entered into an exclusive partnership with GAC Group, a Fortune Global 500 company, for the marketing, and distribution of GAC vehicles in Pakistan, further strengthening the Company's presence in the automotive sector.

Successfully commissioned UC3 technology across all four production lines at the Karachi plant, increasing annual production capacity by 300,000 tons while enhancing thermal efficiency, reducing coal consumption, lowering carbon emissions, and improving overall operational performance.

The new 0.65 MTPA grinding mill in Samawah, Iraq, commenced commercial operations in November 2025.

COMPANY PROFILE



Founded in 1993, Lucky Cement Limited is the flagship company of Yunus Brothers Group (YBG) and Pakistan's largest cement manufacturer, with an annual domestic production capacity of 15.6 million tons. Together with its international joint ventures in Iraq and the Democratic Republic of Congo, the Company's total consolidated cement capacity has reached 21.85 million tons per annum, reinforcing its regional leadership. The Company has established itself as a leader in the cement industry through its unwavering commitment to operational excellence, innovation, and sustainable growth. Lucky Cement is also one of Pakistan's largest exporters of high-quality cement, having exported over 3 million tons of cement and clinker by sea during the year. Listed on the Pakistan Stock Exchange (PSX), Lucky Cement holds the distinction of being Pakistan's first Shariah-compliant company certified by the Securities and Exchange Commission of Pakistan (SECP).

Over the years, the Company has achieved significant growth and diversification. It operates two strategically located manufacturing facilities in Pakistan: one in Karachi, serving the southern region, and another in Pezu, Khyber Pakhtunkhwa, catering to the northern market. Internationally, Lucky Cement has strengthened its footprint through two joint venture cement manufacturing facilities in Iraq, comprising a grinding plant in Basra and a fully integrated plant in Samawah, as well as a fully integrated joint venture facility in the Democratic Republic of Congo. During 2025, the Company successfully fired up a second 1.82 MTPA clinker line at its Najmat Al Samawah joint venture in Iraq, and in November 2025, an additional 0.65 MTPA cement grinding mill commenced commercial operations at the same site. The Company is also expanding its DRC operations from 1.31 MTPA to 2.91 MTPA, with construction scheduled to commence in Q1 FY27. Notably, Lucky Cement was the first company in Pakistan to export significant volumes of loose cement, supported by dedicated silos located at port premises. It remains the sole cement company in the region to possess a proprietary loading and storage terminal at Karachi Port, featuring advanced pneumatic vessel loading capabilities and four expansive steel fabricated silos, setting it apart from other cement manufacturers and ensuring a seamless and reliable export process.

Lucky Cement has pioneered the adoption of advanced energy and sustainability initiatives that support both its cost competitiveness and long-term ESG objectives. These include the installation of 56 MW of Waste Heat Recovery Systems (WHRS), a 74.3 MW solar power portfolio, and a 28.8 MW wind power facility, which is the largest in Pakistan's cement industry and was commissioned at the Karachi plant in October 2024. To further strengthen its renewable energy footprint, the Company is installing an additional 15 MW solar plant at its Karachi facility, expected to be operational by Q1 FY27, which will take total solar capacity to 89.3 MW. Complementing these initiatives, Lucky Cement has commissioned a 20.7 MW / 22.7 MWh Battery Energy Storage System (BESS) at its Karachi Plant,

the largest system of its kind in Pakistan, designed to mitigate solar intermittency and further reduce reliance on fossil fuels. The Company has also invested in Refuse-Derived Fuel (RDF) and Tyre-Derived Fuel (TDF) facilities, and operates a self-sufficient 214 MW captive power generation facility that contributes surplus electricity to the national grid. Currently, over 55% of the Company's energy requirements are met through renewable sources. Complementing these operational strengths, Lucky Cement maintains an extensive logistics network supported by a dedicated fleet of bulkers and trailers, enabling efficient, reliable, and cost-effective delivery of products across Pakistan.

Sustainability is deeply embedded in Lucky Cement's core values. The Company remains focused on the responsible use of natural resources, reducing its environmental footprint while enhancing operational efficiency. All of its eco-efficient initiatives are aligned with the United Nations Sustainable Development Goals (SDGs) 2030, reflecting a firm commitment to creating a positive and lasting impact on the environment and society.

In addition to its leadership in cement manufacturing across Pakistan, Iraq, and the DRC, Lucky Cement has evolved into a diversified conglomerate with strategic investments in high-growth sectors including chemicals, pharmaceuticals, animal health, life sciences, automobiles, mobile phone manufacturing, power generation, food and nutrition and mineral exploration, particularly copper and gold mining in Balochistan, a venture that holds significant promise for Pakistan's economic future. During FY25, the Group also entered the Islamic asset management space through Lucky Investments Limited, which executed Pakistan's largest ever mutual fund IPO by raising over PKR 50 billion, and crossed PKR 80 billion in Assets Under Management within its first three months of operations. Guided by a long-term strategy focused on diversification and value creation, the management remains committed to taking Lucky Cement to new heights by exploring transformative ventures that strengthen the Company's future and enhance shareholder value.

Today, Lucky Cement operates as part of a large and diversified business group with direct investments in a wide range of companies across various industries, which include the following:

- Lucky Electric Power Company Limited
- Lucky Core Industries Limited
- Lucky Motor Corporation Limited
- Lucky Holdings Limited
- LCL Investment Holdings Limited
- Yunus Energy Limited
- National Resources (Private) Limited



LCL Investment
Holdings Limited

LCL Investment Holdings Limited

LCL Investment Holdings Limited (LCLIHL), a wholly owned subsidiary of Lucky Cement was incorporated in the year 2011 initially in the Republic of Mauritius, the company has been redomiciled to Dubai, UAE in March 2022. The company operates as an investment holding company.



Lucky Al-Shumookh Holdings Limited (LASHL)

Lucky Al-Shumookh Holdings Limited (LASHL) was incorporated in the year 2012 under a joint venture agreement between LCLIHL and Al-Shumookh Group, for setting up cement grinding units in Basra, the Republic of Iraq. LCLIHL holds 50 percent ownership interest in LASHL.



Al-Shumookh Lucky Investments Limited (ASLIL)

Al-Shumookh Lucky Investments Limited (ASLIL) was incorporated in the year 2016 under a joint venture agreement between LCLIHL and Al-Shumookh Group, for setting up an integrated cement manufacturing plants in Samawah, Iraq. LCLIHL holds 50 percent ownership interest in the ASLIL.



Lucky Rawji Holdings Limited (LRHL)

LuckyRawji Holdings Limited (LRHL) was incorporated in the year 2011 under a joint venture agreement between LCLIHL and Group Rawji for setting up fully an integrated cement manufacturing plant in the Democratic Republic of Congo. LCLIHL holds 50 percent ownership interest in the LRHL.

TalentTech Global

TalentTech Global is a joint venture between LCLIHL and Group Rawji. TalentTech Global was incorporated as an offshore company with limited liability in Mauritius in March 2026. LCLIHL holds 50 percent ownership interest in TalentTech Global.



SUMMIT ENTERPRISE SOLUTIONS LIMITED

Summit Enterprise Solutions Limited

Summit Enterprise Solutions Limited is a joint venture between LCIL and Group Rawji, was incorporated with limited liability under the laws of British Virgin Islands. LCIL holds 50 percent ownership interest in Summit Enterprise Solutions Limited.

Lucky Al Shumookh Rawji FZCO

Lucky Al Shumookh Rawji FZCO (LASR) is a joint venture between LCLIHL, Al - Shumookh Group and Group Rawji. LASR was incorporated as limited liability in Emirate of Ajman, United Arab Emirates in April 2026. LCLIHL holds 34 percent ownership interest in LASR.

Lucky Consultancy and Investments Limited

Lucky Consultancy and Investments Limited (LCIL) was incorporated as a limited liability company in 2024. LCIL is a wholly owned subsidiary of LCLIHL. The principal activity of LCIL is providing consultancy, advisory, marketing and investment management services.



Lucky Electric
Power Company



660 MW

SUPERCritical
COAL FIRED
POWER PLANT
(CFPP)

STARTED
COMMERCIAL
OPERATIONS IN

**MARCH
2022**

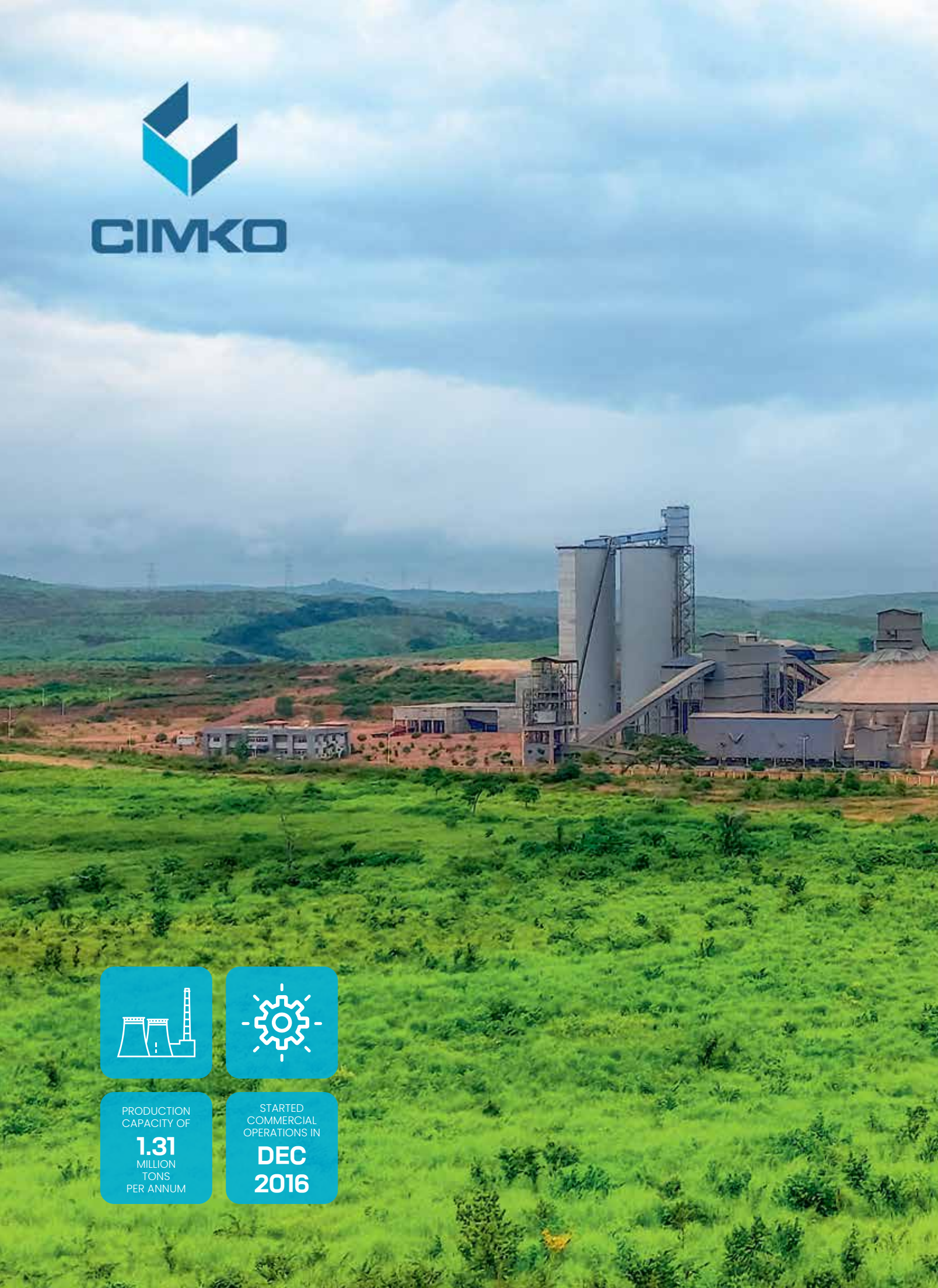
LUCKY ELECTRIC POWER COMPANY LIMITED (LEPCL)

Lucky Electric Power Company Limited (LEPCL) is a 660 MW supercritical coal-fired power plant located in Bin Qasim, Karachi. The plant commenced commercial operations on March 21, 2022, and supplies electricity to the national grid under a long-term Power Purchase Agreement (PPA) with the Central Power Purchasing Agency (Guarantee) Limited (CPPA-G). Designed for long-term utilization of indigenous Thar lignite, LEPCL represents the first Thar coal-based power project established outside the Thar region.

The plant employs advanced technology, which enhances thermal efficiency and supports emissions control. To ensure full environmental compliance, LEPCL incorporates integrated systems including Electrostatic Precipitators (ESP), NOx control mechanisms, and Flue Gas Desulfurization (FGD) units.

Aligned with its sustainability commitment, LEPCL utilizes seawater for its cooling requirements, thereby conserving freshwater resources. The transition to indigenous fuel is progressing as the Sindh Engro Coal Mining Company (SECMC) has commenced its Phase-III mine expansion (dedicated for LEPCL), with coal deliveries ramping up through the third quarter of 2026. Concurrently, LEPCL is navigating the structural transition of its coal logistics from road transport to the upcoming Thar Rail Link network. This fuel and logistical evolution is designated to enhance energy affordability, reduce foreign exchange exposure, and strengthen the country's long-term energy security.





PRODUCTION
CAPACITY OF

1.31
MILLION
TONS
PER ANNUM



STARTED
COMMERCIAL
OPERATIONS IN

DEC
2016

NYUMBA YA AKIBA S.A. (NYA)

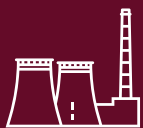
Nyumba Ya Akiba S.A. (NYA) was incorporated as a limited liability company in the Democratic Republic of Congo (DRC) and is a wholly owned subsidiary of Lucky Rawji Holdings Limited (LRHL). NYA set up a Greenfield fully integrated cement plant with a production capacity of 1.31 MTPA which started commercial operations in December 2016 in the Kongo Central Province of DRC.

The Company is expanding its cement manufacturing plant by installing a fully integrated second production line with an annual production capacity of 1.60 million tons (MTPA).





NAJMAT AL-SAMAWA



PRODUCTION
CAPACITY OF

3.2
MILLION
TONS
PER ANNUM



STARTED
COMMERCIAL
OPERATIONS IN

2021



NAJMAT AL-SAMAWA COMPANY FOR CEMENT INDUSTRY

Najmat Al Samawah Company for Cement Industry (NAS) was incorporated as a limited liability company in Samawah, Republic of Iraq and is a wholly owned subsidiary of ASLIL. NAS initially constructed an integrated cement manufacturing plant with a capacity of 1.31 MTPA, which commenced commercial production in March 2021.

NAS successfully commissioned its new clinker production facility of 1.82 MTPA in July 2025 and increased the cement manufacturing capacity to 1.96 MTPA in November 2025 through the installation of a new production line. Additionally, the company increased the power generation capacity of its captive power plant from 29.34 MW to 48.90 MW, further strengthening its operational capabilities.



LUCKY CORE INDUSTRIES

A large red tractor with a long, dark implement is shown from the side, moving through a field. The scene is set during sunset or sunrise, with a warm, orange glow in the sky and a misty atmosphere. The tractor is positioned on the right side of the frame, and its implement extends across the middle of the image.

SODA ASH

POLYESTER

**CHEMICALS
& AGRI SCIENCES**

LIFE SCIENCES

PHARMACEUTICALS | ANIMAL HEALTH

LUCKY CORE INDUSTRIES LIMITED (LCI)

Lucky Core Industries Limited (LCI) is a listed subsidiary of Lucky Cement Limited. With a rich legacy spanning over 8 decades, the Company is a leading Pakistan-based manufacturing and trading concern. LCI's diverse businesses include Polyester, Soda Ash, Pharmaceuticals, Chemicals & Agri Sciences, and Animal Health.

Through its businesses, the Company deals in a wide range of products, including Polyester Staple Fibre (PSF), soda ash, general and specialty chemicals, pharmaceuticals, nutraceuticals, animal health, and agricultural products (chemicals, field crop seeds, vegetable seeds, etc). In the nutrition segment, NutriCo Morinaga (Private) Limited, an associate of the Company, locally manufactures, imports, markets, and distributes select Morinaga Milk Industry Co., Ltd, Japan products in Pakistan.

SUBSIDIARIES OF LCI INCLUDE:

Lucky Core PowerGen Limited
Lucky Core Ventures (Private) Limited
Lucky TG (Private) Limited
Lucky Core Investments Limited



LMC

Lucky
Motor
Corporation



LUCKY MOTOR CORPORATION LIMITED (LMC)

Lucky Motor Corporation Limited (LM), a subsidiary of Lucky Cement Limited (LCL) has completed seven years of CKD operations in June, 2026. The Company has been structured into three business divisions, namely, Automotive, Auto-Parts and Electronics. The Automotive Division is engaged in the assembly, marketing, distribution, and sale of Kia and Peugeot branded vehicles, as well as the import, marketing, distribution, and sale of GAC, AION, and HYPTEC branded vehicles, together with related parts, accessories, and aftersales services in Pakistan.

LMC maintains a technical collaboration with Kia Corporation, a member of the Hyundai Motor Group, which is South Korea's 2nd largest business group "Hyundai Motor Group" and the world's 3rd largest automobile group, and Peugeot which is part of the Stellantis Group, which is the world's 4th Largest Automobile Group. In addition, LMC serves as the authorized distributor of GAC, AION, and HYPTEC vehicles in Pakistan, brands owned by Guangzhou Automobile Group Co., Ltd. (GAC Group), which is amongst the top 5 Automotive players in China.

The Auto-Parts Division was established primarily with the objective of achieving localization of auto parts for locally assembled Kia and Peugeot models.

The Electronics Division was formed in July 2021 as an outcome of an agreement signed with Samsung Gulf Electronics FZE for assembling Samsung brand mobile phones in Pakistan.

LMC is distinct in terms of its operations and portfolio diversification and is creating substantial value for its shareholders.





NATIONAL RESOURCES (PRIVATE) LIMITED (NRL)

Lucky Cement Limited continues to strengthen its long-term growth strategy through its 33.33% equity interest in National Resources (Private) Limited (NRL), one of Pakistan's leading private mineral exploration companies. NRL has established itself as a technically capable exploration company committed to unlocking Pakistan's critical mineral potential through international best practices, strong governance, and operational excellence.

Following the announcement of its significant copper-gold discovery at the Pakistan Minerals Investment Forum (PMIF) 2025, NRL is advancing towards completion of its maiden Mineral Resource Estimate (MRE).

Upon completion, it is expected to become the first Pakistani private mineral exploration company to report an MRE in accordance with internationally recognized reporting standards, further strengthening its standing and credibility within the global mining community.

NRL has expanded its portfolio from three to five exploration licenses covering copper-gold, barite-lead-zinc, and critical minerals, particularly antimony and rare earth elements (REE). The Company has developed strong capabilities across exploration, resource evaluation, regulatory compliance, HSE, and ESG, positioning NRL as a preferred operator and joint venture partner for international mining companies entering Pakistan.

NRL remains committed to sustainable development, with approximately 90% of its workforce recruited from Balochistan. Through its CSR program, the Company supports local communities by providing healthcare clinics, Clean drinking water, and education initiatives, ensuring that exploration activities deliver lasting socio-economic benefits.

This investment diversifies Lucky Cement's portfolio while providing exposure to critical minerals essential for the global energy transition and industrial growth. As NRL expands its exploration footprint, it is helping position Pakistan as an emerging destination for responsible mineral investment while creating sustainable value for Lucky Cement's shareholders.





PRODUCTION
CAPACITY OF
1.742
MILLION
TONS
PER ANNUM



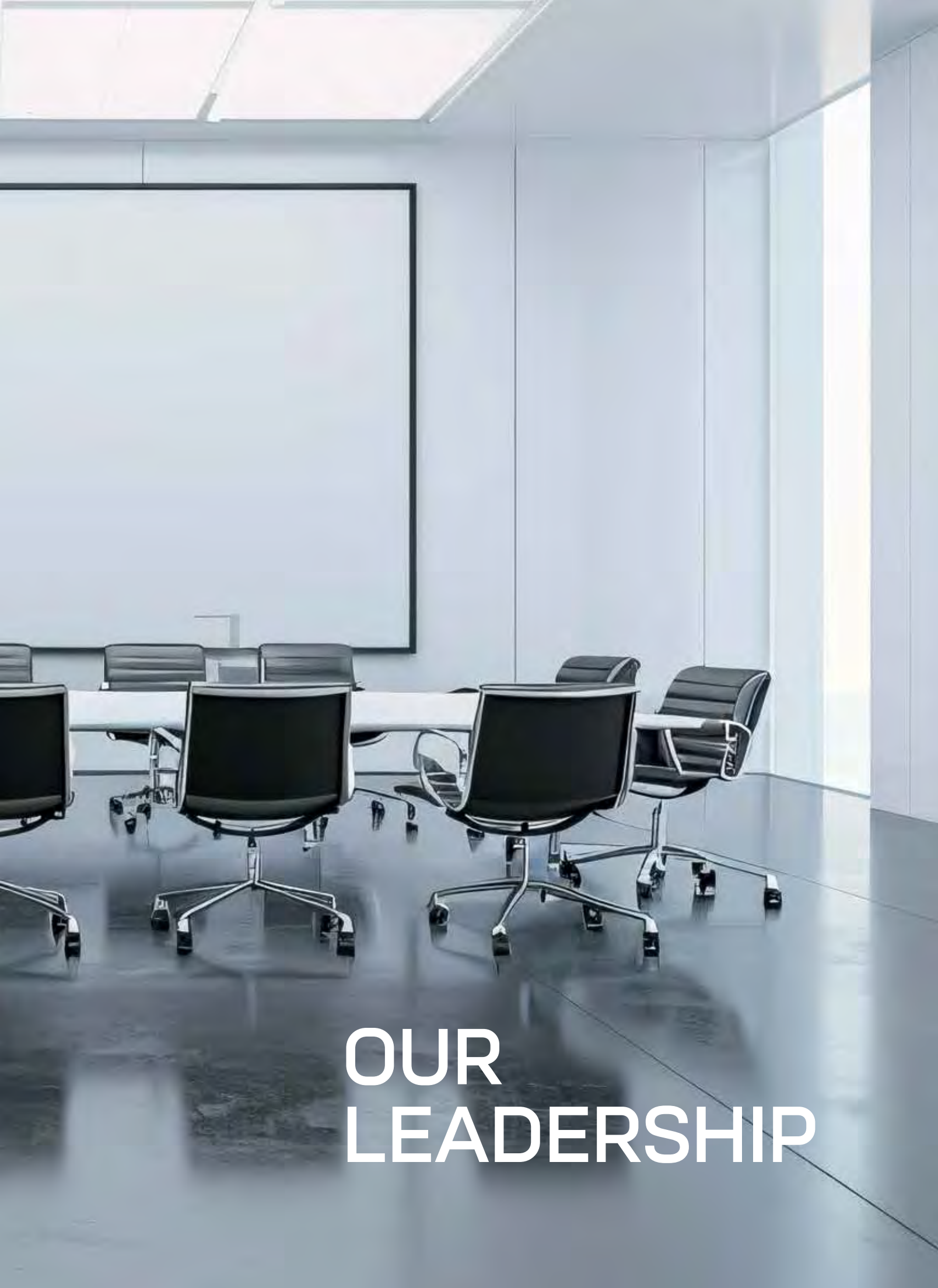
STARTED
COMMERCIAL
OPERATIONS IN
2014

AL MABROOKA CEMENT MANUFACTURING COMPANY LIMITED

Al Mabrooka Cement Manufacturing Company Limited (AMCMC) was incorporated as a limited liability company in Basra, Republic of Iraq and is a wholly owned subsidiary of Lucky Al Shumookh Holdings Limited (LASHL). AMCMC started its commercial production in 2014. Its current production capacity is 1.74 MTPA. AMCMC also has its own captive power plant having generation capacity of 15.7 MW. AMCMC is currently a market leader in the region of operation, with current market share of more than 50 percent.







OUR
LEADERSHIP

CHAIRMAN'S PROFILE

Muhammad Sohail Tabba

Entrepreneur | Visionary Leader | Philanthropist

Mr. Muhammad Sohail Tabba is an accomplished business leader with over three decades of leadership experience across diverse sectors of Pakistan's economy, including textiles, cement, chemicals, energy, automobiles, and real estate. Through his strategic leadership, he has played a pivotal role in the continued growth and diversification of the Yunus Brothers Group (YBG), one of Pakistan's leading and most diversified business groups.

Mr. Tabba 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 the power sector, he serves as the Chairman of Yunus Energy Limited and Lucky Renewables (Private) Limited, steering transformative initiatives in renewable energy.

Since assuming the Chairmanship of Lucky Core Industries Limited in 2014, Mr. Tabba has spearheaded the company's strategic expansion and diversification into new frontiers. 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 Morinaga Milk Industry Co., Ltd., Japan, one of Japan's leading dairy and infant nutrition companies, that imports and manufactures Morinaga formula in Pakistan.

Mr. Tabba has also been instrumental in expanding YBG's presence in the retail and leisure sectors, leading the development of LuckyOne Mall, one of Pakistan's premier retail and entertainment destinations.

Beyond business, Mr. Tabba is deeply committed to education and institutional growth. He serves on the Board of Governors of the Textile Institute of Pakistan. He is also the founding Vice President of the Italian Development Council, where he has actively fostered global business linkages and cross-border collaborations.

His commitment to philanthropy is further reflected 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. He is also the Founding Trustee of ChildLife Foundation, an organization transforming pediatric emergency care across Pakistan through advanced children's emergency rooms and a nationwide telemedicine network. ChildLife Foundation was honoured with the prestigious Skoll Award for Social Innovation in 2026, recognizing its transformative work in pediatric emergency healthcare.

Mr. Tabba's leadership is characterized by strategic vision, innovation, and strong corporate governance, with a continued focus on creating sustainable economic and social impact.





CEO'S PROFILE

Muhammad Ali Tabba

Mr. Muhammad Ali Tabba ("Mr. Tabba") embarked on his professional journey with the prestigious Yunus Brothers Group ("YBG") in 1991. YBG is a distinguished family conglomerate that has established itself as a leading example of entrepreneurial excellence, not only in Pakistan but also across the Middle East, Central Africa, Europe and North America. With diverse interests spanning building materials, chemicals, pharmaceuticals, energy, textiles, automotive and real estate development, Mr. Tabba has contributed significantly to YBG's growth and transformation, further strengthening the Group's position as a global player across multiple industries.

Mr. Tabba assumed the role of Chief Executive of Lucky Cement Limited ("LCL") in 2005, succeeding his late father. His formidable leadership extends far beyond the cement industry, as 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 Lucky Investments Limited, a Shariah-compliant asset management company that provides innovative and accessible investment solutions to individuals and corporate institutions. Additionally, he serves as the Vice Chairman of Lucky Core Industries Limited, formerly ICI Pakistan Limited, contributing to the company's continued success through his exemplary strategic acumen.

Mr. Tabba is also the Chairman of National Resources Limited ("NRL"), a mining company that has been granted exploration leases in the Chagai district of Balochistan. The company has discovered copper-gold mineralisation in Eastern Chagai and continues to explore the area by introducing modern mining methods, engaging world-class consultants and training local engineers to support sustainable development.

Beyond the corporate sphere, Mr. Tabba holds pivotal roles in industry and community organisations. He serves as the Chairman of the All Pakistan Cement Manufacturers Association, while his previous responsibilities have included serving as Chairman of the Pakistan Textile Council and the Pakistan Business Council. He is also actively engaged in several community welfare initiatives, demonstrating his deep commitment to societal progress. His involvement extends to renowned universities, institutions and foundations, where he serves on their Boards of Governors and contributes to the advancement of their respective missions.

Mr. Tabba's commitment to philanthropy is exemplified through his role as Chairman of the Aziz Tabba Foundation ("ATF"), a non-profit organisation dedicated to improving society through initiatives in social welfare, self-employment through microfinance, education, healthcare and housing. The two state-of-the-art hospitals in Karachi, namely the Tabba Heart Institute and the Tabba Kidney Institute, are prominent examples of ATF's significant contributions to the community.

In recognition of his exceptional contribution to Pakistan's social development sector, Mr. Tabba was honoured with the title of Young Global Leader by the World Economic Forum in 2010. His notable achievements also include receiving the prestigious Karachi Chamber of Commerce and Industry "Businessman of the Year" Gold Medal Award for 2012–2013. In further recognition of his unwavering dedication and services, the Government of Pakistan bestowed upon him the Sitara-e-Imtiaz in 2018, one of the nation's highest civilian awards.

Mr. Muhammad Ali Tabba's wide-ranging leadership, combining business excellence with a strong commitment to social welfare, reflects the vision of a forward-thinking leader whose contributions have created a lasting impact in Pakistan and beyond.

DIRECTORS' PROFILE



Jawed Yunus Tabba

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

Mr. Jawed 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 revolutionized 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 Organization (YPO).



Muhammad Hassan Tabba

Mr. Muhammad Hassan Tabba is the Chief Executive Officer of Yunus Textile Mills Limited (YTML), a state-of-the-art home textile mill with subsidiaries in North America and Europe. Hassan spearheads YTML as part of the Executive Management while playing a pivotal role in providing strategic vision to the Organization.

He graduated in 2019 From Bentley University, Massachusetts, U.S, in Business & Finance. Post his graduation, Hassan has worked on developing corporate strategies. After joining YTML, he has not only developed the organizational culture and promoted transparency and collaboration throughout the organization but has also worked on developing partnerships with company stakeholders, shareholders, industry regulators, and other relevant parties. He has actively participated in planning for the new projects and served excellently for expansion and development.

Being on the Company's Board, he has played a vital role in the development of operational and industrial strategies which eventually resulted in the growth and success of the company. Besides, he has actively engaged in many social and educational projects for the cause of humanity and assisting the needy and deprived in society.

With extensive engagements in many Community Welfare Projects, Muhammad Hassan Tabba serves on the not-for-profit organization, Aziz Tabba Foundation. The Foundation is working extensively in the fields of Social Welfare, Education, Health, and Housing. The Foundation runs two state-of-the-art Hospitals in Karachi; the 170-bed Tabba Heart Institute (THI) which is a dedicated Cardiac Care Hospital and the 100-bed Tabba Kidney Institute (TKI), a specialized institution providing comprehensive treatment for Nephro-Urological disorder.

Mr. Tabba also serves as Director at Lucky Cement, Gadoon Textile Mills, Lucky Energy, Yunus Energy, Lucky Renewables, Lucky Textile Mills, Lucky Electric Power Company, Lucky Land Mark and YB Pakistan Limited, also part of the family conglomerate.



Mariam Tabba Khan

Ms. Mariam Tabba Khan assumed the role of Chief Executive Officer at the not-for-profit Tabba Heart Institute (THI) on June 2nd, 2005, following the untimely passing of her philanthropic father, Mr. Abdul Razzak Tabba (S.I). Despite holding an MBA, she initially wasn't involved in her father's business pursuits during his lifetime. However, post his demise, she courageously embraced the challenge of establishing and managing the cutting-edge Tabba Heart Institute, a dream project very close to her late father's heart.

Under her leadership, the hospital has been unwavering in its commitment to serve both affluent and underprivileged patients. She has steered THI with dedication, fostering a culture of professionalism, humanistic-care and transparency. THI is an ISO 9001:2015 (Quality) and ISO 14001:2015 (Environment) and ISO 45001:2018 (Safety) certified facility. THI is acknowledged by the College of Physicians & Surgeons Pakistan (CPSP) for delivering post-graduate training in Cardiology, Cardiothoracic Surgery, Interventional Cardiology, and Cardiothoracic Anesthesia. Additionally, THI provides a Diploma in Cardiac Nursing, recognized by the Pakistan Nursing Council (PNC).

The Institute's Research Department, generously supported by the Aziz Tabba Foundation, spearheads numerous ongoing programs, including the National Cardiovascular Data Registry (NCDR), Cardiac Registry of Pakistan (CROP). Also, THI is the only hospital in Pakistan to receive the Platinum Award from American College of Cardiology (ACC).

On the Education front, the Rehabilitation Department of Tabba Heart holds accreditation from the International Council of Preventive Cardiology and Prevention (ICCP), and offers capacity building program for the international certification, maintaining

almost 100% student passing rate to date. Moreover, the Institute has established "College of Allied health Sciences" and offers BS Medical Technology programs in Cardiovascular, Operation Theater and in Perfusion Sciences. All programs are affiliated with the University of Karachi.

In its pursuit to expand its impact, Tabba Heart Institute has established satellite centers, serving as symbols of THI's commitment to reach ailing hearts in cities like Hyderabad and Quetta. These centers feature state-of-the-art consultation clinics, laboratories, pharmacies, and non-invasive diagnostic services, all conveniently housed under one roof. Notably, under her leadership, THI inaugurated a groundbreaking Emergency First Aid & Laboratory Collection Unit in June 2018 within the premises of South Asia's one of the largest, Lucky One Mall.

Ms. Mariam Tabba Khan's fulltime commitment as CEO infuses THI's entire team with energy and drive. She epitomizes Robert Frost's quote;

"Two roads diverged in a wood and I,
I took the one less traveled by,
.. And that has made all the difference!"



Masood Karim Shaikh

Masood Karim Shaikh is a Chartered Accountant (FCA) with over 30 years of senior level experience in financial sector in Pakistan. He retired in 2017 as SEVP and Group Chief, International Banking Group at National Bank of Pakistan. He was managing their International Operations in 18 countries in Far East, Central Asia, Middle East, Europe and America. In his previous assignment with National Bank of Pakistan he held key executive responsibilities as CFO and Group Chief Corporate and Investment Banking.

He has also worked with Dubai Islamic Bank-Pakistan as Country Head Corporate and Investment Banking. His other previous assignments were with Emirates Bank International, Mashreq Bank and MCB Bank in various positions as CFO, Head of Treasury and Head of Card Division.

He has served on Boards of following financial institutions and Corporations.

United National Bank plc.UK, (UBL UK) Siemens Pakistan, National Fullerton Asset Management Fund (Chairman NAFA), Atlas Power, Taurus Securities and Maple Leaf Cement.

Presently he is working as an Independent Financial and Management Consultant.



Khawaja Iqbal Hassan

Khawaja Iqbal Hassan was appointed as an Independent Director on the Board of Lucky Cement Limited on October 20, 2021.

Mr. Hassan holds a diploma in Accountancy from the U.K. and a BSc in Finance and Marketing from the University of San Francisco, graduating cum laude in 1980. He started his career with Citibank N.A. and in 1994 co-founded Global Securities Pakistan Limited, a former joint-venture partner of UBS AG and a leading stockbroking and investment banking firm. In 2003 he founded NIB Bank Limited which, in partnership with Temasek Holdings of Singapore, became a top-10 ranked commercial bank in Pakistan within a period of 4 years. He served as the Chief Executive Officer of both institutions.

Mr. Hassan currently also serves as a Director on the Board of Y.B. Holdings, a holding company of the Yunus Brothers/ Lucky Group. He is a Trustee on the Boards of the Karachi Grammar School, the Layton Rehmatullah Benevolent Trust and The Hassan Foundation. He is also Chairman of the Advisory Committee of Development Corporation Advisers, a wholly owned subsidiary of BII (British International Investment - formerly the CDC Group Plc), the development finance institution of the United Kingdom.

Mr. Hassan was nominated by the Government of Pakistan to serve as a Member of the Monetary Policy Committee of Pakistan and as a Board Member of the State Bank of Pakistan. He has also served on the Boards of ICI Pakistan Limited, Engro Corporation Limited, the Civil Aviation Authority of Pakistan, Pakistan Steel Mills Limited, Habib Bank Limited, NIB Bank Limited, National Fullerton Asset Management Company Limited, UBS/Global Securities Pakistan Limited, Citicorp Investment Bank Pakistan, The Pakistan Fund, Lahore University of Management Sciences, the Central Depository Company of Pakistan Limited and the Pakistan Centre for Philanthropy.

Mr. Hassan is a former Vice Chairman of the Pakistan Bankers' Association and has served as Chairperson, Banking Sector Committee on the reform of Pakistan's Banking Companies Ordinance. He has also been a member of the Prime Minister of Pakistan's Task Forces on Foreign Exchange Reserves Management, Corporate Tax Reform and Capital Markets Reform.

In 2007, Mr. Hassan was awarded the Sitara-e-Imtiaz by the Government of Pakistan for meritorious contributions to national interests.



Shabbir Hamza Khandwala

Diversified Experience, Strategist and Board Member

Shabbir Hamza Khandwala is a fellow member of the Institute of Chartered Accountant of Pakistan and carries with him over 44 years of diversified experience of working in banking, investment banking, mutual fund, manufacturing and professional firm. He is a strategic thinker and has depth knowledge of corporate governance and risk management and now he is on the boards of two listed companies and one public unlisted company.

Commercial Banking

Shabbir was the Chief Financial Officer and Group Head Finance of Meezan Bank from March 2005 to September 2022. Meezan Bank is the fourth largest and the second most profitable Bank in Pakistan and has the second highest market capitalization. He was primarily responsible for finance and accounting disciplines of the Bank and closely worked with the Audit Committee and the Board of Directors.

Shabbir had a holistic role in Meezan Bank and was actively involved in the strategy formulation of the Bank in the last 17 years as it has grown from a small bank to the fourth largest bank in Pakistan and advised the management on shareholders' matters. He played key role in the successful merger of HSBC Pakistan with Meezan Bank.

Shabbir had been involved in lending activities of the Bank as he was a member of the Bank's Credit Committee from 2011 to 2023, a coveted position normally not occupied by a CFO. He on daily basis granted approvals to various credit proposals after detailed review and deliberations. Therefore, he has depth knowledge and experience of Risk Management.

Shabbir was also member of the Bank's Asset Liability Management Committee, Management Committee, Compliance, and Operational Risk Management Committee and Investment Committee. He has also performed duties of the Company Secretary of the Bank for five years. He played pivotal part in drafting and approval of Employee Share Option Plan and in the formation of the Meezan Bank Foundation.

Investment Banking and Mutual Fund

Shabbir has in depth experience of financial sector and prior to joining Meezan Bank, he worked at KASB Group for 10 years in various capacities from January 1995 to February 2005 and was CEO of KASB Securities, CEO of KASB Premier Fund and Executive Director of Khadim Ali Shah Bukhari & Co. Ltd. KASB had an affiliation with Merrill Lynch whom they represented in Pakistan.

Manufacturing and Professional Firm

Shabbir carries with him manufacturing experience as he worked for 4 years with Attock Cement Pakistan Ltd from December 1990 to January 1995. Attock Cement was a large cement manufacturing company of Attock Group.

He has also worked with A.F. Ferguson & Co., Chartered Accountants for 9 years in various capacities from February 1982 to December 1990. A.F. Ferguson is a member firm of PricewaterhouseCoopers International Limited.

Independent Director

In January 2023, Shabbir has been appointed as an Independent Director on the Board of Lucky Cement Limited, the largest cement manufacturing company and a huge conglomerate.

In February 2023, he has been appointed as an Independent Director and Chairman of Audit Committee of Macpac Films Limited, a listed company on Pakistan Stock Exchange.

In June 2025, Shabbir has been appointed as an Independent Director and Chairman of Audit Committee of United Insurers Limited, an associated company of United Bank Ltd and Bestway Group, UK.

Shabbir is a certified director from the Institute of Business Administration, Karachi. He had remained director of Al-Meezan Investment Management Ltd and Faysal Management Services (Pvt.) Ltd.

Trainer at Pakistan Institute of Corporate Governance, Karachi Social and Communities Activities

Shabbir is also involved in social and community activities and is or has been member of the following:

- Member, Fund Raising Committee of The Patients' Behbud Society for Aga Khan University Hospital;
- Member, Chambers Sub-Committee, Sind Club
- Member, Finance Sub-Committee of Boat Club for more than 10 years;
- Member, Finance Sub-Committee of Sind Club for 5 years; and
- Member, Governing Board, Pakistan American Cultural Centre, Karachi for 2 years.

EXECUTIVE MANAGEMENT



SALMAN UL HAQUE
CHIEF OF STAFF &
DIRECTOR
CORPORATE COMMUNICATIONS

MASHKOOR AHMED
DIRECTOR OPERATIONS
(INTERNATIONAL PROJECTS)

AHMAD WASEEM KHAN
DIRECTOR INTERNAL AUDIT

ATIF KALUDI
EXECUTIVE DIRECTOR FINANCE
& CHIEF FINANCIAL OFFICER

MOHAMMAD NAUMAN
DIRECTOR EXPORT MARKETING

MUHAMMAD ASLAM
DIRECTOR OPERATIONS
(KARACHI PLANT)

SAJID FEROZE
EXECUTIVE DIRECTOR
INTERNATIONAL BUSINESS

NOMAN HASA
EXECUTIVE DIRECTOR



AMIN GANNY
EXECUTIVE DIRECTOR

MAZHAR HUSAIN
DIRECTOR MARKETING
(SOUTH)

MIAN YASSER SULAIMAN
DIRECTOR MARKETING
(NORTH)

MUHAMMAD SHABBIR
DIRECTOR OPERATIONS
(PEZU PLANT)

WAQAS ABRAR
DIRECTOR HUMAN RESOURCES &
ADMINISTRATION

KHUSRAU NADIR GILANI
CHIEF COMMERCIAL OFFICER

TARIQ ZAMIR
DIRECTOR GOVERNMENT
RELATIONS & ADMIN

ADNAN NASEEM QAZI
DIRECTOR ITS

SENIOR MANAGEMENT



SYED HASSAN MAZHAR RIZVI
GM Power Generation (Karachi Plant)



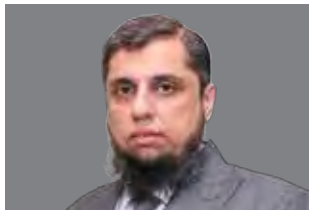
AHTESHAM-UL-HAQUE
GM Supply Chain Commercial



SHAHID ALLAH DITTA
GM Logistics (Operations)



MUHAMMAD SOHAIL ANJUM
GM Marketing (Commercial Sales -South)



MUHAMMAD HUNAIN
General Manager - Finance



DANISH AKHTER
General Manager - Projects



SALMAN NAJEEB
General Manager - Finance



MUHAMMAD FAHIM
General Manager - Investment



MUHAMMAD TAUHEED
General Manager - Commercial



MUHAMMAD BIN ABDULLAH
GM Supply Chain Imports



ALI SHAHAB
GM Legal & Company Secretary



ATIQ-UR-REHMAN NAARU
GM Production - (Karachi Plant)



MUHAMMAD NOHMAN MAHMUD
GM Quality Control - (Karachi Plant)



NASRULLAH KHAN
GM Production - (Pezu Plant)



SHOAIB ARSHAD
GM Power Generation (Karachi Plant)



MUHAMMAD HASEEB ALI
GM Marketing (Lahore-Local)



SOHAIL MEHMOOD
GM Marketing (CMO)



ATTA ULLAH
GM Marketing (Peshawar-Local)



ANWAR TARIQ
GM Human Resource(Pezu Plant)



MUHAMMED SOHAIL ANWAR
GM Project (Karachi Plant)



FAIZ MUHAMMAD KHAN
GM Administration(Pezu Plant)



ZULFIQAR ALI KHAN
Director Administration (Islamabad)



MUHAMMED NADEEM KHAN
GM Power Generation (Pezu Plant)

GROUP PROFILE



Yunus Brothers Group

The Yunus Brothers Group (YBG) stands as one of Pakistan's most prominent and diversified industrial conglomerates. With a legacy spanning over six decades, YBG has played a transformative role in shaping the country's industrial landscape. The group operates across a wide range of sectors including textiles, cement, building materials, real estate, power generation, automobiles, electronics, FMCG, entertainment, pharmaceuticals, chemicals, agricultural sciences, financial institutions, and philanthropy. Beyond its business achievements, YBG is deeply committed to social impact, with significant contributions in healthcare and education through its philanthropic endeavors. This enduring commitment to innovation, excellence, and nation-building cements YBG's reputation as a trusted leader in Pakistan's economic development.



Y.B. HOLDINGS (PRIVATE) LIMITED

Under the umbrella of the renowned Yunus Brothers Group (YBG), a significant force in Pakistan's export sector, principally engaged in the textile export business, renewable power generation and real estate sectors, Y.B. Holdings (Private) Limited was incorporated in Pakistan on August 16, 2013, as a private company limited by shares under the Companies Ordinance, 1984.

To lead Pakistan's corporate landscape with sector diversity and a focus on forward and backward integration, aiming to become the nation's top exporter. We seize opportunities, take calculated risks, and drive growth across sectors, fostering economic expansion while prioritizing environmental sustainability.



Gadoon Textile Mills Limited

Gadoon Textile Mills Limited (GTML), established in 1988, is one of the largest spinning units in Pakistan, with a capacity exceeding 360,000 spindles. Its manufacturing facilities are located in Gadoon Amazai, Khyber Pakhtunkhwa, and Karachi, Sindh. A 2014 merger with Fazal Textile Mills Limited expanded GTML's production capacity and strengthened its operational scale and shareholder value.

The Company maintains a competitive edge through vertically integrated, state-of-the-art spinning, knitting, dyeing, and stitching facilities, capable of producing up to 60,000 jersey knitted fitted sheets per day. Drawing on decades of industry experience, GTML produces high-quality yarns, knitted fabrics, and finished goods, sold under its Koyal and Peach brands, to meet the diverse needs of a global clientele.

Beyond textiles, GTML has diversified into the dairy sector, managing a herd of over 1,072 animals for milk production, reflecting the Company's broader strategy of sustainable growth and diversification. GTML also operates its own power generation facility with a capacity of approximately 97.20 MW, reinforcing its self-sufficiency and reliability as a vertically integrated manufacturer.



Yunus Textile Mills Limited

YTM is a vertically integrated home textile unit established in 1998, consisting of spinning, weaving, dyeing, printing, finishing, and cut & sewing. In a span of 10 years, it became the number 1 home textile exporter of Pakistan with a 10% share (approx.) of all home textiles exported from Pakistan. The company has its international warehousing, distribution, and design development offices in USA and France.



Lucky Textile Mills Limited

Lucky Textile Mills Limited, a leading textile manufacturer in the country since 1983, primarily focuses on the manufacturing and export of top-notch quality fabrics, home textiles, and garments, reflecting its commitment to excellence. With two cutting-edge weaving mills, it has an impressive fleet of 200 Sulzer Shuttle-less looms and 564 Air Jet looms, all equipped with state-of-the-art computerized processes featuring Karl Mayer warping and sizing machines.

The Company can process 96 million meters per annum of fabric. Further LTML has its power generation facility at one of its manufacturing units. The stitching division is equipped with sophisticated high-tech machines that can stitch fabrics and transform them into home textiles as well as apparel products with a high degree of precision. Stitching machines include an automated Texpa plant as well.

In pursuit of its vision to become a vertically integrated setup, Lucky Textile Mills Limited has successfully established its own Spinning Unit. The initial phase involved the import of 27 Murata Vortex Spinning (MVS) machines and 09 Saurer Automatic Rotor Spinning Machines, all of which are fully operational.

As part of its continuous pursuit to become a "Preferred Employer", the company is undertaking a transformative journey to align company structure with market dynamics, showcasing dedication to policy standardization and the implementation of best practices across the organization. Emphasizing diversity and inclusion, Lucky Textile Mills Limited fosters an inclusive work environment that encourages innovation and collaboration.

To contribute to a sustainable future, the company is transitioning from manual to automated mechanisms, steadily reducing paper consumption. Moreover, recognizing the significance of energy conservation and sustainability, the company has installed a Solar Renewable Energy plant with a cumulative capacity of 20 MWs. LTML is actively promoting green climate practices, protecting biodiversity, and utilizing energy conservation resources, emphasizing on its commitment to a greener future.

With unwavering dedication, state-of-the-art facilities, and a continuous drive for improvement, Lucky Textile Mills Limited is poised to remain at the forefront of the textile industry. As the company continues to set new benchmarks, it reaffirms its commitment to excellence and anticipates a future of sustained success in the ever-evolving textile sector.



YB Pakistan Limited (YBPL)

Yunus Brothers (Y.B) began in 1962 as a partnership between Mr. Abdul Razzak Tabba and Mr. Muhammad Yunus Tabba, initially focused on trading grey cloth. Over time, the business expanded into other commodities such as wheat, rice, corn, and pulses. In 2012, the partnership was restructured into a public limited company—Y.B. Pakistan Limited—to foster a more corporate and diversified operational structure.

Y.B. Pakistan Limited is positioned as a strategic investment company with a robust and diversified portfolio across multiple asset classes and sectors. The company holds long-term investments in various group associates, together with a 70% stake in Lucky Investments Limited which strengthens its presence in Islamic money and capital markets. It also maintains short-term investments in listed equity securities and the capital market, as well as substantial stakes in real estate ventures including Ocean Mall and SILK Gardens.



Lucky Investments

Lucky Investments Limited

Lucky Investments Limited came into existence on December 13, 2024, through the acquisition of Interloop Asset Management Limited, and is registered with the Securities and Exchange Commission of Pakistan (SECP). The Company is regulated under the Non-Banking Finance Companies (Establishment and Regulation) Rules, 2003 and the Non-Banking Finance Companies and Notified Entities Regulations, 2008.

Lucky Investments Limited is a subsidiary of YB Pakistan Limited and a company of the YB (Lucky) Group, marking the Group's entry into the Financial Services Business through a dedicated Islamic Asset Management Company (AMC). The move reflects the Group's alignment with the growing demand for Shariah-compliant investment solutions and its support for the cause of a Riba-free Pakistan.

The Company's head office is located on Shahrah-e-Faisal in Karachi, with branch offices in Islamabad and Lahore, supporting its nationwide presence.

Lucky Investments' vision is to be the premier choice for Shariah-compliant investments, fostering sustainable growth through integrity, innovation, and investor trust.

The Company is led by co-founder and CEO Mohammad Shoaib, CFA, a veteran of Pakistan's Islamic asset management industry with 35 years of experience in capital markets. He is widely regarded for his pioneering role in developing Pakistan's capital markets and advancing Islamic finance.

Since commencing operations in April 2025, Lucky Investments has crossed PKR 126 billion in Assets Under Management (AUM) within its first year of operations, achieving a 5.50% market share of the Islamic asset management segment and approximately 2.75% share of the overall industry — marking it one of the fastest-growing Asset Management Companies in Pakistan and reflecting strong investor confidence across both retail and institutional segments.

Lucky Investments has demonstrated a rapid trajectory of management quality rating upgrades since inception, reflecting its accelerated growth and strengthening market position. The Company was first assigned an Asset Manager Rating of AM2 with a Positive Outlook by the Pakistan Credit Rating Agency Limited (PACRA) in April 2025, shortly after commencing operations. This was upgraded to AM2+ within four months, in August 2025, and further upgraded to AM2++ with a Stable Outlook in March 2026 — two upgrades within the Company's first year of operations. This rating trajectory reflects the Company's strong sponsor backing, sound governance framework, experienced leadership, disciplined investment processes, robust risk management systems, diversified product portfolio, and continued digital innovation.

Within a short period, Lucky Investments has launched a diversified suite of Shariah-compliant mutual and pension funds, complemented by the introduction of the Lucky Funds mobile application, which enables secure, seamless digital investing.

Lucky Investments now offers investment solutions across all investable asset classes through the following distinct funds, along with customised solutions through separately managed accounts:

S.NO	Name of Fund	Category of Fund	Risk Rating
1.	Lucky Islamic Money Market Fund	Money Market	Low
2.	Lucky Islamic Cash Fund		Low
3.	Lucky Islamic Income Fund	Income	Medium
4.	Lucky Islamic Fixed Return Fund	Fixed return	Low to Medium
5.	Lucky Islamic Stock Fund	Equity	High
6.	Lucky Islamic Energy Fund	Equity	High
7.	Lucky Islamic Dividend Yield Fund	Equity	High
8.	Lucky Islamic Pension Fund	Pension	Low to High

In addition, Lucky Investments has also launched Lucky Islamic Punjab Pension Fund and is also working with other provincial and federal governments to launch dedicated pension funds.

The Company was recognised as the Emerging Islamic Finance Entity of the Year in South Asia at the 10th Islamic Finance Forum of South Asia (IFFSA) Conference & Awards 2025, held in Colombo, Sri Lanka.

The renowned Shariah scholar, Mufti Muhammad Hassaan Kaleem, has kindly consented to serve as the Shariah Advisor of Lucky Investments Limited. A prominent figure in the Islamic finance industry, Mufti Hassaan has extensive experience in Shariah teaching and advisory work and has served as a faculty member at Darul Uloom Karachi for over 24 years.

With a focus on both Islamic Funds and Financial Advisory, Lucky Investments Limited offers accessible, fully Shariah-compliant savings and investment solutions for the investing public and corporate institutions. Through innovative fintech platforms and a nationwide network of branch offices across Pakistan, the Company continues to actively promote Islamic financial inclusion and deliver a world-class customer experience for every segment of society.



LUCKY AIR (PRIVATE) LIMITED

Lucky Air (Private) Limited was incorporated in Pakistan in the year 2012 as a private company limited by shares. The Company operates an Aircraft of Lucky Cement Limited and provides services for crew management, technical and engineering services on inbound and outbound flights of the Aircraft.



Lucky Entertainment (Private) Limited

Established in 2016, Onederland has grown to become Pakistan's largest and most iconic Family Entertainment Center, spreading Screams of Happiness to families across the nation. Located in Karachi, our expansive two-story facility spans 45,000 square feet and features over 80 attractions designed to deliver safe, thrilling, and unforgettable experiences for guests of all ages.

Our state-of-the-art venue offers an exciting mix of high-adrenaline rides, including the award-winning Spinning Roller Coaster, Maverick, Twist & Swing, and Drop Tower, alongside immersive virtual reality experiences, sports attractions, and an extensive arcade zone. In 2025, we further strengthened our position as a pioneer in family entertainment with the introduction of BatOne, a cutting-edge cricket simulator that brings Pakistan's favorite sport to life through an engaging and interactive digital experience.

We have also recently revamped our Soft Play and Toddlers Area, creating an even safer and more enjoyable environment for our youngest visitors and their families. Inclusivity remains at the heart of everything we do. At Onederland, we strive to ensure that every guest, regardless of age, gender, or socio-economic background, feels welcome and valued.

Our commitment to the education sector continues to grow year after year. During 2025-2026, we proudly welcomed more than 21,000 students through organized school visits, providing them with a safe, supervised, and engaging environment where learning and recreation go hand in hand. This achievement reflects the trust placed in us by educational institutions across the city and our dedication to creating meaningful experiences beyond entertainment.

As we look to the future, Onederland remains committed to innovation, sustainability, and delivering exceptional guest experiences. Through curated packages, year-round activations, and a focus on continuous improvement, we aim not only to

entertain but also to create lasting memories for every guest who walks through our doors.

At Onederland, happiness isn't just an experience it's a promise. Join us as we continue to reimagine fun, one scream at a time.



Lucky Landmark (Private) Limited

Situated in the heart of the city, the Lucky One Mall opened its doors to the public on 6th May 2017. One of the largest malls in Pakistan, with more than 200 retail and F&B brands, Lucky One Mall provides an unprecedented retail space that includes a Health & Wellness Avenue, a Wedding Galleria, a Banking Enclave, and a Food Court. Having the largest in-mall Carrefour and the biggest Atrium in Pakistan under its name, Lucky One Mall is the first in the industry to have co-working space, an international standard family entertainment center (FEC) Onederland, and the largest in-mall fitness club, TriFit, having state-of-the-art equipment and staffed by international trainers.

Lucky One Mall has always been at the forefront of satisfying its customers by all means. To further facilitate the customers, it offers a dedicated baby feeding room, the largest male praying area in the country, a dedicated female praying area, free wheelchairs, valet parking, and a double-story indoor parking space sufficient for around 1500 cars. To ensure a safe and secure environment, a fully trained and well-equipped staff is available to deal with any unforeseen event.

Recognized for providing an ultimate shopping experience, Lucky One Mall continues to expand, renovate, and offer an innovative and engaging experience to its audience making it the place to be trendy, happy, entertained, foodie, and the place to be YOU!

Lucky One Apartments is a magnificent, multifaceted, first-of-its-kind residential complex that will revolutionize the luxury living experience in Pakistan. The project comprises two phases of which Phase -I has been launched. Conveniently situated at the prime location of Karachi on main Rashid Minhas Road, opposite UBL Sports Complex, the apartments are easily accessible through major Flyovers of Karachi. The unbeatable mix of top-class luxury apartments and hi-end amenities like Swimming Pool, Gymnasium, Jogging Track, Tennis Courts, Reading Room, Event Hall, and Play areas will make Lucky One Apartments the premiere lifestyle destination for urban living in Karachi.



Lucky Commodities (Private) Limited

Lucky Commodities (Private) Limited (LCPL) is a trading arm of YBG and is the leading supplier of Coal in Pakistan. LCPL aims to be the preferred supplier for customers by conducting business with integrity, unparalleled services and professionalism. Pakistan currently is facing a severe shortage of electricity with the Government's initiative and the execution of coal fired power

plants in the country, many industries in Pakistan are moving towards coal as their first priority for electricity and steam generation. As the largest supplier of coal in Pakistan, LCPL makes an important contribution to the industrial sector by fulfilling their coal requirements.

LCPL is currently one of the largest importer of all types of Coal in Pakistan and at present catering to a significant portion of the country's coal requirement. Being part of the largest business conglomerate of Pakistan, LCPL has strong market presence, which support the company to build up a network of high-profile clients, which include power, chemical, textile, steel and other major manufacturing industries.



Lucky Exim (Private) Limited

Lucky Exim, an indenting arm of (YBG), is the largest indenter of all types of Coal in Pakistan. Lucky Exim is the preferred supplier of customers as the business is conducted with integrity, unparalleled service and professionalism. Therefore, customers are provided with premium coal that offers the best value for money without compromise on quality. With an initial focus on coal trading, the company plans to diversify its trade activities to various energy and dry bulk commodities.



Lucky Renewables (Private) Limited

LRPL is another step of YBG towards sustainable green energy, incorporated as a Special Purpose Vehicle (SPV), with a corporate structure of a private limited company, to exclusively develop a 50 MW Wind Power Project in Deh Kohistan, Jhimpir, District Thatta.

The project is equipped with state-of-the-art WTG, manufactured by Siemens Gamesa China; the electrical balance of plants has been supplied by various recognized vendors; whereas construction activities have been carried out by Hydro China International Engineering Company Limited and Orient Energy Systems (Private) Limited.

The project is financed by a consortium of local and foreign lenders. The local Lender consortium comprises Bank Al-Habib Limited and Allied Bank Limited. Foreign financing has been secured from International Finance Corporation. The company achieved its financial close on November 18, 2019, and started commercial operations in September 2021. It is a clean energy project, harnessing renewable wind resources for the generation of electric power without any carbon emissions.



LUCKY KNITS (PVT) LTD

Lucky Knits (Private) Limited

Lucky Knits (Private) Limited (LKL) commenced operations in 2005 and has established itself as one of Pakistan's leading apparel manufacturers and exporters. Based in Karachi, the company operates a strategically integrated manufacturing facility encompassing cutting, printing, stitching, and packing operations under one roof.

LKL specializes in the manufacture and export of a diverse range of knitted garments, including T-shirts, polo shirts, hoodies, jackets, shorts, and trousers. With its integrated production capabilities and a strong focus on operational excellence, the company has developed robust quality control and inspection systems to ensure that its products consistently meet international standards and customer expectations.



Lucky Foods (Private) Limited

Lucky Food (Private) Limited has a strategic aim to be one of the leading corporate dairy farms in Pakistan. The company currently operates in production of wide range of dairy products in milk and yogurt and thrive to provide hygiene-quality products all across Pakistan. The Company aims to become a leading player in food-related products, across the Country by ensuring high standards of products and services to its consumers.



Yunus Energy Limited

YEL was incorporated as a Special Purpose Vehicle (SPV), with a corporate structure of a public unlisted company, in the year 2011, to exclusively develop a 50 MW Wind Power Project in Deh Kohistan, Jhimpir, District Thatta.

The project is equipped with state-of-the-art European technology. Wind Turbine Generators (WTGs) have been manufactured by Nordex Energy Germany, one of the top WTG manufacturers from Europe; electrical balance of plants has been supplied by Alstom France, a leading grid solution provider; whereas construction activities have been carried out by Descon Engineering Limited, the leading construction, and engineering company of Pakistan. It is

a clean energy project, harnessing renewable wind resources for the generation of electric power without any carbon emissions. The project is supplying electricity to the national grid regularly post commencing commercial operations in September 2016.

The project is financed by a consortium of local lenders. The local Lender consortium comprises of Habib Bank Limited (HBL) (Lead bank), United Bank Limited (UBL), Allied Bank Limited (ABL), Bank Al-Habib Limited, The Bank of Punjab and Soneri Bank Limited.

Lucky Cement Limited (LCL) holds 19.99% ownership in YEL.”



Lucky Energy (Private) Limited

Lucky Energy (Private) Limited (LEPL), a government-licensed Small Power Producer (SPP) regulated by the National Electric Power Regulatory Authority (NEPRA) of Pakistan, was incorporated in July 1993 and operates as a captive power plant under the Yunus Brothers Group. The Company is a gas-based thermal power producer with an installed generation capacity of 56.575 MW, providing reliable and uninterrupted electricity to the Group's textile manufacturing companies.

In line with its commitment to sustainability and energy diversification, LEPL successfully commissioned 15 MW of wind power during FY 2026, including Pakistan's first 7.5 MW HH130 wind turbine, along with 1.12 MW of solar power. These renewable energy initiatives contribute to reducing the Company's reliance on fossil fuels, enhancing energy efficiency, lowering carbon emissions, and supporting a more sustainable energy mix, thereby delivering long-term environmental and economic benefits to both the Company and the Yunus Brothers Group.



Aziz Tabba Foundation

Aziz Tabba Foundation

Aziz Tabba Foundation (ATF) Established in 1987, Aziz Tabba Foundation (ATF) is a not-for-profit organization dedicated to improving lives through its commitment to Hope, Healing, and Human Development. Built on the principles of compassion, responsibility, and sustainable impact, ATF continues to serve communities by addressing critical social needs and creating opportunities for a better quality of life.

Through its Hope initiatives, ATF extends support to vulnerable segments of society by providing assistance for Ration, housing, shelter, and marriage-related needs. These initiatives aim to provide stability, dignity, and relief to families facing economic challenges, enabling them to overcome hardships with greater confidence.

Under its Healing pillar, ATF provides accessible and quality healthcare services to underserved communities through advanced medical facilities and charitable healthcare initiatives. Through its healthcare institutions and support programs, the Foundation strives to ensure that individuals and families receive timely medical assistance regardless of their financial circumstances.

Recognizing education as a key driver of sustainable development, ATF's Human Development initiatives focus on empowering individuals through access to quality education and skill-building opportunities. The Foundation provides scholarships, educational resources, and support programs for deserving students, helping them pursue their aspirations and contribute positively to society.

In addition to its core initiatives, ATF supports low-income families through monthly assistance programs designed to address essential needs and strengthen social well-being. The Foundation operates with a non-commercial, non-political, and non-denominational approach, ensuring that its services remain inclusive and focused solely on community upliftment.

Further strengthening its commitment towards sustainable livelihoods, ATF has introduced Tabba Microfinance, an initiative focused on promoting financial inclusion by enabling individuals and small enterprises to access responsible financial solutions. Through this platform, ATF aims to encourage entrepreneurship, self-reliance, and economic empowerment, helping individuals build sustainable livelihoods with dignity.

Through its diverse initiatives, Aziz Tabba Foundation continues to create meaningful social impact by transforming lives, empowering communities, and contributing towards a more inclusive and resilient society.



Tabba Microfinance (TMF)

Tabba Microfinance (TMF) An initiative of Aziz Tabba Foundation, Tabba Microfinance (TMF) is committed to promoting financial inclusion and enabling sustainable livelihoods for underserved communities. Through the provision of interest-free microfinance solutions, TMF empowers individuals, particularly micro-entrepreneurs and low-income families, by providing opportunities to establish and expand small businesses, generate income, and achieve financial independence with dignity.

As part of its continued commitment to community empowerment, TMF has expanded its presence by establishing a network of three branches, creating a growing family of service centres across Karachi. These include the Orangi Town Branch, Baldia Town Branch, and Korangi Branch, enabling greater accessibility and extending financial support to a wider segment of underserved communities.

TMF operates through a modern, technology-driven model designed to ensure transparency, efficiency, and ease of access for beneficiaries. Loan disbursements are facilitated through Cash Over Counter (COC) services, while repayments are enabled through ILINK, in collaboration with Meezan Bank Limited, providing secure and convenient financial transactions. In line with its commitment to sustainability and operational efficiency, TMF has also incorporated solar power systems across its branch network, reducing its carbon footprint while ensuring reliable and energy-efficient operations.

Recognizing the vital role of women in economic development, TMF actively promotes financial inclusion among female entrepreneurs and aspiring business owners. Women account for approximately 40% of TMF's applicant base, reflecting the growing demand for accessible financial support among underserved women. Through its interest-free financing model, TMF enables women to develop entrepreneurial skills, establish home-based and small-

scale enterprises, contribute to household incomes, and enhance their economic independence, thereby fostering greater financial resilience within families and communities.

The initiative is fully digitalized and supported by NADRA's biometric verification system, ensuring secure customer identification, streamlined processes, and enhanced service delivery.

Within just 18 months, TMF has achieved significant milestones, including building a financing portfolio of approximately PKR 32 million while maintaining a 100% recovery rate. This achievement reflects strong operational discipline, prudent risk management, community trust, and responsible financial stewardship.

Through its inclusive approach, digital innovation, and commitment to sustainable economic development, Tabba Microfinance continues to create pathways to self-reliance, entrepreneurship, and long-term socio-economic progress. By empowering individuals to build resilient livelihoods and improve their economic well-being, TMF contributes meaningfully to Aziz Tabba Foundation's broader vision of transforming lives and fostering stronger, more prosperous communities.



Tabba Kidney Institute (TKI)

Tabba Kidney Institute Established in May 1995 as Aziz Tabba Kidney Center with six dialysis machines, Tabba Kidney Institute (TKI) has evolved into a leading not-for-profit renal care institution in Pakistan. In 2016, the organization was renamed Tabba Kidney Institute and relocated to its current state-of-the-art, purpose-built 100-bed facility, designed to provide comprehensive and specialized care for patients with kidney diseases.

TKI is dedicated to delivering high-quality renal healthcare and dialysis services, with a particular focus on patients from underprivileged segments of society. Its mission is to ensure that individuals suffering from chronic kidney disease receive timely, safe, and quality treatment irrespective of their financial circumstances.

Beyond patient care, Tabba Kidney Institute is committed to advancing medical education and professional development. It is recognized by the Pakistan Medical & Dental Council (PM&DC) as a teaching institution and is an approved postgraduate medical education center of the College of Physicians and Surgeons Pakistan (CPSP), offering postgraduate training programmes in Nephrology and Urology.

The Institute maintains a strong commitment to quality and patient safety, demonstrated by its ISO 9001:2015 certification and licensing compliance with the Sindh Healthcare Commission.



Tabba Heart Institute (THI)

Established in 2005, Tabba Heart Institute (THI), Karachi, is one of Pakistan's leading tertiary care cardiac hospitals, dedicated to delivering comprehensive, evidence-based cardiovascular care. Equipped with advanced medical technology and supported by a

highly qualified team of cardiologists, cardiac surgeons, physicians, nurses and allied healthcare professionals, the Institute provides a complete spectrum of cardiac services ranging from preventive cardiology and diagnostics to complex interventional procedures, cardiac surgery, cardiac rehabilitation and emergency cardiac care.

Under the leadership of Ms. Mariam Tabba Khan, Chief Executive Officer, the Institute continues to pursue excellence in patient care, medical education, research and quality improvement. Its mission is to enhance patient safety and quality of life through prevention, diagnosis, treatment, rehabilitation, education and research while continuously benchmarking itself against internationally recognized standards.

Tabba Heart Institute has earned widespread national and international recognition for its unwavering commitment to quality and clinical excellence. It proudly remains the First and Only hospital in Pakistan to receive the prestigious Platinum Performance Achievement Award from the American College of Cardiology's National Cardiovascular Data Registry (NCDR) for six consecutive years—a distinction that recognizes sustained excellence in the treatment of heart attack patients through consistent adherence to rigorous international standards and evidence-based clinical practices. This remarkable achievement reinforces the Institute's position among an elite group of cardiovascular centres worldwide committed to delivering the highest standards of patient care.

The Institute is also certified for ISO 9001:2015 (Quality Management System), ISO 14001:2015 (Environmental Management System) and ISO 45001:2018 (Occupational Health & Safety Management System), while maintaining compliance with the standards of the Sindh Healthcare Commission and other internationally recognized quality frameworks.

Beyond its flagship hospital, Tabba Heart Institute has expanded its reach through a network of medical centres, outreach clinics and strategic healthcare partnerships, making specialized cardiac services more accessible to communities across Pakistan. The Institute also serves more than 60 corporate organizations through customized healthcare programs and maintain affiliations with leading healthcare institutions.

Education and research remain integral to the Institute's vision. Through postgraduate fellowship training, nursing education, allied health sciences programs and continuing medical education initiatives, THI actively contributes to developing future healthcare professionals. Its research activities, including the landmark PAK SEHAT Study, continue to advance scientific understanding of cardiovascular disease and support evidence-based healthcare practices in Pakistan.

Committed to serving society beyond clinical care, the Institute operates the Muawin Program, providing transparent financial assistance to deserving and underprivileged patients requiring life-saving cardiac treatment. Its internationally recognized Cardiac Rehabilitation Program, recognized by the International Council of Cardiovascular Prevention and Rehabilitation (ICCPR), further demonstrates the Institute's commitment to improving long-term patient outcomes.

Today, Tabba Heart Institute stands as a benchmark for excellence in cardiovascular healthcare, combining clinical expertise, innovation, research, education and compassion to deliver world-class cardiac care while continuously setting new standards for quality and patient safety in Pakistan.

COMPANY INFORMATION

Board of Directors Including CEO

Muhammad Sohail Tabba
(Chairman)

Muhammad Ali Tabba
(Chief Executive Officer)

Jawed Yunus Tabba
Mariam Tabba Khan
Muhammad Hassan Tabba
Masood Karim Shaikh
Khawaja Iqbal Hassan
Shabbir Hamza Khandwala

Management Team

Muhammad Ali Tabba
(Chief Executive Officer)

Noman Hasan
(Executive Director)

Muhammad Atif Kaludi
(Executive Director Finance and Chief Financial Officer)

Amin Ganny
(Executive Director)

Sajid Feroze
(Executive Director International Business)

Ali Shahab
(GM Legal & Company Secretary)

Ahmad Waseem Khan
(Director Internal Audit & Compliance)

Board Committees

Audit Committee

Masood Karim Shaikh
(Chairman)

Jawed Yunus Tabba
Mariam Tabba Khan
Muhammad Hassan Tabba
Khawaja Iqbal Hassan
Shabbir Hamza Khandwala

Human Resource and Remuneration Committee

Khawaja Iqbal Hassan
(Chairman)

Muhammad Ali Tabba
Jawed Yunus Tabba
Mariam Tabba Khan
Muhammad Hassan Tabba
Masood Karim Shaikh
Shabbir Hamza Khandwala

Financial Institutions

Allied Bank Limited
Allied Bank Limited – Islamic Banking
Askari Bank Limited
Bank Alfalah Limited – Islamic Banking
Bank Al-Habib Limited
Bank Al-Habib Limited – Islamic Banking
Bank of Punjab – Islamic Banking
Bank Islami Pakistan Limited
Dubai Islamic Bank Pakistan Limited
Faysal Bank Limited
Habib Bank Limited
Habib Bank Limited – Islamic Banking
Habib Metropolitan Bank Limited
Habib Metropolitan Bank Limited – Islamic Banking
JS Bank Limited

MCB Bank Limited
MCB Islamic Bank Limited
Meezan Bank Limited
National Bank of Pakistan
Pakistan Kuwait Investment Company (Private) Limited
Soneri Bank Limited
Standard Chartered Bank (Pakistan) Limited
Standard Chartered Bank (Pakistan) Limited – Sadiq – Islamic Banking
United Bank Limited
UBL Ameen Islamic Banking

Credit Rating

Medium to Long term rating: AA+ (Double A Plus) Short term rating: A1+ (A One Plus) (by VIS Credit Rating Company Limited)

External Auditors

M/s. A.F. Ferguson & Co., Chartered Accountants

Cost Auditors

M/s. Grant Thornton Anjum Rahman – Chartered Accountants

Shariah Advisor

M/s. Alhamd Shariah Advisory Services (Pvt). Ltd

Registered Office

📍 Main Indus Highway, Pezu, District Lakki Marwat, Khyber Pakhtunkhwa, Pakistan

Corporate Office

📍 6-A, Muhammad Ali Housing Society, A. Aziz Hashim Tabba Street, Karachi – 75350
📞 UAN: (+92-21) 111-786-555
🌐 Website: www.lucky-cement.com
✉ Email: info@lucky-cement.com

Production Facilities

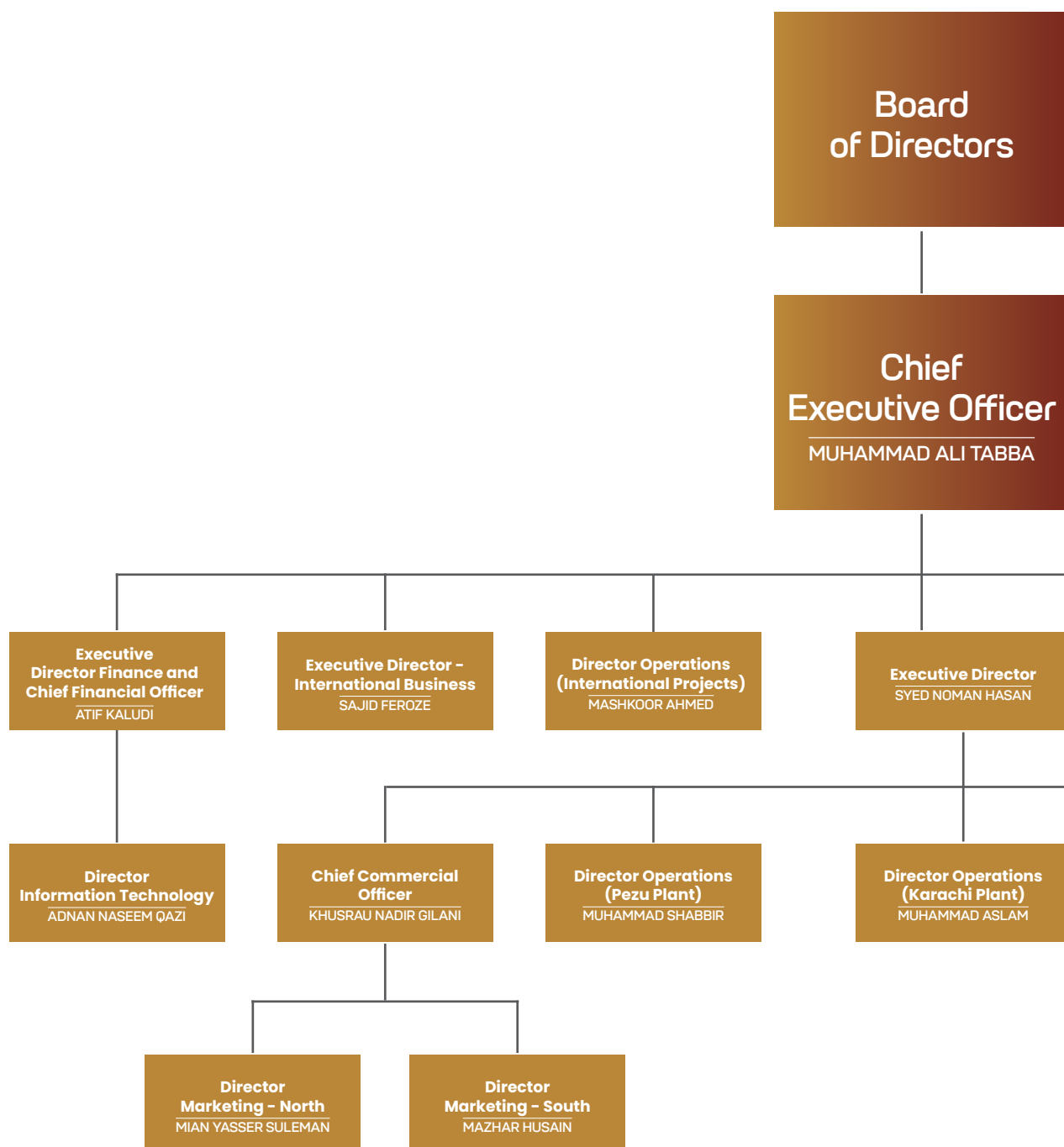
1. Main Indus Highway, Pezu, District Lakki Marwat, Khyber Pakhtunkhwa, Pakistan
2. 58 Kilometers on Main M9 Highway, Gadap Town, Karachi, Pakistan

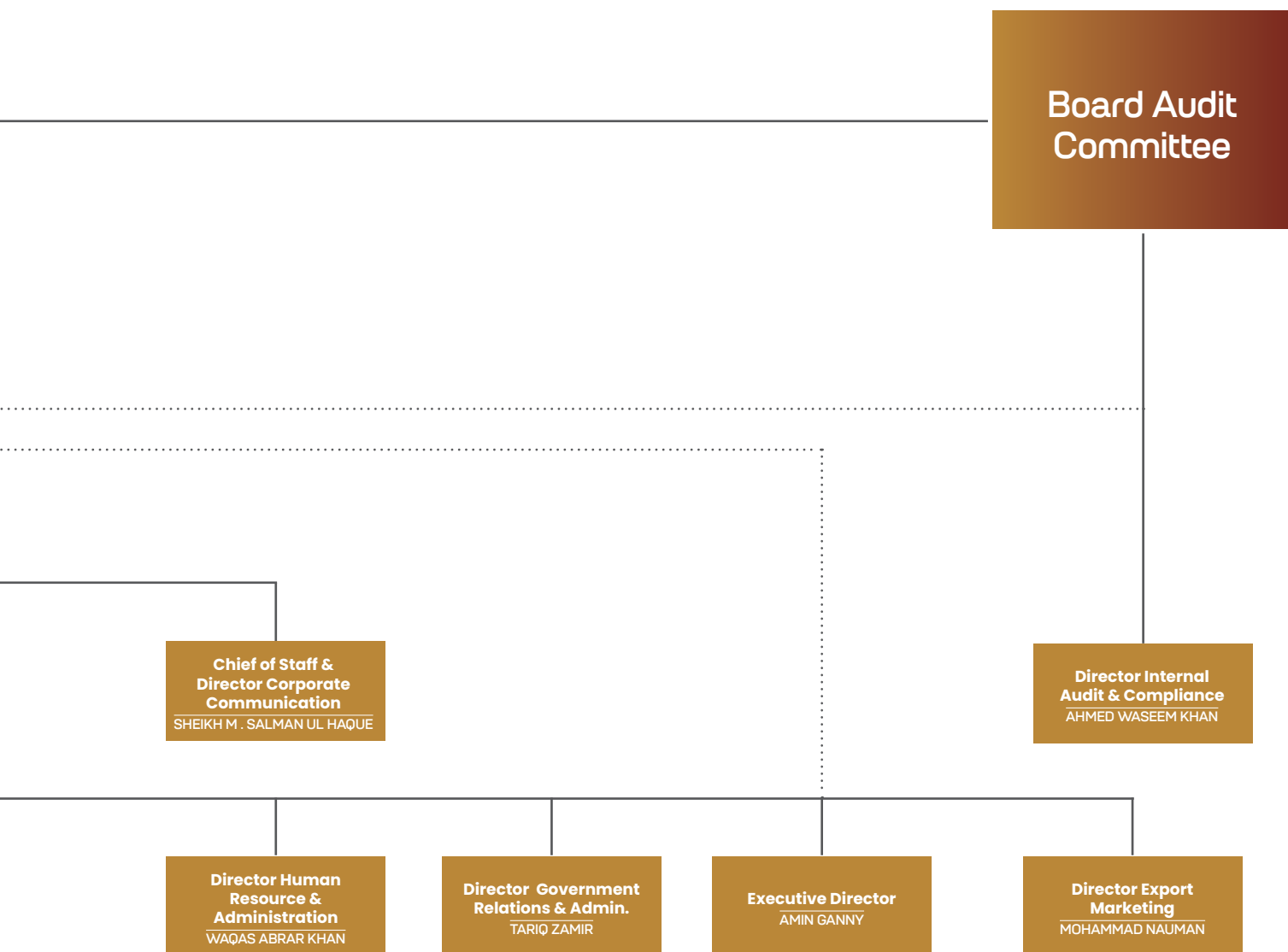
Share Registrar

M/s. CDC Share Registrar Services Limited (CDCSRSL) CDC House, 99-B, Block-B, S.M.C.H.S Main Shahra-e- Faisal, Karachi, Pakistan (Toll Free): 0800 23275



ORGANOGRAM





OUR HUMAN CAPITAL



2,811

Total Headcount



3.90%

**Employee
Turnover**



2,779

**Average Number
of Employees**



9.77%

**Karachi Office
Female Ratio**





3,457

Attendance



287

No. of Trainings

Locations	Karachi Office	KP Plant	Pezu Plant	CMO	Total
No. of trainings	55	125	78	29	287
No. of Participants	567	1,139	1,320	431	3,457



AWARDS AND ACCOLADES

Best Corporate & Sustainability Report Awards 2024

Lucky Cement won the Best Corporate & Sustainability Report Awards 2024, jointly organized by ICAP and ICMAP. This recognition reflects the Company's commitment to transparency, comprehensive sustainability reporting, and excellence in corporate disclosure and stakeholder communication.

22nd Annual Environment Excellence Awards 2025

Lucky Cement received the 22nd Annual Environment Excellence Award 2025, organized by the National Forum of Environment and Health (NFEH), in recognition of its continued commitment to environmental sustainability, responsible resource management, and environmentally conscious operations.

CFA Society Award – Best ESG Reporting 2024

Lucky Cement received the CFA Society Pakistan Award for Best ESG Reporting 2024, recognizing the Company's strong commitment to environmental, social, and governance disclosures, transparency, and responsible business practices.

Top Exporter Award – Cement Sector FY25

Lucky Cement was recognized as the Top Exporter in the Cement Sector for FY25, with the award presented by the Prime Minister of Pakistan. The recognition highlights the Company's strong export performance and contribution to Pakistan's foreign exchange earnings and international trade.

PSX Top 25 Company Award

Lucky Cement was recognized among the PSX Top 25 Companies, reflecting its strong financial performance, corporate governance, investor value creation, and overall contribution to the development of Pakistan's capital market.

40th Corporate Excellence Award – MAP

Lucky Cement received the 40th Corporate Excellence Award from the Management Association of Pakistan (MAP) in the Industrial Sector category. The award recognizes the Company's excellence in management practices, operational performance, corporate governance, and sustained business growth.





CFA Society Award – Best Investor Relations 2024

Lucky Cement received the CFA Society Pakistan Award for Best Investor Relations among Listed Companies 2024, recognizing its effective investor communication, transparency, timely disclosures, and commitment to maintaining strong relationships with the investment community.



SAFA Joint Silver Award – Infrastructure & Construction Category

Lucky Cement received the SAFA Joint Silver Award in the Infrastructure and Construction Category, recognizing the Company's excellence in financial reporting, corporate disclosures, and adherence to high standards of transparency and accountability.

15th Fire Safety Award – NFEH

Lucky Cement received the 15th Fire Safety Award from NFEH in recognition of its robust fire prevention measures, comprehensive safety protocols, emergency preparedness, and commitment to maintaining a safe workplace.



KEY ELEMENTS OF BUSINESS MODEL

Following are the key elements of the business model.

Key Elements of Our Business Model	Relevance with Our Business Processes
Input	Raw material (Limestone, Gypsum, Clay)
Business Process	Mining, crushing and grinding
Output	Clinker and Cement produced
Outcomes	Social and Economic Benefits and active contribution towards UN SDGs.

The details of our business model and the relevance of key elements are more fully explained in Strategy and Resource Allocation section of this report.

POSITION WITHIN THE VALUE CHAIN

The principal activity of the Company is manufacturing and marketing of cement.

On the upstream part of value chain, raw material for cement manufacturing includes limestone, gypsum, clay, laterite etc. which are mainly excavated from mines either directly by the Company or through contractors. Limestone is first excavated from the mountains / quarries obtained on lease from the Minerals department, against which royalty is paid on a monthly basis. Coal used as fuel in the process is one of the major cost ingredients, which is either imported or procured locally by Lucky Cement. The mining, grinding, crushing and blending processes are strictly monitored by highly qualified specialists, to ensure that the best possible product is manufactured for our valued customer.

Facilitating downstream along the value chain, Lucky Cement has its own logistics fleet operations, customized for inbound and outbound goods as well as customer requirements and locations. We have an articulated fleet of prime movers, bulkers and trailers. This diversified fleet is managed expertly by a team of highly qualified professionals to ensure



the highest levels of service and efficiency from plant to premises. Lucky Cement has dedicated warehouses near all key markets which brings us a step closer towards our valued customers. The quick delivery of cement through warehouses and the prompt services provided by the logistics fleet keeps us ahead of the competition.

Value chain analysis on a regular basis has enabled Lucky Cement to identify its core competencies and to identify key stakeholders in the process of the value creation as well as those along the upstream and downstream value chain. Moreover, this analysis has helped Lucky Cement in identifying the activities which add value for its customers and also to evaluate its competitive positioning in industry.



FACTORS AFFECTING THE EXTERNAL ENVIRONMENT

PESTLE Analysis

Political



P

Factors	Organizational Response
Political instability, changes in government policies, and regulatory uncertainty may adversely impact business operations, investment decisions, demand outlook, and long-term planning	The management of Lucky Cement Limited closely monitors political developments and regulatory changes that may affect the Company's operations. The Company proactively adapts its policies and processes to comply with evolving regulations and actively engages with industry forums, including Pakistan Business Council (PBC), the Institute of Chartered Accountants of Pakistan (ICAP), and the All Pakistan Cement Manufacturers Association (APCMA), to address industry-wide concerns and advocate for a conducive business environment

Economic



E

Factors	Organizational Response
Economic slowdowns, elevated inflation, high interest rates, and reduced public and private sector spending can adversely affect construction activity and cement demand. Rising energy and input costs may also impact profitability	As the largest cement producer in Pakistan with enhanced production capacity in both the North and South regions, Lucky Cement exports bagged cement, break bulk cement, loose cement and clinker to various parts of the world. The company continually strives to improve efficiency in its manufacturing processes and energy mix, mitigating the adverse effects of rising production costs. Regular cost reduction initiatives are implemented to control both production and non-production related fixed costs.
	With its nationwide presence, international footprint, and interests in diversified businesses, the company is well-positioned to withstand economic shocks in specific regions or segments.
	The management continues to focus on operational excellence, cost optimization, energy efficiency, and diversification of fuel and raw material sources. The Company is also expanding its domestic and export market presence while increasing the use of renewable energy to mitigate cost pressures and strengthen long-term competitiveness

Social



S

Factors	Organizational Response
Focus on Corporate Social Responsibility, Donations, development of communities and Scholarships	As a socially responsible corporate entity, Lucky Cement strives hard to develop the communities it serves. It has launched dedicated scholarship programs for the deserving youth of District Lakki Marwat, where its Pezu plant is located.
	The Company remains committed to making efforts for environment conservation, education, women empowerment and health initiatives.
Investment in health sector	Lucky Cement donates generously to various social and charitable causes including health, education and social sectors.
	It also provides funding to various hospitals and welfare organizations including Aziz Tabba Foundation, Tabba Heart and Tabba Kidney Institutes.



T

Technological

Description	Organizational Response
Risk of technological obsolescence	Lucky Cement continues to prioritize technological advancement and innovation as a key driver of operational excellence and long-term competitiveness. The Company regularly invests in modern production technologies and process optimization initiatives to enhance efficiency, product quality, and sustainability. During the year, the Company expanded UC3 technology across all four production lines at its Karachi plant, resulting in improved production efficiency, reduced coal consumption, and enhanced production capacity. The Company also continues to leverage state-of-the-art Vertical Cement Mills and other advanced manufacturing technologies across its operations to maintain its leadership position in the industry.
Technological innovation by competitors	The Company remains committed to digital transformation and continuous improvement through the adoption of automation, digital tools, and data-driven decision-making processes. Supported by a team of qualified professionals, Lucky Cement continuously evaluates emerging technologies and industry best practices to strengthen operational resilience, improve productivity, and sustain its competitive advantage. This proactive approach enables the Company to remain at the forefront of technological innovation while adapting effectively to evolving industry dynamics.



L

Legal

Description	Organizational Response
Compliance with the applicable legal and regulatory requirements	Lucky Cement maintains a strong compliance culture supported by dedicated legal, compliance, and governance functions. The Company continuously monitors changes in applicable laws, regulations, and governance requirements to ensure full compliance across its operations. As Pakistan's first Shariah-compliant listed company, Lucky Cement remains committed to adhering to the Shariah Governance Regulations, 2023 and other applicable regulatory frameworks. The Company also benchmarks its governance and disclosure practices against leading corporate institutions through participation in recognized corporate excellence and reporting awards, for e.g. PSX Top 25 awards, MAP Corporate Excellence Awards, CFA Annual Excellence Awards and Best Corporate Report Awards.



E

Environmental

Description	Organizational Response
Environmental footprint, climate change, resource conservation, and sustainability	Environmental stewardship remains a core element of Lucky Cement's business strategy. The Company actively manages its environmental footprint through efficient utilization of natural resources, adoption of cleaner technologies, and investments in renewable energy solutions. During the year, the Company further strengthened its renewable energy portfolio through solar, wind, and Waste Heat Recovery (WHR) projects, increasing total renewable energy capacity to 103.1 MW, enabling approximately 55% of its energy requirements to be met through clean and sustainable sources. Further reinforcing its sustainability agenda, the Company expanded UC3 technology across all four production lines at its Karachi plant, enhancing operational efficiency while reducing coal consumption and associated carbon emissions. In addition, a 15 MW solar project at the Karachi plant is under development and is expected to further increase renewable energy utilization. The Company remains committed to water conservation, emission control, and compliance with all applicable environmental regulations. Advanced bag house filtration systems and continuous environmental monitoring ensure that dust and particulate emissions remain well within the limits prescribed under the National Environmental Quality Standards (NEQS).

The legitimate needs, interests of key stakeholders and industry trends

Lucky Cement takes specific steps to understand the needs and interests of all its stakeholders. By employing innovative and industry leading practices, it sets the industry standards for understanding and meeting its stakeholders' needs.

To continuously exceed the expectations of its customers, Lucky Cement provides products with consistent quality. The Company has invested in an in-house Quality Assurance department, which ensures that its products meet all relevant product standards. The continuous supply of cement across the country is ensured by an in-house Logistics fleet and through long-term contracts with 3rd party transporters. For customers requiring loose cement, Lucky Cement has a large fleet of cement bulkers, ensuring punctual fulfillment of the cement requirements of such customers.

To update the shareholders of the Company's performance and emerging trends in a timely manner, the Company regularly disseminates its periodic financial statements together with directors' comments on performance and future outlook. It also holds investors' briefing sessions on a quarterly basis where analysts' queries are addressed.

Our continuous growth is attributable to engaging reputed and dependable suppliers as our business partners. We have developed multiple sources for the supply of key components and materials which ensure that the Company receives an uninterrupted supply of raw materials required for the production process.

The Company also tailors its CSR activities to create maximum impact on the communities in which it operates. This involves understanding the needs of the communities through regular community visits and interactions with area notables.

Finally, the Company contributes to the national exchequer by paying its share of due taxes on a timely basis. Being one of the largest exporters, the Company regularly brings foreign exchange in the country to strengthen the country's reserves.



SWOT ANALYSIS

Lucky Cement Limited remains committed to creating sustainable value for its stakeholders through operational excellence, innovation, diversification, and prudent risk management. The Company leverages its strengths to capitalize on emerging opportunities, address potential weaknesses, and mitigate external threats. Through a disciplined strategic approach and strong governance framework, the Board and management continuously strive to enhance long-term competitiveness, resilience, and shareholder value.



Strengths

Lucky Cement is the largest cement manufacturer in Pakistan with an annual production capacity of 15.6 million tons, supported by strategically located plants in both the North and South regions of the country.

The Company operates some of the most efficient and technologically advanced production facilities in the industry, enabling superior operational performance and cost competitiveness.

Lucky Cement benefits from a diversified geographic footprint, extensive warehousing infrastructure, and a strong nationwide distribution network comprising more than 252 dealers and distributors.

The Company owns a significant fleet of bulkers and trailers, providing enhanced logistics efficiency and improved customer service capabilities.

Lucky Cement is the only cement manufacturer in Pakistan with dedicated port silos, enabling the export of loose cement and providing a distinct competitive advantage in international markets.

The Company has an international presence through cement operations in Iraq and the Democratic Republic of Congo, providing geographic diversification and access to high-growth markets.

Strategic investments across multiple sectors, including automobiles, chemicals, mobile manufacturing, power generation, renewable energy, and mining, strengthen earnings diversification and reduce dependence on the domestic cement cycle.

The Company has one of the largest renewable energy portfolios in Pakistan's cement sector, comprising solar, wind, and Waste Heat Recovery (WHR) projects with total renewable capacity of 103.1 MW, enabling approximately 55% of energy requirements to be met through sustainable sources.

The successful implementation of UC3 technology across all four production lines at the Karachi plant has enhanced operational efficiency, reduced coal consumption, and strengthened the Company's sustainability profile.



Weaknesses

The Pezu plant's location, while strategically positioned for northern markets and exports, may result in relatively higher transportation and distribution costs for certain domestic markets compared to competitors located closer to major consumption centers.

The cement business remains capital-intensive and exposed to fluctuations in energy, freight, and input costs despite ongoing efficiency initiatives.

Export competitiveness remains sensitive to changes in taxation policies, freight rates, energy costs, and regional market dynamics.



Opportunities

Pakistan's per capita cement consumption remains below many regional peers, providing significant long-term growth potential as economic activity and urbanization continue to expand.

Government investment in infrastructure development, housing projects, dams, transportation networks, and industrial zones is expected to support future cement demand.

Increasing urbanization, population growth, and rising housing requirements present attractive long-term demand drivers for the cement sector.

Growing global emphasis on sustainability and decarbonization presents opportunities for Lucky Cement to capitalize on its investments in renewable energy, energy efficiency, and alternative fuels.

Expansion of international operations and growing export opportunities in regional markets may provide additional avenues for revenue growth and geographic diversification.



Threats

Political uncertainty, macroeconomic volatility, inflationary pressures, and lower economic growth may adversely impact construction activity and cement demand.

Rising energy costs, fuel levies, carbon-related regulations, and increasing logistics costs may continue to exert pressure on operating margins and export competitiveness.

Changes in taxation policies, including export-related taxation and regulatory frameworks, may affect profitability and the attractiveness of export markets.

Intense competition and industry overcapacity may place pressure on pricing and market share in both domestic and export markets.

Climate change, water scarcity, and evolving environmental regulations may require additional investments in sustainability and environmental compliance.

Adverse movements in exchange rates and global commodity prices may impact production costs and profitability.

BRAND EQUITY

Our brand is a testament to excellence. With advanced technology, premium quality products, cutting-edge logistics, sustainable processes and energetic teams, we are privileged to have earned our customers' trust.

Our strategically located plants at the country's Southern business hub and in the rugged northern mountains give us an edge over competition. This combination has facilitated a strong nationwide distribution and retail network; through which we effectively cater to the needs of our consumers. Our strong foothold in the local market strengthens us to explore new horizons globally. Be it export, production processes, advertising or brand equity, we continue to raise the industry bar.



Leading the Way for Sustainable Development in Pakistan

Lucky Cement Limited is one of the largest contributors towards the socio-economic development of the country. May it be the construction of a small-scale housing project or building up of the largest water reservoirs, Lucky Cement Limited has always been the most preferred choice. With our exports to different markets, we bring precious foreign exchange to the country. We are proud partners of Pakistan's leading public and private sector institutions. We are privileged to play a vital role in the socio-economic development of the country by supporting prominent strategic state led institutions. We are also catering to the ever-increasing housing needs of the country by contributing in the development of some of the largest housing schemes projects. Our strong reputation in the government and private sector has also made us the first choice for the Chinese infrastructure development projects under the China Pakistan Economic Corridor (CPEC) initiative. By playing an active role in the nation building, we at Lucky Cement are determined to continue facilitating our partners to build a better tomorrow.



COMPETITIVE LANDSCAPE AND MARKET POSITIONING

The Company's competitive landscape and market positioning in terms of Porter's five-forces model is described below:

As the largest producer of Cement in Pakistan, Lucky Cement has further improved its position as a market leader during the year 2025-26. Over the years, Lucky Cement's operations have grown significantly. Within the country, we have developed a distribution network that allows us to send our domestically produced cement to every part of the country. For quick and timely delivery of cement and to ensure the best possible customer service, Lucky Cement has dedicated warehouses which are strategically located near all the key markets. Our focus remains on carefully designing business strategies for the local market that will maintain and increase our market share.. We always strive to channelize our resources and energies towards the development of new markets and territories with the aim of becoming more accessible to the global construction industry and to cater to the demands of our customers in local and international markets.

Power of Suppliers

The hallmark of our relationship with our suppliers consists of transparency, continuity and the building of shared value. At Lucky Cement, we believe in maintaining our Social and Relationship

Capital to maintain the highest standards of quality. Our continuous growth is attributable to engaging reputed and dependable suppliers as our business partners. Having developed multiple sources for supply of key components and materials, the Company received an uninterrupted supply of raw materials required for the production process throughout the year. Our strong and healthy relationship with our suppliers and esteemed reputation in the Industry ensures that the power of the supplier is managed effectively.

Power of Customers

With customer focus as one of our Core Values, we take proactive approaches, navigate changing expectations and demonstrate business agility to win over our customers and stakeholders. We



remain responsive to our customers' needs and strive to produce high-quality cement which meets their requirements. We put customers at the core of our decisions which helps to manage the power of customers.

Competition and Rivalry

Over the years, Lucky Cement has maintained its position as a market leader in the domestic Cement Industry. We believe in healthy competition to keep us alert and focused towards maintaining our market share, continuously improving our production processes and maintaining the high-quality standards of Cement and Clinker. Our state-of-the-art production facilities, vertical cement mills, efficient use of natural capital, warehouses at strategic locations, export terminal at Karachi Port, smart logistics setup and a dedicated team of highly qualified professionals not only make us a world-class Company but also enable us to stay ahead of the competition.

Threat of New Entrants

Being the largest producer of Cement in Pakistan, with production facilities in the North and South and a marketing and distribution network that stretches across the length and breadth of the country, the threat of new entrants in the cement industry of Pakistan is significantly low. A highly capital-intensive production process, scarcity of raw material, market saturation and limited access to delivery channels are some of the barriers that restrict the entry of a new company in the Cement Industry.

Threat of Substitute Products

The risk of substitute products in the market is nil, because of the nature of product.



THE LEGISLATIVE AND REGULATORY ENVIRONMENT IN WHICH THE ORGANIZATION OPERATES

Lucky Cement operates within a comprehensive and evolving regulatory framework, reflecting the scale and nature of its operations and its status as a publicly listed company. The Company is subject to a wide range of federal, provincial and capital-market requirements and remains under the oversight of relevant regulatory and governmental authorities.

The principal laws and regulatory frameworks relevant to the Company's operations include, among others, the Companies Act, 2017, governing corporate affairs and management; the Sales Tax Act, 1990 and the Federal Excise Act, 2005, governing indirect taxes applicable to cement; the Income Tax Ordinance, 2001, governing taxation of the Company's income; the Competition Act, 2010, addressing anti-competitive conduct; applicable labour and employment laws; federal and provincial environmental laws; provincial mining laws governing mining leases and royalty obligations in respect of raw materials; the Pakistan Stock Exchange Regulations; and the applicable Listed Companies (Code of Corporate Governance) Regulations, which prescribe governance, oversight and compliance requirements for listed companies.

The Company places strong emphasis on legal and regulatory compliance and maintains appropriate internal processes to identify, monitor and mitigate compliance risks and potential liabilities arising from its operations.

The Political and Geopolitical Environment Affecting the Company's Operations and Strategy

The Company's operations and strategic objectives may be influenced by political, economic and geopolitical developments in Pakistan and other jurisdictions relevant to its business. The key developments and their impact during FY26 are discussed in detail in the Directors' Report.

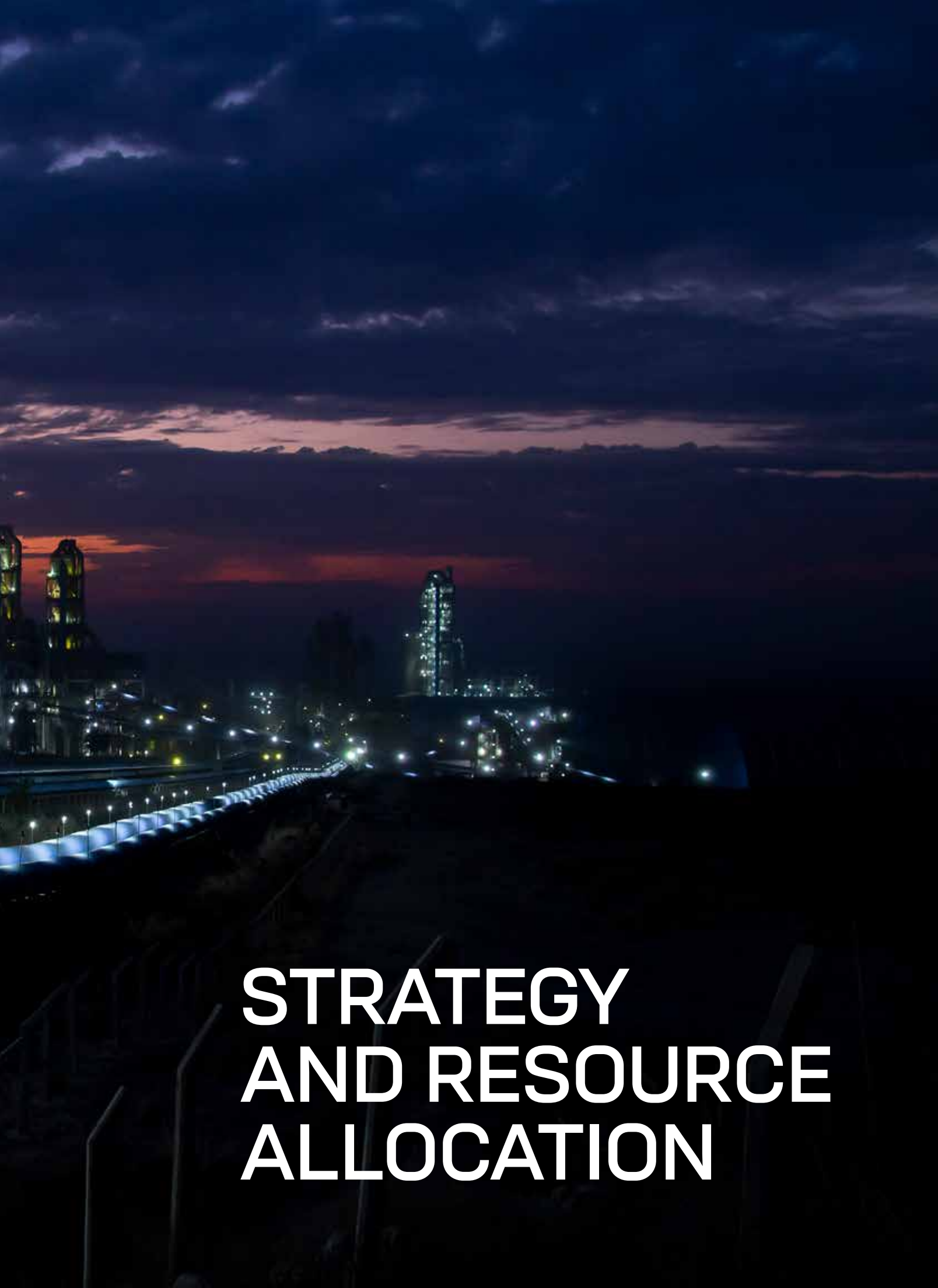
Significant Events During the Year and After the Reporting Period

The significant events during the year ended June 30, 2026, and those occurring after the reporting period, are presented in the 'Calendar of Major Events' and 'Road to Success' sections of this Annual Report.







A nighttime photograph of a cityscape. In the foreground, a multi-lane highway stretches into the distance, with its edges illuminated by a series of blue lights. The city skyline is visible in the background, featuring several tall buildings, some of which are brightly lit. The sky is dark with some clouds, and a hint of orange light from the setting or rising sun is visible on the horizon.

STRATEGY AND RESOURCE ALLOCATION

STRATEGIC OBJECTIVES

To support value creation for all of our stakeholders, Lucky Cement's business is focused on the delivery of the following seven strategic priorities, which aim to increase sustainable growth and improve cost efficiency. Everyone at Lucky Cement has a role to play in delivering these strategic priorities. To help achieve these goals, the management carefully sets up strategies and plans. The strategies put in place to achieve the respective strategic objectives are also mentioned below:

S. No	Strategic Objectives	Strategies in place or intended to be implemented to achieve those strategic objectives	Plan
1	Sustainable Growth / profitability - Growing local market share - Increasing share in the international market - Efficiency - Diversification	Growing local market share Expand market presence and strengthen profitability through optimized market coverage, enhanced customer engagement, and operational excellence. Continue to increase domestic market penetration through a robust distribution and warehousing network while pursuing selective export opportunities in high-retention international markets. Leverage the Company's domestic and international production footprint to enhance competitiveness and support long-term growth.	Short term
		Increasing share in the international market The Company continues to channel its resources towards the development of new markets and strengthening its presence in existing international markets with the objective of enhancing global accessibility and generating valuable foreign exchange earnings for the country. During the year, Lucky Cement sustained the strong export momentum achieved in the preceding year, exporting over 3 million tons of cement by sea and generating export revenues of USD 122 million. The Company continues to export clinker and cement to various markets across South Asia, East Africa, and the Americas, while actively pursuing opportunities in new and emerging markets. In addition, the commissioning of the 1.82 MTPA clinker line and 0.65 MTPA cement grinding mill in Samawah, Iraq, is expected to enhance operational efficiency and strengthen the Company's regional presence. Furthermore, the ongoing expansion of a 1.60 MTPA fully integrated cement plant in the Democratic Republic of Congo (DRC) is expected to significantly expand the Company's international footprint, improve operational synergies, and support the growing demand in the region.	Long Term
		Efficiency Drive operational efficiency and cost leadership through continuous process optimization, deployment of advanced technologies, energy conservation initiatives, and enhanced utilization of existing assets. During the year, the Company expanded UC3 technology across all four production lines at its Karachi plant, improving efficiency, reducing coal consumption, and increasing production capacity.	Short Term
		Diversification Diversify earnings streams through strategic investments in high-growth sectors including automobiles, chemicals, mobile manufacturing, energy, renewable energy, and mining, thereby enhancing long-term shareholder value and reducing dependence on the domestic cement cycle.. The company has invested in National Resources (Pvt) Limited (NRL), a joint venture established to carry out activities in the field of exploration and mining of metals (mainly gold and copper).	Long Term

S. No	Strategic Objectives	Strategies in place or intended to be implemented to achieve those strategic objectives	Plan
2	Organizational Development and Talent Management	Foster a high-performance culture through merit-based performance management, employee development programs, succession planning, and leadership development initiatives. Continue to strengthen employee engagement through regular feedback mechanisms, training programs, and cross-functional exposure through job rotations.	Medium Term
3	Environment Social and Governance	Integrate sustainability into business strategy through investments in renewable energy, energy efficiency, environmental stewardship, and community development initiatives. The Company currently operates one of the largest renewable energy portfolios in Pakistan's cement sector, comprising solar, wind, and Waste Heat Recovery (WHR) projects with total renewable capacity of 103.1 MW. A further 15 MW solar expansion at the Karachi plant is expected to strengthen renewable energy utilization and support the Company's long-term decarbonization objectives.	Long Term
4	Upgradation of IT infrastructure and enhancement of automation	Continue upgrading IT infrastructure, strengthening cybersecurity frameworks, and enhancing business continuity capabilities. Accelerate digitalization through automation of business processes, implementation of advanced analytics, and deployment of data-driven management reporting tools to improve decision-making, operational visibility, and organizational efficiency.	Medium Term



UNDERSTANDING OUR BUSINESS MODEL

Every element of our business model is unique to our Company and has a role to play in our future long-term success. Following are the resources and relationships we depend on to create value:



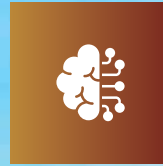
Financial Capital

Our business activities require financial capital, which includes shareholders' equity and reinvested cash.



Manufactured Capital

As one of the largest producers and exporters of cement in Pakistan, we have production facilities in Karachi and Pezu with state-of-the-art Vertical Cement Mill, WHR, Solar, Wind, TDF dual fuel resources, warehouses at different cities, and export terminal at Karachi Port.



Intellectual Capital

Our intellectual property includes our Enterprise Resource Planning (ERP) / business process management software SAP S/4 HANA and our best-in-class systems and procedures.



Human Capital

Our people bring talent and strong capabilities relevant to all aspects of our business, from community and customer relations to the innovative thinking necessary to drive value growth and efficiency.



Social Capital

Our social license to operate is due to our reputation and the trust of key stakeholders. Our most valuable stakeholder relationships are with our investors, our community, employees, customers, suppliers and partners, as well as government and regulators.

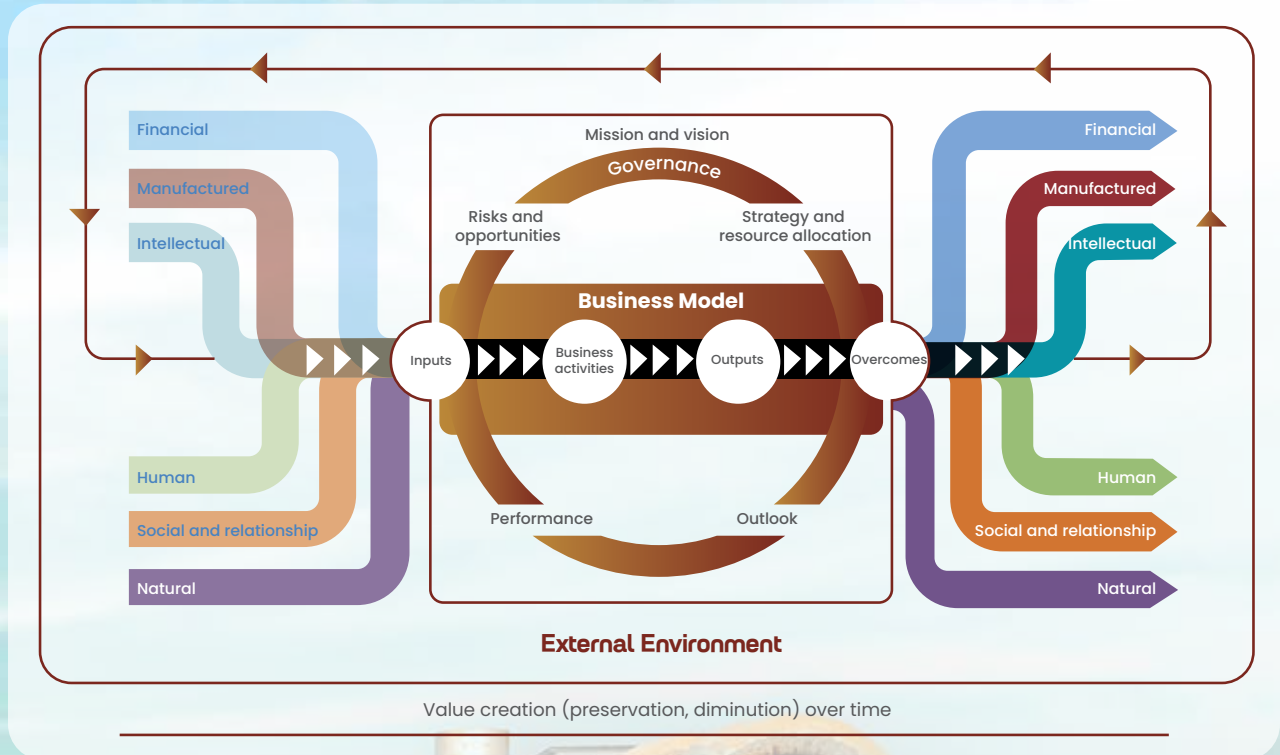


Natural Capital

Cement and clinker production require coal, limestone, clay and gypsum, which we seek to source responsibly and use efficiently.

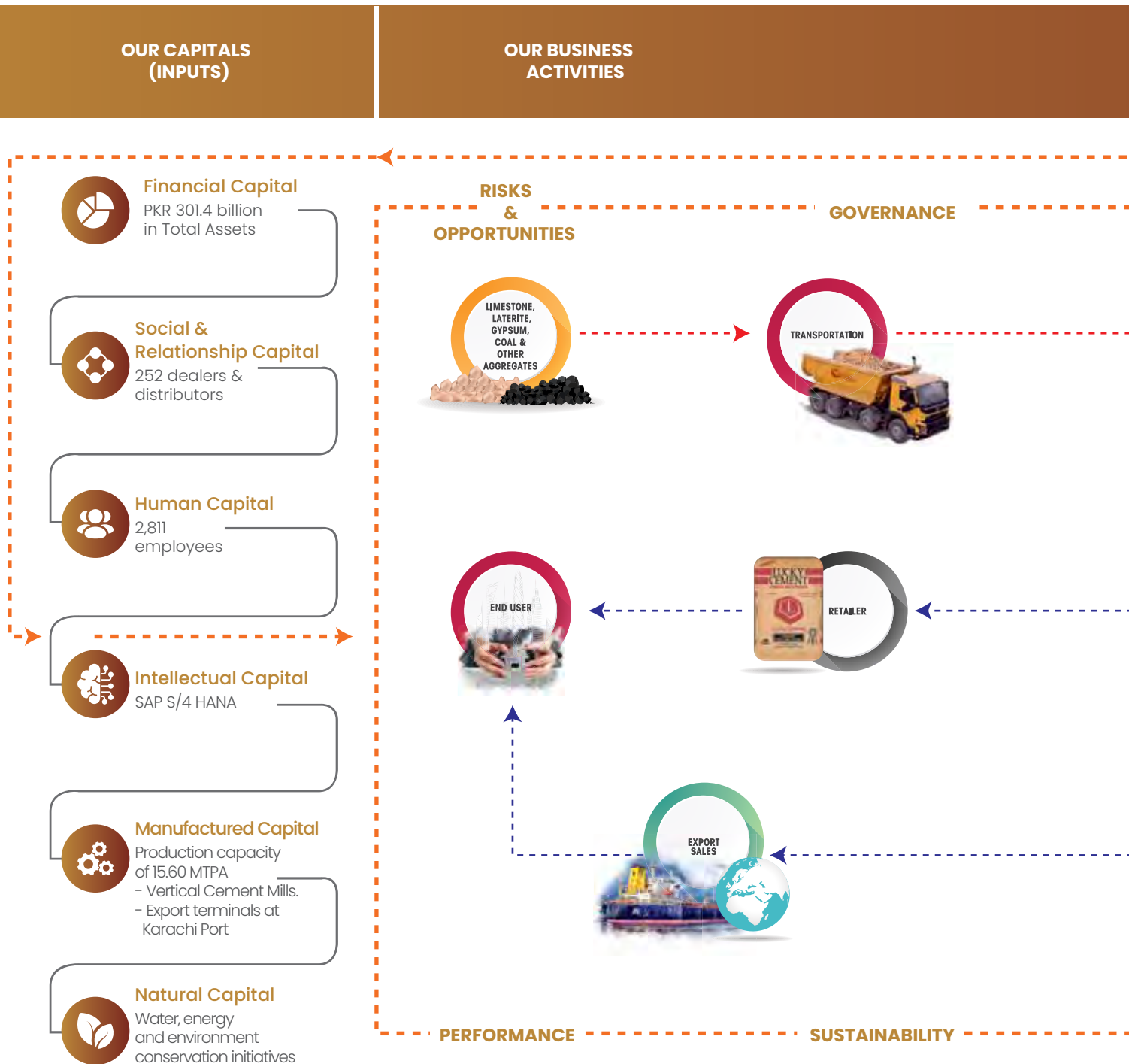


Our Business Model and Value Creation Process



BUSINESS MODEL

Our system of transforming inputs through business activities into outputs and outcomes that aims to fulfil the organization's strategic purposes and create value over the short, medium and long term is presented below:



Financial Capital:
PKR 301.4 billion in Total Assets



Social & Relationship Capital:
252 dealers & distributors



Human Capital:
2,811 employees



Intellectual Capital:
SAP S/4 HANA



Manufactured Capital:
Production capacity of 15.60 MTPA - Vertical Cement Mills. - Export terminals at Karachi Port

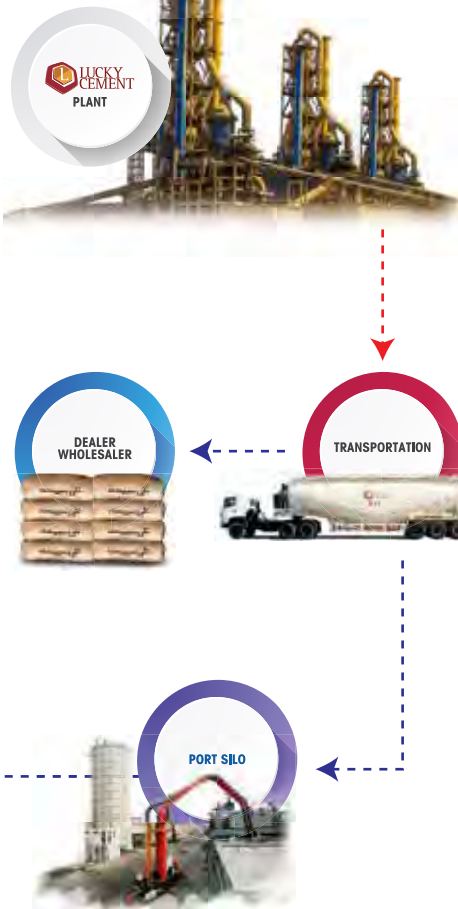


Natural Capital:
Water, energy and environment conservation initiatives

OUR CAPITALS VALUE GENERATED & ADDED TO SOCIETY

CONTRIBUTING TO THE UNITED NATIONS SUSTAINABILITY DEVELOPMENT GOALS

STRATEGY & RESOURCE ALLOCATION



OUTLOOK

Financial Capital

- Profit after tax of PKR 46.6 billion
- PKR 82.7 billion contributed to Government treasury

Social & Relationship Capital

- New dealerships
- Better relationship with clients
- Customer satisfaction

Human Capital

- Talent development
- Diversity promotion in workplace

Intellectual Capital

- Efficient structures & processes
- Work from home availability

Manufactured Capital

- Annual sales of 9.61 million tonnes
- Market share of 19.0%

Natural Capital

- Better use of Natural Resources
- Active contribution towards UN SDG 2030



Financial Capital: - Profit after tax of PKR 46.6 billion - PKR 82.7 billion contributed to Government treasury



Social & Relationship Capital: - New dealerships - Better relationship with clients - Customer satisfaction



Human Capital: - Talent development - Diversity promotion in workplace



Intellectual Capital: - Efficient structures & processes - Work from home availability



Manufactured Capital: Annual sales of 9.61 million tonnes - Market share of 19.0%



Natural Capital: Better use of Natural Resources - Active contribution towards - 2030

RESOURCE ALLOCATION PLANS TO IMPLEMENT THE STRATEGY

We aspire to be the leaders in sustainable performance. Our challenge is to continually improve the efficiency of our operations, putting customers at the core of our decisions through strategic management of costs and investments, while efficiently managing the allocation and cost of capitals. To achieve its strategic objectives, the Company deploys various resources at its disposal in a planned manner. Our value-creation model is aimed at delivering the optimum value for all our stakeholders, in various means and forms.

Financial Capital

The Company maintains a prudent and resilient capital structure comprising shareholders' equity and Shariah-compliant financing facilities. Management continuously monitors liquidity, capital allocation, and funding requirements to ensure adequate financial flexibility for executing strategic priorities.

To support future growth, the Company relies on a balanced mix of internally generated cash flows, efficient working capital management, and competitively priced Shariah-compliant financing. Strong relationships with leading financial institutions enable the Company to access funding for strategic investments, capacity enhancements, and renewable energy projects opportunities while maintaining a sound financial position.

Manufactured Capital

The Company continues to leverage its extensive manufacturing infrastructure, power generation facilities, logistics network, warehouses, and port handling capabilities to support sustainable growth and operational excellence.

In line with its strategy of maintaining industry leadership and strengthening energy security, the Company has invested significantly in renewable energy and operational efficiency initiatives. The Company's renewable energy portfolio now comprises 103.1 MW of solar, wind, and Waste Heat Recovery (WHR) capacity, enabling approximately 55% of total energy requirements to be met through clean and sustainable sources. Furthermore, a 15 MW solar expansion project at the Karachi plant is expected to further enhance renewable energy utilization and reduce reliance on conventional energy sources.

Intellectual Capital

Innovation, technology, and digital transformation remain key enablers of the Company's long-term strategy. Lucky Cement continues to strengthen its intellectual capital through investments in advanced manufacturing technologies, digital systems, process automation, and data-driven decision-making.

The Company was among the pioneers in implementing SAP S/4HANA, enabling enhanced operational integration, improved governance, and stronger internal controls. During the year, the Company further strengthened operational efficiency through the implementation of UC3 technology across all four production lines at the Karachi plant, resulting in reduced coal consumption, improved productivity, and increased production capacity. The Company also maintains internationally recognized certifications for quality, health, safety, environmental management, and information security systems.

Human Resources

Human capital is an asset and plays an important role in our success. Our Core Values, Code of Conduct and HR policies provide an outline which serves as a guiding force for the whole organization. The Company gives key consideration to Human Resource Management. A full-fledge HR department is established which is supervised by HR & RC of the Board of Directors.

To implement its strategies, the Company has hired team of professionals with significant expertise in latest technologies who proficiently design ways for improving and upgrading our production process, devise marketing strategies and strengthen control systems.

Social and relationship capital

The Company remains committed to maintaining strong and mutually beneficial relationships with its stakeholders, including customers, employees, shareholders, regulators, suppliers, local communities, and business partners.

As a responsible corporate citizen, Lucky Cement actively supports initiatives in healthcare, education, community development, and social welfare through various philanthropic and community engagement programs. The Company also continues to prioritize workplace safety, environmental stewardship, and responsible business practices, reinforcing its reputation as a trusted and responsible corporate institution.

Natural Capital

The Company recognizes the importance of responsible stewardship of natural resources and remains committed to minimizing its environmental footprint through efficient resource utilization and sustainable operating practices.

Through investments in renewable energy, energy-efficient technologies, alternative fuels, water conservation initiatives, and environmental management systems, the Company continues to reduce its reliance on conventional resources while supporting its long-term sustainability objectives. Advanced emission control systems and continuous environmental monitoring ensure compliance with applicable environmental regulations and standards.

Availability, Quality and Affordability of Capital

The Company has access to the financial, manufactured, intellectual, human, social, and natural capitals required to successfully execute its strategic objectives. Management continuously evaluates the quality, availability, and efficient allocation of these capitals to ensure sustainable value creation and long-term competitiveness.

Supported by a strong financial position, operational excellence, technological capabilities, and a skilled workforce, the Company remains confident in its ability to create enduring value for all stakeholders.

KEY RESOURCES AND CAPABILITIES WHICH PROVIDE US SUSTAINABLE COMPETITIVE EDGE

Lucky Cement, being one of the largest producer of Cement in Pakistan strives to efficiently deploy and manage its resources and capabilities, which ensure that it remains the market leader in sustainable performance. Due to Company's various strategic decisions and initiatives, following are some of the key resources and capabilities, which provide Lucky Cement sustainable competitive advantage:

Nationwide Presence

Lucky Cement's strategically located production facilities in Karachi and Pezu provide access to both domestic and export markets, enabling efficient market coverage across Pakistan. Supported by an extensive warehousing network, marketing offices across major cities, and one of the largest logistics fleets in the industry, the Company is well-positioned to serve customers efficiently while optimizing transportation and distribution costs.

The Company's unique port infrastructure and dedicated export facilities further strengthen its ability to access international markets and maintain its leadership position in the cement sector.

International Footprint

A strong international presence remains a key pillar of Lucky Cement's long-term growth strategy. The Company was the first Pakistani cement manufacturer to establish overseas joint venture cement operations, reflecting its commitment to geographic diversification and sustainable growth.

In Iraq, Lucky Cement operates a 1.7 MTPA grinding plant in Basra, which has been operational since 2014, and a 1.3 MTPA integrated cement manufacturing plant in Samawah, which commenced operations in 2021. The Company further strengthened its position in the Iraqi market through the successful commissioning of a 1.82 MTPA clinker production line and a 0.65 MTPA cement grinding unit at Samawah. These investments have enhanced operational flexibility, improved clinker self-sufficiency, and positioned the Company to capitalize on future growth opportunities in the region.

In the Democratic Republic of Congo (DRC), Lucky Cement's 1.3 MTPA integrated cement plant has been operational since 2016 and continues to maintain a strong market presence. To support the growing demand for cement

and reinforce its market leadership, the Company has announced an expansion of 1.6 MTPA through a new fully integrated cement manufacturing line, which will increase total capacity in the DRC to 2.9 MTPA upon completion.

Through these strategic investments, Lucky Cement continues to strengthen its international footprint, diversify earnings streams, and enhance long-term shareholder value.

Diversified Businesses

Over the years, Lucky Cement has evolved into a diversified business group through strategic investments in chemicals, automobiles, mobile phone manufacturing, power generation, and mining. These businesses contribute significantly to the Group's profitability, provide multiple growth avenues, and reduce reliance on the cement sector. The diversified portfolio strengthens resilience against economic and industry-specific challenges while supporting sustainable long-term value creation for shareholders.

Regular Technological Upgrades

Lucky Cement has continuously invested in technological upgrades by installing new and more efficient production lines and vertical cement mills.

Energy Efficiency and Reduction Of Co2

Lucky Cement Limited has expanded its renewable energy portfolio with a 42.8 MW solar power plant with 5,589 MWh storage at Pezu, a 31.5 MW solar project at Karachi, and a 28.8 MW wind project, together producing over 212 GWh annually and reducing over 275,000 tonnes of CO₂ emissions. The Pezu project is the largest on-site captive solar plant in Pakistan, while the 20.7 MW/22.7 MWh Battery Energy Storage System (BESS) at Karachi further enhances reliability. All projects are registered under the I-REC standard, reaffirming the Company's commitment to sustainability.

Export Terminal at Karachi Port for Loose Cement

We are the first and only cement company to own a state-of-the-art export terminal at Karachi Port. These cement silos have the capacity to store 24,000 tons of cement.

Advanced Quality Control

Our highly advanced quality control systems guarantee product dependability, quality, and customer satisfaction. We focus on manufacturing premium quality cement through highly advanced quality control systems equipped with the latest technology including DCS, PLCs and X-Ray analyzers.

Economies of Scale

The benefits of utilizing state-of-the-art technology and latest infrastructure accrue in the form of lower costs of production. Our operational process cost is constantly reviewed to reduce the same on a sustainable basis and to bring in further efficiencies by process improvements.

Smart Logistics Setup and Chain Management

With an enviable array of business partners in every domain, our fully integrated supply chain is a key source of competitive advantage for its business. This advantage is maximized via the Company's logistics fleet operations, customized for inbound and outbound goods as well as customer requirements and locations.

We have an articulated fleet of around One hundred and Eighty Three (183) prime movers, with over seventy-nine (79) bulkers, and a total of hundred and forty four (144) trailers/tipping trailers (58 Flatbed trailers, 85 tipping trailers and one side tipper). This fleet is managed expertly by a team of highly qualified professionals to ensure the highest levels of service and efficiency from plant to premises, thus keeping us ahead of the competition. A well synchronized logistics' system does not only strengthen the overall capabilities of the Company, but is also a source of immense cost advantage in this highly competitive industry.

The Company's integrated sales structure offers superior quality cement within the shortest possible lead-time. The service levels achieved by dedicated logistics solution available have now encouraged the Company to expand the fleet and enhance its capabilities in terms of fast and secure transportation through its own fleet.

Human resources

Through various initiatives including expansions and technological upgrades, international projects, extensive trainings and promoting the culture of transparency, Lucky Cement has developed the skill set of its human resources which play a vital role in providing it the edge over its competitors.

VALUE CREATED BY THE BUSINESS USING THESE RESOURCES AND CAPABILITIES

By using the resources and capabilities at its disposal, Lucky Cement creates value for its stakeholders in the following manner:



Shareholders

Provide high return on investment



Employees

Provision of safe and inclusive working environment. Exposure to new challenges to develop work-force.



Customers

Provision of high-quality cement



Communities

Investment in health, education and skills development



Suppliers and service providers

Building long-term partnerships



Government

Contribution to national exchequer and generating economic value for the society

FACTORS AFFECTING COMPANY'S STRATEGY AND RESOURCE ALLOCATION PLANS

Technological changes:

Technological innovation remains a key driver of Lucky Cement's strategy and long-term competitiveness. The Company continuously invests in advanced manufacturing technologies, process automation, digital transformation, and data analytics to enhance operational efficiency, optimize costs, and strengthen decision-making capabilities. During the year, the Company expanded UC3 technology across all four production lines at its Karachi plant, resulting in improved production efficiency, reduced coal consumption, and increased production capacity. Through continuous modernization and adoption of emerging technologies, Lucky Cement remains well-positioned to sustain its industry leadership and operational excellence.

Societal issues:

Lucky Cement remains committed to creating sustainable value for society through its continued focus on education, healthcare, community development, and social welfare initiatives. The Company actively contributes to the well-

being of communities surrounding its operations through scholarships, vocational training programs, healthcare initiatives, and capacity-building projects. Internally, the Company prioritizes employee well-being through robust health, safety, and environmental practices, fostering a safe, inclusive, and productive workplace. These initiatives reflect Lucky Cement's commitment to responsible corporate citizenship and long-term stakeholder value creation.

Environmental challenges:

Environmental sustainability remains a key consideration in the Company's strategic planning and resource allocation decisions. Recognizing the increasing challenges posed by climate change, carbon emissions, resource scarcity, and evolving environmental regulations, Lucky Cement



COMPANY'S ATTITUDE TO RISK AND MECHANISMS FOR ADDRESSING INTEGRITY AND ETHICAL ISSUES

continues to invest in sustainable and energy-efficient solutions. The Company has developed one of the largest renewable energy portfolios in Pakistan's cement sector, comprising solar, wind, Waste Heat Recovery (WHR), and Battery Energy Storage Systems (BESS). These investments not only reduce reliance on conventional energy sources and lower carbon emissions but also enhance energy security and operational resilience. By integrating sustainability considerations into its growth strategy, Lucky Cement continues to support long-term value creation while minimizing its environmental footprint.

Apart from having a Code of Conduct for the employees, the Company has also developed a comprehensive yet simple whistle blowing policy, where any stakeholder can blow a whistle regarding any ethical, improper or illegal behavior or conduct of any colleague or supervisor. The complaints are investigated independently by the Ethics Committee, which is empowered to take appropriate actions warranting the situation. Details of whistle blown and actions taken are reported to the highest level in the organization.

KEY PERFORMANCE INDICATORS (KPIs)

We measure the progress towards achievement of Company's strategic objectives with these Key Performance Indicators. The management regularly analyzes these indicators to better gauge the Company's performance against predefined benchmarks.

Strategic Objective	Area of Impact	KPIs monitored	Future Relevance
Growing local market share	Financial Capital	Sales Volume Market share indexing	The KPIs will continue to remain relevant in the future
Increasing share in the international market	Financial Capital	Sales volume in traditional export markets Development of new export markets	
Efficiency	Manufactured Capital, Intellectual Capital	Production efficiency and activity ratios	
Diversification	Financial Capital	Investment portfolio Return on equity	
Sustainable Development	Natural Capital	Water and energy conservation Continuous support for community development Commitment towards UN SDGs 2030	
HR Excellence	Human Capital	Climatic Surveys Employee engagement Retention ratios	
Upgradation of IT infrastructure and enhancement of automation	Financial Capital / Intellectual Capital	Upgradation of infrastructure, Operating system and ERP. Digitalization and automation of processes.	

Company's Sustainability Strategy

At Lucky Cement, sustainability is a vital commitment towards ensuring a better future for our planet and generations to come. Guided by our core values of innovation, excellence, and responsibility, our sustainability strategy encapsulates our vision for a greener tomorrow.

We understand the urgency of addressing climate change. Through innovative technologies, energy-efficient processes, and investments in renewable energy sources, we aim to significantly reduce our carbon footprint and lead the way towards a low-carbon cement industry. Our target is to ensure 100% compliance with Environmental Quality Standards (EQS) limits of Particular Matter, Sulfur Dioxide, Oxides of Nitrogen and Carbon Monoxide, which are regularly monitored and reported.

By promoting recycling, we pledge to reduce our consumption of virgin materials and minimize waste generation. Our aim is to transform waste into valuable resources, demonstrating our dedication to responsible production and consumption.

As stewards of the environment, we are committed to protecting and enhancing biodiversity around our operations. We actively engage with local communities and environmental experts to identify areas of ecological importance and implement measures that safeguard local ecosystems. Our goal is to leave a positive impact on the natural world while fostering harmony between our operations and the environment. Every year we set targets for tree plantations in and around our plants.

We are committed to working closely with our suppliers to ensure they adhere to ethical and sustainable practices. By promoting responsible sourcing, we aim to create a ripple effect of positive change throughout the industry, from raw material extraction to the end product.

Our success is intertwined with the well-being of the communities where we operate. Through targeted initiatives in education, healthcare, and skill development, we seek to uplift these communities and create a better quality of life. By fostering strong partnerships and transparent communication, we strive to be a force for positive change and progress.

At Lucky Cement, sustainability is not just a strategy; it's our responsibility towards the planet and future

generations. By embracing innovation, fostering collaboration, and redefining industry norms, we are confident in our ability to create a world where economic growth coexists harmoniously with environmental preservation.

Significant Plans and Decisions Such as Corporate Restructuring, Business Expansion And Discontinuation of Operations

The Board of Directors wishes to assure stakeholders that the Company has no plans to undertake any corporate restructuring or discontinue any of its operations. The Company remains focused on pursuing sustainable growth through strategic investments, operational excellence, and prudent capital allocation.

During the year, the Company continued to strengthen its operational and renewable energy infrastructure. In addition to the successful completion of the 28.8 MW Wind Power Project at the Karachi plant, the Company expanded UC3 technology across all four production lines at Karachi, enhancing operational efficiency and reducing coal consumption. Furthermore, a 15 MW solar power project at the Karachi plant is currently under development and is expected to further increase renewable energy utilization. The Company also continues to progress on its international expansion initiatives, including the recently commissioned clinker line and grinding mill in Samawah, Iraq, and the ongoing expansion of the integrated cement plant in the Democratic Republic of Congo (DRC). Further details regarding these projects are provided in the Directors' Report.

Business Rationale for Major Capital Expenditure

Lucky Cement Limited remains committed to creating long-term value through disciplined capital allocation, operational excellence, and strategic investments. The Company's capital expenditure decisions are guided by the objectives of enhancing operational efficiency, reducing costs, supporting sustainable growth, and strengthening its competitive position.

Over the past few years, the Company has undertaken significant investments in manufacturing capacity, renewable energy, and technological advancement. Following the successful commissioning of the 3.15 MTPA brownfield expansion at the Pezu plant, the Company expanded its renewable energy portfolio through investments in solar, wind, Waste Heat Recovery (WHR), and Battery Energy Storage Systems (BESS). These investments have increased the Company's renewable energy capacity to 103.1 MW, enabling approximately 55% of its energy requirements to be met through clean and sustainable sources. During the year, the Company also implemented UC3 technology across all four production lines at its Karachi plant, improving production efficiency, increasing capacity, and reducing coal consumption.

The Board of Directors reviews and approves capital expenditure plans on a regular basis to ensure alignment with the Company's strategic objectives and long-term value creation agenda.

Strategy to manage repayment of debts

The Company has consistently met all of its financial obligations in a timely manner and maintains a strong track record of prudent financial management. Supported by a robust business model, operational efficiencies, diversified revenue streams, and healthy cash flow generation, the Company remains well-positioned to meet its debt servicing requirements.

The Company's liquidity management framework focuses on maintaining an optimal balance between operational funding requirements, capital expenditure commitments, and financial obligations. Cash flow forecasts are regularly monitored to ensure adequate liquidity under various operating scenarios. In addition, the Company maintains strong relationships with leading financial institutions and has access to sufficient funding sources to support future growth initiatives.

Given its strong financial position, disciplined capital allocation practices, and ability to generate sustainable cash flows, management believes that the Company faces no material risk in meeting its current and future debt obligations.

HUMAN RESOURCE EXCELLENCE

Attracting, Assessing, Onboarding & Retaining Talent

Developing talent to drive sustainable growth

At Lucky Cement Limited, our employees are the cornerstone of our sustained success and competitive advantage. We remain committed to attracting exceptional talent, integrating new hires into our organizational culture and creating an environment where they can thrive and contribute meaningfully. Through a structured approach to talent acquisition, effective onboarding and ongoing employee engagement, we ensure a positive and rewarding experience throughout the employee lifecycle.

During the year, we further strengthened our recruitment practices by fully integrating our Core

and Functional Competency Framework into the talent acquisition process. Every position is now evaluated against clearly defined competencies, enabling a consistent, transparent and merit-based selection process. This focused approach allows us to identify candidates whose skills, capabilities and values closely align with the Company's strategic priorities and organizational culture.

Our competency framework also serves as a key enabler of talent development and organizational capability building. By establishing clear expectations for each role, it facilitates objective performance assessment, identifies development opportunities and supports targeted learning interventions. The framework empowers employees to better understand their growth opportunities while providing managers with meaningful insights



to support talent development, succession planning and informed workforce decisions.

We continue to foster a workplace that values continuous learning, professional development and internal career progression. By investing in our people, we strengthen organizational capability and build a resilient workforce that is well-positioned to support the Company's long-term strategy and sustainable growth.

Performance Management

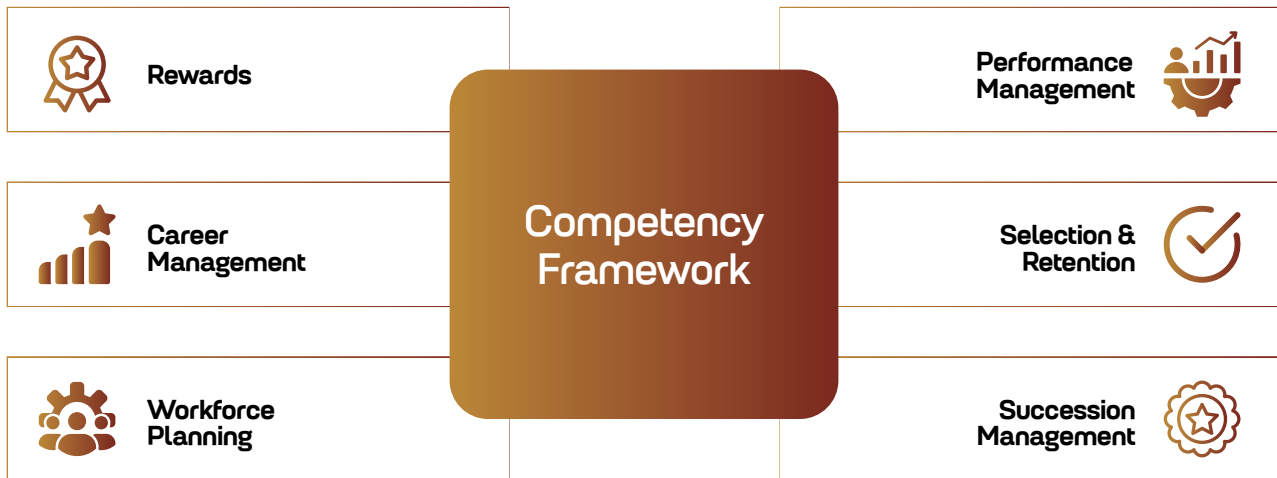
Driving Performance, Enabling Growth

Our Performance Management Framework fosters a high-performance culture built on accountability, continuous development and results. By aligning

individual and team objectives with the Company's strategic priorities, we ensure that every employee contributes meaningfully to our long-term business goals.

The performance management cycle begins with the translation of corporate objectives into divisional and individual goals, creating a clear line of sight between employee contributions and organizational success. Annual objectives are jointly established by employees and managers using the SMART (Specific, Measurable, Achievable, Relevant and Time-bound) framework, while regular performance discussions throughout the year provide timely feedback, encourage continuous improvement and ensure alignment with evolving business needs.





The year-end performance review provides a comprehensive assessment of achievements and serves as the basis for decisions relating to performance recognition, career progression, succession planning and targeted learning and development initiatives. This structured and transparent approach reinforces our commitment to meritocracy, fairness and continuous improvement.

By positioning performance management as a catalyst for individual growth and organizational excellence, we continue to strengthen employee engagement, enhance organizational capability and support the Company's sustainable growth journey.

TOTAL REWARDS

Rewarding Performance, Supporting Well-being

At Lucky Cement, Total Rewards philosophy is designed to recognize performance, enhance employee well-being and strengthen our employee value proposition. Beyond competitive compensation, we offer a comprehensive rewards framework that supports the diverse needs of our workforce while fostering a culture of engagement and high performance.

During the year, we further enhanced our rewards framework through regular benchmarking against a diversified peer group and market salary surveys to ensure our compensation practices remain competitive, equitable and aligned with industry standards. These reviews support our ability to attract, retain and motivate high-performing talent while reinforcing fairness and transparency across the organization.



By continuously aligning our Total Rewards strategy with business priorities and employee expectations, we remain committed to fostering a motivated, engaged and high-performing workforce while reinforcing our position as an employer of choice.

Health, Safety & Environment

Caring for People, Protecting the Environment

Protecting the health, safety and well-being of our employees while minimizing our environmental footprint remains a fundamental priority at Lucky Cement Limited. Through a proactive Health, Safety & Environment (HSE) framework, we continue to embed international best practices across our operations, fostering a culture where safety, sustainability and operational excellence go hand in hand.

Our HSE framework is supported by comprehensive policies, regular training, workplace inspections, and continuous improvement initiatives that strengthen risk management and promote accountability at every level. This commitment is reinforced through internationally recognized certifications, including ISO 45001 (Occupational Health & Safety Management System), ISO 14001 (Environmental Management System), and ISO 9001 (Quality Management System).

During the year, we extended our safety initiatives beyond the workplace by providing employees with essential home safety equipment, including fire extinguishers, first aid kits, fire balls and emergency flashlights, as part of our World Day for Safety and Health at Work campaign. This initiative reflected our commitment to safeguarding the well-being of employees and their families.

On World Environment Day, employees were encouraged to contribute to a greener future through the distribution of plants, promoting tree plantation and environmental awareness within their homes and communities.

These initiatives reflect our ongoing commitment to creating a safe, healthy and environmentally responsible workplace while supporting sustainable business performance and long-term value creation.

Industrial Relations

Sustainable culture based on trust and fairness

A harmonious and stable industrial relations environment continues to be a cornerstone of our organizational strength. We remain committed to nurturing a workplace built on transparency, mutual respect and consistent engagement between management and employees at every level.

Equitable compensation remains central to how we value our workforce, ensuring employees are fairly rewarded in line with their roles and contributions. Our commitment to employee welfare goes beyond statutory requirements. Our comprehensive medical coverage extended to employees and their dependents reflects our continued focus on holistic well-being of employees.

Across our Plants and all offices, dedicated HR and IR functions remain focused on strengthening industrial harmony ensuring full compliance with applicable labor legislation, resolving grievances through transparent processes and reinforcing practices that are fair and consistent for all employees. Our tribunal committee continues to serve as an impartial platform for dialogue, enabling timely and equitable resolution of workplace matters.

We remain focused on deepening this culture of openness and trust to ensure that every employee's voice is heard and our workplace remains one defined by fairness, dignity and shared purpose.

Succession Planning

Building a Future-Ready Leadership Pipeline

Developing future leaders remains our strategic priority ensuring leadership continuity and organizational resilience as the company continues to grow. Our succession planning framework is designed to identify, develop and prepare high-potential talent to assume critical leadership roles. Guided by our 'build-from-within' philosophy, we prioritize filling leadership and critical positions through internal promotions wherever

feasible to foster meaningful career progression while preserving institutional knowledge and strengthening leadership continuity.

Employees' potential is assessed through a rigorous and transparent talent identification process incorporating multiple psychometric assessments to identify High Potentials (HiPos) and validate succession candidates for critical positions. Each identified successor undergoes a comprehensive gap analysis to evaluate current capabilities, development needs and future readiness. Using our Victory Stand methodology, every critical role is mapped with successors across three readiness categories 'Ready Now', 'Ready within 1–3 Years' and 'Ready beyond 3 Years' allowing targeted development interventions and ensuring continuity across the leadership pipeline.

To accelerate leadership readiness, identified successors are provided with cross-functional exposure, stretch assignments and structured mentoring. Additionally, we proactively identify, engage and assess external talent through the same structured competency-based recruitment and assessment process to ensure that no critical position remains exposed to succession risk.

Succession planning is embedded as a continuous and evolving talent management process that strengthens organizational capability, enhances business resilience and supports sustainable growth. By maintaining a diverse and future-ready leadership pipeline, we are well positioned to respond to evolving business needs while empowering our people to realize their full leadership potential.

Diversity, Equity & Inclusion (DE & I)

Building an Agile and Inclusive Workplace

At Lucky Cement, we believe that diversity of thought, equitable opportunities and an inclusive culture are fundamental to innovation, organizational excellence and sustainable growth. We are committed to fostering an agile workplace where every employee is respected, valued and empowered to contribute to the company's success.

Our people practices are founded on a merit-based philosophy, where performance, capability and potential remain the only measures of growth and career advancement. By promoting fairness, transparency and equal opportunity across all talent processes, we continue to build an environment where individuals can thrive irrespective of gender or background.

As part of our DE&I journey, we also place a special focus on women empowerment by creating opportunities that enhance women's participation, professional development and leadership representation across the organization. Through targeted learning initiatives, mentoring, awareness programs and policies that support work-life integration, we are enabling more women to realize their full potential and contribute meaningfully to business success.

By embedding Diversity, Equity and Inclusion into our culture and people practices, we continue to strengthen organizational capability, enrich decision-making and cultivate a high-performing workforce that reflects our values and supports the Company's long-term growth.

Job Rotation

Developing versatile talent through cross-functional exposure

Developing well-rounded talent remains a key pillar of our people strategy. Our job rotation program is designed to broaden employees' functional expertise, enhance organizational understanding and strengthen leadership capability by providing structured exposure to diverse roles, business functions and operating environments.

During the year, employees were provided with opportunities to undertake cross-functional and cross-location assignments within Pakistan as well as international placements. These experiences enabled participants to gain broader business perspectives, develop new capabilities and strengthen their ability to navigate diverse operational and cultural environments.

Job rotation continues to play a pivotal role in accelerating leadership development by equipping employees with broader business acumen, enhanced decision-making capabilities and greater adaptability to evolving business needs. As an integral component of our talent management strategy, it supports succession planning, strengthens organizational capability and reinforces our commitment to developing leaders who are prepared to drive the Company's long-term growth and success.

Talent Development

Building people capability

At Lucky Cement, we believe our people are our greatest strength. We continue to invest in learning and development initiatives that enhance capabilities, foster professional growth and support the company's long term strategic objectives. Our talent development approach is focused on building a skilled, agile and future-ready workforce.

During the year, we further embedded our Core and Functional Competency Framework across key talent management processes, including recruitment, performance management, learning and development and career planning. The framework provides employees with clear visibility of the behavioral and functional competencies required for success, enabling them to identify development needs and build Individual Development Plans (IDPs) aligned with both business priorities and career aspirations.

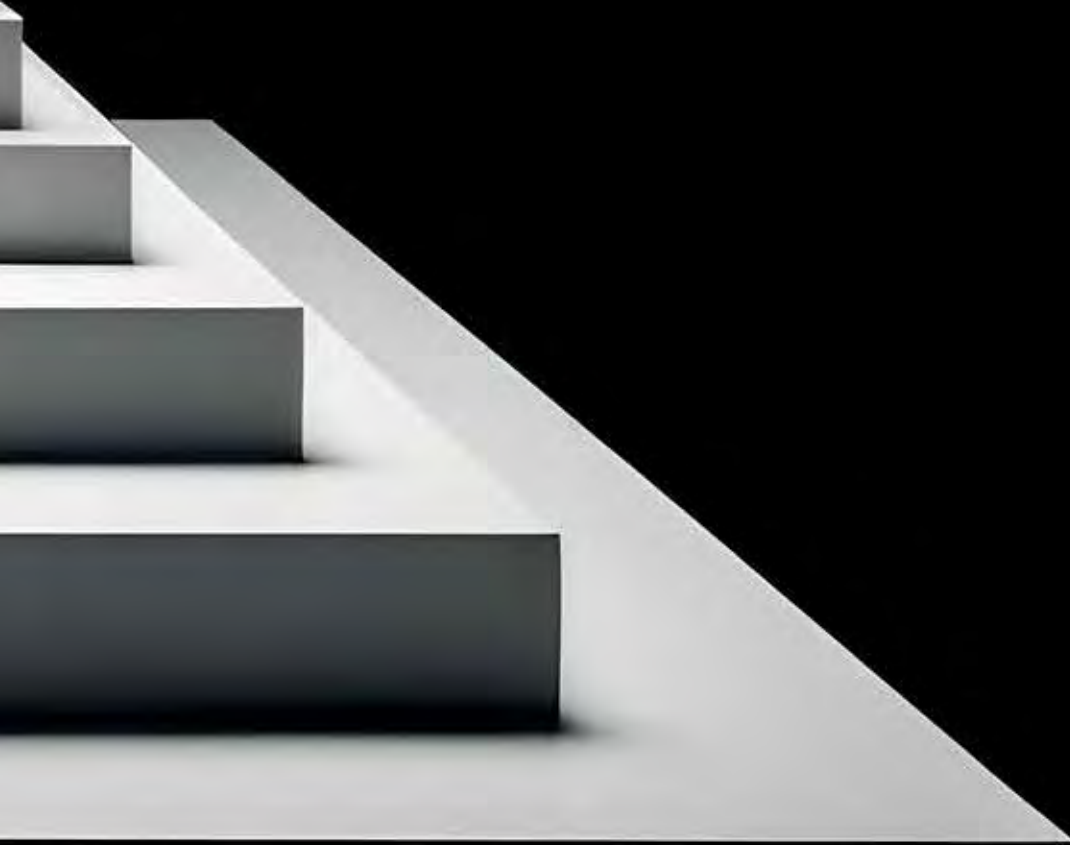
Learning and development is guided by our 70-20-10 philosophy, combining experiential learning, coaching & mentoring, and formal instructor-led training. Through this structured approach, we conducted training sessions across our locations, covering technical, functional, leadership, HSE and behavioral competencies to strengthen workforce capability and leadership readiness.

By integrating competency-based development with continuous learning, we are building a skilled, agile and future-ready workforce while creating meaningful career growth opportunities and strengthening the company's long-term organizational capability.



RISK AND OPPORTUNITIES

Challenges are the pathway to progress. We believe in taking risks to create limitless opportunities for our stakeholders.



KEY RISKS AND OPPORTUNITIES AFFECTING CAPITAL

Challenges are the pathway to progress. We believe in taking risks to create limitless opportunities for our stakeholders.

Form of Capital	Key Risk	Key Opportunities	Time Horizon
 Financial Capital	- Higher cost of coal and other fuels - Increased interest rates - Higher inflation	- Identification of alternate sources of coal - Adoption of renewable energy projects - Cost optimization projects - Export expansion	Short to medium term
 Human Capital	Loss of qualified and competent staff	- Succession planning - Rewarding high performing employees	Medium to long term
 Manufactured Capital	- Obsolescence of technology - Supply chain disruptions	- Investments in technology upgrades and capacity expansions - Resilient infrastructure and logistics efficiency	Medium to long term
 Social and Relationship Capital	Adverse publicity	Building relationships along the value chain and investing in the Lucky brand	Building relationships along the value chain and investing in the Lucky brand
 Natural Capital	- Depletion of raw materials - Climate events	Responsible use of raw material	Long term

Statement for Determining the Company's Level of Risk Tolerance by Establishing Risk Management Policies

The Board of Directors acknowledges risk management as a fundamental pillar of sustained corporate performance and governance excellence. Recognizing that measured risk-taking is integral to innovation and growth, the Board defines the Company's risk appetite to ensure alignment of exposures with strategic objectives while preserving integrity, resilience, and stability. A comprehensive Risk Management Framework, approved by the Board, provides structured processes for the identification, assessment, mitigation, and monitoring of risks across operational, financial, and compliance dimensions. The Board undertakes periodic reviews of the risk landscape and internal control environment, supported by inputs from internal functions and independent assurance providers, to ensure that management sustains robust systems safeguarding the Company's assets, reputation, and stakeholder interests.

Assessment of Principal Risks

The Board of Directors has undertaken a comprehensive assessment of the Company's principal risks across strategic, operational, financial, and compliance dimensions. These risks, together with corresponding mitigation measures, are detailed in the Risk and Opportunities section of this Report. The Board confirms its satisfaction with the adequacy of the Company's risk management framework and the effectiveness of the mitigating strategies implemented.

Risk Management Framework & Methodology

The Company has instituted an enterprise-wide Risk Management Framework designed to identify, assess, and mitigate risks that could impact the achievement of its strategic objectives. Regular risk assessments are undertaken to maintain a comprehensive understanding of key exposures, allocate clear ownership, and drive targeted mitigation actions.

The framework embeds risk considerations into corporate planning and decision-making, ensuring that material issues and principal risks are systematically monitored at Board level. The Risk Management Policy provides a structured



approach to risk identification, assessment, mitigation, and monitoring across all business segments.

The methodology incorporates structured engagement across management levels to capture insights and data on emerging risks. Risks are prioritized according to impact and likelihood, covering strategic, commercial, operational, financial, and compliance categories. Tailored mitigation strategies are developed for each risk type, supported by defined roles and responsibilities to reinforce accountability and ensure effective oversight.

The Company's risk management program continues to evolve through enhanced monitoring of emerging risks and structured Board engagement. Lessons learned from recent market dynamics are being incorporated to strengthen stakeholder engagement, improve insight generation, and further embed risk management practices into the Company's operations.

Principal Risks Facing the Business and Mitigating Strategies

Following are the major risks which may affect our business operations, and the mitigating strategies for controlling these risks. Sources of risks, and the assessment of likelihood and magnitude of their impact, are also mentioned against each risk.

Strategic Risks

Risk	Area of Impact	Mitigating Action
Energy Price & Availability Risk Volatility in fuel prices and risk of power supply disruption pose challenges to cost competitiveness and operational continuity. Assessment: Likelihood: Low Impact: Medium	Financial Capital Strategic Objective: Sustainable Growth / Profitability Source of Risk External	Mitigated through diversification into renewables, dual-fuel systems, battery storage and grid connectivity.
Change in Competitive Scenario A potential intensification of competition from local and foreign players—especially if cement demand softens—could create an over-supply situation, pressuring pricing, volumes, and margins. Assessment: Likelihood: High Impact: Medium	Financial Capital Strategic Objective: Sustainable Growth / Profitability Source of Risk External	The Company mitigates this risk through cost leadership and operational excellence, disciplined capacity and inventory planning, product and service differentiation, expansion of distribution reach and export channels, and data-driven pricing and customer engagement.

Strategic Risks

Risk	Area of Impact	Mitigating Action
Unpredictable shifts in government policies Unpredictable government policy shifts leading to uncertainty and potentially impacting strategic planning and operations. Assessment: Likelihood: ■ ■ ■ ■ ■ Low Impact: ■ ■ ■ ■ ■ Low	 Financial Capital Strategic Objective: Sustainable Growth / Profitability	Proactive advocacy through industry forums such as APCMA and the Pakistan Business Council, coupled with continuous monitoring of regulatory and competitive developments, enables timely engagement with policymakers and swift strategic response to emerging challenges.
Source of Risk External		
Risk to Exports And Decline in Global Cement Prices Exposure to global cement price volatility and export restrictions may adversely affect revenues and margins. Assessment: Likelihood: ■ ■ ■ ■ ■ Medium Impact: ■ ■ ■ ■ ■ Low	 Financial Capital Strategic Objective: Sustainable Growth / Profitability	The Company reduces this risk through market diversification, trade-route optimization and prudent pricing strategies.
Source of Risk External		

Operational Risks

Type of Risks	Area of Impact	Mitigating Action
Technology Obsolescence Risk Rapid technological advancements may render existing plant and machinery obsolete, adversely affecting efficiency and competitiveness. Assessment: Likelihood: ■ ■ ■ ■ ■ Low Impact: ■ ■ ■ ■ ■ Low	 Intellectual/ Manufactured Capital Strategic Objective: Sustainable Growth / Profitability	The Company counters this through proactive capital investments, continuous benchmarking against industry best practices and structured equipment upgradation programs.
Source of Risk External		

Operational Risks

Type of Risks	Area of Impact	Mitigating Action
Talent Retention and Succession Planning Risk The potential loss of key employees may result in reduced productivity, erosion of institutional knowledge, and adverse effects on organizational culture and continuity. Assessment: Likelihood:  Medium Impact:  Low	 Human Capital Strategic Objective: HR Excellence Source of Risk Internal	The Company has a structured succession planning framework to identify and develop talent for future leadership roles, complemented by fast-track career paths for high-potential employees. Retention is further strengthened through non-monetary incentives such as flexible work arrangements, recognition programs and recreational facilities, alongside initiatives that promote workplace diversity and employee well-being.
Information System Risk Dependence on IT systems and potential cybersecurity threats can disrupt business operations and compromise data integrity. Assessment: Likelihood:  Low Impact:  Medium	 Financial Capital Strategic Objective: Sustainable Growth / Profitability Upgradation of IT infrastructure and automation Source of Risk Internal / External	The Company ensures continual system upgrades, robust cybersecurity protocols, disaster recovery planning and comprehensive user training.

Financial Risks

Type of Risks	Area of Impact	Mitigating Action
Credit Risk Risk of default by Company's customers to discharge their obligations and cause financial loss to the Company. Assessment: Likelihood: ■ ■ ■ ■ ■ Low Impact: ■ ■ ■ ■ ■ Low	 Financial Capital Strategic Objective: Sustainable Growth / Profitability	Credit risk is managed through regular reviews to align exposures with the Company's risk appetite. Overdue balances are closely monitored with rigorous follow-ups, while sales to new customers are generally executed on an advance payment basis.
	Source of Risk External	
Interest Rate Risk Increase in interest rates impact the costs of borrowing. Interest rate fluctuation also affects the value of interest-bearing assets. Assessment: Likelihood: ■ ■ ■ ■ ■ Low Impact: ■ ■ ■ ■ ■ Low	 Financial Capital Strategic Objective: Sustainable Growth / Profitability	The Company mitigates financial risk through regular monitoring of key economic indicators, maintaining a capital structure anchored in equity with borrowings undertaken only on favourable terms, and funding working capital requirements primarily through internally generated cash flows.
	Source of Risk External	
Exchange Rate Risk Exchange rate risk impacting transactions in foreign currency. Assessment: Likelihood: ■ ■ ■ ■ ■ Medium Impact: ■ ■ ■ ■ ■ Medium	 Financial Capital Strategic Objective: Sustainable Growth / Profitability	Lucky Cement has a partial natural hedge against exchange rate risk due to its exports and imports both in USD.
	Source of Risk External	

Compliance Risks

Type of Risks	Area of Impact	Mitigating Action
Risk of litigation Risk of legal or regulatory actions resulting in litigation, penalties, or financial losses, arising from contractual disputes, tax exposures, liability claims, or non-compliance with applicable laws. Assessment: Likelihood:  High Impact:  Medium	 Social and Relationship Capital Strategic Objective: Sustainable Growth / Profitability Source of Risk External	The Company mitigates compliance and regulatory risks through robust policies and SOPs, prudent recognition of potential exposures, proactive engagement with authorities, and reliance on expert guidance from leading professional advisors.

Compliance Risks

Type of Risks	Area of Impact	Mitigating Action
Environmental Risk Climate change and evolving environmental compliance requirements could elevate operational costs and regulatory obligations. Assessment: Likelihood:  Medium Impact:  Medium	 Natural capital Strategic Objective: Sustainable Growth / Profitability Source of Risk Internal	The Company manages these risks by investing in energy efficiency, renewable projects, emission reduction technologies and proactive engagement with regulators.
Health & Safety Risk Potential threats to employees and other stakeholders' health and well-being, workplace safety, environmental sustainability and regulatory compliance. Assessment: Likelihood:  Medium Impact:  Medium	 Social / Human Capital Strategic Objective: Efficiency Source of Risk Internal	The Company manages Health, Safety and Environment risks through a structured governance framework that includes comprehensive policies and SOPs, regular monitoring and audits, ongoing employee training, and awareness initiatives designed to embed a strong safety culture across all operations.

Opportunities

Opportunity	Area of impact	Key source of Opportunity	Strategy to materialize
State-of-the-art technology for production resulting in efficiencies and lower costs. This will result not only in attracting and retaining new customers but will also increase value for stakeholders.	 Manufactured Capital Strategic Objective: Efficiency	Sustained investment in modern production technology and in a diversified energy mix has strengthened the Company's operating efficiency and its resilience to input cost pressures. This established capability provides a platform for further gains in efficiency and cost position as the asset base continues to be upgraded.	The Company actively pursues investments in new and innovative technologies so that it continues with its legacy of being the most efficient producer of premium quality cement.
Growth of Cement Industry	 Manufactured/ Relationship Capital Strategic Objective: Growing local and international market share	The growing urbanization, construction of special economic zones and Government's initiative to build multipurpose water reservoirs / dams presents a great opportunity for long-term growth of the industry.	The Company has regularly invested in its production facilities to furnish the production/supply demand to materialize potential growth.
First Shariah Compliant Company. Leading the corporate sector in Pakistan to encourage compliance with Shariah principles of doing business.	 Financial Capital Strategic Objective: Efficiency	Offering investors an avenue to invest in Shariah Compliant companies.	Being the first Shariah Compliant company of Pakistan, Lucky Cement continues to comply with the applicable Shariah Governance Regulations. Lucky Cement has also continued to maintain its position on the KMI-30 Index of the PSX.
Efficient work environment	 Human Capital Strategic Objective: HR Excellence	Improved working conditions, personal and professional development of employees.	The Company is relentlessly striving to improve its work environment through various initiatives directed towards increasing employee satisfaction and continuous trainings.

Our Approach to Materiality

Beyond the disclosures required by law, the Company applies a materiality approach to determine what is communicated to stakeholders and in what depth. Material matters are those with the greatest bearing on stakeholders and on the Company's ability to create value over the short, medium and long term, and they extend beyond the Company's own operations to the environmental, social, economic and financial topics that may influence that ability, whether favorably or otherwise. The Board has approved a materiality policy setting out the thresholds to be applied by management in reporting financial information. The assessment is revisited periodically so that it continues to reflect the Company's operating environment.

Initiatives Taken by Management to Promote and Enable Innovation

The Company supports innovation through structured platforms for idea generation, cross-functional problem solving and technology adoption. The principal initiatives undertaken during the year were:

The Company continues to pursue improvements in energy efficiency across its operations and to expand its use of renewable energy, progressively reducing reliance on imported fossil fuels and exposure to energy cost volatility. The information technology function works alongside the business to identify automation and analytics opportunities. The Company's SAP S/4HANA environment is maintained and extended on a continuing basis, with analytics capability deployed to improve the timeliness and granularity of management reporting. Disclosure of Supply Chain Disruption Risks and Mitigation Strategy in the Face of Environmental, Social, and Governance Incidents

The Company's supply chain is exposed to disruption arising from environmental, social and governance factors. Environmental factors include climate and weather-related conditions and evolving environmental standards applicable to the Company. Social factors include labor and workforce considerations, safety practices and community relations. Governance factors include business practices, contractual reliability and compliance with applicable laws and regulations. Because these factors bear on the availability, cost and continuity of key inputs, the Company treats them as an integral part of how it plans, sources and manages supplier relationships rather than as a separate exercise. Supply chain exposures are reviewed on an ongoing basis drawing on supplier engagement, market information and dialogue with industry partners, enabling the Company to maintain reliable supply and secure value in its sourcing decisions.

Mitigating the risks associated with supply chain disruptions necessitates a proactive and collaborative approach. The Company has established a multifaceted strategy to address these challenges effectively:

Supplier Engagement and Collaboration: The Company engages with its suppliers to enhance its awareness of ESG considerations and encourage alignment with its values. This includes fostering responsible sourcing practices, ethical labor standards and sustainable production methods.

Diversification of Suppliers: The Company strives to diversify supplier base to reduce dependency on a single source, mitigating the potential impact of disruptions in any one region.

Resilience Enhancement: The Company continually invests in strengthening the resilience of its supply chain, incorporating redundancy and alternative sourcing options when feasible.





GOVERNANCE

The aim of our leadership is to ensure transparency and accountability in all of our practices. We strive to conquer every challenge in the industry under the mentorship of our management to sustain the position of a market leader.

CHAIRMAN'S REVIEW REPORT

CHAIRMAN'S REVIEW REPORT

On the Board's Overall Performance – Section 192 of the Companies Act, 2017

Lucky Cement Limited (the "Company") fully complies with the provisions of the Companies Act, 2017 and the Listed Companies (Code of Corporate Governance) Regulations, 2019, with respect to the composition, procedures, and meetings of the Board of Directors (the "Board") and its committees.

As required under the Code of Corporate Governance, the Company conducts an annual evaluation of the Board's performance. The objective of this evaluation is to assess and benchmark the Board's overall effectiveness in achieving the strategic objectives of the Company and to identify areas for potential improvement. A comprehensive evaluation framework has been developed for this purpose.

The Board has recently completed its annual self-evaluation for the year ended June 30, 2026. I am pleased to report that the overall performance of the Board, as assessed against the approved evaluation criteria, was satisfactory. This assessment reflects the Board's performance across the following key areas:

1. Diversity and Composition:

The Board maintains an effective balance of skills, experience, and perspectives. It comprises a diverse mix of independent and non-executive directors, all of whom have been actively involved in key deliberations and decision-making processes.

2. Strategic Engagement:

The Board has demonstrated a strong understanding of the Company's stakeholders, including shareholders, customers, employees, suppliers, and the broader community. It has played a proactive role in setting the Company's long-term vision, formulating strategic goals, and approving annual targets and plans for management.

3. Diligence and Oversight:

Board members diligently discharged their responsibilities, actively participating in discussions and approvals of corporate strategy, financial performance, budgets, and operational plans. Board and committee meetings were held regularly, with members receiving comprehensive and timely pre-read materials to support informed decision-making.

4. Monitoring of Business Activities:

The Board remained well-informed on the Company's progress against its strategic and financial objectives through regular briefings from management, auditors, and external advisors. It provided guidance and oversight to management in a timely and constructive manner.

5. Governance and Internal Controls:

The Board has reinforced a strong governance culture by establishing a robust internal control environment and promoting ethical conduct throughout the organization. The Company continues to follow best practices in corporate governance and compliance.

In conclusion, the Board is committed to maintaining high standards of governance and performance, and to continuously enhancing its effectiveness in line with evolving best practices.



Muhammad Sohail Tabbia

Chairman / Director

August 07, 2026

DETAILS OF BOARD COMPOSITION

The details pertaining to Board's composition are provided in the Directors' Report and the Directors' Profile section of this annual report.

Role of Chairman

The principal role of the Chairman of the Board is to manage and to provide leadership to the Board of Directors of the Company. The Chairman is responsible for providing leadership to the Board and ensuring that the Board plays an effective role in fulfilling its responsibilities. The Chairman's role involves (but is not limited to) the following:

- To act as a liaison between Company's senior management and the Board.
- To ensure that the Board plays an effective role in setting up the company's corporate strategy and business direction.
- To promote and oversee the highest standards of corporate governance within the Board and the Company.
- To ensure integrity, credibility, trustworthiness and active participation of Board members in key matters of the Company.
- To ensure that the Board only directs the Company and does not manage it.
- To ensure that relevant, accurate and up to date Company information is received from the management and shared with the board members to enable them to monitor performance, make sound decisions and give appropriate advice to promote the success of the Company.
- To review the Board performance and to take the lead in identifying and meeting the development needs of individual directors and to address the development needs of the Board as a whole with a view to enhancing its overall effectiveness as a team.
- To manage and solve conflict (if any) amongst the Board members and to also ensure freedom of opinion in the Board.
- To promote highest moral, ethical and professional values and good governance throughout the Company.

Role of CEO

The CEO is responsible for putting the strategy defined by the Board into practice. The CEO's leadership role also entails being ultimately responsible for all day-to-day management decisions and for implementing the Company's long and short term goals and plans. The main responsibilities of the CEO are as follows:

- To develop strategies involving the executive team, for the implementation of decisions established by the Board and its Committees.
- To maintain an effective communication with the Chairman and bring all important Company matters to the attention of the Board.
- Responsible for working in the best interest of the Company and directing its overall growth by achieving and surpassing the performance targets set by the Board.
- Oversee the implementation of the Company's financial and operational plans in accordance with its business strategy. Identify the potential avenues for diversification and investments and recommend plans/proposals to the Board for its approval.
- To ensure that all strategic and operational risks are effectively managed to an acceptable level and that adequate system of internal controls is in place for all major operational and financial areas.
- To develop Key Performance Indicators (KPIs) of the Company for the approval of Board and ensure dissemination of the same throughout the organization as the standards of performance at both individual and collective levels.
- To communicate on behalf of the Company with shareholders, employees, government authorities, other stakeholders and the public.
- To promote highest moral, ethical and professional values and good governance throughout the Company.

CORPORATE GOVERNANCE FRAMEWORK

The main goal of our corporate governance framework is to create an efficient set of incentive and monitoring mechanisms to ensure that management is always aligned with our stakeholders' best interests in a sustainable way. In order to achieve this goal, we have set up decision making bodies and institutionalized procedures to align management with our meritocratic, performance-focused and long-term value-creation culture.

The Board aims to ensure the highest standards of corporate governance, accountability and risk management. The main philosophy of business, followed by the sponsors of Lucky Cement, has been to create value for all stakeholders through fair business practices. This translates into policies approved by the Board of Directors and implemented throughout the Company to enhance the economic and social value for all stakeholders of the Company.

Board's Function and Decision Making

The function of the Board as stewards on behalf of shareholders is governance of the Company. The Board performs its duties by giving guidelines to the management, setting performance targets and monitoring their achievements.

The primary role of the Board of Directors of the Company is to enhance shareholder value. The Board of Lucky Cement is concerned with Strategic matters and overseeing the business of the Company in light of emerging risks and opportunities, on a regular basis. The Board of Lucky Cement is also involved in establishing and reviewing the strategies, yearly targets and financial objectives of the Company.

Decisions Delegated to the Management

Management is primarily concerned with setting in motion the strategies approved by the Board of Directors. It is the responsibility of management to operate the day-to-day business affairs of the Company in an effective and ethical manner in conformity with the strategies and goals approved by the Board and to identify and manage the principal risks and opportunities, which could affect the Company in the course of carrying out its business.

Board's Annual Evaluation of Performance

As required by the Listed Companies (Code of Corporate Governance) Regulations, 2019, the Board of

Lucky Cement reviews its own performance annually undertakes a formal process of self-evaluation of performance of the Board and its committees. The purpose of this evaluation is to ensure that the Board's overall performance and effectiveness is measured and benchmarked against expectations in the context of objectives set for the Company. The Board has recently completed its annual self-evaluation for the year ended June 30, 2026, regarding which a report by the Chairman on Board's overall Performance u/s 192 of the Companies Act 2017 is also attached with this Annual Report. For the Purpose of Board evaluation, a comprehensive criteria has been developed. The performance of the Board of Lucky Cement is evaluated regularly along the following parameters, both at individual and team levels.

Evaluation Criteria for the Board

1. **Board Composition:** Effectiveness in bringing in a mix of gender, talents, skills and philosophical perspectives. Integrity, credibility, trustworthiness and active participation of members.
2. **Leadership and Planning:** The Board spends sufficient time on strategy formulation. Its ability to provide guidance and direction to the Company, review adequacy of resources and follow-up and review of annual targets set by the management.
3. **Board Effectiveness:** All Board members understand and fulfill their responsibilities and comply with all relevant laws. Significant issues are placed in front of the Board for consideration.
4. **Board Accountability:** The Board reviews potential risks, adequacy of internal controls and the risk management procedure.
5. **Strategy and Performance:** The Board devotes appropriate time to review the implementation of Company's strategic and financial plans.

6. **Organization:** The Board meetings are structured to make effective use of the member's time and skills. Board members receive appropriate supporting materials for timely decision-making.
7. **Ethics and Compliance:** The Board ensures that professional standards and corporate values are put in place that promote integrity for the Board, Senior Management and employees in the form of the Company's Code of Conduct. It is notified of material communications received from governmental or regulatory agencies related to areas of any non-compliance.
8. **Risk Management:** The Board has a sound process for identifying and regularly reviewing the Company's principal risks, and makes necessary adjustments in light of changes to the internal and external environment. The overall performance of the Board measured on the basis of above mentioned.

Directors' Orientation

The Company has made sufficient arrangements to carry out orientation sessions for their directors to acquaint them with company's operations, applicable laws and regulations and their duties and responsibilities in order to enable them to effectively govern the affairs of the company on behalf of shareholders.

Directors Training Program

All the directors of the Company have either acquired the prescribed certification under the Director training program offered by Pakistan Institute of Corporate Governance or are exempted based on their education and experience.

External Oversight of Functions

Lucky Cement ensures the efficiency, effectiveness and credibility of all its functions by regular monitoring, making benchmarks and assessing the goals assigned to respective functions. Following is the summary of measures taken to attain the benchmarks through oversight:

- All our processes and functions are subject to systems audit by the Internal Audit function;
- The Company's processes at both of its plants

and corporate office were thoroughly reviewed for compliance with best practices for HSE by a firm of external specialists.

- The Information Systems and network security were audited by a firm of external specialists / external Information Systems auditors;
- The Manufacturing processes are regularly reviewed on the basis and guidelines of International industry's best practices, industry norms and standards setting authorities, e.g. NEQS etc.; and
- Bulk material surveys are conducted by third parties to ensure completeness and accuracy of coal and other bulk materials' inventory.

Approved Policy for Related Party Transactions

The Board of Directors have approved a Policy for Related Party Transactions, which require that the company shall carry out transactions with its related parties on an arm's length basis in the normal course of business. The term 'arm's length' entails conducting business on the same terms and conditions as the business between two unrelated / un-concerned persons. The policy specifies that all transactions entered into with related parties shall require Board's approval on the recommendation of the Board's Audit Committee, which is presided by an independent director of the Company. Transactions entered into with the related parties include, but are not limited to, sale of cement, dividends paid and received, investments made (in accordance with the approval of shareholders and board where applicable) and salaries and other benefits paid to the key management personnel. All transactions except for sale of cement arise either because of some contractual obligation (salaries to key management personnel) or under approval of shareholders (dividend).

Disclosure of Related Party Transactions

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

Financial Reporting Standards. The Company undertakes sale of cement transactions on the same basis and terms as with other unrelated persons. All transactions or arrangements with all related parties were carried out in the ordinary course of business on an arm's length basis.

Details of party-wise disclosure of such transactions is also given in the statement u/s 134 annexed with the Notice of AGM.

Director's Interest

Since the Company is a part of a conglomerate, often some directors are interested in certain transactions due to their common directorships in the Group companies. Accordingly, the matter of approval of related party transactions is presented to the general meeting of the shareholders for their approval.

Policy for Governance of Risk and Internal Controls

Lucky Cement Limited's risk management framework is designed to assess and mitigate risks in order to minimize their potential impact and support the achievement of Lucky Cement's long term purpose and business strategy. Risk assessment is performed regularly to create a good understanding of the company's key risks, to allocate ownership to drive specific actions around them and take any relevant steps to address them.

Due to their critical importance, our material issues and principal risks are integrated into our business planning processes and monitored on a regular basis by our Board of Directors. Strategic, Commercial, Operational, Financial and Compliance risks are ranked based on their impact on Lucky Cement Limited and probability of occurrence. Upon identification of risks, mitigating strategies and action plans are developed, implemented and monitored.

Board's Policy on Diversity

The Board of Directors of Lucky Cement continues to have a firm commitment to policies promoting diversity, equal opportunity and talent development at every level throughout the Company, including at Board

and management level and is constantly seeking to attract and recruit highly qualified candidates for all positions in its business. The Company believes that diversity at the Board level acts as a key driver of Board effectiveness, helps to ensure that the Group can achieve its overall business goals, especially in light of our geographical footprint, and is critical in promoting a diverse and inclusive culture across the whole Company. The Board of Directors firmly believes that the diverse mix of gender, knowledge, expertise and skill sets of the members enhances the effectiveness of the Board. In this regard, Lucky Cement's Board ensures that a diverse mix of directors are elected on the Board of the Company, which represent the interests of all stakeholders. Following are the cornerstones of the Board's policy on diversity:

- The Board composition will meet the minimum requirement of the applicable laws.
- The Board will have adequate female representation.
- The Board will have such directors who bring along with themselves diverse skill sets pertaining to entrepreneurship, financial matters, legal, marketing, human resources and supply chain.
- The Board of Directors will not discriminate on the basis of gender, religion or caste.

Disclosure of Director's Interest in Significant Contracts / Conflict of Interest of Board Members

In order to avoid any known or perceived conflict of interest, formal disclosure of vested interests is encouraged under the Code of Business Ethics and the Policy for Conflict of Interest relating to Board of Directors, approved by the Board. The Code and the Policy comprises of not only the principles provided under the regulatory requirements but encompasses global best practices as well. The board members are responsible for appropriate self-disclosure in a transparent manner and in the case of doubtful situation, are advised to discuss it with the chair of the meeting for guidance. Board members' suggestions and comments during their proceedings are accordingly recorded for evaluation, in addition to description and quantification of any foreseen conflict of interest prior to finalization of the proceedings' agenda.

Policy for Remuneration to Non-Executive Directors

Through the Articles of the Company, the Board of Directors is authorized to fix remuneration of Non-Executive and Independent Directors from time to time. The Board of Directors has approved a 'Remuneration Policy for Directors and Members of Senior Management'; the salient features of which are:

- The Company will not pay any remuneration to its non-executive directors except meeting fee for attending the Board and its Committee meetings.
- The remuneration of a Director for attending meetings of the Board of Directors or its Committees shall from time to time be determined and approved by the Board of Directors.
- A Director shall be provided or reimbursed for all travelling, boarding, lodging and other expenses incurred by him for attending meetings of the Board, its Committees and/or General Meetings of the Company.

Retention of Board Fee by the Executive Director Against Services Rendered As Non-Executive Director in Other Companies

The executive directors are authorized to retain board fee earned by them against provision of their services as non-executive directors in other companies.

Foreign Directors

The Company does not have any foreign directors on the Board.

Details of any Board Meetings Held Abroad

Since all the directors of the Company are based in Pakistan, no meeting of the Board of Directors of the Company was held abroad.

Human Resource Management Policy & Succession Planning

As we continue our journey of growth, the role and the development of human resources becomes all the more critical. The Company has a demonstrated track record of employing talented human resources across all its functions, which ensures availability of competent personnel for each department, in terms of an individual's potential, qualification, experience and professional attitude amongst other factors. At Lucky Cement, we form and retain a motivated workforce fully equipped to steer the Company towards achieving its vision and mission through consistent focus on grooming by way of training and development in addition to providing them with market commensurate compensation packages. This is in line with Company's progressive and forward looking Succession Planning Policy, which transforms existing talent into a competent workforce capable of occupying future strategic positions. The Policy is periodically updated in line with the Company's requirements and career growth objectives.

Social and Environmental Responsibility Policy

Lucky Cement has formulated an efficient policy for Social and Environmental responsibilities which lays down the Company's commitment towards creating a more equitable and inclusive society by supporting processes which lead to sustainable transformation and social integration. Our primary focus of social responsibility is to craft business policies that are ethical, equitable, environmentally conscious, gender sensitive and also takes care of the differently-abled. The Company ensures that all social and environmental dimensions are considered when developing its strategies, policies, practices and procedures.

We have consistently demonstrated our steadfast commitment by acting responsibly towards our connected community and environment. We believe that success of the Company is best reflected in development of the community. Lucky Cement's Social and Environmental Responsibility Policy is aligned with all our corporate statements while confirming the company's steadfast commitment to sustainable development within the country.

Protecting the Environment

Our primary objective is to minimize our carbon footprint and any negative impact we may have on the environment. Lucky Cement is committed to the following:

- Meet or exceed the requirements of relevant legislative, regulatory and environmental standards.
- To keep emissions of particulate matter, CO₂, Sulphur dioxides, oxides of nitrogen, carbon monoxide etc. at minimum levels / below the respective limits specified in the National Environmental Quality Standards (NEQS).
- To identify, reduce and dispose of waste arising from our operations in a manner that minimizes harm to the environment and prevents pollution of land, air and water.
- To reduce the consumption of energy and water and use renewable and/or recyclable resources wherever practicable.

Apart from regulatory obligations, Lucky Cement will proactively protect the environment by;

- Clean Energy Projects
- Organizing reforestation excursions
- Using environmentally-friendly technologies
- Compliance with ISO 9001, ISO 14001 and OHSAS 18000

Supporting the Communities

Sustainability and community development forms a part of the Core Values at Lucky Cement. As a responsible social entity, Lucky Cement shall provide support to national and local charities or entities to promote cultural and economic development of local communities.

- Lucky Cement ensures community development and uplifting of the standards of living of the masses through interventions in health, education, and environment.
- Lucky Cement supports development of quality human resources in the Country by sponsoring scholarship programs at leading universities/schools.

Moreover, it supports provision of facilities / resources to such places of learnings.

- Lucky Cement contributes to various health care institutions including Cardiac Hospitals, Kidney Centers for support and relief to needy and under privileged patients.
- Lucky Cement provides free medical facilities through Welfare dispensaries located at plant sites.
- Lucky Cement also encourages its employees to share their time and skills in a socially constructive manner for the development of the society.

Our People

Lucky Cement recognizes that its human resources are its most valuable asset and it is committed to provide careers and working environments in which its people can achieve their full potential.

- Lucky Cement is dedicated to protecting human rights through its "Code of Conduct" and provision of equal opportunity to potential employees and practices all fair labor practices.
- Lucky Cement ensures that its activities do not directly or indirectly violate human rights at any of Lucky Cement's site (e.g. forced labor, child labor). As a policy, Lucky Cement does not hire minors as workforce.
- Lucky Cement provides employment to differently-abled persons, wherever business requirements allow.
- Lucky Cement makes every reasonable and practicable effort to provide safe and healthy working conditions in all its plants, sites and offices.

Charity and Income Purification

Lucky Cement is a SECP certified Shariah Complaint Company and is required to comply with the latest Shariah Governance Regulations and the pronouncements of its Shariah Advisor, wherever applicable. Accordingly, Lucky Cement contributes to charity in approved non-profit organizations as a consequence of income purification, if applicable.

Communication with Stakeholders

Lucky Cement is fully committed to developing effective working relationships with all our stakeholders. Throughout all its business dealings, Lucky Cement has provided stakeholders with opportunities to provide meaningful input into management decision-making. The Company endeavors to provide full and fair disclosure of all material information to its stakeholders besides providing a wide range of information about strategy and financial information through its Annual Report and website for all stakeholders. The Company also regularly undertakes corporate briefing sessions with the investors / research analysts to update them on the Company's performance and future plans. The policy enables Lucky Cement to utilize a variety of methods to stimulate stakeholder's engagement and to understand how to best deal with them. The strategies resulting from various engagements are tailored to suit business decisions, activities and processes.

Frequency of communication with stakeholders is based on the corporate and business requirements as laid down by the Code of Corporate Governance, contractual obligations or as and when required. Employee communication is undertaken through in house newsletters, Climatic surveys, employee portals and electronic bulletin boards.

Investors Grievance Policy

At Lucky Cement, we value our relationships the most. We have earned the trust of our investors and are fully committed to sustain it. Thus to set guidelines for handling and addressing Investors' and Shareholders' grievances effectively and ensuring Investors'/ Shareholders' satisfaction, an Investor Grievance Policy has been formulated. The objective of this Policy is to safeguard and protect the interest of all investors and shareholders, while ensuring that their grievances are resolved quickly and efficiently. The Company has internally established a mechanism for investor services and grievances handling and has hired the services of an independent Share Registrar in addition to having a dedicated section (corporate secretariat) to resolve all issues of investors. The salient feature of our Investors' Grievance Policy are as follows:

Complaints are initially lodged with the Share Registrar of the Company who takes necessary steps for resolution or intimation to the Company in case they fall outside their domain.

A designated email address i.e. company.secretary@lucky-cement.com for general correspondences can also be used by investors to register complaints. The grievances can also be notified via Complaint Form available on the Company's website in line with the directives of SECP. Other options of registering complaints like phone or fax are also available.

The Corporate Secretariat function at the Company checks the official email address on a daily basis for new complaints lodged by the investors/shareholders. The Company adheres to the practice of resolving all investors' complaints within ten (10) working days of the receipt thereof. A letter/ email in this regard is sent to the investor with intimation to the Shares Registrar/ SECP/ Stock Exchange, as and when required, duly signed by the Company Secretary.

The Corporate Secretariat function maintains complete record of all the complaints received through email, fax, post, Share Registrar, SECP, and / or Stock Exchanges and their relevant replies.

Employee Health and Safety Policy

Lucky Cement has very high regard for the health and safety of its employees. The Company ensures that all HSE related dimensions are considered when developing its strategies, policies, practices and procedures. The key elements of Health and Safety policy are as follows:

- To take all necessary steps to ensure that operational practices comply with the stipulated procedures as well as with national and international regulations, guidelines and standards.
- Provide effective Quality, Health, Safety and Environmental training to all employees, drivers and sub-contractors, which will enable them to produce quality products, eliminate personnel injury, reduce environmental risks and to protect

assets of the plant. Training shall be provided with the goal to prevent, prepare and respond to emergencies in a timely and effective manner to ensure zero or minimal impacts on Health, Safety and environment from our activities.

- Necessary health and Safety induction shall be given and all the staff shall be required to wear / use personal protective equipment.
- All procurement of goods and services shall be made with a view to minimize impact on the environment and ensure personnel safety.
- To prevent accidents and cases of work-related injury / health hazards, the HSE function will manage the health and safety risks in the workplace by undertaking a risk assessment and bridging the identified gaps.
- A periodic review of Health, Safety & Environment shall be conducted for routine and non-routine jobs at all site / functions of LCL.
- Health and Safety related procedures / work instructions shall be developed and awareness shall be imparted to employees. Key safety related work instructions shall be displayed prominently at production sites, workshops and other locations where employees work, in the form of posters in Urdu and English languages together with relevant pictorials.
- Appropriate record of all work related instances of injuries and near-miss incidents shall be maintained.
- Periodically conduct HSE internal and external auditing to continually improve operating systems. The frequency of such audits shall be as follows:

Whistle Blowing Policy

In view of our commitment to create an atmosphere where people can freely communicate their concerns or raise an alert against possibility of occupational fraud, noncompliance with Company's policies, Code of Conduct and regulatory framework, an effective Whistle Blowing Mechanism has been implemented. This policy is designed to enable Directors and all employees of the company to raise complaints at designated platform. The Company also encourages its suppliers, customers and service providers to also raise concerns through a dedicated whistle blowing policy formulated for external partners. An inappropriate

event could be any behavior, action or incident that compromises the interests of shareholders, investors, employees, customers or any other stakeholder.

The policy provides an opportunity to internal and external partners to identify and voice any activity that deviates from company policies. In the interest of the Company, it is the responsibility of every employee to ensure that no inappropriate event occur. The Company's Whistle Blowing Policy is a comprehensive document which emphasizes on exercise of diligence and good faith on the part of whistle blowers. It covers the circumstances which may be reported and provides adequate safeguards for the protection and avoidance of victimization of the whistle blower. The Policy establishes and empowers the Ethics Committee; which also includes the Head of Internal Audit, for the oversight of Whistle blowing policy and its compliance. Such communications are investigated independently and are reported at the highest level. The policy also provides an avenue to raise any matter directly to the Chairman of the Board Audit Committee. During the year the Ethics Committee received several complaints, which were reported by the Head of Internal Audit to the Board Audit Committee.

All those who come in the ambit of Whistle Blowing Policy are encouraged to participate without fear of reprisal or repercussions, in confidentiality, under defined reporting channels.

Policy for Safety of Records

Company's policy for safety of records provides an effective mechanism for record retention till such time as is legally required. The records include books of accounts, documentation pertaining to secretarial, legal, contractual, taxation and other matters. The objective of the Policy for Safety of Records is to safeguard Company's record by taking effective actions pertaining to the creation, confidentiality, maintenance and disposal of the documents. The policy also supports the objective of holding Company records for as long as legally required and to dispose of as per the record retention policy.

Company's Approach to Managing and Reporting Policies

Lucky Cement takes a comprehensive and diligent approach to managing and reporting policies, reflecting its commitment to transparency, accountability and ethical practices. While recognizing

that well-defined policies form the foundation of a robust organizational framework, our systematic policy management system encompasses policy creation, dissemination, implementation, and review. Our policies are formulated with input from relevant stakeholders, incorporating industry best practices and legal requirements.

To ensure effective communication and understanding, we employ a clear and accessible policy dissemination strategy, making them readily available to all employees through our intranet platform. We also conduct regular training sessions to enhance awareness and compliance among our workforce.

The policies provide clear guidelines to all concerned, including for management and external reporting. The policies and procedures; including for procurement, waste and emissions are subject to review at regular intervals and take into account any change in regulatory environment, operational efficiencies and compliance with international best practices.

I.T. Governance Policy

Recognizing I.T. Governance as a critical part of overall Corporate Governance, the Company has aligned itself to efficient use of Information Technology resources in achieving its operational and strategic objectives while increasing shareholders' value. The Company has formed an I.T. Steering Committee that provides strategic leadership, establishes Company-wide I.T. priorities and oversees all I.T. policies. The Committee is governed by approved roles and responsibilities. The Committee meets on a periodic basis and mainly focuses on:

- Strategic direction of the Company in terms of technology;
- Aligning the I.T. Strategy with Business Strategy;
- Ensuring adequate information security;
- Influencing development and design of technology services, policies and solutions; and
- Business Continuity Management including Disaster Recovery.
- The Company's I.T. Governance Policy encompasses:

- Engaging stakeholders to establish priorities for technology investment that are aligned with Company's goals and objectives.
- Promoting governance, transparency, accountability and dialogue about technology that facilitates effective strategy adoption.
- Securing network and data.
- Keeping the I.T. function proactive from an innovation perspective, providing ideas to the business.
- Maximizing return on technology investment with controlled spending, while providing the company with a coherent and integrated I.T. architecture and management structure.
- Ensuring compatibility, integration and avoidance of redundancy.

Business Continuity and Disaster Recovery Plan

The Board of Directors ensures that the Company has an updated Business Continuity and Disaster Recovery plan in place for the continuity of Company's business and operations in case of any extra ordinary circumstances. The comprehensive plan is designed to ensure the protection of overall company's operations and assets along with regular archival and system backups at remote sites. The Board has ensured that management has put in place-adequate systems of IT Security, real-time data backup, off-site storage of data backup, implementation of high available devices, establishment of disaster recovery facility (alternate Data Centre) and identification of critical persons for disaster recovery. It has also ensured that the disaster recovery plan is regularly tested to ensure the readiness of the IT systems in case of any disaster.

Compliance with the Best Practices of Code of Corporate Governance

Living up to its standard, the Board of Directors has throughout the financial year 2025-26, complied with the requirements for Code of Corporate Governance,

the listing regulations of the Pakistan Stock Exchange and the requirements for Financial Reporting framework of Securities & Exchange Commission of Pakistan (SECP). Report of the Board's Audit Committee on adherence to the Code of Corporate Governance, statement of compliance with the Code of Corporate Governance by the Chief Executive Officer of the Company, besides review report by the Company's Auditors are included in this Report.

Governance Practices Exceeding Legal Requirements

The Company complies with all the requirements of Code of Corporate Governance and other Regulations. LCL has always believed in going the extra mile and staying ahead of its game. In view of this strategy, we comply with all mandatory legal requirements and have also carried out the following practices in addition to the legal requirements:

a. More than minimum specified independent directors

The Company has three independent directors on its Board, which are more than the minimum specified two independent directors.

b. Timely and detailed announcements to the PSX

The Company makes full disclosure of any material information and quarterly/half-yearly and annual results to the PSX with detailed overview within the stipulated time. The half yearly financial results are announced to the PSX within 30 days; whereas, the annual financial results are announced within 40 days of close of accounting period.

c. Implementation of Health and Safety Environment:

The Company has implemented robust HSE strategies and policies at its Plants and Offices to ensure proper safety for its Human Capital. It has a dedicated HSE department which oversees and ensures implementation of such policies.

d. Voluntary Adoption of Integrated Reporting Framework and disclosure of additional information:

LCL always strives for excellence in Corporate Reporting, to meet the International Standards of Corporate Reporting; we have adopted the Integrated Reporting Framework to provide insight about the resources and relationships used and affected by our organization.

e. Timely circulation of Agenda and Minutes of the meetings

The management ensures timely circulation of agenda and minutes to the members of the Board of Directors and its committee to give them suitable time to review and provide their comments and suggestions and, for timely decision making.

f. Related Party Transactions

The related party transactions carried out by the Company during a quarter are placed before the Audit Committee in every quarterly meeting and upon their recommendation, the same is placed before the Board. In order to promote transparent business practices, the shareholders have authorized the Board of Directors to approve transactions with the related parties from time-to-time on case to case basis, which shall be deemed to be approved by the Shareholders. These transactions are placed before the shareholders in the next AGM for their formal approval/ratification.

Details of Shares Held By Sponsors / Directors / Executives And Distribution of Shareholders

Details of shares held by sponsors and distribution of shareholders are given in the Shareholders' category and Pattern of Shareholding sections of this report.

Details of Attendance in Meetings of the Board Committees

The details of attendance in the meetings of Board Committees are disclosed in the Directors report, included in this Annual Report.

Announcement of Financial Results

The Company has communicated its Quarterly / Half Yearly and Annual Financial Results in a timely manner. Following is the timeline for authorization of financial statements by the Board of Directors:

Particulars	Date of Authorization	Date of Authorization
First Quarterly Financial Statements	October 27, 2025	Within one month
Half-yearly Financial Statements	January 27, 2026	Within one month
Third Quarterly Financial Statements	April 29, 2026	Within one month
Annual Financial Statements	August 7, 2026	Within 40 days

Presence of the Chairman of the Board Audit Committee at the General Meetings

During the FY 2026 one Annual General Meeting took place. The Chairman of Board Audit Committee attended the meeting wherein he was available to answer any question pertaining to the Board Audit Committee's activities.

PROFILE OF THE SHARIAH ADVISOR OF THE COMPANY

Alhamd Shariah Advisory Services (Private) Limited (ASAS) is a Private Limited Company registered with the Securities and Exchange Commission of Pakistan (SECP) under the Shariah Advisors Regulations, 2017. Established solely with service objectives of promoting Halal, Shariah Compliant Financial System Globally, it operates under its Board of Directors comprising leading Shariah Scholars working for well recognized Darul-Uloom (Islamic Seminaries). The founding Directors of ASAS bring in a unique blend of relevant qualifications and rich experience in the areas of Shariah Advisory and Audit of Islamic Banks, Mutual Funds, Islamic Insurance, Reinsurance, Asset Management & Manufacturing Companies. ASAS is a solution provider in the provision of Shariah advisory and consultancy services to Financial institutions, Insurance/Takaful companies, Leasing companies, Modaraba companies, Micro-finance institutions, Manufacturing and Trading companies, Mutual Funds and NGOs. It structures the products and securities with the objective of advising as to whether or not such services or activities are in conformity with the principles of Shariah and to recommend necessary changes to make them Shariah Compliant.

Mufti Ibrahim Essa, the Chief Executive Officer of ASAS, is a well-known recognized Shariah Scholar in the field of Islamic Banking and Takaful. He has completed his Darse Nizami (Masters in Quran and Sunnah) and Takhassus fil Ifta (Specialization in Islamic Jurisprudence) from Jamiah Darul Uloom Karachi. Currently he is working as teacher and Member of Darul Ifta Jamiah Darul Uloom Karachi. Mufti Ibrahim Essa is associated as Chairman and member of various banks/financial institutions. He is also the Shariah Advisor of various banks and insurance companies; both locally and internationally. Mufti Ibrahim has also written more than three thousand Fatawa on different topics.

Mufti Uzair Bilwani, the Head - Research & Development, is a well known Shariah Scholar and registered as a Shariah Advisor by Securities and Exchange Commission of Pakistan. He has completed his Islamic education in Johannesburg from Darululoom Azadville, South Africa, where he studied various aspects of Islamic sciences, including Arabic grammar, Islamic law, Tafseer ul Qur'an and Islamic history. He then enrolled at Jamiah Darululoom Karachi where he specialized in Islamic law (Fiqh) and qualified as a Mufti. Here he was able to study under some of the world's renowned scholars, including Mufti Mohammad Taqi Usmani and write over 300 Fatwas on complex issues in today's society. He is associated with various Financial and non-financial institutions as a Shariah Advisor locally and globally.

SHARIAH REVIEW REPORT

For the year ended June 30, 2026

We have conducted the Shari'ah review of Lucky Cement Limited (LCL) for the year ended on June 30, 2026, in accordance with the provisions of Shariah Governance Regulations, 2023 and in our opinion:

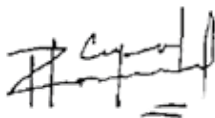
- the transactions, the documentations and the procedures adopted have been in accordance with principles of Shariah;
- the business affairs have been carried out in accordance with rules and principles of Shariah;
- Further, the Shariah non-compliant income earned by the company during the period has been purified from the company's income.

Conclusion:

Based on the Review of Company's operations, transactions, related documentation, processes, policies, legal agreements, and management's representation, in our opinion, the affairs of LCL have been carried out in accordance with the rules and principles of Shariah, and therefore, we are of the view that Lucky Cement Limited is a Shariah Compliant Company.

In the end, we pray to Allah Almighty to grant us success and help us at every step, keep us away from every hindrance and difficulty, and give financial success to Lucky Cement Limited.

For and on behalf of Alhamd Shariah Advisory Services (Private) Limited



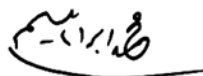
Mufti Abdul Rafey

Senior Research Scholar



Mufti Uzair Bilwani

Executive Director



Mufti Ibrahim Essa

Chief Executive Officer

Disclosure on Company's use of Enterprise Resource Planning (ERP) software

Design and Integration of Core Business Processes In A Single System

Lucky Cement Limited (LCL) utilizes SAP as its core Enterprise Resource Planning (ERP) platform to support the recording, processing, integration, and reporting of business transactions across key areas of its operations. The SAP ERP environment provides an integrated platform for financial reporting, management accounting, procurement, inventory management, sales and distribution, manufacturing, asset management, project management, treasury, maintenance, quality management, human capital management, analytics, and related business processes.

LCL's SAP environment comprises several integrated modules and capabilities, including Financial Accounting (FI), Controlling (CO), Asset Accounting (AA), Funds Management (FM), Project System (PS), Treasury and Risk Management (TRM), Sales and Distribution (SD), Materials Management – Purchasing (MM-PUR), Materials Management – Inventory Management (MM-IM), Production Planning (PP), Quality Management (QM), Plant Maintenance (PM), Logistics Execution (LE), Human Capital Management (HCM), SAP Analytics Cloud (SAC), and SAP Security and Authorizations.

The closed integration of these modules through a common ERP platform and centralized database enables business transactions and related information to flow across environment seamlessly from one ERP component to another, supporting data consistency, process standardization, and appropriate business controls. The integrated architecture also reduces the need for duplicate data entry and enables information generated in one business process to be utilized by other relevant processes, thereby improving operational efficiency and information integrity.

SAP serves as a central platform for a significant portion of LCL's operational and financial information and supports a consistent and controlled flow of information from transaction processing through management reporting and financial reporting. This integrated approach enables LCL to maintain greater visibility over its business operations and supports timely, reliable, and data-driven decision-making.

LCL's continued enhancement of its SAP environment, including the adoption of additional functionality and integrated digital capabilities, supports the ongoing improvement of process automation, internal controls, operational efficiency, management reporting, and enterprise-wide governance.

Management's support in continuous updation of ERP

IT Steering committee oversee the entire process of keeping the organization up to date in terms of technology use and its updates. It is responsible to introduce new initiatives in the organization that can bring improvements in processes and increase efficiency with enhanced controls for effective business management.

The company uses standard application lifecycle management process to adapt and implement new and enhanced business process and technical scenarios holistically. Steering committee oversee the entire process chain and ensure that the business process owners consider the risk involving in process upgradation or to carry on without enhancing business module. Decision is vital not only for ERP system but also for business activities because every such technology decision impacts business activities. In Lucky Cement, management decides the level of collaboration with SAP and other technological systems to bring efficiency in daily operations and control improvements.

SAP User Trainings

Lucky Cement has two manufacturing facilities along with various other business locations. To ensure effective utilization of SAP capabilities across the organization, the Company conducts an annual SAP user training and refresher programme covering relevant SAP modules and business processes

across its locations. These sessions help users maintain their knowledge of existing functionality, reinforce standardized business processes, and effectively utilize the SAP system in their day-to-day activities.

In addition, targeted training based on specific business requirements, including onboarding of new employees, changes in job responsibilities, introduction of new functionality, or the need to strengthen users' understanding of specific SAP modules and processes are organized.

Training is also an integral part of the Company's SAP change and deployment process. Whenever new SAP functionality, applications, workflows, enhancements, or significant business process changes are introduced, appropriate training and awareness sessions are provided to the relevant end users before implementation in the production environment. This ensures that users understand the revised processes, controls, system functionality, and their respective responsibilities before adoption.

The Company follows a continuous user capability-building approach that combines SAP functional training and change-specific system training. This structured approach supports effective system adoption, strengthens process and security compliance, reduces operational and information security risks, and ensures that employees remain equipped to use the Company's digital and SAP-enabled business environment effectively.

Management of Control Risk Factors on ERP Projects

A proper study covering all the aspects of every ERP project is defined prior to commencing the implementation. A detailed 'to be' document is prepared which covers all the aspects of change that is expected from the project including the associated risks. It also covers the entire process map, which has a complete buy-in of all the business functions covering the holistic view of the change.

The processes are tested extensively prior to finalizing to ensure it has catered for all the requirements and have all the controls needed to achieve effective business results.

Change management and risk management is the key focus of any ERP project. Lucky Cement ensures that the process of change management is focused from the start of the project. Process owners are made part of the project team to ensure their participation and ownership.

All these actions are taken to ensure smooth and trouble free ERP project implementation.

System Security and access controls

Governance Risk and Control (GRC) function has been established by the company. Prior to granting access to the system, GRC ensures that conflicting duties are not assigned. Further, there is an annual process of access rights review, during which process owners ensure that rights assigned to users commensurate with their job responsibilities. Furthermore, for all the sensitive transactions, workflows are also implemented in the ERP, which enables the 4-eye principle.

External Search Consultancy for Appointment of any Director

No external search consultancy was used for appointment of any director on the Board.

Chairman's Significant Commitments and any Changes Thereto

Mr. Muhammad Sohail Tabba is serving Lucky Cement Limited as the Chairman of the Board. With his vast leadership experience spanning over three decades, he leads the Board with utmost dedication and commitment. He does not have any significant commitment other than being the Chairman of the Board of Lucky Cement.

Government's Policy and its Impact On The Business

The impact of overall economic environment and the policies of the Government of Pakistan on the Company's businesses are disclosed in the Directors' Report, included in this annual report.

REPORT OF THE AUDIT COMMITTEE

FOR THE YEAR ENDED JUNE 30, 2026

INTRODUCTION

The Board Audit Committee (the "Committee") of Lucky Cement Limited (the "Company"), appointed by the Board of Directors ("BoD"), comprises six (6) non-executive directors, including three (3) independent directors. The Chairman of the Committee, Mr. Masood Karim Shaikh, is an Independent Director. The Committee collectively possesses significant expertise in economic, finance and business operations.

During the financial year, six (6) meetings of the Committee were held. The Chairman of the BoD, Chief Executive Officer ("CEO"), and Chief Financial Officer ("CFO") of the Company attended these meetings by invitation. The external auditors attended two (2) meetings at which financial statements and audit-related matters were discussed.

A. Governance & Regulatory Compliance

1. The Committee confirms that the Company has fully complied, without any material departures, with:
 - the applicable mandatory and voluntary provisions of the Pakistan Stock Exchange Regulations;
 - the Listed Companies (Code of Corporate Governance) Regulations, 2019;
 - the Company's Code of Conduct and Core Values; and
 - international best governance practices.
2. The Company issued a Statement of Compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019, for the year ended June 30, 2026, which was reviewed and certified by the external auditors.
3. The Code of Conduct has been effectively disseminated across the organization and is available on the Company's website.
4. In compliance with Regulations 27(2) and 31(2) of the Code of Corporate Governance Regulations, 2019, the Committee confirms that:
 - once during the financial year, it met the external auditors, without the Chief Financial Officer and the Head of Internal Audit of the Company being present;
 - once during the financial year, it met the Head of Internal Audit of the Company and other members of the internal audit function, without the Chief Financial Officer and the external auditors being present; and
 - the performance appraisal of the Head of Internal Audit of the Company was carried out jointly by the Chairman of the Committee and the Chief Executive Officer of the Company.

B. Financial Reporting & Disclosures

1. The Committee reviewed the quarterly, half-yearly and annual financial statements and recommended them for approval by the BoD. It also reviewed the internal audit reports and preliminary announcements of financial results prior to publication.
2. The standalone and consolidated financial statements of the Company for the year ended June 30, 2026, were prepared:

- in accordance with the approved accounting standards applicable in Pakistan;
- in compliance with the Companies Act, 2017;
- in conformity with the International Financial Reporting Standards as issued by the International Accounting Standards Board;
- on a going concern basis, presenting a fair view of the state of affairs, operations, cash flows, and changes in equity;
- using the accounting policies which have been consistently applied, with any changes duly disclosed.

3. Accounting estimates are based on reasonable and prudent judgment. Proper and adequate accounting records have been maintained by the Company in accordance with the applicable laws, and the Company's financial reporting processes remains aligned with management reporting framework and shareholders' requirements.
4. The Chief Executive Officer and the Chief Financial Officer have endorsed the standalone and consolidated financial statements of the Company, together with the Directors' Report. They have acknowledged their responsibility for true and fair presentation of the Company's financial statements, accuracy of reporting, compliance with regulations and applicable accounting standards and the establishment and maintenance of internal controls and systems of the Company.

C. Related Party Transactions & Insider Trading

1. The Committee reviewed all related party transactions and recommended the same to the BoD for its approval or, where required, to the shareholders for their approval in the Annual General Meeting.
2. Closed periods were duly determined and announced by the Company, during which the directors, the Chief Executive Officer and other executives of the Company were prohibited from dealing in Company's shares, prior to each meeting of the Board of Directors convened for the purpose of announcement of interim/final results, distribution of dividend to the shareholders or communication of any other business decision, which could materially affect the market share price of the Company.
3. All direct or indirect trading in and holdings of the Company's shares by directors & executives or their spouses were duly notified in writing to the Company Secretary along with the share price, number of shares, form of share certificates and nature of transaction. Such transactions were reported to the BoD by the Company Secretary within the stipulated time and disclosed in the Pattern of Shareholding.

D. Whistle Blower Mechanism & Ethics Oversight

1. The Committee carried out its annual evaluation of the Committee, including assessment of its structure, strategy, responsibilities, decision-making, internal controls and risk management.
2. The Committee oversees a formal mechanism for employees and management to report concerns regarding misconduct or unethical behavior to the Committee and ensures that all reported allegations are independently reviewed and investigated.

During the year, 6 (six) whistleblower reports were received and duly reviewed by the Committee. All cases were handled with due diligence, in accordance with the Company's established policies and procedures while maintaining confidentiality.

E. Shariah Compliance

1. The Shariah Advisors confirmed that the Company's systems, policies and practices comply with the Shariah Governance Regulations, 2023 and the relevant guidelines issued from time to time by the Securities and Exchange Commission of Pakistan.

F. Integrated Annual Report

1. The Company has issued a comprehensive Integrated Annual Report, which provides fair, balanced and understandable information in excess of the regulatory requirements to offer an in depth understanding about the Company's governance framework, strategy, policies, performance during the year, and future prospects to various stakeholders of the Company.
2. The Committee believes that the Integrated Annual Report 2026 includes both financial and non-financial performance, risks and opportunities and outcomes attributable to Company's activities and key stakeholders having significant influence on its value creation ability.

G. Internal Audit Oversight

1. The Committee has effectively implemented the internal control framework through an in-house internal audit function, which is independent of and operates separately from the external audit function. The Company's system of internal controls is appropriately designed and has been continually evaluated for effectiveness and adequacy.
2. The Committee has ensured the achievement of operational, compliance and financial reporting objectives, safeguarding of the assets of the Company and the shareholders wealth through effective financial, operational and compliance controls and risk management at all levels within the Company.
3. The internal audit department carried out independent audits in accordance with an internal audit plan which was approved by the Committee. Further, the Committee has reviewed material internal audit findings and management's response thereto, taking appropriate action or escalating the matters to the BoD where necessary.
4. The Committee confirms that:
 - the Company's internal control system is adequately designed and effectively implemented;
 - the internal audit function is adequately staffed with suitably qualified personnel;
 - the Head of Internal Audit has direct access to the Chairman of the Committee;
 - Internal audit has necessary access to management, documents and records.
5. 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 and compliance with laws and regulations.

H. External Audit Oversight

1. The external auditors of the Company, M/s A.F. Ferguson & Co., Chartered Accountants, have completed their audit of the standalone and consolidated financial statements, Statement of Compliance with Listed Companies (Code of Corporate Governance) Regulations, 2019 and External Shariah Audit for the year ended June 30, 2026. They will retire at the conclusion of the upcoming 33rd Annual General Meeting.
2. The Committee reviewed and discussed key audit matters and observations with the external auditors. In accordance with the Listed Companies Code of Corporate Governance Regulations, 2019, the final management letter, including such audit observations, is expected to be submitted within 45 days of the date of the auditors' report on the financial statements and will be discussed in the next meeting of the Committee.
3. The Committee:
 - ensured that the external auditors have access to all information necessary to conduct the audit;
 - reviewed and recommended their reappointment and audit fee for the financial year ending June 30, 2027;
 - is satisfied with their integrity, objectivity and effectiveness.
4. M/s. A.F. Ferguson & Co, has served as external auditors of the Company since 2017. The current engagement partner assumed responsibility from FY2023. During the financial year 2025-26, the firm also provided various permissible non-audit services to the Company for which specific approval has been obtained from the Committee and the BoD. The Committee is satisfied that provision of such services did not impair the external auditors' independence.
5. M/s. A.F. Ferguson & Co., Chartered Accountants, has been given a satisfactory rating under the Quality Control Review Program of the Institute of Chartered Accountants of Pakistan (ICAP) and is registered with Audit Oversight Board of Pakistan. The firm is fully compliant with the International Federation of Accountants (IFAC) Guidelines on Code of Ethics, as adopted by ICAP and have indicated their willingness to continue as auditors for the year ending June 30, 2027.

I. COMMITTEE EVALUATION & CONCLUSION

The Committee confirms that the Company has complied with all applicable statutory and regulatory requirements and continues to uphold the high standards of corporate governance.



Masood Karim Shaikh

Chairman - Board Audit Committee

Karachi: August 7, 2026

STATEMENT OF COMPLIANCE

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

Lucky Cement Limited

For the year ended June 30, 2026

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

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

i) Male

Masood Karim Shaikh
Khawaja Iqbal Hassan
Shabbir Hamza Khandwala
Muhammad Sohail Tabba
Jawed Yunus Tabba
Muhammad Hassan Tabba
Muhammad Ali Tabba

ii) Female

Mariam Tabba Khan

2. The composition of the Board is as follows:

i) Independent Directors:

Masood Karim Shaikh
Khawaja Iqbal Hassan
Shabbir Hamza Khandwala

ii) Non-Executive Directors:

Muhammad Sohail Tabba
Jawed Yunus Tabba
Muhammad Hassan Tabba

iii) Executive Director/CEO:

Muhammad Ali Tabba

iv) Female Director:

Mariam Tabba Khan

3. The directors have confirmed that none of them is serving as a director on more than seven listed companies, including this Company;
4. The Company has prepared a Code of Conduct and has ensured that appropriate steps have been taken to disseminate it throughout the Company along with its supporting policies and procedures;
5. The Board has developed a vision/mission statement, overall corporate strategy and significant policies of the Company. The Board has ensured that complete record of particulars of the significant policies, along with their date of approval or updating is maintained by the Company;
6. All powers of the Board have been duly exercised and decisions on relevant matters have been taken by the Board / shareholders as empowered by the relevant provisions of the Act and these Regulations;
7. The meetings of the Board were presided over by the Chairman and, in his absence, by the Chief Executive Officer in accordance with the Articles of Association

of the Company. The Board has complied with the requirements of Act and the Regulations with respect to frequency, recording and circulating minutes of meeting of the Board;

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

9. All eight (8) members of Board of Directors comply with the requirements of Directors' Training as required under clause 19 of the Listed Companies (Code of Corporate Governance) Regulations, 2019;

10. The Board has approved appointment of Chief Financial Officer (CFO), 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. Chief Financial Officer and Chief Executive Officer duly endorsed the financial statements before approval of the Board;

12. The Board has formed following Committees, comprising of members given below:

a. Audit Committee

- i. Masood Karim Shaikh - Chairman
- ii. Jawed Yunus Tabba
- iii. Mariam Tabba Khan
- iv. Muhammad Hassan Tabba
- v. Khawaja Iqbal Hassan
- vi. Shabbir Hamza Khandwala

b. HR and Remuneration Committee

- i. Khawaja Iqbal Hassan - Chairman
- ii. Muhammad Ali Tabba
- iii. Jawed Yunus Tabba
- iv. Mariam Tabba Khan
- v. Muhammad Hassan Tabba
- vi. Masood Karim Shaikh
- vii. Shabbir Hamza Khandwala

13. The terms of reference of the aforesaid committees have been formed, documented and advised to the Committee for compliance. The Audit Committee is also responsible for overseeing sustainability-related risks and opportunities, including those related to Environmental, Social and Governance (ESG) factors, and ensuring that relevant strategies, priorities, and measurable targets are established to support long-term value creation;

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

- (a) Audit Committee: Six meetings during the financial year ended June 30, 2026.

- (b) HR and Remuneration Committee: Two meetings during the financial year ended June 30, 2026.
15. The Board has set up an effective internal audit function which comprises of suitably qualified and experienced for the purpose and are conversant with the policies and procedures of the Company;
16. The statutory auditors of the Company have confirmed that they have been given a satisfactory rating under the Quality Control Review program of the Institute of Chartered Accountants of Pakistan and registered with Audit Oversight Board of Pakistan, that they and all their partners are in compliance with International Federation of Accountants (IFAC) guidelines on code of ethics as adopted by the Institute of Chartered Accountants of Pakistan and that they and the partners of the firm involved in the audit are not a close relative (spouse, parent, dependent and non-dependent children) of the chief executive officer, chief financial officer, head of internal audit, company secretary or director of the Company;
17. The statutory auditors or the persons associated with them have not been appointed to provide other services except in accordance with the Act, these Regulations or any other regulatory requirement and the auditors have confirmed that they observed IFAC guidelines in this regard;
18. We confirm that all requirements of regulations 3, 6, 7, 8, 27, 32, 33 and 36 of the Regulations have been complied with; and
19. Explanations for non-compliance with requirements, other than regulations 3, 6, 7, 8, 27, 32, 33 and 36, are below:

Matter	Regulation No.	Explanation
Risk Management Committee The Board may constitute the risk management committee, of such number and class of directors as it may deem appropriate in its circumstances, to carry out a review of the effectiveness of risk management procedures and present a report to the Board.	30(1)	The Board, directly and through its Audit Committee, annually reviews the business risks facing the Company and the effectiveness of the systems of risk identification, risk management and related internal controls. Material financial, operational and compliance controls are monitored and reviewed to safeguard the Company's assets. The Board also ensures that appropriate and robust risk-mitigation measures remain in place.



Muhammad Sohail Tabba

Chairman / Director



Muhammad Ali Tabba

Chief Executive Officer

Karachi: August 7, 2026

Matter	Regulation No.	Explanation
Nomination Committee The Board may constitute a separate committee, designated as the nomination committee, of such number and class of directors as it may deem appropriate in its circumstances.	29(1)	The Board effectively discharges the responsibilities of the Nomination Committee contemplated by the Code. It regularly reviews the composition and chairmanship of its committees and assesses the Board's structure, size and composition. The Board considers and implements any changes considered necessary in a timely manner.

DIRECTORS' REPORT

REPORT OF THE DIRECTORS FOR THE YEAR ENDED JUNE 30, 2026

The Directors are pleased to present this report, accompanied by the Company's audited financial statements for the fiscal year ended June 30, 2026. The information provided below encompasses the unconsolidated and consolidated performance of the Company during this year.

This report has been prepared in accordance with Section 227 of the Companies Act, 2017, and the Listed Companies (Code of Corporate Governance) Regulations, 2019, and will be submitted to the shareholders at the "33rd" Annual General Meeting of the Company to be held on September 25, 2026.

Overview of Economy and Consolidated Financial Performance

Overview of Economy

Pakistan's economy continued its transition from stabilization towards growth during the outgoing year, supported by strengthened macroeconomic fundamentals, prudent fiscal management, and a resilient external sector. GDP growth was recorded at 3.7%, the highest in four years, compared to 3.2% last year. The current account remained broadly balanced for the second consecutive year, primarily driven by record workers' remittances, which rose to USD 41.6 billion from USD 38.3 billion in FY 2025, absorbing the impact of a wider trade deficit. The Pakistani Rupee (PKR) appreciated by 2.0% against the US Dollar during the year, aided by an improved external position and a rise in the State Bank of Pakistan's (SBP) foreign exchange reserves, which increased to USD 18.4 billion from USD 14.5 billion a year earlier.

Average inflation was recorded at 7.05% during the year, compared to 4.49% last year, and remained within the target range for most of the period. However, heightened geopolitical tensions in the Middle East towards the latter part of the year led to a sharp rise in global oil prices, pushing inflation into double digits in the closing months. In response, the SBP, which had reduced the policy rate to 10.5% in December 2025, raised it by 100 basis points to 11.5% in April 2026 and maintained it at this level for the remainder of the year to keep inflation expectations anchored while supporting economic activity.

Furthermore, the continuation of IMF programs, including the Extended Fund Facility (EFF) and the Resilience and Sustainability Facility (RSF), has

strengthened policy credibility and supported investor sentiment, with reviews completed during the year unlocking disbursements of approximately USD 2.5 billion. Pakistan's upgraded credit ratings during the year further validated its economic reform agenda. The government has committed to structural reforms focused on increasing tax revenue by broadening the tax base, energy pricing reforms, and privatization of state-owned enterprises, while also advancing climate action through dedicated initiatives. Collectively, these efforts will help lay a strong foundation for inclusive, resilient, and sustainable long-term economic growth.

In response to the evolving macroeconomic landscape, the Company's leadership is proactively executing strategies centered on cost optimization, effective risk management, and innovation to drive operational efficiency. We remain firmly committed to creating sustainable value for our stakeholders and are confident in the strength and resilience of our business to navigate current challenges and adapt seamlessly to any economic downturn.

Consolidated Financial Performance

On a consolidated basis, your Company reported gross revenue of PKR 645.9 billion, up 14.6% from PKR 563.6 billion last year. This increase was driven mainly by improved turnover of the Company and its subsidiary, Lucky Motor Corporation.

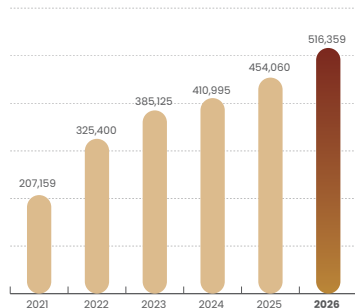
Furthermore, the Company's consolidated net profit was PKR 96.5 billion, of which PKR 7.4 billion was attributable to non-controlling interests. The net profit attributable to shareholders of the Company translated into an EPS of PKR 60.78 for FY 2026, compared to PKR 52.53 last year, which is a 15.7% increase. The Company's net profit for FY 2026 has shown improvement compared to last year, primarily driven by the increased profitability of local cement operations.

The consolidated financial performance of your Company for the year ended June 30, 2026, as compared to last year is as follows:

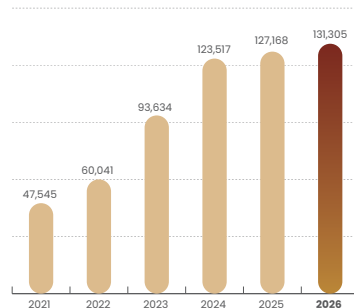
PKR million except EPS	FY 2026	FY 2025	Change (%)
Gross Revenue	645,928	563,634	14.6%
Net Revenue	516,359	454,060	13.7%
Gross Profit	131,305	127,168	3.3%
GP as % of Net Revenue	25.4%	28.0%	-9.2%
Operating Profit	105,780	102,354	3.3%
EBITDA	126,306	121,196	4.2%
Net Profit	96,456	84,498	14.2%
NP (Attributable to Owners of the holding company)	89,042	76,956	15.7%
Earnings Per Share (PKR)	60.78	52.53	15.7%

Six years' financial performance - Consolidated

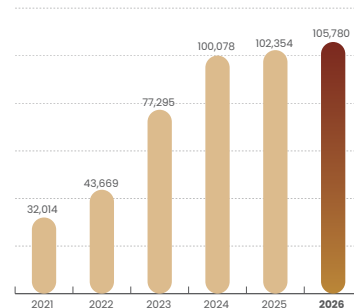
Net Revenue
(PKR in Million)



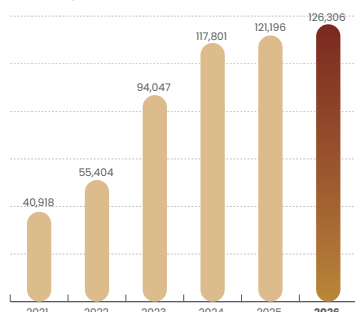
Gross Profit
(PKR in Million)



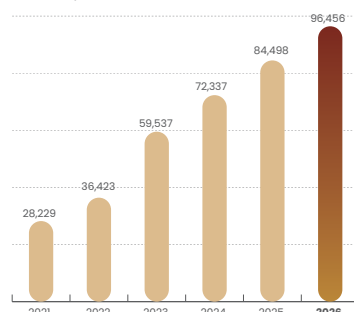
Operating Profit
(PKR in Million)



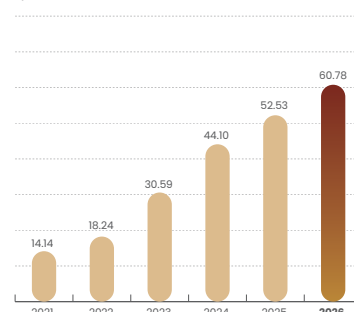
EBITDA Profit
(PKR in Million)



Net Profit
(PKR in Million)



EPS
(PKR)



Local Cement Operations

During FY 2026, gross domestic sales revenue increased by 12.1% compared to last year, primarily driven by a 10.1% rise in domestic cement volumes reflecting a modest recovery in demand. The improvement was underpinned by easing inflationary pressures and a relatively stable interest rate environment, which provided some impetus to construction activity. However, as highlighted earlier, emerging geopolitical tensions during the second half of the year have introduced renewed uncertainty, particularly through potential impacts on energy costs and overall economic sentiment.

It is also important to note that cement demand has remained subdued in recent years, with the sector experiencing negative growth due to macroeconomic challenges, fiscal consolidation measures, and constrained public sector development spending. Hence, the recent uptick should be viewed as gradual stabilization rather than a broad-based recovery in the sector.

Foreign Cement Operations

The Company's cement production facilities in Iraq and the Democratic Republic of Congo (DRC), being operated under joint venture arrangements, continued to be significant contributors overall to profitability during FY 2026. Operations in Congo maintained a steady growth trajectory, reflecting sustained operational performance and market demand. The cement sales in Iraq, however, exhibited a slight decline due to the prevailing geopolitical situation in the region.

Polyester, Soda Ash, Pharmaceuticals and Chemicals

Net turnover for the year stood at PKR 113.2 billion, representing a decline of 6% compared to last year. The Animal Health and Pharmaceuticals businesses delivered strong growth of 17% and 5%, respectively. However, softer market demand across the Polyester, Soda Ash, and Chemicals & Agri Sciences businesses resulted in revenue declines of 13%, 9%, and 1%, respectively, compared to the previous year.

Collectively, the Company's operating profit decreased by 18% year-on-year to PKR 14.7 billion. While the Animal Health and Pharmaceuticals Businesses delivered strong performances, recording growth in Operating Results by 20% and 16% respectively as compared to last year, the Polyester, Soda Ash and Chemicals & Agri

Sciences Businesses, mainly due to continuous weak demand in the market, posted a decline in Operating Results by 74%, 33% and 5% respectively as compared to last year.

Growth in the Pharmaceuticals Business was supported by expansion of the product portfolio, cost optimization, and enhanced operational efficiencies. The Animal Health Business delivered steady growth owing to a strategic focus on its locally manufactured medicine portfolio. Higher disease incidence across key livestock regions drove increased demand for veterinary medicines, while the poultry segment remained resilient despite industry challenges.

The Polyester Business's performance remained subdued due to lower sales volumes and persistent pressure on margins, primarily driven by rising low-priced imports and higher energy costs. The Soda Ash Business was impacted by weak industry demand and a significant surge in import volumes following the reduction in import tariffs in the Federal Budget 2025-26, coupled with regional supply glut. The Chemicals & Agri Sciences Business was adversely affected by the impact of extensive flooding and subdued demand for agricultural inputs.

During the year, LCI also inaugurated its veterinary medicine manufacturing facility in Sheikhpura on March 30, 2026. The facility will support future demand, strengthen local product development, reduce reliance on imports, and contribute to long-term value creation through improved operational efficiencies and increased product availability.

Power

Lucky Electric Power Company Ltd (LEPCL) owns and operates a 660 MW supercritical lignite coal-fired power plant located in Bin Qasim, Karachi. The plant achieved its Commercial Operations Date on March 21, 2022, and is designed to utilize indigenous Thar lignite coal.

LEPCL continues to maintain an exemplary safety record, surpassing 8.1 million safe man-hours without a Lost Workday Injury (LWI) or significant operational incident since its commissioning. This milestone reflects the company's unyielding commitment to occupational health, safety standards, and strict operational discipline.

Automobiles and Mobile Phones

The automobile sector demonstrated improved volumes during FY 2026 as compared to FY 2025 due to better pricing on the back of stable exchange rate parity. The sector observed an overall volume increase of around 43% compared to last year.

Similarly, smartphone imports also registered an increase of 10% in volume and 23% in value terms during FY 2026 as compared to FY 2025.

Cement Industry and Company's Performance – Unconsolidated

During FY 2026, Pakistan's domestic cement sales volumes recorded an increase of 9.3%, rising to 41.5 million tons from 37.9 million tons in FY 2025. However, export volumes declined by 2.2%, reaching 9.0 million tons compared to 9.2 million tons in FY 2025, primarily due to the closure of the Afghan border. Consequently, total industry sales volumes increased by 7.0%, reaching 50.5 million tons in FY 2026 compared to 47.1 million tons in FY 2025. As discussed earlier, the growth in domestic demand was supported by a combination of factors, including easing inflationary pressures and a stable interest rate environment, which contributed to increased construction activity.

Your Company delivered a strong performance in the domestic market, with local sales volumes

increasing by 10.1% to 6.5 million tons in FY 2026, outperforming the industry's domestic sales growth of 9.3%. This outperformance was primarily driven by the Company's increased footprint in new markets. Export volumes declined by 8.2% to 3.1 million tons during the year, reflecting the strategic rationalization of geographic exposure in line with prevailing margin dynamics, together with pressure on exports from the northern plant following the closure of the Afghan border. This shift reflects a more balanced sales mix and supports a sustainable volume profile. As a result, total sales volumes of the Company increased by 3.5% in FY 2026 compared to last year.

Cement Production & Sales Volume Performance

The production and sales statistics of your Company for FY 2026, compared to last year are as follows:

Particulars	FY 2026	FY 2025	Growth/ (Decline)
	Tons in '000'		%
Clinker Production	8,759	7,876	11.2%
Cement Production	7,755	7,163	8.3%
Cement / Clinker Sales	9,613	9,290	3.5%

A comparison of Pakistan's Cement Industry and your Company's dispatches for FY 2026, in comparison with last year, is presented below:

Particulars Tons in '000'	FY 2026	FY 2025	Change %	
Cement Industry				
Local Sales	41,461	37,940	3,521	9.3%
Export Sales				
– Bagged	3,002	3,336	(334)	(10.0%)
– Clinker	6,010	5,874	136	2.3%
Total Exports	9,012	9,210	(198)	(2.2%)
Grand Total	50,473	47,150	3,323	7.0%

Particulars Tons in '000'	FY 2026	FY 2025	Change %	
Lucky Cement				
Local Sales				
- Cement	6,517	5,918	599	10.1%
Export Sales				
- Bagged	1,102	1,225	(123)	(10.0%)
- Loose	110	-	110	
- Clinker	1,884	2,147	(263)	(12.2%)
Total Exports	3,096	3,372	(276)	(8.2%)
Grand Total	9,613	9,290	324	3.5%

Market Share	FY 2026	FY 2025
Local Sales	15.7%	15.6%
Export Sales		
- Bagged	36.7%	36.7%
- Clinker	31.4%	36.5%
Total Exports	34.4%	36.6%
Grand Total	19.0%	19.7%

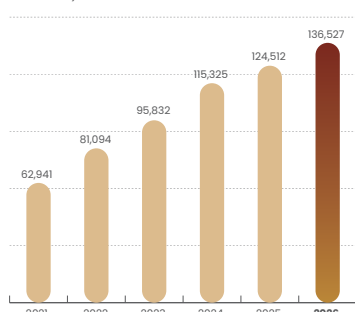
Financial Performance - Unconsolidated

The financial performance of your Company for the fiscal year ended June 30, 2026, as compared to last year is presented below:

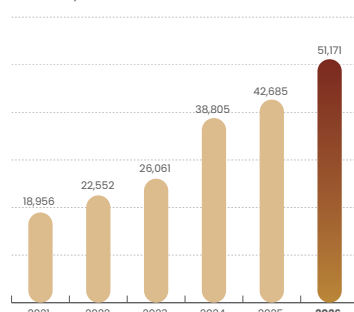
PKR million except EPS	FY 2026	FY 2025	Change (%)
Gross Revenue	192,861	174,302	10.6%
Net Revenue	136,527	124,512	9.6%
Cost of Sales	85,356	81,827	4.3%
Gross Profit	51,171	42,685	19.9%
GP as % of Net Revenue	37.5%	34.3%	9.3%
Operating Profit	39,589	31,285	26.5%
EBITDA	47,129	38,222	23.3%
Net Profit	46,629	33,092	40.9%
Earnings Per Share (PKR)	31.83	22.59	40.9%

Six years' financial performance - Unconsolidated

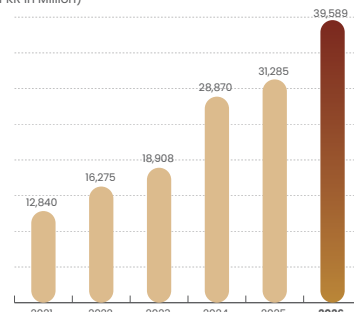
Net Revenue
(PKR in Million)



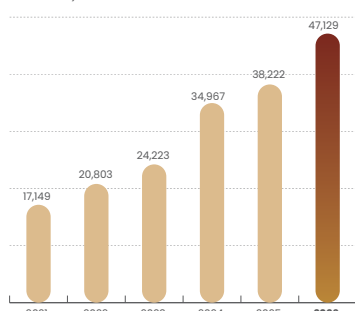
Gross Profit
(PKR in Million)



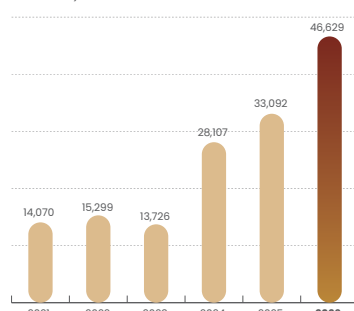
Operating Profit
(PKR in Million)



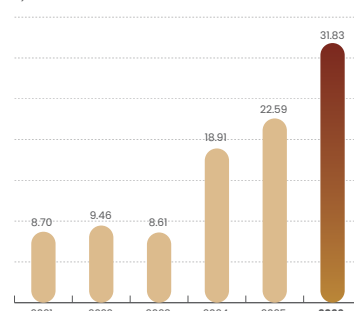
EBITDA Profit
(PKR in Million)



Net Profit
(PKR in Million)



EPS
(PKR)



Revenue

During FY 2026, your Company achieved a 10.6% increase in overall gross revenue as compared to last year. Local sales revenue rose by 12.1%, reaching PKR 158.6 billion compared to PKR 141.5 billion in FY 2025, whereas export sales revenue increased by 4.3% to PKR 34.2 billion from PKR 32.8 billion in FY 2025.

Cost of Sales

Cost of sales increased by 4.3% to PKR 85.4 billion, compared to PKR 81.8 billion in FY 2025, primarily driven by higher volumes. However, the increase remained below sales growth, supported by cost optimization initiatives including optimization of energy mix, battery storage systems and UTIS technology, which improved energy efficiency and contained overall costs.

Gross Profit

The Company's gross profit margin improved to 37.5%, compared to 34.3% in the same period last year. This improvement was primarily driven by higher domestic sales volumes, improvement in export margins, and enhanced operational efficiencies.

Dividend Income

During the year, the dividend income received by your Company from its subsidiaries and associate was PKR 15.8 billion compared to PKR 12.7 billion in FY 2025.

Subsidiary/ Associate PKR Billion	FY 2026	FY 2025	FY 2024	FY 2023
LCI	2.9	3.4	3.0	1.3
LHL	-	-	-	0.2
YEL	0.1	0.6	0.2	0.2
LEPCL	12.0	6.0	6.0	-
LMC	0.9	2.7	1.4	0.7
Total	15.8	12.7	10.6	2.4

Net Profit

Your Company achieved a profit before tax of PKR 60.9 billion during FY 2026 as compared to PKR 47.3 billion reported last year, representing a growth of 28.7%, due to stronger operating gross profit and higher dividend and other income.

Accordingly, an after-tax profit of PKR 46.6 billion was achieved during FY 2026, reflecting a growth of 40.9% as compared to PKR 33.1 billion reported last year.

Earnings per share

The earnings per share of your Company for the year ended June 30, 2026, was PKR 31.83 in comparison to PKR 22.59 reported last year.

As per requirements of International Financial Reporting Standards (IFRS), the earnings per share of the current and all prior periods presented have been restated based on the new number of shares i.e., 1,465,000,000 as a result of stock split.

Growth and Expansion

Strategic Expansion in the Copper and Gold Mining

National Resources (Pvt.) Limited (NRL), a joint venture entity, in which your Company has a 33.33% equity stake, successfully acquired two additional leases in Balochistan, bringing its total to five. The portfolio includes two leases with copper-gold potential, one lead-zinc prospect, and two antimony leases. Following significant drilling and a subsequent discovery announcement in April 2025, NRL is now working towards a mineral resource estimate for one of its leases. The remaining four leases are currently undergoing early-stage exploration.

Cement production capacity expansion of 0.65 million tons per annum at Samawah, Iraq

The cement grinding mill, with a production capacity of 0.65 MTPA in Samawah, Iraq, commenced commercial operations in November 2025. This facility will utilize surplus clinker capacity to cater to prevailing cement demand.

Expansion of fully integrated cement manufacturing plant by 1.6 MTPA in the DRC

Keeping pace with the increasing demand for cement in the DRC due to progress in economic activity and uptick in construction projects, the joint venture company between Lucky Cement Limited and Rawji Group, through its company Nyumba Ya Akiba (NYA) has resolved to enhance the cement production capacity from existing capacity of 1.31 million tons per

annum (MTPA) to 2.91 MTPA by adding a fully integrated cement manufacturing line of 1.6 MTPA.

This capacity expansion will significantly enhance the overall efficiency of NYA's business operations and play a crucial role in meeting the growing cement demand in DRC. It will further help NYA to maintain its market leadership considering the anticipated increase in demand.

Construction activities are anticipated to commence in 1Q FY 2027, with project completion within 18 months of commencement.

Renewable Energy Initiatives of Lucky Cement

The Company is further planning to enhance solar power capacity at its Karachi plant by 15 MW. Following this addition, the Company's total installed solar capacity will rise to 89.3 MW in 1Q FY 2027.

Expansion of UTIS Technology on Additional Production Lines

The Company has successfully commissioned UTIS (UC3) technology on all its four production lines at the Karachi plant. As a result, the Company's Karachi plant cement production capacity increased by 300,000 tons per annum to 5,350,000 tons per annum.

Dividend & Appropriation

Your Company remains committed to enhancing shareholder value while delivering sustainable long-term returns. Over the years, our diversification strategy, largely funded through internally generated cash flows, has reinforced this commitment and is now beginning to yield tangible results.

In view of the current strategic priorities and investment outlook, the Board has recommended a final cash dividend of PKR 5.0 per share, subject to shareholder approval at the upcoming Annual General Meeting scheduled for September 25, 2026.

Contribution to the National Exchequer

On a consolidated basis, your Company contributed PKR 175.7 billion (2025: PKR 127.1 billion) to the Government Treasury on account of income taxes, excise duty, sales tax, and other government levies. Moreover, valuable

foreign exchange to the tune of USD 133 million was generated by your Company for the country from the export of cement, clinker, chemicals and automobiles during the year under review.

Health, Safety and Environment

A strong focus on HSE lies at the core of all Lucky Cement's operations. By strictly adhering to established HSE guidelines, Lucky Cement is dedicated to ensuring a safe working environment for its employees, contractors, and all stakeholders involved in its business activities. The Company upholds the highest health and safety standards, both for its on-site stakeholders and the communities in which it operates.

To enhance HSE awareness and foster a culture of continuous improvement in personal and process safety, job safety analysis and risk assessments are conducted for all critical and non-routine tasks. Additionally, the delivery of regular HSE talks and in-depth awareness sessions has further reinforced our safety culture, cultivating an environment where HSE is regarded as a collective responsibility.

Zero Loss Workday Injury

Throughout the past year, no major injuries or accidents were reported. This is a testament to our rigorous HSE follow-ups, audits, safety talks, continuous risk assessments, and the implementation of effective hazard mitigation measures. Adherence to HSE policies and procedures has been crucial in maintaining a safe work environment. These efforts underscore our commitment to ensuring the highest standards of health and safety within our operations.

Compliance with NEQ Standards

Lucky Cement remains committed to maintaining the highest standards of environmental compliance and operational sustainability. Environmental monitoring and testing are conducted regularly through EPA-approved laboratories to ensure full compliance with the National Environmental Quality (NEQ) Standards. Through continuous investment in advanced technologies, process optimization, and preventive maintenance, the Company's facilities consistently operate within the prescribed environmental limits.

The Company's plants are equipped with state-of-the-art bag house systems capable of controlling particulate matter emissions with an efficiency of up to 99.95%, significantly reducing dust emissions and supporting cleaner operations. In addition,

Lucky Cement has implemented UC3 technology on its production lines in Karachi, enhancing process efficiency and reducing specific coal consumption. This technology contributes to lowering greenhouse gas emissions by optimizing kiln performance and reducing the carbon intensity of cement production.

Complementing these operational initiatives, Lucky Cement continues to undertake extensive tree plantation campaigns within and around its manufacturing facilities, promoting biodiversity, enhancing green cover, and contributing to carbon sequestration. Through a combination of technological innovation, resource efficiency initiatives, and environmental conservation efforts, the Company continues to strengthen its commitment to sustainable development while maintaining full compliance with applicable environmental regulations.

Management Objectives and Strategies

Throughout its history, Lucky Cement has steadfastly confronted and navigated numerous challenges, demonstrating unwavering perseverance and strength. Your Company's diverse portfolio, ever-expanding operations and exemplary strategies have fortified its foundations as not just the leading manufacturer of cement, but also as one of the most prosperous organizations in Pakistan. It has built a strong foundation to propel its growth through fiscal discipline, cost leadership and a robust distribution network. As the leading cement player, Lucky Cement focuses on achieving its goals and leverages technology by designing a strategic roadmap to reduce carbon footprints, enhance environmental measures, and identify supply chain synergies.

The management firmly believes in implementing best governance practices and upholding the true spirit of adherence. Your Company is dedicated to ensuring equitable treatment of all stakeholders, fostering trust and appreciation. Moreover, it adopts an environment of employee engagement, recognizing employees as the most valuable resource and internal stakeholders.

To accomplish the specified corporate objectives, your Company has undertaken organization-wide initiatives involving all employees in formalizing SOPs (Standard Operating Procedures) and establishing individual KPIs (Key Performance Indicators) aligned with the broader corporate goals. This approach empowers every employee as a self-assessor, with clear annual targets and transparent measurement criteria, enabling their

contribution to the organizational mission. Additionally, we have optimized and strengthened our human resource strategies while creating a well-structured management trainee program in collaboration with the country's top educational institutions.

In addition, the management considers employees' health and safety protocols as a moral imperative to comply. Lucky Cement has continually promoted a healthy work environment and contributed to society during the recent floods.

Your Company's financial growth and market leadership reflect its strategic alignment.

Critical Performance Indicators

The management of your Company has highlighted the following key performance measures and indicators to support the stated objectives. These are shared across the Company at each level as "Lucky Cement Limited's 5 corporate goals" and they assist us in setting our strategic direction.

- a) Sustainable growth/profitability, improving market share both in domestic and foreign markets and lower cost of production
- b) Organizational development and talent management
- c) Environment, Social and Governance (ESG)
- d) Diversification of product portfolio
- e) Upgrade IT infrastructure / Enhance automation

During the year, the management rolled out the objectives stated above with the intention of implementing these goals companywide in the form of KPIs for each department. The periodic Management Committee and project-related meetings held during the year involved reviewing and following up on these objectives.

Performance of Financial and Non-Financial Measures

Sustainable and Profitable Growth

Market Share:

Your Company's market share strengthened to 15.7% in FY2026 from 15.6% in FY2025. This was driven by sales

growth that outpaced the industry average, reflecting the continued trust of our customers, the strength of the Lucky Cement brand, and the consistent quality of our products.

Lowest-Cost Producer:

Lucky Cement successfully retained its position as the lowest-cost producer in FY 2026. This achievement was driven by a substantial increase in renewable energy utilization, strategic cost optimization initiatives, and proactive, data-driven decision-making ensuring continued operational efficiency and effective cost control.

Cost Reduction Initiatives:

During the year, the Company further strengthened its coal procurement strategy by diversifying its supplier base through a blend of imported and locally sourced coal, while also onboarding new international suppliers to enhance supply chain resilience and efficiency. In line with its commitment to sustainability and operational excellence, Lucky Cement continues to maintain one of the largest renewable energy portfolios in the industry, comprising Waste Heat Recovery (WHR), solar, and wind power generation facilities.

The Company also expanded the implementation of UC3 technology across all four production lines at its Karachi plant. This initiative is expected to improve operational efficiency through reduced coal consumption, enhanced productivity, and lower carbon emissions. Furthermore, the Company announced the addition of a 15 MW solar power facility at its Karachi plant, which is expected to commence operations during the first quarter of FY 2027. Upon completion, the Company's total installed solar capacity will increase to 89.3 MW.

Following the planned solar expansion, renewable energy sources are expected to meet approximately 55% of the Company's total electricity requirements. These investments reflect the Company's continued focus on energy efficiency, cost optimization, and environmental stewardship, while supporting its long-term sustainability and carbon reduction objectives.

Corporate and Brand Image

During the year under review, the Company's practices and initiatives continued to be recognized and appreciated by leading professional bodies. The Company received the following awards during the year:

- Won the Best Corporate & Sustainability Report Awards 2024 by ICAP & ICMAP
- Won the 22nd Annual Environment Excellence Awards 2025 organized by the National Forum of Environment and Health (NFEH)
- Won the CFA Society Award in Best ESG reporting 2024
- Won the CFA Society Award in Best Investor Relations 2024 Listed Companies
- Won the SAFA joint silver in Infrastructure and Construction Category
- Won the 15th Fire Safety Award at NFEH
- Won the top exporter award in cement sector FY 2025, Presented by the PM of Pakistan
- Won the PSX top 25 Company Awards
- Won the 40th Corporate Excellence Award by Management Association of Pakistan in the Industrial sector category

Human Resources

At Lucky Cement Limited, our people remain our greatest strength and the driving force behind our sustained growth and operational excellence. As we continue expanding our footprint locally and internationally, we remain committed to building a high-performing, agile, and future-ready workforce. Our people strategy is closely aligned with business objectives, ensuring we attract, develop, engage, and retain the talent needed to support long-term organizational success.

Strengthening a High-Performance Culture

We continued to strengthen performance-driven culture through SMART goal setting, regular performance reviews, and continuous feedback. During the year, our integrated Competency Framework, encompassing Core, Functional, and IT Competencies, was further embedded across recruitment, performance management, learning, career development, and succession planning. Annual goal setting follows the SMART framework, cascaded from corporate objectives to individual KPIs through SAP. The performance appraisal cycle covers all employees and is complemented by merit-based rewards linked directly to performance ratings. This provides employees with clear expectations for current roles while creating transparent development pathways for future career progression.

Talent Acquisition and Strategic Workforce Planning

Our people's strategy supports Lucky Cement's ongoing growth by proactively identifying future workforce requirements and strengthening leadership continuity. Recruitment continued to follow a competency-based approach supported by structured onboarding, enabling the organization to reduce the average time-to-hire and accelerate deployment of business-critical talent. Workforce planning is conducted through an annual rolling plan, while critical positions are supported through structured succession planning and proactive external talent mapping to ensure business continuity.

Diversity, Equity and Inclusion

We continued to foster an inclusive workplace where every employee is respected, valued, and provided equal opportunities to contribute and grow. Particular emphasis remained on strengthening gender diversity within our traditionally male-dominated industry, while employee engagement initiatives, leadership interactions, and open communication continued to build collaboration, trust, belonging, and psychological safety across the organization. Talent priorities focus on attracting, developing and retaining top talent, accelerating leadership development and strengthening gender diversity.

Employee Engagement and Retention

Employee engagement remained a strategic priority through recognition initiatives, wellness programs, town halls, skip-level meetings, engagement surveys, grievance mechanisms, and team-building activities that strengthened organizational culture and employee morale. These initiatives, together with career development opportunities and competitive reward practices, contributed to maintaining overall employee turnover at satisfactory levels. To remain competitive on reward and retention, we benchmark compensation against an identified peer group, supported by a defined strategy and action plan already in motion.

Learning, Development and Capability Building

Continuous learning remained central to our people's strategy. Guided by our 70:20:10 Learning Philosophy—70% experiential learning, 20% coaching and mentoring, and 10% formal training—we continued investing in building technical, functional, behavioral, leadership, HSE, and digital capabilities. Competency gap assessments enabled individualized learning

plans, while our expanding network of internal Subject Matter Experts promoted knowledge sharing and organizational capability building. During the year, a significant number of training sessions were conducted across our locations, reinforcing our culture of continuous learning and development. Over the next three to five years, our focus is on building an agile, digitally enabled and future-ready workforce through strategic investments in AI and digital upskilling, leadership development to support our expanding local and international operations, gender diversity, ESG-linked people capability initiatives, and completion of our reward-benchmarking roadmap. Together, these priorities reinforce Lucky Cement's human capital strategy as a durable source of competitive advantage.

Leadership Development and Succession Planning

Developing future leaders remained a strategic priority. Through mentoring, coaching, competency-based development, psychometric assessments, and structured succession planning, we continued strengthening leadership readiness across critical positions. Leadership continuity is driven by a "build-from-within" philosophy, under which critical positions are filled through internal promotions wherever possible, and each critical role is mapped to a ready-now successor, a ready-in-one-to-three-years successor and a ready-in-more-than-three-years successor. Employees' potential is assessed through a rigorous, transparent process including multiple psychometric assessments to identify High Potentials (HiPos) and confirm succession candidates for critical positions. Additionally, we proactively identify, engage and select external successors through the same structured recruitment assessment process, ensuring no critical role is left exposed.

Financial Management

The Company's unconsolidated balance sheet as on June 30, 2026, remains on a strong asset footing of PKR 301.4 billion (2025: PKR 266.8 billion), with a current ratio of 2.39 (2025: 1.72) and a quick ratio of 2.07 (2025: 1.30).

Cash Flow Strategy

Your Company has an efficient cash flow management system in place that regularly projects and monitors cash inflows and outflows. Our philosophy is to maintain sufficient cash flow to support capital expenditures,

strategic investments, working capital requirements, efficiency and modernization initiatives, and contingencies—based on the business environment and macroeconomic outlook.

During the year under review, major allocations included capital expenditure of PKR 15.2 billion, income tax payments of approximately PKR 26.2 billion, repayment of long-term debt amounting to PKR 2.2 billion, and dividend distribution to shareholders amounting to PKR 5.9 billion.

Capital Structure and Financial Position

While your Company is mostly equity-financed, it also utilizes SBP's financing schemes mainly obtained in previous years, for its long-term requirements. Your Company's biggest strength is its self-generated liquidity. This helps management smoothly execute further cost-saving ventures and boost stakeholders' confidence in doing business with the company. Reserves increased by 23.5% to PKR 213.7 billion. This strong capital base positions the Company to pursue investments across its existing businesses and new ventures.

Credit Rating

VIS Credit Rating Company Limited maintained your Company's "investment grade" credit ratings, assigning a medium-to-long-term rating of AA+ (Double A Plus) and a short-term rating of A-1+ (A-One Plus). While the short-term credit rating of A-1+ assures that the Company has adequate short-term liquidity and can make timely payments, the medium to long term rating of AA+ symbolizes high credit quality and strong protection factors. The high credit rating of your Company attests to its high creditworthiness, thus evidencing the fact that your Company has an efficient cash flow strategy in place to meet its financial obligations.

Segmental Review and Business Performance

Building on an established footprint in the cement manufacturing industry in Pakistan and through its international operations in the Middle East and Africa, Lucky Cement has evolved into a conglomerate with strategic investments across diversified industries. The Company's acquisitions and investments in the chemicals, power generation and automotive sectors were undertaken pursuant to a deliberate strategy to diversify its business base and create sustainable value for shareholders. While the year under review

was marked by a demanding economic environment, the Company's subsidiaries sustained their operations and maintained financial discipline.

Risk Management

Effective risk management is fundamental to sustainable business growth. At Lucky Cement, the Board retains overall responsibility for overseeing the Company's risk management processes. These processes are documented, reviewed periodically and intended to safeguard the Company's assets and to address risks that may affect the Company, including any potential impact on business continuity. Risks identified as capable of affecting the achievement of strategic, operational, financial or compliance objectives are reported to the Board and Senior Management for timely consideration.

The Company maintains an organizational structure with a defined chain of authority. Senior Management is responsible for implementing approved procedures, monitoring risk exposures and reviewing the effectiveness of controls, with independent assurance provided to the Audit Committee by the Internal Audit function.

The Company continues to operate an Enterprise Risk Management framework that is integrated within the organization to support the identification, evaluation and assessment of risks. Identified risks are prioritized by reference to their likelihood and potential impact, and mitigating actions are devised accordingly.

As risk management is a continuing requirement, this annual process is supplemented by interim updates on the risk profile and on the status of remedial and corrective actions.

Strategic Risks

Lucky Cement operates in a dynamic business environment that exposes it to strategic risks while also presenting emerging opportunities that may influence the achievement of its strategic objectives. Senior Management focuses on aligning corporate strategy with evolving market trends, seeking to strengthen the Company's market position and to expand manufacturing capacity in line with the needs of the construction industry. Inflationary pressure, adverse exchange rate parity and increases in the prices of key inputs such as coal and other fuels may elevate production costs. These exposures are monitored and recorded in the risk register. The Company also

considers risks arising from broader macroeconomic conditions and changes in policy settings.

Operational Risks

With a continuing focus on operational efficiency, Senior Management monitors operational risks and maintains controls intended to reduce the potential impact of disruptive events affecting production and sales. Raw material sourcing arrangements, segregation of duties, cybersecurity controls, in-house power generation at the plants and the Company's in-house and outsourced supply chain and logistics arrangements support the mitigation of operational risk.

Financial Risks

To address risks arising from movements in foreign exchange rates, interest rates and commodity prices, the Company has established policies that are reviewed periodically and aligned with applicable market regulation and prevailing practice.

Compliance Risks

Any omission or failure to meet regulatory compliance may expose the Company to reputational risks. Changes in laws and regulations may result in disruptions. Due to appropriate and diligent adherence to all applicable rules and regulations, the Company's compliance risk is low. Professional law firms manage litigation risks involving serious litigation against the Company.

Corporate Social Responsibility

Education & Skill Empowerment

During the year, Lucky Cement Limited (LCL) further strengthened its commitment to promoting higher education and skill development through strategic partnerships with leading educational institutions across Pakistan.

As part of its educational support initiatives, the Company finalized the selection framework for funded scholarships for deserving students at the University of Lakki Marwat (ULM). An MoU was finalized during the quarter, with the formal signing scheduled at the beginning of the next quarter. The scholarship program is designed to provide financial assistance to talented students from District Lakki Marwat, enabling them to pursue undergraduate studies across multiple academic disciplines while contributing towards the long-term socio-economic development of the region.

Continuing its commitment towards quality education in various sectors, Lucky Cement Limited continued financial assistance to various deserving students at the Institute of Business Management under the Spring Semester 2025 scholarship program.

Recognizing the importance of technical and vocational education, the Company continued supporting NLC Batch V through sponsorship of vocational training for 17 trainees. This initiative contributes towards developing employable technical skills among youth and improving future livelihood opportunities near business operations.

The Company reaffirmed its commitment towards early education by continuing educational outreach to Primary and Secondary School near its business operations in collaboration with a renowned non-profit organization of the country.

As part of its long-term commitment towards educational excellence for girls, Lucky Cement Limited continued its partnership with Zindagi Trust, supporting its efforts to transform public education through innovative teaching methodologies and improved learning environments.

The Company also continued its support for early education progression in remote areas of the country in collaboration with a renowned NGO actively working for education and community development initiatives aimed at improving opportunities for underserved communities.

Further strengthening its commitment towards religious and community education, Lucky Cement Limited contributed generously to support the provision of modern studies in conjunction with religious education and associated educational activities.

Community Welfare & Humanitarian Support

During the quarter, Lucky Cement Limited continued its commitment to supporting reputable welfare organizations working towards community development and humanitarian assistance across Pakistan.

The Company continued to actively support the Citizens Police Liaison Committee (CPLC), contributing towards initiatives that promote community safety and public welfare.

To support social welfare and humanitarian services, the Company donated a generous amount to a well-known Trust, Aitamad Trust, working for the deserving communities of the country.

Lucky Cement Limited also collaborated with Saylani in their flagship program of Saylani Mass IT Training (SMIT) – Batch I. This initiative reflects the Company's continued commitment towards empowering youth from District Lakki Marwat through market-oriented digital and information technology training, equipping them with employable skills and improving future livelihood opportunities.

Health & Social Inclusion

Lucky Cement Limited remained committed to strengthening healthcare services and improving the well-being of communities through strategic partnerships with reputable healthcare institutions. During the quarter, the Company continued its contribution to the Aziz Tabba Foundation (ATF) in support of its healthcare initiatives. Through this contribution, LCL continues to support the Foundation's mission of providing quality and accessible medical care through its renowned healthcare institutions, including Tabba Heart Institute and Tabba Kidney Institute, benefiting patients from across Pakistan.

The Company's continued investment in healthcare reflects its commitment to promoting social inclusion, improving access to quality medical services, and contributing towards the overall health and well-being of underserved communities as part of its long-term CSR strategy.

Code of Corporate Governance

The Directors of your Company are aware of their responsibilities under the Listed Companies (Code of Corporate Governance) Regulations, 2019 and the Rulebook of the Pakistan Stock Exchange. Your Company has taken all necessary steps to ensure good corporate governance and full compliance with the Code, and we confirm the following:

- The financial statements, prepared by the management of the Company, present fairly its state of affairs, the results of its operations, cash flow, and changes in equity.
- Proper books of accounts of the Company have been maintained.

- The Chief Executive and Chief Financial Officer duly endorsed the financial statements before the approval of the Board.
- 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 departure therefrom has been adequately disclosed and explained.
- The system of internal control is sound in design and has been effectively implemented and monitored.
- There are no significant doubts about the Company's ability to continue as a going concern.
- The statement of the pattern of shareholding has been included as part of this Annual Report; and
- The statement of shares held by associated undertakings and related parties have also been disclosed separately.

Composition of the Board of Directors

The diverse mix of gender, knowledge, expertise and skill sets of the members enhances the effectiveness of our Board. Our Board composition represents the interests of all categories of shareholders, and it consists of:

Total number of directors	
a) Male	7
b) Female	1
Composition	
I) Independent Director	3
II) Other Non-executive Directors	4
III) Executive Director	1

Meetings of the Board of Directors

Board of Directors – 7 Meetings		
S.No.	Name of Directors	No. of Meetings Attended
1	Mr. Muhammad Sohail Tabba (Chairman) Non-Executive Director	6
2	Mr. Muhammad Ali Tabba (CEO) Executive Director	7
3	Mr. Jawed Yunus Tabba Non-Executive Director	6
4	Mrs. Mariam Tabba Khan Non-Executive Director	4
5	Mr. Muhammad Hassan Tabba Non-Executive Director	6
6	Mr. Masood Karim Shaikh Independent Director	6
7	Mr. Khawaja Iqbal Hassan Independent Director	7
8	Mr. Shabbir Hamza Khandwala Independent Director	7

Leave of absence was granted to the Directors who could not attend the meeting due to their preoccupation.

Training of the Board

The Company takes a keen interest in the professional development of its Board members and regularly updates its Board members with any changes in corporate laws or the Code of Corporate Governance. It ensures that all the Directors of the Board comply with the requirements of Directors Training Certification.

Evaluation Criteria for the Board

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

1. Effectiveness in bringing in a mix of gender, talents, skills and philosophical perspectives.
2. Integrity, credibility, trustworthiness and active participation of members.
3. Follow-up and review of annual targets set by the management.

4. Ability to provide guidance and direction to the Company.
5. Ability to identify aspects of the organization's performance requiring action.
6. Review of succession planning of management.
7. Ability to assess and understand the risk exposures of the Company.
8. Contribution and interest in improving health, safety and environment, employment and other policies and practices in the Company.
9. Safeguarding the Company against unnecessary litigation and reputational risk.

Performance Evaluation of the Board

The overall performance of the Board measured based on the above-mentioned parameters for the year was satisfactory. A separate report by the Chairman on Board's overall performance, as required under Section 192 of the Companies Act, 2017, is attached to this Annual Report.

Directors' Remuneration

The Board of Directors has approved a 'Remuneration Policy for Directors and Members of Senior Management', the salient features of which are:

- The Company will not pay any remuneration to its non-executive directors except for a meeting fee for attending the Board and its Committee meetings. As per the policy, Directors are paid a remuneration of PKR 125,000 to attend each meeting of the Board or its sub-committees.
- The remuneration of Directors for attending meetings of the Board of Directors or its Committees is determined and approved by the Board of Directors.
- The Directors are also entitled to reimbursement of reasonable expenses on account of travel, boarding, lodging and other expenses incurred by them for attending meetings of the Board, its committees and/or General Meetings of the Company.

Board Committees and Meetings

Audit Committee

Audit Committee – 6 Meetings		
S.No.	Name of Directors	No. of Meetings Attended
1	Mr. Masood Karim Shaikh (Chairman) Independent Director	6
2	Mr. Jawed Yunus Tabba Non-Executive Director	6
3	Mrs. Mariam Tabba Khan Non-Executive Director	5
4	Mr. Muhammad Hassan Tabba Non-Executive Director	2
5	Mr. Khawaja Iqbal Hassan Independent Director	6
6	Mr. Shabbir Hamza Khandwala Independent Director	6

HR and Remuneration Committee

HR & Remuneration Committee – 2 Meetings		
S.No.	Name of Directors	No. of Meetings Attended
1	Mr. Khawaja Iqbal Hassan (Chairman) Independent Director	2
2	Mr. Muhammad Ali Tabba (CEO) Executive Director	2
3	Mr. Jawed Yunus Tabba Non-Executive Director	2
4	Mrs. Mariam Tabba Khan Non-Executive Director	2
5	Mr. Muhammad Hassan Tabba Non-Executive Director	1
6	Mr. Masood Karim Shaikh Independent Director	2
7	Mr. Shabbir Hamza Khandwala Independent Director	2

CEO Performance Review

The Board of Directors maintains a robust and structured process for evaluating the CEO's performance, anchored in a comprehensive framework of financial, operational, and strategic KPIs established

at the beginning of the year. For the year under review, the Board has thoroughly assessed the CEO's leadership and execution against these benchmarks and expresses its strong appreciation for his continued commitment, resilience, and results-driven approach. The Board remains fully confident in his ability to steer the Company effectively in a challenging business environment. In addition to overseeing overall performance, the CEO is instrumental in shaping corporate strategy, setting clear objectives for the senior management team, and ensuring their alignment with the Company's long-term vision. Regular performance updates are provided to the Board, ensuring accountability and strategic cohesion across the organization.

Vision, Mission, and Overall Corporate Strategy Approval by the Board

The Board of Directors has carefully reviewed and approved the vision, mission, and overall corporate strategy of your Company and believes that it comprehensively states the ideology with which Lucky Cement was incorporated. We ensure that our vision and mission set the direction for our overall corporate strategy and our future journey in everything we do at all levels. The entire organization is connected and driven by this purpose and it serves as the main decision-making criterion in our day-to-day business.

Adequacy of Internal Financial Controls

The Board of Directors has established an efficient system of internal financial controls, for ensuring effective and efficient conduct of operations, safeguarding of Company assets, compliance with applicable laws and regulations, and reliable financial reporting. The independent Internal Audit function of Lucky Cement regularly appraises and monitors the implementation of financial controls, while the Audit Committee reviews the effectiveness of the internal control framework and financial statements quarterly.

Statement of Unreserved Compliance with IFRS Issued by IASB

The Board of Directors of your Company has reviewed the Financial Reporting process. The financial

statements have been prepared in accordance with the accounting and reporting standards as applicable in Pakistan. The approved accounting standards consist of the International Financial Reporting Standards (IFRSs) issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017 and the provisions of and directives issued under the Act.

Qualifications of CFO and Head of Internal Audit

The Chief Financial Officer and Head of Internal Audit possess the requisite qualifications and experience as prescribed in the Code of Corporate Governance.

Pattern of Shareholding

The pattern of shareholding of the Company in accordance with Section 227(2)(f) of the Companies Act, 2017 and rule 5.19.11 of the PSX Rule Book as at June 30, 2026, is annexed to this report.

Auditors

The financial statements of the Company for the current year 2025-26 were audited by M/s A.F. Ferguson & Co. Chartered Accountants. The auditors will retire at the end of the Annual General Meeting. Being eligible, they have offered themselves for re-appointment. The Board has recommended the appointment of M/s A.F. Ferguson & Co. Chartered Accountants as auditors for the forthcoming year, as recommended by the Audit Committee, subject to the approval of the members at the upcoming Annual General Meeting.

Subsequent Events

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

Outlook

Pakistan's economic outlook for FY 2027 remains cautiously optimistic, supported by sustained macroeconomic stability and ongoing reform efforts. The government has targeted GDP growth of 4.0% with average inflation of 8.2% for the year. A broadly balanced current account, stable exchange rate, record

remittances, and strengthening foreign exchange reserves enhance overall economic resilience. While inflation is expected to remain elevated in the near term before gradually easing, a return to the target range should create room for monetary easing, which could stimulate private sector activity and reduce borrowing costs.

The federal budget for FY 2027, with a total outlay of PKR 18.8 trillion, reflects a continued focus on structural reforms, particularly in broadening the tax base, curbing non-filer activity, and addressing fiscal leakages, with an FBR revenue target of PKR 15.3 trillion and a primary balance surplus target of 2.0% of GDP. However, the country continues to face deep-rooted challenges, including a persistently low tax-to-GDP ratio, loss-making State-Owned Enterprises (SOEs), and the need to integrate the undocumented economy into the formal tax net. Privatization and energy pricing reforms remain central to the government's medium-term strategy. The Federal PSDP allocation has been maintained at PKR 1,000 billion, with priority accorded to water infrastructure, transport connectivity, energy transmission, digital transformation and climate resilience.

The USD 7 billion Extended Fund Facility (EFF) with the IMF remains a critical pillar of the economic reform agenda, and timely execution of reform commitments will be essential to maintain program continuity and ensure access to external financing. The principal risk to the outlook remains geopolitical: a re-escalation of the conflict in the Middle East and a renewed spike in oil and coal prices would place pressure on inflation, the import bill and the fiscal accounts. Conversely, sustained de-escalation and the associated softening in global commodity prices would support a faster return to the growth trajectory the economy was on before the conflict. Domestic stability, both political and institutional, will also play a crucial role in unlocking productivity, restoring investor confidence, and paving the way for inclusive and sustained economic growth.

Local Cement Operations

Domestic cement demand is expected to build on the recovery achieved during FY 2026. Measures announced in the FY 2027 federal budget are expected to provide impetus through PSDP spending, property-related tax relief, and the expansion of the Prime Minister's Apna Ghar housing scheme, with the inclusion of Non-Banking Finance Companies (NBFCs)

widening access to subsidized housing finance. A lower financing rate environment, once inflation moderates following the de-escalation of Middle East tensions, should support offtake. Achieving long-term growth will nevertheless depend on the consistent revival of domestic economic activity, including the revitalization of key sectors such as manufacturing and services and the reactivation of large-scale infrastructure and development projects.

The Company expects to remain selective in its approach to export markets, continuing to prioritize margin over volume in allocating capacity between domestic and export channels. Energy costs remain the key variable: a re-ignition of the US-Iran conflict and a renewed spike in oil and coal prices remain the principal risks to the margin outlook.

Foreign Cement Operations

The second fully integrated cement manufacturing plant in the DRC, which is expected to commence operations during 2Q FY 2028, will mark a significant milestone in enhancing the Company's operational efficiency and strengthening its long-term profitability.

With its expanded production capacity, the Company will be well-positioned to optimize utilization of its manufacturing assets, improve operational synergies and reinforce its competitive advantage. This strategic investment will also enhance the Company's ability to meet growing market demand and capitalize on future growth opportunities in the region.

Polyester, Soda Ash and Chemicals

The operating environment is expected to remain challenging, as subdued domestic demand, weak consumption, and a slow industrial recovery limit volume growth. The implementation of tariff rationalization measures has further intensified competitive pressure through increased low-cost imports, adversely affecting domestic capacity utilization.

Structural challenges, including elevated energy costs, tax rates, and interest rates, are expected to weigh on pricing, capacity utilization, and margins across value-added segments. While the National Tariff Policy 2025-2030 seeks to enhance competitiveness through lower input tariffs, the absence of complementary trade defense measures, together with elevated energy and tax costs and limited targeted policy support, has increased pressure on the sustainability of domestic

manufacturing and investment. These challenges are expected to weigh on overall industry performance in the year ahead.

Against this backdrop, LCI remains well positioned to navigate the prevailing operating environment, supported by its strong balance sheet, diversified product portfolio, operational efficiencies, and disciplined capital allocation. LCI will continue to focus on prudent risk management and operational excellence to deliver sustainable long-term value for its stakeholders.

Power

The power sector continues to face evolving structural challenges, primarily driven by transmission constraints and a shifting demand landscape. In particular, the rapid and unprecedented acceleration of private and industrial solarization has emerged as the most critical operational hurdle for the industry and the System Operator. This mass shift to off-grid and distributed solar generation has deeply hollowed out daytime baseload demand from the national grid, compounding the country's capacity payment burden and exacerbating the "duck curve" effect on grid stability.

To counteract these distortions and stabilize grid utilization, proactive regulatory interventions, dynamic tariff rationalization packages to incentivize off-peak/daytime commercial consumption, and grid modernization remain critical. Within this challenging operational landscape, LEPCO's ongoing transition to 100% indigenous Thar coal, progressing alongside the Sindh Engro Coal Mining Company (SECMC) Phase-III mine expansion, and the structural shift of its fuel logistics to the upcoming Thar Rail Link network are vital. These strategic milestones will substantially secure the plant's position at the top tier of the national economic merit order, insulate the company against imported fuel volatility, lower the overall generation cost supplied to the grid, and enhance sustained value for the group. LEPCO remains dedicated to maintaining robust health, safety, and environmental (HSE) protocols, ensuring that its operations remain resilient, safe, and sustainably integrated into the evolving power market.

Automobiles and Mobile Phones

Although the outlook for the automobile sector is still positive, competition is intensifying with the entry and expansion of new Chinese brands in the market. With the introduction of our new models under the

Kia brand, our latest partnership with Guangzhou Automobile Group Company (GAC Group) for the introduction of New Energy Vehicles (NEV), leveraging operational optimization and localization strategies, Lucky Motor Corporation (LMC) is positioned to benefit by safeguarding profit margins and enhancing competitiveness in a recovering market.

On the smartphone front, we see a positive outlook, as there remains a strategic opportunity, particularly in the low-cost smartphone segment, which is expected to capture a larger market share. In response, LMC has shifted its focus toward producing and promoting affordable smartphones, aiming to strengthen its market position by aligning with the increasing demand for cost-effective mobile phones.

Your Company's strong financial position and free cash flow generating ability are anticipated to further support its vision to improve operational efficiencies, make new investments and enhance shareholder value.

Acknowledgment

The Board would like to thank all our stakeholders, employees, customers, suppliers, shareholders, and bankers for their support. The confidence and goodwill of the stakeholders have allowed the Company to sustain and grow over the years.

We continue to pray to Allah for the success of the Company and the benefit of all stakeholders and the country in general.

On behalf of the Board



Muhammad Sohail Tabba
Chairman / Director



Muhammad Ali Tabba
Chief Executive Officer

Karachi: August 7, 2026





FINANCIAL HIGHLIGHTS STANDALONE

FINANCIAL HIGHLIGHTS SIX YEARS AT A GLANCE

Financial Position (PKR in million)	2021	2022	2023	2024	2025	2026
Assets Employed						
Property, plant and equipment	62,390	82,301	95,620	107,259	107,195	114,847
Intangible Assets	1	51	86	69	46	49
Long term investments	53,194	57,594	57,594	58,072	58,556	59,272
Long term advance	107	200	202	165	189	199
Current assets	40,676	44,816	59,577	68,452	100,762	127,043
Total Assets	156,368	184,962	213,079	234,018	266,748	301,410
Financed By						
Shareholders' Equity	113,200	128,540	137,366	147,761	175,910	216,642
Long-term liabilities						
Long term finance	4,042	16,273	16,679	14,527	10,567	8,365
Current portion of long term finance	507	487	600	2,099	1,866	1,822
	4,549	16,760	17,278	16,626	12,433	10,187
Long term deposits and deferred liabilities	8,739	9,788	12,853	17,542	21,629	23,298
Current liabilities	30,387	30,361	46,181	54,188	58,641	53,105
Current portion of long term finance	(507)	(487)	(600)	(2,099)	(1,866)	(1,822)
	29,880	29,874	45,581	52,089	56,775	51,283
Total Funds Invested	156,368	184,962	213,079	234,018	266,748	301,410
Turnover & Profit						
Turnover – Net	62,941	81,094	95,832	115,325	124,512	136,527
Gross Profit	18,956	22,552	26,061	38,805	42,685	51,171
Operating Profit	12,840	16,275	18,908	28,870	31,285	39,589
Profit before taxation and levy	16,992	21,421	21,343	41,388	47,323	60,898
Profit after taxation	14,070	15,299	13,726	28,107	33,092	46,629
Total comprehensive income	14,016	15,340	13,984	27,972	32,544	46,591
Cash Dividends	-	-	-	5,452	4,395	5,860
General Reserve	3,509	14,016	15,340	13,984	22,520	28,149
Profit carried forward	14,016	15,340	13,984	22,520	28,149	40,731
Earnings per share (Rupees)	8.70	9.46	8.61	18.91	22.59	31.83
Cash Flow Summary						
Net Cash from Operating Activities	12,493	15,469	23,243	27,581	27,573	27,195
Net Cash used in Investing Activities	(5,762)	(24,826)	(12,979)	(2,580)	11,715	5,633
Net Cash (Outflow) / Inflow from Financing Activities	4,022	13,208	245	(18,620)	(7,581)	(4,973)
(Decrease) / Increase in Cash and Bank Balance	10,752	3,851	10,509	6,381	31,706	27,856
Cash and cash equivalent at the beginning of the Year	889	11,641	15,493	26,002	32,382	64,088
Cash and cash equivalent at the end of the Year	11,641	15,493	26,002	32,382	64,088	91,944

ANALYSIS OF STATEMENT OF FINANCIAL POSITION

PKR in '000	2021	2022	2023	2024	2025	2026
Share Capital & Reserves	113,200,258	128,540,324	137,366,326	147,761,277	175,910,400	216,641,607
Non Current Liabilities	12,780,738	26,060,686	29,531,862	32,068,340	32,196,247	31,663,049
Current Liabilities	30,387,066	30,361,358	46,180,879	54,188,473	58,641,383	53,105,222
Total Equity & Liabilities	156,368,062	184,962,368	213,079,067	234,018,090	266,748,030	301,409,878
Non Current Assets	115,691,694	140,146,677	153,502,425	165,566,006	165,986,435	174,367,302
Current Assets	40,676,368	44,815,691	59,576,642	68,452,084	100,761,595	127,042,576
Total Assets	156,368,062	184,962,368	213,079,067	234,018,090	266,748,030	301,409,878

Vertical Analysis - (%)	2021	2022	2023	2024	2025	2026
Share Capital & Reserves	72.39	69.50	64.47	63.14	65.95	71.88
Non Current Liabilities	8.17	14.09	13.86	13.70	12.07	10.50
Current Liabilities	19.44	16.41	21.67	23.16	21.98	17.62
Total Equity & Liabilities	100.00	100.00	100.00	100.00	100.00	100.00
Non Current Assets	73.99	75.77	72.04	70.75	62.23	57.85
Current Assets	26.01	24.23	27.96	29.25	37.77	42.15
Total Assets	100.00	100.00	100.00	100.00	100.00	100.00

Horizontal Analysis (i) Cumulative (%)	2021	2022	2023	2024	2025	2026
Share Capital & Reserves	63.29	61.11	59.05	56.66	77.36	91.38
Non Current Liabilities	83.40	261.51	299.35	345.84	316.55	147.74
Current Liabilities	215.95	193.53	203.08	129.83	102.52	74.76
Total Equity & Liabilities	82.02	90.02	95.49	87.08	96.33	92.76
Non Current Assets	148.72	174.96	132.43	80.53	54.42	50.72
Current Assets	3.25	(3.35)	38.69	105.08	255.11	212.33
Total Assets	82.02	90.02	95.49	87.08	96.33	92.76

Horizontal Analysis (ii) Year on Year (%)	2021 vs 2020	2022 vs 2021	2023 vs 2022	2024 vs 2023	2025 vs 2024	2026 vs 2025
Share Capital & Reserves	14.13	13.55	6.87	7.57	19.05	23.15
Non Current Liabilities	65.36	103.91	13.32	8.59	0.40	(1.66)
Current Liabilities	4.94	(0.08)	52.10	17.34	8.22	(9.44)
Total Equity & Liabilities	15.09	18.29	15.20	9.83	13.99	12.99
Non Current Assets	7.63	21.14	9.53	7.86	0.25	5.05
Current Assets	43.35	10.18	32.94	14.90	47.20	26.08
Total Assets	15.09	18.29	15.20	9.83	13.99	12.99

ANALYSIS OF STATEMENT OF PROFIT OR LOSS

PKR in '000	2021	2022	2023	2024	2025	2026
Turnover	62,940,805	81,093,525	95,832,147	115,324,942	124,511,744	136,527,017
Cost of Sales	43,984,873	58,541,684	69,771,469	76,520,370	81,827,060	85,356,494
Gross Profit	18,955,932	22,551,841	26,060,678	38,804,572	42,684,684	51,170,523
Distribution Cost	4,859,096	4,764,574	5,326,894	7,773,885	8,972,815	8,987,914
Administrative Cost	1,257,074	1,512,279	1,825,578	2,160,682	2,427,249	2,593,232
Operating Profit	12,839,762	16,274,988	18,908,206	28,870,005	31,284,620	39,589,377
Finance Cost	332,905	394,517	1,169,770	1,581,168	1,370,569	989,082
(Other Income)/Charges	(4,485,356)	(5,540,761)	(3,604,838)	(14,098,727)	(17,409,008)	(22,298,018)
Profit before taxation	16,992,213	21,421,232	21,343,274	41,387,564	47,323,059	60,898,313
Taxation	2,922,024	6,122,614	7,617,460	13,281,025	14,230,897	14,268,946
Profit after taxation	14,070,189	15,298,618	13,725,814	28,106,539	33,092,162	46,629,367
Other Comprehensive Income	(53,792)	41,448	257,842	(134,802)	(548,039)	(38,160)
Total Comprehensive Income	14,016,397	15,340,066	13,983,656	27,971,737	32,544,123	46,591,207
Vertical Analysis - (%)	2021	2022	2023	2024	2025	2026
Turnover	100.00	100.00	100.00	100.00	100.00	100.00
Cost of Sales	69.88	72.19	72.81	66.35	65.72	62.52
Gross Profit	30.12	27.81	27.19	33.65	34.28	37.48
Distribution Cost	7.72	5.88	5.56	6.74	7.21	6.58
Administrative Cost	2.00	1.86	1.90	1.87	1.95	1.90
Operating Profit	20.40	20.07	19.73	25.03	25.13	29.00
Finance Cost	0.53	0.49	1.22	1.37	1.10	0.72
(Other Income)/Charges	(7.13)	(6.83)	(3.76)	(12.23)	(13.98)	(16.33)
Profit before taxation	27.00	26.42	22.27	35.89	38.01	44.61
Taxation	4.64	7.55	7.95	11.52	11.43	10.45
Profit after taxation	22.35	18.87	14.32	24.37	26.58	34.15
Other Comprehensive Income	(0.09)	0.05	0.27	(0.12)	(0.44)	(0.03)
Total Comprehensive Income	22.27	18.92	14.59	24.25	26.14	34.13
Horizontal Analysis (i) Cumulative - (%)	2021	2022	2023	2024	2025	2026
Turnover	39.45	77.50	101.57	140.15	197.37	116.91
Cost of Sales	88.06	140.04	128.09	124.81	128.61	94.06
Gross Profit	(12.83)	5.89	53.73	177.50	602.42	169.94
Distribution Cost	140.74	179.65	167.35	184.88	142.56	84.97
Administrative Cost	13.50	48.02	67.57	79.62	104.03	106.29
Operating Profit	(31.04)	(12.37)	36.32	187.20	2,533.45	208.33
Finance Cost	100.00	100.00	100.00	6,241.67	677.07	197.11
(Other Income)/Charges	(2,142.10)	2,596.90	188.80	542.58	519.91	397.13
Profit before taxation	(7.65)	14.07	41.17	238.65	1,138.85	258.39
Taxation	(46.44)	20.38	160.73	667.25	2,889.72	388.32
Profit after taxation	8.70	11.73	12.53	167.93	889.62	231.41
Other Comprehensive Income	(277.78)	1,037.43	(318.74)	(378.71)	(433.05)	(29.06)
Total Comprehensive Income	8.03	12.00	15.77	165.42	827.58	232.41
Horizontal Analysis (ii) Year vs Year - (%)	2021 vs 2020	2022 vs 2021	2023 vs 2022	2024 vs 2023	2025 vs 2024	2026 vs 2025
Turnover	50.32	28.84	18.17	20.34	7.97	9.65
Cost of Sales	22.88	33.10	19.18	9.67	6.94	4.31
Gross Profit	211.94	18.97	15.56	48.90	10.00	19.88
Distribution Cost	31.36	(1.95)	11.80	45.94	15.42	0.17
Administrative Cost	5.67	20.30	20.72	18.36	12.34	6.84
Operating Profit	980.81	26.75	16.18	52.69	8.36	26.55
Finance Cost	88.75	18.51	196.51	35.17	(13.32)	(27.83)
(Other Income)/Charges	59.72	23.53	(34.94)	291.11	23.48	28.08
Profit before taxation	344.83	26.06	(0.36)	93.91	14.34	28.69
Taxation	513.88	109.53	24.42	74.35	7.15	0.27
Profit after taxation	320.77	8.73	(10.28)	104.77	17.74	40.91
Other Comprehensive Income	(132.69)	(177.05)	522.09	(152.28)	306.55	(93.04)
Total Comprehensive Income	299.50	9.44	(8.84)	100.03	16.35	43.16

NOTES ON ANALYSIS

Comments on six year Statement of Comprehensive Income analysis

Turnover

Revenue increased from PKR 62.9 billion in FY 2021 to PKR 136.5 billion in FY 2026, representing a growth of 117% over the six-year period. The increase was primarily driven by higher cement prices in response to rising input costs, along with a significant increase in export revenues supported by higher export volumes and improved penetration into international markets

Cost of Sales

Cost of sales increased from PKR 44.0 billion in FY 2021 to PKR 85.4 billion in FY 2026, reflecting higher costs of key inputs including coal, fuel, packaging materials, and raw materials. The depreciation of the Pakistani Rupee further increased the cost of imported fuels and packaging materials, while higher royalty rates on raw material extraction also contributed to the increase in production costs.

Gross Profit

Gross profit increased from PKR 19.0 billion in FY 2021 to PKR 51.2 billion in FY 2026. Gross profit margin improved from 30.1% to 37.5%, reflecting the Company's continued focus on cost optimization, operational efficiencies, and increased utilization of renewable energy sources, which helped mitigate the impact of inflationary pressures and rising input costs

Distribution Cost

Distribution costs increased from PKR 4.9 billion in FY 2021 to PKR 9.0 billion in FY 2026, representing an increase of 85%. The increase was mainly attributable to inflationary pressures, higher fuel prices, implementation of axle load regulations, and increased ocean freight rates associated with export shipments. Despite the increase in absolute terms, distribution costs as a percentage of sales declined from 7.7% to 6.6%, reflecting improved operating leverage and logistics efficiencies

Finance Cost

Finance costs remained at manageable levels throughout the period, primarily due to the Company's prudent capital structure, which is predominantly equity-funded. Additionally, a significant portion of borrowings comprised subsidized financing facilities available at concessional rates, resulting in a relatively low financing burden

Comprehensive Income

Total comprehensive income increased from PKR 14.0 billion in FY 2021 to PKR 46.6 billion in FY 2026, driven mainly by strong growth in profitability, supported by higher margins, operational efficiencies, and contributions from strategic investments

Comments on six year Statement of Financial Position analysis

Share Capital & Reserves

Shareholders' equity strengthened considerably during the period, primarily due to the accumulation of retained earnings. The Company continued to reinvest its profits into strategic capital expenditure projects, technological advancements, renewable energy initiatives, and diversification opportunities aimed at enhancing long-term shareholder value

Non Current Liabilities

Non-current liabilities increased by 147.7% over the six-year period, mainly due to the utilization of long-term subsidized financing facilities to support expansion projects, renewable energy investments, and other strategic growth initiatives

Non Current Assets

Non-current assets increased from PKR 115.7 billion in FY 2021 to PKR 174.4 billion in FY 2026, representing an increase of 50.7%. The growth was primarily attributable to investments in capacity expansion projects, renewable energy infrastructure including solar and wind power projects, logistics assets, and strategic investments in associated and subsidiary undertakings such as Lucky Motor Corporation, Lucky Electric Power Company, and National Resources (Private) Limited

Comments on six year Statement of Cash Flows analysis

The Company has maintained a disciplined and prudent approach towards cash flow management throughout the period. Operating cash flows have remained robust, enabling the Company to fund a significant portion of its capital expenditure, strategic investments, and growth initiatives through internally generated cash flows. Where appropriate, the Company has supplemented these resources with long-term subsidized financing facilities, ensuring financial flexibility while maintaining a strong liquidity position and a healthy balance sheet

FINANCIAL RATIOS

Financial Ratios	UoM	2021	2022	2023	2024	2025	2026
Profitability Ratios							
Gross profit to sales	percent	30.12%	27.81%	27.19%	33.65%	34.28%	37.48%
Operating Cost to sales	percent	79.60%	79.93%	80.27%	74.97%	74.87%	71.00%
Profit before tax to sales	percent	27.00%	26.42%	22.27%	35.89%	38.01%	44.61%
Net profit after tax to sales	percent	22.35%	18.87%	14.32%	24.37%	26.58%	34.15%
EBITDA to sales	percent	27.25%	25.65%	25.28%	30.32%	30.70%	34.52%
Operating Leverage	percent	1,940.09%	92.77%	89.02%	259.01%	104.99%	275.09%
Return on Equity	percent	12.38%	11.93%	10.18%	18.93%	18.50%	21.51%
Return on Capital Employed	percent	12.89%	11.66%	9.32%	17.54%	18.45%	22.44%
Shareholders' Funds	rupees in Mn	113,200	128,540	137,366	147,761	175,910	216,642
Return on Shareholders' Funds	percent	12.43%	11.90%	9.99%	19.02%	18.81%	21.52%
Liquidity Ratios							
Current ratio	times	1.34 : 1	1.48 : 1	1.29 : 1	1.26 : 1	1.72 : 1	2.39 : 1
Quick/Acid test ratio	times	0.89 : 1	0.87 : 1	0.85 : 1	0.84 : 1	1.30 : 1	2.07 : 1
Cash to Current Liabilities	times	0.38 : 1	0.48 : 1	0.56 : 1	0.60 : 1	1.09 : 1	1.73 : 1
Cash flow from Operations to Sales	times	0.20 : 1	0.19 : 1	0.24 : 1	0.24 : 1	0.22 : 1	0.20 : 1
Cash flow to Capital Expenditures	times	1.93 : 1	0.63 : 1	1.24 : 1	1.55 : 1	3.89 : 1	1.79 : 1
Cash flow Coverage ratio	times	2.75 : 1	0.92 : 1	1.35 : 1	1.66 : 1	2.22 : 1	2.67 : 1
Activity / Turnover Ratios							
Inventory turnover	times	3.81	3.66	3.62	3.54	3.43	4.10
No. of days in Inventory	days	95.80	99.73	100.83	103.11	106.41	89.02
Debtor turnover	times	20.53	26.02	22.25	19.19	18.74	20.55
No. of days in Receivables	days	17.78	14.03	16.40	19.02	19.48	17.76
Creditor turnover	times	2.19	2.66	2.63	2.55	2.86	2.96
No. of days in Payables	days	166.67	137.22	138.78	143.14	127.62	123.31
Operating Cycle	days	(53.09)	(23.46)	(21.55)	(21.01)	(1.73)	(16.53)
Total assets turnover	times	0.40	0.44	0.45	0.49	0.47	0.45
Fixed assets turnover	times	1.01	0.98	1.00	1.07	1.16	1.19
Investment Valuation Ratios							
Earnings per share (EPS) and Diluted EPS	rupees	8.70	9.46	8.61	18.91	22.59	31.83
Price / Earning ratio (after tax)	times	19.84	9.70	12.12	9.59	15.73	14.75
Dividend Yield	percent	0.00%	0.00%	3.45%	1.65%	1.13%	1.06%
Dividend Payout ratio	percent	0.00%	0.00%	41.80%	15.87%	17.71%	15.71%
Cash Dividend per share	rupees	-	-	3.60	3.00	4.00	5.00
Stock Dividend per share	shares	-	-	-	-	-	-
Break-up value per share:	rupees						
i) Without surplus on Revaluation of property	rupees	70.01	79.50	87.67	100.86	120.08	147.88
ii) With Surplus on Revaluation of PPE including all effect of all investments	rupees	70.01	79.50	87.67	100.86	120.08	147.88
iii) Including investment in related party at fair / market value (if any) and also with Surplus on Revaluation of PPE	rupees	70.01	79.50	87.67	100.86	120.08	147.88
Market Value Per Share as on 30th June	rupees	172.69	91.81	104.42	181.35	355.24	469.52
Year High Close	Rupees	188.15	182.31	107.40	191.45	358.88	512.70
Year Low Close	Rupees	97.79	87.23	76.78	102.87	165.49	342.91
Price to Book Ratio	percent	2.47	1.15	1.19	1.80	2.96	3.18
Capital Structure Ratios							
Financial leverage ratio	times	0.10 : 1	0.14 : 1	0.17 : 1	0.15 : 1	0.11 : 1	0.09 : 1
Weighted Average Cost of Debt	percent	3.32%	2.69%	5.72%	6.98%	6.68%	5.11%
Debt to Equity ratio (as per Book Value)	times	0.04 : 1	0.13 : 1	0.13 : 1	0.11 : 1	0.07 : 1	0.05 : 1
Debt to Equity ratio (as per Market Value)	times	0.02 : 1	0.11 : 1	0.11 : 1	0.06 : 1	0.02 : 1	0.01 : 1
Net assets per share	rupees	70.01	79.50	87.67	100.86	120.08	147.88
Interest Coverage ratio	times	38.57	41.25	16.16	18.26	22.83	40.03
Employee Productivity Ratios							
Production per Employee	MT	3,589	3,258	2,696	2,802	2,609	2,759
Revenue per Employee	rupees in MN	24.77	31.89	36.59	43.23	45.34	48.57
Staff turnover ratio	times	2.25%	3.81%	4.12%	4.23%	4.26%	3.90%
Non-Financial Ratios							
% of Plant Utilization		89.63%	84.81%	47.63%	56.13%	54.19%	59.10%
Others							
Spares Inventory as % of Total Assets		4%	3%	3%	3%	4%	3%
Maintenance Cost as % of Operating Expenses		2%	1%	1%	2%	2%	2%

ANALYSIS OF VARIATION IN INTERIM PERIOD

Particulars	Qtr-1	Qtr-2	Qtr-3	Qtr-4	FY 2025-26
Sales Volume (in '000 Tons)	2,447	2,417	2,363	2,386	9,613
Sales Revenue	33,862	33,857	33,247	35,560	136,527
Cost of Good Sold	20,580	21,594	20,978	22,203	85,356
Gross Profit	13,282	12,263	12,269	13,357	51,171
Gross Profit Margin	39%	36%	37%	38%	37%
Operating Profit	10,489	9,621	9,440	10,039	39,589
Operating Profit Margin	31%	28%	28%	28%	29%
EBITDA	12,298	11,543	11,332	11,956	47,129
EBITDA Margin	36%	34%	34%	34%	35%
Net Profit Before Tax & Levy	19,282	12,208	16,510	12,898	60,898
Taxation	4,664	3,584	3,020	3,001	14,269
Net Profit After Tax	14,618	8,624	13,490	9,898	46,629
Net Profit After Tax Margin	43%	25%	41%	28%	34%
EPS in PKR	9.98	5.89	9.21	6.76	31.83

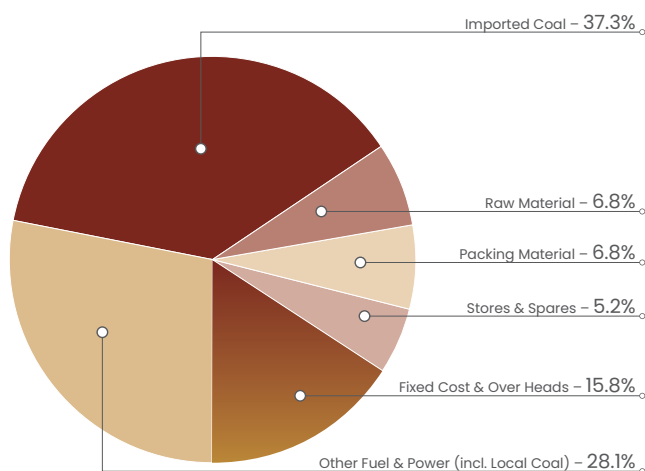
The first and fourth quarters of FY26 delivered the strongest operating performance, with Gross Profit Margins of 39% and 38%, Operating Profit Margins of 31% and 28%, and EBITDA Margins of 36% and 34%, respectively. This performance was primarily driven by the consumption of lower-cost coal inventories, higher contribution from renewable energy sources resulting in lower power costs, and stronger sales volumes during these quarters. While operating performance remained robust in the fourth quarter, profitability at the bottom line level was lower compared to the third quarter due to the absence of dividend income recognized in the preceding quarter

Composition of Local vs Imported Products & Sensitivity Analysis

Lucky Cement uses many kinds of local and imported raw materials for the production of cement. The largest cost component is Fuel & Power, which constitutes various types of foreign and local coal.

A fluctuation in coal price of PKR 100 per ton affects the cost of production by PKR 13 per ton. The cost of Sales of the Company will increase/decrease by 1.4% and 2.8% in case of foreign currency fluctuation by 10% and 20% respectively.

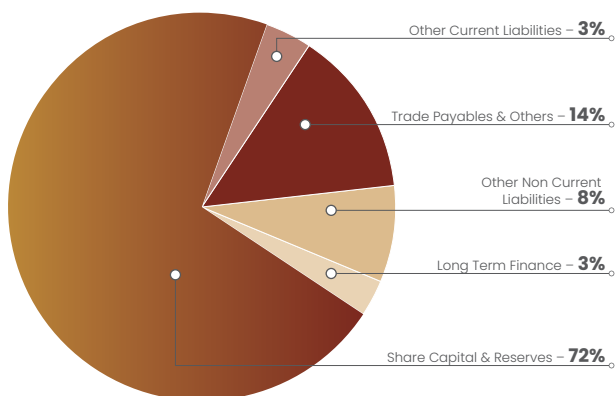
The Company's sensitivity to foreign currency fluctuations has shifted from moderate to low, driven by a substantial increase in exports, while management continues to proactively manage coal procurement to mitigate the impact of adverse currency movements.



COMPOSITION OF BALANCE SHEET

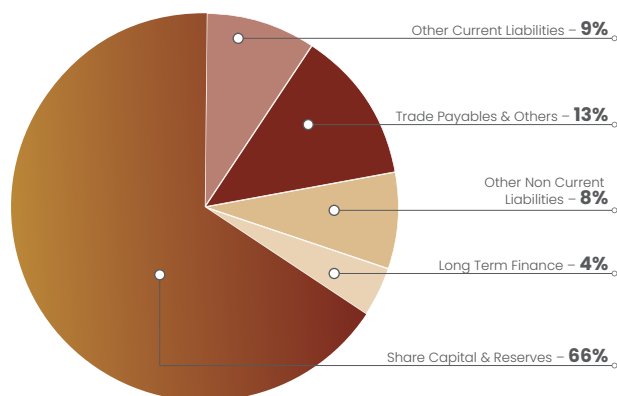
Equity and Liabilities - FY 2026

Percentage



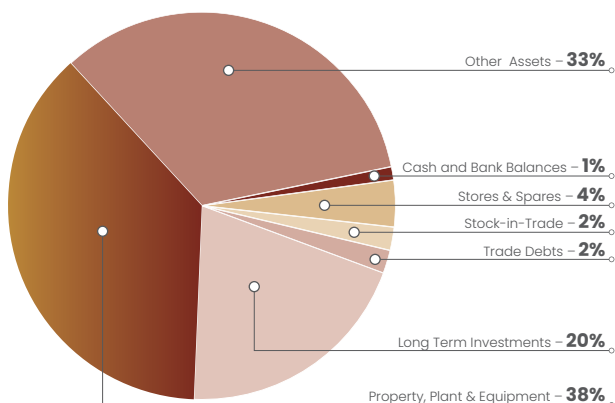
Equity and Liabilities - FY 2025

Percentage



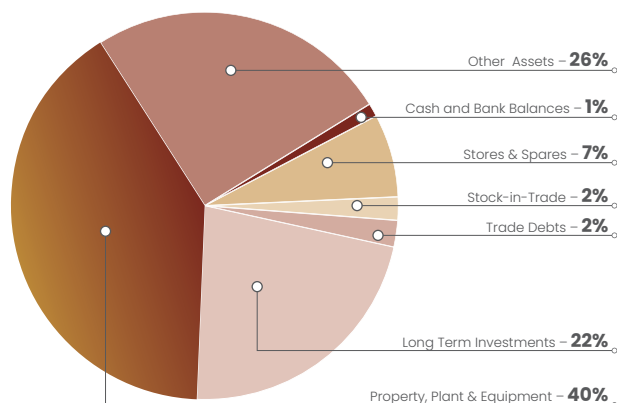
Assets - FY 2026

Percentage



Assets - FY 2025

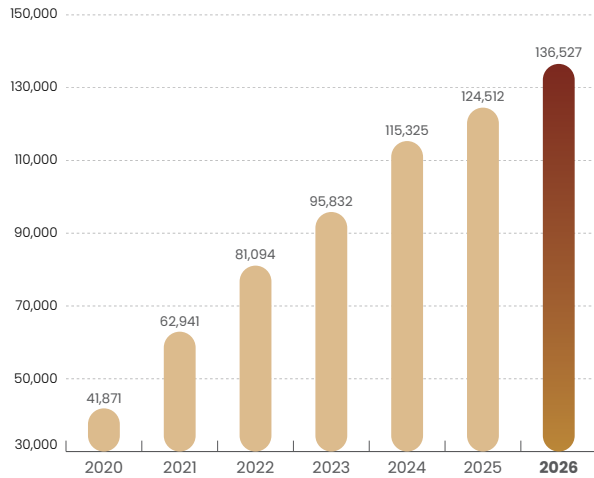
Percentage



KEY FINANCIALS AT A GLANCE

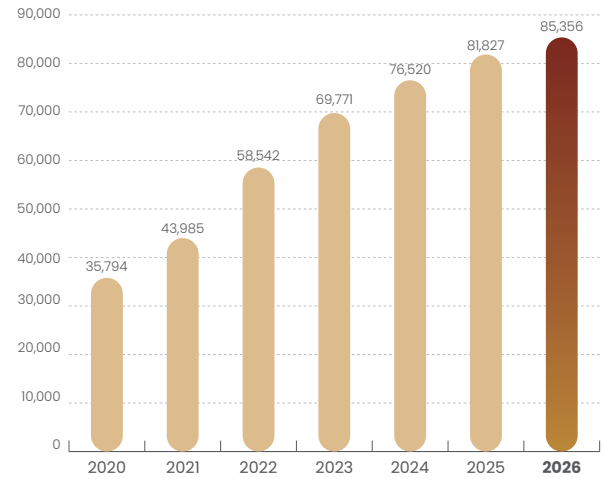
Sales Revenue

(PKR in Million)



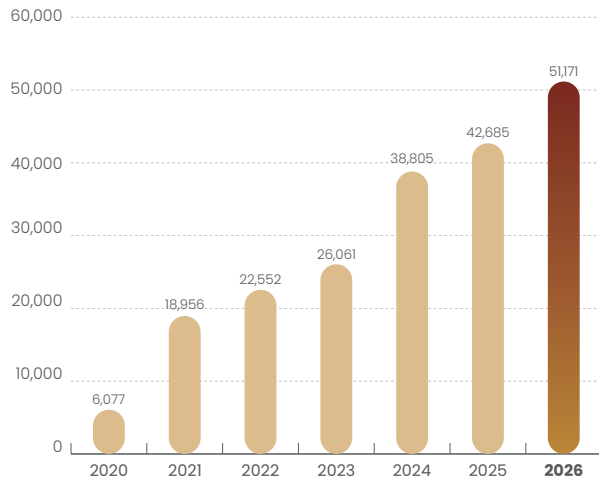
Cost of Sale

(PKR in Million)



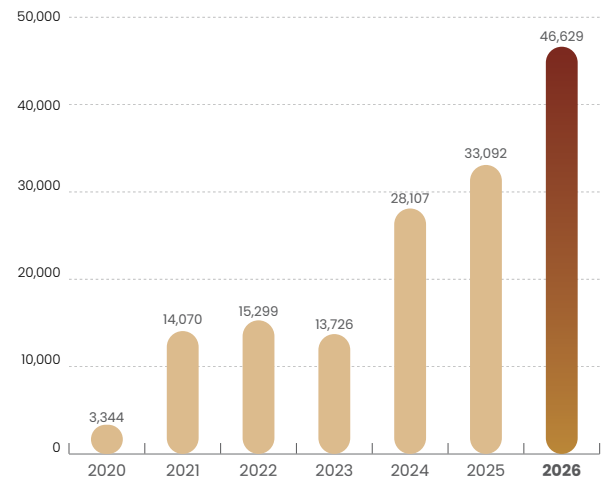
Gross Profit

(PKR in Million)



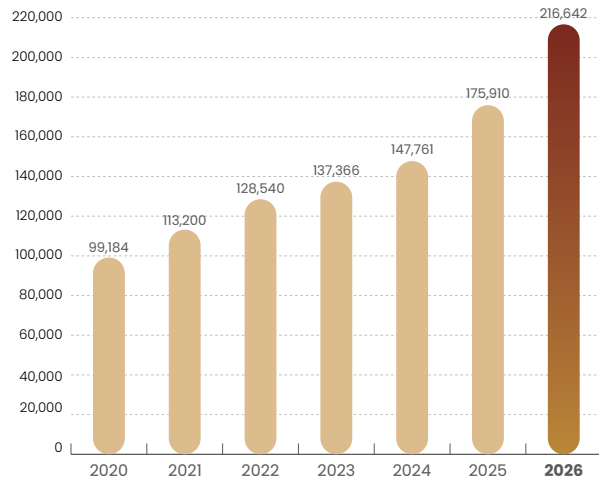
Net Profit

(PKR in Million)



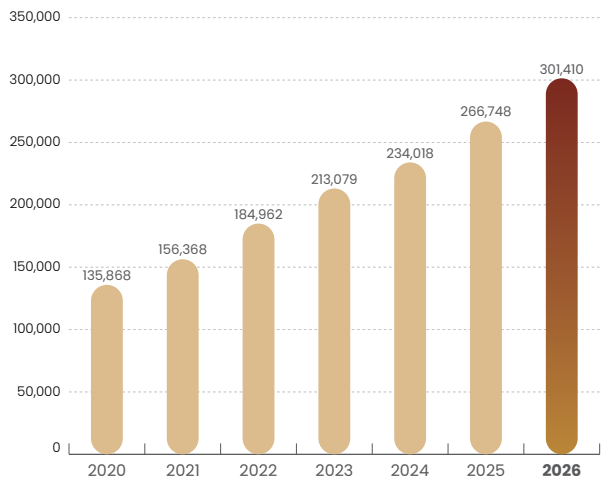
Shareholders Equity

(PKR in Million)



Total Assets

(PKR in Million)



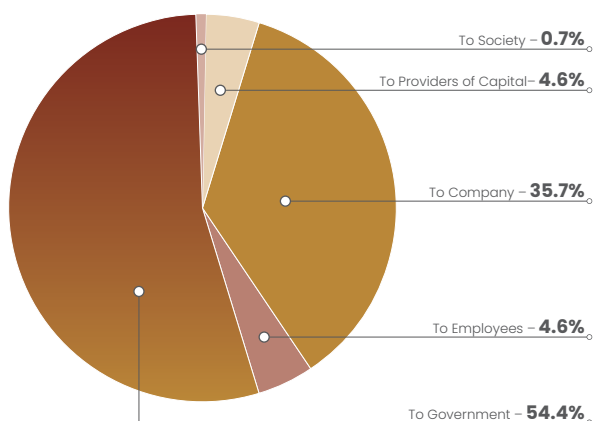
STATEMENT OF VALUE ADDITION AND WEALTH DISTRIBUTION

Financial Position	2026 PKR in '000'	%	2025 PKR in '000'	%
WEALTH GENERATED				
Gross Sales/ Revenues	192,861,184		174,302,064	
Bought-in-material and services	(41,214,873)		(66,232,089)	
	151,646,311	100.0%	108,069,975	100.0%

WEALTH DISTRIBUTION				
To Employees				
Salaries, benefits and other costs	6,906,797	4.6%	6,865,435	6.4%
To Government				
Income tax, sales tax, excise duty and others	82,678,333	54.4%	54,974,582	50.8%
To Society				
Donation towards education, health and environment	1,081,426	0.7%	982,534	0.9%
To Providers of Capital				
Dividend to shareholders	5,860,000	3.9%	4,395,000	4.1%
Markup / Interest expenses on borrowed funds	989,082	0.7%	1,370,569	1.3%
To Company				
Depreciation, amortization & retained profit	54,130,673	35.7%	39,481,855	36.5%
	151,646,311	100.0%	108,069,975	100%

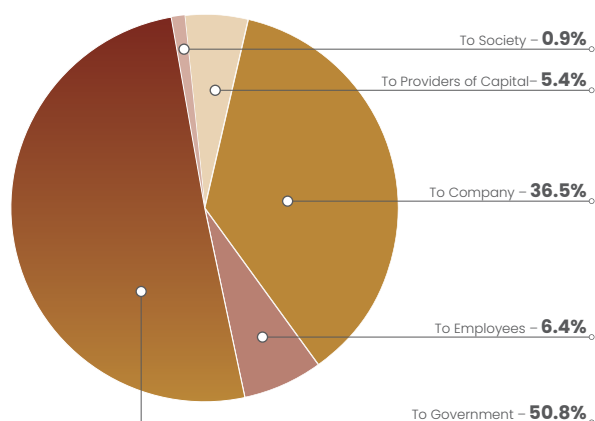
Wealth Distribution - 2026

Percentage



Wealth Distribution - 2025

Percentage



ECONOMIC VALUE ADDED (EVA)

EVA is the relevant yardstick for measuring economic profits. EVA is the company's net operating profit after tax, after deducting the cost of capital. Companies, which return higher than the cost of capital, create wealth for the shareholders and on the other hand companies earning returns lower than the cost of capital, destroy shareholders wealth.

PKR in '000'		2021-22	2022-23	2023-24	2024-25	2025-26
Cost of capital						
Cost of Equity	%	18.93%	20.67%	23.13%	15.40%	16.11%
Weighted average cost of capital (WACC)	%	17.14%	18.73%	21.05%	14.61%	15.18%
Average capital employed		120,870,291	132,953,325	142,563,802	161,835,839	196,276,004
Economic Value Added						
NOPAT		15,539,273	14,439,374	29,071,051	33,928,209	47,232,707
Less: Cost of capital		20,721,192	24,897,504	30,009,908	23,641,146	29,793,550
Economic Value added		(5,181,919)	(10,458,130)	(938,857)	10,287,063	17,439,157
Enterprise Value						
Market Value of Equity		148,442,060	163,609,954	265,671,890	520,426,600	687,846,800
Add: Debt		16,760,103	17,278,254	16,625,839	12,433,258	10,187,306
Less: Cash & Bank balance		3,871,078	4,116,181	2,567,176	2,790,323	1,530,592
Enterprise Value		161,331,085	176,772,027	279,730,553	530,069,535	696,503,514
Return ratios						
NOPAT / Average capital employed	%	13%	11%	20%	21%	24%
EVA / Average capital employed	%	-4%	-8%	-1%	6%	9%
Enterprise value / Average capital employed	times	1.33	1.33	1.96	3.28	3.55

FREE CASH FLOW (FCF)

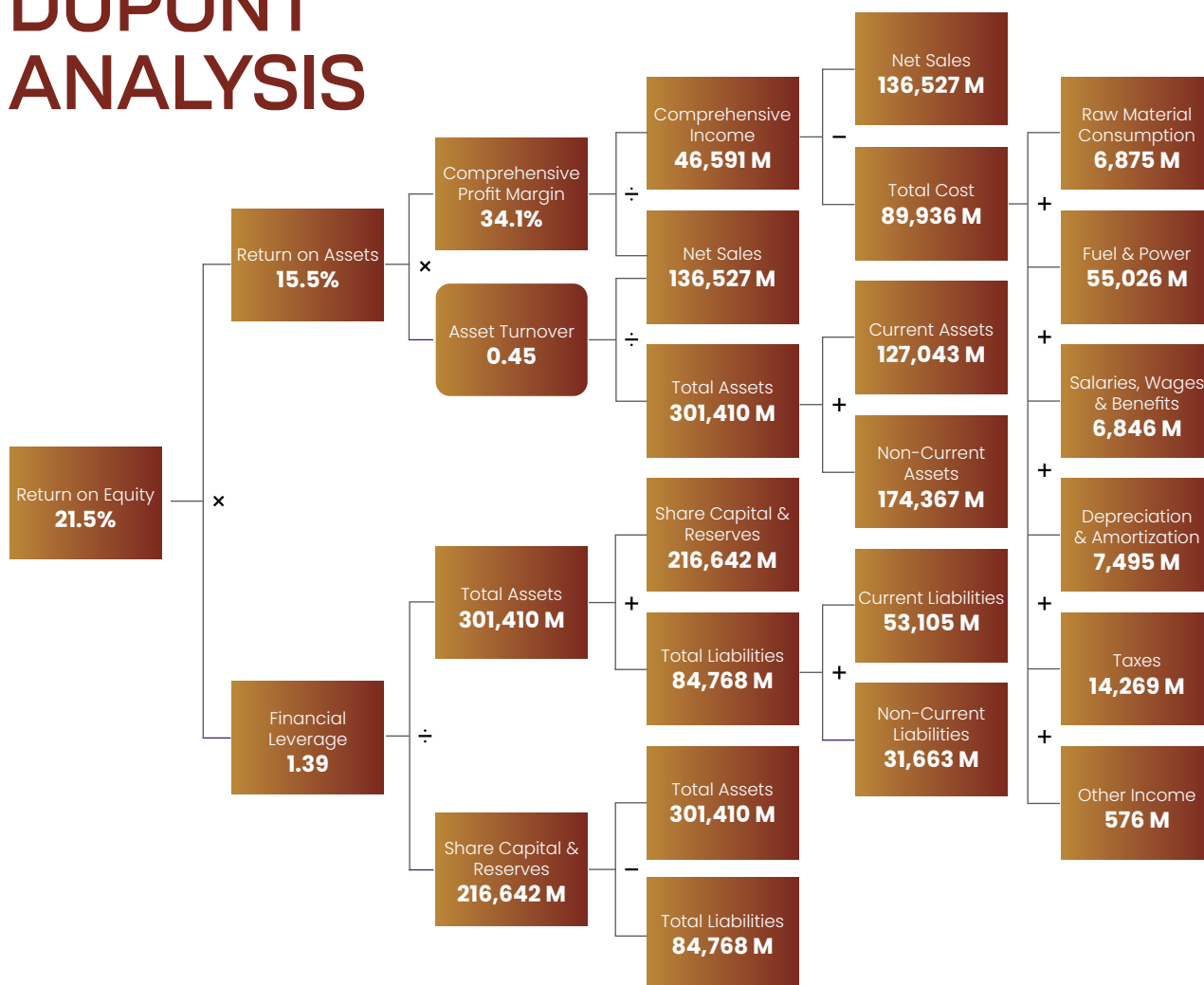
Free Cash Flow - FCF	2021-22	2022-23	2023-24	2024-25	2025-26
Net cash provided by operating activities	15,469,448	23,242,896	27,580,741	27,572,567	27,194,744
Less: Capital Addition & Investments	(28,991,059)	(18,711,022)	(18,214,715)	(7,569,803)	(15,941,000)
Add: Net Debt Issued	12,211,211	518,151	(652,415)	(4,192,581)	(2,245,952)
FCF - Total	(1,310,400)	5,050,025	8,713,611	15,810,183	9,007,792

SHARIAH RATIOS

For the year ended June 30, 2026

	2025	2026
Interest bearing loan to market capitalization	0.99%	0.64%
Interest taking deposit to market capitalization	0.00%	0.00%
Income generated from prohibited component to total income	0.32%	0.03%
Market price per share to net liquid assets per share	30.19	12.07

DUPONT ANALYSIS



DuPont Analysis				
Year	Comprehensive Profit Margin	Assets Turnover	Financial Leverage	ROE
	(Net Profit/Turnover)	(Turnover/Total Assets)	(Total Assets/Total Equity)	A x B x C
	A	B	C	A x B x C
2026	34.13%	0.45	1.39	21.5%
2025	26.14%	0.47	1.52	18.5%
2024	24.25%	0.49	1.58	18.9%
2023	14.59%	0.45	1.55	10.2%
2022	18.92%	0.44	1.44	11.9%
2021	22.27%	0.40	1.38	12.4%

The main highlights of DuPont analysis for the company in 2026 are as follows:

- Net Margin Improvement:** Net margin increased to 34.13% from 26.14% last year. This increase was primarily driven by higher contribution from renewable energy sources, effective cost optimization initiatives, improved operational efficiencies, and stronger other income generation.
- Asset Turnover Ratio:** The asset turnover ratio moderated slightly to 0.45x compared to 0.47x in FY2025. While revenue remained broadly stable, the Company's continued investments in manufacturing capacity, renewable energy projects, and strategic assets increased the asset base, resulting in a marginal decline in asset utilization.
- Financial Leverage Ratio:** Financial leverage decreased to 1.39x from 1.52x in FY2025, reflecting the repayment of long-term borrowings and continued strengthening of the Company's balance sheet. The lower reliance on debt highlights Lucky Cement's strong cash generation capability and prudent capital management practices.

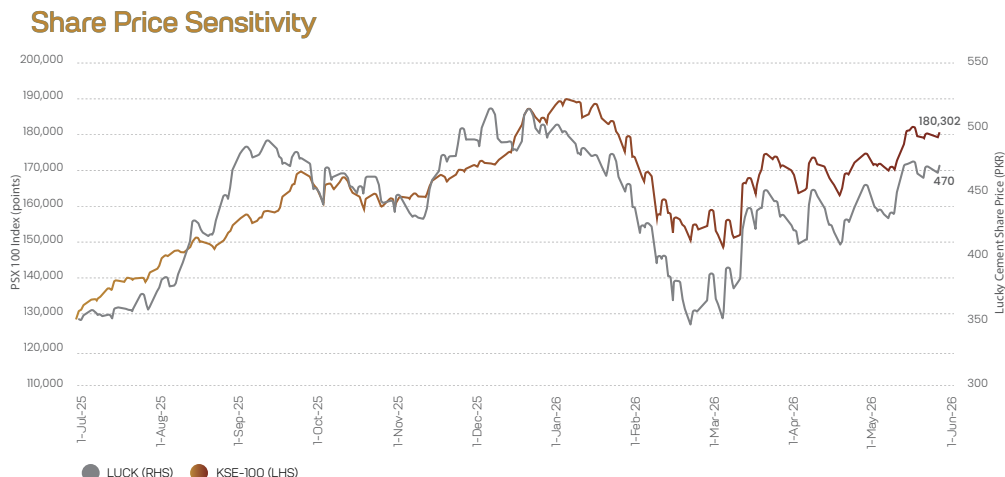
Conclusion

The Company's Return on Equity (ROE) improved to 21.5% in FY2026 from 18.5% in FY2025, primarily driven by a substantial improvement in profitability. Despite lower financial leverage and a marginal decline in asset turnover, strong operational performance and disciplined cost management enabled the Company to deliver superior returns to shareholders.

Over the past six years, Lucky Cement has consistently maintained healthy returns through a balanced focus on profitability, efficient utilization of assets, and prudent financial management. The DuPont analysis demonstrates the Company's ability to create sustainable shareholder value while maintaining a strong financial position and operational resilience.

SHARE PRICE SENSITIVITY ANALYSIS

Shares of Lucky Cement Limited (LUCK) are listed and traded on the Pakistan Stock Exchange (PSX). As of June 30, 2026, the Company's market capitalization stood at approximately PKR 688 billion, with a free float of around 30%. The Company's share price is influenced by a range of internal and external factors, including but not limited to the following:



Profitability and Financial Performance

The Company's profitability, earnings growth, cash flow generation, and return on capital remain key drivers of shareholder value. Improvements in operational efficiency, sales volumes, retention rates, and cost optimization initiatives can positively influence earnings and investor confidence, while adverse market conditions or margin pressures may affect financial performance and market valuation.

Commodity and Energy Prices

As a manufacturing business, the Company is exposed to fluctuations in the prices of key inputs, including coal, electricity, fuel, and raw materials. Significant increases in input costs may impact operating margins and profitability, whereas favorable commodity price trends can enhance earnings and strengthen shareholder returns.

Regulatory and Government Policies

Changes in fiscal, monetary, environmental, taxation, trade, and industry-specific policies can materially influence business performance and investment decisions. Government initiatives supporting construction activity, infrastructure development, exports, and housing may positively impact on the cement sector, while adverse regulatory developments may affect industry growth and profitability.

Foreign Exchange Risk

The Company is exposed to movements in foreign exchange rates due to its export operations, international investments, and imported fuel requirements. Currency fluctuations may impact revenues, costs, profitability, and the valuation of overseas investments, thereby influencing overall financial performance.

Market Risk

The Company's share price is also influenced by broader market sentiment, economic conditions, investor confidence, and developments in domestic and international capital markets. As of June 30, 2026, Lucky Cement's beta relative to the Pakistan Stock Exchange was 1.31, indicating sensitivity to overall market movements.

Interest Rate Risk

Changes in interest rates can affect borrowing costs, investment returns, financing decisions, and overall economic activity. A lower interest rate environment generally supports construction and infrastructure spending, while higher rates may impact business expansion and demand growth across the sector.

Price Risk

Price risk is the risk of loss resulting from a decline in the value of a financial instrument due to changes in the market prices (other than those arising from interest rate risk or currency risk). The prices may change due to any factor, whether it be related to the financial instrument itself, its issuer, or the prevailing market conditions. This risk can be mitigated through diversification.

Diversification and International Operations

The Company's diversified business portfolio and international presence provide exposure to multiple industries and geographic markets. While diversification strengthens resilience by reducing reliance on a single business segment or market, changes in the performance of subsidiary and associated businesses may also influence consolidated earnings and investor perception. Corporate Reputation and Investor Confidence The Company's market valuation is influenced by investor confidence, corporate governance standards, transparency, sustainability initiatives, management credibility, and overall market perception. Consistent financial performance, effective stakeholder engagement, and strong governance practices contribute positively to long-term shareholder value.



INFORMATION TECHNOLOGY



INFORMATION TECHNOLOGY GOVERNANCE AND CYBER SECURITY

Statement on the Evaluation and Enforcement of Legal and Regulatory Implications of Cyber Risks

As part of its evaluation of all risks facing the business, the Company has taken sufficient measures to ensure its network security and has implemented stringent controls to protect its data privacy. The Company has also validated its network security through various internal and external audits.

IT Governance and Cyber Security Programs

The Company has constituted an IT Steering Committee which is charged with IT Governance and cyber-security programs. Lucky Cement is an ISO27001 certified company. Therefore, while fulfilling the requirements of ISO 27001, the Company has developed detailed Information Security policies, procedures and control framework which are benchmarked with ISO 27001:2022, which is an international standard for information security.

Cybersecurity and Board's Risk Oversight

The Board's audit committee while performing risk oversight function also reviews and evaluates the cybersecurity risks. The budgets and capex for Network upgradation

and strengthening cyber security are approved by the Board, after detailed presentation by the management. Internal Audit department regularly performs network and cyber security audits, the results of which are presented to the Board's Audit Committee. The reports of external specialists on IT risk management and cyber-security are also reviewed by the Board.

Company's Controls About Early Warning System

Company has implemented adequate controls and procedures about early warning systems. As preventive controls, the Company regularly updates its operating system and anti-virus solutions so that its operating and application systems remain updated against any vulnerability. Moreover, Incident Management policies and procedures are in place. In addition to that, company has also implemented 24x7 Siem and SOC system, which work together to monitor, detect, analyze, and respond to security threats and incidents in a continuous and proactive manner.

Policy Related to Independent Security Assessment of Technology Environment

As a policy, in addition to the in-house audits and reviews, regular third party assessments and reviews of technology environment, automated business controls and networks are carried out to ensure that adequate controls are in place to address the cyber security and business risks and to evaluate the overall company readiness regarding security incidents. Last such review was carried out during the outgoing financial year, 2025. Furthermore, regular vulnerability assessments are carried out on regular basis.

Contingency and Disaster Recovery Plan

The Company has an updated Disaster Recovery plan in place for the continuity of Company's business and operations in case of any extra ordinary circumstances. The comprehensive plan is designed to ensure the protection of overall company's operations and assets along with regular archival and system-backups at remote sites. The Disaster Recovery Plan is regularly tested to ensure the readiness of the IT systems in case of any disaster.

The key highlights and actions of Lucky Cements' Disaster Recovery Plan are as follows:

The Management has put in place-adequate systems of IT Security, real-time data backup, off-site storage of data back-up, implementation of High Available devices, establishment of disaster recovery facility (alternate Data Centre), identification of primary and secondary sites and identification of critical persons for disaster recovery.

The development of the plan has been done keeping in view the on-going business needs and the environment it is operating in.

A company-wide and detailed Process Documentation Activity has been done whereby all the processes are mapped and serve as an SOP / Work Instructions for all practices.

Employees are imparted multi-skill training which helps in the continuity of business activities.

To ensure protection of employees and assets, fire alarm systems are installed in the premises of all the offices. Moreover, adequate systems are in place for extinguishing fire.

The Company ensures backup of all the assets whether physical or virtual; the physical assets are backed by insurance, whereas back-up of virtual assets and data is created on a routine basis.

The Company's systems are subjected to regular audits by the in-house internal audit function and third party service providers. It is also regularly ensured that Data Recovery processes are operating effectively.

Advancement in Digital Transformation

Detailed information about the Company's initiatives on digital transformation are given in the 'Advancement in Digital Transformation to Improve Transparency and Governance' section of this report.

Education and Training to Mitigate Cyber Security Risks

Information Security Awareness sessions are also regularly conducted for all location's users to strengthen awareness of information security responsibilities and promote secure use of IT systems and digital services. These sessions cover relevant areas such as secure password practices, protection of user credentials, phishing and social engineering awareness, appropriate handling of confidential information, safe use of email and digital services, access control responsibilities, incident reporting, and adherence to the Company's information security policies and procedures.. Whereas, security awareness emails are sent regularly to everyone. Such regular communications help users in identifying any upcoming security threats and potential risks.





STAKEHOLDER RELATIONSHIP & ENGAGEMENT

We aim to maintain a responsible and ethical attitude in all of our practices. We are determined to deliver sustained growth and enduring value to our stakeholders

STAKEHOLDERS ENGAGEMENT POLICY AND PROCEDURES

Lucky Cement recognizes that sustainable value creation depends on the trust and confidence of its stakeholders. The Company therefore seeks to maintain constructive, transparent and responsive relationships with employees, customers, suppliers, communities, shareholders, analysts, regulators and providers of financial capital. Stakeholder engagement is conducted in accordance with corporate policies, contractual commitments and applicable regulatory requirements, and provides appropriate channels for stakeholders to share views, raise concerns and contribute, where relevant, to matters affecting them. The Company also seeks to provide timely and balanced disclosure of material information through its Annual Report, corporate website and other appropriate communication channels. Feedback received through stakeholder engagement is considered in shaping relevant business decisions, activities and processes. In its engagement with stakeholders, Lucky Cement is committed to:

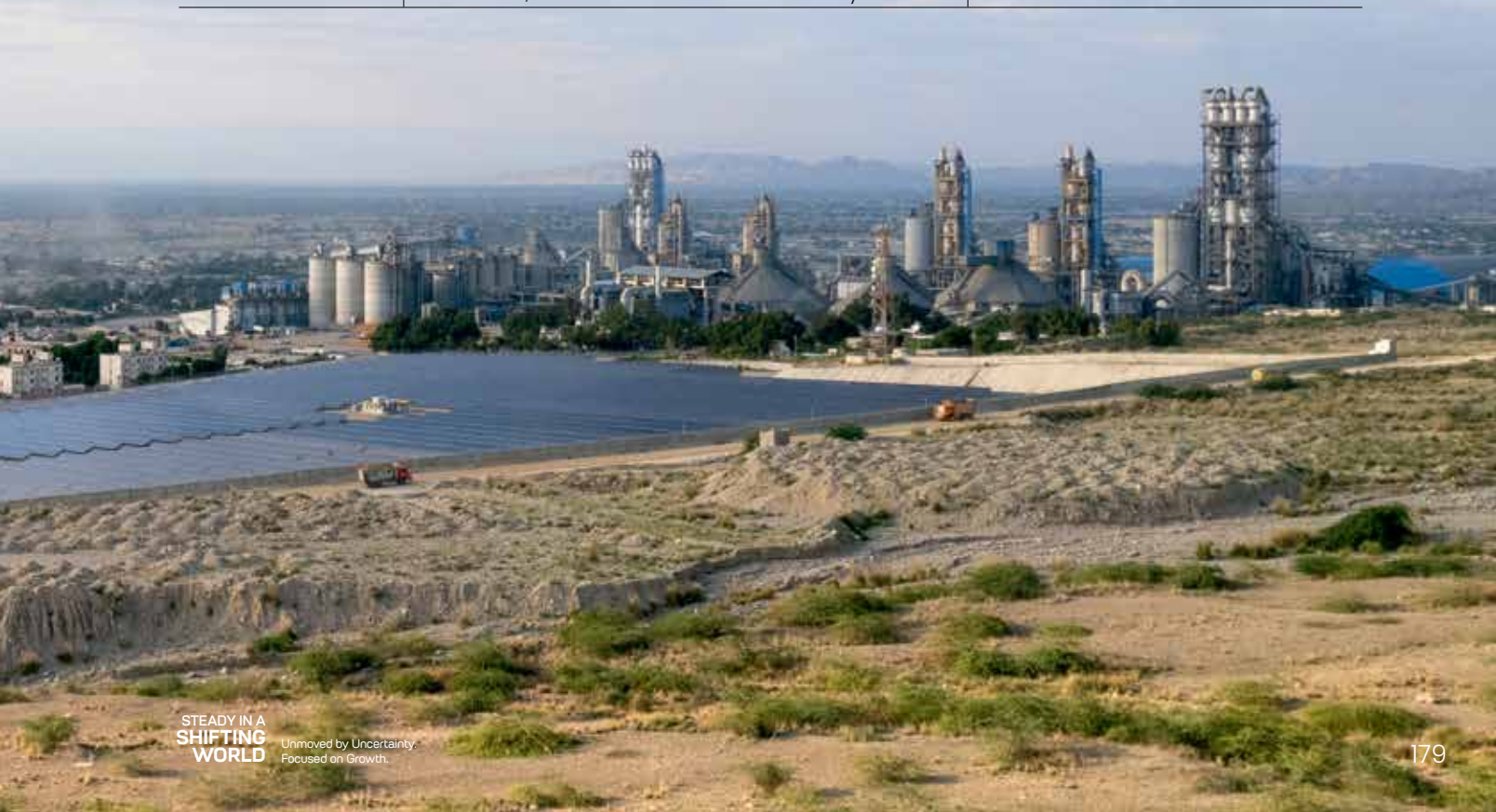
- Maintaining open, transparent and respectful communication with stakeholders;
- Providing accurate, relevant and timely information;
- Listening to and appropriately addressing stakeholder views, concerns and feedback;
- Regularly evaluating the effectiveness of stakeholder engagement and identifying opportunities for continuous improvement.

The frequency and form of engagement are determined by applicable corporate-governance requirements, contractual obligations, business needs and the nature of the stakeholder relationship. Employee communication is supported through internal newsletters, employee climate surveys, digital portals, electronic bulletin boards and other internal communication channels.



OUR STAKEHOLDER ENGAGEMENT PROCESS

Stakeholder	Engagement priorities and commitments	Frequency
Our People	Promote employee health, safety and wellbeing through ongoing training, workplace-safety initiatives and relevant health programmes. Build capability through competency-based learning, cross-functional training, interdepartmental engagement and plant visits. Use goal-setting and performance reviews to strengthen accountability and employee development.	Continuous
Our Customers and Suppliers	Conduct periodic surveys and seek feedback to understand evolving needs, improve service quality and respond promptly. Maintain close relationships by gathering market and consumer insights and through dealer and retailer conventions, customer and distributor engagements, and plant visits, including engagement with Sindh-based dealers.	Periodic / as required
Our Communities	Advance responsible growth through renewable-energy initiatives, including solar projects at the Pezu and Karachi plants, with the objective of reducing reliance on non-renewable energy sources. Support community development through merit-based scholarships and initiatives for women's empowerment and education, including collaboration with Zindagi Trust in support of two government girls' schools in Karachi.	Continuous
Our Shareholders and Analysts	Maintain transparent and timely communication through Annual General Meetings, corporate and analyst briefings, press releases, periodic reporting and ongoing dialogue. Keep shareholders informed of material developments and facilitate investor and analyst plant visits to provide greater visibility into the Company's operations and manufacturing processes.	Quarterly / as required
Our Regulators	Monitor and implement applicable governance and regulatory requirements prescribed by the SECP, PSX and other relevant authorities. Engage constructively with regulators on compliance matters, regulatory developments and changes in law, including through submissions, consultations and relevant industry forums.	As required



Encouraging Minority Shareholders to Participate in General Meetings

The Company values every shareholder, irrespective of the size of shareholding or voting power, and seeks to ensure fair and meaningful opportunities for participation in shareholder meetings. At Annual and Extraordinary General Meetings, the Company facilitates two-way communication and encourages shareholders, including minority shareholders, to raise questions and share their views. Shareholders may participate through the modes permitted under applicable law and Company procedures, including electronic or video participation where available, subject to timely registration. The following measures are taken to support and encourage participation:

Notice of each general meeting is circulated to shareholders within the period prescribed by applicable law, together with the relevant meeting information.

Meeting notices are published in English and Urdu newspapers having nationwide circulation, in accordance with applicable regulatory requirements.

The Annual Report and proxy forms are made available or circulated to shareholders in accordance with applicable legal requirements, enabling shareholders to appoint proxies where permitted.

Meeting notices and related information are also placed on the Company's website and disseminated through the Pakistan Stock Exchange to ensure broad and timely access.

The Company encourages constructive two-way communication at general meetings and provides shareholders with the opportunity to raise questions, express views and seek clarification on matters relating to the Company.

Investor Relations on Lucky Cement's Website and Redressal of Investor Complaints

The management of the Company is committed to fair and equitable treatment of all investors and shareholders through transparent investor relations, effective communication, appropriate disclosure and timely resolution of investor and shareholder queries or complaints.

The Company communicates with investors and shareholders through multiple channels, including its corporate website, which is maintained in English and Urdu in accordance with applicable regulatory requirements. The website is updated regularly and provides access to material Company information, including business and strategy updates, financial highlights, investor information, dividend history and other required disclosures.

To facilitate investor engagement and provide an accessible channel for queries and grievances, the Company maintains a dedicated Investor Relations section on its corporate website.

Matters Raised at the Last Annual General Meeting

Lucky Cement remains committed to engaging with its shareholders, understanding their perspectives and concerns, and responding to matters relevant to their interests and expectations.

At the last Annual General Meeting, shareholders were briefed on the Company's performance and other relevant matters. No material issues were raised during the meeting, and questions from shareholders were addressed by the Chairman to their satisfaction.



Understanding Stakeholders' Views Through Corporate Briefing Sessions

The Company's shareholder base comprises a diverse mix of institutional and individual investors, including mutual funds, investment companies, brokerage houses, insurance companies, foreign investors, pension funds, high-net-worth individuals, professionals and other retail shareholders. The Company engages with investors through corporate and investor briefings, press releases, quarterly financial reporting and other appropriate channels. The Chief Executive Officer and Chief Financial Officer remain available, as appropriate, to respond to shareholder and investor queries, while the Chief Executive Officer keeps the non-executive directors informed of material feedback and perspectives received from major shareholders.

Lucky Cement continues to strengthen its relationship with the investor community through regular corporate briefings, during which local and foreign investors and analysts are updated on the Company's operating environment, financial and

operational performance, key investment decisions, challenges and business outlook. The Company also uses these engagements to provide context on relevant economic developments. The Company intends to continue such engagement initiatives where appropriate.

QR CODE:

<https://www.lucky-cement.com/media-center/corporate-documentary/>
<https://www.lucky-cement.com/media-center/#>

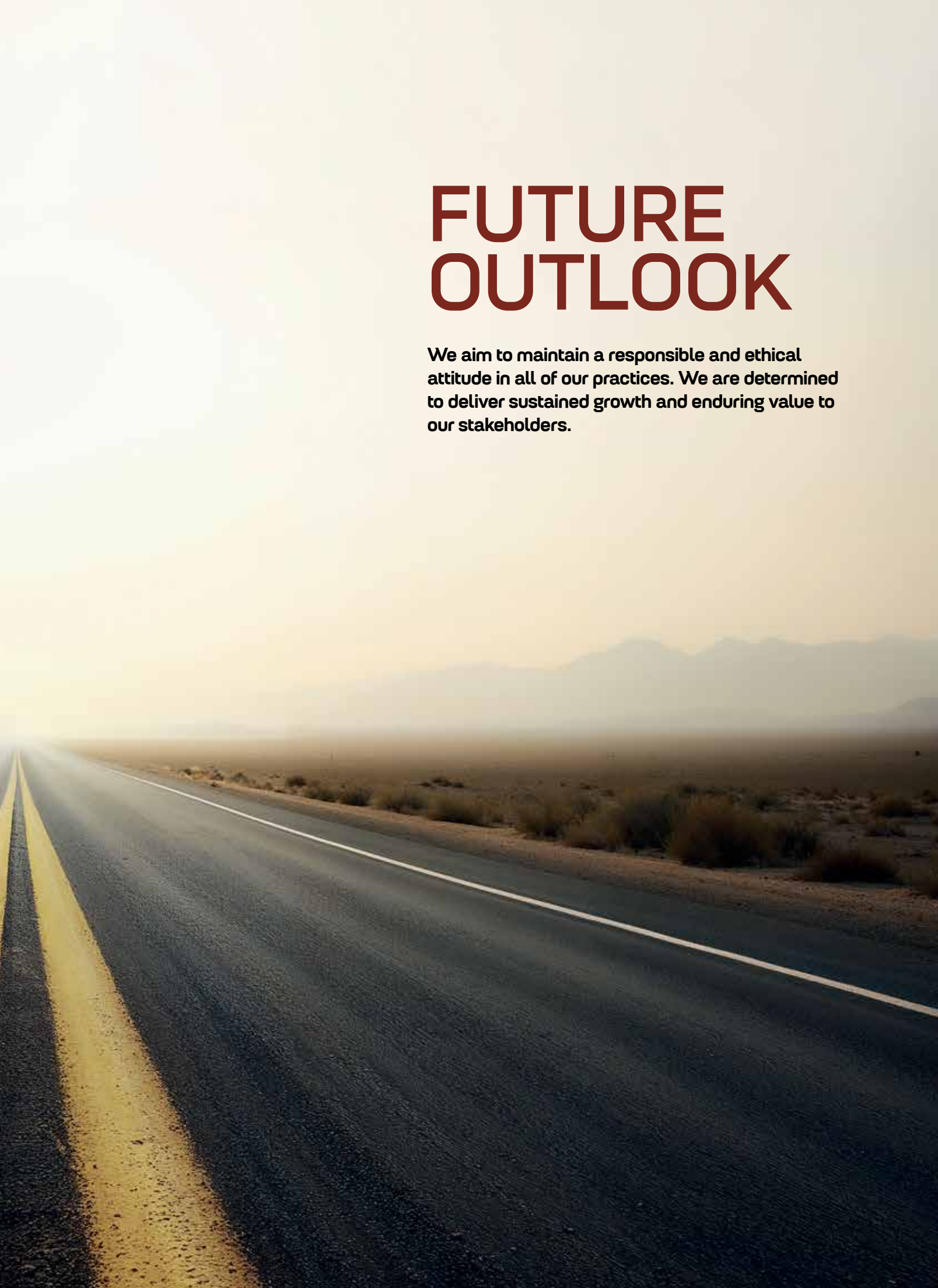
Redressal of Investor and Shareholder Complaints

No formal complaints were lodged by any shareholder with the Company during the year under review.



FUTURE OUTLOOK

We aim to maintain a responsible and ethical attitude in all of our practices. We are determined to deliver sustained growth and enduring value to our stakeholders.



FORWARD LOOKING STATEMENT

The forward-looking statement and the future outlook are covered in the Directors Report under the heading “Outlook”.

Projections About Known Trends and Uncertainties

Pakistan’s economic outlook remains cautiously optimistic, supported by improving macroeconomic fundamentals, continued engagement with the International Monetary Fund (IMF), and the government’s commitment to structural reforms. A relatively stable exchange rate, strengthening foreign exchange reserves, and sustained inflows of workers’ remittances provide a foundation for economic resilience. While inflationary pressures remain elevated due to geopolitical developments and higher global energy prices, inflation is expected to moderate over the medium term, creating room for monetary easing and supporting economic activity.

The continuation of the IMF’s Extended Fund Facility (EFF) remains critical for maintaining fiscal discipline, policy credibility, and access to external financing. Government initiatives aimed at broadening the tax base, reforming the energy sector, improving documentation of the economy, and privatizing state-owned enterprises are expected to strengthen Pakistan’s long-term economic prospects. However, external risks including geopolitical tensions, volatility in international commodity prices, and potential disruptions in global trade continue to pose challenges to economic growth and business confidence.

The Federal Public Sector Development Programme (PSDP) allocation of PKR 1,000 billion, together with policy measures supporting housing finance, infrastructure development, and investment, is expected to provide impetus to economic activity. The successful implementation of these initiatives, coupled with political and institutional stability, will be important for restoring investor confidence, stimulating private sector investment, and achieving sustainable economic growth.

Lucky Cement remains well-positioned to capitalize on emerging opportunities through its strong financial position, diversified business portfolio, operational excellence, and disciplined capital allocation strategy. The Company will continue to focus on cost optimization, operational efficiency, digital transformation, and prudent risk management while pursuing investments that create long-term value for shareholders.

Domestic cement demand is expected to build upon the recovery witnessed during FY2026, supported by infrastructure spending, housing sector incentives, and an improving interest rate environment. Nevertheless, the pace of recovery will remain dependent on broader economic activity, including growth in manufacturing, services, and large-scale development projects. The Company will continue to maintain a balanced sales strategy by prioritizing profitable markets while optimizing its domestic and export sales mix in line with prevailing market dynamics.



Energy costs remain one of the key variables affecting profitability. Any escalation in geopolitical tensions leading to higher coal, oil, and freight prices may place pressure on operating margins. To mitigate these risks, the Company continues to invest in renewable energy projects, energy efficiency initiatives, battery storage systems, and advanced process optimization technologies. The planned addition of a 15 MW solar power facility at the Karachi plant is expected to further enhance renewable energy utilization and support the Company's long-term sustainability objectives.

The expansion of international cement operations continues to present attractive growth opportunities. In the Democratic Republic of Congo (DRC), the planned addition of a new fully integrated cement manufacturing line is expected to significantly enhance production capacity, operational efficiency, and market leadership upon completion. Similarly, the recently commissioned grinding facility in Samawah, Iraq, is expected to improve asset utilization and strengthen the Company's competitive position in the region.

The Company's diversified portfolio across power generation, chemicals, automobiles, mobile phones, pharmaceuticals, and mining provides additional avenues for growth and resilience. Progress in the Company's strategic investments, including copper

and gold exploration activities through National Resources (Private) Limited (NRL), presents potential long-term value creation opportunities. Meanwhile, the automobile and mobile phone businesses are expected to benefit from improving consumer demand, new product introductions, increasing localization, and growing adoption of new energy vehicles.

The power sector continues to undergo structural transformation driven by increasing renewable energy adoption and changing consumption patterns. Lucky Electric Power Company Limited (LEPCL) remains focused on operational excellence, safety, and the transition towards greater utilization of indigenous Thar coal, which is expected to enhance competitiveness and support long-term value creation.

Looking ahead, management remains committed to maintaining its position as the lowest-cost producer, expanding market presence, strengthening environmental stewardship, investing in technological advancement, and enhancing organizational capabilities. Supported by a strong balance sheet, robust cash flow generation, and prudent financial management, the Company remains confident in its ability to navigate evolving market conditions while continuing to create sustainable value for all stakeholders.

Financial Projections

With an installed cement production capacity of 15.60 MTPA, Lucky Cement remains well-positioned to maintain its leadership in Pakistan's cement industry and capitalize on the expected recovery in domestic demand. The Company anticipates that lower financing costs, improved macroeconomic stability, and continued infrastructure and housing-related spending will support cement consumption in the medium term.

The Company expects its profitability to benefit from its continued focus on cost leadership and operational excellence. Ongoing investments in renewable energy, including the planned addition of a 15 MW solar power plant at the Karachi facility, together with the successful implementation of UC3 technology across all four production lines, are expected to enhance energy efficiency, reduce dependence on conventional fuels, and strengthen operating margins.

Export volumes are expected to remain selective, with management continuing its strategy of prioritizing margin optimization over volume growth. While export opportunities remain available, geopolitical developments, regional demand trends, freight costs, and competitive pricing dynamics may influence export performance.

The Company's international operations continue to provide additional growth opportunities. The recently commissioned grinding mill in Samawah, Iraq, and the planned expansion of cement capacity in the Democratic Republic of Congo (DRC) are expected to support long-term earnings growth, enhance market presence, and strengthen geographic diversification.

Despite the positive outlook, certain risks remain. Volatility in global coal and fuel prices, potential increases in energy tariffs, adverse movements in exchange rates, and geopolitical uncertainties could place pressure on industry margins. The Company will continue to mitigate these risks through prudent procurement strategies, diversification of fuel

sources, enhanced renewable energy utilization, and disciplined cost management.

Furthermore, dividend income from subsidiaries and associates is expected to continue supporting profitability, while the Company's strong balance sheet, healthy liquidity position, and robust cash flow generation provide the financial flexibility to pursue strategic investments, expansion opportunities, and shareholder value creation.

Overall, management remains confident that Lucky Cement's diversified business portfolio, operational efficiencies, strong market position, and disciplined capital allocation strategy will enable the Company to sustain growth and deliver long-term value to its stakeholders.

Sources of Information and Assumptions Used for Projections / Forecasts

The future projections and forecasts are made by making certain assumptions, keeping in mind the macroeconomic conditions, historical trends, and prospective developments, as well as other factors that might impact the cement industry.

The external information, such as macroeconomic factors, market dynamics, etc. is obtained through various publications and forums, such as ICAP, APCMA, PBC, SBP, PBS etc.

On the other hand, internal information is obtained through a collaborative effort of various departments within your company. The management carries out a corporate planning activity to forecast future revenues and trends for the company while considering the market dynamics, demand/ supply situation, seasonal variations, and international cement prices. To make future projections, the management makes use of their best judgment and estimates. Whereas, the Board critically analyzes the budgets and forecasts while devising new projects of expansion and diversification.

Analysis of Forward Looking Disclosures Made in the Previous Year

Extract of matters reported in Forward Looking Statement last year	Actual performance
“Pakistan’s economic outlook reflects a phase of cautious stability, underpinned by stronger macroeconomic indicators and the continuation of reform measures. A current account surplus, moderation in inflation, and relative stability in the exchange rate provide a solid base for consolidation.”	Pakistan’s macroeconomic environment improved during FY 2026. GDP growth accelerated to 3.7%, foreign exchange reserves increased to USD 18.4 billion, the PKR appreciated by 2.0% against the US Dollar, and investor confidence improved following continued progress under the IMF program. While inflation remained broadly contained for most of the year, geopolitical tensions in the Middle East led to higher oil prices and a temporary increase in inflation during the latter part of the year.
“Pakistan’s cement industry’s outlook remains promising given the recent decline in interest rates and easing inflation are expected to support a medium-term recovery in cement demand, while long-term growth will rely on the revival of domestic economic activity, particularly through manufacturing, services, and large-scale infrastructure projects that drive investment and employment.”	Domestic cement demand recovered during FY 2026, with industry domestic dispatches increasing by 9.3% year-on-year. The recovery was supported by easing inflationary pressures, a relatively stable interest rate environment, and improved economic activity. The Company’s domestic sales volumes grew by 10.1%, outperforming industry growth.
“The installation of a new clinker production line, along with the expansion of cement grinding capacity in Samawah, Iraq, represents a significant milestone in strengthening operational efficiency and profitability.”	The 1.82 MTPA clinker line and 0.65 MTPA cement grinding mill at Samawah, Iraq were operational during FY 2026, improving production efficiency and clinker self-sufficiency. However, geopolitical tensions in the region adversely affected market demand, resulting in a slight decline in cement sales volumes in Iraq despite enhanced operational capabilities.
“The Company continues to invest in renewable energy solutions such as solar power and battery storage systems, enhancing efficiency and offsetting part of the cost impact.”	The Company further strengthened its renewable energy portfolio through continued utilization of solar, wind, waste heat recovery, and battery storage systems. In addition, a 15 MW solar power expansion at the Karachi plant was announced. These initiatives increased renewable energy contribution, improved energy efficiency, reduced dependence on imported fuels, and supported margin expansion during the year.
“Lucky Cement’s strong financial standing and ability to generate free cash flows are expected to further bolster its commitment to improving operational efficiencies, pursuing new investments, and enhancing shareholder value.”	The Company maintained a strong financial position and healthy cash flow generation throughout FY26. This enabled continued investments in renewable energy, international operations, technological upgrades, and strategic diversification initiatives, while simultaneously enhancing shareholder value through improved profitability and returns

Status of Capital Projects in Progress

The status of projects in progress is reported in the Directors report under the heading “Growth and Expansion”.





SUSTAINABILITY & ENVIRONMENT

We aim to maintain a responsible and ethical attitude in all of our practices. We are determined to deliver sustained growth and enduring value to our stakeholders.

ADOPTING THE SUSTAINABLE DEVELOPMENT GOALS

Being a socially responsible company, Lucky Cement has embedded sustainability at the core of its operations. Although we support all seventeen SDGs, we have prioritized our actions where we can create the most impact.



SUSTAINABLE DEVELOPMENT GOALS



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

2030 as our Road Map Towards A Sustainable Society

The UN Sustainable Development Goals (SDGs) have been adopted by Lucky Cement as a strategic plan for its journey towards sustainability. This year too, we continued to align our practices to meet the Global goals by 2030. The integration of the SDGs has taught us to view sustainable development as a business response to the challenges we face as a society – to use business driven approaches to create lasting economic growth to address social needs and empower communities.

The UN Sustainable Development Goals provide us with a common understanding and route-map to achieve a better future. We see the SDGs as a win-win opportunity, improving the world for future generations, whilst supporting our vision to become a value-based, sustainable company.

Out of the 17 goals of the United Nations, we have thirteen SDGs to integrate into our business operations. We have also developed action plans to incorporate sustainable development principles into our business strategy. The following highlights our company's efforts to meet the UN SDGs:



The goal	What it means to us	Examples of our contribution
 End poverty in all its forms everywhere	We aim at ending all forms of poverty in our domain by assuring social protection, community welfare, providing access to basic services to our employees and the poorest and most vulnerable communities in the areas where we operate. We work to alleviate all kinds of poverty in our area through inclusive growth.	- Lucky Cement strongly believes in empowering its people. We ensure market competitive pay packages to our employees and adhere to the minimum wage laws for our human capital. - We realize the importance of giving back to the community, hence our rural development programs continue to uplift the under privileged communities. (More details are given in CSR Section of the AR 2026) - Being a socially responsible Company, we understand and acknowledge the needs of the underprivileged. Our CSR initiatives are designed to assist the people in any vulnerable situations arising due to the natural calamities and unfavorable environmental changes.
 Ensure healthy lives and promote well-being for all at all ages	We aspire to provide a safe working environment to all our employees and to transform lives by improving access to quality and affordable healthcare services for our employees and the communities where we operate.	- Our dedicated HSE function ensures that our operations comply with the best practices of Occupational Health, Safety and Environment. - Our logistics fleet is always on the roads serving the needs of our customers. Our drivers are given trainings regularly to reduce the risk of accidents and injury that could cause human suffering. - Our dispensaries at both the plant sites provide medical facilities to the employees and the community. We ensure wellbeing of our communities through free medical clinics in the peripheral areas of our plant locations. We support the community by providing state-of-the-art and affordable health care services through Tabba Heart and Tabba Kidney Institutes.
 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	We aim to provide an environment where our employees continue to learn new skills, and we strive to expand access to education to all through scholarships and promoting girls' education.	- We believe that educated and empowered women are agents of change. To achieve the above objective, the company collaborated with Zindagi Trust by supporting the two leading Government girls' schools in Karachi. We strive to empower women by providing equal schooling opportunities, keeping in view the importance and impact of women education in Pakistan. - For our cause to help and support the differently-abled, we generously offered financial assistance to alleviate suffering of needy patients through Pakistan Association of the Blind – an NGO that provides educational and rehabilitation services for those suffering from blindness. - To provide merit-based support for the deserving and less privileged segments of the society, Lucky Cement continues to extend a number of scholarships to various students of leading universities in Pakistan. - We have partnered with The Citizen Foundation for development of a school at Pezu, District Lakki Marwat. The initiative will offer free primary and secondary education to locals. - With the aim of empowering the youth through skill development and education, three specific scholarship programs and vocational training for the rural youth of this district have been introduced.

The goal	What it means to us	Examples of our contribution
 Achieve gender equality and empower all women and girls	We desire to provide fair opportunities to both women and men, create a safe environment for our employees, create equal opportunities and provide equal compensation to all.	• We take pride in being an equal opportunity employer and we promote gender diversity at all the levels. • We provide same opportunities with equal compensation and benefits to our female employees, which is offered to their male counterparts. We conducted a training on women's day to empower our female staff them with ways to maximize their potential. • We have women representation at all levels including the Board of Directors. • We have policies in place that promote harassment-free work place for our female employees.
 Ensure availability and Sustainable management of water and sanitation for all	To embed the ideology of water conservation in our business strategies in order to conserve the natural capital for a sustainable future.	• Our Company believes in responsible consumption of valuable resource of water and makes every effort to reduce its usage. • Some water conservation projects include installation of RO plants at our production facilities to provide safe and clean drinking water for its employees. • To provide clean water to our communities, we have also installed tube wells at various location around Pezu plant. • We have defined goals for efficient water usage to reduce the impact on the depleting fresh water sources across the Country.
 Ensure access to affordable, reliable, sustainable and modern energy for all	Increase the use of clean energy at the Company's production facilities and utilize technology to provide solar energy solutions to the community.	• We use our power generation infrastructure to conserve as much energy as possible. • We use efficient technologies and appliances, which consume minimal energy. • Our group has significant contributions towards power generation for the national grid. • Lucky Cement Limited has operationalized a 42.8 MW captive solar power project at its Pezu plant, along with a 5.589 MWh Reflex energy storage system, and a 31.5 MW solar power project at its Karachi plant. The 28.8 MW Wind Power Project is also operational, generating 100 GWh, while the Karachi plant's 20.7 MW/22.7 MWh Battery Energy Storage System (BESS) is operational, enhancing grid stability and reliability. An additional 15 MW solar power plant is currently under installation at the Karachi facility.

The goal	What it means to us	Examples of our contribution
 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	To be an employer by choice, diversifying into other industries to promote economic growth across the value-chain, to train youth for greater employability and to upskill our current workforce.	- We have manufacturing facilities at two sites in Pakistan besides marketing office in different cities. After having a strong footprint in cement manufacturing industry in Pakistan, Iraq and DR of Congo, Lucky Cement has evolved into a conglomerate having strategic investments in diversified industries such as Chemicals, Automobiles, Mobile manufacturing, Power and Mining of Copper & Gold. - With these diversifications, the Company will stand out as a progressive Pakistani conglomerate promoting the growth of industrialization in Pakistan. - We regularly provide various trainings to our employees in order to increase their productivity. - Through a vocational training program, Lucky Cement Limited has not only improved their abilities but also given them employment opportunities. Students who passed out from the first batch of the vocational training programs are now employed by the Company at its Pezu Plant - By rigorously following the laid down HSE guidelines, Lucky Cement is committed to provide a safe working environment for all of its employees and stakeholders engaged in its business operations. We are an OHSAS 18001, ISO 14001 and ISO 9001 certified organization and continuously implement practices that offer health, safety and environment development at our work place.
 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	We aim at ensuring sustainable growth of the economy with responsible industrialization, to make the basics of life available and improve the standards of living, for all.	- Being the pioneer in the production of high quality cement, we recognize that Cement/ construction industry is vital for the Country's economic growth, infrastructural development and employment generation. - We strive to keep our processes eco-friendly thereby promoting sustainability by reducing emissions during our production processes. - We have used innovative methods to bring efficiencies and reduce wastages. We use Waste Heat Recovery Plants to utilize waste heat released in the air to produce electricity. - We have installed latest technology and efficient Cement Mills at our Pezu Plant, which are state of the art with respect to efficiency & safety for smooth and stable operation.
 Reduce inequality within and among countries	Reduce inequalities within our domain by providing everyone with equal access to opportunities by using our leadership, network, technologies and solutions.	At Lucky Cement, we have stringent HR policies to promote and maintain equal and fair compensation policies for women, to promote gender, provide opportunities to deserving candidates, cultural diversity, and hiring on a merit basis etc.

The goal	What it means to us	Examples of our contribution
 Make cities and human settlements inclusive, safe, resilient and sustainable.	We support Government and private sector in large infrastructure projects by providing quality cement in economical prices, and we ensure that our operations have no adverse impact on the cities and communities in which we operate	- We believe that as countries develop, solutions for sustainable prosperity are needed. Under the Government of Pakistan's initiative to provide low cost and affordable housing to the people, we remain available to address the significant need for affordable housing. - As a part of our community development programs, to empower the community and to improve income-earning possibilities, we embarked on a journey of developing a model village near our Karachi Plant. - We often sponsor initiatives that are not only environmental friendly but also supports the aspect of sustainable development in society.
 Ensure sustainable consumption and production patterns	Managing our operations responsibly, decreasing our environmental impact and promoting responsible behavior among all our stakeholders.	- Lucky Cement focuses on energy conservation, operational efficiencies and carbon footprint reduction. Company's effluent emissions are regularly monitored. Regular environmental audits are also performed. - To reduce our environmental footprint, we have policies to identify, reduce and dispose of waste arising from our operations in a manner that minimizes harm to the environment and prevents pollution of land, air and water, to reduce the consumption of energy and water and use renewable and/or recyclable resources wherever practicable. - The sourcing of our raw materials accounts for a large portion of our economic, operational and environmental footprint. We promote responsible consumption of all raw and packing material. - Being an environmentally responsive Company, we take pride in promoting sustainable business practices all across our value chain as well as at public forums. - To add to our commitment towards the adoption of sustainable practices, we promote and explain our sustainable business practices on various public platforms.

The goal	What it means to us	Examples of our contribution
 Conserve and sustainably use the oceans, seas and marine resources for sustainable development	We aim at taking accelerated action on mitigation of the impact of climate change.	- As climate change becomes an over-growing threat with only eight years to achieve the UN Sustainability Development Goals, we at Lucky Cement strive to build sustainability into everything we do. - Our responsible use of raw material, efficient technology, emission control procedures and regular tree plantations act towards mitigating the impact of climate change. - As a socially responsible manufacturing concern, we believe in creating awareness towards sustainable practices to protect the climate and environment.
 *Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Manage our operations responsibly and ethically. We promote transparency and accountability in our dealings with internal and external stakeholders	- Anti-bribery and corruption policy is an essential part of our code of conduct. We strongly discourage all such acts to promote equal and fair opportunities for everyone. - External Advocacy through different forums, like APCMA, Pakistan Business Council, KCCI etc. to timely apprise the relevant Government departments and Regulators of all issues that may have an adverse impact on the Industry or competitive environment. - From top to bottom, the management of Lucky Cement empowers its staff by appreciating their ideas and suggestions. To hear what our shareholders have to say, we have an investor grievance procedure. We engage proactively and transparently with governments and other external stakeholders to support, promote and enforce policies for sustainable development practices.

ENVIRONMENT, SOCIAL AND GOVERNANCE (ESG) AT LUCKY CEMENT

ESG is a system for measuring the sustainability of a company in three specific categories: environmental, social and governance. It has developed into a broad framework that addresses key aspects including environmental and social impact, as well as how governance structures can be changed to enhance stakeholder well-being. We believe unwaveringly that stakeholder value maximization is possible on a long-term basis by implementing best-in-class ESG protocols and therefore, ESG remains a key dimension in our strategic decision making. Alongside on the path to growth, we also continue upon our journey of Excellence and building Enterprise of the Future, by delivering on our Environment Social and Governance agenda. With the evolved ESG agenda, we have embarked upon on some amazing projects pertaining to all the key elements of ESG that are shaping the sustainability of business and industries in Pakistan.

Statement for Adoption Of Best Practices For CSR

At Lucky Cement, we view Corporate Social Responsibility (CSR) as an integral component of our organizational ethos and commitment to sustainable growth. We recognize our responsibility to positively impact the communities and environment in which we operate, and we are dedicated to upholding the highest standards of ethical conduct and social contribution.

With unanimous endorsement from our Board of Directors, we proudly announce the adoption of comprehensive CSR best practices that reflect our dedication to making a meaningful difference. This decision underscores our belief that business success must align harmoniously with societal well-being.

Our CSR approach will be guided by a steadfast commitment to:

Ethical Governance: We commit to conducting our business with the utmost integrity, adhering to ethical principles that prioritize transparency, accountability, and fairness in all our interactions.

Stakeholder Engagement: We will engage closely with our stakeholders, including employees, customers, partners, and local communities, to

understand their needs and concerns, and to collaboratively develop initiatives that address pressing social and environmental challenges.

Community Development: Through strategic philanthropic investments, skill development programs, and community partnerships, we aim to uplift under-served communities, enabling them to thrive and contribute positively to society.

Environmental Stewardship: We are resolute in minimizing our ecological footprint by embracing sustainable practices, resource efficiency, and conservation efforts that safeguard the environment for future generations.

Employee Empowerment: Our commitment extends to our employees, whom we consider vital contributors to our CSR journey. We will provide them with a safe, inclusive, and diverse work environment that fosters professional growth and nurtures a culture of giving back.

Transparency and Reporting: We pledge to transparently communicate our CSR initiatives, progress, and impact to our stakeholders through regular and comprehensive reporting, allowing for accountability and fostering a spirit of continuous improvement.

Our Board's endorsement of these best practices reflects our conviction that responsible business practices are not merely a moral obligation, but an essential driver of long-term success. We believe that by embracing these practices, we can create a lasting positive impact on society while ensuring the sustainable growth and resilience of our company.

Statement on the Company's Strategic Objectives on ESG and Sustainability Reporting

As stewards of Lucky Cement, the Board remains committed to fostering a sustainable and responsible business ecosystem. With the recognition that environmental, social, and governance (ESG) considerations are vital components of our corporate strategy, the Company is progressively integrating ESG principles across its operations, aligning with our core values and the expectations of our stakeholders.

Our strategic objectives encompass:

Environmental Responsibility: The Company seeks to reduce its environmental footprint through practices intended to conserve resources, lower emissions and support biodiversity.

Social Well-being: The Company seeks to reduce its environmental footprint through practices intended to conserve resources, lower emissions and support biodiversity.

Effective Governance: The Company maintains a governance framework that emphasises transparency, accountability and ethical conduct across the organisation.

Stakeholder Engagement: We recognize that shared success emerges from effective engagement with our stakeholders. Through open dialogue and partnerships, we seek to address concerns, gather insights, and collaboratively develop solutions that drive positive change.

Innovation and Adaptation: The Company intends to continue investing in research, development and technology to support responsible growth.

Robust Reporting: The Company's ESG and sustainability reporting is intended to provide a clear view of progress, challenges and opportunities, enabling stakeholders to assess performance.

The Board believes that these strategic objectives support the Company's resilience, reputation and long-term value creation.

KEY SUSTAINABILITY RELATED RISK AND OPPORTUNITIES

While integrating sustainable development into our operations, our risk and strategy approach prioritizes the issues most critical to our business. This analysis allows us to evaluate our overall risk exposure and aids in strategic decision-making, maximizing opportunities that emerge from challenges:

Risks and / or Opportunities	Company Initiatives
Energy Shortage Energy shortages pose significant risk to cement industry due to its energy-intensive production processes. Inadequate energy supply can lead to production disruptions, reduced output, damaging reputation and customer relationship. Energy constraints can also hinder expansion plans and prevent the company from meeting growing demand.	The Company continues to invest in alternative energy sources to reduce dependence on fossil fuels. The Company has invested in on-site captive solar power projects at both the Pezu and Karachi plants, which have contributed to containing energy costs.
Water Availability Water scarcity can affect the entire supply chain from the extraction of raw materials to the delivery of finished products. Furthermore, excess water utilisation can lead to environmental degradation, affecting local ecosystem and biodiversity.	Cement manufacturing is predominantly a dry process with limited direct water requirement. The Company does, however, consume water for cooling of hot gases, in heat exchangers and for steam generation in boilers for the WHR system; the condensate is subsequently reused for tree plantation.
Cybersecurity Breaches or mishandling of sensitive data can lead to disruption in operations, financial loss, reputational damage and regulatory penalties.	LCL has an IT steering committee charged with IT Governance and cyber security. The Company maintains a documented and periodically updated Disaster Recovery Plan to support continuity of operations. Appropriate data backup mechanisms are implemented. Periodic log reviews and access control reviews are performed to support the effectiveness of system-related controls.
Mining Limestone mining is a critical process in cement manufacturing that poses risk of loss of biodiversity, land disruption, contamination of ground water and air pollution due to dust and emission from mining operation, affecting local communities and ecosystem.	The limestone extracted at the Company's quarries is a dense rock with inherent moisture content, which limits the generation of fine particulate matter during blasting. As the rock fragments produced by blasting are generally large, the dispersion of airborne particulate matter is reduced. Noise levels at the limestone quarries are monitored on a continuing basis. Additionally, the Karachi and Pezu plants have been designed with the objective of maintaining noise levels within the limits prescribed under the National Environmental Quality Standards (NEQS).

Risks and / or Opportunities	Company Initiatives
Emerging Risk (Long term 3-5 years)	
Climate Change Cement manufacturing being an energy and resource-intensive process is exposed to risk of frequent climate change and global warming primarily due the release of CO₂ and the combustion of fossil fuels. From physical risk perspective, the company may expose to increased severity of floods, drought, storms and extreme weather conditions which can damage production facilities, disrupt supply chain, halt operations and leading to increased cooling cost. From the transitional risk perspective, LCL may expose to the risk of escalating operating expenses and damaging brand reputation due to strict environment regulations, growing demand for low carbon emission products, adoption and development of new technologies for reducing emission and increasing energy efficiency and increased investor reliance on ESG performance indicators whilst making investment decisions.	In order to address climate related risk, LCL has taken various advanced sustainability initiatives to enhance resilience, vulnerabilities and long-term value. These initiatives include transformation from fossil-fuel based energy to alternative-energy systems to safeguard the ecosystem and the community surrounding our plants. For reduction in CO₂ emissions, LCL has installed Dual-Fuel conversion project which facilitates a switch from furnace oil to environment-friendly alternative sources. Additionally, we have a Tyre Derived Fuel plant (TDF) that provides an alternative to coal and has the capacity to utilize Refused Derived Fuel (RDF), which makes use of Municipal Solid Waste (MSW) and Rice Husk as alternative fuel .We have also adopted Waste Heat Recovery (WHR) system that help us to control exhaust gas temperature, greenhouse gases and particulate matter emissions. Tree-plantation drive at our production facilities also serves as an eco-friendly initiative for sustainable environment. Industrial effluent and sewage water are treated with the objective of bringing the pollution load within NEQS parameters, following which the treated water is reused for irrigation and tree plantation.
Regulatory Changes: Legal and regulatory requirements relating to emission, waste management, carbon pricing and taxes etc. are continuously being evolving and changes over time which require significant investment in new technologies, processes and training resulting in escalating operational cost and impacting profitability. Non-compliance to such regulations may also potentially lead to damaging reputation, loss of customer and revenue, impact suppliers that may lead to disruption and cost.	The Company manages this risk through contingency planning, recognition of provisions where required in accordance with applicable accounting standards, and transparency in its disclosures. Actively collaborating with different stakeholders and relevant authorities to seek mediation and resolution of any issue.

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

Governance

The Board plays an integral role in fostering a culture of sustainability and supporting continued improvement in ESG performance. . This commitment involves embedding environmental, social, and governance (ESG) principles into the core of our business strategy and ensure robust governance practices.

The Board ensures that sustainability goals are clearly defined, monitored, and integrated into all aspects of operations, aligning with stakeholder expectations and the company's long-term vision for sustainable growth.

The strategic oversight of Board ensures continuous development and advancement in technology to enable us to evolve in a responsible manner. The Board also supports transparent and comprehensive reporting of the risks and opportunities faced by the Company in respect of ESG and sustainability performance.

Sustainability Strategy

At Lucky Cement, our sustainability strategy is integral to our corporate vision and operations. We are committed to driving sustainable growth by integrating environmental, social, and governance (ESG) principles into our business strategy.

Our approach ensures that we contribute positively to society and the environment while creating longterm value for our stakeholders. Our strategy to achieve sustainability goals primarily focuses on reduces our carbon footprint through innovative technologies and processes, enhance energy efficiency and increase the use of renewable energy sources, responsible water management,

focus on waste reduction, foster a safe, diversify, and equitable workplace.

Risk Management

Our Robust Enterprise Risk Management (ERM) provides a framework to identify, assess and mitigate risk across the organisation that could potentially impact the company's commitment to sustainability and long-term business success.

This framework encompasses environmental, social, and governance (ESG) risks, alongside traditional financial, compliance and operational risks, ensuring a comprehensive approach to risk management. This involves identifying all potential strategic, financial, compliance, operational and ESG-related risks based on regular risk assessment, industry benchmarking and stakeholder consultation.

Each identified risk is evaluated and ranked based on its potential impact and the likelihood of occurrence. Mitigation strategies are then developed for each identified risk with the objective of reducing the likelihood and impact of occurrence.

Regular updates on risk status and management activities are provided to the Board and relevant committees. Transparent communication of our ERM practices and performance is maintained through annual reports and other stakeholder engagements.

Our ERM framework is regularly reviewed and updated to adapt to evolving risks, regulatory changes, and industry best practices. We encourage innovation and continuous improvement in risk management strategies to enhance resilience and sustainable growth.

Metrics and Targets

Environment

Green House Gas Emission	Pezu Plant 3,765,361 tons of CO₂ released during FY 2025-26 143,817 tons of CO₂ emission prevented from releasing in the environment during FY 2025-26 from energy conservative initiatives Karachi Plant - Total 4,287,542 tons of CO₂ released during FY 2025-26 130,797 tons of CO₂ emission prevented from releasing in the environment during FY 2025-26 from energy conservative initiatives
Energy Usage	Pezu Plant 404,405 MWh of total energy consumed during FY 2025-26 Karachi Plant 433,510 MWh of total energy consumed during FY 2025-26
Energy Mix	Pezu Plant 35% of energy requirement is met from captive sources 28% of energy requirement is met from alternate energy (i.e., Waste Heat of Kilns + PG (WHRs)) 16% of energy requirement is met from renewable energy sources (i.e., Solar) 21% of energy requirement is met from Grid Karachi Plant 17% of energy requirement is met from captive sources 27% of energy requirement is met from alternate energy (i.e., Waste Heat of Kiln (WHR)) 28% of energy requirement is met from renewable energy sources (i.e., Solar and Wind) 28% of energy requirement is met from Grid
Water Management	Pezu Plant 1.21 m³/MWh water consumed during FY 2025-26 during different processes of power generation out of which 6% recycled water used for showering 9.11 m³/MWh water consumed during FY 2025-26 during different processes of cement plant out of which 12% recycled water used for Cement Mill Showering process Karachi Plant 0.208 m³/MWh water consumed during FY 2025-26 during different processes of power generation out of which 6% recycled water used for gardening & showering 9.81 m³/MWh water consumed during FY 2025-26 during different processes of cement plant out of which 0% recycled water used for gardening & showering

Social

Employee Turnover	3.90% is the year-over-year change for full-time employees during FY 2025-26
Gender Diversity	- LCL promotes an inclusive work environment by ensuring equitable representation at all levels within the organisation. Currently, female employees make up 9.77% of LCL's total workforce at the Karachi office. - The Company's gender pay position reflects women's remuneration at 11.63% above that of men on a mean basis and 9.42% on a median basis.
Non-Discrimination	LCL has established a defined code of conduct and a whistle-blower policy to address all employee grievances, including workplace harassment, and establish an environment to ensure inclusion and non-discrimination among employees at all levels. To eliminate discrimination LCL is focused on employing persons with disabilities in-line with best practice.
Global Health and Safety	LCL is committed to maintaining a safe and healthy working environment by establishing and adhering to global health and safety policies and providing health and safety insurance coverage to all employees.
Injury Rate	During FY 2025-26, LCL recorded 2 Lost Time Incidents (LTIs) at the Karachi Plant, resulting in approximately 520 man-hours lost, while 5 safety-related incidents were reported at the Pezu Plant, resulting in a production loss of 576 man-hours; the Total Recordable Incident Rate (TRIR) stood at 0.48.
Employee training and Succession planning	- LCL aims to invest in employee professional development. During FY 2025-26 the following trainings were conducted: 136 trainings conducted on HSE; attended by 1,668 participants 25 trainings conducted on soft skills; attended by 487 participants 117 trainings conducted on skill upgradation; attended by 1,373 participants

Governance

Board Diversity	87.5% of the board seats are occupied by men, while 12.5% are occupied by women.
Board Independence	37.5% of the board seats are occupied by Independent Directors.
Ethics and Anti-Corruption	LCL has a robust code of conduct to address all ethics and anti-corruption related issues.
Data Privacy	LCL has an IT steering committee charged with IT Governance and cyber security to protect data privacy.
Disclosure practices	- LCL provides sustainability data in line with applicable sustainability standards. - LCL focuses on UN Sustainable Development Goals (SDGs).

CHAIRMAN'S PERSPECTIVE ON SUSTAINABILITY AND FINANCIAL PERFORMANCE

Dear Shareholders and Stakeholders,

I am delighted to share with you how our company's unwavering commitment to sustainable practices is deeply intertwined with our financial performance. In today's dynamic business environment, where environmental, social, and governance (ESG) considerations are increasingly critical, our approach to sustainability is not just an ethical obligation—it is a strategic necessity that profoundly impacts our bottom line.

Operational Efficiency and Cost Savings:

Our commitment to sustainability drives significant operational efficiencies by optimizing resource utilization, streamlining processes, and minimizing waste. These efficiencies translate into tangible cost savings, directly enhancing our profitability while fulfilling our responsibility to preserve the planet's resources.

Risk Mitigation and Resilience:

By proactively addressing ESG factors, we mitigate risks associated with regulatory non-compliance, reputational harm, and supply chain vulnerabilities. This forward-looking approach not only safeguards our operations but also strengthens our resilience, ensuring business continuity in an increasingly unpredictable world.

Reputation and Stakeholder Trust:

Our dedication to sustainable practices enhances our reputation as a responsible corporate citizen. This reputation attracts loyal customers who prioritize ethically produced goods and services. The trust and loyalty of our stakeholders are invaluable assets, fueling long-term revenue growth and strengthening our market position.

Access to Capital and Investor Confidence:

As investors increasingly consider ESG performance in their decision-making, our robust sustainability initiatives have positioned us as an attractive choice for socially conscious investors. These investors

recognize that aligning financial returns with positive societal impact is a sustainable model for long-term success, thereby expanding our access to capital.

Employee Engagement and Productivity:

Our commitment to fostering a diverse, inclusive, and ethical workplace environment drives employee loyalty, engagement, and satisfaction. Engaged employees are more productive, contributing to our overall operational efficiency and, consequently, our financial success.

Regulatory Agility and Competitive Advantage:

By staying ahead of evolving regulatory landscapes, we ensure compliance while minimizing the risk of penalties. Moreover, our proactive stance on sustainability gives us a competitive advantage in a market where responsible business practices are increasingly valued.

In conclusion, our sustainable practices are not merely adjuncts to our business strategy; they are fundamental enablers of our financial success. By harmonizing our core values with sound business decisions, we ensure that our profitability aligns with the well-being of our planet, our communities, and future generations.

Thank you for your continued support as we advance on this transformative journey.

Muhammad Sohail Tabba

Our Contribution Towards Sustainability

Lucky Cement is strongly driven by international benchmarks for sustainable practices in business. With the Board of Directors and management's strong support to conserve the natural capital, we stay committed to improve land and water use, protect forest tracts and green sanctuaries.

We remain constantly focused on the management and rational use of natural resources, a methodology that permits us to decrease the effect

of our operations and increase our operational productivity. All the initiatives we have developed in relation to eco-efficiency are based on our strategy for sustainable profitability.

The Company's contribution to conservation falls into two categories: the efforts of Lucky Cement to preserve and enrich the environment in and around their areas of operation and the philanthropic thrust of the Company, which support the society with the management of natural resources, community development and livelihoods.

In line with our commitment to SDG 7, we have significantly advanced our focus on energy conservation by investing in renewable energy sources and implementing energy-efficient initiatives across our production facilities and offices. Upholding our commitment to sustainability, environmental protection, and clean energy, Lucky Cement has successfully completed the installation of solar power projects, now operational with a capacity of 31.5 MW at our Karachi Plant and 42.8 MW at our Pezu Plant. Furthermore, a 28.8 MW wind power project is now operational at our Karachi Plant, further reinforcing our dedication to renewable energy and reducing our carbon footprint.

Energy Conservation

Waste Heat Recovery Plants - Usage of Green Technology

In any industrial process, heat is wasted as a result. If not used efficiently, waste heat is released into the atmosphere. A Waste Heat Recovery (WHR) Plant utilizes residual heat, consuming no fuel, and lowering dust emissions and temperature of discharged heat thus having a positive impact on the environment.

The WHR unit does not need any externally fed fuel to operate, but it uses the waste heat from the system. The design of these plants hinges on the idea of encapsulating all the waste heat and using this heat to generate steam from boilers, which drive the turbine engines, thus producing electricity.

Being one of the leading cement manufacturers in Pakistan, we have the responsibility and opportunity to contribute in bringing sustainability in the cement industry. For this we have extensively invested in implementing projects that reduce energy consumption and address issues of environmental degradation. These projects not only bring production efficiencies, but have significantly reduced carbon emission.

Water Conservation

Responsible consumption of water and its conservation are an integral part of Lucky Cement's sustainability efforts and its drive towards utilizing the resources responsibly. The Nature of Cement processing is a Dry Process, where water is used only for machinery cooling and generating the steam for boilers. Water sprinkling is done in the Yards, storage, roads and sideways to improve the health and to improve working environment of the area. Lucky Cement makes every effort towards reducing water wastage and ensures that water is consumed responsibly.

We reduce water intensity in all our operations and focus particularly on our impact in water conservation. We make efforts to restore natural water cycles, benefiting multiple aspects of our value chain and the people and communities we serve. We aim at ensuring that everyone has access to safe drinking water as well as adequate water for hygiene and sanitation purposes. For our commitment towards SDG 6; Clean Water & Sanitation, Lucky Cement provides awareness and encourages its employees towards water conservation through regular safety talks. We work towards achieving SDG 6 by delivering services to enable access to safe drinking water and sanitation facilities in communities and schools, to people living in poverty, in hard-to-reach, climate-affected and under-served urban areas, including Jhang Khel, Wazir Kala, Shehbaz Khel, Tabi Murad and Azghar Khel where we have installed solar based tube wells for the locals. We have defined goals for efficient water usage to reduce the impact on the depleting fresh water sources across the Country.

Environment Conservation

Lucky Cement aims to be a more sustainable business, for a more sustainable society. This means protecting biodiversity and natural resources, while encouraging others to act responsibly. Our ambition is to strive for zero environmental impact in our operations. We use sustainably-managed renewable resources, operate more efficiently, re-use and/or re cycle wherever possible, and improve water management. Cutting energy usage is central to global efforts to cut carbon-based emissions and address the problems of climate change.

The impacts of climate change are already apparent. It is a global issue that will affect everyone. We are innovating to reduce our environmental footprint, in line with our commitment to use natural resources sustainably to conserve the environment in the times when natural resources are depleting at a high rate.

Our Quality, Health, Safety, and Environment (QHSE) policy outlines our commitment to measure and reduce the environmental impact of our operations, and our manufacturing units are certified to ISO 14001.

Our Environment strategy is built around four key areas that are critical to our sustainability efforts.

- We focus on emission control and reduction, which involves minimizing the amount of greenhouse gases and other pollutants released into the atmosphere.
- We prioritize energy management to reduce our carbon footprint and ensure that we use energy as efficiently as possible.
- We are committed to responsible water management to ensure that we use this valuable resource sustainably and minimize waste.
- We focus on waste reduction and resource management to minimize the amount of waste generated by our operations and to ensure that we use resources as efficiently as possible.

Our sustained efforts to reduce our costs and improve our impact have generated significant results for our business, our communities, society

and the environment. These results correspond to contributions to the Sustainable Development Goals for sustainable communities, responsible production, and climate action. We see the SDGs as a win-win opportunity, improving the world for future generations, whilst supporting our vision to become a value-based, sustainable company.

Implementation of environment friendly operations and practices has always been a priority of Lucky Cement. We have been successful in establishing a leadership position in the market by achieving this target through strategic orientation.

Reduction In CO₂ Emissions

Advanced Sustainability Initiatives

We are the pioneer of revolutionizing sustainable manufacturing through the execution of our Dual-Fuel Conversion Project which has helped in conversion of energy generation from furnace oil to environment-friendly alternative sources.

We have the capacity to use alternatives to coal through innovations like the Tyre Derived Fuel (TDF) Plant. The Dual Fuel Project also qualifies for the Clean Development Mechanism (CDM) under the Kyoto Protocol that creates emissions reduction credits through emissions reduction projects in developing countries. Under this protocol, pro-environment organizations can earn Certified Emission Reduction (CER) credits.

As a Company we also have the capacity to utilize Refused Derived Fuel (RDF) system that is making use of Municipal Solid Waste (MSW) and Rice Husk as alternative to fuel. The ability to transform from a fossil-fuel based energy to alternative-energy structure is a specimen of our drive to protect the ecosystem and community around our plants.

Renewable Energy and Storage

Lucky Cement Limited has completed a 42.8 MW captive solar power project with a 5.589 MWh Reflex energy storage system at our Pezu plant, and a 31.5 MW solar power plant at our Karachi plant. The Pezu project, the largest on-site captive solar plant in Pakistan, generates approximately 62 GWh annually, cutting 37,400 tonnes of CO₂, while the Karachi project adds 50 GWh, reducing 22,000 tonnes.

In addition, the 28.8 MW Wind Power Project has been successfully completed and is now fully operational, producing approximately 100 GWh and reducing CO₂ emissions by around 45,000 tonnes.

The Company is undertaking the installation of an additional 15 MW solar power plant at its Karachi facility, which will increase its total solar power capacity to 89.3 MW across the Company.

Additionally, the Karachi plant 20.7 MW Battery Energy Storage System (BESS) is now fully operational, further boost grid stability and reliability.

All renewable projects are registered under the International Renewable Energy Certificate (I-REC) standard, underscoring Lucky Cement's commitment to sustainability and reducing dependence on fossil fuels.

As an industry leader, Lucky Cement continues to invest in innovative clean energy solutions to ensure a sustainable future.

Tree Plantation at Karachi and Pezu Plant – “Sustaining Green” Initiative at Lucky Cement

We are proactive in promoting activities that deal with environment-preservation. Tree plantation drives are at the forefront of our sustainable eco-friendly practices and the areas surrounding Karachi and Pezu cement plants bear testimony to this fact. As part of our on-going tree plantation drive, till date, Lucky Cement has planted over 25,000 tree saplings within the surrounding area of both plant. A green belt project, spanning across some of the old mining areas of the Karachi plant, was initiated to implement sustainable mining practices.

Sustainability Practices and Controls

Bag Houses (Dust Collectors)

Lucky Plants are equipped with efficient bag houses to control Emission of Particulate Matter (PM). The efficient bag houses reduce dust emissions to minimum levels and consume less electricity due to simplicity in electro-mechanical system.

Waste heat recovery system

Lucky Cement has also adopted waste heat recovery system that also helps to control; Exhaust gas temperature, green house gasses & Particulate matter emissions.

Mitigating Efforts to Control Industry Effluents & Sewage

The Nature of Cement processing is a Dry Process, means no water consumption required, in the production of any type of Cement.

We only use water in the cooling of hot gases, in our heat exchangers & generating the steam in boilers, for WHR. The same water then condensate and use for tree plantation.

Sewage water is treated to bring its pollution load within the specified values of the NEQS, for its use for irrigation of vegetation and trees within the plant boundaries. Resultantly, ambient environment is not affected in any way due to sewage.

Raw Materials

Raw materials/raw mix are recycled.

Paper bags

Burst paper bags sold in the market where they are reused for either paper pulp manufacture or other packing materials.

Used oil and lubricants

Used oil, lubricants are used to lubricate re-claimer's chains

Brick waste

Brick waste from the lining of the kiln is sold to the contractors for reuse in small-scale kilns for ceramic, acid proof bricks and such other refractory materials' manufacturing. Waste from Quality Control: Cement cubes (broken by strength determination), cement, pieces of cement pellets, daily analyzed samples of limestone, shale, iron ore, sand, gypsum, raw mix, kiln feed and clinker are transferred to clinker storage yard. The quantity of these materials is very low thus, there is no impact on the quality of clinker.

Empty drums and containers

Empty drums and containers are returned to the suppliers of the chemicals in them for recycling and reuse at their end.

Grinding media

The used grinding media of cement mill is sold in the market through contractor for its reuse in small scale manufacturing.

Environmental Monitoring and control

We have a comprehensive air quality measurement program/Plan so as to identify the limits of pollution parameters in the ambient air in and around Lucky Cement's plants. The stack emissions monitoring is done on a monthly basis for the priority parameters in compliance with the requirements of NEQS (Self-Monitoring and Reporting).

Emissions from Power Generation and Cement Manufacturing Process

Natural gas is the most utilized fuel for power generation. Furnace oil is also used in some engines. The levels of particulate matter, Sulphur dioxides, oxides of nitrogen, and carbon monoxide are monitored from the stacks of power generation engines by a reputable third party laboratory.

All of the parameters monitored are well below their respective limits specified in the National Environmental Quality Standards (NEQS). Similarly, the levels of emissions from stacks for particulate matter, Sulphur dioxides, oxides of nitrogen, carbon monoxide and carbon dioxide are well below their respective limits specified in the NEQS.

Nitrogen Oxides (NOx)

Emissions from the power generators in the power houses are minimized by using special low NOx burners, in addition to achieving fuel burning efficiency. Thus, we have ensured that the levels of gaseous emissions and particulate matter will remain within the NEQS limits.

Sulphur Oxides (SOx)

Like NOx emissions, the power house emissions of SOx are guaranteed to remain within the NEQS. Moreover, we have shifted from the use of Furnace Oil to Natural Gas for power generation. This has also contributed in the significant reduction of the SOx emissions.

Particulate Matter

Bag houses are installed in the entire production system and dropping distances during material transfers are kept minimum thereby reducing emissions of particulate matters. Limestone is the major raw material used in cement production. Limestone has high moisture content and is hard in nature. Due to these properties, emission of fine limestone during the blasting at the quarry is very low. Additionally, splinters generated during blasting are quite large and resultantly they do not fly over longer distances.

Coal transport from supply point to the factory and handling at the plant are other big sources of particulate matter emissions all along the roads used for transport and at the plant. Imported coal from Karachi Port is transported by trucks. In order to minimize fugitive coal dust on the way, these trucks have special covers. This drastically cuts the fugitive coal dust on the way to the plant site.

Noise Pollution

The designing of the plants at Karachi and Pezu has been done while taking into account that; the noise levels remain within the acceptable limits of the NEQS.

The plant site at Pezu is surrounded by high hills in a semicircle on its North-East side. These hills are additionally a good barrier for noise cut off in the environment.

Monitoring for noise levels was carried out at different points at Karachi and Pezu plant sites and limestone and clay quarries. Similarly, monitoring for noise levels was carried out at different points on the boundary walls of the plant sites where minimal instances of excursions were witnessed.

Regular repair and maintenance of the Plants to reduce noise levels within NEQS limits.

Monitoring for noise levels is carried out periodically.

Haulage Management

The vehicles used for handling and transportation activities are properly inspected and closely monitored before loading and leaving.

All transport conveying material from chopping machine to silos and from silos to Pre-Calcliner are completely covered, Use of appropriate cover on vehicle for transportation of Raw material, Use of Certified vehicle duly tested on emission fitness.

Our Commitment to Consumer Protection

At Lucky Cement Limited, we take our commitment to consumer protection seriously. We strive to provide our customers with cement products of the highest quality, and ensure that our manufacturing units adhere to strict international safety standards. To achieve this, we conduct regular internal and third-party audits at our plants and offices, in compliance with ISO 9001:2015 Quality Management System.

In addition, we engage independent parties to serve as an additional quality checkpoint, guaranteeing that our cement meets international benchmarks of safety and quality. We are fully compliant with South African, Kenyan, and EN 197-I & II standards, and display safety notices on our packaging material to inform customers about the necessary safety measures, such as suitable safety clothing and dust masks.

We also provide Safety Data Sheets to our customers and users, ensuring that they have all the necessary information about our products' usage and any additional safety precautions that may be required. Our unwavering dedication to consumer protection has earned us the trust of our customers and cemented our position as a leader in the industry.

Our Partnerships and Commitments to Promote Sustainable Development

Good for Planet, Good for Business Webinar On Decarbonization

The British High Commission in Pakistan and the Pakistan Business Council held its 5th webinar in the 'Good for Planet, Good for Business' series which focused on how the cement and concrete sector can bring innovations which can lead to decarbonization to reduce emissions, efficiently use resources and build resilience.

While addressing the webinar the CEO of the Company as keynote speaker highlighted that the global industry will have to adapt to climate change challenges and rework business models to ensure environmental stewardship and robust growth and the cement industry in Pakistan is committed to playing its role.

By taking the Race to Zero pledge all members committed to the same overarching goal: reducing global emissions to half by 2030 and achieving net zero emissions by 2050 at the very latest.



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CORPORATE SOCIAL RESPONSIBILITY

As a socially responsible corporate entity, we strive hard to develop the communities in which we operate. We believe in creating value for our social capital through initiatives focusing on education, health and community development.

CORPORATE SOCIAL RESPONSIBILITY



Our Corporate Social Responsibility Initiatives

Lucky Cement strongly believes that business's profitability and positive societal impact must be mutually reinforcing. This is the core of our Creating Shared Value approach to business. Our company can only be successful in the long term if we create value for our Social Capital.

Organizations that Create Shared Value demonstrate that business should be a force for good. Making a genuine commitment to society and helping to find solutions to global challenges is fundamental to our way of doing business. To give focus to our efforts, we have set goals that include best environmental, social and governance practices across our operations.

On the surface, the company's CSR strategy is all about the natural environment and support for solutions to community and societal issues. Company's corporate social responsibility strategy involves environmental programs and community support initiatives to fulfill stakeholders' interests.



Tree Plantation

Continuing the effort to contribute in conserving the environment, a tree plantation drive was initiated in which free tree saplings were distributed amongst employees in an effort to make Pakistan greener and environment friendly. Like every year employees were briefed about the significance of tree plantation and were encouraged to plant trees within their vicinity.



EDUCATION

As our commitment to SDG 4, Quality Education plays a key role in our CSR efforts. Following from last year, we have sustained our goal of promoting quality education in the country by granting several merit-based scholarships to students at different institutes of Pakistan.

Company's Contributions Towards Literacy, Girls Education and Scholarships

Details of Company contributions towards, literacy, girls' education and scholarship programs are given in the CSR section of the Directors Report.

Empowering the Rural Youth of Pakistan

To further strengthen the youth of Pakistan, Lucky Cement Limited has not only enhanced their skills through vocational training program but also provided employment opportunities. Students passed out from the first and second batch of vocational training program are now employed by the Company at its Pezu Plant. This has provided an environment to these students for learning vocational and technical skills, so as to enable them to be employed at various industries.





Institute of Business Administration (IBA)

We have collaborated with Institute of Business Administration (IBA), to provide educational assistance to a number of students in pursuit of quality education from the IBA through annual scholarship programs. The Abdul Razzak Tabba Academic Block at the IBA Karachi, inaugurated in 2013 by our Chairman Mr. Yunus Tabba, is a testament of our commitment towards education.

Other Universities

We have also awarded scholarships to students in other leading universities of Pakistan. A collaboration of endowment program with National University of Sciences and Technology (NUST) is another prime example of our efforts towards sustainable and affordable education.

Scholarships and Financial Assistance

We have collaborated with various prestigious institutes of Pakistan, providing educational assistance to deserving and bright students. In this respect, we particularly focused District Lakki Marwat which is one of the most deprived and underprivileged regions of Khyber Pakhtunkhwa. In an effort to empower the youth of Pakistan, Lucky Cement Limited has expanded its existing national scholarship program for the bright students of District Lakki Marwat.

Under this initiative deserving students are granted scholarships for graduate, undergraduate and vocational training programs. Three dedicated scholarship programs were announced for the rural youth of this district with an aim to empower the youth through skill development and education.



- 1) Lucky Cement Limited has successfully completed multiple batches of a dedicated vocational training program in collaboration with renowned institutes across Pakistan. Through this initiative, students are enrolled in professional vocational training diplomas in various trades. Lucky Cement Limited covers the boarding, lodging, and tuition fees for these students. This vocational training program is a continuous effort to support skill development and education
- 2) In the second scholarship program students were offered scholarships for intermediate.
- 3) In the third scholarship program students were offered scholarships for graduate and undergraduate programs in Pakistan's top universities including LUMS, IBA & NUST along with the local institutions of Khyber-Pakhtunkhwa.



After the successful completion of first batch of these dedicated scholarship program, the Company launched its second batch and now the students are enrolled in the respective institutes to complete their courses.

The primary aim of the program is to make education accessible and affordable for talented students especially from the rural areas regardless of their financial background.

Empowering the Rural Youth of Pakistan

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Transform the teaching profession in Pakistan

Lucky Cement Limited partnered with Durbeen in an effort to transform the teaching profession in Pakistan and to train female students to be teachers of the highest caliber for Government schools in Pakistan.

Durbeen partnered with the Government of Sindh to take over the management of the Government Elementary College of Education (GFCL), Hussainabad, and has linked it with global best practices in teacher education through an education collaboration with the University of Helsinki in Finland and the University of Karachi.

Students scoring straight A in a given semester of this teachers training program also received the Abdul Razzak Tabbat Merit Award. This award was sponsored by Mr. Muhammad Ali Tabbat, CEO, Lucky Cement Limited.

Primary and Secondary School at Pezu in Collaboration with The Citizen Foundation

In an effort to uplift the marginal communities of Pakistan and to ensure provision of quality education at all levels, Lucky Cement Limited has partnered with The Citizen Foundation to establish a primary and secondary level school at Pezu, District Lakki Marwat.

The school offers world-class education to the students of nearby villages previously lacking educational facilities. Lucky Cement goes beyond by providing transportation, ensuring even those from remote areas can attend regularly. This holistic approach underscores our commitment to social responsibility and community development.

Founded in 1995 TCF is providing quality education to thousands of less privileged children through its purposebuilt schools in remote and disadvantaged communities in Pakistan.

Million Smiles Foundation

In collaboration with Million Smiles Foundation, we have also supported the school of Minhaj Campus, Kundal Shahi situated in the Mountain Top area of Neelum Valley. The school facilitates "Out Of School Children" and especially girls. The Company has sponsored an MSF Computer Lab for its students. Furthermore, as part of our ongoing commitment, we have also adopted another school in Taobat, furthering our efforts in the Neelum Valley region.

HEALTH AND OTHER COMMUNITY PROJECTS

Health Projects

We have joined hands with various institutions from the healthcare industry to provide better, efficient and accessible treatment to the public.



Tabba Heart Institute (THI)

Tabba Heart Institute (THI) is a state-of-the-art, not-for-profit cardiac hospital, which was established with the aim provide quality services and compassionate care at an affordable cost. Devoted to the cause of community welfare development, we have generously contributed towards THI to make healthcare more accessible.



Tabba Kidney Institute (TKI)

We fervently support organizations that are dedicated to patient care without any discrimination. Tabb Kidney Institute (TKI) is a center of excellence that provides cost effective and state-of-the- art dialysis facilities to the underprivileged section of the society. Acknowledging TKI's efforts, we have generously donated funds to support their noble cause.

Community Projects

We have partnered with various not for profit organizations with an aim of community development in Pakistan:



Pakistan Welfare Association of The Blind (Pwab)

Pakistan Welfare Association of the Blind (PWAB) is an NGO that provides educational and rehabilitation services for those suffering from blindness. Lucky Cement generously offered financial assistance to alleviate suffering of needy patients.

Citizen Police Liaison Committee (CPLC)

CPLC is a unique example of public-private partnership whereby citizens have come forward as volunteers, took charge to rectify the deteriorating law and order situation in coordination with law enforcement agencies and has worked untiringly to achieve its righteous objectives.

The services and functions of CPLC Sindh kept on increasing whether it be combatting crime or providing relief to masses,

whether it be providing assistance to law enforcement agencies or assisting poor masses/police families, LEAs martyrs families etc. through welfare based activities. CPLC has left no stone unturned to work untiringly for the peace, tranquility, betterment of masses and deprived sections of society without any discrimination of caste, creed or religion.

We realize the importance of giving back to the community because that is the real reason the Company has achieved the level of success that it currently enjoys. Continuing to uplift underprivileged communities, we installed five solar energy based tube wells at various targeted locations near the Pezu plant including Jhang Khel, Wazir Kala, Shehbaz Khel, Tabi Murad and Azghar Khel. Earlier, limited facilities were available for drinking water in these areas. The PKR 16.2 million project is an effort made to facilitate the local residents in order to meet their everyday needs.

We have also installed drinking water pumps, constructed drinking water storage ponds and installed water supply lines. To empower the community and to improve income earning possibilities, we embarked on a journey of developing a model village near our Karachi Plant. In this regard, Yamin Goth, a small shanty village on the outskirts of Karachi was granted a renovated mosque, public toilets and primary schools.

Over the years we also renovated the Government High Secondary School (GHSS) of Dara Pezu and more than 2,000 books were also donated to GHSS Pezu and Yarik village. We also constructed Computer Lab at GHSS Shahbaz Khel village in District Lakki Marwat and installed pressure pumps and constructed toilets in school of Wanda Jogi village. We also took the initiative to provide medical facilities for the population free of cost. A dispensary clinic called "Abdul Razzak Tabba Welfare Dispensary" was set up, and a state-of-the-art ambulance equipped with the latest first aid medical apparatus, was also provided at the Pezu plant.

Since we firmly believe that an active lifestyle leads to a healthier lifestyle. In this regards we organize numerous sporting activities at both of our plants. The promotion of sporting activities provides education and awareness about the health benefits associated with engaging in physical activities.

Future Initiatives

1- Rickshaw Drive

CL is aimed to provide 100 rickshaws to local Pezu residents by next fiscal year. Lucky Cement has aggressively working for the community for betterment of the Pezu and nearby locations and aim to uplift the community by encouraging them to earn rightfully therefore LCL is providing rickshaws to local community.

2- IT Training for the Youth of Lakki Marwat

A collaboration with Saylani Welfare in which Lucky Cement will sponsor IT training for students from Pezu which can significantly LCL social impact showcasing its commitment to education and skill development in local communities.

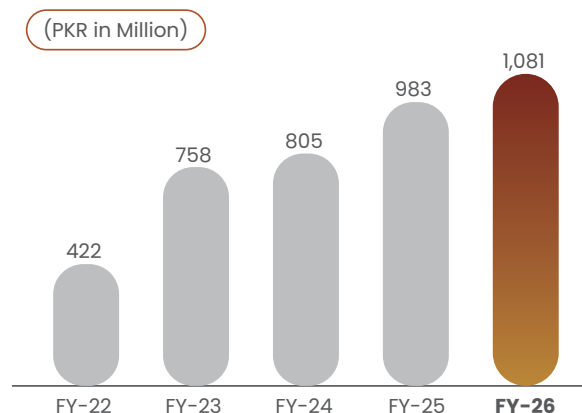


3- Medical Camps

LCL remains committed to the well-being of its employees and communities by continuously supporting healthcare initiatives. This small contribution not only provides essential medical assistance to underprivileged employees but also encourages them to prioritize their health and well-being. In line with this commitment, LCL is planning to organize additional medical camps before the end of the current fiscal year. These camps aim to offer free checkups, consultations, and basic treatments, ensuring access to healthcare for those who need it most.

DONATIONS

Our company has a strong sense of Corporate Social Responsibility and we are effusively committed to support the areas of women empowerment, education, health, and community development. Our aim is to increase our contribution every year towards social responsibilities for creating a positive social impact.





A blue hard hat is positioned on the left side of the frame, resting on a dark, rocky, and uneven ground. The background is a soft-focus image of a forest with tall trees and dappled sunlight filtering through the leaves, creating a bokeh effect. The overall tone is professional and safety-oriented.

HEALTH & SAFETY

At Lucky Cement, the health, safety, and well-being of our employees, along with environmental stewardship, remain fundamental to our business operations. As Pakistan's leading cement manufacturer, we are committed to fostering a safe, healthy, and sustainable workplace by integrating internationally recognized Health, Safety, and Environment (HSE) best practices across all levels of our organization.

HEALTH AND SAFETY

Protecting the Human Capital



Our commitment to occupational health and safety is deeply embedded in our corporate values. We maintain a robust HSE management framework supported by comprehensive policies, procedures, continuous training, performance monitoring, and ongoing improvement initiatives. This commitment is reinforced through certifications to internationally recognized standards, including:

- ISO 45001 – Occupational Health & Safety Management System
- ISO 14001 – Environmental Management System
- ISO 9001 – Quality Management System

These certifications reflect our dedication to operational excellence, risk management, regulatory compliance, and sustainable business practices. By promoting a culture of safety, accountability, and environmental responsibility, we empower our workforce while ensuring that sustainability remains integral to our long-term growth strategy.

As part of our ongoing efforts to strengthen HSE awareness, Lucky Cement actively celebrated the World Day for Safety and Health at Work and the World Environment Day during this year. These occasions served as important platforms to reinforce our commitment to workplace safety and environmental protection. Employees participated in safety and environmental awareness walks, tree plantation campaigns, HSE awareness sessions, fire and emergency evacuation drills, and interactive quizzes designed to enhance knowledge and engagement.

During these events, employees reaffirmed their commitment to following safe work practices and supporting environmental protection initiatives both at work and within their communities. To further encourage

environmental sustainability, saplings were distributed among employees, promoting tree plantation at homes and in local neighborhoods. This initiative contributes to environmental conservation, carbon footprint reduction, and global efforts to combat climate change.

Through these initiatives and our strong HSE management systems, Lucky Cement remains committed to protecting people, preserving the environment, and contributing to a safer and more sustainable Pakistan.

Employee Health and Safety Policy

At Lucky Cement, the health, safety, and well-being of our employees, contractors, visitors, and other stakeholders remain our highest priority. We are committed to integrating Health, Safety, and Environment considerations into all aspects of our business operations, strategic planning, policies, procedures, and decision-making processes.

Our Quality, Health, Safety and Environment Policy is founded on the following key principles:

- Ensuring compliance with all applicable national and international health, safety, and environmental regulations, standards, and best practices across our operations.
- Providing effective Quality, Health, Safety, and Environment (QHSE) training to employees, drivers, contractors, and subcontractors to promote safe work practices, enhance product quality, protect company assets, and minimize environmental impacts.
- Building employee competency through comprehensive induction programs and ensuring the appropriate use of personal protective equipment



(PPE) to safeguard personnel from workplace hazards.

- Integrating health, safety, and environmental considerations into procurement processes to minimize environmental impacts and enhance workplace safety throughout the supply chain.
- Proactively identifying, assessing, and mitigating workplace risks through systematic risk assessments and implementation of appropriate control measures to prevent occupational injuries, illnesses, and incidents.
- Conducting periodic reviews of HSE risks and controls for both routine and non-routine activities across all operational sites and functions to ensure continuous improvement.
- Developing and implementing comprehensive HSE procedures and work instructions while promoting

awareness through regular communication, training programs, and prominently displayed safety information in both Urdu and English languages.

- Maintaining accurate records of occupational injuries, incidents, and near-miss events to facilitate performance monitoring, trend analysis, and preventive action.
- Conducting regular internal and external HSE audits to evaluate compliance, verify the effectiveness of management systems, identify opportunities for improvement, and strengthen operational excellence.

Through the consistent implementation of these principles, Lucky Cement strives to achieve the highest standards of occupational health and safety, foster a strong safety culture, and ensure the sustainable growth of its operations while protecting people, assets, and the environment.

The background is a solid orange color. It features several vertical elements: a thin line on the left, a short orange bar, a thin line, a short orange bar, a thin line, a medium orange bar, a thin line, a short orange bar, a thin line, a tall orange bar, and a thin line on the right. These elements are arranged in a way that suggests a staircase or a series of steps.

STRIVING FOR EXCELLENCE IN CORPORATE REPORTING

STATEMENT OF MANAGEMENT'S RESPONSIBILITY TOWARDS THE PREPARATION AND PRESENTATION OF THE FINANCIAL STATEMENTS AND DIRECTORS' COMPLIANCE STATEMENT

Management is fully aware of its responsibility towards preparation and presentation of financial statements. The Directors of the Company confirm that:

- The financial statements have been prepared which fairly represent the state of affairs of the Company, the result of its operations, cash flows and changes in equity.
- Proper books of accounts of the Company have been maintained.
- Appropriate accounting policies have been consistently applied in preparation of financial statements and accounting estimates are based on reasonable and prudent business judgment.
- International Financial Reporting Standards (IFRS), as applicable in Pakistan, have been followed in preparation of financial statements and any departures therefrom have been adequately disclosed and explained.
- The system of internal control is sound in design and has been affectively implemented and monitored.
- There are no significant doubts upon the Company's ability to continue as a going concern.
- There is no material departure from the best practices of Corporate Governance as per regulations.

ADOPTION OF IR FRAMEWORK

The Company has adopted the Integrated Reporting Framework by fully applying the 'Fundamental Concepts', Content Elements and Guiding Principles in the IR Framework. The Company's statement on adoption of IR Framework is also contained in the section 'About the Report'.

Independent Auditor's Review Report to the Members of Lucky Cement 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 Cement Limited (the Company) for the year ended June 30, 2026 in accordance with the requirements of regulation 36 of the Regulations.

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

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

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

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



A. F. Ferguson & Co
Chartered Accountants
Karachi

Date: September 3, 2026
UDIN: CR202610056j7EocyZIO

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Independent Assurance Report on Compliance

with the Shariah Governance Regulations, 2023

To the Board of Directors of Lucky Cement Limited

1. Introduction

We have undertaken a reasonable assurance engagement that the Securities and Exchange Commission of Pakistan (SECP / Commission) has required in terms of its Shariah Governance Regulations, 2023 (the Regulations) - External Shariah Audit of Lucky Cement Limited (the Company) for assessing compliance of the Company's financial arrangements, contracts, and transactions having Shariah implications with Shariah principles for the year ended June 30, 2026. This engagement was conducted by a multidisciplinary team including assurance practitioners and independent Shariah scholar.

2. Applicable Criteria

The criteria for the assurance engagement, against which the underlying subject matter (financial arrangements, contracts, and transactions having Shariah implications for the year ended June 30, 2026) is assessed, comprise of the Shariah principles and rules, as defined in the Regulations and reproduced as under:

- (i) Legal and regulatory framework administered by the Commission;
- (ii) Shariah standards issued by the Accounting and Auditing Organization for Islamic Financial Institutions (MOIFI), as notified by Commission;
- (iii) Islamic Financial Accounting Standards, developed by the Institute of Chartered Accountants of Pakistan, as notified by the Commission;
- (iv) Guidance and recommendations of the Shariah advisory committee, as notified by Commission; and
- (v) Approvals, rulings or pronouncements of the Shariah supervisory board or the Shariah advisor of the Islamic financial institution, in line with (i) to (iv) above.

The above criteria were evaluated for their implications on the financial statements of (the Company) for the year ended June 30, 2026, which are annexed.

3. Management's Responsibility for Shariah Compliance

Management is responsible to ensure that the financial arrangements, contracts and transactions having Shariah implications, entered into by the Company with its customers, other financial institutions and stakeholders and related policies and procedures are, in substance and in their legal form, in compliance with the requirements of Shariah rules and principles. The management is also responsible for the design, implementation and maintenance of appropriate internal control procedures with respect to such compliance and maintenance of relevant accounting records.

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4. **Our Independence and Quality Management**

We have complied with the independence and other ethical requirements of the Code of Ethics for Chartered Accountants issued by the Institute of Chartered Accountants of Pakistan, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

The firm applies International Standard on Quality Management 1 "Quality Management for firms that perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements" which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

5. **Our responsibility and summary of the work performed**

Our responsibility in connection with this engagement is to express an opinion on compliance of the Company's financial arrangements, contracts, and transactions having Shariah implications with Shariah principles, in all material respects, for the year ended June 30, 2026, based on the evidence we have obtained. We conducted our reasonable assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), 'Assurance Engagements other than audits or reviews of historical financial information', issued by the International Auditing and Assurance Standards Board. That standard requires that we plan and perform this engagement to obtain reasonable assurance about whether the Company's financial arrangements, contracts, and transactions having Shariah implications are in compliance with the Shariah principles, in all material respects.

The procedures selected by us for the engagement depended on our judgement, including the assessment of the risks of material non-compliance with the Shariah principles. In making those risk assessments, we considered and tested the internal control relevant to the Company's compliance with the Shariah principles in order to design 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. We have designed and performed necessary verification procedures on various financial arrangements, contracts and transactions having Shariah implications and related policies and procedures based on judgmental and systematic samples with regard to the compliance of Shariah principles (criteria specified in paragraph 2 above).

We believe that the evidences we have obtained through performing our procedures were sufficient and appropriate to provide a basis for our opinion.

6. **Conclusion**

Based on our reasonable assurance engagement, we report that in our opinion, the Company's financial arrangements, contracts and transactions for the year ended June 30, 2026, are in compliance with the Shariah principles (criteria specified in paragraph 2 above), in all material respects.



A. F. Ferguson & Co
Chartered Accountants
Karachi

Date: September 3, 2026

Name of Engagement Partner: Osama Moon



FINANCIAL STATEMENTS

For the year ended June 30, 2026

Unconsolidated

Independent Auditor's Report to the Members of Lucky Cement Limited

Report on the Audit of the Unconsolidated Financial Statements

Opinion

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

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

Basis for Opinion

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

Key Audit Matters

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

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Following are the Key audit matters:

S. No.	Key audit matters	How the matter was addressed in our audit
(i)	Revenue recognition (refer notes 1.1, 4.15 and 27 to the annexed unconsolidated financial statements) The principal activity of the Company is manufacturing and marketing of cement. Revenue is recognised when performance obligation is satisfied by transferring control of promised goods to a customer. We considered revenue recognition as a key audit matter as it is an area of significant audit risk as part of the audit process.	Our audit procedures, amongst others, included the following: - Understood and evaluated the accounting policy. - Tested revenue transactions on a sample basis with underlying documentation including dispatch documents and sales invoices. - Tested on a 'sample basis', specific revenue transactions recorded before and after the reporting date with underlying documentation to assess whether revenue was recognised in the correct period.
(ii)	Stock in trade and Stores and spares (refer notes 3, 4.5, 4.6, 9 and 10 to the annexed unconsolidated financial statements) As at June 30, 2026, the Company held certain items of raw materials and consumables which included gypsum as raw material; clinker as part of work-in-progress; and coal as stores and spares. The above inventory items were stored in purpose-built sheds, stockpiles and silos. As the weighing of these inventory items was not practicable, the management assessed the reasonableness of the quantities on hand by obtaining measurements of these items and converting these measurements into unit of volume by using angle of repose and bulk density values. The Company also engaged an external surveyor in the inventory count process. As the determination of stock quantities in hand, by measuring the volume and density of these items as at the reporting date, involved significant estimates, this has been considered as a key audit matter.	Our audit procedures to assess the existence of inventory included the following: - Obtained an understanding of the measurement process and procedures with respect to the specific items of the stock-in-trade and stores and spares. - Attended physical inventory count performed by the Company and assessed the reasonableness of the management's process of measurement of stockpiles and the determination of volume using angle of repose and bulk density values. - Obtained and reviewed the inventory count report of the management's external surveyor.

Information Other than the Unconsolidated and Consolidated Financial Statements and Auditor's Reports Thereon

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

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

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

Responsibilities of Management and Board of Directors for the Unconsolidated Financial Statements

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

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

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

Auditor's Responsibilities for the Audit of the Unconsolidated Financial Statements

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

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

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

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

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

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

Report on Other Legal and Regulatory Requirements

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

- (a) proper books of account have been kept by the Company as required by the Companies Act, 2017 (XIX of 2017);
- (b) the unconsolidated statement of financial position, the unconsolidated statement of profit or loss, the unconsolidated statement of comprehensive income, the unconsolidated statement of changes in equity and the unconsolidated statement of cash flows together with the notes thereon have been drawn up in conformity with the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of account and returns;
- (c) investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company's business; and
- (d) zakat deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980), was deducted by the company and deposited in the Central Zakat Fund established under section 7 of that Ordinance.

The engagement partner on the audit resulting in this independent auditor's report is Osama Moon.



A. F. Ferguson & Co
Chartered Accountants
Karachi

Date: September 3, 2026

UDIN: AR202610056bBpr7qHC2

Unconsolidated Statement of Financial Position

as at June 30, 2026

	Note	2026 (PKR in '000')	2025
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment	5	114,846,947	107,195,352
Intangible assets	6	48,718	46,229
		114,895,665	107,241,581
Long-term investments	7	59,272,376	58,555,707
Long-term loans, advances and deposits	8	199,261	189,147
		174,367,302	165,986,435
CURRENT ASSETS			
Stores and spares	9	11,612,060	19,895,130
Stock-in-trade	10	5,340,155	4,774,577
Trade debts	11	6,932,669	6,353,194
Loans and advances	12	2,240,921	1,732,814
Deposits and prepayments	13	120,357	356,771
Other receivables	14	3,882,575	3,021,922
Tax refunds due from the Government	15	538,812	538,812
Short-term investments	16	94,844,435	61,298,052
Cash and bank balances	17	1,530,592	2,790,323
		127,042,576	100,761,595
TOTAL ASSETS		301,409,878	266,748,030
EQUITY AND LIABILITIES			
SHARE CAPITAL AND RESERVES			
Share capital	18	2,930,000	2,930,000
Reserves	19	213,711,607	172,980,400
		216,641,607	175,910,400
NON-CURRENT LIABILITIES			
Long-term deposits and other payable	20	1,288,810	114,200
Long-term financing	21	7,339,816	9,184,522
Deferred Government grant	22	1,025,295	1,382,651
Deferred liabilities			
– Staff gratuity		5,454,449	4,693,888
– Deferred tax liability		16,554,680	16,820,986
	23	22,009,129	21,514,874
		31,663,050	32,196,247
CURRENT LIABILITIES			
Trade and other payables	24	30,370,085	27,300,919
Current maturity of long-term financing	21	1,822,195	1,866,085
Short term borrowings	25	9,610,000	6,485,000
Unclaimed dividend		74,087	65,745
Accrued markup		191,827	185,616
Taxation – net		11,037,027	22,738,018
		53,105,221	58,641,383
		84,768,271	90,837,630
TOTAL EQUITY AND LIABILITIES		301,409,878	266,748,030
CONTINGENCIES AND COMMITMENTS	26		

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



Muhammad Sohail Tabba
Chairman / Director



Muhammad Ali Tabba
Chief Executive Officer



Atif Kaludi
Chief Financial Officer

Unconsolidated Statement of Profit or Loss

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
Gross Revenue	27	192,861,184	174,302,064
Less: Sales tax and federal excise duty		53,227,737	47,513,376
Rebates and incentives		3,106,430	2,276,944
		56,334,167	49,790,320
Net Revenue		136,527,017	124,511,744
Cost of sales	28	(85,356,494)	(81,827,060)
Gross profit		51,170,523	42,684,684
Distribution costs	29	(8,987,914)	(8,972,815)
Administrative expenses	30	(2,593,232)	(2,427,249)
Finance costs	31	(989,082)	(1,370,569)
Other expenses	32	(5,679,377)	(3,056,913)
Other income	33	27,977,395	20,465,921
Profit before taxation and levy		60,898,313	47,323,059
Levy	34	(356,334)	(329,600)
Profit before taxation		60,541,979	46,993,459
Taxation	34	(13,912,612)	(13,901,297)
Profit after taxation		46,629,367	33,092,162
(PKR)			
Earnings per share – basic and diluted	35	31.83	22.59

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



Muhammad Sohail Tabba
Chairman / Director



Muhammad Ali Tabba
Chief Executive Officer



Atif Kaludi
Chief Financial Officer

Unconsolidated Statement of Comprehensive Income

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
Profit after taxation		46,629,367	33,092,162
Other comprehensive loss:			
Items that will not be reclassified subsequently to profit or loss			
– Remeasurement loss of post retirement benefit obligation	23.1.2	(60,572)	(938,127)
– Deferred tax thereon		22,412	365,870
		(38,160)	(572,257)
– Gain on equity instrument at fair value through other comprehensive income		–	27,678
– Deferred tax thereon		–	(3,460)
		–	24,218
		(38,160)	(548,039)
Total comprehensive income for the year		46,591,207	32,544,123

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



Muhammad Sohail Tabba
Chairman / Director



Muhammad Ali Tabba
Chief Executive Officer



Atif Kaludi
Chief Financial Officer

Unconsolidated Statement of Cash Flows

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	36	54,423,114	33,808,781
Taxes and levy paid		(26,213,830)	(4,520,421)
Staff gratuity paid	23.1.2	(300,000)	(300,000)
Finance costs paid		(938,463)	(1,527,888)
Increase / (decrease) in long-term deposits and other payable(liabilities)		11,330	(140,887)
Income from deposits with Islamic banks		222,707	276,863
Increase in long-term loans and advances		(10,114)	(23,881)
Net cash generated from operating activities		27,194,744	27,572,567
CASH FLOWS FROM INVESTING ACTIVITIES			
Addition to property, plant and equipment		(15,224,331)	(7,086,469)
Long term investment made		(716,669)	(483,334)
Proceeds on disposal of property, plant and equipment	5.3	1,049,975	127,174
Investments (made)/ redeemed during the year-net		(4,431,104)	50,351
Dividends received from subsidiary companies		15,788,474	12,088,517
Dividends received from associate		61,137	611,365
Income received from short-term investments		9,105,934	6,407,057
Net cash generated from investing activities		5,633,416	11,714,661
CASH FLOWS FROM FINANCING ACTIVITIES			
Long term financing repaid	21.4	(2,245,952)	(4,192,581)
Short term borrowings obtained		12,006,306	10,082,804
Short term borrowings repaid		(8,881,306)	(9,082,804)
Dividend paid		(5,851,658)	(4,388,403)
Net cash used in financing activities		(4,972,610)	(7,580,984)
Net increase in cash and cash equivalents		27,855,550	31,706,244
Cash and cash equivalents at the beginning of the year		64,088,375	32,382,131
Cash and cash equivalents at the end of the year	36.2	91,943,925	64,088,375

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



Muhammad Sohail Tabba
Chairman / Director



Muhammad Ali Tabba
Chief Executive Officer



Atif Kaludi
Chief Financial Officer

Unconsolidated Statement of Changes in Equity

For the year ended June 30, 2026

	Issued, subscribed and paid-up share capital	Share premium	Capital re- purchase reserve account	Capacity expansions capital reserve	Long-term investments capital reserve	Capital redemption reserve	Revenue reserves		Total reserves	Total equity
							General reserve	Unappropriated Profit		
(PKR in '000')										
Balance as at July 1, 2024	2,930,000	7,343,422	303,750	40,000,000	40,000,000	23,691,206	-	33,492,899	144,831,277	147,761,277
Profit after taxation for the year	-	-	-	-	-	-	-	33,092,162	33,092,162	33,092,162
Other comprehensive loss for the year	-	-	-	-	-	-	-	(548,039)	(548,039)	(548,039)
Total comprehensive income for the year	-	-	-	-	-	-	-	32,544,123	32,544,123	32,544,123
Transaction with owners										
Final cash dividend for the year ended										
June 30, 2024	-	-	-	-	-	-	-	(4,395,000)	(4,395,000)	(4,395,000)
Balance as at June 30, 2025	2,930,000	7,343,422	303,750	40,000,000	40,000,000	23,691,206	-	61,642,022	172,980,400	175,910,400
Profit after taxation for the year	-	-	-	-	-	-	-	46,629,367	46,629,367	46,629,367
Other comprehensive loss for the year	-	-	-	-	-	-	-	(38,160)	(38,160)	(38,160)
Total comprehensive income for the year	-	-	-	-	-	-	-	46,591,207	46,591,207	46,591,207
Transaction with owners										
Final cash dividend for the year ended										
June 30, 2025	-	-	-	-	-	-	-	(5,860,000)	(5,860,000)	(5,860,000)
Balance as at June 30, 2026	2,930,000	7,343,422	303,750	40,000,000	40,000,000	23,691,206	-	102,373,229	213,711,607	216,641,607

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



Muhammad Sohail Tabba
Chairman / Director



Muhammad Ali Tabba
Chief Executive Officer



Atif Kaludi
Chief Financial Officer

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

1. THE COMPANY AND ITS OPERATIONS

1.1 Lucky Cement Limited (the Company) was incorporated in Pakistan on September 18, 1993 under the Companies Ordinance, 1984 (now the Companies Act, 2017) and is listed on the Pakistan Stock Exchange (PSX). The principal activity of the Company is manufacturing and marketing of cement.

The registered office of the Company is located at Pezu, District Lakki Marwat in Khyber Pakhtunkhwa and the corporate office is situated at Muhammad Ali Housing Society, A. Aziz Hashim Tabba Street in Karachi. The Company has two production facilities; one at Pezu, District Lakki Marwat in Khyber Pakhtunkhwa and the other at Main Super Highway in Karachi, Sindh. Further, the Company's liaison offices are situated in Islamabad, Quetta, Multan, Faisalabad, Lahore and Peshawar.

1.2 These unconsolidated financial statements are separate financial statements of the Company in which investments in subsidiaries and associates have been accounted for at cost less accumulated impairment losses, if any.

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. The accounting and reporting standards applicable in Pakistan comprise of:

- IFRS Accounting Standards issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017 (the Act); and
- Provisions of, directives and notifications issued under the Act.

Where provisions of, directives and notifications issued under the Act differ from the IFRS Accounting Standards, the provisions of, directives and notifications issued under the Act have been followed.

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

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

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

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

There are certain new standards and amendments that will be applicable to the Company for its annual periods beginning on or after July 1, 2026. The new standards include IFRS 18 Presentation and Disclosure in Financial Statements and IFRS 19 Subsidiaries without Public Accountability: Disclosures both with applicability date of July 1, 2027. The overall amendments include those made to IFRS 7 and IFRS 9 which clarify the date of recognition and derecognition of a financial asset or financial liability which are applicable effective July 1, 2026. The Company's management at present is in the process of assessing the full impacts of these new standards and the amendments to IFRS 7 and IFRS 9 and is expecting to complete the assessment in due course.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of these unconsolidated financial statements in conformity with the applicable accounting and reporting standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Company's accounting policies. Estimates and judgments are continually evaluated and are based on historic experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Revision to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected. In the process of applying the Company's accounting policies, management has made the following estimates and judgments which are significant to these unconsolidated financial statements:

Property, plant and equipment

Estimates with respect to residual value and useful lives of property, plant and equipment are disclosed in notes 4.2 and 5 to these unconsolidated financial statements. Further, the Company reviews the carrying value of assets for impairment, if any, on each reporting date.

Impairment of financial and non-financial assets

Estimates with respect to impairment of financial and non-financial assets are disclosed in note 4.19 to these unconsolidated financial statements.

Provisions

Provisions are based on best estimate of the expenditure required to settle the present obligation at the reporting date, that is, the amount that the Company would rationally pay to settle the obligation at the reporting date or to transfer it to a third party.

Stores and spares and stock-in-trade

Estimates which are made with respect to provision for slow moving, damaged and obsolete items and their net realisable value are disclosed in notes 4.5 and 4.6 to these unconsolidated financial statements.

Further, the Company's certain inventory items [i.e. raw materials (limestone, clay and gypsum), work-in-process (clinker) and stores and spares (coal)] are stored in purpose-built sheds, stockpiles and silos. As the weighing of these inventory items is not practicable, the management assesses the reasonableness of the on-hand inventory by obtaining measurements of these items and converting these measurements into units of volume using the angle of repose and bulk density values. In making this estimate the Company involves external surveyor for determining the existence of inventory (i.e. for measurement and its conversion into volume).

Staff retirement benefits

Certain actuarial assumptions have been adopted as disclosed in note 4.10 and note 23.1 to these unconsolidated financial statements for valuation of present value of defined benefit obligation.

Income taxes

In making the estimates for current and deferred income taxes, the management considers current income tax law and the decisions of appellate authorities on certain cases issued in the past. These estimates also include impacts of the decisions of appellate authorities about the benefits that become recoupable upon any change in tax structure of the Company.

Contingencies

The assessment of the contingencies inherently involves the exercise of significant judgment as the outcome of the future events cannot be predicted with certainty. The Company, based on the availability of the latest information, estimates the value of contingent assets and liabilities which may differ on the occurrence / non-occurrence of the uncertain future events.

4. MATERIAL ACCOUNTING POLICY INFORMATION

The material accounting policies applied in the preparation of these unconsolidated financial statements are the same as those applied in the preparation of the unconsolidated financial statements of the Company for the year ended June 30, 2025.

4.1 Accounting convention

These unconsolidated financial statements have been prepared under the historical cost convention except otherwise stated.

4.2 Property, plant and equipment

These 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 impairment losses, if any. Cost in relation to certain items in operating fixed assets and capital work-in-progress, signifies historical cost and financial charges on borrowings, in case of qualifying assets.

Depreciation is charged to the profit or loss, applying the straight line method at the rates mentioned in note 5.1 to these unconsolidated financial statements. Depreciation on additions is charged from the date of acquisition / transfer of asset from capital work-in-progress, whereas depreciation on disposals is charged till the date of disposal.

The assets' residual values, the method of depreciation and useful lives are reviewed and adjusted, if appropriate, at each reporting date.

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

Gains and losses on disposal of operating fixed assets, if any, are included in the profit or loss.

4.3 Investments in subsidiaries

Investments in subsidiaries are stated at cost less accumulated impairment losses, if any.

4.4 Investments in associates

Associates are entities over which the Company has significant influence but not control. Investments in associates are carried at cost less accumulated impairment losses, if any.

4.5 Stores and spares

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

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

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

Spare parts of capital nature which can be used only in connection with an item of property, plant and equipment are shown separately as capital spares and are carried at cost less accumulated impairment, if any.

4.6 Stock-in-trade

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

4.7 Trade debts and other receivables

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

4.8 Cash and cash equivalents

Cash and cash equivalents are stated at cost. For the purpose of statement of cash flows, cash and cash equivalents comprise cash and cheques in hand, current and Islamic savings accounts with banks, investment in mutual funds units except for equity funds and sales collection in transit.

4.9 Staff retirement benefits

The Company operates an approved defined benefit gratuity fund scheme for all eligible employees who have completed the minimum qualifying period of service. The scheme is administered by the trustees nominated under the trust deed. The liability recognised in the unconsolidated statement of financial position is the present value of the defined benefit obligation at the end of the reporting period less the fair value of the plan assets. The actuarial valuation is carried out using the Projected Unit Credit Method.

The amounts arising as a result of re-measurements are recognised in the unconsolidated statement of financial position immediately, with a charge or credit to other comprehensive income in the periods in which they occur. Past-service cost are recognised immediately in the profit or loss.

4.10 Trade and other payables

Liabilities for trade and other amounts payable are carried at cost which is the fair value of the consideration to be paid in future for goods and services received, whether or not invoiced to the Company.

4.11 Contract liabilities / advance from customers

A contract liability is recognised if a payment is received from a customer before the Company transfers the related goods. Contract liabilities are recognised as revenue when the Company transfers control of the related goods to the customer.

4.12 Provisions

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

4.13 Taxation – Levy and Income tax

Levy

As per the IAS 12 Application Guidance on Accounting for Minimum Taxes and Final Taxes issued by the Institute of Chartered Accountants of Pakistan, the Company recognises minimum tax or final tax paid, if any, on gross amount of revenue or other basis as levy within the scope of IFRIC 21 / IAS 37 and recognise it as an operating expense, except for taxes on dividends on the Company's investments in subsidiaries and associates which are specifically within the scope of IAS 12 and hence these continue to be categorised as current income tax. Any excess over the amount designated as levy is then recognised as current income tax expense falling under the scope of IAS 12.

Current income tax

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

Deferred tax

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

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

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

4.14 Revenue recognition and other income

(a) Sale of goods

Revenue is recognised when performance obligations are satisfied by transferring control of a promised goods to the customer, either over time or at a point in time. Revenue is measured at fair value of the consideration received or receivable, excluding discounts, rebates and government levies.

(b) Other income

- (i) Income from the sale of electricity is recorded based on the output delivered at the rates as specified under the Power Purchase Agreement.
- (ii) Profit on bank deposit is recognised on a time proportion basis on the principal amount outstanding using the effective yield method.
- (iii) Dividend is recognised when the right to receive is established.
- (iv) Other income is recognised when the right to receive is established, and the amount and timing of related receipt is virtually certain.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

4.15 Foreign currency transactions

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

4.16 Financial assets and liabilities

Financial assets

(i) Amortised cost

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets, impairment losses, foreign exchange gains and losses, and gain or loss arising on derecognition are recognised directly in profit or loss.

(ii) Fair value through other comprehensive income

Financial assets at fair value through other comprehensive income are held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Movements in the carrying amount are taken through other comprehensive income, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in other comprehensive income is reclassified to profit or loss, except for the investments in equity instruments as explained in the ensuing paragraphs.

(iii) Fair value through profit or loss

Assets that do not meet the criteria for amortised cost or fair value through other comprehensive income or assets that are designated at fair value through profit or loss using fair value option, are measured at fair value through profit or loss. A gain or loss on debt investment that is subsequently measured at fair value through profit or loss is recognised in profit or loss in the period in which it arises.

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

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

All purchases and sales of financial assets are recognised on the trade date which is the date on which the Company commits to purchase or sell the financial asset.

Financial assets are derecognised when the Company loses control of the contractual rights that comprise the financial asset. Assets or liabilities that are not contractual in nature and that are created as a result of statutory requirements imposed by the Government are not the financial instruments of the Company.

Financial liabilities

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

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

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expired. Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange and modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in respective carrying amounts is recognised in profit or loss.

4.17 Offsetting

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

4.18 Impairment

(a) Financial assets

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

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

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

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

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

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.

4.19 Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. It is recognised as income on a systematic basis over the periods in which the related costs, for which it is intended to compensate, are recorded.

4.20 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.

4.21 Functional and presentation currency

These financial statements are presented in Pakistan Rupee (PKR), which is the Company's functional and presentation currency.

	Note	2026 (PKR in '000')	2025
5. PROPERTY, PLANT AND EQUIPMENT			
Operating fixed assets	5.1	101,839,743	100,883,552
Capital work-in-progress	5.5	11,794,907	5,206,506
Capital spares		1,212,297	1,105,294
		114,846,947	107,195,352

5.1 Operating fixed assets – tangible

Note	Leasehold land	Freehold land	Buildings on leasehold land	Buildings on freehold land	Plant and machinery	Power generation equipment	Quarry equipment	Vehicles including cement bulkers	Aircraft	Furniture and fixtures	Office equipment	Computer and accessories	Other assets (laboratory equipment etc.)	Total
(PKR in '000')														
As at July 1, 2024														
Cost	1,394,929	2,112,762	6,858,766	9,790,764	83,403,282	32,688,279	2,305,354	3,699,585	744,664	158,259	356,729	521,903	826,905	144,864,181
Accumulated depreciation	(266,182)	-	(4,049,036)	(4,157,682)	(23,334,374)	(12,237,921)	(1,793,467)	(2,013,340)	(744,664)	(147,750)	(325,452)	(275,259)	(508,682)	(49,853,811)
Net book value	1,128,747	2,112,762	2,809,728	5,633,082	60,068,908	20,450,358	511,887	1,686,245	-	10,509	33,277	246,644	318,223	95,010,370
Year ended June 30, 2025														
Transfers from CWIP	5.5	3,942	7,902	143,880	177,162	760,947	8,455,349	1,656,951	-	1,263	25,413	49,307	47,320	12,771,292
Disposals	5.3	-	-	-	-	(2,255)	(31,233)	(13,668)	-	(553)	(4,227)	(7,639)	(6,147)	(383,274)
Cost	-	-	-	-	-	1,351	31,233	13,668	-	553	4,227	7,639	6,088	361,987
Accumulated depreciation	-	-	-	-	(904)	-	-	(20,061)	-	-	-	(263)	(59)	(21,287)
Depreciation charge for the year	5.2	(21,384)	-	(343,539)	(394,188)	(3,140,719)	(1,923,657)	(239,106)	-	(5,134)	(41,155)	(134,211)	(106,715)	(6,876,823)
Net book value as at June 30, 2025	1,111,305	2,120,664	2,610,069	5,416,056	57,688,232	26,982,050	1,929,732	2,580,025	-	6,638	18,535	161,477	258,769	100,883,552
Year ended June 30, 2026														
Transfers from CWIP	5.5	-	571,230	601,113	298,456	4,105,451	2,228,972	55,979	-	-	25,545	60,379	21,480	8,494,185
Disposals	5.3	-	-	-	-	(16,472)	(15,456)	(79,867)	(744,664)	(3,480)	(5,870)	(9,513)	(5,399)	(1,053,252)
Cost	-	-	-	-	-	16,067	15,411	79,865	-	3,480	5,870	9,503	5,396	1,022,471
Accumulated depreciation	-	-	-	-	(405)	(45)	(2)	(30,316)	-	-	-	(10)	(3)	(30,781)
Depreciation charge for the year	5.2	(21,398)	-	(402,205)	(418,622)	(3,443,079)	(2,156,530)	(599,492)	-	(3,443)	(24,669)	(109,506)	(81,196)	(7,507,213)
Net book value as at June 30, 2026	1,089,907	2,691,894	2,808,977	5,295,890	58,350,199	27,054,447	1,738,636	2,475,797	-	3,195	19,411	112,340	199,050	101,839,743
At June 30, 2025														
Cost	1,398,871	2,120,664	7,002,646	9,967,926	84,161,974	41,112,395	3,830,637	4,940,889	744,664	158,969	380,915	563,571	868,078	157,252,199
Accumulated depreciation	(287,566)	-	(4,392,577)	(4,551,870)	(26,473,742)	(14,130,345)	(1,900,905)	(2,360,864)	(744,664)	(152,331)	(362,380)	(402,094)	(608,309)	(56,368,647)
Net book value	1,111,305	2,120,664	2,610,069	5,416,056	57,688,232	26,982,050	1,929,732	2,580,025	-	6,638	18,535	161,477	258,769	100,883,552
At June 30, 2026														
Cost	1,398,871	2,691,894	7,603,759	10,266,382	88,250,953	43,325,911	3,806,749	5,293,938	-	155,469	400,590	614,437	884,159	164,693,132
Accumulated depreciation	(308,964)	-	(4,794,782)	(4,970,492)	(29,900,754)	(16,271,464)	(2,068,113)	(2,818,141)	-	(152,294)	(391,179)	(502,097)	(695,109)	(62,853,389)
Net book value	1,089,907	2,691,894	2,808,977	5,295,890	58,350,199	27,054,447	1,738,636	2,475,797	-	3,195	19,411	112,340	199,050	101,839,743
Annual rates of depreciation	1.01%	-	5% to 33%	5% to 33%	3.33% to 20%	5% to 33%	10% to 33%	10% to 20%	10%	20%	33%	33%	10% to 33%	

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

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

	Note	2026 (PKR in '000')	2025
Cost of sales	28	6,871,910	6,257,344
Distribution costs	29	362,883	338,110
Administrative expenses	30	228,350	226,158
Cost of sale of electricity		44,070	55,211
		7,507,213	6,876,823

5.3 The details of operating fixed assets disposed of during the year are as follows:

Particulars	Cost	Accumulated Depreciation	Net Book Value	Sale Proceeds	Gain	Mode of Disposal	Particulars of Buyers	Relationship of purchaser with the Company or director, if any
(PKR in '000')								
Vehicle	8,645	7,342	1,303	4,790	3,487	As per the company policy	Noman Hasan	Employee
-----do-----	8,457	7,395	1,062	4,759	3,697	-----do-----	Atif Kaludi	-----do-----
-----do-----	5,946	4,235	1,711	3,678	1,967	-----do-----	Sohail Khatiri	-----do-----
-----do-----	4,788	3,526	1,262	3,100	1,838	-----do-----	Nasir Abbas	-----do-----
-----do-----	4,779	3,693	1,086	2,898	1,812	-----do-----	Tariq Pasha	-----do-----
-----do-----	4,683	2,951	1,732	3,020	1,288	-----do-----	Syed Shahid Hasan	-----do-----
-----do-----	4,671	3,090	1,581	3,064	1,483	-----do-----	Umair Anees	-----do-----
-----do-----	4,670	3,237	1,433	3,016	1,583	-----do-----	Rizwan Kashif	-----do-----
-----do-----	4,210	1,677	2,533	3,918	1,385	-----do-----	Sameen Asad	-----do-----
-----do-----	3,888	2,025	1,863	2,825	962	-----do-----	Farah Naz	-----do-----
-----do-----	3,862	3,022	840	2,318	1,478	-----do-----	Muhammad Qasim	-----do-----
-----do-----	3,862	2,829	1,033	2,403	1,370	-----do-----	Din Muhammad Iqbal	-----do-----
-----do-----	3,861	2,786	1,075	2,340	1,265	-----do-----	Nadeem Iftikhar	-----do-----
-----do-----	3,861	2,928	933	2,322	1,389	-----do-----	Muhammad Ismail	-----do-----
-----do-----	3,770	3,225	545	2,152	1,607	-----do-----	Amir Muhammad Khan	-----do-----
-----do-----	3,762	3,034	728	2,202	1,474	-----do-----	Tariq Ilyas	-----do-----
-----do-----	3,762	3,096	666	2,193	1,527	-----do-----	Adeel Zafar	-----do-----
-----do-----	3,685	2,072	1,613	2,648	1,035	-----do-----	Hussain Yaqoob	-----do-----
-----do-----	4,671	2,939	1,732	4,500	2,768	Insurance claim	EFU General Insurance Limited	Insurance Company
-----do-----	7,024	4,599	2,425	7,000	4,575	-----do-----	-----do-----	-----do-----
-----do-----	5,949	4,394	1,555	5,500	3,945	-----do-----	-----do-----	-----do-----
-----do-----	9,006	8,004	1,002	7,067	6,065	Auction	Saad Khan	N/A
	111,812	82,099	29,713	77,713	48,000			
Items having book value less than PKR 500,000 each	941,440	940,372	1,068	972,262	971,194			
Total	1,053,252	1,022,471	30,781	1,049,975	1,019,194			
2025	383,274	361,987	21,287	127,174	105,887			

5.4 Following are the particulars of the Company's material immovable fixed assets:

S.No	Nature	Location	Total Area of land (in acre)
1	Karachi Plant	Main Super Highway, Gadap Town, Karachi	992.52
2	Pezu Plant	Main Indus Highway, Pezu, District Lakki Marwat, KPK	967.99
3	Corporate Office	Muhammad Ali Housing Society, Karachi	2.55

5.5 The following is the movement of capital work-in-progress during the year:

	2026 (PKR in '000')	2025
Opening balance	5,206,506	11,633,303
Additions during the year	15,117,328	6,382,239
	20,323,834	18,015,542
Less: Transferred to operating fixed assets	8,494,185	12,771,292
Less: Transferred to intangibles	34,742	37,744
Balance at the end of the year	11,794,907	5,206,506

6. INTANGIBLE ASSETS

Represent various computer softwares amortised on straight line basis over a period of 3 years. Movement during the year is as follows:

	Note	2026 (PKR in '000')	2025
Balance as at July 1, 2025 / 2024		46,229	69,394
Transfer from capital work-in-progress	5.5	34,742	37,744
		80,971	107,138
Less: Amortisation charge for the year	6.2	(32,253)	(60,909)
As at June 30		48,718	46,229
6.1 As at June 30			
Cost		360,464	325,796
Accumulated amortisation		(311,746)	(279,567)
Net book value		48,718	46,229
6.2 Amortisation charge for the year has been allocated as follows:			
Cost of sales	28	7,100	6,652
Distribution costs	29	4,788	3,138
Administrative expenses	30	20,365	51,119
		32,253	60,909

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

7. LONG-TERM INVESTMENTS

		2026		2025	
	Note	Equity held in	(PKR in '000')	Equity held in	(PKR in '000')
Subsidiary companies					
Quoted					
Lucky Core Industries Limited					
253,990,000 ordinary shares of					
PKR 2 each (2025: 50,798,000					
PKR 10 each)	7.1	55%	9,594,091	55%	9,594,091
Unquoted					
Lucky Holdings Limited					
643,500 (2025: 643,500)					
ordinary shares of PKR 10 each		75%	32,145	75%	32,145
LCL Investment Holdings Limited					
45,000,002 (2025: 45,000,002)					
ordinary shares of USD 1 each		100%	4,580,500	100%	4,580,500
Lucky Electric Power Company Limited					
2,990,000,000 (2025: 2,990,000,000)					
ordinary shares of PKR 10 each	7.4	100%	29,900,000	100%	29,900,000
Lucky Motor Corporation Limited					
1,287,638,359 (2025: 1,287,638,359)					
ordinary shares of PKR 10 each		71.14%	12,876,384	71.14%	12,876,384
			47,389,029		47,389,029
Associates					
Yunus Energy Limited					
61,136,500 (2025: 61,136,500)					
ordinary shares of PKR 10 each	7.4	20%	611,365	20%	611,365
National Resources (Private) Limited					
177,333,334 (2025: 105,666,418)					
ordinary shares of PKR 10 each	7.2	33.3%	1,677,891	33.3%	961,222
			2,289,256		1,572,587
			59,272,376		58,555,707

7.1 Lucky Core Industries Limited (LCI) has subdivided (stock split) its ordinary shares during the year, changing the face value from PKR 10 to PKR 2 per share. The subdivision was approved by the shareholders at the Extraordinary General Meeting held on June 20, 2025, and the remaining regulatory and procedural formalities were completed on July 19, 2025. Consequently, the Company's shareholding in LCI increased from 50,798,000 ordinary shares to 253,990,000 ordinary shares, with no alteration to share rights.

7.2 During the year, the Company has made further investment of PKR 716.67 million in National Resources (Private) Limited, an associate, which was as per the approval of the shareholders of the Company provided in the Extra Ordinary General Meeting and Annual General Meeting held on November 23, 2023 and September 26, 2025 respectively.

7.3 The principal place of business of Lucky Core Industries Limited (LCI), Lucky Holdings Limited (LHL), Lucky Electric Power Company Limited (LEPCL), Lucky Motor Corporation Limited (LMCL) and Yunus Energy Limited (YEL) is Karachi, National Resources (Private) Limited's (NRL) principal place of business is Quetta and LCL Investment Holdings Limited's (LCLIHL) principal place of business is Dubai.

7.4 Under respective Shares Pledge Agreements connected to lending facilities provided by the lenders to LEPCL and YEL, the Company has pledged 100% of its shares in LEPCL and 51% of its shares in YEL.

	Note	2026 (PKR in '000')	2025
8. LONG-TERM LOANS, ADVANCES AND DEPOSITS			
Long-term loans – (secured & considered good)			
Due from employees	8.1	283,645	243,450
Less: Recoverable within one year	12	157,269	139,672
		126,376	103,778
Other advances and deposits	8.3	72,885	85,369
		199,261	189,147

8.1 Loans given to employees are in accordance with the Company policy and are repayable within a period up to 5 years. These loans are return free and are secured against the gratuity of the respective employees. These loans are carried at cost due to the materiality of the amounts involved. These include outstanding balances of loans aggregating PKR 80.274 million (2025: PKR 11.075 million) given to key management personnel as at June 30, 2026.

8.2 The maximum amount outstanding at the end of any month during the year ended June 30, 2026 from key management personnel aggregated to PKR 80.274 million (2025: PKR 11.075 million).

8.3 These include return free advance given to Sui Southern Gas Company Limited in respect of additional gas line.

	2026 (PKR in '000')	2025
9. STORES AND SPARES		
Stores	4,624,897	10,966,171
Spares	9,504,847	9,429,087
	14,129,744	20,395,258
Less: provision for obsolescence	2,517,684	500,128
	11,612,060	19,895,130
10. STOCK-IN-TRADE		
Raw and packing materials	1,444,401	1,313,142
Work-in-process	2,854,460	2,604,906
Finished goods	1,071,294	886,529
	5,370,155	4,804,577
Less: provision for slow moving packing material	30,000	30,000
	5,340,155	4,774,577

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
11. TRADE DEBTS			
(considered good)			
Bills receivable – secured	11.1	1,527,642	1,551,348
Others – secured		1,136,620	1,907,370
– unsecured		4,368,407	2,994,476
		7,032,669	6,453,194
Less: Provision for doubtful debts	11.2	100,000	100,000
		6,932,669	6,353,194
11.1	These represent receivables in respect of export sales.		
11.2	Movement of provision for doubtful debts is as follows:		
	Balance as at July 1, 2025 / 2024	100,000	–
	Provision during the year	–	100,000
	Balance as at June 30	100,000	100,000
12. LOANS AND ADVANCES			
(secured & considered good)			
Current portion of long-term loans and advances to employees	8	157,269	139,672
Other advances given to employees – return free	12.1	13,720	25,880
		170,989	165,552
Advances to suppliers and others – return free	12.2	2,069,932	1,567,262
		2,240,921	1,732,814
12.1	Advances to employees are given to meet business expenses and are settled as and when the expenses are incurred.		
12.2	This includes advance to LMCL amounting to PKR 11.529 million (2025: PKR 59.085 million) against purchase of vehicles.		
		2026 (PKR in '000')	2025
13. DEPOSITS AND PREPAYMENTS			
Deposits		13,950	23,604
Prepayments		106,407	333,167
		120,357	356,771

	Note	2026 (PKR in '000')	2025
14. OTHER RECEIVABLES			
(unsecured & considered good)			
Rebate on export sales		61,087	78,636
Due from Collector of Customs	14.1	19,444	19,444
Hyderabad Electricity Supply Company (HESCO)	14.2	974,971	974,971
Due from related parties	14.3	1,920,239	1,826,412
Earnest money		666,667	–
Others	24.2	240,167	122,459
		3,882,575	3,021,922

14.1 The Company had imported cement bulkers during October 19, 2006 to December 5, 2006 for export of loose cement under SRO 575(1) of 2006 dated June 5, 2006 which provided concessionary rate of import duty to an industrial concern. The Company claimed exemption of duty at the time of port clearance. However, the Collector of Customs passed an order allowing provisional release of consignment subject to final approval from the Federal Board of Revenue (FBR) and deposit of post dated cheques for the differential amount of duty. The Company deposited three post dated cheques aggregating PKR 19.444 million for three different consignments of cement bulkers and simultaneously approached the FBR for giving direction to the Collector of Customs, Karachi.

The FBR moved a summary to the Federal Government / Economic Coordination Committee (ECC) on the representation of the Company and finally issued SRO 41(1) of 2007 dated January 7, 2007 which clarified that the imported cement bulkers were also entitled for concessional rate of duty of 5%. The Collector of Customs instead of releasing the post dated cheques, encashed the same on the plea that the effect of SRO will not be applied retrospectively despite the fact that the said clarification was issued on the representation of the Company.

The Company filed a constitutional petition before the Honorable High Court of Sindh in Karachi on July 30, 2007 challenging the illegal and malafide act of encashment of post dated cheques. The High Court of Sindh passed an order in favour of the Company and has ordered the Collector of Customs to refund the amount collected within one month from the date of judgement. The said judgement was challenged by the FBR before the Honorable Supreme Court of Pakistan. The Honorable Supreme Court of Pakistan has dismissed the appeal filed by the FBR vide its judgment dated September 13, 2022 and directed the FBR to refund the amount recovered from the Company.

The Company has filed an application to the Collector of Customs on September 24, 2022, requesting to comply with the above-referred judgment and process the refund of the customs duty amounting to PKR 19.444 million to the Company forthwith. As the refund has not yet been processed by the FBR, the Company initiated contempt proceedings dated June 2, 2026, against the FBR. The management is confident that the amount will be recovered in due course.

14.2 National Electric Power Regulatory Authority (NEPRA) in 2005 issued the Interim Power Procurement Regulations and through a notice published in a leading newspaper on June 15, 2007 allowed Captive Power Plants (CPPs) having surplus power of up to 50 MW to sell electricity to power purchasers at mutually agreed rates. Relying on such policy, the Company and HESCO entered into a Power Purchase Agreement (PPA) dated March 22, 2011 for the sale and purchase of electrical power at mutually agreed rates.

However, subsequent to the signing of the PPA and contrary to the earlier policy, NEPRA purported to re-determine the tariff through determination dated January 9, 2013 and granted a substantially lower tariff than what was mutually agreed. This determination was challenged by all the CPPs before the Honorable High Court of Sindh. The Honorable Court decided the case in favor of NEPRA vide judgement dated August 19, 2015.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

The Company along with all other CPPs filed an appeal in the Honorable Supreme Court of Pakistan against the decision of the High Court of Sindh. Detailed hearings were held and judgement was reserved in November 2016. However, the said judgment could not be announced and since then the case has been relisted for hearing. The matter is currently being heard in the Honorable Supreme Court of Pakistan.

- 14.3** These includes amounts of PKR 1,767.507 million, PKR 106.925 million, PKR 1.628 million, PKR 1.816 million, PKR 2.589 million, PKR 0.025 million, PKR 1.985 million, PKR 2.937 million, PKR 0.0324 million, PKR 34.7886 million, and PKR 0.007 million, from the related parties LCLHL, Lucky Consultancy and Investments Limited, LEPCL, LMCL, LHL, Yunus Textile Mills Limited, YB Holdings Limited, Lucky Foods (Private) Limited, Energas Terminal (Private) Limited, YB Pakistan Limited, and Lucky Commodities (Private) Limited.

The maximum aggregate amount outstanding at the end of any month during the year from these related parties was PKR 1,920.239 million (2025: PKR 1,828.963 million)

15. TAX REFUNDS DUE FROM THE GOVERNMENT

Dispute with respect to the calculation of excise duty on retail price of cement arose between the Company and the FBR from the very first day the Company started sales of cement in 1996. The FBR was of the view that excise duty is to be calculated on the declared retail price, inclusive of excise duty whereas the Company contended that the excise duty would not be included in retail price for the calculation of the excise duty payable to the Government. On June 2, 1997, the Company filed a writ petition before the Honorable Peshawar High Court seeking a judgment on this matter. The dispute was related to the period from June 26, 1996 to April 19, 1999 after which the FBR changed the mechanism of levying excise duty from percentage of retail price to a fixed amount of duty at the rate of PKR 1,400 per ton. The Peshawar High Court after hearing both the parties issued a detailed judgment, operating paragraph of which is reproduced as follows:

"For the reasons we accept the petitions and declare that present system of realisation of duties of excise on the "Retail Price" inclusive of excise duty is illegal and without lawful authority, the duties of excise on cement must not form part of retail price and the petitioners are not liable to pay duties of excise forming part of the retail price of cement."

Simultaneously, a similar nature of dispute arose between various beverage companies operating in the provinces of Sindh and Punjab and accordingly such companies also filed petitions before the High Courts of Sindh and Lahore respectively. Both the High Courts also decided the case against the method of calculation of excise duty as interpreted by the FBR.

The FBR preferred an appeal before the Supreme Court of Pakistan against the judgments of all three High Courts of the country. A full bench of the Supreme Court of Pakistan heard the legal counsel of all the parties and finally announced the judgment on April 14, 2007, upholding the judgments of the High Courts and dismissed the appeal of the FBR.

A review petition was also filed by the FBR before the Supreme Court of Pakistan. The Supreme Court of Pakistan vide its order dated January 27, 2009 dismissed the review petition filed by the FBR and upheld its earlier decision.

While verifying the refund claim, the Collector of Excise and Sales Tax Peshawar issued a show cause notice to the Company, raising certain objections against the release of the refund including an objection that the burden of this levy has been passed on to the end consumer. The Company challenged this show cause notice before the Peshawar High Court (the PHC) by filing a petition which was decided on April 27, 2011 with the direction to conduct an audit through reputed audit firms to determine whether incidence of the duty was passed on or not.

Pursuant to the order of the PHC, numerous correspondence took place between the Company and the FBR to conduct the audit. However, the FBR defaulted on its commitment made before the PHC and hence on July 6, 2013, the Company filed a complaint before the Federal Tax Ombudsman (FTO) with a request that the FBR may be directed for early issuance of refund along with the compensation for the delayed refund. The FTO directed the FBR to verify the claim of the Company and submit a report in the matter. Subsequently, the FBR on the basis of a departmental audit rather than an independent audit submitted a report to the FTO on October 11, 2013. The said report was rejected by the FTO and the FBR was directed vide order dated November 22, 2013 to get the audit conducted through an independent audit firm as agreed to by both the parties previously for fair and unbiased resolution of the issue within one month.

The FBR filed a representation before the President of Pakistan against the recommendations of the FTO under Section 32 of Federal Tax Ombudsman Ordinance, 2000. However, the President of Pakistan endorsed the recommendations of the FTO of having an audit conducted by independent firms. The FBR then filed a writ petition before the Peshawar High Court against the findings of the FTO, as endorsed by the President, which suspended the operations of the orders of FTO and President of Pakistan on June 18, 2015.

On January 30, 2018, the FBR's writ petition was dismissed by the Peshawar High Court after which the FBR filed an appeal before the Supreme Court of Pakistan. The FBR simultaneously also filed a review petition before the Peshawar High Court for review of judgment dated January 30, 2018. The review petition was dismissed by the Peshawar High Court since the matter was pending before the Supreme Court.

The appeals filed by the Chief Commissioner RTO, Peshawar were dismissed vide judgement dated September 7, 2022. The Company is now pursuing the department for conducting an audit, as directed by the FTO, to determine whether incidence of the central excise duty was passed on to end consumers or not.

The management is confident on the advice of its legal advisor that the ultimate outcome of the case would be in its favor and the full amount would be recovered in due course, therefore no provision for the above receivable has been made in these unconsolidated financial statements.

	Note	2026 (PKR in '000')	2025
16. SHORT-TERM INVESTMENTS			
Investments – Fair value through			
profit or loss	16.1	94,844,435	61,298,052
		94,844,435	61,298,052

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

16.1 These represent investment in units of Shariah Compliant mutual funds, the details of which are as follows:

Name of fund	2026		2025	
	Number of units	Value of investment	Number of units	Value of investment
	PKR in '000'		PKR in '000'	
BMA Islamic Noor Cash Fund	5,053,269	506,539	–	–
Faysal Islamic Mehdood Muddat Plan VII	171,018,387	17,212,248	199,726,009	20,180,436
HBL Islamic Money Market Fund	–	–	65,562,168	6,658,127
Lucky Islamic Energy Fund	9,220,724	917,362	–	–
Lucky Islamic Fixed Term Fund Plan-I	170,818,784	17,087,317	35,129,176	3,513,929
Lucky Islamic Income Fund	10,915,769	1,094,679	10,135,913	1,014,743
Lucky Islamic Money Market Fund	200,708,690	20,141,759	198,399,396	19,868,192
Lucky Islamic Stock Fund	25,304,185	3,513,739	–	–
Meezan Paaidaar Munafa Plan	201,411,470	10,070,574	201,252,500	10,062,625
NBP Islamic Money Market Fund	98,099,807	1,000,314	–	–
NBP Islamic Mustahkam Fund	299,244,194	3,000,013	–	–
UBL – Al Ameen Islamic Income Fund	202,101,782	20,299,891	–	–
		94,844,435		61,298,052

16.2 Lucky Islamic Energy Fund, Lucky Islamic Fixed Term Plan-I, Lucky Islamic Income Fund, Lucky Islamic Money Market Fund and Lucky Islamic Stock Fund are managed by Lucky Investments Limited (related party).

	Note	2026	2025
		(PKR in '000')	
17. CASH AND BANK BALANCES			
Sales collection in transit		1,438,535	898,162
Cash at bank			
– in current accounts		68,739	5,595
– in Islamic savings accounts	17.1	6,943	1,876,404
		75,682	1,881,999
		1,514,217	2,780,161
Cash in hand and bank instruments		16,375	10,162
		1,530,592	2,790,323

17.1 These are shariah compliant bank balances and carry profit at rates ranging from 2.69% to 11% (2025: 3.85% to 19.06%) per annum.

	Note	2026 (PKR in '000')	2025
18. SHARE CAPITAL			
Authorised capital			
2,500,000,000 (2025: 2,500,000,000)			
Ordinary shares of PKR 2/- each		5,000,000	5,000,000
Issued, subscribed and paid-up capital			
1,525,000,000 (2025: 1,525,000,000) Ordinary shares of PKR 2/- each issued for cash		3,050,000	3,050,000
91,875,000 (2025: 91,875,000) Ordinary shares of PKR 2/- each issued as bonus shares		183,750	183,750
		3,233,750	3,233,750
151,875,000 ordinary shares (2025: 151,875,000) of PKR 2/- each cancelled through purchase of own shares		(303,750)	(303,750)
1,465,000,000 (2025: 1,465,000,000)			
Ordinary shares of PKR 2/- each		2,930,000	2,930,000
19. RESERVES			
Capital reserve			
Share premium	19.1	7,343,422	7,343,422
Capital re-purchase reserve account		303,750	303,750
Capacity expansions capital reserve		40,000,000	40,000,000
Long-term investments capital reserve		40,000,000	40,000,000
Capital redemption reserve		23,691,206	23,691,206
		111,338,378	111,338,378
Revenue reserves			
Unappropriated profit		102,373,229	61,642,022
		213,711,607	172,980,400

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

	Note	2026 (PKR in '000')	2025
20. LONG-TERM DEPOSITS AND OTHER PAYABLE			
Long-term deposits	20.1	125,530	114,200
Other payable	24.5	1,163,280	–
		1,288,810	114,200

20.1 Represents amount received from the dealers and contractors of the Company, which is utilised for the purpose of the business in accordance with the related agreements.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
21. LONG-TERM FINANCING			
Temporary Economic Refinance	21.1	4,143,325	4,754,704
Financing for Renewable Energy	21.2	–	423,756
Long Term Financing Facility	21.3	5,018,686	5,872,147
		9,162,011	11,050,607
Less: Current maturity of long-term financing		1,822,195	1,866,085
		7,339,816	9,184,522

21.1 The Company had entered into long-term financing agreements with Habib Bank Limited – Islamic, MCB Islamic Bank Limited, Bank Alfalah – Islamic, Faysal Bank Limited – Islamic, Habib Metropolitan Bank – Islamic, United Bank Limited – Islamic and National Bank of Pakistan under the Temporary Economic Refinance Facility (TERF) of the State Bank of Pakistan. The loans are repayable in quarterly and semi-annual installments over a period of ten years concluding upto May 16, 2033, which include a grace period of two years and are secured by way of hypothecation charge over specific plant and machinery of the Company. These facilities carry mark-up/profit rates ranging from 1.50% to 2.50% which is payable in arrears.

21.2 The Company had entered into long-term financing agreements with Dubai Islamic Bank under the State Bank of Pakistan's Renewable Energy Financing Scheme. During the year, the Company paid the entire outstanding loan to Dubai Islamic Bank Pakistan Limited amounting to PKR 423.54 million, ahead of their respective contractual maturities (early settlement of financing).

21.3 The Company had entered into long-term financing agreements with Bank Al Habib, Pak Kuwait Investment Company, Habib Bank – Islamic, Allied Bank and Meezan Bank under the State Bank of Pakistan's Long-Term Financing Facility (LTFF). As of the reporting date, the outstanding loans carried the markup/profit rates ranging from 2.50% to 3.75% per annum and are secured through hypothecation charge on specific plant and machinery of the Company. These loans are repayable in semi-annual installments over a 10-year period ending on April 26, 2032, and include a two-year grace period.

	Note	2026 (PKR in '000')	2025
21.4 Following is the movement of long term loans:			
Balance as at July 1, 2025 / 2024		12,433,258	16,625,839
Loans repaid during the year		(2,245,952)	(4,192,581)
Balance as at June 30		10,187,306	12,433,258
Less: Deferred government grant	22	1,025,295	1,382,651
		9,162,011	11,050,607

22. DEFERRED GOVERNMENT GRANT

The value of benefit of below-market interest rate on the loans has been accounted for as government grant under IAS – 20 Government grants. The carrying amount of the deferred government grant as at the reporting date amounted to PKR 1,025.295 million (2025: PKR 1,382.651 million).

	Note	2026 (PKR in '000')	2025
23. DEFERRED LIABILITIES			
Staff retirement benefit	23.1	5,454,449	4,693,888
Deferred taxation	23.2	16,554,680	16,820,986
		22,009,129	21,514,874

23.1 Staff retirement benefit

As stated in note 4.10 of the unconsolidated financial statements the Company operates a defined benefit plan i.e. an approved funded gratuity scheme for all of its permanent employees subject to attainment of minimum service of prescribed period. The latest actuarial valuation was carried out as at June 30, 2026.

	Note	2026 (PKR in '000')	2025
23.1.1 Reconciliation of payable to defined benefit plan			
Present value of defined benefit obligation	23.1.3	5,509,255	4,701,781
Less: Fair market value of plan assets	23.1.4	(54,806)	(7,893)
		5,454,449	4,693,888
23.1.2 Movement in the net liability recognised in the statement of financial position:			
Balance as at July 1, 2025 / 2024		4,693,888	3,271,241
Charge for the year	23.1.5	999,989	784,520
Remeasurement loss recognised in other comprehensive income		60,572	938,127
		5,754,449	4,993,888
Contributions / payments made during the year		(300,000)	(300,000)
		5,454,449	4,693,888
23.1.3 Movement in the present value of defined benefit obligation:			
Balance as at the beginning of the year		4,701,781	3,301,353
Current service cost		450,807	305,405
Interest cost		560,593	497,029
Benefits paid		(281,890)	(327,788)
Remeasurement loss on obligation		77,964	925,782
Balance as at the end of the year		5,509,255	4,701,781

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

	2026 (PKR in '000')	2025
23.1.4 Movement in the fair value of plan assets:		
Balance as at the beginning of the year	7,893	30,112
Interest income	11,411	17,914
Contributions during the year	300,000	300,000
Benefits paid	(281,890)	(327,788)
Remeasurement gain/(loss) on plan assets	17,392	(12,345)
Balance as at the end of the year	54,806	7,893

These plan assets are placed with shariah compliant bank account.

	2026 (PKR in '000')	2025
23.1.5 Charge for the year recognised in the profit or loss is as follows:		
Current service cost	450,807	305,405
Interest cost – net	549,182	479,115
	999,989	784,520

23.1.6 The charge for the year has been allocated as follows:		
Cost of sales	699,618	547,462
Distribution cost	84,723	168,632
Administrative expenses	212,974	65,951
Cost of sale of electricity	2,674	2,475
	999,989	784,520

	2026	2025
23.1.7 Principal actuarial assumptions used are as follows:		
Expected rate of increase in salary level		
Next year	12.00%	12.00%
Second year onwards	12.75%	12.75%
Valuation discount rate	11.75%	11.75%
Mortality rates	SLIC	SLIC
	(2001 – 05) – 1	(2001 – 05) – 1

23.1.8 Sensitivity analysis

A sensitivity analysis for the above principal actuarial assumptions as of the reporting date showing how the defined benefit obligation would have been affected by changes in the said assumptions is as follows:

	2026 (PKR in '000')
Discount rate +1%	(429,983)
Discount rate –1%	504,731
Long term salary +1%	468,881
Long term salary –1%	(407,307)

23.1.9 The weighted average duration of the defined benefit obligation is 8.44 years.

23.1.10 Description of the risks to the Company

The defined benefit plan exposes the Company to 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.

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

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

Plan assets risks – The plan liabilities are calculated using a discount rate set with reference to corporate bond yields; if plan assets underperform this yield, this will create a deficit.

23.1.11 Expected cost of the defined benefit plan for the year ending June 30, 2027 will be approximately PKR 1,188.963 million.

	Note	2026 (PKR in '000')	2025
23.2 Deferred taxation			
This comprises the following:			
– Taxable temporary differences arising due to accelerated tax depreciation allowance		17,787,782	17,876,341
– Deductible temporary differences arising in respect of provisions		(1,233,102)	(1,055,355)
		16,554,680	16,820,986
24. TRADE AND OTHER PAYABLES			
Creditors		3,391,357	6,426,975
Accrued liabilities		7,951,622	5,474,101
Advances from customers / contract liabilities	24.4	3,471,054	4,840,791
Retention money		1,835,755	1,855,975
Sales tax, excise duty and other government levies			
government levies	24.1 & 24.5	10,146,800	6,132,650
Workers' Welfare Fund (WWF)	24.3	3,000,818	2,279,149
Others		572,679	291,278
		30,370,085	27,300,919

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

24.1 The Honorable 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 and intra vires the Constitution of Pakistan 1973. It further allowed recovery of GIDC that has become due up to July 31, 2020, by the gas companies from their consumers in twenty-four equal monthly instalments.

The Company had filed suits before the Honorable High Court of Sindh (SHC) on September 30, 2020 and July 8, 2021 challenging the recovery of GIDC on the grounds that factual determination of whether the burden of GIDC has been passed-on to end consumers or not needs to be carried out. The SHC had granted an interim injunction to the Company and has restrained the gas companies from recovering GIDC from the Company. Pursuant, to a change in the "Sindh High Court Rules" the said cases have been transferred to the district courts and are still pending.

	Note	2026 (PKR in '000')	2025
24.2	The movement of WPPF receivable is as follows:		
	Balance as at July 1, 2025 / 2024	–	1,201
	Allocation for the year	1,770,663	1,435,540
		1,770,663	1,436,741
	Payments during the year	(1,833,138)	(1,436,741)
		(62,475)	–

24.3 On May 10, 2017, the Company received a show cause notice from the Sindh Revenue Board (SRB) demanding payment of Sindh Workers' Welfare Fund. The Company has challenged the said notice before the SHC on the ground that after the 18th Amendment, SRB and Federation of Pakistan, both can only collect Workers' Welfare Fund (WWF) from the Company after a law is enacted catering to WWF collection from trans-provincial organizations. The Federation of Pakistan and the Province of Sindh along with SRB have been made parties in the said matter. The SHC has decided the matter and restrained SRB from collecting WWF from trans-provincial organisations. SRB has filed an appeal against this decision before SCP, which has now been transferred to and is pending before the Federal Constitutional Court.

24.4 The contract liabilities outstanding as at June 30, 2025 amounting to PKR 4,840.79 million have been fully recognised as revenue during the current year.

24.5 Payable for SIDC

The Company is subject to Sindh Infrastructure Development Cess (SIDC) on imported goods. During the year, pursuant to the Sindh Development and Maintenance of Infrastructure Cess (Amendment) Act, 2026, the Company entered into a Settlement Agreement with the Government of Sindh for settlement of its outstanding SIDC obligations.

Under the Settlement Agreement, the Company elected to settle the outstanding liability through instalments in accordance with the agreed payment plan and issued post-dated cheques as required thereunder. Accordingly, the liability has been measured at the present value of future payments, discounted using an effective rate of 12.34% per annum.

The present value of the liability as at March 25, 2026 amounts to approximately PKR 2 billion. The resulting gain arising on initial recognition of the discounted liability amounting to approximately PKR 1 billion has been recognized in other income (Note 33).

25. SHORT-TERM BORROWINGS

The Company has obtained Islamic Export Refinance Facility of PKR 8,950 million (2025: PKR 6,485 million) from a number of banks. The facility is secured by way of hypothecation charge over plant and machinery, stock-in-trade and stores and spares. These facilities carry mark-up at the rates ranging from 3.49% to 8.00% per annum.

During the year, the Company has obtained Running Musharakah Facility of PKR 660 million from United Bank Limited Islamic. This facility carries mark-up at the rates ranging from 4.52% to 8.19% per annum.

26. CONTINGENCIES AND COMMITMENTS

CONTINGENCIES

- 26.1** The Federal Government issued SROs 580(1)/91 and 561(1)/94 dated June 27, 1991 and June 9, 1994 respectively and incentivized industries by providing sales tax exemptions on goods produced for a period of 5 years from the date of commissioning of such industries if the industrial plants were set up between July 1, 1991 and June 30, 1996 within the jurisdiction of NWFP (now KPK) and Baluchistan. The Company relying on such incentive set up its manufacturing plant in Dera Pezu, District Lakki Marwat and was thus entitled to sales tax exemption on cement produced by it till June 30, 2001. Through the Finance Act, 1997, the Federal Government provided sales tax exemption to all cement manufacturers of Pakistan regardless of their geographical location and thus withdrew the incentive given earlier of sales tax exemption to industries being set up in NWFP (now KPK) and Baluchistan. Being aggrieved, the Company filed a writ petition with the Peshawar High Court in year 2000. The writ petition was subsequently withdrawn on legal advice and a suit for compensation was filed before the Learned Civil Judge, Peshawar. The Learned Civil Judge decreed the suit ex-parte on November 20, 2009 in favor of the Company for an amount of PKR 1,693.61 million along with 14% return per annum till the date of payment.

On August 3, 2011, the Company filed an execution petition for realisation of the decretal amount as per the decree granted by the Learned Civil Court. Due to objections filed by the Federal Government and the FBR, the ex-parte decree was set aside on January 17, 2012 and the matter was listed for re-hearing. The defendants contested the matter and the Learned Civil Judge, Peshawar, dismissed the suit of the Company on December 18, 2012. The Company filed an appeal before the Honorable Peshawar High Court against dismissal of the suit on March 9, 2013. The Peshawar High Court transferred the matter to the District Court Peshawar. Subsequently, the District Court Peshawar dismissed the said appeal on January 7, 2023.

The Company has thereafter filed a Civil Revision suit before the Peshawar High Court to challenge the said judgment of the District Court. The case is currently pending before the Peshawar High Court. The receivable shall be recognised when its existence is virtually certain.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

26.2 The Competition Commission of Pakistan (CCP) passed a single order on August 27, 2009 against all the cement manufacturers of the country on the alleged ground of formation of cartel for marketing arrangement and imposed a penalty at the rate of 7.5% of total turnover of each company consisting of both local and export sales. The amount of penalty imposed on the Company is PKR 1,271.84 million. The Company challenged the constitutionality of the Competition Law before the Honorable Lahore High Court and also the show cause notice and subsequent order issued by the CCP. The Lahore High Court on October 26, 2020, however, dismissed the petitions of the cement manufacturers and declared the Competition Law to be intra vires. Nevertheless, the Honorable Court struck down the constitution of the Competition Appellate Tribunal (CAT). The Company has filed an appeal before the Honorable Supreme Court of Pakistan to challenge the said decision. Meanwhile, the Government has also filed an appeal to challenge the judgment of the Honorable Lahore High Court.

The Company has filed appeals against the CCP order before CAT, which are also pending.

Based on advice of the Company's legal advisor, the management is confident of a positive outcome and hence no accrual has been recorded in the books of account of the Company.

26.3 Details of other matters are stated in notes 14.1, 14.2, 15 and 24.3 to these unconsolidated financial statements.

	2026 (PKR in '000')	2025
COMMITMENTS		
26.4 Capital commitments		
Plant, machinery and equipment under letters of credit	4,754,210	2,130,214
26.5 Other commitments		
Stores, spares, packing material and other supplies / services under letters of credit	5,208,820	1,682,611
Bank guarantees issued on behalf of the Company	2,941,120	3,906,168
Post dated cheques	6,770,119	4,123,488
Commitment on behalf of a subsidiary company in respect of cost over-run, PSRA, CSA and excess debt support	47,697,070	50,031,778

	Note	2026 (PKR in '000')	2025
27. GROSS REVENUE			
Local		158,648,235	141,490,810
Export	27.1	34,212,949	32,811,254
		192,861,184	174,302,064

27.1 This represent sales made in Africa, Asia, North America and South America aggregating upto 72%(2025: 61%), 16% (2025: 34%), 10% (2025: 4%) and 2%(2025: 1%) respectively.

	Note	2026 (PKR in '000')	2025
28. COST OF SALES			
Salaries, wages and benefits		4,665,092	4,130,329
Raw material consumed		6,875,213	6,185,378
Packing material consumed	28.1	5,822,269	5,238,476
Fuel and power		55,025,764	49,944,354
Stores and spares consumed		3,342,136	3,100,782
Repairs and maintenance		1,528,511	1,402,934
Depreciation	5.2	6,871,910	6,257,344
Amortisation	6.2	7,100	6,652
Insurance		264,260	232,779
Earth moving machinery		596,726	528,216
Vehicle running and maintenance		213,795	174,953
Communication		16,189	14,452
Transportation		91,382	90,180
Travelling and conveyance		12,404	31,591
Rent, rates and taxes		64,268	79,841
Printing and stationery		6,447	6,055
Other manufacturing expenses		387,347	491,599
		85,790,813	77,915,915
Work-in-process:			
Opening		2,604,906	6,665,615
Closing		(2,854,460)	(2,604,906)
		(249,554)	4,060,709
Cost of goods manufactured		85,541,259	81,976,624
Finished goods:			
Opening		886,529	736,965
Closing		(1,071,294)	(886,529)
		(184,765)	(149,564)
		85,356,494	81,827,060

28.1 These are net of duty draw back on export sales amounting to PKR 33.13 million (2025: PKR 38.119 million).

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
29. DISTRIBUTION COSTS			
Salaries and benefits		682,525	604,345
Logistics and other distribution related charges		4,372,239	4,104,919
Loading and others		2,822,198	3,366,184
Communication		7,162	8,258
Travelling and conveyance		32,599	29,983
Printing and stationery		3,216	1,668
Insurance		68,557	63,603
Rent, rates and taxes		55,056	50,357
Utilities		9,642	10,590
Vehicle running and maintenance		91,229	77,971
Repairs and maintenance		40,322	42,204
Fees, subscription and periodicals		14,308	14,681
Advertisement and sales promotion		123,986	40,095
Security services		8,914	9,189
Depreciation	5.2	362,883	338,110
Amortisation	6.2	4,788	3,138
Provision for doubtful debt	11.2	–	100,000
Others		288,290	107,520
		8,987,914	8,972,815
30. ADMINISTRATIVE EXPENSES			
Salaries and benefits		1,498,608	1,192,634
Communication		15,207	13,636
Travelling and conveyance		54,375	84,566
Insurance		39,322	74,536
Rent, rates and taxes		27,363	27,920
Vehicle running and maintenance		103,414	89,248
Aircraft running and maintenance		71,657	95,243
Printing and stationery		16,282	15,934
Fee and subscription	30.1	60,455	74,056
Security services		14,847	17,431
Legal and professional fee		103,632	114,118
Utilities		36,136	38,830
Repairs and maintenance		119,749	171,048
Advertisement		8,368	8,292
Auditor's remuneration	30.2	10,207	14,542
Depreciation	5.2	228,350	226,158
Amortisation	6.2	20,365	51,119
Training cost		68,449	25,559
Bank charges		35,443	42,271
Others		61,003	50,108
		2,593,232	2,427,249

30.1 This includes PKR 0.897 million (2025: PKR 0.747 million) relating to Shariah advisor.

	2026 (PKR in '000')	2025
30.2 Auditor's remuneration		
Statutory audit fee – standalone	3,946	3,587
Statutory audit fee – consolidation	1,046	847
Half yearly review fee	932	847
Fee for the review of compliance with the Code of Corporate Governance and Shariah Governance Regulations, 2023	489	445
Taxation services	–	3,105
Other services	988	3,582
	7,401	12,413
Out of pocket expenses and government levies	2,806	2,129
	10,207	14,542
Advisory engagement – note 30.2.1	16,670	32,121
Out of pocket expenses and government levies – note 30.2.1	2,596	4,951
	29,473	51,614

30.2.1 These represents engagement fee and related out of pocket expenses and government levies paid to A. F. Ferguson & Co., in connection with Company's business development activity classified in note 32.

	Note	2026 (PKR in '000')	2025
31. FINANCE COSTS			
Mark-up / interest on:			
Short-term finances		642,805	876,065
Long-term finances		287,799	449,982
Others		14,070	44,522
Unwinding of SIDC		44,408	–
		989,082	1,370,569
32. OTHER EXPENSES			
Workers' Profit Participation Fund	24.2	1,770,663	1,435,540
Workers' Welfare Fund		721,669	418,121
Donations and scholarships	32.1 & 32.2	1,081,426	982,534
Business development and technical fee		88,063	220,718
Provision for slow moving spares		2,017,556	–
		5,679,377	3,056,913

32.1 These include donations amounting to PKR 362 million (2025: PKR 362 million) to Aziz Tabba Foundation (ATF), a not-for-profit organization registered under section 42 of the Companies Ordinance, 1984 (now the Companies Act, 2017). Mr. Muhammad Sohail Tabba, Chairman of the Board of Directors of the Company, is the Director of ATF and Mr. Muhammad Ali Tabba, the Chief Executive of the Company, is the Director of ATF. Further, Mr. Muhammad Jawed Tabba and Mrs. Mariam Tabba Khan, the Directors of the Company, are also Directors of ATF.

ATF and Saylani Welfare International are the only donees where donation amount exceeds 10% of total donations.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

32.2 Includes charitable donations made to purify Shariah non-compliant element of the Company's income in accordance with the requirements of the Shariah Governance Regulations, 2023.

The movement of the charity account is as follows:

	Note	2026 (PKR in '000')	2025
Balance as of July 1, 2025 / 2024		–	–
Charity due		7,933	114,167
Less: Charity paid		7,933	114,167
Balance as at June 30		–	–
33. OTHER INCOME			
Income from non-financial assets			
Gain on disposal of property, plant and equipment		1,019,194	105,887
Gain from sale of electricity		74,532	14,600
Discounting impact on SIDC	24.5	1,076,288	–
Sale of scrap		304,827	421,243
		2,474,841	541,730
Income from financial assets			
Dividend from subsidiaries	33.1	15,788,474	12,088,517
Dividend from associate	33.1	61,137	611,365
Income from mutual funds and other investments		9,105,934	6,407,057
Exchange gain – net		324,302	540,389
Income from deposits with Islamic banks	33.2	222,707	276,863
		25,502,554	19,924,191
		27,977,395	20,465,921

33.1 Dividend income earned from the subsidiaries and associate has been purified by making charitable donations, as more fully explained in note 32.2 to these unconsolidated financial statements.

33.2 These represent profit earned from shariah compliant bank deposits and bank balances.

	Note	2026 (PKR in '000')	2025
34. LEVY AND TAXATION			
Levy	34.1	356,334	329,600
Taxation	34.2	13,912,612	13,901,297
Total levy and tax charged		14,268,946	14,230,897

34.1 This represents final taxes and minimum taxes paid under Income Tax Ordinance, 2001, representing levy in terms of requirements of IFRIC 21 and IAS 37.

	2026 (PKR in '000')	2025
34.2 Taxation		
– current tax	16,488,129	10,733,221
– prior year	(2,331,623)	–
– deferred tax	(243,894)	3,168,076
	13,912,612	13,901,297

34.3 Relationship between income tax expense and accounting profit:

	2026 (PKR in '000')	2025
Profit before income tax	60,541,979	46,993,459
Tax at the applicable tax rate of 29%	17,557,174	13,628,103
Tax effect under lower rate	(5,298,557)	(3,623,284)
Provision for super tax	4,826,399	3,362,660
Impact of change in tax ratio / rate	(797,326)	349,274
Prior year	(2,331,623)	–
Others	(43,455)	184,544
	13,912,612	13,901,297
Effective tax rate	23%	30%

35. BASIC AND DILUTED EARNINGS PER SHARE

Profit after taxation (PKR in thousands)	46,629,367	33,092,162
Weighted average number of ordinary shares (in thousands)	1,465,000	1,465,000
Basic and diluted earnings per share (PKR)	31.83	22.59

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
36. CASH GENERATED FROM OPERATIONS			
Profit before taxation		60,541,979	46,993,459
Adjustments for:			
Levy	34	356,334	329,600
Depreciation	5.2	7,507,213	6,876,823
Amortisation of intangible assets	6.2	32,253	60,909
Provision for obsolescence of spares		2,017,556	–
Net charge of provision for doubtful debts	11.2	–	100,000
Gain on disposal of property, plant and equipment	33	(1,019,194)	(105,887)
Income from deposits with Islamic banks	33	(222,707)	(276,863)
Dividend income from subsidiaries	33	(15,788,474)	(12,088,517)
Dividend income from associate	33	(61,137)	(611,365)
Dividend income from mutual funds	33	(9,105,934)	(6,407,057)
Provision for staff gratuity	23.1.6	999,989	784,520
Finance costs	31	944,674	1,370,569
Unwinding of SIDC	31	44,408	–
Discounting of SIDC	33	(1,076,288)	–
Profit before working capital changes		45,170,673	37,026,191
Decrease / (increase) in current assets			
Stores and spares		6,265,514	(5,303,309)
Stock-in-trade		(565,578)	3,730,849
Trade debts		(579,475)	479,285
Loans and advances		(508,107)	(553,846)
Deposits and prepayments		236,414	(198,349)
Other receivables		(860,653)	1,333,666
		3,988,115	(511,704)
Increase / (decrease) in current liabilities			
Trade and other payables		5,264,326	(2,705,706)
		54,423,114	33,808,781
36.1 CASH FLOWS FROM OPERATING ACTIVITIES			
(Direct method)			
Collections from customers		190,911,972	176,718,597
Receipts of other income		1,142,004	2,586,761
Payments to suppliers and service providers		(78,548,774)	(86,261,499)
Payments to employees		(6,884,189)	(6,846,728)
Payments relating to income taxes		(26,213,830)	(4,520,421)
Payments relating to post retirement benefits – net		(300,000)	(300,000)
Payment of mark-up		(982,871)	(1,527,888)
Payments relating to indirect taxes		(51,929,568)	(52,276,255)
Net cash generated from operating activities		27,194,744	27,572,567
36.2 CASH AND CASH EQUIVALENTS			
Cash and bank balances	17	1,530,592	2,790,323
Short term investments		90,413,333	61,298,052
		91,943,925	64,088,375

37. REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

Particulars	Chief Executive		Executives		Total	
	2026	2025	2026	2025	2026	2025
(PKR in '000')						
Managerial remuneration	108,000	90,000	3,478,263	2,895,392	3,586,263	2,985,392
Other benefits	-	-	-	-	-	-
Charge for defined benefit obligation	70,500	7,500	651,513	638,204	722,013	645,704
	178,500	97,500	4,129,776	3,533,596	4,308,276	3,631,096
Number of persons	1	1	1046	893	1047	894

37.1 In addition to the above, the Chief Executive, Directors and some Executives are provided with Company maintained cars and other benefits as per the Company policy.

37.2 No remuneration has been paid to non executive directors during the year except as disclosed in note 37.3 below.

37.3 An amount of PKR 10.5 million was paid to 7 non executive directors and PKR 1.125 million was paid to 1 executive director during the current year as the fee for attending board and its committees' meetings (2025: PKR 9.375 million was paid to 7 non executive directors and PKR 1 million was paid to 1 executive director).

38. RELATED PARTIES

38.1 Following are the related parties with whom the Company had entered into transactions during the year:

38.1.1	S. No.	Name of Related Parties	Relationship	Direct Shareholding % in the Company
	1	Lucky Core Industries Limited	Subsidiary	Nil
	2	Lucky Electric Power Company Limited	Subsidiary	Nil
	3	Lucky Holdings Limited	Subsidiary	Nil
	4	Lucky Motor Corporation Limited	Subsidiary	Nil
	5	LCL Investment Holding Limited	Subsidiary	Nil
	6	Lucky Energy (Private) Limited	Associated Company	3.92%
	7	Yunus Textile Mills Limited	Associated Company	7.89%
	8	Lucky Textile Mills Limited	Associated Company	Nil
	9	Gadoon Textile Mills Limited	Associated Company	Nil
	10	Lucky Knits (Private) Limited	Associated Company	Nil
	11	Lucky Foods (Private) Limited	Associated Company	Nil
	12	Lucky Commodities (Private) Limited	Associated Company	Nil
	13	Lucky Exim (Private) Limited	Associated Company	Nil
	14	Aziz Tabba Foundation	Associated Company	Nil
	15	Lucky Air (Private) Limited	Associated Company	Nil
	16	Energas Terminal (Private) Limited	Associated Company	Nil
	17	Energas Marketing (Private) Limited	Associated Company	Nil
	18	Nyumba Ya Akiba S.A.(Country of incorporation: Democratic Republic of Congo)	Associated Company	Nil
	19	YB Holdings (Private) Limited	Associated Company	Nil
	20	National Resources (Private) Limited	Associated Company	Nil
	21	Lucky Investments Limited	Associated Company	Nil
	22	Lucky Landmark (Private) Limited	Associated Company	Nil
	23	Yunus Energy Limited	Associated Company	Nil
	24	Grandcres Investment Limited	Associated Company	3.33%

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

38.1.1 Continued....

S. No.	Name of Related Parties	Relationship	Direct Shareholding % in the Company
25	Kenzo Holdings Limited (Country of incorporation: The Bahamas)	Associated Company	7.78%
26	YB Pakistan Limited	Associated Company	2.57%
27	Lucky Paragon Readymix Limited	Associated Company	Nil
28	Mr. M. Ali Tabba	Chief Executive Officer	2.96%
29	Mrs. Feroza Tabba	Spouse of director	0.22%
30	Mr. M. Sohail Tabba	Director	5.60%
31	Mrs. Saima Sohail	Spouse of director	2.07%
32	Mr. Jawed Yunus Tabba	Director	7.67%
33	Mr. Muhammad Hassan Tabba	Director	0.00%
34	Mrs. Mariam Tabba Khan	Director	1.59%
35	Mr. Ikram Hussain Khan	Spouse of director	0.01%
36	Mrs. Zulekha Tabba Maskatiya	Relative of director	1.59%
37	Mr. Khawaja Iqbal Hassan	Director	0.00%
38	Mr. Masood Karim Shaikh	Director	0.00%
39	Mr. Shabbir Hamza Khandwala	Director	0.00%
40	Mr. Syed Noman Hasan	Key management personnel	Nil
41	Mr. M. Atif Kaludi	Key management personnel	0.01%
42	Mr. Amin Ganny	Key management personnel	Nil
43	Mr. Ali Shahab	Key management personnel	0.00%
44	Mr. Ahmed Waseem Khan	Key management personnel	Nil
45	Mr. Muhammad Shabbir	Key management personnel	Nil
46	Mr. Mashkoor Ahmed	Key management personnel	Nil
47	Mr. Waqas Abrar Khan	Key management personnel	0.00%
48	Mr. Mian Yaseer Sulaiman	Key management personnel	Nil
49	Mr. Sajid Feroze	Key management personnel	Nil
50	Mr. Khusro Nadir Gilani	Key management personnel	Nil
51	Mr. Mazhar Hussain	Key management personnel	Nil
52	Mr. Adnan Naseem Qazi	Key management personnel	Nil
53	Mr. Sohail Abdul Aziz Khatri	Key management personnel	Nil
54	Lucky Cement Limited Employee's Gratuity Fund	Retirement benefit trust	Nil

38.2 BALANCES AND TRANSACTIONS WITH RELATED PARTIES

Related parties include subsidiaries, associated entities, directors, other key management personnel and close family members of directors and other key management personnel as disclosed in with note 38.1. Balances with related parties are disclosed in respective notes. Details of transactions with related parties during the year, other than those which have been disclosed elsewhere in these unconsolidated financial statements, are as follows:

	2026	2025
	(PKR in '000')	
Transactions with subsidiary companies		
Reimbursement of expenses to the Company	13,658	20,618
Reimbursement of expenses from the Company	2,411	169
Purchases	449,178	638,188
Sales	14,078	169,294
Consumables issued	179,625	—
Consumables received	179,625	—
Sale of stores and spare items	332	—
Services	1,834	1,108
Dividend received	15,788,474	12,088,517

	2026 (PKR in '000')	2025
Transaction with Directors and their close family members		
Dividends paid	2,164,300	1,965,188
Advance received against sale of fixed asset	300,000	–
Meeting fee	11,625	10,375
Sales	6,959	6,295
Acquisition of unquoted shares	3	–
Transactions with associated undertakings		
Sales	568,180	327,263
Purchases	2,733	53,479
Reimbursement of expenses to the Company	131,964	125,309
Reimbursement of expenses from the Company	67,337	68,435
Investment made during the period	716,669	483,333
Donation and charity	362,064	361,024
Dividends paid	1,949,902	1,113,520
Dividend income from associate	61,137	611,365
Investment in mutual funds	39,565,462	24,396,864
Redemption of investment in mutual funds	24,668,905	–
Profit on short term investments	3,562,660	–
Transactions with other key management personnel		
Salaries and benefits	588,336	518,557
Post employment benefits	156,923	91,462
Dividends paid	944	609
Sale of fixed assets	14,187	–
Others		
Payment made to retirement benefit fund	300,000	300,000

	2026 Metric Tons	2025
39.. PRODUCTION CAPACITY		
Production Capacity – (Cement)	15,600,000	15,300,000
Production Capacity – (Clinker)	14,820,000	14,535,000
Actual Production Cement	7,755,390	7,162,977
Actual Production Clinker	8,758,805	7,876,402

39.1 The utilisation rates for cement and clinker production capacities stand at 49.71% and 59.1% respectively of the total installed capacities. The production was sufficient to meet the demand.

40. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Company is exposed to market risk (including return rate risk, currency risk and other price risk), credit risk and liquidity risk. The Company's finance and treasury departments oversee the management of these risks. The Company's financial risk-taking activities are governed by appropriate policies and procedures and financial risks are identified, measured and managed in accordance with the Company's policies and risk appetite. No changes were made in the objectives, policies or processes and assumptions during the year ended June 30, 2026. The policies for managing each of these risk are summarised below:

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

40.1 Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprise three types of risk: return rate risk, currency risk and other price risk.

40.1.1 Return rate risk

Return rate risk is the risk that the fair value or future cash flows of the financial instruments will fluctuate because of changes in market return rates. As of the reporting date the Company held long term loans amounting to PKR 10,187.31 million at fixed rates which are not materially exposed to significant return rate risk.

40.1.2 Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates and arises where transactions are conducted in foreign currency. Approximately 17.74% (2025: 18.82%) of the Company's sales are denominated in currencies other than Pakistan Rupee.

As at June 30, 2026, if Pakistan Rupee appreciated / depreciated by 1% against US Dollar and British Pound, with all other variables held constant, the Company's profit before tax would have been PKR 28.6 million (2025: PKR 33.337 million) higher / lower as a result of exchange gain / loss on translation of foreign currency denominated financial instruments.

40.1.3 Other price risk

Other price risk is the risk that the fair value of future cash flows of the financial instruments will fluctuate because of changes in market prices. As at the reporting date, the Company is not exposed to significant other price risk.

40.2 Credit risk

Credit risk represents the accounting loss that would be recognised at the reporting date if counter parties fail to perform as contracted. The Company manages credit risk by limiting significant exposure to any individual customers by obtaining advance against sales. As of the reporting date, the Company is exposed to credit risk on the following assets:

	Note	2026 (PKR in '000')	2025
Particulars			
At amortised cost			
Trade debts	11	6,932,669	6,353,194
Loans	8 & 12	283,645	243,450
Trade deposits	13	13,950	23,604
Other receivables	14	3,802,044	2,923,842
Bank balances	17	1,514,217	2,780,161
		12,546,525	12,324,251
At fair value through profit or loss			
Short term investments – units of mutual funds	16	94,844,435	61,298,052

Credit quality of financial assets

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit rating agencies or the historical information about counter party default rates as shown below:

	2026 (PKR in '000')	2025
Trade debts		
Neither past due nor impaired	6,932,669	6,353,194
Past due but not impaired	–	–
Total	6,932,669	6,353,194

A default on a financial asset is when the counterparty fails to make contractual payments within 360 days of when they fall due. Trade debts are generally due within 15 to 90 days.

	2026 (PKR in '000')	2025
Bank balances		
A1+	1,514,094	2,779,929
A1	123	232
	1,514,217	2,780,161

Short-term investments amounting to PKR 94,844.435 million (2025: PKR 61,298.052 million) are held in mutual funds rated not below AA.

Other receivables include PKR 974.971 million (2025: PKR 974.97 million) due from HESCO, a government organisation and PKR 1,920.239 million (2025: PKR 1,809.5 million) due from LCLIHL, a related party. Accordingly, financial assets other than amount due from HESCO, LCLIHL, trade debts and bank balances are not exposed to any material credit risk.

40.3 Liquidity risk

Liquidity risk reflects the Company's inability in raising funds to meet commitments. Management closely monitors the Company's liquidity and cash flow position. As of the reporting date, the Company has unavailed credit facilities aggregating PKR 41,609 million (2025: PKR 41,609 million) out of the total facilities of PKR 81,363 million (2025: PKR 78,431 million), which are secured by hypothecation on certain assets of the Company. Further, due to the financial strength of the Group, the related obligations shall be settled as they mature and therefore the guarantees issued by the Company on behalf of subsidiary company (note 26.5) are not expected to be called.

The table below summarises the maturity profile of the Company's financial liabilities based on contractual undiscounted payments:

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

	Within one year	1 to 10 years (PKR in '000')	Total
June 30, 2026			
Long-term deposits	–	125,530	125,530
Trade and other payables	13,299,942	–	13,299,942
Long term loans	2,048,639	8,849,811	10,898,450
Short term borrowings	9,610,000	–	9,610,000
Accrued markup	191,827	–	191,827
Unclaimed dividend	74,087	–	74,087
	25,224,495	8,975,341	34,199,836
June 30, 2025			
Long-term deposits	–	114,200	114,200
Trade and other payables	11,513,249	–	11,513,249
Long term loans	2,035,154	11,460,018	13,495,172
Short term borrowings	6,485,000	–	6,485,000
Accrued markup	185,616	–	185,616
Unclaimed dividend	65,745	–	65,745
	20,284,764	11,574,218	31,858,982

Fair values of financial instruments

Fair value is the amount 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. Investment in subsidiary companies and associates are carried at cost. The carrying values of all other financial assets and liabilities reflected in these unconsolidated financial statements approximate their fair values.

Fair value hierarchy

The table below analyses financial instruments carried at fair value by valuation method. The different levels have been defined as follows:

- quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1);
- inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly (level 2); and
- inputs for the asset or liability that are not based on observable market data (level 3).

	Level 1	Level 2 (PKR in '000')	Level 3	Total
Assets				
Financial assets – Fair value through profit or loss –				
Short term investments – units of mutual funds	–	94,844,435	–	94,844,435

There were no transfers amongst levels during the year.

41. SHARIAH DISCLOSURE UNDER CLAUSE VII OF PART I OF SCHEDULE IV OF THE COMPANIES ACT, 2017

	Note	2026 (PKR in '000')	2025
Disclosures required in relation to the Statement of Financial Position – Liability Side			
Financing (long-term, short-term, or lease financing) obtained as per Islamic mode		15,389,957	13,758,159
Interest or mark-up accrued on any conventional loan or advance		21,735	33,775
Disclosures required in relation to the Statement of Financial Position – Asset Side			
Long-term and short-term Shariah compliant investments		151,827,555	113,700,672
Shariah-compliant bank deposits, bank balances, and TDRs	17	1,514,217	2,780,161
Disclosures required in relation to the Statement of Profit or Loss			
Revenue earned from Shariah-compliant business segments		136,527,017	124,511,744
Break-up of late payment or liquidated damages		–	–
Gain or loss or dividend earned on Shariah compliant investments or share of profit from Shariah-compliant associates		24,894,408	18,495,574
Profit earned from Shariah-compliant bank deposits, bank balances, or TDRs	33	222,707	276,863
Exchange gain earned from actual currency	33	324,302	540,389
Profit paid on Islamic mode of financing		865,120	1,087,410
Breakup of other income into Shariah-compliant and non-compliant			
Shariah compliant income			
Gain on disposal of operating fixed assets	33	1,019,194	105,887
Sale of Scrap	33	304,827	421,243
Gain from sale of electricity	33	74,532	14,600
Discounting impact on SIDC		1,076,288	–
Non-shariah compliant income			
Dividend from associate	33	61,137	611,365

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2026

Other Disclosures

Relationship with Shariah-compliant financial institution	Relationship
Al Meezan Investment Management Limited	Investment
Bank Islami Pakistan Limited	Bank Balances
Dubai Islamic Bank Pakistan Limited	Bank Balances
Faysal Asset Management Limited	Investment
Faysal Bank Limited	Bank Balances and Long-term financing
Lucky Investments Limited	Investment
MCB Islamic Bank Limited	Bank Balances and Long-term financing
Meezan Bank Limited	Bank Balances and Long-term financing and Short term borrowings
EFU General Insurance Window Takaful Operations	Takaful Operator
Jubilee Life Insurance Window Takaful Operations	Takaful Operator

42. CAPITAL RISK MANAGEMENT

The primary objective of the Company's capital management is to maintain capital ratios, strong credit rating and optimal capital structures in order to ensure ample availability of finance for its existing and potential investment projects, to maximise shareholder value and reduce the cost of capital.

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

Certain loan facilities of the Company require compliance with loan covenants (common being current ratio of 1:1, gearing ratio of 1.2, and debt service coverage ratio of 1x) during the respective tenures of the facilities. Breach of covenants may require the Company to repay the loan earlier than agreed upon repayment dates in case upon intimation of the lender the default is not rectified. The Company monitors the compliance with covenants on a regular basis. There are no indications that the Company would have difficulties complying with these covenants.

43. NUMBER OF EMPLOYEES

The total number of persons employed as on the reporting date and the average number of employees during the year are as follows:

	2026	2025
Number of employees as at June 30	2,811	2,746
Average number of employees during the year	2,779	2,713

44. SUBSEQUENT EVENT

44.1 The Board of Directors in its meeting held on August 7, 2026 has recommended a final dividend of PKR 5/- per share for the year ended June 30, 2026. These unconsolidated financial statements do not reflect the effect of dividend payable.

45. GENERAL

45.1 Figures have been rounded off to the nearest thousand PKR, unless otherwise stated.

45.2 Certain prior year figures have been reclassified for better presentation. However, there are no material reclassifications to report.

46. DATE OF AUTHORISATION FOR ISSUE

These unconsolidated financial statements were authorised for issue on August 7, 2026 by the Board of Directors of the Company.



Muhammad Sohail Tabbha
Chairman / Director



Muhammad Ali Tabbha
Chief Executive Officer



Atif Kaludi
Chief Financial Officer





FINANCIAL STATEMENTS

For the year ended June 30, 2026

Consolidated

Independent Auditor's Report to the Members of Lucky Cement Limited

Opinion

We have audited the annexed consolidated financial statements of Lucky Cement Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at June 30, 2026, and the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity, the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information and other explanatory information.

In our opinion, consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at June 30, 2026, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with the accounting and reporting standards as applicable in Pakistan.

Basis for Opinion

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

Key Audit Matters

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

A.F. FERGUSON & CO., Chartered Accountants, a member firm of the PwC network
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>

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Following are the Key audit matters:

S. No.	Key audit matters	How the matter was addressed in our audit
(i)	Revenue Recognition (refer notes 4.13 and 29.1 to the annexed consolidated financial statements) Revenue from sale of goods is recognised when performance obligation is satisfied by transferring control of promised goods to the customers. Further, capacity and energy revenue of power generation segment is recognised based on the rates determined under the mechanism laid down in the Power Purchase Agreement and are subject to determination by the National Electric Power Regulatory Authority. We considered revenue recognition as a key audit matter as it is an area of significant audit risk as part of the audit process.	Our audit procedures, amongst others, included the following: - Understood and evaluated the accounting policy. - Tested revenue transactions on a sample basis with underlying documentation including dispatch documents and sales invoices. - Tested on a 'sample basis', specific revenue transactions recorded before and after the reporting date with underlying documentation to assess whether revenue was recognised in the correct period. - For revenue related to power generation segment, assessed the assumptions used to calculate the capacity and energy revenue.
(ii)	Stock in trade and stores and spares (refer notes 3.4, 4.5, 4.6, 10 and 11 to the annexed consolidated financial statements) The Group's certain inventory items relating to cement and power generation segments, work-in-progress and stores and spares were stored in purpose-built sheds, stockpiles and silos. As the weighing of these items was not practicable, the management assessed the reasonableness of the quantities on hand by obtaining measurements of these items and converting these measurements into unit of volume by using angle of repose and bulk density values. The Group also engaged external surveyors in the inventory count process. As the determination of inventory quantities in hand, by measuring the volume and density of these items as at the reporting date, involved significant estimates, this has been considered as a key audit matter.	Our audit procedures to assess the existence of inventory included the following: - Obtained an understanding of the measurement process and procedures with respect to the specific items of the stock-in-trade and stores and spares stored in the form of stockpiles. - Attended physical inventory count performed by the Group and assessed the reasonableness of the management's process of measurement of stockpiles and the determination of volume using angle of repose and bulk density values. - Obtained and reviewed the inventory count reports of the management's external surveyors.

Information Other than the Consolidated and Unconsolidated 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 consolidated and unconsolidated 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 Board of Directors for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the accounting and reporting standards as applicable in Pakistan and the requirements of Companies Act, 2017 (XIX of 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 consequence of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Osama Moon.



A. F. Ferguson & Co
Chartered Accountants
Karachi

Date: September 3, 2026

UDIN: AR202610056XIGvEA5S9

Consolidated Statement of Financial Position

as at June 30, 2026

	Note	2026 (PKR in '000')	2025
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment	5	304,895,116	305,126,058
Intangible assets	6	8,135,065	8,112,396
Right-of-use assets	7	247,418	368,211
		313,277,599	313,606,665
Long-term investments	8	104,252,103	92,217,941
Long-term loans, advances and deposits	9	2,172,351	1,683,076
Long-term trade debts	12	2,856,623	1,085,658
		422,558,676	408,593,340
CURRENT ASSETS			
Stores, spares and consumables	10	21,589,491	29,585,458
Stock-in-trade	11	67,184,154	61,689,309
Trade debts and contract assets	12	64,538,637	61,738,176
Loans and advances	13	3,450,253	3,703,846
Deposits and prepayments	14	7,896,797	7,047,694
Other receivables	15	24,189,599	14,552,293
Tax refunds due from the Government	16	538,812	538,812
Short-term investments	17	173,100,462	80,091,215
Cash and bank balances	18	8,860,131	61,685,366
		371,348,336	320,632,169
TOTAL ASSETS		793,907,012	729,225,509
EQUITY AND LIABILITIES			
SHARE CAPITAL AND RESERVES			
Share capital	19	2,930,000	2,930,000
Reserves	20	425,587,675	344,371,028
Attributable to the owners of the Holding Company		428,517,675	347,301,028
Non-controlling interest		45,387,171	40,740,410
Total equity		473,904,846	388,041,438
NON-CURRENT LIABILITIES			
Long-term deposits and other liabilities	21	9,882,222	8,623,090
Long-term financing	22	102,604,603	117,625,786
Lease liabilities	7	218,847	307,146
Deferred government grant	23	1,947,945	2,648,059
Deferred liabilities			
– Staff Gratuity		6,045,769	5,231,248
– Deferred tax liability		29,333,511	29,111,190
	24	35,379,280	34,342,438
		150,032,897	163,546,519
CURRENT LIABILITIES			
Trade and other payables	25	71,909,191	80,989,867
Current portion of long-term financing	22	15,386,443	13,181,508
Taxation – net		12,798,649	25,270,032
Accrued return		3,037,193	3,260,774
Short-term borrowings	26	66,680,694	54,787,977
Current portion of lease liabilities	7	83,012	81,649
Unclaimed dividend		74,087	65,745
		169,969,269	177,637,552
		320,002,166	341,184,071
TOTAL EQUITY AND LIABILITIES		793,907,012	729,225,509

CONTINGENCIES AND COMMITMENTS

27

The annexed notes from 1 to 49 form an integral part of these consolidated financial statements.



Muhammad Sohail Tabba
Chairman / Director



Muhammad Ali Tabba
Chief Executive Officer



Atif Kaludi
Chief Financial Officer

Consolidated Statement of Profit or Loss

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
Gross Revenue	29.1	645,928,328	563,634,453
Less: Sales tax and federal excise duty		108,649,503	94,691,953
Rebates and incentives		20,920,014	14,882,534
		129,569,517	109,574,487
Net revenue		516,358,811	454,059,966
Cost of sales	29.2	(385,053,784)	(326,892,051)
Gross Profit		131,305,027	127,167,915
Distribution costs	31	(16,941,060)	(17,254,021)
Administrative expenses	32	(8,583,980)	(7,559,413)
Finance costs	33	(18,942,526)	(25,498,349)
Other expenses	34	(8,006,359)	(4,728,985)
Gain on bargain purchase		–	292,555
Other income	35	20,972,833	15,890,653
		99,803,935	88,310,355
Share of profit – joint ventures and associates	8.10	16,753,167	17,779,995
Profit before taxation and levy		116,557,102	106,090,350
Levy	36	(366,859)	(343,784)
Profit before taxation		116,190,243	105,746,566
Taxation	36	(19,734,002)	(21,248,189)
Profit after taxation		96,456,241	84,498,377
Attributable to:			
Owners of the Holding Company		89,042,169	76,956,147
Non-controlling interest		7,414,072	7,542,230
		96,456,241	84,498,377
(PKR)			
Earnings per share – basic and diluted	37	60.78	52.53

The annexed notes from 1 to 49 form an integral part of these consolidated financial statements.



Muhammad Sohail Tabba
Chairman / Director



Muhammad Ali Tabba
Chief Executive Officer



Atif Kaludi
Chief Financial Officer

Consolidated Statement of Comprehensive Income

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
Profit after taxation		96,456,241	84,498,377
Other comprehensive (loss) / income:			
Items that may be reclassified subsequently to profit or loss			
Share of other comprehensive income of associate		3,719	2,063
Deferred tax thereon		(661)	(387)
		3,058	1,676
Items that will not be reclassified subsequently to profit or loss			
Foreign exchange differences on translation of foreign operations		(1,896,619)	1,689,986
Remeasurement loss of post retirement benefit obligation		(107,039)	(1,009,126)
Deferred tax thereon		20,498	388,167
		(86,541)	(620,959)
Gain on equity instrument at fair value through other comprehensive income		–	27,678
Deferred tax thereon		–	(3,460)
		–	24,218
		(1,983,160)	1,093,245
Total comprehensive income for the year		94,476,139	85,593,298
Attributable to:			
Owners of the Holding Company		87,076,647	78,070,508
Non-controlling interest		7,399,492	7,522,790
		94,476,139	85,593,298

The annexed notes from 1 to 49 form an integral part of these consolidated financial statements.



Muhammad Sohail Tabba
Chairman / Director



Muhammad Ali Tabba
Chief Executive Officer



Atif Kaludi
Chief Financial Officer

Consolidated Statement of Cash Flows

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	38	100,159,109	134,368,976
Finance cost paid		(18,890,925)	(26,343,120)
Taxes and levy paid		(32,330,086)	(11,768,602)
Income from deposits and others		2,919,524	2,195,461
Staff retirement benefits paid		(609,645)	(418,970)
Increase in long term trade debt		(1,808,946)	(674,046)
Long term deposits – net		5,880,799	(1,238,904)
Increase in long-term loans, advances and deposits		(489,275)	(617,485)
Net cash generated from operating activities		54,830,555	95,503,310
CASH FLOWS FROM INVESTING ACTIVITIES			
Fixed capital expenditure		(21,377,235)	(20,981,028)
Dividends and other income from equity accounted investments		4,228,818	5,093,092
Income received on short-term investments		11,028,227	8,735,075
Investment made during the year – net		(5,167,161)	–
Payment for acquisition of business		–	(5,000,000)
Investment in associates		(726,230)	–
Proceeds on disposal of property, plant and equipment and intangibles		1,674,114	488,353
Net cash used in investing activities		(10,339,467)	(11,664,508)
CASH FLOWS FROM FINANCING ACTIVITIES			
Long-term financing repaid		(11,946,295)	(5,692,564)
Dividend paid to owners of the Holding Company		(5,851,658)	(4,388,403)
Dividend paid to non-controlling interest		(2,752,731)	(3,788,308)
Short-term borrowings – net		11,892,717	(5,873,868)
Payment against lease liability		(139,787)	(184,529)
Net cash used in financing activities		(8,797,754)	(19,927,672)
Net increase in cash and cash equivalents		35,693,334	63,911,130
Cash and cash equivalents at the beginning of the year		141,776,581	77,623,341
Effect of foreign currency translation on cash and cash equivalents		(676,483)	242,110
Cash and cash equivalents at the end of the year	38.1	176,793,432	141,776,581

The annexed notes from 1 to 49 form an integral part of these consolidated financial statements.



Muhammad Sohail Tabba
Chairman / Director



Muhammad Ali Tabba
Chief Executive Officer



Atif Kaludi
Chief Financial Officer

Consolidated Statement of Changes in Equity

For the year ended June 30, 2026

	Attributable to the owners of the Holding Company									Non-controlling interest	Total equity	
	Issued, subscribed and paid-up share capital	Capital reserves						Revenue reserve	Total reserves			
		Share premium	Capital re-purchase reserve account	Foreign currency translation reserve	Capacity expansions capital reserve	Long-term investments capital reserve	Capital redemption reserve	Unappropriated profit				
(PKR in '000')												
Balance as at 1st July 2024	2,930,000	7,343,422	303,750	20,456,415	40,000,000	40,000,000	23,691,206	138,900,727	270,695,520	37,005,928	310,631,448	
Transactions with owners												
Final cash dividend for year ended												
June 30, 2024	-	-	-	-	-	-	-	(4,395,000)	(4,395,000)	-	(4,395,000)	
Dividends paid to non-controlling interests	-	-	-	-	-	-	-	-	-	(3,881,308)	(3,881,308)	
Addition of non-controlling interest	-	-	-	-	-	-	-	-	-	93,000	93,000	
Total comprehensive income												
Profit after taxation	-	-	-	-	-	-	-	76,956,147	76,956,147	7,542,230	84,498,377	
Other comprehensive income	-	-	-	1,689,986	-	-	-	(575,625)	1,114,361	(19,440)	1,094,921	
Total comprehensive income for the year	-	-	-	1,689,986	-	-	-	76,380,522	78,070,508	7,522,790	85,593,298	
Balance as at June 30, 2025	2,930,000	7,343,422	303,750	22,146,401	40,000,000	40,000,000	23,691,206	210,886,249	344,371,028	40,740,410	388,041,438	
Transactions with owners												
Final cash dividend for year ended												
June 30, 2025	-	-	-	-	-	-	-	(5,860,000)	(5,860,000)	-	(5,860,000)	
Dividends paid to non-controlling interest	-	-	-	-	-	-	-	-	-	(2,752,731)	(2,752,731)	
Total comprehensive income												
Profit after taxation	-	-	-	-	-	-	-	89,042,169	89,042,169	7,414,072	96,456,241	
Other comprehensive loss	-	-	-	(1,896,619)	-	-	-	(68,903)	(1,965,522)	(14,580)	(1,980,102)	
Total comprehensive income for the year	-	-	-	(1,896,619)	-	-	-	88,973,266	87,076,647	7,399,492	94,476,139	
Balance as at June 30, 2026	2,930,000	7,343,422	303,750	20,249,782	40,000,000	40,000,000	23,691,206	293,999,515	425,587,675	45,387,171	473,904,846	

The annexed notes from 1 to 49 form an integral part of these consolidated financial statements.



Muhammad Sohail Tabba
Chairman / Director



Muhammad Ali Tabba
Chief Executive Officer



Atif Kaludi
Chief Financial Officer

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

1. THE GROUP AND ITS OPERATIONS

The Group consists of Lucky Cement Limited (the Holding Company / LCL) and its subsidiary companies namely LCL Investment Holdings Limited (LCLIHL), Lucky Holdings Limited (LHL), Lucky Electric Power Company Limited (LEPCL), Lucky Core Industries Limited (LCI) and Lucky Motor Corporation Limited (LMC). Brief profiles of the Holding Company and its subsidiaries are as follows:

1.1 Lucky Cement Limited

The Holding Company was incorporated in Pakistan on September 18, 1993 under the Companies Ordinance, 1984 (now the Companies Act, 2017) (the Act) and is listed on the Pakistan Stock Exchange. The principal activity of the Holding Company is manufacturing and marketing of cement.

Yunus Energy Limited (YEL) is an associate of the Holding Company which is engaged in the generation of electricity and supply of electric power to national grid.

National Resources (Private) Limited (NRL) is an associate of the Holding Company which is engaged in the business of exploring, operating and working on mines, quarries and other related activities in the province of Balochistan.

1.2 LCL Investment Holdings Limited

The Holding Company has made an investment in LCL Investment Holdings Limited (LCLIHL), incorporated in Mauritius and redomiciled in Dubai – United Arab Emirates where LCLIHL has been continued as an offshore Company in Jebel Ali Free Zone Authority with effect from March 30, 2022. The principal activity of LCLIHL is investment holding.

LCLIHL has entered into the following joint venture agreements with:

- 1) Al Shumookh group to form Lucky Al Shumookh Holdings Limited (LASHL) for operating a cement grinding unit in Basra, Iraq;
- 2) Al Shumookh group to form Al Shumookh Lucky Investments Limited (ASLIL) for operating a fully integrated cement manufacturing unit in Samawah, Iraq;
- 3) Rawsons Investments Limited for establishing Lucky Rawji Holdings Limited (LRHL), for operating a fully integrated cement manufacturing unit in the Democratic Republic of Congo;
- 4) Rawji Properties Limited to incorporate LR International General Trading FZCO (LRIGT);
- 5) Lucky Al Shumookh Rawji FZCO is a joint venture among the Company, GR Diversified Holdings LTD and Premium Trading Company Limited. Lucky Al Shumookh Rawji FZCO was incorporated as an onshore company with limited liability in Emirate of Ajman, United Arab Emirates on April 3, 2026; and
- 6) TalentTech Global is a joint venture between the Company and GR Diversified Holdings LTD. TalentTech Global was incorporated as an offshore company with limited liability in Mauritius on March 16, 2026.

LCLIHL holds 50% ownership interest in these joint ventures, except for Lucky Al Shumookh Rawji FZCO in which LCLIHL holds 34% ownership interest.

LCLIHL has also made investment in its subsidiary, Lucky Consultancy and Investments Limited. The subsidiary was incorporated on August 26, 2024 in British Virgin Islands. The principal activity of the subsidiary is the provision of consultancy, advisory, marketing, and investment management services. LCLIHL holds 100% of the share capital of Lucky Consultancy and Investments Limited.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

Summit Enterprise Solutions Limited is a joint venture between Lucky Consultancy and Investments Limited and GR Diversified Holdings Limited which was incorporated with limited liability under the laws of British Virgin Islands. LCLHL holds 50% ownership interest in Summit Enterprise Solutions Limited.

The Holding Company holds 100% shares of LCLHL as at June 30, 2026 (2025: 100% holding).

1.3 Lucky Holdings Limited

Lucky Holdings Limited (LHL) was incorporated in Pakistan on September 6, 2012 as a public unlisted company under the Act. LHL is a subsidiary of the Holding Company and its main source of earnings is investment income.

The Holding Company holds 75% shares of LHL as at June 30, 2026 (2025: 75% holding).

1.4 Lucky Electric Power Company Limited

Lucky Electric Power Company Limited (LEPCL) was incorporated in Pakistan, on June 13, 2014, as a public unlisted company under the Act. The principal business of LEPCL is to own and operate a coal fired 660 megawatt (MW) (gross) power project at Port Qasim, Karachi (the 'Project').

The Holding Company holds 100% shares of LEPCL as at June 30, 2026 (2025: 100% holding).

1.5 Lucky Core Industries Limited

Lucky Core Industries Limited (LCI) was incorporated in Pakistan under the Act and is listed on Pakistan Stock Exchange Limited. LCI 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 Holding Company holds 55% shares of LCI as at June 30, 2026 (2025: 55% holding).

Lucky Core Industries Limited (LCI) has subdivided (stock split) its ordinary shares during the year, changing the face value from PKR 10 to PKR 2 per share. The subdivision was approved by the shareholders at the Extraordinary General Meeting held on June 20, 2025, and the remaining regulatory and procedural formalities were completed on July 19, 2025. Consequently, the Holding Company's shareholding in LCI increased from 50,798,000 ordinary shares to 253,990,000 ordinary shares, with no alteration to share rights.

Details of LCI's subsidiary companies and an associate are as follows:

1) Lucky Core PowerGen Limited

Lucky Core PowerGen Limited (LCI PowerGen) is incorporated in Pakistan as an unlisted public company and is a wholly owned subsidiary of LCI. LCI PowerGen is engaged in generating, selling and supplying electricity to LCI and an associate.

2) Lucky Core Ventures (Private) Limited

Lucky Core Ventures (Private) Limited (LCV) was incorporated in Pakistan on March 9, 2023 as a private limited company and is a wholly owned subsidiary of LCI. The principal line of business of LCV 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 LCI.

3) Lucky TG (Private) Limited

Lucky TG (Private) Limited (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. LCI owns 51% shareholding in Lucky TG.

4) NutriCo Morinaga (Private) Limited

NutriCo Morinaga (Private) Limited ("NutriCo Morinaga") is an associate of LCI which is involved in the manufacturing of infant and grown up formula.

1.6 Lucky Motor Corporation Limited

Lucky Motor Corporation Limited (LMC) was incorporated in Pakistan as a public unlisted company in December 2016 under the Act. LMC is engaged in assembly, marketing, distribution and sale of various types of Kia, Stellantis N.V. branded parts, accessories and related services. LMC has entered into an agreement with Samsung Gulf Electronic Co. FZE for producing Samsung branded mobile devices in Pakistan.

The Holding Company holds 71.14% shares of LMC as at June 30, 2026 (2025: 71.14% holding).

During the year, LMC entered into an agreement with GAC MOTOR International Limited (a manufacturer of battery energy vehicles) to import its products (i.e. Vehicles and its Spare Parts) for distribution and sales.

Motrex Company Limited (a Korean company) established a joint venture namely Lucky Motrex (Private) Limited. LMC has a controlling interest in the joint venture by virtue of 70% shareholding in the joint venture. The principal business of the subsidiary is to engage in the business of manufacture and sale of automotive parts.

1.7 Geographical Location of The Holding Company and Its Subsidiary Companies

The geographical location, regional offices and addresses of major business units including plants of the Group are as under:

Business Units of the Group	Geographical Locations
Registered Office	
LCL and LHL	Pezu, District Lakki Marwat in Khyber Pakhtunkhwa
LMC	Plots # LE-144-145, 154-167, 171-172, 174-175, PP 31, 48, 65, PP-83-89 Survey No. NC 98, National industrial Park, Bin Qasim Town, Karachi
LEPCL	6-A, Muhammad Ali Housing Society, A.Aziz Hashim Tabba Street, Karachi
LCLIHL	Central Park Tower, Dubai International Finance Centre, Jebel Ali Free Zone Authority, Dubai, UAE
LCI	5 West Wharf Road, Karachi
Corporate / Head Offices	
LCL and LHL	6-A, Muhammad Ali Housing Society, A.Aziz Hashim Tabba Street, Karachi
LEPCL	8th Floor, Al Tijarah Centre, 32-1-A, Block 6, PECHS, Main Shahra e Faisal, Karachi

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

Business Units of the Group	Geographical Locations
Production / Manufacturing / Power Plants	
LCL	Pezu, District Lakki Marwat in Khyber Pakhtunkhwa and the other at Main Super Highway in Karachi, Sindh
LCI	S-33, Hawksbay Road, S.I.T.E. B-2, S.I.T.E. 30-Km, Sheikhpura Road LCI Soda Ash, Tehsil Pind, Dadan Khan, District Jhelum, Plot No.32/2A Phase III, Industrial Estate Hattar, District Haripur
LEPCL	Deh Ghangiaro, Taluka Ibrahim Hyderi, District Malir, Karachi
LMC	Plots # LE-144-145, 154-167, 171-172, 174-175, PP 31, 48, 65, PP-83-89 Survey No. NC 98, National industrial Park, Bin Qasim Town, Karachi
Regional / Liaison Offices	
LCL	Islamabad, Quetta, Multan, Faisalabad, Lahore and Peshawar
LCI	Lahore, Islamabad and Jhelum

2. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS

2.1 Statement of compliance

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

- IFRS Accounting Standards issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017 (the Act); and
- Provisions of, directives and notifications issued under the Act.

Where provisions of, directives and notifications issued under the Act differ from the IFRS Accounting Standards, the provisions of, directives and notifications issued under the Act have been followed.

2.2 Accounting convention

These consolidated financial statements have been prepared under the historical cost convention except otherwise stated.

2.3 Change in accounting standards, interpretations and amendments to accounting and reporting standards

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

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

2.3.2 New standards and amendments to accounting and reporting standards that are not yet effective and not early adopted by the Group

There are certain new standards, amendments and interpretations that will be applicable to the Group for its annual periods beginning on or after July 1, 2026. The new standards include IFRS 18 Presentation and Disclosure in Financial Statements and IFRS 19 Subsidiaries without Public Accountability: Disclosures both with applicability date of July 1, 2027. The overall amendments include those made to IFRS 7 and IFRS 9 which clarify the date of recognition and derecognition of a financial asset or financial liability which are applicable effective July 1, 2026. The Group's management at present is in the process of assessing the full impacts of these new standards and the amendments to IFRS 7 and IFRS 9 and is expecting to complete the assessment in due course.

2.3.3 Waiver from application of standards and interpretations

The SECP vide SRO 986(I)/2019 dated September 2, 2019 partially modified its previously issued SRO 24(I)/2012 dated January 16, 2012 and granted exemption to all companies that have executed their power purchase agreements before January 1, 2019 from requirements of the following:

- IFRS 16 'Leases' to the extent of the power purchase agreements;
- IAS 21 'The Effects of Changes in Foreign Exchange Rates' to the extent of capitalisation of exchange differences;
- Application of IFRIC 12 'Service Concession Agreement'; and
- In case of capitalisation of exchange differences, recognition of embedded derivative under IFRS 9 'Financial Instruments' shall not be permitted.

Accordingly, Group / LEPCL has applied the requirements of IAS – 39 "Financial Instruments: Recognition and Measurement" in these consolidated financial statements with respect to calculation of impairment loss in respect of the aforementioned financial assets.

2.4 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."

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

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 of during the year are included in the 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 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 the 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 carrying value of investments held by the Holding Company is eliminated against the subsidiary companies' shareholders' equity in these consolidated financial statements.

Subsidiaries have same reporting period as that of the Holding Group. 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, 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.

2.5 Business 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 consolidated statement of profit or loss. The Group has elected to measure the non-controlling interests in the acquiree at fair value at acquisition.

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.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of these consolidated financial statements in conformity with accounting and reporting standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Group's accounting policies. Estimates and judgments are continually evaluated and are based on historic experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Revision to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected. In the process of applying the Group's accounting policies, management has made the following estimates and judgments which are significant to these consolidated financial statements:

3.1 Property, plant and equipment and intangible assets

Estimates with respect to residual value, method of depreciation / amortisation and rates of property, plant and equipment and intangible assets are disclosed in notes 4.1, 5.1 and 6 to these consolidated financial statements. Further, the Group reviews the carrying value of assets for impairment, if any, on each reporting date.

3.2 Income tax

In making the estimates for income tax, the management considers current income tax law and the decisions of Appellate authorities on certain cases issued in the past. These estimates also include impacts of the decisions of appellate authorities about the benefits that become recoupable upon any change in tax structure of the Group.

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 considers 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.

3.3 Staff retirement benefits

Certain actuarial assumptions have been adopted as disclosed in note 24 to these consolidated financial statements for valuation of present value of defined benefit obligations and fair value of plan assets. Any changes in these assumptions in future years might affect gains and losses in those years.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

3.4 Stores and spares and stock-in-trade

The Group has made estimation with respect to provision for slow moving, damaged and obsolete items and the net realisable value as disclosed in notes 4.5 and 4.6 to these consolidated financial statements.

Further, the Group's certain inventory items relating to cement and power generation work-in-process and stores and spares are stored in purpose-built sheds, stockpiles and silos. As the weighing of these inventory items is not practicable, the management assesses the reasonableness of the on-hand inventory by obtaining measurement of these items and converting these measurements into unit of volume by using angle of repose and bulk density values. In making this estimate the Group involves external surveyors for determining the inventory existence.

3.5 Contingencies

The assessment of the contingencies inherently involves the exercise of significant judgment as the outcome of the future events cannot be predicted with certainty. The Group, based on the availability of the latest information, estimates the value of contingent assets and liabilities which may differ on the occurrence / non-occurrence of the uncertain future events.

3.6 Provisions

Provisions are based on best estimate of the expenditure required to settle the present obligation at the reporting date, that is, the amount that the Group would rationally pay to settle the obligation at the reporting date or to transfer it to a third party.

3.7 Impairment of goodwill and intangibles with indefinite lives

Impairment testing involves a number of judgmental areas which are subject to inherent significant uncertainty, including the preparation of cash flow forecasts for periods that are beyond the normal requirements of management reporting and the assessment of the discount rate appropriate to the business. The detailed assumptions underlying impairment testing of goodwill and intangibles with indefinite lives are given in note 6 to these consolidated financial statements.

3.8 Un-billed revenue in respect of COD tariff adjustment

As per the applicable tariff regime, LEPCCL has applied to National Electric Power Regulatory Authority (NEPRA) for approval of COD tariff adjustment. LEPCCL is currently billing the Central Power Purchasing Agency (Guarantee) Limited (CPPA-G), based on the provisional tariff, being notified by NEPRA, and is recognising the revenue based on management's best estimate of final COD tariff to be approved by NEPRA. The differential unbilled revenue is being recognised as contract asset or contract liability, which will be invoiced / adjusted upon NEPRA's order in relation to COD adjustment.

3.9 Impairment of financial and non-financial assets

Estimates with respect to impairment of financial and non-financial assets as disclosed in note 4.18 to these consolidated financial statements.

3.10 Warranty obligations

The Group exercises professional judgment, based on its internal risk assessment while making assessment in respect of the warranty obligations.

4. MATERIAL ACCOUNTING POLICY INFORMATION

The material accounting policies applied in the preparation of these consolidated financial statements are the same as those applied in the preparation of the consolidated financial statements of the Group for the year ended June 30, 2025, unless otherwise stated.

4.1 Property, plant and equipment

These 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 impairment losses, if any. Cost in relation to certain items in operating fixed assets and capital work-in-progress, signifies historical cost and financial charges on borrowings, in case of qualifying assets.

Depreciation is charged to profit or loss applying the straight line method at the rates mentioned in note 5.1 to these consolidated financial statements. Depreciation on additions is charged from the date of acquisition / transfer of asset, whereas depreciation on disposals is charged till the date of disposal.

The assets' residual values, the method of depreciation and useful lives are reviewed and adjusted, if appropriate, at each reporting date.

Maintenance and normal repairs are charged to the consolidated statement of profit or loss as and when incurred. Major renewals and improvements, if any, are capitalised, when it is probable that future economic benefits will flow to the Group.

Gains and losses on disposal of operating fixed assets, if any, are included in the consolidated statement of profit or loss.

4.2 Intangible assets

Intangible assets other than goodwill, brands, distribution relationship, principal relationships and product rights are stated at cost less accumulated amortisation and accumulated impairment losses, if any. Brands, distribution relationship, principal relationships and product rights are stated at cost less accumulated impairment losses, if any, as their useful life is indefinite. However, these assets 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 charged to the profit or loss applying the straight line method, whereby, the cost of intangible asset is written off over its useful economic life. The useful lives of the intangible assets are stated in note 6 to these consolidated financial statements. Full month's amortisation is charged in the month of addition, whereas, amortisation on disposals is charged up to the month in which the disposal takes place.

4.3 Goodwill

Goodwill is initially measured as at the acquisition date, being the excess of (a) the aggregate of the consideration transferred, the amount of any non-controlling interest in the acquiree; and (b) the net of the acquisition date amount of the identifiable assets acquired and the liabilities assumed.

In case the fair value attributable to the Group's interest in the identifiable net assets exceeds the fair value of consideration, the Group recognises the resulting gain in the profit or loss on the acquisition date.

Goodwill acquired in a business combination is measured, subsequent to initial recognition, at cost less accumulated impairment losses, if any.

For the purpose of impairment testing, goodwill is allocated to each of the Group's cash generating unit (CGU) (or the groups of CGUs) that are expected to benefit from the synergies of the operations irrespective of whether other assets or liabilities of the acquiree are assigned to these units or group of units.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

A CGU to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the CGU is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the CGU and then to the other assets of the CGU on pro rata based on the carrying amount of each asset in the CGU. Any impairment loss for goodwill is recognised directly in the consolidated profit or loss. An impairment loss recognised for goodwill is not reversed in subsequent periods.

On disposal of the relevant CGU, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

4.4 Investments in Associate and Joint Venture

Associates are entities over which the Company has significant influence but not control. A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

Investments in associates / joint ventures are accounted for using the equity method, whereby the investment is initially recorded at cost and adjusted thereafter for the post acquisition change in the Group's share of the net assets of the associates / joint ventures. The consolidated statement of profit or loss and other comprehensive income reflects the Group's share of the results of the operations of the associates / joint ventures.

The Group determines at each reporting date whether there is any objective evidence that the investment in the associates / joint ventures is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate / joint venture and its carrying value and recognises the same in the profit or loss.

4.5 Stores and spares and consumables

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

Net realisable value signifies the selling price in the ordinary course of business less estimated cost necessarily to be incurred in order to make the sale, which is generally equivalent to the estimated replacement cost.

Spare parts of capital nature which can be used only in connection with an item of property, plant and equipment are shown separately as capital spares and are carried at cost less accumulated impairment, if any.

4.6 Stock-in-trade

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

4.7 Trade debts, contract assets and other receivables

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

A contract asset represents the Group's right to consideration in exchange for energy and capacity made available / delivered to CPPA-G under the Power Purchase Agreement, where such right is conditional on something other than the passage of time, i.e., prior to raising of the invoice. Contract assets are transferred to trade debts when the right to consideration becomes unconditional, which occurs upon invoicing in accordance with the billing terms of the PPA.

4.8 Cash and cash equivalents

Cash and cash equivalents are stated at cost. For the purpose of statement of cash flows, cash and cash equivalents comprise cash and cheques in hand, current and Islamic savings accounts with banks, investment in mutual funds units except for equity funds and sales collection in transit.

4.9 Staff retirement benefits

The Group's retirement benefit plans comprise of provident funds, pensions and gratuity schemes for eligible employees. Staff retirement benefits are payable to staff on completion of prescribed qualifying period of service under the scheme.

Defined benefit plans

The Group recognises staff retirement benefits expense and liability in accordance with IAS – 19 "Employee Benefits". An actuarial valuation of all defined benefit schemes is conducted every year. The valuation uses the Projected Unit Credit method. All remeasurement gains and losses are recognised in the other comprehensive income.

- i) The Holding Company, LMC and LEPL operate a funded gratuity scheme covering all its permanent employees.
- ii) LCI operates a funded pension scheme and a funded gratuity scheme for the management staff. Pension and gratuity schemes for LCI's management staff are invested through two approved trust funds. LCI also operates unfunded gratuity scheme for non-management staff and the unfunded pensioners' medical scheme. The pension and gratuity plans are final salary plans. The pensioner's medical plan reimburses actual medical expenses to pensioners as per entitlement.

Defined contribution plans

The Group operates two registered contributory provident funds for entire staff of LCI and a registered defined contribution superannuation fund for management staff of LCI, who have either opted for this fund by July 31, 2004 or have joined LCI after April 30, 2004.

4.10 Trade, contract liabilities and other payables

Liabilities for trade and other amounts payable are carried at fair value of the consideration to be paid in future for goods and services received, whether or not invoiced to the Group.

A contract liability is recognised if a payment is received from a customer before the Group transfers the related goods. Contract liabilities are recognised as revenue when the Group transfers control of the related goods to the customer.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

4.11 Provisions

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

4.12 Taxation

Levy

As per the IAS 12 Application Guidance on Accounting for Minimum Taxes and Final Taxes issued by the Institute of Chartered Accountants of Pakistan, the Group recognises minimum tax or final tax paid, if any, on gross amount of revenue or other basis as levy within the scope of IFRIC 21 / IAS 37 and recognise it as an operating expense, except for taxes on dividends on the Group's investments in associates which are specifically within the scope of IAS 12 and hence these continue to be categorised as current income tax. Any excess over the amount designated as levy is then recognised as current income tax expense falling under the scope of IAS 12.

Current income tax

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

LEPCL's profits and gains from power generation are exempt from tax under clause 132 of Part I of the Second Schedule to the Income Tax Ordinance, 2001 (the Ordinance). LEPCL is also exempt from minimum tax on turnover under clause 11A of part IV of the Second Schedule to the Ordinance.

LMC is under tax holiday under clause 126E, part I of second schedule to the Ordinance.

Deferred Tax

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

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

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

Deferred tax liabilities have not been recognized in respect of temporary differences associated with investments in subsidiaries, including undistributed profits and foreign currency translation reserves, as the Holding Company controls the timing of the reversal of these temporary differences and it is probable that they will not reverse in the foreseeable future.

4.13 Revenue recognition and other income

(a) Revenue

- (i) Revenue is recognised when performance obligations are satisfied by transferring control of a promised goods to the customer, either over time or at a point in time. Revenue is measured at fair value of the consideration received or receivable, excluding discounts, rebates and government levies.

- (ii) Revenue from toll manufacturing is recognised when services are rendered.
- (iii) Capacity and Energy revenues of power generation segment are recognised based on the rates determined under the mechanism laid down in the Power Purchase Agreement (PPA) and are subject to determination by NEPRA. The Group has assessed that performance obligations under the PPA are discharged over time.
- (iv) Indenting commission income is recognised, at the contractually agreed amount with the third-party supplier, after the sale invoice is issued to the end customer (satisfaction of performance obligation).
- (v) Revenue from sale of vehicles is recognised at a point in time when the goods are ex-factory or dealer's premises in case of stock held at dealers. Revenue from sale of all other goods are recognised at a point in time when the goods are ex-factory. In most cases, the consideration is received before the goods are dispatched / invoiced.
- (vi) Technical support service income represents revenue recognized over a period of time for the provision of technical support services. The customer simultaneously receives and consumes the benefits provided by the entity's performance as the entity performs. Revenue is billed on a monthly basis to the customer based on fixed fee arrangements.

(b) Other income

- (i) Profit on bank deposits is recognised on a time proportion basis on the principal amount outstanding using the effective yield method.
- (ii) Profit on short-term deposits is accounted for using the effective interest rate method.
- (iii) Dividend is recognised when the right to receive is established.
- (iv) Other income is recognised when the right to receive is established, and the amount and timing of related receipt is virtually certain.

4.14 Borrowing Cost

Borrowing cost and other related costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use. All other borrowing costs are recognised as an expense in the period in which they are incurred. For power generation segment, borrowing costs include exchange differences arising on foreign currency borrowings, obtained for acquisition, construction or production of qualifying assets, in accordance with SECP SRO referred to in note 2.3.3.

4.15 Foreign currency transactions and translation

Foreign currency transactions are recorded using the exchange rates ruling at the dates of the transactions. Monetary assets and liabilities in foreign currencies are translated into Pakistani Rupee using the exchange rate ruling 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 except as explained in note 4.14.

Non-monetary items are not retranslated at year-end and are measured at historical cost (translated using the exchange rates at the transaction date), except for non-monetary items measured at fair value which are translated using the exchange rates at the date when fair value was determined.

On consolidation, the assets and liabilities of foreign operations are retranslated into presentation currency i.e. Pakistan Rupee at the rate of exchange prevailing at the reporting date and their income and expenses are translated using the average of exchange rates for the period. The exchange differences arising on such translations are recognised in other comprehensive income.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

4.16 Financial assets and liabilities

Financial assets

(i) Amortised cost

Assets that are held for collection of contractual cash flows where those cash flow represents solely payments of principal and interest (SPPI) are measured at amortised cost. Interest income from these financial assets, impairment losses, foreign exchange gains and losses, and gain or loss arising on derecognition are recognised directly in profit or loss.

(ii) Fair value through other comprehensive income

Financial assets at fair value through other comprehensive income are held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Movements in the carrying amount are taken through other comprehensive income, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in other comprehensive income is reclassified to profit or loss, except for the investments in equity instruments as explained in the ensuing paragraphs.

(iii) Fair value through profit or loss

Assets that do not meet the criteria for amortised cost or fair value through other comprehensive income or assets that are designated at fair value through profit or loss using the fair value option, are measured at fair value through profit or loss. A gain or loss on debt investment that is subsequently measured at fair value through profit or loss is recognised in the profit or loss in the period in which it arises.

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

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

All purchases and sales of financial assets are recognised on the trade date which is the date on which the Group commits to purchase or sell the financial asset.

Financial assets are derecognised when the Group loses control of the contractual rights that comprise the financial asset. Assets or liabilities that are not contractual in nature and that are created as a result of statutory requirements imposed by the Government are not the financial instruments of the Group.

Financial liabilities

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

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

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expired. Where an existing financial liability is replaced by another from the same lender or substantially different terms, or the terms of an existing liability are substantially modified, such an exchange and modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in respective carrying amounts is recognised in the profit or loss.

4.17 Offsetting

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

4.18 Impairment

(a) Financial assets

The Group assesses on a forward looking basis the expected credit losses associated with its financial assets. The Group applies the simplified approach to recognise lifetime expected credit losses for trade debts, other receivables and contract assets.

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

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

(b) 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 of disposal and value-in-use. Value-in-use is ascertained through discounting of the estimated future cash flows using an appropriate discount rate. 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.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

4.19 Dividend and appropriation to reserves

Dividend and appropriation to reserves are recognised in these consolidated financial statements in the period in which these are approved.

4.20 Functional and presentation currency

These consolidated financial statements are presented in Pakistan Rupee, which is the Group's functional and presentation currency.

4.21 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.

Segment results that are reported to the CODMs 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 expenditure. Segment capital expenditure is the total cost incurred during the year to acquire property, plant and equipment.

4.22 Ijarah contracts

Ijarah contracts are classified as operating leases irrespective of whether a significant portion of the risks and rewards of ownership are retained by lessor. Payments made under Ijarah contracts (net of any incentives received from the lessor) are charged to profit or loss on a straight-line basis over the period of the lease.

4.23 Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. It is recognised as income on a systematic basis over the periods in which the related costs, for which it is intended to compensate, are recorded.

4.24 Contingent liabilities

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).

4.25 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.

4.26 Warranty obligations

The Group recognises the estimated liability, on an accrual basis, to repair or replace products under warranty at the reporting date, and recognises the estimated product warranty costs in profit or loss when the sale is recognised.

The warranty provision represents management's best estimate of the costs expected to be incurred in respect of products sold under warranty. The estimate is based on historical claim trends and ongoing assessments of product performance, which are regularly reviewed and updated.

4.27 Earnings per share

The Group presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Group by the weighted average number of ordinary shares outstanding during the year. Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares, if any.

	Note	2026 (PKR in '000')	2025
5. PROPERTY, PLANT AND EQUIPMENT			
Operating fixed assets - tangible	5.1	287,283,746	292,478,965
Capital work-in-progress	5.5	16,399,073	11,541,800
Capital spares		1,212,297	1,105,293
		304,895,116	305,126,058

Notes to the Consolidated Financial Statements

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5.1 Operating fixed assets – tangible

	Freehold land	Buildings on leasehold land	Buildings on freehold land	Limbeds on freehold land	Plant and machinery	Power generation equipment	Quarry equipment	Vehicles including cement bulkers and rolling stock	Aircraft	Furniture and fixtures	Office equipment	Computer and accessories	Other assets (laboratory equipment etc.)	Total
(PKR in '000')														
As at July 1, 2024														
Cost	5,971,636	3,407,122	21,958,822	11,407,772	923,480	285,015,963	32,715,165	2,305,354	4,310,941	744,664	1,599,053	883,813	3,073,897	375,080,245
Accumulated depreciation and impairment	(222,934)	-	(8,216,636)	(4,784,514)	(328,742)	(59,685,132)	(12,265,843)	(1,793,467)	(2,347,427)	(744,664)	(1,013,865)	(464,260)	(2,273,714)	(94,612,905)
Net book value	5,748,702	3,407,122	13,742,186	6,622,668	594,738	225,330,831	20,449,322	511,887	1,963,514	-	585,188	419,553	800,183	280,467,340
Year ended June 30, 2025														
Additions / transfers from CWIP	67,196	53,820	1,362,335	277,704	77,819	10,834,184	8,404,110	1,656,951	1,923,969	-	495,553	143,336	1,192,010	26,559,423
Assets acquired through business acquisition	1,500,800	-	385,013	-	-	1,339,549	-	-	115,255	-	-	-	-	3,340,617
Capitalisation of exchange differences (note 5.11)	-	-	-	-	-	944,262	-	-	-	-	-	-	-	944,262
Disposals (note 5.3)	-	-	(4,145)	-	-	(963,991)	(31,233)	(13,668)	(355,205)	-	(44,265)	(9,221)	(43,759)	(1,596,682)
Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation	-	-	3,222	-	-	880,501	31,233	13,668	208,653	-	43,518	8,326	24,180	1,344,459
Depreciation charge for the year (note 5.2)	(61,284)	-	(1,307,794)	(478,362)	(34,463)	(12,664,447)	(1,923,657)	(239,106)	(742,339)	-	(262,909)	(197,898)	(512,560)	(18,580,454)
Net book value as at June 30, 2025	7,255,414	3,460,942	14,800,817	6,422,000	538,094	225,700,889	26,929,775	1,929,732	3,113,947	-	817,085	301,220	369,096	146,054,292,478,965
Year ended June 30, 2026														
Additions / transfers from CWIP	-	571,230	3,450,189	380,564	75,444	7,363,906	2,194,242	55,979	1,016,032	-	266,304	28,271	87,963	772,869
Capitalisation of exchange differences (note 5.11)	-	-	-	-	-	(869,953)	-	-	-	-	-	-	-	(869,953)
Transfer/ adjustments	-	-	-	-	-	-	-	-	(16,537)	-	-	-	-	(16,537)
Disposals (note 5.3)	-	-	(8,277)	-	-	(512,159)	(15,456)	(79,867)	(499,512)	(744,664)	(64,091)	(14,008)	(138,395)	(2,083,630)
Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation	-	-	8,277	-	-	369,482	15,411	79,865	349,727	-	61,747	13,462	138,392	1,788,218
Depreciation charge for the year (note 5.2)	(61,346)	-	(1,486,403)	(507,112)	(150,225)	(13,637,168)	(2,156,530)	(247,073)	(875,356)	-	(282,432)	(40,998)	(189,547)	(6,091,101)
Net book value as at June 30, 2026	7,194,068	4,032,172	16,134,593	6,275,452	463,313	218,414,997	26,967,442	1,738,636	3,085,201	-	798,613	268,483	1,460,054	292,478,965
At June 30, 2025														
Cost	7,539,632	3,460,942	23,702,025	11,884,876	1,001,299	297,169,967	41,088,042	3,830,637	5,994,960	744,664	2,050,341	1,022,928	4,222,148	404,327,865
Accumulated depreciation and impairment	(284,218)	-	(9,521,208)	(5,262,876)	(463,205)	(71,469,078)	(14,158,267)	(1,900,905)	(2,881,113)	(744,664)	(1,233,256)	(514,184)	(653,832)	(118,488,900)
Net book value	7,255,414	3,460,942	14,180,817	6,422,000	538,094	225,700,889	26,929,775	1,929,732	3,113,947	-	817,085	301,220	369,096	146,054,292,478,965
At June 30, 2026														
Cost	7,539,632	4,032,172	27,143,937	12,045,440	1,076,743	303,151,761	43,266,828	3,806,749	6,486,474	-	2,257,554	1,096,883	4,856,622	417,592,269
Accumulated depreciation and impairment	(345,564)	-	(10,009,344)	(5,789,988)	(613,430)	(84,736,764)	(16,299,386)	(2,068,113)	(3,401,273)	-	(1,453,941)	(547,991)	(829,917)	(130,308,523)
Net book value	7,194,068	4,032,172	16,134,593	6,275,452	463,313	218,414,997	26,967,442	1,738,636	3,085,201	-	798,613	268,483	1,460,054	292,478,965
Annual rates of depreciation	10% to 4%	-	3% to 33%	5% to 50%	5% to 25%	3.33% to 50%	5% to 33%	10%	10% to 33%	10%	10% to 50%	20% to 33%	20% to 33%	10% to 33%

5.1.1 LEPCL has capitalised exchange gain amounting to PKR 869,953 million (2025: exchange loss of PKR 944,262 million) to the cost of plant and machinery.

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

	Note	2026 (PKR in '000')	2025
Cost of sales	30	19,156,542	17,588,391
Distribution costs	31	462,551	400,179
Administrative expenses	32	590,147	536,673
Cost of sale of electricity		44,070	55,211
		20,253,310	18,580,454

5.3 The details of property, plant and equipment disposed of during the year are as follows:

Particulars	Cost	Accumulated Depreciation	Net Book Value	Sale Proceeds	Gain/ (loss)	Mode of Disposal	Particulars of Buyers	Relationship of the purchaser with the Group or director, if any
(PKR in '000')								
Plant and machinery	14,963	7,468	7,495	3,450	(4,045)	Scrap	K S Innovations	N/A
----do----	1,157	485	672	143	(529)	----do----	M. R. Scrap Dealer	----do----
----do----	1,060	300	760	1,050	290	Sale	Myplan Pharmaceuticals (Private) Limited	----do----
----do----	227,163	95,152	132,011	250,000	117,989	Tender	Yunus Textile Mills Limited	Associated Company
----do----	1,009	333	676	676	-	Replacement unit	Net-Line (Private) Limited	N/A
Vehicle	3,762	3,096	666	2,193	1,528	As per the Group policy	Adeel Zafar	Employee
----do----	3,770	3,225	545	2,152	1,606	----do----	Amir Muhammad Khan	----do----
----do----	8,457	7,395	1,063	4,759	3,697	----do----	Atif Kaludi	----do----
----do----	3,862	2,829	1,033	2,403	1,371	----do----	Din Muhammad Iqbal	----do----
----do----	3,888	2,025	1,863	2,825	963	----do----	Farah Naz	----do----
----do----	3,685	2,072	1,613	2,648	1,035	----do----	Hussain Yaqoob	----do----
----do----	3,861	2,928	933	2,322	1,389	----do----	Muhammad Ismail	----do----
----do----	3,862	3,022	840	2,318	1,478	----do----	Muhammad Qasim	----do----
----do----	3,861	2,786	1,075	2,340	1,265	----do----	Nadeem Iftikhar	----do----
----do----	4,788	3,526	1,262	3,100	1,838	----do----	Nasir Abbas	----do----
----do----	4,670	3,237	1,433	3,016	1,583	----do----	Rizwan Kashif	----do----
----do----	4,210	1,677	2,533	3,918	1,385	----do----	Sameen Asad	----do----
----do----	5,946	4,235	1,710	3,678	1,967	----do----	Sohail Khatri	----do----
----do----	8,645	7,342	1,303	4,790	3,487	----do----	Syed Noman Hasan	----do----
----do----	4,683	2,951	1,732	3,020	1,288	----do----	Syed Shahid Hasan	----do----
----do----	3,762	3,034	728	2,202	1,475	----do----	Tariq Ilyas	----do----
----do----	4,779	3,693	1,087	2,898	1,811	----do----	Tariq Pasha	----do----
----do----	4,671	3,090	1,582	3,064	1,483	----do----	Umair Anees	----do----
----do----	9,006	8,004	1,002	7,067	6,065	Auction	Saad Khan	N/A
----do----	4,671	2,939	1,733	4,500	2,767	Insurance claim	EFU General Insurance Limited	Insurance Company
----do----	7,024	4,599	2,425	7,000	4,575	----do----	EFU General Insurance Limited	----do----
----do----	5,949	4,394	1,555	5,500	3,945	----do----	EFU General Insurance Limited	----do----
----do----	12,483	1,259	11,224	11,300	76	----do----	EFU General Insurance Limited	----do----
----do----	6,317	2,736	3,581	6,200	2,619	----do----	EFU General Insurance Limited	----do----
----do----	4,994	2,655	2,339	6,200	3,861	----do----	EFU General Insurance Limited	----do----
----do----	4,795	3,434	1,361	3,257	1,896	Tender	Al-Ghani Motors	N/A
----do----	3,590	2,585	1,005	3,657	2,652	----do----	Al-Ghani Motors	----do----
----do----	2,573	1,674	899	2,557	1,658	----do----	Al-Ghani Motors	----do----

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For the year ended June 30, 2026

Particulars	Cost	Accumulated Depreciation	Net Book Value	Sale Proceeds	Gain/(loss)	Mode of Disposal	Particulars of Buyers	Relationship of the purchaser with the Group or director, if any
(PKR in '000')								
----do----	2,096	1,467	629	2,757	2,128	----do----	Al-Ghani Motors	----do----
----do----	4,895	2,289	2,606	3,627	1,021	----do----	Danish Alvi	----do----
----do----	2,933	1,642	1,291	2,529	1,238	----do----	Fame Wheels	----do----
----do----	2,933	1,642	1,291	2,529	1,238	----do----	Fame Wheels	----do----
----do----	1,921	1,375	546	2,429	1,883	----do----	Fame Wheels	----do----
----do----	1,921	1,375	546	2,429	1,883	----do----	Fame Wheels	----do----
----do----	8,533	3,009	5,524	7,628	2,104	----do----	Imran Saeed	----do----
----do----	4,638	3,634	1,004	6,114	5,110	----do----	Imran Saeed	----do----
----do----	7,626	2,982	4,644	6,868	2,224	----do----	Itehad Motors	----do----
----do----	4,994	2,657	2,337	4,000	1,663	----do----	Kia Motors Macca	----do----
----do----	5,349	3,213	2,136	4,620	2,484	----do----	M. Fahad Aslam	----do----
----do----	3,169	1,482	1,687	2,865	1,178	----do----	M. Fahad Aslam	----do----
----do----	5,418	3,978	1,440	4,413	2,973	----do----	M. Ismail	----do----
----do----	3,653	1,051	2,602	2,900	298	----do----	Munazzah Muhammad Ali	----do----
----do----	2,933	1,840	1,093	2,237	1,144	----do----	Muzammil	----do----
----do----	4,458	3,273	1,185	5,933	4,748	----do----	Norman Hassan Khan	----do----
----do----	3,086	1,643	1,443	2,950	1,507	----do----	S&S Enterprises	----do----
----do----	4,564	3,347	1,217	5,155	3,938	----do----	S&S Enterprises	----do----
----do----	3,467	2,600	867	4,225	3,358	----do----	S&S Enterprises	----do----
----do----	10,721	1,798	8,923	8,257	(666)	----do----	Shahbaz C/O Ovais	----do----
----do----	4,895	2,289	2,606	3,757	1,151	----do----	Shahbaz C/O Ovais	----do----
----do----	7,896	6,183	1,713	4,357	2,644	----do----	Shahbaz C/O Ovais	----do----
----do----	4,895	2,289	2,606	3,657	1,051	----do----	Shahbaz C/O Ovais	----do----
----do----	3,699	1,357	2,342	2,957	615	----do----	Shahbaz C/O Ovais	----do----
----do----	7,097	4,849	2,248	6,557	4,309	----do----	Shahbaz C/O Ovais	----do----
----do----	4,650	2,713	1,937	3,757	1,820	----do----	Shahbaz C/O Ovais	----do----
----do----	3,590	2,811	779	3,057	2,278	----do----	Shahbaz C/O Ovais	----do----
----do----	7,506	2,935	4,571	6,713	2,142	----do----	Shujja Shaikh	----do----
----do----	2,933	1,742	1,191	2,690	1,499	----do----	SK Enterprises	----do----
----do----	2,933	1,742	1,191	2,722	1,531	----do----	SK Enterprises	----do----
----do----	2,933	1,742	1,191	2,610	1,419	----do----	SK Enterprises	----do----
----do----	2,088	1,531	557	2,740	2,183	----do----	SK Enterprises	----do----
----do----	6,284	3,044	3,240	4,546	1,306	----do----	Syed Riaz Ahmed	----do----
----do----	6,243	3,024	3,219	4,849	1,630	----do----	Syed Riaz Ahmed	----do----
----do----	7,311	6,706	605	5,657	5,052	----do----	Syed Riaz Ahmed	----do----
----do----	7,025	6,447	578	7,128	6,550	----do----	Syed Riaz Ahmed	----do----
----do----	9,292	4,345	4,947	6,528	1,581	----do----	Usman Farhan	----do----
----do----	3,086	1,747	1,339	2,857	1,518	----do----	Usman Farhan	----do----
----do----	3,169	1,482	1,687	2,988	1,301	----do----	Wasim Mirza	----do----
----do----	4,746	3,485	1,261	5,018	3,757	----do----	Wasim Mirza	----do----
----do----	2,933	1,840	1,093	2,872	1,779	----do----	Wasim Mirza	----do----
----do----	5,252	2,892	2,360	4,211	1,851	----do----	Yasir Automobile	----do----
----do----	4,224	3,238	986	4,011	3,025	----do----	Yasir Automobile	----do----
----do----	3,492	2,620	872	3,852	2,980	----do----	Yasir Automobile	----do----
----do----	3,591	2,692	899	4,150	3,251	----do----	Zahid Jatoi	----do----
Items having book value less than PKR 500,000 each	1,480,643	1,465,997	14,646	1,119,204	1,104,558			
	2,083,630	1,788,218	295,412	1,674,114	1,378,702			
2025	1,596,682	1,344,459	252,223	488,232	236,009			

5.4 Following are the particulars of the Group's immovable fixed assets:

S.No	Business Unit Type	Location	Total Area of land (acres)
1	Holding Company:		
1.1	Karachi Plant	Main Super Highway, Gadap Town, Karachi	992.52
1.2	Pezu Plant	Main Indus Highway, Pezu, District Lakki Marwat, KPK	967.99
1.3	Others	Sector F-7/I, Islamabad	0.14
1.4	Corporate Office	Muhammad Ali Housing Society, Karachi	2.55
2	LEPCL:		
2.1	Plant	Deh Ghangiara, Taluka Ibrahim Hyderi, District Malir, Karachi	250.00
3	LCI:		
3.1	LCI Head Office and Production Plant	LCI House, 5 West Wharf Road, Karachi	2.70
3.2	LCI Production Plant	S-33, Hawksbay Road, S.I.T.E & B-2, S.I.T.E, Karachi	4.63
3.3	LCI Regional Office	LCI House, 63 Mozang Road, Lahore	0.65
3.4	LCI Production Plant – Polyester	30-Km, Sheikhpura Road, Lahore	44.28
3.5	LCI Production Plant – Powergen	30-Km, Sheikhpura Road, Lahore	0.47
3.6	LCI Regional Office and Production Plant	LCI Soda Ash, Tehsil Pind, Dadan Khan, District Jhelum	63.00
3.7	LCI Production Plant	Plot No.32/2A Phase III, Industrial Estate Hattar, District Haripur	0.92
3.8	LCI Regional Office	2nd floor, Islamabad Corporate Center, H-13, Islamabad	0.16
4	LMC:		
4.1	LMC Head Office and Production Plant	Plots No. LE-144-145, 154-167, 171-172, 174-175, PP 31, 48, 65, PP-83-89 Survey No. NC 98, National Industrial Park, Bin Qasim Town, Karachi	100.00

	2026 (PKR in '000')	2025
5.5 Capital work-in-progress		
The following is the movement in capital work-in-progress during the year:		
Opening Balance	11,541,800	17,275,015
Addition during the year	20,470,619	20,340,170
	32,012,419	37,615,185
Less: Transferred to operating fixed assets / intangibles	15,613,346	26,073,385
Balance at the end of the year	16,399,073	11,541,800

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

6. INTANGIBLE ASSETS

2026						
	At July 1, 2025	Additions	Amortisation	Disposals	At June 30, 2026	Amortisation rate %
(PKR in '000')						
Goodwill	2,340,329	–	–	–	2,340,329	–
Brands	2,856,327	–	–	–	2,856,327	Indefinite
Distribution relationship	77,795	–	–	–	77,795	Indefinite
Principal relationships	1,766,423	–	–	–	1,766,423	Indefinite
Product rights	826,855	–	–	–	826,855	Indefinite
Software and licenses	244,667	169,965	(147,296)	–	267,336	10 – 33
	8,112,396	169,965	(147,296)	–	8,135,065	

2025						
	At July 1, 2024	Additions	Amortisation/ impairment	Disposal of subsidiary	At June 30, 2025	Amortisation rate %
(PKR in '000')						
Goodwill	2,340,329	–	–	–	2,340,329	–
Brands	1,437,679	1,418,648	–	–	2,856,327	Indefinite
Distribution relationship	77,795	–	–	–	77,795	Indefinite
Principal relationships	1,766,423	–	–	–	1,766,423	Indefinite
Product rights	826,855	–	–	–	826,855	Indefinite
Software and licenses	176,465	198,118	(129,795)	(121)	244,667	10 – 33
	6,625,546	1,616,766	(129,795)	(121)	8,112,396	

6.1 The amortisation charge for the year has been allocated as follows:

	Note	2026	2025
(PKR in '000')			
Cost of sales	30	47,647	29,426
Distribution costs	31	4,788	7,531
Administrative expenses	32	94,861	92,838
		147,296	129,795

6.2 Impairment testing of intangibles of the Group

For impairment testing, goodwill recognised on acquisition of LCI amounting to PKR 2,133.955 million was allocated to the following segments which were Cash Generating Units (CGUs) based on their operating results at the acquisition date. These are also among the reportable segments of the Group: Soda Ash, Pharma and Life Sciences and Chemicals.

The recoverable amounts of all CGUs have been determined based on value-in-use calculations. The Group has used the Income Approach – Discounted Cash Flow Method (DCF) to determine the value-in-use of the operating segments. The financial projections used have been prepared by the management of LCI covering a five-year period. Cash flows beyond the five-year period are extrapolated using the estimated growth rate of 6%.

Discount rate – 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 of approximately 15% reflects the weighted average cost of capital of the Group.

Key commercial 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.

Based on the said testing, the recoverable amount of intangible assets was in excess of their respective carrying amounts as at June 30, 2026. Hence, no impairment has been recorded during the year.

6.2.2 Other goodwill and brands having indefinite useful life

Goodwill and Brands having indefinite useful lives have been allocated and monitored at the Pharma division of the Group. The Group has performed its annual impairment test in respect of these intangible assets as at June 30, 2026. 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 3%. 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.

Key assumptions used in value-in-use calculations

The calculation of value-in-use is most sensitive to the following assumptions:

Discount rates – The discount rates reflect 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 WACC of the Group.

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.

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.

6.3 Impairment testing of other intangibles acquired on acquisition of LCI

The recoverable amounts of these intangibles have been determined based on fair value less cost of disposal calculations, using the following methods:

Intangibles

Distribution relationship
Principal relationships
Product rights

Income Approach – Multi-Period Excess Earnings Method
Income Approach – Multi-Period Excess Earnings Method
Income Approach – Multi-Period Excess Earnings Method

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

Key assumptions used

The following key assumptions have been made by the management for other intangible assets:

	Terminal growth rate	Discount rate
Diistribution relationship	5%	12.69%
Principal relationships	6%	14.70%–15.58%
Product rights	6%	16.79%–17.07%

At June 30, 2026, the Group carried out an impairment testing of its intangible assets (with indefinite life) as recorded at the time of acquisition of LCI. Based on the said testing, the recoverable amount of intangible assets was in excess of their respective carrying amounts as at June 30, 2026. Hence, no impairment has been recorded during the year.

7. 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 assets recognised and the movement during the year:

	Motor Vehicles	Land and Buildings	As at June 30, 2026	As at June 30, 2025
	'PKR in '000'			
Opening	37,251	330,960	368,211	182,457
Additions	–	13,209	13,209	321,968
Terminations	–	(9,022)	(9,022)	(4,685)
Depreciation charged	(14,414)	(110,566)	(124,980)	(131,529)
Closing balance as at year end	22,837	224,581	247,418	368,211

The Group has several lease contracts that include extension and termination options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Group's business needs. Management exercises significant judgement in determining whether these extension and termination options are reasonably certain to be exercised.

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

	Note	2026 (PKR in '000')	2025
As at July 1, 2025 / 2024		388,795	196,025
Additions		13,209	321,968
Accretion of interest	33	51,234	60,810
Terminations		(11,592)	(5,479)
Payments		(139,787)	(184,529)
As at June 30		301,859	388,795
Current portion of lease liabilities		83,012	81,649
Non-current portion of lease liabilities		218,847	307,146
		301,859	388,795
7.1 Allocation of depreciation expense			
Cost of sales	30	42,643	40,120
Distribution cost	31	5,574	4,899
Administrative expenses	32	76,763	86,510
		124,980	131,529
8. LONG-TERM INVESTMENTS			
Equity accounted investments			
Joint ventures			
Lucky Al Shumookh Holdings Limited	8.1	4,210,159	6,967,254
LuckyRawji Holdings Limited	8.2	48,188,469	40,656,008
Al Shumookh Lucky Investments Limited	8.3	37,244,262	30,914,615
LR International General Trading FZCO	8.4	–	118
Summit Enterprise Solutions Limited	8.5	18,377	–
Lucky Al Shumookh Rawji FZCO	1.2	2,580	–
TalentTech Global	1.2	14	–
		89,663,861	78,537,995
Associates			
NutriCo Morinaga (Private) Limited	8.6	11,133,886	10,844,037
Yunus Energy Limited	8.7	2,067,693	2,034,454
National Resources (Private) Limited	8.8	1,384,163	798,955
		14,585,742	13,677,446
		104,249,603	92,215,441
Equity securities			
Arabian Sea Country Club Limited (250,000 ordinary shares of PKR 10/- each)		2,500	2,500
		104,252,103	92,217,941
8.1 Lucky Al Shumookh Holdings Limited (LASHL)			
Investment at cost		1,912,283	1,912,283
Share of cumulative profit at the beginning of the year		(2,526,568)	(984,113)
Share of profit during the year	8.1.2	942,527	3,424,670
Dividend received during the year		(3,886,734)	(4,967,125)
		(5,470,775)	(2,526,568)
Foreign currency translation reserve		7,768,651	7,581,540
		4,210,159	6,967,254

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
8.1.1	The Group's interest in LASHL's assets and liabilities is as follows:		
	Non-current assets	1,285,652	1,803,632
	Current assets excluding cash and cash equivalents	6,574,537	10,999,009
	Cash and cash equivalents	2,187,462	2,923,505
	Liabilities	(1,627,334)	(1,791,637)
	Net assets (100%)	8,420,317	13,934,509
	The Group's share of net assets (50%)	4,210,159	6,967,254
8.1.2	The Group's share in LASHL's profit or loss is as follows:		
	Revenue	18,536,222	25,417,143
	Cost of sales	(16,405,946)	(18,758,253)
	Operating income / (expenses)	(245,221)	190,100
	Finance income / cost	–	348
	Net profit (100%)	1,885,055	6,849,338
	The Group's share of net profit (50%)	942,527	3,424,670
8.2	LuckyRawji Holdings Limited (LRHL)		
	Investment at cost	6,870,050	6,870,050
	Share of cumulative profit at the beginning of the year	18,852,821	12,168,184
	Share of profit during the year	8,329,014	6,684,637
		27,181,835	18,852,821
	Foreign currency translation reserve	14,136,584	14,933,137
		48,188,469	40,656,008
8.2.1	The Group's interest in LRHL's assets and liabilities is as follows:		
	Non-current assets	49,557,037	41,199,946
	Current assets excluding cash and cash equivalents	62,750,959	55,539,853
	Cash and cash equivalents	1,006,528	439,589
	Liabilities	(16,937,585)	(15,867,372)
	Net assets (100%)	96,376,939	81,312,016
	The Group's share of net assets (50%)	48,188,469	40,656,008
8.2.2	The Group's share in LRHL's profit or loss is as follows:		
	Revenue	55,753,494	45,144,942
	Cost of sales	(30,683,160)	(24,849,793)
	Operating expenses	(8,212,514)	(6,980,612)
	Finance cost	(381,741)	(386,811)
	Other income	739,482	189,706
	Taxation	(557,534)	251,842
	Net profit (100%)	16,658,027	13,369,274
	The Group's share of net profit (50%)	8,329,014	6,684,637

	Note	2026 (PKR in '000')	2025
8.3	Al Shumookh Lucky Investments Limited (ASLIL)		
Investment at cost		3,399,022	3,399,022
Share of cumulative profit at the beginning of the year		22,052,087	14,654,436
Share of profit during the year	8.3.2	7,221,194	7,397,651
Dividend received during the year		(280,947)	–
		28,992,334	22,052,087
Foreign currency translation reserve		4,852,906	5,463,506
		37,244,262	30,914,615
8.3.1	The Group's interest in ASLIL's assets and liabilities is as follows:		
Non-current assets		57,398,054	57,994,907
Current assets excluding cash and cash equivalents		17,256,758	11,843,203
Cash and cash equivalents		5,332,624	1,568,511
Liabilities		(5,498,912)	(9,577,392)
Net assets (100%)		74,488,524	61,829,229
The Group's share of net assets (50%)		37,244,262	30,914,615
8.3.2	The Group's share in ASLIL's profit or loss is as follows:		
Revenue		36,877,643	27,828,317
Cost of sales		(21,360,934)	(13,711,220)
Other income		219,169	1,817,324
Operating expenses		(1,125,793)	(1,139,119)
Finance cost		(167,696)	–
Net profit (100%)		14,442,389	14,795,302
The Group's share of net profit (50%)		7,221,194	7,397,651
8.4	LR International General Trading FZCO (LRIGT)		
Investment at cost		1,115	1,115
Share of cumulative loss at the beginning		(6,945)	(5,568)
Share of (loss) / profit during the year	8.4.2	(117)	(1,377)
Dividend received during the year		–	–
		(7,062)	(6,945)
Foreign currency translation reserve		5,947	5,948
		–	118
8.4.1	The Group's interest in LRIGT's assets and liabilities is as follows:		
Current assets excluding cash and cash equivalents		–	3,024
Cash and cash equivalents		–	11,410
Liabilities		–	(14,199)
Net assets (100%)		–	235
The Group's share of net liabilities (50%)		–	118

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8.4.2 The Group's share in LRIGT's profit or loss is as follows:

	Note	2026 (PKR in '000')	2025
Operating expenses		(233)	(2,754)
Net loss (100%)		(233)	(2,754)
The Group's share of net loss (50%)		(117)	(1,377)
8.5 Summit Enterprise Solutions Limited (Summit)			
Investment at cost		6,967	–
Share of cumulative profit at the beginning of the year		–	–
Share of profit during the year	8.5.2	11,503	–
Dividend received during the year		–	–
		11,503	–
Foreign currency translation reserve		(93)	–
		18,377	–
8.5.1 The Group's interest in Summit's assets and liabilities is as follows:			
Current assets excluding cash and cash equivalents		10,034,099	–
Cash and cash equivalents		58,941	–
Liabilities		(10,056,286)	–
Net assets (100%)		36,754	–
The Group's share of net liabilities (50%)		18,377	–
8.5.2 The Group's share in Summit's profit or loss is as follows:			
Operating expenses		(40,757)	–
Other income		63,764	–
Net profit (100%)		23,007	–
The Group's share of net profit (50%)		11,503	–
8.6 NutriCo Morinaga (Private) Limited			
Fair value of investment on date of recognition – Equity held 20,121,621 shares (2025: 20,121,621) of face value of PKR 100/- each		11,004,115	11,004,115
Share of cumulative loss at the beginning of the year		(160,078)	(179,349)
Share of profit during the year	8.6.2	289,849	19,271
		129,771	(160,078)
		11,133,886	10,844,037

8.6.1 The Group's interest in NutriCo's assets and liabilities is as follows:

	Note	2026 (PKR in '000')	2025
Total assets		17,361,077	16,845,584
Total liabilities		(7,770,746)	(8,571,052)
Net assets (100%)		9,590,331	8,274,532
The Group's share of net assets 22.22% (2025:22.22%)		2,129,053	1,836,946
Fair value adjustment		9,004,833	9,007,091
		11,133,886	10,844,037

8.6.2 The Group's share in NutriCo's profit or loss is as follows:

Revenue		17,995,252	15,211,341
Net profit (100%)		1,305,626	73,177
The Group's share of net profit / (loss)			
2026: 22.22% (2025:22.22%)		289,849	19,271

8.7 Yunus Energy Limited (YEL)

Investment at cost		611,365	611,365
Share of cumulative profit at the beginning of the year		1,423,089	1,661,111
Share of profit for the year	8.7.2	90,442	369,614
Other comprehensive income		3,934	3,727
Dividend received during the year		(61,137)	(611,363)
		1,456,328	1,423,089
		2,067,693	2,034,454

8.7.1 The Group's interest in net assets of YEL's is as follows:

Non-current assets		7,396,255	7,709,118
Current assets excluding cash and cash equivalents		2,209,744	3,757,591
Cash and cash equivalents		1,447,974	772,774
Liabilities		(712,802)	(2,163,940)
Net assets (100%)		10,341,171	10,075,543
The Group's share of net assets		2,067,693	2,034,454

Represents 20% equity investment of 61,136,500 shares @ PKR 10/- each in Yunus Energy Limited.

8.7.2 The Group's share in profit or loss of YEL's is as follows:

	2026 (PKR in '000')	2025
Revenue	4,088,954	3,720,743
Cost of sales	(1,159,693)	(1,164,891)
Operating expenses	(2,539,039)	(403,565)
Finance cost	(141,897)	(427,533)
Other income	99,821	168,053
Taxation	104,186	(44,253)
Net profit (100%)	452,332	1,848,554
Group's share of net profit	90,442	369,614

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
8.8	National Resources (Private) Limited (NRL)		
	Investment at cost	1,677,891	961,222
	Share of cumulative loss at the beginning of the year	(162,267)	(46,132)
	Share of loss for the year 8.8.2	(131,245)	(114,471)
	Other Comprehensive loss	(216)	(1,664)
		(293,728)	(162,267)
		1,384,163	798,955
8.8.1	The Group's interest in net assets of NRL is as follows:		
	Non-current assets	2,836,605	1,010,202
	Current assets excluding cash and cash equivalents	53,267	103,166
	Cash and cash equivalents	839,638	666,674
	Liabilities	(381,225)	(201,819)
	Net assets (100%)	3,348,285	1,578,223
	The Group's share of net assets	1,115,983	526,022

Represents 33.33% equity investment of 105,666,418 shares @ PKR 10/- each in NRL.

8.8.2 The Group's share in profit or loss of NRL's is as follows:

	2026 (PKR in '000')	2025
Operating expenses	(442,370)	(404,768)
Finance cost	(380)	(617)
Other income	70,189	76,306
Taxation	(13,282)	(14,368)
Net profit (100%)	(385,843)	(343,447)
Group's share of net loss	(131,245)	(114,471)

8.8.3 During the year, the Holding Company has made further investment of PKR 716.67 million in National Resources (Private) Limited, an associate, which was as per the approval of the shareholders of the Holding Company provided in the Extra Ordinary General Meeting and Annual General Meeting held on November 23, 2023 and September 26, 2025 respectively.

8.9 Investments made in joint ventures and associated companies as above have been made in accordance with the requirements of the Companies Act, 2017.

	Note	2026 (PKR in '000')	2025
8.10	Share of profit from joint ventures and associates is as follows:		
	Joint ventures		
	Lucky Al Shumookh Holdings Limited	942,527	3,424,670
	LuckyRawji Holdings Limited	8,329,014	6,684,637
	Al Shumookh Lucky Investments Limited	7,221,194	7,397,651
	LR International Trading FZCO	(117)	(1,377)
	Summit Enterprise Solutions Limited	11,503	–
		16,504,121	17,505,581
	Associates		
	NutriCo Morinaga (Private) Limited	289,849	19,271
	Yunus Energy Limited	90,442	369,614
	National Resources (Private) Limited	(131,245)	(114,471)
		249,046	274,414
		16,753,167	17,779,995

9. LONG-TERM LOANS, ADVANCES AND DEPOSITS

Long-term loans – considered good			
due from employees	9.1	1,615,648	1,462,660
Less: Recoverable within one year	13	(370,346)	(481,669)
		1,245,302	980,991
Others advances and deposits	9.3	927,049	702,085
		2,172,351	1,683,076

9.1 Loans given to employees are in accordance with the Group's policy and are repayable within a period of two to ten years. These loans are return free and are secured against the gratuity of the respective employees. These loans are carried at cost due to the materiality of the amounts involved.

9.2 The maximum amount outstanding at the end of any month during the year ended June 30, 2026 from key management personnel aggregated to PKR 773.87 million (2025: PKR 353.07 million).

9.3 This includes return free long-term deposits paid to various parties in ordinary course of business with them.

		2026 (PKR in '000')	2025
10. STORES, SPARES AND CONSUMABLES			
Stores		9,909,584	16,330,811
Spares and consumables		14,364,395	13,918,800
		24,273,979	30,249,611
Less: Provision for slow moving spares		2,684,488	664,153
		21,589,491	29,585,458

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For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
11. STOCK-IN-TRADE			
Raw and packing material	11.1	27,219,935	26,580,127
Work-in-process		3,742,109	3,417,980
Finished goods – net		31,648,579	20,868,534
		62,610,623	50,866,641
Less: Provision for slow moving and obsolete stock-in-trade	11.2	(396,569)	(214,221)
In transit		4,970,100	11,036,889
		67,184,154	61,689,309

11.1 Raw and packing materials held with various toll manufacturers as at June 30, 2026 amounted to PKR 236.257 million (2025: PKR 358.512 million).

11.2 Movement of provision for slow moving and obsolete stock-in-trade is as follows:

	Note	2026 (PKR in '000')	2025
Balance at the beginning of the year		214,221	260,106
Charge for the year		436,312	51,169
Write-off for the year against provision		(253,964)	(97,054)
		396,569	214,221

12. TRADE DEBTS AND CONTRACT ASSETS

Considered good			
Bills receivable – secured		2,907,335	2,270,814
Contract assets	12.1	7,624,477	25,114,248
Receivable for CPP & EPP	12.2	28,340,250	19,385,698
Others	12.3	29,275,847	16,861,398
		68,147,909	63,632,158
Considered doubtful		279,490	332,848
		68,427,399	63,965,006
Non-current portion of trade debts		(2,856,623)	(1,085,658)
Provision for doubtful trade debts	12.5	(279,490)	(332,848)
Provision for price adjustments and discounts		(752,649)	(808,324)
		(1,032,139)	(1,141,172)
		64,538,637	61,738,176

12.1 This includes unbilled revenue pertaining to LEPCL, in respect of energy and capacity payment as per the PPA for the period starting from March 21, 2022 to June 30, 2026, which represents PKR 1,314.43 million (2025: PKR 15,915 million) in respect of capacity purchase price which will be invoiced upon the NEPRA decision on the tariff true-up petition filed by LEPCL and PKR 4,302 million (2025: PKR 2,445 million) in respect of Energy Purchase Price for the month of June which will be invoiced based on determination of Fuel Price Adjustment by NEPRA.

12.2 Represents receivable from CPPA-G in respect of CPP and EPP. Trade debts, including delayed payment charges are secured by guarantee under Implementation Agreement and as such are not considered impaired. The ageing analysis of receivables is as follows:

	2026 (PKR in '000')	2025
Not yet due	10,866,177	8,640,260
Overdue		
Up to 30 days	5,967,988	4,810,831
30 – 90 days	4,370,206	303,300
Above 90 days	7,135,879	5,631,307
	17,474,073	10,745,438
	28,340,250	19,385,698

These amounts are overdue but not impaired. The undisputed overdue amounts, excluding delayed payment charges carry mark-up at the rate of KIBOR plus 2% per annum.

	2026 (PKR in '000')	2025
12.3 These include amounts due from the following associates:		
Gadoon Textile Mills Limited	74,866	18,703
Yunus Textile Mills Limited	31,613	15,037
NutriCo Morinaga (Private) Limited	27,984	17,141
Lucky Textile Mills Limited	4,724	2,217
Tabba Heart Institute, Karachi	1,326	2,240
Tabba Kidney Institute	926	829
International Industries Limited	–	3,930
Child Life Foundation	–	235
Lucky Al Shumookh Holdings Limited	–	224
	141,439	60,556

12.4 The maximum amount outstanding at any time during the year from associates, calculated by reference to month end balances, are as follows:

	2026 (PKR in '000')	2025
Unsecured		
Yunus Textile Mills Limited	31,613	38,971
Gadoon Textile Mills Limited	320,742	442,493
Lucky Textile Mills Limited	20,921	59,458
Lucky Foods (Private) Limited	–	2,911
Tabba Kidney Institute	1,334	2,482
Tabba Heart Institute	2,219	2,702
Lucky Al Shumookh Holdings Limited	224	224
Child Life Foundation	233	749
Premium Textile Mills	31	–
Kohinoor Textile Mills Limited	2	–
International Industries Limited	–	6,490
NutriCo Morinaga (Private) Limited	33,678	17,141
	410,997	573,621

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
12.5			
Movement in provision for doubtful trade debts is as follows:			
Balance at the beginning of the year		332,848	170,820
Provision during the year	31 & 32	(4,123)	166,003
Write-off against provision during the year		(49,235)	(3,975)
		279,490	332,848

13. LOANS AND ADVANCES

Considered good			
Current portion of loans and advances given to employees	9	370,346	481,669
Advance to suppliers		2,968,075	2,378,751
Other advances	13.1	111,832	843,426
		3,450,253	3,703,846
Considered doubtful		11,727	30,817
		3,461,980	3,734,663
Less: Provision for doubtful loans and advances		(11,727)	(30,817)
		3,450,253	3,703,846

13.1 This includes advances to employees given to meet business expenses and are settled as and when the expenses are incurred.

	Note	2026 (PKR in '000')	2025
14. DEPOSITS AND PREPAYMENTS			
Deposits		6,202,749	5,186,071
Prepayments		1,694,048	1,861,623
		7,896,797	7,047,694

15. OTHER RECEIVABLES

Unsecured			
Considered good			
Duties, sales tax and octroi refunds due	15.1	17,501,461	10,800,158
Commission and discounts receivable		11,333	9,202
Receivable from principal		82,396	197,363
Rebate on export sales		61,087	78,636
Due from Collector of Customs	15.2	19,444	19,444
Due from related parties	15.3	851,552	106,272
Hyderabad Electricity Supply Company (HESCO)	15.4	974,971	974,971
Accrued interest income / return		984,231	520,126
Earnest money		666,667	—
Others		3,036,457	1,846,121
		24,189,599	14,552,293
Considered doubtful		168,370	106,370
		24,357,969	14,658,663
Less: Provision for doubtful receivables	15.5	(168,370)	(106,370)
		24,189,599	14,552,293

15.1 This includes sales tax charged on certain payments made to the contractor / vendors in relation to the development of the 660 MW coal fired power plant at LEPCL. Due to unavailability of sufficient output tax, a significant amount of this sales tax has remained unadjusted. Accordingly, LEPCL has filed refund application amounting to PKR 3,028 million with the taxation authorities and recorded the amount of sales tax paid as a refundable in accordance with Rule 34(d) of the Sales Tax Rules, 2006.

15.2 The Holding Company had imported cement bulkers during October 19, 2006 to December 5, 2006 for export of loose cement under SRO 575(1) of 2006 dated June 5, 2006 which provided concessionary rate of import duty to an industrial concern. The Holding Company claimed exemption of duty at the time of port clearance. However, the Collector of Customs passed an order allowing provisional release of consignment subject to final approval from the Federal Board of Revenue (FBR) and deposit of post dated cheques for the differential amount of duty. The Holding Company deposited three post dated cheques aggregating PKR 19.444 million for three different consignments of cement bulkers and simultaneously approached the FBR for giving direction to the Collector of Customs, Karachi.

The FBR moved a summary to the Federal Government / Economic Coordination Committee (ECC) on the representation of the Holding Company and finally issued SRO 41(1) of 2007 dated January 7, 2007 which clarified that the imported cement bulkers were also entitled for concessional rate of duty of 5%. The Collector of Customs instead of releasing the post dated cheques, encashed the same on the plea that the effect of SRO will not be applied retrospectively despite the fact that the said clarification was issued on the representation of the Holding Company.

The Holding Company filed a constitutional petition before the Honourable High Court of Sindh in Karachi on July 30, 2007 challenging the illegal and mala fide act of encashment of post dated cheques. The High Court of Sindh passed an order in favour of the Holding Company and has ordered the Collector of Customs to refund the amount collected within one month from the date of judgement. The said judgement was challenged by the FBR before the Honourable Supreme Court of Pakistan. The Honourable Supreme Court of Pakistan has dismissed the appeal filed by the FBR vide its judgment dated September 13, 2022 and directed the FBR to refund the amount recovered from the Holding Company.

The Holding Company has filed an application to the Collector of Customs on September 24, 2022, requesting to comply with the above-referred judgment and process the refund of the customs duty amounting to PKR 19.444 million to the Holding Company forthwith. As the refund has not yet been processed by the FBR, the Holding Company initiated contempt proceedings dated June 2, 2026, against the Department. The management is confident that the amount will be recovered in due course.

15.3 Due from related parties

Due from associated companies which are neither past due nor impaired includes the following:

	2026 (PKR in '000')	2025
Un-secured		
Yunus Textile Mills Limited	70,437	70,412
Y.B Pakistan Limited	54,347	19,559
Gadoon Textile Mills Limited	3,912	3,912
Lucky Textile Mills Limited	3,912	3,914
Lucky Foods (Private) Limited	2,937	–
YB Holdings (Private) Limited	1,985	–
Energas Terminal (Private) Limited	32	–
Lucky Commodities (Private) Limited	8	–
NutriCo Moringa (Private) Limited	–	8,475
Nyumba Ya Akiba S.A.	713,982	–
	851,552	106,272

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

15.4 National Electric Power Regulatory Authority (NEPRA) in 2005 issued the Interim Power Procurement Regulations and through a notice published in a leading newspaper on June 15, 2007 allowed Captive Power Plants (CPPs) having surplus power of up to 50 MW to sell electricity to power purchasers at mutually agreed rates. Relying on such policy, the Holding Company and HESCO entered into a Power Purchase Agreement (PPA) dated March 22, 2011 for the sale and purchase of electrical power at mutually agreed rates.

However, subsequent to the signing of the PPA and contrary to the earlier policy, NEPRA purported to re-determine the tariff through determination dated January 9, 2013 and granted a substantially lower tariff than what was mutually agreed. This determination was challenged by all the CPPs before the Honourable High Court of Sindh. The Honourable Court decided the case in favor of NEPRA vide judgement dated August 19, 2015.

The Holding Company along with all other CPPs filed an appeal in the Honourable Supreme Court of Pakistan against the decision of the High Court of Sindh. Detailed hearings were held and judgement was reserved in November 2016. However, the said judgment could not be announced and since then the case has been relisted for hearing. The matter is currently being heard in the Honourable Supreme Court of Pakistan.

15.5 Movement in provision for doubtful receivables is as follows:

	2026 (PKR in '000')	2025
Balance at beginning of the year	106,370	79,699
Charge for the year	90,680	26,671
Write-off during the year	(28,680)	–
	168,370	106,370

16. TAX REFUND DUE FROM THE GOVERNMENT

Dispute with respect to the calculation of excise duty on retail price of cement arose between the Holding Company and the FBR from the very first day the Holding Company started sales of cement in 1996. The FBR was of the view that excise duty is to be calculated on the declared retail price, inclusive of excise duty whereas the Holding Company contended that the excise duty would not be included in retail price for the calculation of the excise duty payable to the Government. On June 2, 1997, the Holding Company filed a writ petition before the Honourable Peshawar High Court seeking a judgment on this matter. The dispute was related to the period from June 26, 1996 to April 19, 1999 after which the FBR changed the mechanism of levying excise duty from percentage of retail price to a fixed amount of duty at the rate of PKR 1,400 per ton. The Peshawar High Court after hearing both the parties issued a detailed judgment, operating paragraph of which is reproduced as follows:

"For the reasons we accept the petitions and declare that present system of realization of duties of excise on the "Retail Price" inclusive of excise duty is illegal and without lawful authority, the duties of excise on cement must not form part of retail price and the petitioners are not liable to pay duties of excise forming part of the retail price of cement."

Simultaneously, a similar nature of dispute arose between various beverage companies operating in the provinces of Sindh and Punjab and accordingly such companies also filed petitions before the High Courts of Sindh and Lahore respectively. Both the High Courts also decided the case against the method of calculation of excise duty as interpreted by the FBR.

The FBR preferred an appeal before the Supreme Court of Pakistan against the judgments of all three High Courts of the country. A full bench of the Supreme Court of Pakistan heard the legal counsel of all the parties and finally announced the judgment on April 14, 2007, upholding the judgments of the High Courts and dismissed the appeal of the FBR.

A review petition was also filed by the FBR before the Supreme Court of Pakistan. The Supreme Court of Pakistan vide its order dated January 27, 2009, dismissed the review petition filed by the FBR and upheld its earlier decision.

While verifying the refund claim, the Collector of Excise and Sales Tax Peshawar issued a show cause notice to the Holding Company, raising certain objections against the release of the refund including an objection that the burden of this levy has been passed on to the end consumer. The Holding Company challenged this show cause notice before the Peshawar High Court (the PHC) by filing a petition which was decided on April 27, 2011, with the direction to conduct an audit through reputed audit firms to determine whether incidence of the duty was passed on or not.

Pursuant to the order of the PHC, numerous correspondence took place between the Holding Company and the FBR to conduct the audit. However, the FBR defaulted on its commitment made before the PHC and hence on July 6, 2013, the Holding Company filed a complaint before the Federal Tax Ombudsman (FTO) with a request that the FBR may be directed for early issuance of refund along with the compensation for the delayed refund. The FTO directed the FBR to verify the claim of the Holding Company and submit a report in the matter. Subsequently, the FBR on the basis of a departmental audit rather than an independent audit submitted a report to the FTO on October 11, 2013. The said report was rejected by the FTO and the FBR was directed vide order dated November 22, 2013, to get the audit conducted through an independent audit firm as agreed by both the parties previously for fair and unbiased resolution of the issue within one month.

The FBR filed a representation before the President of Pakistan against the recommendations of the FTO under Section 32 of Federal Tax Ombudsman Ordinance, 2000. However, the President of Pakistan endorsed the recommendations of the FTO of having an audit conducted by independent firms. The FBR then filed a writ petition before the PHC against the findings of the FTO, as endorsed by the President, which suspended the operations of the orders of FTO and President of Pakistan on June 18, 2015.

On January 30, 2018, the FBR's writ petition was dismissed by the PHC after which the FBR filed an appeal before the Supreme Court of Pakistan. The FBR simultaneously also filed a review petition before the Peshawar High Court for review of judgment dated January 30, 2018. The review petition was dismissed by the PHC since the matter was pending before the Supreme Court.

The appeals filed by the Chief Commissioner RTO, Peshawar were dismissed vide judgement dated September 7, 2022. The Holding Company is now pursuing the department for conducting an audit, as directed by the FTO, to determine whether incidence of the central excise duty was passed on to end consumers or not.

The management is confident on the advice of its legal advisor that the ultimate outcome of the case would be in its favor and the full amount would be recovered in due course, therefore no provision for the above receivable has been made in these consolidated financial statements.

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	Note	2026 (PKR in '000')	2025
17. SHORT TERM INVESTMENTS			
At fair value through profit or loss			
Investment in mutual funds	17.1	115,851,307	80,091,215
At amortised cost			
Term deposits receipts		57,249,155	–
		173,100,462	80,091,215

17.1 These represent investment in units of Shariah Compliant mutual funds, the details of which are as follows:

Name of fund	2026		2025	
	Number of units	Value of investment	Number of units	Value of investment
		PKR in '000'		PKR in '000'
ABL Islamic Money Market Plan-I	191,261,000	1,916,615	129,881,000	1,301,654
Alfalah Islamic Money Market Fund	5,717,000	575,282	6,262,000	628,629
BMA Islamic Noor Cash Fund	10,106,269	1,012,447	–	–
Faysal Islamic Cash Fund	20,285,000	2,038,697	35,095,000	3,517,485
Faysal Islamic Mehdood Muddat Plan – VII	171,018,387	17,212,248	199,726,009	20,180,436
Faysal Islamic Mehdood Muddat Plan – XXIII	17,169,000	1,726,308	–	–
HBL – Islamic Money Market Fund	24,805,000	2,529,338	88,676,168	9,005,212
MCB – Alhamra Cash Management Optimizer	4,895,000	492,358	4,568,000	458,325
Meezan Paaidar Munafa Plan	201,411,470	10,070,574	201,252,500	10,062,625
Meezan Cash Fund	–	–	8,864,000	455,940
Meezan Fixed Term Fund	21,482,497	1,076,090	–	–
NBP – Islamic Money Market Fund	98,099,807	1,000,314	107,144,000	1,090,215
NBP – Islamic Mustahkam Fund	299,244,194	3,000,013	–	–
NBP – Islamic Fixed Term Munafa Plan – IB	58,544,000	592,633	–	–
UBL – Al Ameen Islamic Cash Fund	4,266,000	432,941	4,823,000	495,441
UBL – Al Ameen Islamic Income Fund	202,101,782	20,299,891	–	–
Lucky Islamic Energy Fund	9,220,724	917,362	–	–
Lucky Islamic Income Fund	79,069,769	7,932,119	10,135,913	1,014,743
Lucky Islamic Fixed Term Plan – I	170,818,784	17,087,317	35,129,176	3,513,929
Lucky Islamic Fixed Term Plan – 21	7,520,000	752,843	–	–
Lucky Islamic Fixed Term Plan – 22	7,512,000	751,928	–	–
Lucky Islamic Money Market Fund	201,131,507	20,184,190	283,238,018	28,366,581
Lucky Islamic Stock Fund	30,646,185	4,249,799	–	–
		115,851,307		80,091,215

17.2 Lucky Islamic Energy Fund, Lucky Islamic Income Fund, Lucky Islamic Fixed Term Plan-I, 21, 22, Lucky Islamic Money Market Fund and Lucky Islamic Stock Fund are managed by Lucky Investments Limited, a related party.

	Note	2026 (PKR in '000')	2025
18. CASH AND BANK BALANCES			
Sales collection in transit		1,438,535	898,162
Cash at bank			
– in current accounts		1,484,991	1,584,304
– in Islamic savings and deposit accounts	18.1	5,907,990	59,180,368
		7,392,981	60,764,672
Cash in hand		28,615	22,532
		8,860,131	61,685,366

18.1 These are shariah compliant bank balances and carry profit at rates ranging from 2.69% to 12.5% (2025: 3.85% to 19.06%) per annum.

	Note	2026 (PKR in '000')	2025
19. SHARE CAPITAL			
Authorised capital			
2,500,000,000 (2025: 2,500,000,000)			
Ordinary shares of PKR 2/- each		5,000,000	5,000,000
Issued, subscribed and paid-up capital			
1,525,000,000 (2025: 1,525,000,000) Ordinary shares			
of PKR 2/- each issued for cash		3,050,000	3,050,000
91,875,000 (2025: 91,875,000) Ordinary shares			
of PKR 2/- each issued as bonus shares		183,750	183,750
		3,233,750	3,233,750
151,875,000 ordinary shares (2025: 151,875,000)			
of PKR 2/- each cancelled through			
purchase of own shares		(303,750)	(303,750)
1,465,000,000 (2025: 1,465,000,000)			
Ordinary shares of PKR 2/- each		2,930,000	2,930,000
20. RESERVES			
Capital reserve			
Share premium	20.1	7,343,422	7,343,422
Capital re-purchase reserve account		303,750	303,750
Foreign currency translation reserve		20,249,782	22,146,401
Capacity expansions reserve		40,000,000	40,000,000
Long-term investments reserve		40,000,000	40,000,000
Capital redemption reserve		23,691,206	23,691,206
		131,588,160	133,484,779
Revenue reserves			
Unappropriated profit		293,999,515	210,886,249
		425,587,675	344,371,028

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

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	Note	2026 (PKR in '000')	2025
21. LONG-TERM DEPOSITS AND OTHER LIABILITIES			
Long term deposits			
Cement stockists and transporters		123,850	112,520
Others		169,180	614,228
		293,030	726,748
Other Liabilities			
Other non-current payables		4,967,525	7,896,342
Long-term portion of Sindh Infrastructure Development Cess (SIDC)		4,621,667	–
		9,882,222	8,623,090
22. LONG-TERM FINANCING			
Secured			
Holding Company			
Temporary Economic Refinance	22.1	4,143,325	4,754,704
Financing for Renewable Energy	22.2	–	423,756
Long Term Financing Facility	22.3	5,018,686	5,872,147
		9,162,011	11,050,607
LEPCL			
Foreign currency borrowings	22.4 to 22.6	43,177,646	49,246,576
Local currency borrowings	22.7 to 22.10	53,683,073	57,716,177
		96,860,719	106,962,753
Less: Unamortised transaction cost		(628,935)	(747,915)
		96,231,784	106,214,838
LCI			
Banking companies / Financial Institutions	22.11	2,362,126	2,992,082
Diminishing Musharakah		8,145,271	8,121,731
		10,507,397	11,113,813
LMC			
Temporary Economic Refinance Facility	22.12	2,089,854	2,428,036
Total long-term financing		117,991,046	130,807,294
Less: Current portion of long-term financing		(15,386,443)	(13,181,508)
		102,604,603	117,625,786

22.1 The Holding Company had entered into long-term financing agreements with Habib Bank Limited – Islamic, MCB Islamic Bank Limited, Bank Alfalah Limited – Islamic, Faysal Bank Limited – Islamic, Habib Metropolitan Bank – Islamic, United Bank Limited – Islamic and National Bank of Pakistan under the Temporary Economic Refinance Facility (TERF) of the State Bank of Pakistan. The loans are repayable in quarterly and semi-annual instalments over a period of ten years concluding upto May 16, 2033, which include a grace period of two years and are secured by way of hypothecation charge over specific plant and machinery of the Holding Company. These facilities carry mark-up/profit rates ranging from 1.50% to 2.50% which is payable in arrears.

22.2 The Holding Company had entered into long-term financing agreements with Dubai Islamic Bank Pakistan Limited under the State Bank of Pakistan's Renewable Energy Financing Scheme. During the year, the Holding Company paid the entire outstanding loan to Dubai Islamic Bank Pakistan Limited amounting to PKR 423.54 million, ahead of their respective contractual maturities (early settlement of financing).

22.3 The Holding Company had entered into long-term financing agreements with Bank Al Habib Limited, Pak Kuwait Investment Company (Private) Limited, Habib Bank Limited– Islamic, Allied Bank Limited and Meezan Bank Limited under the State Bank of Pakistan's Long-Term Financing Facility (LTFF). As of the reporting date, the outstanding loans carried the markup/profit rates ranging from 2.50% to 3.75% per annum and are secured through hypothecation charge on specific plant and machinery of the Holding Company. These loans are repayable in semi-annual instalments over a 10-year period ending on April 26, 2032, and include a two-year grace period.

22.4 LEPCL entered into a USD facility agreement (the Agreement) on May 31, 2018 with Habib Bank Limited (HBL), Bahrain for an aggregate amount of USD 190 million for a period of 14 years. The amount is repayable in 21 semi-annual instalments after 48 months of first utilisation date and thereafter subsequent principal repayment dates will fall after every 6 months. This loan facility carried a mark-up at the rate of 6 month USD LIBOR plus 4.50%. The facility is secured through a USD guarantee issued by HBL, Pakistan (non-funded facility). As per the terms of the Agreement, there will be a risk participation arrangement for this guarantee under which HBL will bring in foreign currency guarantee participating banks which will participate risk with HBL. The guarantee under the non-funded facility will reduce in line with the principal repayments of the USD facility. The non-funded facility (along with other lenders) will be secured by a first security interest with 25% security margin in USD over all present and future tangible and intangible assets of the Company, assignment of the Company's rights and benefits under the Project documents and insurances and any permitted subordinated loans from a shareholder in the Company. Further, the shareholder of the Company has pledged shares in favour of the security trustee to the facilities. The Company has fully availed the facility aggregating to USD 190 million.

22.5 LEPCL entered into a USD facility agreement on May 31, 2018 with United National Bank Limited, United Kingdom (UNBL) for an aggregate amount of USD 20 million. The amount is repayable in 40 quarterly instalments commencing from the earlier of (i) 39 months from the facility effective date; and (ii) COD. The first principal repayment date is defined as a quarter end date occurring three months after the aforementioned date and thereafter March 31, June 30, September 30 and December 31. This loan facility carries a mark-up at the rate of 3 month USD LIBOR + 4.50% per annum. LEPCL had fully availed the facility aggregating to USD 20 million.

In 2023, LEPCL had entered into a novation agreement with UNBL through which 65.9582% of the remaining liability of the aforementioned USD facility was transferred to United Bank Limited, UAE on March 2, 2023.

22.6 LEPCL's foreign currency loans as explained in notes 22.4 & 22.5 were previously benchmarked to USD LIBOR. Pursuant to the global transition away from LIBOR, the benchmark reference rate for USD denominated loans has been replaced with the Secured Overnight Financing Rate (SOFR), administered by the Federal Reserve Bank of New York. In order to ensure a fair economic transition, LEPCL's lenders had recommended replacing USD LIBOR with Daily Simple SOFR along with the addition of a Credit Adjustment Spread (CAS), as proposed by the International Swaps and Derivatives Association (ISDA). The same was requested to NEPRA for approval under mechanism of tariff indexation.

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In 2025, NEPRA formally approved the adoption of the Secured Overnight Financing Rate (SOFR) as the benchmark reference rate for foreign currency loans, and allowed the application of a 3-month SOFR plus Credit Adjustment Spread (CAS) once the COD tariff is finalized. Following this approval, LEPCL executed amendments to its financing agreements to reflect the revised benchmark structure as follows:

- The loan disclosed in Note 22.4 is now subject to mark-up at the rate of Daily SOFR plus 6 months CAS adjustment (i.e. 0.42826%) + 4.5% spread per annum, with a lookback period of 120 days applicable on daily basis; and
- The loan disclosed in note 22.5 is now subject to mark-up at the rate of Daily SOFR plus 3 months CAS adjustment (i.e. 0.26161%) + 4.5% spread per annum, with a lookback period of 90 days applicable on daily basis.

22.7 LEPCL also entered into following loan agreements on May 31, 2018:

- PKR facility agreement with a consortium comprising United Bank Limited, National Bank of Pakistan, Bank Alfalah Limited, Askari Bank Limited, The Bank of Punjab and Soneri Bank Limited for an aggregate amount of PKR 38,717.56 million. LEPCL has fully availed the facility aggregating to PKR 38,717.56 million.
- Musharaka facility agreement with five banks namely Meezan Bank Limited, Faysal Bank Limited, Dubai Islamic Bank Pakistan Limited, United Bank Limited and Soneri Bank Limited for an aggregate amount of PKR 17,259.918 million. LEPCL has fully availed the facility aggregating to PKR 17,259.918 million.

These loans are repayable in 40 quarterly instalments commencing from the earlier of (i) 39 months from the facility effective date; and (ii) COD. The first principal repayment date is defined as a quarter end date occurring three months after the aforementioned date and thereafter March 31, June 30, September 30 and December 31. These loan facilities carry mark-up at the rate of 3 months KIBOR plus 3.50% per annum.

22.8 LEPCL has entered into following loan agreements on June 2, 2021, for additional financing facility of PKR 7,876 million:

- Second PKR facility agreement with a consortium comprising Pak Oman Investment Company Limited and The Bank of Punjab for an aggregate amount of PKR. 3,000 million. LEPCL has fully availed the facility aggregating to PKR. 3,000 million.
- Second Musharaka facility agreement with four financial institutions namely Meezan Bank Limited, Pak Kuwait Investment Company (Private) Limited, Dubai Islamic Bank Pakistan Limited and Pak Libya Holding Company Limited for an aggregate amount of PKR 4,876 million. LEPCL has fully availed the facility aggregating to PKR 4,876 million.

These loans are repayable in 40 quarterly instalments commencing from the earlier of (i) 39 months from the facility effective date; and (ii) COD. The first principal repayment date is defined as a quarter end date occurring three months after the aforementioned date and thereafter March 31, June 30, September 30 and December 31. These loan facilities carry mark-up at the rate of 3 months KIBOR plus 2.50% per annum.

22.9 LEPCL, on February 2, 2022 has entered into Third PKR facility agreement with a consortium comprising Pak Kuwait Investment Company (Private) Limited, Pak China Investment Company Limited and Pak Brunei Investment Company Limited for an aggregate amount of PKR 2,100 million. LEPCL has fully availed the facility aggregating to PKR 2,100 million.

This loan is repayable in 40 quarterly instalments commencing from the earlier of (i) 39 months from the facility effective date; and (ii) COD. The first principal repayment date is defined as a quarter end date occurring three months after the aforementioned date and thereafter March 31, June 30, September 30 and December 31. These loan facilities carry mark-up at the rate of 3 months KIBOR plus 2.50% per annum.

22.10 The facilities mentioned in notes 22.5, 22.7 to 22.9 are secured primarily through first ranking hypothecation charge over future cash flows of the Project, assignment of LEPCL's rights and benefits under the Project documents and insurances, first ranking hypothecation charge over all current and future movable assets of LEPCL with a 20% margin, equitable mortgage over the unencumbered LEPCL's right in immovable property on which the Project will be established with a 20% margin. Further, the Holding Company has pledged shares in favor of the security trustee to the facilities.

22.11 This includes following facilities availed by LCI:

- Temporary Economic Refinance Facility – TERF, extended by the State Bank of Pakistan (SBP), for the purpose of plant expansion in Soda Ash and Polyester divisions on different dates starting from June 1, 2021 from various banks amounting to PKR 3,996 million (2025: 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 LCI. The mark-up is charged at SBP rate plus 0.3% to 1.5% (2025: SBP rate plus 0.3% to 1.5%) per annum. There is no unutilised amount as of the reporting date.

Government grant has been recorded in respect of this facility. There are no unfulfilled conditions or contingencies attached to this grant.

- Long Term Financing Facility – LTFF, extended by the State Bank of Pakistan (SBP), for capital expenditure requirements of its Soda Ash division on different dates starting from March 19, 2015 from various banks amounting to PKR 2,912 million. Repayment of these 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 LCI. Mark-up is charged at concessionary SBP LTFF rate plus 0.3% to 1.5% (2025: SBP LTFF rate plus 0.3% to 1.5%) per annum. There is no unutilised amount as of the reporting date.
- Shariah compliant State Bank of Pakistan (SBP) Islamic Financing Facility for Renewable Energy (IFRE) against the total limit of PKR 211 million (2025: PKR 211 million) from an Islamic window of 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 LCI. Profit is charged at SBP rate plus 0.5% per annum.
- Diminishing Musharakah of PKR 8,834.025 million (2025: PKR 8,121.731 million) from various banks to finance acquisition of certain assets of Pfizer Pakistan Limited and to manage capital expenditure requirements of its Soda Ash business. Repayment of these loans is to be made in quarterly instalments in 7 years including 1 to 2 years of grace period. The profit on these loans is charged at KIBOR plus 0.05% to 0.2% per annum (2025: KIBOR plus 0.05% to 0.20% per annum). The loans are secured against fixed assets of LCI.

22.12 LMC has obtained ITERF from scheduled banks amounting to PKR 3,998.545 million, in order to finance new projects. The amount is repayable in quarterly / half yearly instalments of equal amounts, following the end of 2 years grace period, over a period of 10 years. The facility is secured against first pari passu hypothecation charge over all present and future plant and machinery amounting to PKR 6,667 million. Rate applicable for disbursed amount is 1.50% all inclusive (SBP Rate 1%, Bank Spread 0.50%).

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23. DEFERRED GOVERNMENT GRANT

The value of benefit of below-market interest rate on the loans has been accounted for as government grant under IAS – 20 Government grants. The carrying amount of the deferred government grant as at the reporting date amounted to PKR 1,947.945 million (2025: PKR 2,648.059 million)

	Note	2026 (PKR in '000')	2025
24. DEFERRED LIABILITIES			
Staff retirement benefits	24.1	6,045,769	5,231,248
Deferred tax liability	24.2	29,333,511	29,111,190
		35,379,280	34,342,438

24.1 The Group is operating retirement benefit plans including pensions and gratuity schemes for eligible retired employees. Staff retirement benefits are payable to staff on completion of prescribed qualifying period of service under the scheme. Actuarial valuation of defined benefit plans is carried out every year and the latest actuarial valuation was carried out as at June 30, 2026.

24.1.1 The amounts recognised in the consolidated statement of financial position are as follows:

	2026				2025			
	Funded		Unfunded		Funded		Unfunded	
	Pension	Gratuity	Total		Pension	Gratuity	Total	
	(PKR in '000')							
Fair value of plan assets – note 24.1.4	810,993	1,426,259	2,237,252	–	803,947	1,293,571	2,097,518	–
Present value of defined benefit obligation – note 24.1.3	(552,397)	(7,617,256)	(8,169,653)	(113,368)	(560,114)	(6,644,361)	(7,204,475)	(124,291)
Net asset / (liability)	258,596	(6,190,997)	(5,932,401)	(113,368)	243,833	(5,350,790)	(5,106,957)	(124,291)

The recognized asset / liability of funded gratuity is netted off against recognized asset / liability of funded pension and recorded accordingly.

24.1.2 Movement in the net assets / (liability) recognised in the consolidated statement of financial position are as follows:

	2026				2025			
	Funded		Unfunded		Funded		Unfunded	
	Pension	Gratuity	Total		Pension	Gratuity	Total	
	(PKR in '000')							
Opening balance	243,833	(5,350,790)	(5,106,957)	(124,291)	195,856	(3,678,439)	(3,482,583)	(115,549)
Net charge – note 24.1.5	27,184	(1,327,059)	(1,299,875)	(17,252)	28,450	(1,053,289)	(1,024,839)	(20,184)
Other comprehensive (loss) / income	(12,421)	(95,120)	(107,541)	502	19,527	(1,023,355)	(1,003,828)	(5,298)
Contributions / payments during the year	–	581,972	581,972	27,673	–	404,293	404,293	16,740
Closing balance	258,596	(6,190,997)	(5,932,401)	(113,368)	243,833	(5,350,790)	(5,106,957)	(124,291)

24.1.3 Movement in the present value of defined benefit obligation:

	2026				2025			
	Funded		Unfunded		Funded		Unfunded	
	Pension	Gratuity	Total		Pension	Gratuity	Total	
	(PKR in '000')							
Opening balance	560,114	6,644,361	7,204,475	124,291	518,757	4,800,262	5,319,019	115,549
Current service cost	832	712,603	713,435	4,563	927	521,647	522,574	4,112
Interest cost	58,878	774,995	833,873	12,689	68,525	714,333	782,858	16,072
Benefits paid	(96,687)	(683,969)	(780,656)	(27,673)	(123,857)	(546,686)	(670,543)	(16,740)
Actuarial (gain) / loss	29,260	169,266	198,526	(502)	95,762	1,154,805	1,250,567	5,298
Closing balance	552,397	7,617,256	8,169,653	113,368	560,114	6,644,361	7,204,475	124,291

24.1.4 Movement in the fair value of plan assets:

	2026				2025			
	Funded		Unfunded		Funded		Unfunded	
	Pension	Gratuity	Total		Pension	Gratuity	Total	
	(PKR in '000')							
Opening balance	803,947	1,293,571	2,097,518	–	714,613	1,121,823	1,836,436	–
Expected return	86,894	160,539	247,433	–	97,902	182,691	280,593	–
Contributions	–	581,972	581,972	–	–	404,293	404,293	–
Benefits paid	(96,687)	(683,969)	(780,656)	–	(123,857)	(546,686)	(670,543)	–
Actuarial gain / (loss)	16,839	74,146	90,985	–	115,289	131,450	246,739	–
Closing balance	810,993	1,426,259	2,237,252	–	803,947	1,293,571	2,097,518	–

24.1.5 The amounts recognised in the consolidated statement of profit or loss and consolidated statement of other comprehensive income are as follows:

Staff Gratuity and Pension	2026				2025			
	Funded		Unfunded		Funded		Unfunded	
	Pension	Gratuity	Total		Pension	Gratuity	Total	
	(PKR in '000')							
Consolidated statement of profit or loss								
Current service cost	832	712,603	713,435	4,563	927	521,647	522,574	4,112
Interest cost	58,878	774,995	833,873	12,689	68,525	714,333	782,858	16,072
Expected return on plan assets	(86,894)	(160,539)	(247,433)	–	(97,902)	(182,691)	(280,593)	–
Net (reversal) / charge for the year	(27,184)	1,327,059	1,299,875	17,252	(28,450)	1,053,289	1,024,839	20,184
Consolidated statement of other comprehensive income								
(Gain) / loss on obligation	29,260	169,266	198,526	(502)	95,762	1,154,805	1,250,567	5,298
(Gain) / Loss on assets	(16,839)	(74,146)	(90,985)	–	(115,289)	(131,450)	(246,739)	–
Net (gain) / loss for the year	12,421	95,120	107,541	(502)	(19,527)	1,023,355	1,003,828	5,298

Notes to the Consolidated Financial Statements

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24.1.6 Historical information – funded plans

	June 30			
	2026	2025	2024	2023
	(PKR in '000')			
Present value of defined benefit obligation	8,169,653	7,204,475	5,319,019	1,703,773
Fair value of plan assets	(2,237,252)	(2,097,518)	(1,836,436)	(1,463,986)
Net liability / (asset)	5,932,401	5,106,957	3,482,583	239,787

24.1.7 Fair value of plan asset

Investment	Pension	Gratuity	Pension	Gratuity
	2026		2025	
	(PKR in '000')			
Government bonds	639,528	841,898	549,959	757,816
Corporate bonds	–	12,137	–	22,274
Shares	151,621	236,226	241,677	331,033
Cash and term deposits	19,844	335,998	12,311	182,448
Total	810,993	1,426,259	803,947	1,293,571

	2026	2025
	(PKR in '000')	
Actual return on plan assets during the year:	338,418	527,332

24.1.8 The principal actuarial assumptions at the reporting date were as follows:

	2026	2025
	(PKR in '000')	
Discount rate	11.75% to 12.5 %	11.5% to 15%
Future salary increases – Management	9.5% to 12.75%	9.25% to 13%
Future salary increases – Non – Management	9.75%	9.50%
Future pension increases	6.25%	6.00%
Mortality rates	SLIC	SLIC
	(2001–05)–1	(2001–05)–1

24.1.9 Impact of changes in assumptions on defined benefit scheme is as follows:

	1% Increase (PKR in '000')	1% Decrease
ASSUMPTIONS		
Discount rate	(792,499)	892,707
Salary increase	829,217	(744,342)
Pension increase	27,093	(24,850)

The weighted average duration of the defined benefit obligation is 8.44 years (2025: 8.88 years) for the Holding Company, 2.82 years (2025: 2.70 years) for LEPCL, 7.81 years (2025: 7.92 years) for LMC and 5.6 years (2025: 5.6 years) for LCI.

24.1.10 Investments out of provident fund have been made in accordance with the provisions of section 218 of the Companies Act, 2017 and the rules formulated for this purpose.

24.1.11 Description of the risks to the Group

The defined benefit plan exposes the Group to 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.

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

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

Plan assets risks – The plan liabilities are calculated using the discount rate set with reference to corporate bond yields; if plan assets underperform this yield, this will create a deficit. The Fund believes that due to long-term nature of the plan liabilities and the strength of the Group's support, the current investment strategy manages this risk adequately.

Investment risks – The risk of the investment underperforming and not being sufficient to meet the liabilities. This is managed by formulating proper investment plans.

Risk of sufficiency of assets – This was managed by making regular contributions to the gratuity and pension funds as advised by the actuary.

24.1.12 Expected cost of the defined benefit plan for the year ending June 30, 2027 will be approximately PKR 1,548.601 million.

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	Note	2026 (PKR in '000')	2025
24.2 Deferred tax liability			
This comprises of the following:			
– Taxable temporary differences			
accelerated tax depreciation allowance		25,289,352	22,526,687
investments in associates		6,046,720	6,178,730
others		14,998	2,192,721
		31,351,070	30,898,138
– Deductible temporary differences		(2,017,559)	(1,786,948)
		29,333,511	29,111,190
25. TRADE AND OTHER PAYABLES			
Creditors		15,309,357	23,402,771
Accrued liabilities		21,234,226	27,881,516
Advance from customers / contract liabilities	25.3	6,219,746	9,054,638
Retention money		2,267,725	2,481,632
Sales tax payable, excise and other government levies	25.1 & 25.4	13,530,784	8,180,698
Workers' Profit Participation Fund (WPPF)		131,643	1,105,505
Workers' Welfare Fund (WWF) payable	25.2	3,660,890	2,823,892
Others		9,554,820	6,059,215
		71,909,191	80,989,867

25.1 The Honourable 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 and intra vires the Constitution of Pakistan 1973. It further allowed recovery of GIDC that has become due up to July 31, 2020, by the gas companies from their consumers in twenty-four equal monthly instalments.

The Holding Company and LCI had filed suits before the Honourable High Court of Sindh (SHC) on September 30, 2020 and July 8, 2021 challenging the recovery of GIDC on the grounds that factual determination of whether the burden of GIDC has been passed-on to end consumers or not needs to be carried out. The SHC had granted an interim injunction to the Holding Company and LCI and has restrained the gas companies from recovering GIDC from the Holding Company and LCI. Pursuant, to a change in the "Sindh High Court Rules" the said cases have been transferred to the district courts and are still pending.

25.2 This includes PKR 3,000.819 million (2025: PKR 2,279.149 million) pertaining to the Holding Company. On May 10, 2017, the Holding Company received a show cause notice from the Sindh Revenue Board (SRB) demanding payment of Sindh Workers' Welfare Fund. The Holding Company has challenged the said notice before the SHC on the ground that after the 18th Amendment, SRB and Federation of Pakistan, both can only collect Workers' Welfare Fund (WWF) from the Holding Company after a law is enacted catering to WWF collection from trans-provincial organizations. The Federation of Pakistan and the Province of Sindh along with SRB have been made parties in the said matter. The SHC has decided the matter and restrained SRB from collecting WWF from trans-provincial organisations. SRB has filed an appeal against this decision before SCP.

25.3 The contract liabilities outstanding as at June 30, 2025 amounting to PKR 9,054.638 million have been fully recognised as revenue during the current year.

25.4 Payable for SIDC

The Holding Company, LCI and LMC are subject to Sindh Infrastructure Development Cess (SIDC) on imported goods. During the year, pursuant to the Sindh Development and Maintenance of Infrastructure Cess (Amendment) Act, 2026, the Holding Company, LCI and LMC entered into Settlement Agreements as individual basis with the Government of Sindh for settlement of the outstanding SIDC obligations.

Under the Settlement Agreement, the Holding Company, LCI and LMC opted to settle the outstanding liability through installments in accordance with the agreed payment plan and issued post-dated cheques as required thereunder. Accordingly, the liability has been measured at the present value of future payments, discounted using an effective rate of 12.34% per annum.

The present value of the liability as per their respective agreement date aggregated PKR 6,499.23 million. The resulting gain arising on initial recognition of the discounted liability amounted to PKR 4,507.55 million has been recognised in other income.

	Note	2026 (PKR in '000')	2025
26. SHORT-TERM BORROWINGS			
Holding Company			
Islamic export refinance facility		8,950,000	6,485,000
Running musharakah		660,000	–
	26.1	9,610,000	6,485,000
LEPCL			
Working capital facilities	26.2	10,535,000	11,790,000
Sukuks	26.3	6,000,000	6,000,000
		16,535,000	17,790,000
LCI			
Running finance / musharakah	26.4	15,683,908	10,107,093
Export refinance facility	26.5	1,150,000	400,000
		16,833,908	10,507,093
LCLIHL			
Loan from joint venture	26.6	23,701,786	20,005,884
		66,680,694	54,787,977

26.1 The Holding Company has obtained Islamic Export Refinance Facility of PKR 8,950 million (2025: PKR 6,485 million) from a number of banks. The facility is secured by way of hypothecation charge over plant and machinery, stock-in-trade and stores and spares. These facilities carry mark-up at the rates ranging from 3.49% to 8.00% per annum.

Additionally, the Holding Company has obtained Running Musharakah Facility of PKR 660 million from United Bank Limited – Islamic. This facility carries mark-up at the rates ranging from 4.52% to 8.19% per annum.

26.2 LEPCL currently has eight bilateral working capital facility agreements with commercial banks for an aggregate amount of PKR 23,655 million (2025: PKR 23,655 million). The facilities are for a period up to one year carrying a mark-up at the rate of 3 months KIBOR plus 0.1% to 0.25% (2025: 3 months KIBOR plus 0.25% to 1.5%). As at June 30, 2026 the outstanding funded exposure against the said facilities was PKR 10,535 million (2025: PKR 11,790 million). All of the aforementioned facilities as at reporting date are Shariah compliant.

Notes to the Consolidated Financial Statements

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These working capital facilities are secured primarily through first ranking pari-passu assignment over present and future EPP Payments from CPPA-G / National Transmission and Dispatch Company (NTDC) and / or any of its successors, assigns and transferees due under PPA, second ranking charge (hypothecation / mortgage) over all immovable and moveable properties (excluding land) of LEPCCL to cover for 20% margin, hypothecation charge over imported coal in transit for the Project and the shipment documentation of such coal and hypothecation charge over sixty days fuel inventory for the Project.

26.3 LEPCCL has also raised funds through private placement of a Sukuk instrument having face value of PKR 6,000 million. This is repayable in six months time from the date of issue and carries a mark-up at the rate of 3 months KIBOR plus spread of negative 0.1% (2025: 3 months KIBOR).

26.4 This represents short-term financing facilities as follows:

- (i) Islamic facilities having a limit of PKR 25,746 million (2025: PKR 21,625 million). These facilities carry profit at KIBOR less 0.16% to KIBOR plus 1.5% (2025: KIBOR plus 0.02% to 0.15%) per annum. LCI has utilised PKR 15,684 million (2025: PKR 10,057 million) as at the reporting date; and
- (ii) The conventional facilities, have a limit amounting to PKR 7,800 million (2025: PKR 7,800 million). These facilities carry mark-up ranging from KIBOR plus 0.10% to 0.3% (2025: KIBOR plus 0.1% to 0.3%) per annum. LCI has utilised Nil (2025: PKR 50 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 LCI.

26.5 LCI has availed Export Refinance Facility (ERF) of SBP Part 2, amounting to PKR 1,150 million (2025: PKR 400 million) from various banks. ERF is secured against charge on current assets of LCI and carries mark-up at SBP rate (2025: SBP rate plus 0.50% to 1.00%) per annum. This facility is interchangeable with short-term running finance / musharakah provided by the banks.

26.6 This represents loan obtained by LCLHL from its joint venture LuckyRawji Holdings Limited aggregating to USD 85.052 million (2025: USD 70.502 million). The loan is repayable within one year and is non-interest bearing.

27. CONTINGENCIES AND COMMITMENTS

27.1 CONTINGENCIES

THE HOLDING COMPANY

27.1.1 The Federal Government issued SROs 580(1)/91 and 561(1)/94 dated June 27, 1991 and June 9, 1994 respectively and incentivized industries by providing sales tax exemptions on goods produced for a period of 5 years from the date of commissioning of such industries if the industrial plants were set up between July 1, 1991 and June 30, 1996 within the jurisdiction of NWFP (now KPK) and Balochistan. The Holding Company relying on such incentive set up its manufacturing plant in Dera Pezu, District Lakki Marwat and was thus entitled to sales tax exemption on cement produced by it till June 30, 2001. Through the Finance Act, 1997, the Federal Government provided sales tax exemption to all cement manufacturers of Pakistan regardless of their geographical location and thus withdrew the incentive given earlier of sales tax exemption to industries being set up in NWFP (now KPK) and Balochistan. Being aggrieved, the Holding Company filed a writ petition with the Peshawar High Court in year 2000. The writ petition was subsequently withdrawn on legal advice and a suit for compensation was filed before the Learned Civil Judge, Peshawar. The Learned Civil Judge decreed the suit ex-parte on November 20, 2009 in favor of the Holding Company for an amount of PKR 1,693.61 million along with 14% return per annum till the date of payment.

On August 3, 2011, the Holding Company filed an execution petition for realisation of the decretal amount as per the decree granted by the Learned Civil Court. Due to objections filed by the Federal Government and the FBR, the ex-parte decree was set aside on January 17, 2012 and the matter was listed for re-hearing. The defendants contested the matter and the Learned Civil Judge, Peshawar, dismissed the suit of the Holding Company on December 18, 2012. The Holding Company filed an appeal before the Honourable Peshawar High Court against dismissal of the suit on March 9, 2013. The Peshawar High Court transferred the matter to the District Court Peshawar. Subsequently, the District Court Peshawar dismissed the said appeal on January 7, 2023.

The Holding Company has thereafter filed a Civil Revision suit before the Peshawar High Court to challenge the said judgment of the District Court. The case is currently pending before the Peshawar High Court. The receivable shall be recognised when its existence is virtually certain.

- 27.1.2** The Competition Commission of Pakistan (CCP) passed a single order on August 27, 2009 against all the cement manufacturers of the country on the alleged ground of formation of cartel for marketing arrangement and imposed a penalty at the rate of 7.5% of total turnover of each company consisting of both local and export sales. The amount of penalty imposed on the Holding Company was PKR 1,271.84 million. The Holding Company challenged the constitutionality of the Competition Law before the Honourable Lahore High Court and also the show cause notice and subsequent order issued by the CCP. The Lahore High Court on October 26, 2020, however, dismissed the petitions of the cement manufacturers and declared the Competition Law to be intra vires. Nevertheless, the Honourable Court struck down the constitution of the Competition Appellate Tribunal (CAT). The Holding Company has filed an appeal before the Honourable Supreme Court of Pakistan to challenge the said decision. Meanwhile, the Government has also filed an appeal to challenge the judgment of the Honourable Lahore High Court.

The Holding Company has filed appeals against the CCP order before CAT, which are also pending.

Based on advice of the Holding Company's legal advisor, the management is confident of a positive outcome and hence no accrual has been recorded in the books of account of the Group.

- 27.1.3** Details of other matters are stated in notes 15.1, 15.2, 15.4, 16 and 25.2 to these consolidated financial statements.

LUCKY CORE INDUSTRIES LIMITED

- 27.1.4** Claims against LCI not acknowledged as debts are as follows:

	2026	2025
	(PKR in '000')	
Local bodies	12,917	84,500
Others	2,288,717	2,595,634
	2,301,634	2,680,134

- 27.1.5** Suit for damages amounting to PKR 850 million was filed by a private company against LCI alleging breach of the terms of letter of intent and that LCI destroyed the warehouse premises leased from the private company for storage of its pharmaceutical products. As a response, LCI 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 High Court of Sindh.

- 27.1.6** LCI, amongst others, is a defendant in a suit filed by Pakistan International Bulk Terminal Limited on March 27, 2023, for recovery of an aggregate amount of USD 1,613,440 (equivalent to PKR 449.625 million) in respect of alleged damage to coal berth. The case is pending before the competent civil courts in Karachi.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

27.1.7 LCI has challenged the judgment of the High Court of Sindh (HCS) dated January 13, 2025 remanding the matter to the classification committee to determine the HS code classification of partial shipments relating to power generation project. The issue before the HCS was whether the partial shipments for the power generation project are to be treated as an integral part of the Plant and assessed accordingly under its PCT Heading or each of these items are to be treated and assessed separately under respective PCT Headings. LCI has contended that the matter involves a question of law, rather than a question of fact relating to classification.

The matter is currently pending before the Federal Constitutional Court (FCC). During the pendency of the matter before the FCC, the Classification Committee passed a public order dated May 4, 2026. The FCC has granted interim relief to LCI directing that the public order / determination shall not be acted upon. The matter remains pending, and the next date of hearing is yet to be fixed by the FCC. Bank guarantees of PKR 1,095.290 million remain deposited with the Nazir of the HCS."

27.1.8 LCI based on the opinion of advisors is confident that the above cases would be decided in LCI's favor. Accordingly, no provision in respect of these matters has been made in these consolidated financial statements.

27.1.9 Following the disposal of the Company's petition by the Honourable Supreme Court of Pakistan, the assessment proceedings for AY 2002-03 were finalized vide order dated May 15, 2017. Although the demerger of the PTA Plant and the related matters had attained finality in AY 2001-02, the tax authorities considered the transfer of the PTA Plant and exchange of shares to have occurred in AY 2002-03. Accordingly, the assessment included the taxation of the transfer of the PTA Plant and exchange of shares, restriction of depreciation on PTA assets, disallowance of financial charges, and certain other adjustments. Consequential assessment orders for TYs 2003 to 2010 were also passed to give effect to the reduction in the carry-forward depreciation. The Tribunal, vide order dated June 7, 2021, decided all issues relating to AY 2002-03 in favour of the Company, and the FBR subsequently passed an appeal effect order on June 30, 2025, resulting in the deletion of the tax demand of PKR 2,143 million. In respect of TYs 2003 to 2010, involving an aggregate tax demand of PKR 1,915 million, the Tribunal, vide order dated November 27, 2023, remanded the cases to the tax authorities for passing speaking orders. The remand proceedings are currently pending.

The management is confident, based on the opinion of advisors, that all the aforementioned cases will be decided in favour of LCI. Accordingly, no provision in respect of these matters has been made in these consolidated financial statements.

LUCKY ELECTRIC POWER COMPANY LIMITED

27.1.10 In 2023, Commissioner Inland Revenue (CIR) issued demands of PKR 171 million and PKR 865 million relating to tax year 2018 and 2019, respectively. This is based on CIR's view that LEPCCL had not deducted tax on payments to offshore supplier under section 152 (1A) of the Ordinance. LEPCCL has filed appeals against such orders which are pending adjudication with Appellate Tribunal Inland Revenue (ATIR). LEPCCL's maximum exposure as of June 30, 2026, including the principal amount, penalty and default surcharge is approximately PKR 2,240 million. LEPCCL, based on the merit of the case, is confident that the matter will be decided in the favour of LEPCCL and accordingly no provision has been made in these consolidated financial statements.

27.1.11 The CIR raised a sales tax demand of PKR 752 million, along with a penalty of PKR 38 million, through Order No. 05 of 2023 dated October 12, 2022, on account of disallowance of input tax claimed by LEPCCL on procurement of goods and services. LEPCCL has contested the order before the Commissioner Inland Revenue (Appeals) [CIR (A)] and subsequently before the ATIR, which decided the matter in LEPCCL's favour.

In the absence of an appeal effect order, LEPCCL was unable to establish related refund, therefore, the matter was referred to the Federal Tax Ombudsman (FTO), which dismissed the complaint on the ground that the matter was subjudice before the HCS, where the tax department had meanwhile challenged the ATIR's order. LEPCCL has filed a representation before the President of Pakistan against the FTO's decision, for which hearing has been conducted while decision is yet to be issued. Separately, the HCS has since dismissed the department's appeal. LEPCCL is now seeking issuance of the appeal effect order to pursue the refund arising from its original application.

27.1.12 During the year, the Deputy Commissioner Inland Revenue (DCIR) issued an order dated June 29, 2026 under section 122(1) read with section 122(5A) of the Ordinance, amending the LEPCCL's deemed assessment for tax year 2020 and raising a tax demand of PKR 301 million. The DCIR is of the view that profit on debt earned by LEPCCL is taxable as income from other sources under section 39 of the Ordinance, rather than being exempt under the business income exemption available under clause 132 of Part I of the Second Schedule to the Ordinance. LEPCCL has obtained a stay order from the HCS against the said order on July 6, 2026 and has filed an appeal before the ATIR. The management of LEPCCL is of the view that the taxable income determined by the tax authorities has not been computed in accordance with the applicable provisions of the Ordinance and is accordingly contesting the matter. Based on legal advice and the merits of the case, management is confident that the matter will be decided in favour of the LEPCCL. Accordingly, no provision has been recognised in these consolidated financial statements.

27.1.13 During the year, the Additional Commissioner Inland Revenue (ACIR) amended the assessment filed by LEPCCL for tax year 2023 and raised a demand of PKR 13,496 million through order dated August 18, 2025. This is based on the fact that ACIR is of the view that revenue earned from Capacity Purchase Price (CPP) is taxable and not covered under the business income exemption available under clause 132 of Part I of the Second Schedule to the Ordinance. LEPCCL had preferred an appeal thereagainst before the CIR (A). However, CIR (A), through the appellate order dated October 7, 2025, upheld the assessment order, holding that clause 132 of Part I of the Second Schedule to the Ordinance does not extend to receipts under CPP.

Thereafter, LEPCCL had filed an appeal before the ATIR, which was also dismissed, upholding the orders passed by the authorities below. LEPCCL has currently filed a rectification application before the ATIR against the aforesaid order alongside reference in the HCS, both of which are currently pending adjudication. The ATIR has granted a stay against recovery of the demand, which remains in force pending adjudication of the rectification application. Based on the recommendations of the tax advisor, considering the merits of the case and favourable decisions on identical issue obtained by other independent power producers, LEPCCL is confident that the outcome of the case will be in LEPCCL's favour, hence no provision has been recognised in these consolidated financial statements.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
COMMITMENTS			
27.2 Capital commitments			
Plant and machinery under letters of credit and others		5,977,386	3,482,775
Other commitments			
Stores, spares and packing material under letters of credit	27.2.1	16,870,974	39,839,715
Bank guarantees issued		5,993,551	9,352,701
Standby letter of credit	27.2.2	41,470,024	49,624,895
Post dated cheques		10,659,215	5,230,170
Commitment in connection with LEPCL's project's cost over-run and payment service reserve account (PSRA) support, CSA and excess debt support		47,697,070	50,031,778

27.2.1 As of June 30, 2026, LEPCL has issued the following through commercial banks:

- Letters of credit amounting to USD 4.492 million (i.e. PKR 1,251.34 million) [June 30, 2025: USD 0.728 million (PKR 207.09 million)] in favour of vendors including coal suppliers.
- Bank guarantees amounting to PKR 141.907 million (2025: PKR 140.117 million) represent guarantees issued in favor of Sindh Forest Department, Collector of Customs and United Bank Limited in relation to mangrove plantation and advance income tax, respectively.

27.2.2 This represents stand by letter of credit issued by Habib Bank Limited, Pakistan to Habib Bank Limited, Bahrain in relation to foreign currency borrowings.

28 SEGMENT REPORTING

		Cement		Polyester		Soda Ash		Pharma		Life Sciences & Chemicals		Automobiles & mobile phones		Power Generation		Others		Group	
	Note	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
											(Rs in '000')								
Gross revenue																			
Exports		34,212,949	32,811,254	79,529	125,535	2,179,304	6,073,107	587,457	963,988	115,251	139,089	-	-	-	-	-	-	37,174,490	4,012,903
Inter-segment		14,078	169,294	30,780	3,274	-	-	-	-	39,159	115,721	540,700	853,613	-	-	791,039	14,84,002	1,415,756	2,625,904
Local		158,634,157	141,321,516	40,994,384	47,207,725	43,656,616	41,883,458	29,007,978	24,853,645	26,566,972	24,916,012	22,005,748	165,300,898	83,428,228	72,996,886	6,333,157	49,283,309	60,857,83,40	523,208,381
		192,861,184	174,302,064	41,074,693	47,438,534	45,784,920	47,956,565	29,595,435	25,871,563	26,721,382	25,170,822	22,05,98,548	166,154,511	83,428,228	72,996,886	7,104,196	61,231	64,768,586	565,947,188
Commission / toll income		-	-	-	-	-	-	-	94,195	175,498	218,384	-	-	-	-	-	-	175,498	313,169
Revenue	29	192,861,184	174,302,064	41,074,693	47,438,534	45,784,920	47,956,565	29,595,435	25,917,748	26,889,680	25,389,806	22,05,98,548	166,154,511	83,428,228	72,996,886	7,104,196	61,231	64,734,4084	566,260,357
Sales tax and excise duty		53,227,737	47,480,438	6,186,906	7,139,167	6,286,344	6,246,153	261,703	197,776	1,979,890	1,879,466	35,942,888	28,591,854	4,659,948	2,916,363	10,40,67	270,736	108,64,9503	94,691,953
Rebates and commission		3,106,430	2,276,944	4,100,53	5,66,056	3,285,521	1,946,391	7,135,569	4,671,465	4,551,481	3,989,272	2,430,960	1,432,406	-	-	-	-	20,920,014	14,882,534
		56,334,167	49,737,382	6,596,959	7,705,223	9,571,865	8,192,544	7,397,272	4,869,241	6,531,371	5,868,738	38,373,848	31,004,260	4,659,948	2,916,363	10,40,67	270,736	129,589,587	109,574,487
		136,527,017	124,594,682	34,477,34	39,731,311	36,213,055	39,764,021	22,198,163	20,425,507	20,365,509	19,520,088	18,224,700	136,140,251	78,786,280	70,080,455	7,000,109	5,841,575	51,774,567	456,885,670
Cost of sales	30	85,356,494	81,827,060	33,555,671	37,414,284	28,151,871	28,690,138	12,772,843	13,133,879	14,220,884	13,463,754	16,985,183	126,155,260	41,069,751	27,245,985	882,533	1,298,751	385,681,30	329,229,001
Gross profit		51,170,523	42,737,622	9,220,63	2,317,047	8,061,184	11,073,883	9,425,320	7,908,628	6,144,625	6,057,314	12,373,617	9,984,991	37,886,529	42,834,560	6,117,576	45,42,824	13,193,437	127,456,869
Selling and distribution expense	31	8,987,914	8,972,815	24,0072	34,608	9,982,07	17,83,625	3,384,158	2,748,476	2,419,074	2,408,362	1,020,335	1,106,135	-	-	-	-	16,941,060	17,254,021
Administrative expenses	32	2,593,232	2,427,249	20,788	17,7198	1,481,198	961,445	711,574	566,053	517,684	540,374	1,691,904	1,702,088	6,497,40	53,087	736,880	653,969	8,583,980	7,559,443
Operating results		39,589,377	31,337,558	48,0223	18,25,241	5,670,779	8,408,843	5,349,588	4,594,099	3,207,867	3,108,578	9,661,078	7,176,788	37,148,789	42,303,473	5,380,696	3,888,855	106,388,397	102,643,435
Segment Assets	29.3	291,230,774	262,385,120	19,184,363	16,320,602	55,311,377	53,771,195	18,609,072	18,017,601	25,152,282	22,957,090	86,714,035	72,432,014	193,539,578	201,869,980	59,688,431	2,002,722	749,429,912	649,155,424
Unallocated assets	28.2																	116,303,890	159,089,963
																		867,738,802	808,253,387
Segment liabilities	29.4	36,295,209	32,136,586	16,542,424	14,269,526	6,412,382	7,854,212	9,437,587	11,558,940	4,046,779	4,049,303	25,709,150	29,635,666	5,742,770	9,520,121	5,000,788	7,284,235	10,918,089	116,505,589
Unallocated liabilities	28.4																	231,863,125	245,951,071
																		341,050,214	362,459,660
Depreciation and amortisation	28.5	7,495,396	6,882,521	623,449	640,914	3,188,599	2,521,608	4,901,37	4,85,277	240,530	205,265	3,338,560	3,034,547	5,108,350	5,102,081	66,495	55,354	20,481,516	18,786,567
Capital expenditure	28.6	15,189,589	7,086,469	729,210	818,526	2,556,593	7,184,435	447,319	5,240,705	5,08,000	805,554	1,371,150	4,649,563	505,445	356,446	69,839	68,106	21,377,235	26,189,804

28.7 Revenue from power generation segment is derived from a single customer

Notes to the Consolidated Financial Statements

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29 RECONCILIATIONS OF REPORTABLE SEGMENTS REVENUE, COST OF SALES, ASSETS AND LIABILITIES

	Note	2026 (PKR in '000')	2025
29.1 Gross revenue			
Gross revenue for reportable segments	28	647,344,084	566,260,357
Elimination of inter-segment revenue		(1,415,756)	(2,625,904)
		645,928,328	563,634,453
29.2 Cost of sales			
Total cost of sales for reportable segments	28	385,861,130	329,229,001
Elimination of inter-segment purchases		(807,346)	(2,336,950)
		385,053,784	326,892,051
29.3 Assets			
Total assets reported by the segments	28.1	749,429,912	649,155,424
Less: Adjustments and elimination of inter-segment balances		73,831,790	79,029,878
Total assets for reportable segments of the Group		675,598,122	570,125,546
Unallocated assets included in:			
– cash and bank balances	18	8,860,131	61,685,366
– intangibles – goodwill and brands		5,196,656	5,196,656
– long term investments	8	104,252,103	92,217,941
		118,308,890	159,099,963
		793,907,012	729,225,509
29.4 Liabilities			
Total liabilities reported by the segments	28.3	109,187,089	116,508,589
Less: Adjustments and elimination of inter-segment balances		21,048,048	21,275,589
Total liabilities for reportable segments of the Group		88,139,041	95,233,000
Unallocated liabilities included in:			
– short-term borrowings and running finance	26	66,680,694	54,787,977
– long-term finance	22	117,991,046	130,807,294
– deferred tax liability		29,333,511	29,111,190
– provision for taxation		12,798,649	25,270,032
– unclaimed and unpaid dividend		74,087	65,745
– accrued return		3,037,193	3,260,774
– deferred government grant		1,947,945	2,648,059
		231,863,125	245,951,071
		320,002,166	341,184,071

	Note	2026 (PKR in '000')	2025
30 COST OF SALES			
Salaries, wages and benefits		10,513,146	8,864,549
Raw material consumed		263,998,488	201,894,561
Packing material		5,822,269	5,238,476
Fuel and power		72,564,951	68,460,370
Stores and spares consumed		5,092,946	4,639,940
Conversion fee paid to contract manufacturers		3,434,846	3,600,299
Repairs and maintenance		1,796,836	1,533,501
Depreciation and amortisation	5.2, 6.1 & 7.1	19,246,832	17,657,937
Insurance		1,751,018	1,748,291
Earth moving machinery charge		596,726	528,216
Vehicle running and maintenance		213,795	174,953
Communication		16,189	14,452
Transportation		91,382	90,180
Travelling and conveyance		218,186	224,411
Rent, rates and taxes		103,954	101,317
Printing and stationery		6,447	6,055
Other manufacturing expenses		6,387,477	5,518,414
		391,855,488	320,295,922
Work-in-process:			
Opening		3,417,980	7,740,410
Closing		(3,742,109)	(3,417,980)
		(324,129)	4,322,430
Cost of goods manufactured		391,531,359	324,618,352
Finished goods:			
Opening		21,234,545	17,824,403
Purchases		4,765,249	7,956,642
Closing		(32,106,335)	(21,221,565)
Provision		436,312	51,169
		(5,670,229)	4,610,649
		385,861,130	329,229,001

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
31. DISTRIBUTION COSTS			
Salaries and benefits		3,875,289	3,379,679
Logistics and related charges		5,786,980	6,663,643
Loading and others		3,108,226	3,375,004
Communication		76,754	16,368
Travelling and conveyance		942,920	867,113
Printing and stationery		5,518	7,622
Insurance		122,754	117,784
Rent, rates and taxes		90,905	102,798
Utilities		28,167	31,728
Vehicle running and maintenance		91,229	77,971
Repairs and maintenance		63,670	82,833
Fees, subscription and periodicals		27,171	23,250
Advertisement and sales promotion		1,527,375	1,395,420
Security services		8,914	9,189
Depreciation and amortisation	5.2, 6.1 & 7.1	472,913	412,609
Provision for doubtful debt	12.5	–	100,000
Other general expenses		712,275	591,010
		16,941,060	17,254,021
32. ADMINISTRATIVE EXPENSES			
Salaries and benefits		4,481,404	3,644,903
Communication		54,540	70,832
Travelling and conveyance		191,762	207,834
Insurance		111,176	126,552
Rent, rates and taxes		148,717	114,855
Vehicle running and maintenance		115,587	97,549
Aircraft running and maintenance		71,657	95,243
Printing and stationery		41,314	19,053
Fees and subscription		141,013	94,716
Security services		14,847	17,431
Legal and professional fee		473,120	282,283
Utilities		122,353	121,513
Repair and Maintenance		188,914	224,131
Advertisement		35,172	21,560
Auditors' remuneration	32.2	46,330	61,617
Depreciation and amortisation	5.2, 6.1 & 7.1	761,771	716,021
Provision for doubtful debts, loan and advances and other receivables		73,510	97,949
Training cost		68,449	25,559
Bank charges		39,344	44,451
Other general expenses		1,403,000	1,475,361
		8,583,980	7,559,413

32.1 These include PKR 2.05 million (2025: PKR 1.54 million) relating to Shariah advisor.

	2026	2025
	(PKR in '000')	
32.2 Auditors' remuneration		
The Holding Company		
Statutory audit fee		
– standalone	3,946	3,587
– consolidated financial statements	1,046	847
Half yearly review fee	932	847
Code of Corporate Governance review fee & Shariah Governance Regulations, 2023	489	445
Tax and other services	988	6,687
	7,401	12,413
Out of pocket expenses and government levies	2,806	2,129
	10,207	14,542
Advisory engagement – note 32.2.1	16,670	32,121
Out of pocket expenses and government levies – note 32.2.1	2,596	4,951
	29,473	51,614
Subsidiaries (multiple audit firms)		
Statutory audit fee	18,048	14,375
Half yearly review and other certifications	4,576	4,014
Out of pocket expenses and government levies	2,693	2,213
Other certifications	1,139	8,125
Others	9,667	18,348
	36,123	47,075
	65,596	98,689

32.2.1 These represent engagement fee and related out of pocket expenses and government levies paid to A. F. Ferguson & Co., in connection with the Holding Company's business development activity classified in note 34.

	Note	2026	2025
		(PKR in '000')	
33. FINANCE COSTS			
Mark-up on long term and short term borrowings		18,037,977	24,049,769
Accretion of interest on lease liabilities		51,234	60,810
Discounting charges on receivables		37,981	90,705
Bank charges and commission		81,269	49,189
Unwinding of liability of Sindh Infrastructure Development Cess		185,967	–
Guarantee fee and others		548,098	1,247,876
		18,942,526	25,498,349
34. OTHER EXPENSES			
Workers' Profit Participation Fund		2,146,772	1,942,981
Workers' Welfare Fund	25.2	953,324	658,684
Donations and scholarships	34.1	2,797,865	1,906,602
Business development and technical fee		88,063	220,718
Provision for slow moving spares		2,020,335	–
		8,006,359	4,728,985

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

34.1 These include donations amounting to PKR 1,914 million (2025: PKR 1,201.6 million) to Aziz Tabba Foundation (ATF), a not-for-profit organisation registered under section 42 of the Companies Ordinance, 1984 (now the Companies Act, 2017). Mr. Muhammad Sohail Tabba, Chairman of the Board of Directors of the Holding Company, is the Director of ATF and Mr. Muhammad Ali Tabba, the Chief Executive of the Holding Company, is the Director of ATF. Further, Mr. Muhammad Jawed Tabba and Mrs. Mariam Tabba Khan, the Directors of the Holding Company, are also Directors of ATF.

	Note	2026 (PKR in '000')	2025
35 OTHER INCOME			
Income from non-financial assets			
Gain on disposal of property, plant and equipment	5.3	1,378,702	236,009
Gain from sale of electricity		74,532	14,600
Discounting impact on SIDC		4,507,546	–
Sale of scrap		522,358	598,860
Others		260,820	3,741,243
		6,743,958	4,590,712
Income from financial assets			
Income from mutual funds and other investments		11,028,227	8,684,724
Exchange gain		281,124	447,322
Return from deposits with Islamic bank and other financial institutions		2,919,524	2,167,895
		14,228,875	11,299,941
		20,972,833	15,890,653
36. LEVY AND TAXATION			
Levy	36.1	366,859	343,784
Taxation	36.2 & 36.3	19,734,002	21,248,189
		20,100,861	21,591,973

36.1 This represents final taxes and minimum taxes paid under Income Tax Ordinance, 2001, representing levy in terms of requirements of IFRIC 21 and IAS 37.

	2026 (PKR in '000')	2025
36.2 Taxation		
– Current tax	19,491,844	15,793,193
– Deferred tax	242,158	5,454,996
	19,734,002	21,248,189
36.3 Relationship between income tax expense and accounting profit:		
Profit before tax	116,190,243	105,746,566
Tax at the applicable tax rate of 29%	33,695,170	30,666,504
Tax effect of exempt income	(9,574,557)	(8,264,419)
Provision for super tax	6,270,423	5,235,174
Tax effect under lower rate	(6,411,768)	(3,601,402)
Prior year	(2,331,623)	–
Others	(1,913,643)	(2,787,668)
	19,734,002	21,248,189

37. EARNINGS PER SHARE – basic and diluted

There is no dilutive effect on the basic earnings per share of the Holding Company, which is based on:

	2026	2025
Profit attributable to owners of the Holding Company (PKR in thousands)	89,042,169	76,956,147
Weighted average number of ordinary shares (in thousands)	1,465,000	1,465,000
Basic and diluted earnings per share – PKR	60.78	52.53

	Note	2026 (PKR in '000')	2025
38. CASH GENERATED FROM OPERATIONS			
Profit before taxation		116,190,243	105,746,566
<i>Adjustments for non cash charges and other items</i>			
Levy		366,859	343,784
Discounting income on SIDC		(4,507,546)	–
Unwinding cost on SIDC		185,967	–
Depreciation and amortisation	5.2, 6.1 & 7.1	20,525,586	18,841,778
Provision for slow moving spares	10	2,020,335	127,599
Provision for slow moving and obsolete stocks	11.2	436,312	51,169
Provision for doubtful debts, advances and other receivables		(23,213)	197,949
Gain on disposal of operating fixed assets	35	(1,378,702)	(236,009)
Provision for staff gratuity	24.1.5	1,317,127	1,045,023
Share of profit – joint venture and associates	8.10	(16,753,167)	(17,779,995)
Gain on termination of lease		(2,570)	(794)
Income from mutual funds and other investments	35	(11,028,227)	(8,684,724)
Return from deposits with Islamic banks and other financial institutions	35	(2,919,524)	(2,167,895)
Gain of bargain purchase		–	(292,555)
Deferred government grant realised		(700,114)	–
Finance cost	33	18,756,559	25,498,349
Profit before working capital changes		122,485,925	122,690,245
(Increase) / decrease in current assets			
Stores, spares and consumables		5,975,632	(4,878,336)
Stock-in-trade		(5,911,620)	6,308,683
Trade debts		(2,796,338)	5,411,696
Loans and advances		272,683	(26,788)
Trade deposits and short-term prepayments		(849,103)	(751,207)
Other receivables		(9,637,306)	2,585,344
		(12,946,052)	8,649,392
Increase in current liabilities			
Trade and other payables		(9,380,764)	3,029,339
		100,159,109	134,368,976

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

	Note	2026 (PKR in '000')	2025
38.1 CASH AND CASH EQUIVALENTS			
Cash and bank balances	18	8,860,131	61,685,366
Short-term investments		167,933,301	80,091,215
		176,793,432	141,776,581

39 REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

39.1 Aggregate amounts charged in these consolidated financial statements are as follows:

Particulars	Chief Executive of the Holding Company		Executives (note 39.6)		Total	
	2026	2025	2026	2025	2026	2025
	(PKR in '000')					
Managerial remuneration	108,000	90,000	9,781,629	8,207,028	9,889,629	8,297,028
Charge for defined benefit obligation & contribution plans	70,500	7,500	1,227,233	1,169,133	1,297,733	1,176,633
	178,500	97,500	11,008,862	9,376,161	11,187,362	9,473,661
Number of persons	1	1	2124	1795	2125	1796

39.2 Managerial remuneration includes bonus amounting to PKR 973.772 million (2025: PKR 862.168 million) paid in accordance with the Group's policy.

39.3 In addition to the above, the chief executive, directors and some executives are provided with the Group maintained cars and other benefits as per the Group's policy.

39.4 No remuneration has been paid to directors during the year except as disclosed in note 39.5 below.

39.5 An amount of PKR 10.5 million was paid to 7 non-executive directors and PKR 1.125 million was paid to 1 executive director of the Holding Company during the current year as the fee for attending board meetings and its committees' meetings (2025: PKR 9.375 million was paid to 7 non-executive directors and PKR 1 million was paid to 1 executive director).

39.6 Executives as mentioned above include Chief Executive Officers of subsidiaries.

40. RELATED PARTIES

40.1 Following are the related parties with whom the Group had entered into transactions during the year:

40.1.1	S. No.	Name of Related Parties	Relationship	Direct Shareholding % in the Holding Company
	1	Lucky Energy (Private) Limited	Associated Company	3.92%
	2	Yunus Textile Mills Limited	Associated Company	7.89%
	3	Lucky Textile Mills Limited	Associated Company	Nil
	4	Gadoon Textile Mills Limited	Associated Company	Nil
	5	Lucky Knits (Private) Limited	Associated Company	Nil
	6	Lucky Foods (Private) Limited	Associated Company	Nil
	7	Lucky Commodities (Private) Limited	Associated Company	Nil
	8	Lucky Exim (Private) Limited	Associated Company	Nil
	9	Lucky Air (Private) Limited	Associated Company	Nil
	10	Energas Terminal (Private) Limited	Associated Company	Nil

40.1.1	S. No.	Name of Related Parties	Relationship	Direct Shareholding % in the Holding Company
	11	Energas Marketing (Private) Limited	Associated Company	Nil
	12	Nyumba Ya Akiba S.A.(Country of incorporation: Democratic Republic of Congo)	Associated Company	Nil
	13	YB Holdings (Private) Limited	Associated Company	Nil
	14	National Resources (Private) Limited	Associated Company	Nil
	15	Lucky Investments Limited	Associated Company	Nil
	16	Lucky Landmark (Private) Limited	Associated Company	Nil
	17	Yunus Energy Limited	Associated Company	Nil
	18	Grandcres Investment Limited	Associated Company	3.33%
	19	Kenzo Holdings Limited (Country of incorporation: The Bahamas)	Associated Company	7.78%
	20	Y.B Pakistan Limited	Associated Company	2.57%
	21	Lucky Paragon ReadyMix Limited	Associated Company	Nil
	22	Aziz Tabba Foundation	Associated Company	Nil
	23	Lucky Cement Limited Employee's Gratuity Fund	Staff retirement benefit funds	Nil
	24	Mr. Muhammad Ali Tabba	Chief Executive Officer	2.96%
	25	Mrs. Feroza Tabba	Spouse of director	0.22%
	26	Mr. Muhammad Sohail Tabba	Director	5.60%
	27	Mrs. Saima Sohail	Spouse of director	2.07%
	28	Mr. Jawed Yunus Tabba	Director	7.67%
	29	Mr. Muhammad Hassan Tabba	Director	0.00%
	30	Mrs. Mariam Tabba Khan	Director	1.59%
	31	Mr. Ikram Hussain Khan	Spouse of director	0.01%
	32	Mr. Khawaja Iqbal Hassan	Director	0.00%
	33	Mr. Shabbir Hamza Khandwala	Director	0.00%
	34	Mr. Masood Karim Shaikh	Director	0.00%
	35	Mrs. Zulekha Tabba Maskatiya	Relative of director	1.59%
	36	Mr. Syed Noman Hasan	Key management personnel	Nil
	37	Mr. Muhammad Atif Kaludi	Key management personnel	0.01%
	38	Mr. Amin Ganny	Key management personnel	Nil
	39	Mr. Ali Shahab	Key management personnel	0.00%
	40	Mr. Ahmed Waseem Khan	Key management personnel	Nil
	41	Mr. Muhammad Shabbir	Key management personnel	Nil
	42	Mr. Mashkoor Ahmed	Key management personnel	Nil
	43	Mr. Waqas Abrar Khan	Key management personnel	0.00%
	44	Mr. Mian Yaseer Sulaiman	Key management personnel	Nil
	45	Mr. Sajid Feroze	Key management personnel	Nil
	46	Mr. Khusro Nadir Gilani	Key management personnel	Nil
	47	Mr. Mazhar Hussain	Key management personnel	Nil
	48	Mr. Adnan Naseem Qazi	Key management personnel	Nil
	49	Mr. Sohail Abdul Aziz Khatri	Key management personnel	Nil

40.2 BALANCES AND TRANSACTIONS WITH RELATED PARTIES

Related parties include associated entities, directors and their close family members and other key management personnel. Balances with related parties are disclosed in respective notes. Details of transactions with related parties during the year, other than those which have been disclosed elsewhere in these consolidated financial statements, are as follows:

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	2026	2025
	(PKR in '000')	
Transactions with directors and their close family members		
Sales	6,959	6,295
Dividend paid	2,164,300	1,965,188
Advance received against sale of fixed asset	300,000	–
Meeting fee	11,625	10,125
Acquisition of unquoted shares	3	–
Transactions with associates		
Sales	5,829,073	6,080,585
Purchase of goods, materials and services	1,671,245	776,402
Reimbursement of expenses to the Group	124,868	138,697
Reimbursement of expenses from the Group	67,337	68,435
Donation and Charity	1,940,884	1,224,858
Services rendered	2,792,748	20,289
Dividends paid	3,752,142	2,757,781
Dividend received	61,137	611,365
Investment made	716,669	483,333
Finance cost paid	15,208	–
Investment in mutual fund	65,246,970	24,396,864
Redemption of investment in mutual fund	50,538,938	–
Profit on short term investment	4,393,047	–
Loan obtained from Joint Venture	4,054,721	9,002,429
Transactions with key management personnel		
Salaries and benefits	2,267,413	2,050,880
Dividends paid	45,439	50,142
Meeting Fee	20,800	5,869
Post employment benefits	212,415	142,723
Sales	20,186	918
Reimbursement of expenses	4,852	–
Staff retirement benefits		
Contribution paid	1,112,859	861,517

40.3 Except as disclosed elsewhere in these consolidated financial statements, there are no transactions with key management personnel outside the terms of their employment.

41. PRODUCTION CAPACITY

In metric tonnes except Power Generation which is in megawatt hours and Vehicles and Electronics which are in units:

	2026		2025	
	Annual Name Plate Capacity	Production	Annual Name Plate Capacity	Production
Cement	15,600,000	7,755,390	15,300,000	7,162,977
Clinker	14,820,000	8,758,805	14,535,000	7,876,402
Polyester	131,000	97,037	131,000	99,951
Soda Ash	560,000	420,415	560,000	462,088
Sodium Bicarbonate	54,000	53,890	54,000	52,935
Power Generation	5,438,208	1,917,284	5,438,208	1,053,659
Vehicles	50,000–60,000	10,142	50,000–60,000	8,494
Electronics	3,000,000	1,810,481	3,000,000	1,841,724

42. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group is exposed to market risk (including return rate risk, currency risk and other price risk), credit risk and liquidity risk. The Group's finance and treasury departments oversee the management of these risks. The Group's financial risk-taking activities are governed by appropriate policies and procedures and financial risks are identified, measured and managed in accordance with the Group's policies and risk appetite. No changes were made in the objectives, policies or processes and assumptions during the year ended June 30, 2026. The policies for managing each of these risk are summarized below:

42.1 Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises of three types of risk: return and interest rate risk, currency risk and other price risk.

42.1.1 Return and interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the financial instruments will fluctuate because of changes in market interest rates.

Majority of the interest rate risk of the Group arises from long term loans and mark-up bearing deposits held with a bank. Long term loans at variable interest rates expose the Group to cash flow interest rate risk and deposits with bank at fixed interest rates give rise to fair value interest rate risk.

As at the reporting date, if the interest rate on the Group's loans and mark-up or profit bearing deposits had been higher / lower by 100 basis points with all other variables held constant, the Group's profit before tax for the year would have been lower / higher by PKR 260.014 million (2025: PKR 258.381 million).

42.1.2 Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. The Group is exposed to currency risk where transactions are conducted in foreign currency.

As at the reporting date, if Pakistan Rupee depreciated / appreciated by 1% against USD, CNY, Euro, GBP and JPY, with all other variables held constant, the Group's profit before tax would have been lower / higher by PKR 522.313 million (2025: PKR 619.796 million) as a result of exchange gain / (loss) on translation of foreign currency denominated financial instruments.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

42.1.3 Other price risk

Other price risk is the risk that the fair value or future cash flows of the financial instruments will fluctuate because of changes in market prices. As at the reporting date, the Group is not exposed to significant other price risk.

42.2 Credit risk

Credit risk represents the accounting loss that would be recognized at the reporting date if counter parties fail to perform as contracted. The Group manages credit risk by limiting significant exposure to any individual customers by obtaining advance against sales. As of the reporting date, the Group is exposed to credit risk on the following assets:

	Note	2026 (PKR in '000')	2025
Financial assets carried at			
Amortised cost			
Long-term loans	9	1,245,302	980,991
Long-term deposits		–	–
Trade debts	12	67,395,260	62,823,834
Loans and advances	13	370,346	481,669
Trade deposits	14	6,202,749	5,186,071
Other receivables	15	6,607,607	3,654,055
Bank balances	18	8,831,516	61,662,834
Short-term investment – term deposits receipts	17	57,249,155	–
		147,901,935	134,789,454
Fair value through profit or loss			
Short-term investment – units of mutual funds	17	115,851,307	80,091,215
		115,851,307	80,091,215
		263,753,242	214,880,669

Credit quality of financial assets

The credit quality of financial assets can be assessed by reference to external credit rating agencies or the historical information about counter party default rates as shown below:

The Group has placed its funds with banks which are rated A1, A1+, A3, AA3 and P1 as per the short term ratings by PACRA/ Moody's and JCR-VIS.

Short-term investments amounting to PKR 115,851.31 million (2025: PKR 80,091.22 million) are held in mutual funds rated not below AA.

Margin held in bank amounting to PKR 5,856.083 million (2025: PKR 4,706.318 million) are held in banks rated not below A1+.

Other receivables mainly include amount receivable in connection with electricity supply for which the Group considers risk to be minimal.

42.3 Liquidity risk

Liquidity risk reflects the Group's inability in raising funds to meet commitments. Management closely monitors the Group's liquidity and cash flow position. This includes maintenance of liquidity ratios, debtors and creditors concentration both in terms of the overall funding mix and avoidance of undue reliance on large individual customers.

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted payments.

	Within one year	1 to 10 years (PKR in '000')	Total
June 30, 2026			
Long-term financing	15,386,443	104,552,548	119,938,991
Long-term deposits and other liabilities	–	5,260,555	5,260,555
Lease liabilities	83,012	218,847	301,859
Short-term borrowings	66,680,694	–	66,680,694
Trade and other payables	48,366,128	–	48,366,128
Accrued return	3,037,193	–	3,037,193
Unclaimed dividend	74,087	–	74,087
	133,627,557	110,031,950	243,659,507
June 30, 2025			
Long-term finance	13,181,508	120,273,845	133,455,353
Long-term deposits and other liabilities	–	8,623,090	8,623,090
Lease liabilities	81,649	307,146	388,795
Short-term borrowings	54,787,977	–	54,787,977
Trade and other payables	59,825,134	–	59,825,134
Accrued return	3,260,774	–	3,260,774
Unclaimed dividend	65,745	–	65,745
	131,202,787	129,204,081	260,406,868

43. CAPITAL RISK MANAGEMENT

The primary objective of the Group's capital management is to maintain capital ratios, strong credit rating and optimal capital structures in order to ensure ample availability of finance for its existing and potential investment projects, to maximise shareholders' value and reduce the cost of capital.

The Group manages its capital structure and makes adjustment to it, in 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, return capital to shareholders or issue new shares. No changes were made in the objectives, policies and processes during the year ended June 30, 2026.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2026

The gearing ratios as at June 30, 2026 and 2025 were as follows:

	Note	2026 (PKR in '000')	2025 (PKR in '000')
Long-term finance	22 & 23	104,552,548	120,273,845
Accrued return		3,037,193	3,260,774
Short-term borrowings	26	66,680,694	54,787,977
Current portion of long-term finance	22	15,386,443	13,181,508
Total debt		189,656,878	191,504,104
Share capital	19	2,930,000	2,930,000
Reserves	20	425,587,675	344,371,028
Equity		428,517,675	347,301,028
Capital		618,174,553	538,805,132
Gearing ratio		30.68%	35.54%

Certain loan facilities of the Group require compliance with loan covenants (common being current ratio of 1:1, gearing ratio of 1.2, loan life coverage ratio of > 1.1x, actual debt service coverage ratio (DSCR) of > 1.1x, forecast DSCR > 1.1x) during the respective tenures of the facilities. Breach of covenants may require the Company to repay the loan earlier than agreed upon repayment dates in case upon intimation of the lender the default is not rectified. The Group monitors the compliance with covenants on a regular basis. There are no indications that the Group would have difficulties complying with these covenants.

44. FAIR VALUES OF FINANCIAL INSTRUMENTS

Fair value is the amount 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. Investment in associates are carried using equity method. The carrying values of all other financial assets and liabilities reflected in these consolidated financial statements approximate their fair values.

Fair value hierarchy

The table below analyses financial instruments carried at fair value by valuation method. The different levels have been defined as follows:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1);
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly (level 2); and
- Inputs for the asset or liability that are not based on observable market data (level 3).

	Level 1	Level 2 (PKR in '000')	Level 3	Total
Assets				
Financial assets				
– Short-term investments	–	115,851,307	–	115,851,307

There were no transfers amongst levels during the year.

45. SHARIAH DISCLOSURE UNDER CLAUSE VII OF PART I OF SCHEDULE IV OF THE COMPANIES ACT, 2017

	Note	2026 (PKR in '000')	2025
Disclosures required in relation to the Statement of Financial Position – Liability Side			
Financing (long-term, short-term, or lease financing)			
obtained as per Islamic mode	22,23 & 26	101,145,335	90,913,712
Interest or mark-up accrued on any conventional loan or advance		1,746,790	2,796,562
Disclosures required in relation to the Statement of Financial Position – Asset Side			
Long-term and short-term Shariah compliant investments	8 & 17	273,900,709	169,348,747
Shariah-compliant bank deposits, bank balances, and TDRs	18	8,829,779	60,763,903
Disclosures required in relation to the Statement of Profit or Loss			
Revenue earned from Shariah-compliant business segments	28	514,333,966	452,234,100
Break-up of late payment or liquidated damages		–	6,392
Gain or loss or dividend earned on Shariah compliant investments or share of profit from Shariah-compliant associates	35	11,028,227	8,684,724
Profit earned from Shariah-compliant bank deposits, bank balances, or TDRs	35	2,919,524	2,167,895
Exchange gain earned from actual currency	35	281,124	447,322
Profit paid on Islamic mode of financing	33	8,435,132	11,284,879
Breakup of other income into Shariah-compliant and non-compliant			
Shariah compliant income			
Gain on disposal of operating fixed assets	35	1,378,702	236,009
Sale of Scrap	35	522,358	598,860
Gain from sale of electricity	35	74,532	14,600
Discounting impact on SIDC	35	4,507,546	–

Notes to the Consolidated Financial Statements

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Other Disclosures

Relationship with Shariah-compliant financial institution	Relationship
Al Meezan Investment Management Limited	Investment
Bank Islami Pakistan Limited	Bank Balances
Dubai Islamic Bank Pakistan Limited	Bank Balances
Faysal Asset Management Limited	Investment
Faysal Bank Limited	Bank Balances and Long-term financing
Lucky Investments Limited	Investment
MCB Islamic Bank Limited	Bank Balances and Long-term financing
Meezan Bank Limited	Bank Balances and Long-term financing and Short term borrowings
EFU General Insurance Window Takaful Operations	Takaful Operator
Jubilee Life Insurance Window Takaful Operations	Takaful Operator

46. SUBSEQUENT EVENT

- 46.1** The Board of Directors in its meeting held on August 7, 2026 has recommended a final dividend of PKR 5/- per share for the year ended June 30, 2026, which will be presented for the approval of the members at the Annual General Meeting to be held on September 25, 2026. These consolidated financial statements do not reflect the effect of this dividend.

47. NUMBER OF EMPLOYEES

The total number of persons employed as at the year end date and the average number of employees during the year are as follows:

	2026	2025
Number of employees as at June 30	7,757	7,783
Average number of employees during the year	7,824	7,520

48. GENERAL

- 48.1** Figures have been rounded off to the nearest thousand PKR, unless otherwise stated.
- 48.2** Corresponding figures and balances have been rearranged and / or reclassified, where considered necessary, for the purpose of comparison and better presentation the effects of which are not material.

49. DATE OF AUTHORISATION FOR ISSUE

These consolidated financial statements were authorised for issue on August 7, 2026 by the Board of Directors of the Holding Company.



Muhammad Sohail Tabba
Chairman / Director



Muhammad Ali Tabba
Chief Executive Officer



Atif Kaludi
Chief Financial Officer

Pattern of Shareholding

As at June 30, 2026

No of Shareholders	From	Shareholding	To	Total Shares Held
32662	1		100	1,101,933
16693	101		500	4,300,719
4863	501		1,000	3,751,389
7195	1,001		5,000	17,142,495
912	5,001		10,000	6,782,648
333	10,001		15,000	4,160,665
166	15,001		20,000	2,956,879
146	20,001		25,000	3,419,587
103	25,001		30,000	2,869,357
56	30,001		35,000	1,849,331
50	35,001		40,000	1,895,994
35	40,001		45,000	1,527,940
61	45,001		50,000	2,997,926
35	50,001		55,000	1,860,091
27	55,001		60,000	1,562,008
28	60,001		65,000	1,770,277
23	65,001		70,000	1,567,730
20	70,001		75,000	1,475,347
8	75,001		80,000	628,347
16	80,001		85,000	1,332,114
14	85,001		90,000	1,232,535
15	90,001		95,000	1,395,662
21	95,001		100,000	2,078,429
12	100,001		105,000	1,227,706
14	105,001		110,000	1,512,005
5	110,001		115,000	562,660
7	115,001		120,000	831,655
9	120,001		125,000	1,112,900
4	125,001		130,000	512,325
5	130,001		135,000	668,185
3	135,001		140,000	418,900
9	140,001		145,000	1,285,258
17	145,001		150,000	2,542,115
7	150,001		155,000	1,067,046
2	155,001		160,000	314,487
9	160,001		165,000	1,465,152
3	165,001		170,000	505,314
5	170,001		175,000	871,040
6	175,001		180,000	1,061,852
5	180,001		185,000	916,811
4	185,001		190,000	750,500
6	190,001		195,000	1,161,566
13	195,001		200,000	2,588,697

Pattern of Shareholding

As at June 30, 2026

No of Shareholders	From	Shareholding To	Total Shares Held
2	200,001	205,000	403,541
3	205,001	210,000	622,863
6	210,001	215,000	1,281,500
2	215,001	220,000	433,737
3	220,001	225,000	666,207
2	225,001	230,000	455,691
2	235,001	240,000	479,500
3	240,001	245,000	729,723
6	245,001	250,000	1,486,439
3	250,001	255,000	752,930
2	255,001	260,000	514,589
2	265,001	270,000	534,373
5	270,001	275,000	1,367,173
1	280,001	285,000	283,608
2	290,001	295,000	587,830
6	295,001	300,000	1,795,294
1	305,001	310,000	308,359
2	315,001	320,000	633,855
2	320,001	325,000	643,956
2	325,001	330,000	652,000
1	340,001	345,000	342,700
1	350,001	355,000	351,978
2	355,001	360,000	715,165
2	365,001	370,000	737,500
2	370,001	375,000	750,000
1	375,001	380,000	380,000
1	380,001	385,000	382,592
1	390,001	395,000	392,985
1	405,001	410,000	410,000
3	410,001	415,000	1,234,699
1	425,001	430,000	428,473
1	430,001	435,000	432,500
1	440,001	445,000	441,820
2	445,001	450,000	896,900
1	450,001	455,000	451,148
1	475,001	480,000	476,500
1	480,001	485,000	482,136
4	495,001	500,000	2,000,000
2	500,001	505,000	1,002,370
1	515,001	520,000	518,980
1	520,001	525,000	525,000
1	525,001	530,000	525,600
1	535,001	540,000	538,689

No of Shareholders	From	Shareholding	To	Total Shares Held
1	540,001		545,000	542,500
2	545,001		550,000	1,099,130
1	560,001		565,000	560,884
1	570,001		575,000	575,000
1	580,001		585,000	585,000
1	595,001		600,000	600,000
1	645,001		650,000	650,000
1	650,001		655,000	652,500
1	660,001		665,000	665,000
1	670,001		675,000	672,500
7	675,001		680,000	4,733,640
1	680,001		685,000	681,245
3	690,001		695,000	2,074,839
1	715,001		720,000	716,069
1	735,001		740,000	739,882
1	745,001		750,000	748,021
1	755,001		760,000	758,500
1	765,001		770,000	766,450
1	770,001		775,000	770,600
1	785,001		790,000	787,679
1	825,001		830,000	829,915
1	840,001		845,000	842,425
1	855,001		860,000	857,091
1	860,001		865,000	865,000
1	870,001		875,000	870,153
2	885,001		890,000	1,773,526
2	895,001		900,000	1,797,500
2	915,001		920,000	1,837,500
1	925,001		930,000	925,040
1	940,001		945,000	942,065
2	985,001		990,000	1,974,957
1	995,001		1,000,000	1,000,000
1	1,000,001		1,005,000	1,003,110
1	1,025,001		1,030,000	1,025,700
1	1,030,001		1,035,000	1,032,994
2	1,045,001		1,050,000	2,100,000
1	1,070,001		1,075,000	1,071,000
1	1,140,001		1,145,000	1,144,509
1	1,150,001		1,155,000	1,155,000
2	1,245,001		1,250,000	2,492,874
1	1,255,001		1,260,000	1,259,000
1	1,285,001		1,290,000	1,288,251
1	1,290,001		1,295,000	1,291,585

Pattern of Shareholding

As at June 30, 2026

No of Shareholders	From	Shareholding To	Total Shares Held
1	1,325,001	1,330,000	1,326,375
2	1,340,001	1,345,000	2,685,000
1	1,355,001	1,360,000	1,357,484
1	1,385,001	1,390,000	1,390,000
1	1,405,001	1,410,000	1,409,432
1	1,430,001	1,435,000	1,431,510
1	1,445,001	1,450,000	1,449,950
1	1,460,001	1,465,000	1,460,337
1	1,515,001	1,520,000	1,516,600
1	1,555,001	1,560,000	1,555,700
1	1,565,001	1,570,000	1,567,500
1	1,585,001	1,590,000	1,587,390
1	1,670,001	1,675,000	1,675,000
1	1,710,001	1,715,000	1,711,660
1	1,725,001	1,730,000	1,730,000
1	1,750,001	1,755,000	1,751,000
1	1,790,001	1,795,000	1,794,374
1	1,865,001	1,870,000	1,865,125
1	1,995,001	2,000,000	2,000,000
1	2,025,001	2,030,000	2,028,750
1	2,060,001	2,065,000	2,062,590
1	2,065,001	2,070,000	2,065,855
1	2,075,001	2,080,000	2,075,611
1	2,175,001	2,180,000	2,178,000
1	2,265,001	2,270,000	2,269,500
1	2,375,001	2,380,000	2,379,630
1	2,400,001	2,405,000	2,405,000
1	2,445,001	2,450,000	2,450,000
1	2,495,001	2,500,000	2,497,022
1	2,520,001	2,525,000	2,520,630
1	2,525,001	2,530,000	2,526,500
1	2,630,001	2,635,000	2,632,074
1	2,645,001	2,650,000	2,646,524
1	2,845,001	2,850,000	2,845,997
1	2,910,001	2,915,000	2,912,450
1	3,015,001	3,020,000	3,016,393
1	3,150,001	3,155,000	3,153,717
1	3,220,001	3,225,000	3,225,000
1	3,255,001	3,260,000	3,259,085
1	3,420,001	3,425,000	3,425,000
1	3,860,001	3,865,000	3,863,180
1	3,885,001	3,890,000	3,885,687
1	4,145,001	4,150,000	4,147,717

No of Shareholders	From	Shareholding To	Total Shares Held
1	4,195,001	4,200,000	4,200,000
1	4,810,001	4,815,000	4,814,830
1	4,985,001	4,990,000	4,986,019
1	5,140,001	5,145,000	5,144,601
1	5,220,001	5,225,000	5,224,796
1	5,270,001	5,275,000	5,273,895
1	5,300,001	5,305,000	5,303,525
1	5,500,001	5,505,000	5,500,140
1	5,875,001	5,880,000	5,877,744
1	6,565,001	6,570,000	6,567,136
1	8,630,001	8,635,000	8,632,500
1	8,885,001	8,890,000	8,889,710
1	9,245,001	9,250,000	9,245,620
1	9,790,001	9,795,000	9,793,435
1	10,825,001	10,830,000	10,827,099
1	13,460,001	13,465,000	13,464,096
1	14,770,001	14,775,000	14,774,856
3	23,330,001	23,335,000	69,992,505
2	30,345,001	30,350,000	60,700,000
1	37,715,001	37,720,000	37,715,500
1	39,780,001	39,785,000	39,780,690
1	43,435,001	43,440,000	43,436,660
1	44,790,001	44,795,000	44,791,755
1	47,285,001	47,290,000	47,287,970
1	48,745,001	48,750,000	48,748,175
1	57,410,001	57,415,000	57,414,375
2	82,040,001	82,045,000	164,084,780
1	112,000,000	112,000,000	112,392,385
2	114,000,000	114,000,000	228,030,290
1	116,000,000	116,000,000	115,523,450
63,854			1,465,000,000

Shareholders' Category

As at June 30, 2026

S. No	Shareholders' Category	No. of Holders	No. of Shares Held	Percentage %
1	Director / Chief Executive Officer /Their Spouse and Minor Children:			
	- Directors	8	217,855,730	14.87
	- Spouses	3	33,660,000	2.30
	- Chief Executive Officer	1	43,436,660	2.96
	- Sponsors	7	360,137,865	24.58
	- Executives	5	224,225	0.02
2	Associated Companies. Undertakings and Related Parties	5	373,416,645	25.49
3	NIT & ICP	9	10,215,713	0.70
4	Banks. Development Finance Institutions. Non-Banking Finance Companies	26	22,780,903	1.56
5	Insurance Companies	25	16,667,671	1.14
6	Modarbas	8	165,620	0.01
7	Mutual Funds	99	80,418,132	5.49
8	Share Holders Holding 10% OR More:	-	-	0
9	General Public:			
	- Local General Public	63,388	215,268,925	14.69
	- Foreign	65	71,545,323	4.88
10	Others (To Be Specified)	205	19,206,588	1.31
	Total:	63,854	1,465,000,000	100.00

NIT & ICP:

1	NATIONAL BANK OF PAKISTAN TRUSTEE DEPARTMENT	1	842,425	0.06
2	CDC - TRUSTEE NATIONAL INVESTMENT (UNIT) TRUST	1	4,147,717	0.28
3	CDC - TRUSTEE NIT-EQUITY MARKET OPPORTUNITY FUND	1	3,863,180	0.26
4	CDC - TRUSTEE NIT ISLAMIC EQUITY FUND	1	857,091	0.06
5	CDC - TRUSTEE UNIT TRUST OF PAKISTAN	1	228,975	0.02
6	CDC - TRUSTEE NITPF EQUITY SUB-FUND	1	105,230	0.01
7	CDC - TRUSTEE NITPF EQUITY SUB-FUND	1	70,500	0.00
8	CDC - TRUSTEE NIT ASSET ALLOCATION FUND	1	69,740	0.00
9	CDC - TRUSTEE NIT PAKISTAN GATEWAY EXCHANGE TRADED FUND	1	30,855	0.00
		9	10,215,713	0.70

Banks. Development Finance Institutions.

Non-Banking Finance Companies:

1	PAKISTAN INDUSTRIAL CREDIT & INVESTMENT CORPORATION LIMITED	1	317,450	0.02
2	PAKISTAN VENTURE CAPITAL LIMITED	1	167,310	0.01
3	SECURITY INVESTMENT BANK LIMITED	1	127,400	0.01
4	UNION BANK LIMITED	1	13,825	0.00
5	THE BANK OF KHYBER	1	4,835	0.00
6	SECURITY STOCK FUND LTD	1	18,810	0.00
7	FAYSAL BANK LIMITED	1	2,720	0.00

Shareholders' Category		Number of Shareholders	Number of Shares Held	Percentage %
8	FAYSAL BANK LIMITED	1	7,525	0.00
9	NATIONAL BANK OF PAKISTAN INVESTOR A/C. (FORMER NDFC)	1	5,000	0.00
10	ASKARI BANK LIMITED	1	2,065,855	0.14
11	ASKARI BANK LIMITED - MT	1	283,608	0.02
12	BANKISLAMI PAKISTAN LIMITED	1	748,021	0.05
13	FAYSAL BANK LIMITED	1	1,865,125	0.13
14	FAYSAL BANK LIMITED	1	766,450	0.05
15	HABIB BANK LIMITED-TREASURY DIVISION	1	3,153,717	0.22
16	HABIB METROPOLITAN BANK LIMITED	1	2,000,000	0.14
17	J S BANK LIMITED - MT	1	102,260	0.01
18	MCB BANK LIMITED - TREASURY	1	2,497,022	0.17
19	MEEZAN BANK LIMITED	1	5,273,895	0.36
20	NATIONAL BANK OF PAKISTAN	1	259,224	0.02
21	NATIONAL BANK OF PAKISTAN	1	8,905	0.00
22	PAKISTAN KUWAIT INVESTMENT CO. (PVT) LTD.	1	1,675,000	0.11
23	PAK-OMAN INVESTMENT COMPANY LTD.	1	88,950	0.01
24	PAK-OMAN INVESTMENT COMPANY LTD. - MT	1	2	0.00
25	SINDH BANK LIMITED	1	295,000	0.02
26	UNITED BANK LIMITED - MT	1	1,032,994	0.07
		26	22,780,903	1.56

Insurance Companies:

1	5TH PILLAR FAMILY TAKAFUL LIMITED	1	30,390	0.00
2	5TH PILLAR FAMILY TAKAFUL LIMITED	1	9,750	0.00
3	ADAMJEE LIFE ASSURANCE COMPANY LIMITED	1	380,000	0.03
4	ADAMJEE LIFE ASSURANCE COMPANY LTD-IMF	1	920,000	0.06
5	ALFALAH INSURANCE COMPANY LIMITED	1	73,667	0.01
6	ASIA INSURANCE COMPANY LIMITED	1	45,000	0.00
7	ASKARI LIFE ASSURANCE COMPANY LIMITED	1	45,200	0.00
8	ASKARI LIFE ASSURANCE COMPANY LIMITED	1	39,740	0.00
9	ASKARI LIFE ASSURANCE COMPANY LIMITED	1	9,750	0.00
10	ATLAS INSURANCE LIMITED	1	693,599	0.05
11	CENTURY INSURANCE COMPANY LTD.	1	80,856	0.01
12	DAWOOD FAMILY TAKAFUL LIMITED	1	144,205	0.01
13	DAWOOD FAMILY TAKAFUL LIMITED	1	39,923	0.00
14	DAWOOD FAMILY TAKAFUL LIMITED	1	37,100	0.00
15	E. F. U. GENERAL INSURANCE LIMITED	1	1,050,000	0.07
16	EFU LIFE ASSURANCE LIMITED	1	8,889,710	0.61
17	GHAF LIMITED	1	82,500	0.01
18	HABIB INSURANCE COMPANY LIMITED	1	100,000	0.01
19	IGI GENERAL INSURANCE LIMITED	1	52,348	0.00
20	IGI GENERAL INSURANCE LIMITED	1	4,500	0.00

Shareholders' Category

As at June 30, 2026

		Number of Shareholders	Number of Shares Held	Percentage %
Shareholders' Category				
21	JUBILEE GENERAL INSURANCE COMPANY LIMITED	1	690,740	0.05
22	JUBILEE GENERAL WINDOW TAKAFUL FUND-PTF	1	42,800	0.00
23	JUBILEE GENERAL WINDOW TAKAFUL OPERATIONS	1	39,500	0.00
24	JUBILEE LIFE INSURANCE COMPANY LIMITED	1	3,016,393	0.21
25	RELIANCE INSURANCE COMPANY LTD.	1	150,000	0.01
		25	16,667,671	1.14

Modarbas:

1	FIRST UDL MODARABA	1	122,400	0.01
2	FIRST CONFIDENCE MODARABA	1	2,685	0.00
3	INDUSTRIAL CAPITAL MODARABA	1	22,035	0.00
4	B.F.MODARABA	1	15000	0.00
5	TRUST MODARABA	1	1500	0.00
6	B.F.MODARBA	1	1000	0.00
7	FIRST ALNOOR MODARABA	1	500	0.00
8	FIRST AL-NOOR MODRABA	1	500	0.00
		8	165,620	0.01

Mutual Funds:

1	CDC - TRUSTEE MEEZAN ISLAMIC FUND	1	13,464,096	0.92
2	CDC - TRUSTEE AL-AMEEN SHARIAH STOCK FUND	1	6,567,136	0.45
3	CDC - TRUSTEE ATLAS STOCK MARKET FUND	1	5,303,525	0.36
4	CDC - TRUSTEE AL MEEZAN MUTUAL FUND	1	5,224,796	0.36
5	CDC - TRUSTEE UBL STOCK ADVANTAGE FUND	1	4,986,019	0.34
6	CDC - TRUSTEE MCB PAKISTAN STOCK MARKET FUND	1	4,200,000	0.29
7	CDC - TRUSTEE NBP STOCK FUND	1	3,885,687	0.27
8	CDC - TRUSTEE MEEZAN TAHAFUZZ PENSION FUND - EQUITY SUB FUND	1	2,912,450	0.20
9	CDC - TRUSTEE LUCKY ISLAMIC STOCK FUND	1	2,845,997	0.19
10	CDC - TRUSTEE ATLAS ISLAMIC STOCK FUND	1	2,632,074	0.18
11	CDC - TRUSTEE ALHAMRA ISLAMIC STOCK FUND	1	2,178,000	0.15
12	CDC - TRUSTEE AL HABIB STOCK FUND	1	1,751,000	0.12
13	CDC - TRUSTEE NBP ISLAMIC STOCK FUND	1	1,711,660	0.12
14	CDC - TRUSTEE-PQIAAF - PAK-QATAR ASSET ALLOCATION PLAN IIIA	1	1,516,600	0.10
15	CDC - TRUSTEE ALFALAH GHP ISLAMIC STOCK FUND	1	1,460,337	0.10
16	CDC - TRUSTEE KSE MEEZAN INDEX FUND	1	1,409,432	0.10
17	CDC - TRUSTEE ALFALAH GHP STOCK FUND	1	1,357,484	0.09
18	CDC - TRUSTEE ABL STOCK FUND	1	1,246,124	0.09
19	CDC - TRUSTEE AL HABIB ISLAMIC STOCK FUND	1	1,155,000	0.08
20	CDC-TRUSTEE AL-AMEEN ISLAMIC RET. SAV. FUND-EQUITY SUB FUND	1	1,003,110	0.07
21	CDC - TRUSTEE LAKSON EQUITY FUND	1	870,153	0.06
22	CDC - TRUSTEE UBL RETIREMENT SAVINGS FUND - EQUITY SUB FUND	1	787,679	0.05
23	CDC-TRUSTEE FAYSAL ISLAMIC ASSET ALLOCATION FUND - II	1	770,600	0.05
24	CDC - TRUSTEE AWT ISLAMIC STOCK FUND	1	739,882	0.05

Shareholders' Category		Number of Shareholders	Number of Shares Held	Percentage %
25	CDC - TRUSTEE ALFALAH GHP ALPHA FUND	1	716,069	0.05
26	MC FSL - TRUSTEE JS GROWTH FUND	1	560,884	0.04
27	MCBFSL - TRUSTEE ABL ISLAMIC STOCK FUND	1	549,130	0.04
28	CDC - TRUSTEE MEEZAN BALANCED FUND	1	538,689	0.04
29	CDC - TRUSTEE FAYSAL ISLAMIC STOCK FUND	1	500,070	0.03
30	CDC - TRUSTEE AL-AMEEN ISLAMIC ASSET ALLOCATION FUND	1	412,780	0.03
31	CDC - TRUSTEE APIF - EQUITY SUB FUND	1	411,319	0.03
32	CDC - TRUSTEE JS LARGE CAP. FUND	1	410,600	0.03
33	CDC - TRUSTEE UBL ASSET ALLOCATION FUND	1	392,985	0.03
34	CDC - TRUSTEE MEEZAN PAKISTAN EXCHANGE TRADED FUND	1	357,165	0.02
35	CDC-TRUSTEE ALHAMRA ISLAMIC ASSET ALLOCATION FUND	1	326,000	0.02
36	CDC - TRUSTEE MAHAANA ISLAMIC INDEX EXCHANGE TRADED FUND	1	299,494	0.02
37	CDC - TRUSTEE APF-EQUITY SUB FUND	1	299,300	0.02
38	CDC - TRUSTEE MEEZAN ASSET ALLOCATION FUND	1	267,373	0.02
39	CDC - TRUSTEE MDAAF - MEEZAN DIVIDEND YIELD PLAN	1	245,189	0.02
40	CDC - TRUSTEE HBL ISLAMIC EQUITY FUND	1	222,207	0.02
41	CDC - TRUSTEE PAK-QATAR ISLAMIC STOCK FUND	1	221,000	0.02
42	CDC - TRUSTEE HBL GROWTH FUND	1	216,237	0.01
43	CDC - TRUSTEE ALFALAH ASSET ALLOCATION FUND	1	199,000	0.01
44	CDC - TRUSTEE FAYSAL ISLAMIC STOCK FUND-II	1	195,977	0.01
45	CDC - TRUSTEE HBL - STOCK FUND	1	185,000	0.01
46	CDC - TRUSTEE AKD INDEX TRACKER FUND	1	181,245	0.01
47	CDC - TRUSTEE ATLAS ISLAMIC DEDICATED STOCK FUND	1	181,031	0.01
48	CDC TRUSTEE - MEEZAN DEDICATED EQUITY FUND	1	162,675	0.01
49	CDC - TRUSTEE ATLAS ISLAMIC BUILDING MATERIALS FUND	1	161,350	0.01
50	CDC - TRUSTEE UBL PAKISTAN ENTERPRISE EXCHANGE TRADED FUND	1	157,530	0.01
51	CDC - TRUSTEE LAKSON TACTICAL FUND	1	147,110	0.01
52	CDC - TRUSTEE NBP ISLAMIC SARMAYA IZAFAT FUND	1	140,012	0.01
53	CDC - TRUSTEE MCB PAKISTAN ASSET ALLOCATION FUND	1	135,000	0.01
54	CDC-TRUSTEE HBL ISLAMIC STOCK FUND	1	119,040	0.01
55	CDC - TRUSTEE AL HABIB ASSET ALLOCATION FUND	1	100,000	0.01
56	CDC - TRUSTEE NBP BALANCED FUND	1	97,762	0.01
57	CDC - TRUSTEE HBL INVESTMENT FUND	1	95,000	0.01
58	CDC - TRUSTEE JS ISLAMIC FUND	1	86,450	0.01
59	CDC - TRUSTEE ALFALAH GHP DEDICATED EQUITY FUND	1	83,400	0.01
60	CDC - TRUSTEE PAKISTAN CAPITAL MARKET FUND	1	80,000	0.01
61	DCCL - TRUSTEE JS ISLAMIC SARMAYA MEHFOOZ FUND PLAN-I	1	72,400	0.00
62	CDC - TRUSTEE ABL PENSION FUND - EQUITY SUB FUND	1	61,165	0.00
63	CDC - TRUSTEE HBL PF EQUITY SUB FUND	1	57,035	0.00
64	CDC - TRUSTEE HBL ISLAMIC ASSET ALLOCATION FUND	1	55,500	0.00
65	CDC - TRUSTEE HBL IPF EQUITY SUB FUND	1	53,600	0.00
66	CDC - TRUSTEE ABL ISLAMIC PENSION FUND - EQUITY SUB FUND	1	50,380	0.00
67	CDC - TRUSTEE LAKSON ISLAMIC TACTICAL FUND	1	48,694	0.00

Shareholders' Category

As at June 30, 2026

	Shareholders' Category	Number of Shareholders	Number of Shares Held	Percentage %
68	CDC - TRUSTEE NBP SARMAYA IZAFAT FUND	1	44,497	0.00
69	CDC - TRUSTEE HBL EQUITY FUND	1	43,000	0.00
70	CDC - TRUSTEE ALFALAH GHP VALUE FUND	1	42,950	0.00
71	CDC - TRUSTEE MEEZAN CAPITAL PROTECTED FUND III-MCSP-I	1	37,000	0.00
72	CDC - TRUSTEE NBP PAKISTAN GROWTH EXCHANGE TRADED FUND	1	36,504	0.00
73	CDC - TRUSTEE AWT ISLAMIC ASSET ALLOCATION FUND	1	31,920	0.00
74	CDC - TRUSTEE JS PENSION SAVINGS FUND - EQUITY ACCOUNT	1	29,645	0.00
75	CDC - TRUSTEE ALFALAH STOCK FUND-II	1	29,624	0.00
76	CDC - TRUSTEE ALFALAH GHP ISLAMIC DEDICATED EQUITY FUND	1	26,690	0.00
77	CDC - TRUSTEE FIAAF-III-FAYSAL SHARIAH FLEX PLAN-II	1	24,554	0.00
78	CDC - TRUSTEE FIAAF-III-FAYSAL SHARIAH FLEX PLAN-I	1	23,300	0.00
79	MCBFSL TRUSTEE ABL ISLAMIC DEDICATED STOCK FUND	1	20,705	0.00
80	CDC - TRUSTEE BMA STOCK FUND	1	20,500	0.00
81	CDC - TRUSTEE FIRST CAPITAL MUTUAL FUND	1	19,000	0.00
82	CDC - TRUSTEE ALFALAH CONSUMER INDEX EXCHANGE TRADED FUND	1	17,708	0.00
83	CDC-TRUSTEE JS ISLAMIC PENSION SAVINGS FUND-EQUITY SUB FUND	1	17,697	0.00
84	CDC - TRUSTEE ALFALAH MTS FUND - MT	1	15,629	0.00
85	CDC - TRUSTEE PAK QATAR IPF - EQUITY SUB FUND	1	13,000	0.00
86	CDC - TRUSTEE ABL OPTIMAL ASSET ALLOCATION FUND	1	12,500	0.00
87	DCCL - TRUSTEE JS ISLAMIC SARMAYA MEHFOOZ FUND PLAN-2 2020	1	12,300	0.00
88	CDC - TRUSTEE FAYSAL ISLAMIC DEDICATED EQUITY FUND	1	10,800	0.00
89	CDC - TRUSTEE GOLDEN ARROW STOCK FUND	1	10,000	0.00
90	DCCL - TRUSTEE AKD ISLAMIC STOCK FUND	1	10,000	0.00
91	CDC-TRUSTEE NIPPI-NBP ISLAMIC PRINCIPAL PROTECTION PLAN-III	1	8,580	0.00
92	CDC-TRUSTEE NIPPI-NBP ISLAMIC PRINCIPAL PROTECTION PLAN-II	1	7,230	0.00
93	CDC - TRUSTEE HBL MULTI - ASSET FUND	1	6,750	0.00
94	CDC - TRUSTEE NIPPI-NBP ISLAMIC PRINCIPAL PROTECTION PLAN-I	1	5,576	0.00
95	CDC-TRUSTEE NIPPI-NBP ISLAMIC PRINCIPAL PROTECTION PLAN-V	1	3,800	0.00
96	CDC-TRUSTEE NIPPI-NBP ISLAMIC PRINCIPAL PROTECTION PLAN-IV	1	2,100	0.00
97	CDC - TRUSTEE NBP SAVINGS FUND - MT	1	1,859	0.00
98	CDC - TRUSTEE NBP MAHANA AMDANI FUND - MT	1	826	0.00
99	ABA ALI HABIB SECURITIES (PVT) LIMITED - MF	1	200	0.00
		99	80,418,132	5.49

Lucky Cement Limited

Notice of 33rd Annual General Meeting

Notice is hereby given that the 33rd Annual General Meeting (AGM) of the members of **Lucky Cement Limited** (the “**Company**”) will be held and conducted on **Friday, September 25, 2026 at 12:00 p.m.**, at the registered office of the Company situated at factory premises in Pezu, District Lakki Marwat, Khyber Pakhtunkhwa, to transact the following business:

ORDINARY BUSINESS:

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

In accordance with Section 223 of the Companies Act, 2017, and pursuant to S.R.O. 389(I)/2023 dated March 21, 2023, the audited financial statements for the year ended June 30, 2026 have been placed on the website of the Company and can be downloaded using the weblink and QR enabled code given below:

<https://www.lucky-cement.com/en/corporate/investor-relations/financial-reports>



2. To declare and approve final cash dividend @ 250%, i.e. PKR 5/- per ordinary share of PKR 2/- each, for the year ended June 30, 2026, as recommended by the Board of Directors.
3. To appoint Auditors of the Company and fix their remuneration for the year ending June 30, 2027. The present Auditors, M/s. A. F. Ferguson & Co., Chartered Accountants, retiring and being eligible, have offered themselves and consented for re-appointment, and the Board of Directors has recommended their appointment at a fee to be mutually agreed.

SPECIAL BUSINESS:

4. To consider and, if thought fit, pass, with or without modification, the following resolutions as special resolutions, in terms of Section 199 of the Companies Act, 2017, and other applicable laws, for the purposes of authorizing investments in the Company's associated company i.e. National Resources (Private) Limited (“NRL”), by way of equity subscription from time to time, of an aggregate amount of up to PKR 1,200,000,000/- (Pak Rupees One Billion Two Hundred Million Only) i.e. by subscribing to shares of NRL:
 - (A) **“RESOLVED THAT** the Company be and is hereby authorized, in accordance with Section 199 of the Companies Act, 2017, and other applicable laws, to make investments in its associated company i.e. National Resources (Private) Limited (“NRL”), by way of equity injections, from time to time, over a period of two (2) years, in the aggregate amount of up to PKR 1,200,000,000/- (Pak Rupees One Billion Two Hundred Million), as per the terms stipulated in the statement accompanying this Notice, and as determined by the authorized representatives of the Company, for the purposes of funding the operations / business of NRL, including activities and ancillary matters pertaining to the direct or indirect exploration of natural resources in the areas allotted in the Province of Balochistan to NRL or a project company in which NRL is a shareholder.
 - (B) **FURTHER RESOLVED THAT** such investment(s), by way of subscription of shares, may be made and / or retained by the Company as the Board of Directors of the Company (the “Board”) may deem appropriate and / or modify the same from time to time in accordance with the instructions of the Board, including based on the feasibility of the arrangement, as a consequence of which the Board is also hereby empowered and authorized to dispose of such investment(s) or any portion thereof as deemed fit by the Board.

- (C) **FURTHER RESOLVED THAT** the Chief Financial Officer of the Company, or such person as may be authorized by the Chief Financial Officer of the Company, be and is hereby authorized and empowered to take all necessary steps to effectuate the aforementioned resolutions, make the requisite investments from time to time, do all such acts, deeds and things, and to negotiate, execute and deliver all such deeds, agreements, declarations, undertakings, and instruments, including any ancillary document(s) thereto, or provide any such documentation for and on behalf and in the name of the Company, fulfilling regulatory requirements, in each case, as may be necessary or required or deemed fit, for or in connection with or incidental to the proposed investment in NRL including, without limiting the generality of the foregoing, the negotiation and finalization of the terms and conditions relating to such investment(s)."
5. To consider and if deemed fit, ratify and approve (as the case may be), the following resolutions, as special resolutions, with respect to related party transactions / arrangements conducted / to be conducted, in terms of Sections 207 and / or 208 of the Companies Act, 2017 (to the extent applicable), with or without modification:
- (A) **"RESOLVED THAT** the transactions carried out by the Company with different Related Parties, during the year ended June 30, 2026, as disclosed in note 38 of the unconsolidated financial statements of the Company for the said period, and specified in the Statement of Material Information under Section 134(3), be and are hereby ratified and confirmed.
- (B) **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 cement, chemicals, vehicles, or availing or rendering of services or share subscription, investment in units of mutual funds with different related parties to the extent deemed fit and / or approved by the Board of Directors, during the financial year ending June 30, 2027. The members have noted that for the aforesaid arrangements and transactions some or a majority of the Directors may 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.
- (C) **FURTHER RESOLVED THAT** the related party transactions, for the period ending June 30, 2027, shall be deemed to have been approved by the members, and shall subsequently be placed before the members in the next Annual General Meeting for ratification and confirmation."

ANY OTHER BUSINESS:

6. To transact any other business with the permission of chair.

(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



ALI SHAHAB
Company Secretary

Karachi: September 3, 2026

Notes:

The following notes contain important information regarding attendance and voting at the AGM, whether in person or through electronic means, together with other information relevant to shareholders. Members are requested to carefully review and comply with the applicable requirements to facilitate smooth participation and voting at the AGM.

Members are advised that failure to comply with any applicable statutory, regulatory or procedural requirement may affect their ability to participate in the AGM or the validity of their vote, as the case may be. Members requiring any clarification or assistance may contact the Company Secretary at the given email address.

1. Closure of Shares Transfer Books

The Share Transfer Books of the Company shall remain closed from Friday, September 18, 2026 to Friday, September 25, 2026 (both days inclusive). Share transfers received in proper order and complete in all respects at the office of our Share Registrar / Transfer Agent, CDC Share Registrar Services Limited (CDCSRSL), CDC House, 99-B, Block 'B', S.M.C.H.S., Main Shakra-e-Faisal, Karachi-74400, by the close of business on Thursday, September 17, 2026 shall be treated as being in time for the purpose of attending, and voting at the AGM and entitlement of receiving cash dividend, if approved by the members.

2. Participation in the AGM, via physical presence including through proxy

Members whose names appear in the Register of Members as of September 17, 2026, 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 this Notice. Proxy form may also be downloaded from the Company's website: <http://www.lucky-cement.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 notarized must, to be valid, be deposited through email on company.secretary@lucky-cement.com or by post at the address of the company at 6-A Muhammad Ali Housing Society, Karachi not less than forty-eight (48) hours before the time of AGM, excluding public holidays.

Members are requested to submit a copy of their Computerized National Identity Card (CNIC) at the address of our company.

If a member appoints more than one proxy and more than one instrument of proxy is deposited by a member, all such instruments of proxy shall be rendered invalid.

3. Participation in the AGM through video conferencing:

- a. To attend the AGM through video-conferencing facility, members are requested to register themselves by providing the following information through email at company.secretary@lucky-cement.com latest by September 23, 2026 11:59am: (i) the Name of Member; (ii) CNIC / NTN No.; (iii) Folio No., CDC IAS No.; (iv) Cell No.; and (v) Email Address.
- b. All requests received in time with complete information from 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 whose display names match the details provided to the Company for registration (as referred to in point 'a' above), will be permitted to join the AGM through video conferencing. Any member whose display name is incorrect, incomplete, or appears as a nickname will not be admitted to the AGM.
- d. The login facility will remain open on the date of the AGM from 11:30 a.m. till the end of the meeting.

4. 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 a 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 CDC 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 (in case of foreign shareholders) of the beneficial owners and the proxy shall be furnished along with the proxy form.
- (iv) The proxy shall produce his original CNIC or original valid passport (in case of foreign shareholder) at the time of the AGM.
- (v) In case of a corporate entity, the Board of Directors' resolution / Power of Attorney with specimen signature shall be submitted (unless it has been provided earlier) along with proxy form to the Company.

5. Unclaimed shares and dividend

The members who have not yet claimed their shares and cash dividends, which are either kept with the members themselves or returned as undelivered to the Share Registrar and Transfer Agent of the Company, are requested to make a claim for such unpaid/unclaimed dividends and/or shares with the Company.

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. CDC Share Registrar Services Limited (CDCSRL), for receipt of dividend / shares.

6. E-voting and Postal Ballot

It is hereby notified that pursuant to the Companies (Postal Ballot) Regulations, 2018 and its amendments notified vide SRO 2192(1)/2022 dated December 5, 2022, members will be allowed to exercise their right to vote for the special businesses in the AGM, in accordance with the conditions mentioned in the aforesaid Regulations. The Company shall provide its members with the following options for voting:

i) E-Voting Procedure

- (a) Details of the e-voting facility will be shared through an e-mail with those members of the Company who have their valid CNIC numbers, cell numbers, and e-mail addresses available in the register of members of the Company. Members who intend to exercise their right of vote through E-Voting shall provide their valid cell numbers and e-mail addresses on or before September 17, 2026.
- (b) The web address, login details, will be communicated to members via email. The Security codes will be communicated to members through SMS from web portal of CDC Share Registrar Services Limited (being e-voting service provider).

- (c) Identity of the members intending to cast vote through e-Voting shall be authenticated prior to login.
- (d) E-Voting lines will start from September 21, 2026, and shall close on September 24, 2026 at 5 p.m. Members can cast their votes any time in this period. Once the vote on a resolution is cast by a member, he / she shall not be allowed to change it subsequently.

ii) Postal Ballot

- (a) Members may alternatively opt for voting through postal ballot. For convenience of the members, Ballot Paper is annexed to this notice and the same is also available on the Company's website www.lucky-cement.com to download.
- (b) The members shall ensure that duly filled and signed ballot paper, along with copy of Computerized National Identity Card (CNIC) should reach the Chairman of the meeting through post at 7-A Muhammad Ali Housing Society, Karachi or email at the address: company.secretary@lucky-cement.com (Attention of the Company Secretary) by Thursday, September 24, 2026 before 5:00 p.m. The signature on the ballot paper shall match with the signature on CNIC. A postal ballot received after this time / date or that is incomplete shall not be considered for voting.

7. Withholding tax on Dividend

In compliance with Section 150 read with Division I of Part III of the First Schedule of the Income Tax Ordinance, 2001, withholding tax on dividend income will be deducted for 'filer' and 'non-filer' shareholders at 15% and 30% respectively. A 'filer' is a taxpayer whose name appears in the Active Taxpayers List (ATL) issued by the FBR from time to time and a 'non-filer' is a person other than a filer. To enable the Company to withhold tax at 15% for filers, all members are advised to ensure that their names appear in the latest available ATL on FBR's website, otherwise tax on their cash dividend will be deducted at 30% for non-filers. Withholding tax exemption from the dividend income shall only be allowed if a copy of valid tax exemption certificate is made available to the Share Registrar, / Transfer Agent CDC Share Registrar Services Limited (CDCSRSL), of the Company by the first day of book closure.

According to the clarification from the FBR, withholding tax in case of joint accounts will be determined separately based on the 'Filer/ Non-Filer' status of the principal member as well as the status of the joint holder(s) based on their shareholding proportions. Members that hold shares with joint shareholders are requested to provide the shareholding proportions of the principal member and the joint holder(s) in respect of shares held by them to our Share Registrar / Transfer Agent, CDC Share Registrar Services Limited (CDCSRSL), CDC House, 99-B, Block 'B', S.M.C.H.S., Main Shahr-e-Faisal, Karachi-74400 in writing. In case the required information is not provided to our Registrar it will be assumed that the shares are held in equal proportion by the principal member and the joint holder(s).

8. Conversion of Physical Shares into the Book Entry Form and issuance of new share certificates to reflect sub-division of shares of the Company

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.

Shareholders having physical shareholding are encouraged to open CDC sub - account with any of the brokers or Investor Account directly with the CDC to convert their physical shares into scrip less form. This will facilitate them in many ways, including safe custody and sale of shares any time they want through the Pakistan Stock Exchange.

Further, Shareholders holding physical share certificates are requested to submit their old original certificates having face value of PKR 10/- per share along with verified transfer deed(s) (if applicable), to the Company's principal office at 6-A Muhammad Ali Housing Society, Karachi-75350, for issuance of new share certificate(s) having face value of PKR 2/- per share. A certified copy of the shareholder's CNIC must also accompany the documents.

9. Submission of the CNIC/NTN details (Mandatory)

In accordance with the notifications / directives of the SECP vide SRO 779(1)/2011 dated August 18, 2011 and SRO 83(1)/2012 dated July 5, 2012, dividend warrants should bear CNIC number of the registered member or the authorized person, except in case of minor(s) and corporate members. Accordingly, members who have not yet submitted copy of their valid CNIC or NTN (in case of corporate entities) are requested to submit the same to the Company's Shares Registrar. In case of non-compliance, the Company may withhold dispatch of dividend warrants under intimation to the regulator till such time they provide the valid copy of their CNIC / NTN (as the case may be) as per law.

10. Provision of International Banking Account Number (IBAN Detail)

In accordance with the provisions of Section 242 of the Companies Act, 2017 and SECP's Circular No. 421(I) 2018 dated March 19, 2021, it is mandatory for a listed Company to pay cash dividend to its members only through electronic mode directly into bank account designated by the entitled member. In this context, in order to receive dividends directly into their bank account, members having shareholding in physical form are requested to provide their IBAN details duly signed along with a copy of CNIC to the Registrar of the Company CDC Share Registrar Services Limited, CDC House 99-B, Block 'B' S.M.C.H.S, Main Shahr-e-Faisal Karachi-74400. Members having shareholding in book entry form in CDS are advised to submit their IBAN details directly to relevant broker/ participant/CDC Investor Account Services. In case of non-receipt of information, the Company will be constrained to withhold payment of dividend to members.

11. Electronic transmission of Annual Report 2026

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

12. Prohibition of distribution of Gifts

The Securities and Exchange Commission of Pakistan (the "SECP"), vide S.R.O.452(1)/2025 has strictly prohibited companies from providing gifts or incentives, in lieu of gifts tokens/coupons/lunches/takeaway/packages in any form or manner, to shareholders at or in connection with general meetings.

13. Availability of Financial Statements and Reports on the Website

In accordance with the Provision of Sections 223(6) and (7) of the Companies Act, 2017, the audited financial statements of the Company for the year ended June 30, 2026 are available on the Company's website.

Notwithstanding the above, the Company will provide hard copies of the audited financial statements, to any Member on their request, at their registered address, free of cost, within one (1) week of receiving such request.

14. Appointment of Scrutinizer

With reference to the Regulations 4(4) and 11 of the Companies (Postal Ballot) Regulations, 2018, below is the information regarding the Scrutinizer appointed by the Board of Director in respect of Agenda Item No. 4:

Name of Scrutinizer	Messrs. A.F. Ferguson & Co, Chartered Accountants
Qualification and Experience	A.F Ferguson & Co. is a member of PwC and is a leading multi-disciplinary organization offering audit, taxation, business advisory, information technology, human resources and corporate services to public and private sector organizations in the country. The firm holds a satisfactory Quality Control Review (QCR) status from the Institute of Chartered Accountants of Pakistan (ICAP) and is also registered on the Panel of State Bank of Pakistan (SBP).
Purpose of appointment	The Company is required to appoint a scrutinizer for the purpose of voting in the AGM to transact business that pertains to investment in associated companies as mentioned in Section 199 of the Companies Act, 2017. The scrutinizer has been appointed to observe that satisfactory procedures of the voting process including adequate precautionary measures are ensured and reported as mentioned under regulation 11A.

Statement of Material Facts Under Section 134(3) of The Companies Act, 2017

This Statement sets out the material facts pertaining to the Special Business to be transacted at the Annual General Meeting of Lucky Cement Limited (the "Company") to be held on Friday, September 25, 2026.

1. Investment in National Resources (Private) Limited:

The Company seeks to continue making investments in the field of exploration and / or mining of minerals in Pakistan, for which approvals have been obtained from time to time from the members. Consequently, the Company seeks the approval from its shareholders for further investments in its associated company, National Resources (Private) Limited ("NRL"), through passing of the special resolutions (with or without modification(s)) provided in agenda item no. 4 of the notice, in accordance with Section 199 of the Companies Act, 2017, along with other applicable laws.

For the purposes of valuation of NRL (i.e. for the acquisition of its shares), as required under the applicable laws, the Company had engaged the services of an independent firm of Chartered Accountants, who has carried out the valuation of securities of NRL. The valuation represents discounted future cashflows from this business, keeping in view that NRL holds an Exploration License in respect of an area of 499.17 square kilometres in the Chagai Area of Balochistan. The amounts spent on initial due diligence which include technical studies, mapping and imaging for identifying the said area potentially having metal reserves have also been accounted for in the investment amounts.

The Board of Directors of the Company has certified that necessary due diligence of NRL has been carried out (given that NRL has yet to commence commercial operations and is in project phase), and has recommended that the shareholders of the Company pass the resolutions (as detailed in the Notice) in accordance with Section 199 of the Companies Act, 2017 to permit the said transactions.

The information required to be annexed to the Notice in accordance with the Companies (Investment in Associated Companies or Associated Undertakings) Regulations, 2017 (Notification No. SRO 1240(I)/2017 dated December 6, 2017) (the "Regulations") is set out below:-

Sr. No.	Description	Information Required								
(a)	Disclosure for all types of investments									
(A)	Regarding Associated company									
(i)	Name of the associated company or associated undertaking	National Resources (Private) Limited (“NRL”), being the associated company in which the proposed investment is intended to be made by the Company.								
(ii)	Basis of relationship	NRL is an associated company of the Company by virtue of common directorship of Mr. Muhammad Ali Tabba.								
(iii)	Earnings per share for the last three years.	NRL is currently in the process of exploring potential options / possibilities pertaining to mining projects in Pakistan. The Company is keen to expand its business portfolio in such sector due to increasing global demand for metals, which can be lucrative for the Company and its members once a prospective project is found. Since the exploration activities are ongoing the company does not have any earnings from its operation and the loss per share (LPS) for the last three years is as follows: <table><tr><th>Years</th><th>LPS (PKR)</th></tr><tr><td>2025</td><td>(1.01)</td></tr><tr><td>2024</td><td>(1.61)</td></tr><tr><td>2023</td><td>(1.85)</td></tr></table>	Years	LPS (PKR)	2025	(1.01)	2024	(1.61)	2023	(1.85)
Years	LPS (PKR)									
2025	(1.01)									
2024	(1.61)									
2023	(1.85)									
(iv)	Break-up value per share, based on latest audited financial statements.	The break-up value per share of NRL is PKR 5.02, based on the audited financial statements of NRL for the year ended June 30, 2025.								
(v)	Financial position, including main items of statement of financial position and profit and loss account on the basis of its latest financial statements	NRL reported a loss of PKR 319.4 million in FY25 due to non-commencement of operations and administration expenses. Significant items on its balance sheet are PKR 506.14 million tied up in short-term investments and PKR 117.83 that it owes in accruals.								
(vi)	In case of investment in relation to a project of associated company or associated undertaking that has not commenced operations, following further information, namely:									

Sr. No.	Description	Information Required
	(I) Description of the project and its history since conceptualization.	NRL is a consortium comprising three of the country's most respected industrial groups: Fatima Fertilizer Limited, Liberty Mills Limited, and the Company. NRL has been established with the intention to serve as a premium mineral mining and exploration company, committed to innovation and sustainable development, with a strong commitment to excellence and national pride. NRL's vision is to leverage Pakistan's equity and expertise to develop Balochistan's end-to-end mineral value chain promoting inclusive prosperity and alleviating poverty among indigenous communities. We believe that responsible mineral development can be a powerful driver of regional and national transformation. NRL is currently working on Copper-Gold, Lead Zinc Barite and Antimony projects in Balochistan region and has made significant advancements in exploration activities, which may be carried out through NRL or one or more project SPVs in which NRL has shareholding.
	II) Starting and expected date of completion of work.	NRL has obtained five licenses for the exploration of copper, gold, barite, lead, zinc, and antimony in Balochistan. In addition, NRL has secured all necessary approvals from the relevant authorities to commence exploration activities. The exploration activities, including carrying out the feasibility studies, are expected to take at least 3 to 5 years to be completed; however, the confirmed time cannot be determined at this stage. If economically viable deposits are discovered within the area during the course of the feasibility studies / exploration activities, NRL (and its stakeholders) may then identify a project and obtain a mining lease to carry out mining operations subject to fulfilling all legal and regulatory requirement. At the relevant time additional financial arrangements will be required, amongst other matters in order to proceed with such a project.
	III) Time by which such project shall become commercially operational	As stated above, at this stage, NRL shall carry out exploration activities and conduct feasibility studies. Thereafter, if deemed fit and viable, and subject to achieving closing, NRL may proceed to carrying out mining operations; however, estimated timeline is 2-3 years after economic viable feasibility.

Sr. No.	Description	Information Required
	IV) Expected time by which the project shall start paying return on investment; and	As stated above, the viability of the project is subject to the discovery of economically viable mineral deposits / reserves, based on which NRL (and its stakeholders) will then determine to proceed with further arrangements. Accordingly, at this time, no timelines for return on investment can be provided due to the unique nature of the project and the current phase.
	V) Funds invested or to be invested by the promoters, sponsors, associated company or associated undertaking distinguishing between cash and non-cash amounts.	Currently, a further cash investment in NRL, by way of subscription of shares from time to time, up to an aggregate amount of PKR 1,200,000,000/- (Pak Rupees One Billion Two Hundred Million), is proposed to be made by the Company.
(B) General disclosures		
(i)	Maximum amount of investment to be made;	The aggregate further investment amount (from time to time), over a period of two (2) years), in the equity of NRL i.e. by subscribing to shares of NRL, is up to PKR 1,200,000,000/- (Pak Rupees One Billion Two Hundred Million).
(ii)	Purpose, benefits likely to accrue to the investing company and its members from such investment and period of investment;	The Company aims to extend its footprint in the untapped large-scale mineral and mining sector of the country and intends to invest in the sector. This investment is intended to be utilized by NRL for its business / operations, conducting pre-feasibility studies, including physical geology, drilling and mineral resource estimation, and ancillary matters thereto. The investment is intended to be made over a period of two (2) years. Subject to the commencement of commercial operations, the Company expects that the project will enhance the shareholders' value, subject to discovery of economically viable / feasible deposits.
(iii)	Sources of funds to be utilized for investment and where the investment is intended to be made using borrowed funds:	The proposed investment will be funded through the Company's own funds / sources.
	I. Justification for investment through borrowings;	Not Applicable
	II. Detail of collateral, guarantees provided and assets pledged for obtaining such funds; and	Not Applicable
	III. Cost benefit analysis	Not Applicable

Sr. No.	Description	Information Required
(iv)	Salient features of the agreement(s), if any, with its associated company or associated undertaking with regards to the proposed investment.	Depending on the funding requirements of NRL for the purposes of its activities, and the determination of its board of directors, the Company shall invest in NRL from time to time by subscribing to shares thereof. There is no agreement for the subscription of shares of NRL, as the Company is an existing shareholder of NRL.
(v)	Direct or indirect interest of directors, sponsors, majority shareholders and their relatives, if any, in the associated company or associated undertaking or the transaction under consideration;	The common director between the Company and NRL is Mr. Muhammad Ali Tabba, who is interested in the investment transaction to the extent of his common directorship.
(vi)	In case any investment in associated company or associated undertaking has already been made, the performance review of such investment including complete information / justification for any impairment or write offs, and	The Company has previously made investments in NRL by way of: (i) acquisition of the equity stake of Y.B. Pakistan Limited in NRL, also an associated company / related party of the Company, comprising up to 34,833,334 (Thirty Four Million Eight Hundred Thirty Three Thousand Three Hundred Thirty Four) ordinary shares of PKR 10/- each, at a price of up to PKR 252,888,190/- (Pak Rupees Two Hundred and Fifty Two Million, Eight Hundred Eighty Eight Thousand, One Hundred and Ninety Only); (ii) investments in NRL from time to time, by way of subscribing to shares of NRL (i.e. making equity investments in NRL), of an aggregate amount of up to PKR 1,425,000,000/- (Pak Rupees One Billion Four Hundred and Twenty Five Million Only); and (iii) acquisition of 250 ordinary shares of Rs. 10/- each of NRL, from Mr. Muhammad Ali Tabba at a price of PKR 2,500/- (Pak Rupees Two Thousand Five Hundred Only). Approval for the abovementioned investments was obtained during the EOGM of the Company, held on November 23, 2023 and AGM of the Company, held on September 26, 2025.
(vii)	Any other important details necessary for the members to understand the transaction.	The Shareholders in the Annual General Meeting of the Company held on September 26, 2025 had approved an equity investment in NRL, by way of subscription of shares, of up to PKR 1,200,000,000/- to be invested over a period of two (2) years from time to time. A balance amount of approx. PKR 522,000,000/- is remaining from the investment amount approved by the Shareholders and is expected to be spent within this financial year.

Sr. No.	Description	Information Required
Additional disclosure in case of Equity Investment		
(i)	Maximum price at which securities will be acquired;	With respect to the future investment in the shares of NRL from time to time by the Company, NRL's shares shall be subscribed based on the price offered by NRL to its shareholders in accordance with the applicable laws, including Section 83 of the Companies Act, 2017.
(ii)	In case the purchase price is higher than market value in case of listed securities and fair value in case of unlisted securities, justification thereof;	The purchase price is lower than the fair value determined by the independent valuer.
(iii)	Maximum number of securities to be acquired;	The Company shall subscribe to shares of NRL from time to time, within the limit approved by the members of PKR 1,200,000,000/- (Pak Rupees One Billion Two Hundred Million). The maximum number of shares will vary based on the subscription price offered by NRL.
(iv)	Number of securities and percentage thereof held before and after the proposed investment;	The Company currently holds 177,333,334 (One Hundred and Seventy-Seven Million Three Hundred Thirty-Three Thousand Three Hundred and Thirty-Four Only) ordinary shares representing 33.33% of the paid-up capital of NRL. The number of shares, after the proposed investment, will depend on the Company's investment in NRL in the form of equity investments from time to time, within the limit approved by the members. However, the percentage of shareholding of the Company in NRL is expected to remain at 33.33%.
(v)	Current and preceding twelve weeks' weighted average market price where investment is proposed to be made in listed securities; and	Not Applicable
(vi)	Fair value determined in terms of sub-regulation (i) of regulation 5 for investments in unlisted securities.	For the purpose of determining the fair value of NRL's shares, the Company has used a valuation report prepared by an independent firm of chartered accountants. The fair value per share of NRL is approximately PKR 13/-

2. Agenda Item No. 5 of the notice – Ratification and approval (to the extent applicable) of the related party transactions / arrangements conducted / to be conducted by 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 32nd AGM of the Company, where the members authorized the Board of Directors to approve such related party transactions conducted by the Company from time to time (and on a case to case basis) during the financial year ended June 30, 2026, and such transactions were deemed to be approved by the members. All the related party transactions have been disclosed in Note 38 to the unconsolidated financial statements for the year ended June 30, 2026. Such transactions were to be placed before the members in next AGM for their ratification / confirmation. Accordingly, these transactions are being placed in the AGM for ratification / confirmation by the members.

Party-wise details of such related party transactions are given below:

Name of Related Party	Transaction Type	Amount in PKR
Lucky Textile Mills Limited	Sales	161,628,021
Yunus Textile Mills Limited	Sales	242,245,704
	Reimbursement of expenses to the Company	2,457,221
Gadoon Textile Mills Limited	Sales	80,447,650
	Reimbursement of expenses from the Company	1,477,146
Lucky Knits (Private) Limited	Sales	22,216,166
Lucky Foods (Private) Limited	Reimbursement of expenses to the Company	12,898,347
	Purchases	2,732,680
Lucky Commodities (Private) Limited	Reimbursement of expenses to the Company	146,985
Aziz Tabba Foundation	Donation and charity	362,063,948
TABBA HEART INSTITUTE	Reimbursement of expenses from the Company	687,253
Energas Terminal (Private) Limited	Reimbursement of expenses to the Company	471,037
Lucky Core Industries Limited	Reimbursement of expenses to the Company	1,610,000
	Sales	14,077,700
	Dividend Received	2,908,185,500
	Purchases	1,906,210
	Consumables issued	179,625
	Consumables received	179,625
Najmat Al-Samawah	Reimbursement of expenses to the Company	8,346,591

Name of Related Party	Transaction Type	Amount in PKR
Lucky Consultancy and Investments Limited	Reimbursement of expenses to the Company	64,902,000
Lucky Air (Private) Limited	Reimbursement of expenses from the Company	65,172,356
Lucky Electric Power Company Limited	Reimbursement of expenses to the Company	8,968,156
	Reimbursement of expenses from the Company	2,411,320
	Dividend Received	11,960,000,000
YB Holdings (Private) Limited	Reimbursement of expenses to the Company	9,102,575
YB Pakistan Limited	Reimbursement of expenses to the Company	33,639,143
Lucky Paragon Ready mix (Pvt.) Ltd.	Sales	29,205,872
Lucky Motor Corporation Limited	Purchases	447,271,676
	Dividend received	920,287,909
	Reimbursement of expenses to the Company	3,080,248
	Services	1,834,005
	Sale of stores and spares item	332,430
Yunus Energy Limited	Dividend income from associate	61,136,500
Lucky Landmark (Private) Limited	Sales	32,436,600
Lucky Investments Limited	Investment in mutual funds	39,565,462,000
	Redemption of investment in mutual funds	24,668,905,000
	Profit on short term investments	3,562,660,000
National Resources (Private) Limited	Investment made during the period	716,669,160
Directors and close family members	Dividends paid	2,164,300,000
	Advance received against sale of fixed assets	300,000,000
	Meeting fee	11,625,000
	Sales	6,959,250
	Acquisition of unquoted shares	2,500
LCL Gratuity Fund Trust	Payment made to retirement benefit fund	300,000,000
Key Management Personnel (KMP)	Salaries and benefits	588,335,692
	Retirement Benefits	156,923,281
	Dividends paid	944,100
	Sale of fixed assets	14,186,540

The Company carries out transactions and enters into arrangements with its related parties primarily on an arm's length basis as per the approved policy with respect to 'transactions with related parties' in the normal course of business. All transactions / arrangements entered into with related parties require the approval of the Board Audit Committee, which is chaired by an independent director of the Company. Upon the recommendation of the Board Audit Committee, such arrangements / transactions are placed before the Board of Directors for approval.

Transactions entered into with the related parties include, but are not limited to, sale of cement, purchase of vehicles, availing or rendering of services or share subscription or investment in units of mutual funds and other investments made (in accordance with the approval of members and board where applicable) and salaries and other benefits paid to the key management personnel.

The nature of relationship with these related parties has also been indicated in Note 38 to the unconsolidated financial statements of the Company for the year ended June 30, 2026. The Directors are interested in the resolution only to the extent of their common directorships and shareholdings (to the extent applicable) in such related parties.

Accordingly, the members are requested to ratify and confirm the transactions with related parties as disclosed in the unconsolidated financial statements of the Company for the year ended June 30, 2026.

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 year ending June 30, 2027. 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, and in order to promote transparent business practices, an approval from the members is being sought to authorize the Company to conduct such related party transactions and enter into arrangements with related parties, and further to authorize 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, 2027 (irrespective of composition of the Board and interest of the Directors). The related party transactions as aforesaid for the year ending June 30, 2027 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, the purchase and sale of goods, commodities and materials including cement, chemicals, vehicles, or availing or rendering of services or share subscription and investment in mutual funds.

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, 2027; accordingly, the members are also requested to authorize 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 Resolutions (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 parties.

BALLOT PAPER

Ballot Paper for voting through post for the Special Businesses at the Annual General Meeting to be held on Friday, September 25, 2026, at 12:00 p.m., at factory premises in Pezu, District Lakki Marwat, Khyber Pakhtunkhwa and through video conferencing.

Contact Details of the Chairman at which the duly filled in ballot paper may be sent:

Address: The Chairman, Lucky Cement Limited, 7-A Muhammad Ali Housing Society, Karachi. Attention of the Company Secretary E-mail address: company.secretary@lucky-cement.com Phone: +92-21- 111-786-555 Website: www.lucky-cement.com.

Folio / CDS Account Number	
Name of Shareholder / Proxy Holder	
Registered Address	
Number of shares Held	
CNIC/Passport No. (in case of foreigner) (copy to be attached)	
Additional information and enclosures (in case of representative of body corporate, corporation, and federal Government)	
Name and CNIC of Authorized Signatory	

I/we hereby exercise my/our vote in respect of the following special resolutions through postal ballot by conveying my/our assent or dissent to the resolutions by placing tick (✓) mark in the appropriate box below: (In case if both the boxes are marked as (✓), your poll shall be treated as "Rejected")

S.#	Agenda / Description of Special Resolutions	I/We assent to the Resolution(s) (FOR)	I/We dissent to the Resolution(s) (AGAINST)
1	Resolution For Agenda Item No. 4 To consider and, if thought fit, pass, with or without modification, the following resolutions as special resolutions, in terms of Section 199 of the Companies Act, 2017, and other applicable laws, for the purposes of authorizing investments in the Company's associated company i.e. National Resources (Private) Limited ("NRL"), by way of equity subscription from time to time, of an aggregate amount of up to PKR 1,200,000,000/- (Pak Rupees One Billion Two Hundred Million Only) i.e. by subscribing to shares of NRL: A. "RESOLVED THAT the Company be and is hereby authorized, in accordance with Section 199 of the Companies Act, 2017, and other applicable laws, to make investments in its associated company i.e. National Resources (Private) Limited ("NRL"), by way of equity injections, from time to time, over a period of two (2) years, in the aggregate amount of up to PKR 1,200,000,000/- (Pak Rupees One Billion Two Hundred Million), as per the terms stipulated in the statement accompanying this Notice, and as determined by the authorized representatives of the Company, for the purposes of funding the operations / business of NRL, including activities and ancillary matters pertaining to the direct or indirect exploration of natural resources in the areas allotted in the Province of Balochistan to NRL or a project company in which NRL is a shareholder.		

S.#	Agenda / Description of Special Resolutions	I/We assent to the Resolution(s) (FOR)	I/We dissent to the Resolution(s) (AGAINST)
	B. FURTHER RESOLVED THAT such investment(s), by way of subscription of shares, may be made and / or retained by the Company as the Board of Directors of the Company (the "Board") may deem appropriate and / or modify the same from time to time in accordance with the instructions of the Board, including based on the feasibility of the arrangement, as a consequence of which the Board is also hereby empowered and authorized to dispose of such investment(s) or any portion thereof as deemed fit by the Board. C. FURTHER RESOLVED THAT the Chief Financial Officer of the Company, or such person as may be authorized by the Chief Financial Officer of the Company, be and is hereby authorized and empowered to take all necessary steps to effectuate the aforementioned resolutions, make the requisite investments from time to time, do all such acts, deeds and things, and to negotiate, execute and deliver all such deeds, agreements, declarations, undertakings, and instruments, including any ancillary document(s) thereto, or provide any such documentation for and on behalf and in the name of the Company, fulfilling regulatory requirements, in each case, as may be necessary or required or deemed fit, for or in connection with or incidental to the proposed investment in NRL including, without limiting the generality of the foregoing, the negotiation and finalization of the terms and conditions relating to such investment(s)."		
2	Resolution For Agenda Item No. 5: To consider and if deemed fit, ratify and approve (as the case may be), the following resolutions, as special resolutions, with respect to related party transactions / arrangements conducted / to be conducted, in terms of Sections 207 and / or 208 of the Companies Act, 2017 (to the extent applicable), with or without modification: A. "RESOLVED THAT the transactions carried out by the Company with different Related Parties, during the year ended June 30, 2026, as disclosed in note 38 of the unconsolidated financial statements of the Company for the said period, and specified in the Statement of Material Information under Section 134(3), be and are hereby ratified and confirmed.		

	B. 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 cement, chemicals, vehicles, or availing or rendering of services or share subscription, investment in units of mutual funds with different related parties to the extent deemed fit and / or approved by the Board of Directors, during the financial year ending June 30, 2027. The members have noted that for the aforesaid arrangements and transactions some or a majority of the Directors may 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. C. FURTHER RESOLVED THAT the related party transactions, for the period ending June 30, 2027, shall be deemed to have been approved by the members, and shall subsequently be placed before the members in the next Annual General Meeting for ratification and confirmation."		
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Shareholder / Proxy Holder Signature/Authorized Signatory
(In case of corporate entity, please affix company Stamp)

1. Duly filled ballot paper should be sent to the Chairman of Lucky Cement Limited at 7-A Muhammad Ali Housing Society, A. Aziz Hashim Tabba Street, Karachi. Attention of the Company Secretary or e-mail at company.secretary@lucky-cement.com
2. Copy of CNIC/Passport (in case of foreigner) should be enclosed with the postal ballot form
3. Ballot paper should reach the Chairman by or before Thursday, September 24, 2026 at 5:00pm. Any postal Ballot received after this date, will not be considered for voting.
4. Signature on ballot paper should match with signature on CNIC/ Passport (In case of foreign shareholder).
5. Incomplete, unsigned, incorrect, defaced, torn, mutilated, over written poll paper will be rejected.
6. In case of a representative of a body corporate, corporation or Federal Government, the Ballot Paper Form must be accompanied by a copy of the CNIC of an authorized person, an attested copy of Board Resolution / Power of Attorney / Authorization Letter etc., in accordance with Section(s) 138 or 139 of the Companies Act, 2017 as applicable. In the case of foreign body corporate etc., all documents must be attested by the Counsel General of Pakistan having jurisdiction over the member.
7. Ballot Paper form has also been placed on the website of the Company at: www.lucky-cement.com. Members may download the Ballot paper from the website.

Form of Proxy

I / We _____
of (full address) _____

being member of **LUCKY CEMENT LIMITED** holding _____ ordinary shares
as per Share Register Folio No. _____ and/or CDC Participant I.D. No. _____ and
Sub-Account No. _____ hereby appoint _____
of (full address) _____
or failing him/her _____
of (full address) _____ who is
also a member of Lucky Cement Limited, as my/our proxy in my/our absence to attend and vote for me/us
and on my/our behalf at an annual general meeting of the company to be held on Friday September
25, 2026 at 12:00 p.m., and / or any adjournment thereof.

Signature this _____ year 2026.
(day) (date, month)

Witnesses:

1. Signature: _____
Name _____
Address _____
CNIC No. _____
2. Signature: _____
Name _____
Address _____
CNIC No. _____

Signature

Signature of members
should match with the
specimen signature
registered with the
company

Important:

1. The proxy must be a member of the Company.
2. The signature must tally with the specimen signature/s registered with the Company.
3. If a proxy is granted by a member who has deposited his/her shares in Central Depository Company of Pakistan Limited, the proxy must be accompanied with participant's ID number and CDC account/ sub-account number along with attested photocopies of Computerized National identity Card (CNIC) or the Passport of the beneficial owner. Representatives of corporate members should bring the usual documents required for such purpose.
4. The instrument of Proxy properly completed should be deposited at 6-A Muhammad Ali Housing Society, Karachi not less than 48 hours before the time of the meeting, excluding holidays.

مختار نامہ (پراکسی فارم)

میں اہم مسخی اسماء

ضلع

ساکن

بحیثیت رکن (ممبر) مکی سینٹ لیٹنڈ مقرر کرتا ہوں کرتی ہوں کرتے ہیں مسخی اسماء

ساکن

کو جو خود بھی مکی سینٹ لیٹنڈ کا رکن ہے کہ وہ بطور میرا اہارا حقار (پراکسی) مکی سینٹ لیٹنڈ کے سالانہ اجلاس عام میں جو بروز جمعہ 25 ستمبر 2026 بوقت صبح 12:00 بجے منعقد ہو رہا ہے یا اس کے کسی متوی شدہ اجلاس میں شرکت کرنے اور میری اہاری جگہ میری اہاری طرف سے حق رائے دی استعمال کرے۔

مؤرخہ 2026 کے میرے اہارے دستخط سے جاری ہوا۔

دستخط

دستخط کوئی شخص نہ ہو
کے دستخط کے مطابق دستخط ہے

حصص کی تعداد

سی ڈی سی کما نمبر

فولیو نمبر

کما نمبر

دستخط

نام

کمپیوٹرائزڈ قومی شناختی کارڈ نمبر

پتہ

کما نمبر

دستخط

نام

کمپیوٹرائزڈ قومی شناختی کارڈ نمبر

پتہ

ہدایات

1۔ حقار (پراکسی) کا تہنی کارکن (ممبر) ہونا ضروری ہے۔

2۔ ممبر (رکن) کے دستخط، نمونہ دستخط شدہ (اندر آج شدہ دستخط سے مماثلت ضروری ہے۔

3۔ سی ڈی سی اکاؤنٹ ہولڈر یا سب اکاؤنٹ ہولڈر کو مختار نامہ (پراکسی فارم) کے ہر اوکپیوٹرائزڈ قومی شناختی کارڈ یا پاسپورٹ کی مصدقہ نقل منسلک کرنا ضروری ہے۔ کارپوریٹ اداروں کے نمائندوں کو معمول کے مطابق دستاویزات ساتھ لانا ضروری ہے۔

4۔ مختار نامہ (پراکسی فارم) مکمل پڑشدہ کہنی کے رجسٹراٹس میں اجلاس کے مقرر وقت سے کم از کم ۳۸ گھنٹے قبل جمع کرنا ضروری ہے چھٹیوں کے علاوہ۔

حصص والوں پر کسی ملازمہ کی حق کے تحت

- [illegible]

Name of Related Party	Transaction Type	Amount in PKR
Energas Terminal (Private) Limited	Reimbursement of expenses to the Company	471,037
Lucky Core Industries Limited	Reimbursement of expenses to the Company	1,610,000
	Sales	14,077,700
	Dividend Received	2,908,185,500
	Purchases	1,906,210
	Consumables issued	179,625
	Consumables received	179,625
Najmat Al-Samawah	Reimbursement of expenses to the Company	8,346,591
Lucky Consultancy and Investments Limited	Reimbursement of expenses to the Company	64,902,000
Lucky Air (Private) Limited	Reimbursement of expenses from the Company	65,172,356
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	Reimbursement of expenses from the Company	2,411,320
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	Sale of stores and spares item	332,430
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Lucky Landmark (Private) Limited	Sales	32,436,600
Lucky Investments Limited	Investment in mutual funds	39,565,462,000
	Redemption of investment in mutual funds	24,668,905,000
	Profit on short term investments	3,562,660,000
National Resources (Private) Limited	Investment made during the period	716,669,160
Directors and close family members	Dividends paid	2,164,300,000
	Advance received against sale of fixed assets	300,000,000
	Meeting fee	11,625,000
	Sales	6,959,250
	Acquisition of unquoted shares	2,500
LCL Gratuity Fund Trust	Payment made to retirement benefit fund	300,000,000
Key Management Personnel (KMP)	Salaries and benefits	588,335,692
	Retirement Benefits	156,923,281
	Dividends paid	944,100
	Sale of fixed assets	14,186,540

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۱۰۰ - لا اله الا انت سبحانك اني كنت من الظالمين

٧٨- حجة الله على العالمين

File # 14

چاندکار کا نام شہرہ اسحاق فرم کوں دیہہ کھنٹی، چارلڑا اکاؤٹلس

اس فراہم کردہ افسل ٹیوٹ آف مارٹن (ICAP) کی جانب سے کوآپریٹو ریل راج (QCR) کے واسطے سے نقل ٹرانزٹ حاصل ہے اور یا ٹیوٹ ویک آف پاکستان (SBP) کے مندرجہ ذیل
محکمہ کے تحت ہے۔

ہاں، اس مقصد کے لیے مقرر کیا گیا ہے کہ وہ اس امر کا جائزہ لے کر وہ جگہ کے عمل سے قبل عمل کر لیں گا، جن امور مناسب احتیاطی تدابیر کا جائزہ ہے اور ضابطہ A11 کے تحت مطابقت طور پر اس کا رپورٹ پیش کیا گیا

(ب) جرمنی پر درآمد کی سہولت کے تحت کئی سالوں سے امریکا اور جرمنی کے درمیان تجارتی اور سرمایہ کاری کے روابط میں اضافہ ہوا ہے۔ جرمنی کی معیشت میں اضافہ ہوا ہے اور امریکا اور جرمنی کے درمیان تجارتی اور سرمایہ کاری کے روابط میں اضافہ ہوا ہے۔ جرمنی کی معیشت میں اضافہ ہوا ہے اور امریکا اور جرمنی کے درمیان تجارتی اور سرمایہ کاری کے روابط میں اضافہ ہوا ہے۔

(5) حدود قرار داد پاس کی جاتی ہے کہ 30 جون 2027 کو ختم ہونے والی مدت کے لیے حصہ (پیشین) کے لین دین کا امکان کی جانب سے منظور شدہ تصور کیا جائے گا اور بعد ازاں انہیں توثیق اور تصدیق کے لیے آنسو میں اضافہ کیا جائے گا۔

وہ

۵۔ حق تعالیٰ کی اجازت سے کوئی دنگا مسوڑا نہیں ہوگا۔

(الزیر نام کے مضمون کو رد و یا انصرافی صورت میں مطلق نام نہائی نام نہائی ہے اور ان کے ساتھ 1343 کے قیود و ضوابط کے تحت)

فہم
فیاض
کھنیکر

بقلم: رائی 03 قمبر 2026

3.

سندھ اور بلوچستان میں سادات رضوی اہل بیت میں معاشی اور دینی امور پر ہوا ایک بڑا اجتماع منعقد ہوا۔ اس اجتماع کے انعقاد کے لیے سادات نے اہم سطرات، زیر زمین و دیگر مختلف سطرات فراہم کی تھیں۔ ممبران سے درخواست کی جاتی ہے کہ وہ سادات رضوی اہل بیت میں شریعت اور دین کے مسئلوں کو کھل کر حل کرنے اور ان کے مسائل کو حل کرنے کے لیے قابل اطلاق فرائض اور امور کی فراہمی کی بنیاد بنائیں۔

ممبران کو مطلع کیا جاتا ہے کہ کمیٹی میں جملہ اعلیٰ قانونی مشاغل عدالتی یا طرہ کار سے حلشن حاصل کرنے کی ضرورت نہیں ہے۔ معاملہ سارا عدلیہ میں جملہ فریقین کے لئے ان کی صلاحیت و ان کے اسٹاک کی صورت اہم، کچھ کو نظر نہیں ہے۔ کمیٹی اہمیت یا صلاحیت کے ضرورت سے عدلیہ خارج رہے گا۔ ای میل ایڈریس یا جتنی دیگر بات کی ضرورت ہے، اہل کر سکتے ہیں۔

عمر بن الخطاب ۱۱۱

[illegible][illegible][illegible][illegible]

اور کائنات سے دور خواہاں نہ رہے کہ وہ اپنے پیچھے ہزار ہا آدمی بھاگتی کارواں کی ایک نقل و حرکت دیکھ کر حیران رہے اور کائنات سے دور خواہاں نہ رہے۔

اگر کوئی کہے کہ ایک عذاب دہرا کسی عذاب کا ہے اور ایک عذاب دہرا کسی عذاب کا ہے تو اس کا جواب یہ ہے کہ عذاب دہرا کسی عذاب کا ہے اور ایک عذاب دہرا کسی عذاب کا ہے۔

کچھ بڑی مٹکیوں کے جال سے اپنی جالدار شہب علیہ علیہ جہادی رکھنے کی توقع رکھتے ہیں اور سوائی و برآمدی
 پارکوں کے درمیان سے ادارتی ملاصحت محفل گشتہ اس کے علم کے سچے حوالے کے مابین کو ترجیح دیتی ہے۔
 گلو، قزاق کی لاکھ دستور ایک اہم عنصر ہے گی۔ اس کے بارے میں ان کے درمیان جاز میں دو بار دھت اور اس
 کے نتیجے میں جیل اور کئی قیوس میں دو بار دھت اور اس کے بارے میں ان کے درمیان جاز میں دو بار دھت اور اس
 کے نتیجے میں جیل اور کئی قیوس میں دو بار دھت اور اس کے بارے میں ان کے درمیان جاز میں دو بار دھت اور اس

غیر ملکی سیٹ آپرٹرز

اگرچہ انٹرنیشنل نیٹ ورک کے منتظمین کے اعجاب و شگفتہ ہیں تاہم ہر ایک میں سے چینی کارخانہ داروں کی تعداد کم ہے۔
 سب سے زیادہ شناخت میں آنے والا کارخانہ دار ہے گیارہ (KIA) کے ان کے قصبے کے باہر حصار بن کر آئے، گوارا اور انٹرنیشنل
 گروپ کمپنی (Guangzhou Automobile Group Company) (GAC Group) نے
 ساتھ لے کر ایسے اور مختلف (NEV) (New Energy Vehicle) حصار بنانے کے لیے عالمی شراکت
 داری، آپریشنل اصلاح اور مقامی پیرا کی جیسے عملوں سے فائدہ اٹھاتے ہوئے کسی ہول کار پیمانہ (LMC)
 حصار بناتی ہوئی کارخانہ دار اپنے سامنے کے کارکن کو محفوظ رکھتے اور سراسر مقامی صلاحیت اجراء کرنے کی پوزیشن میں

[illegible]

آپ کی کمپنی کی مندرجہ ذیل حیثیت اور فرمی کی پیش قدمی (Free Cash Flow) پیدا کرنے کی صلاحیت سے متعلق ہے کہ کمپنی کی اس بات کو یقیناً توقع ہے کہ جس کے اوقات آپ چنگل کارکردگی کو 20% یا کم سے کم فراہم کریں گے کہ اس سے کم ہو۔

اعمال رخنه

ہوا اپنے تمام شراکتداروں، ملازمین، مسافروں، سٹاف، سٹور ہاؤس، ڈسٹری بیوٹرز اور دیگر اداروں کی مسلسل مدد و نشت پر قیام ال
ہے۔ مقررہ کارنامہ شراکت داروں کی کامیابیوں، نیک خواہشات کے ساتھ، نیک نگرانی و مشورہ بروں کے اور ان اعلیٰ
کاروباری سرگرمیوں کو برقرار رکھنے اور ترقی دینے کے قابل بناتا ہے۔

ہم اللہ تعالیٰ سے مسئلہ، دعا گو ہیں کہ وہ کھینچ کر کھائی اور کھارے، اور تمام شرکات و اہل اور اہل علم ملک کے لیے ایک
 نفع بخش ہو سکے۔

المشقة

9

کراچی: 7 اگست 2028

فیروز گلی سینما آپ بھٹو

[illegible]

پروفیسر سید اقبال ہاشمی

کا دوا داری، اعلیٰ درجہ مطلق، ہے لیکن آفاق ہے کیونکہ مقامی طلب میں کمی، انگریزوں کی طرح، اور مقامی شیعہ کی سست و دقت، بحالی، غم، شرافت، کا وہ دور گری ہے۔ لیکن مقامی شیعہ کی تعلیمات کے ساتھ ساتھ ان کے ادب، آداب میں، انسانیت کے اور لیے اساتذہ کی ہواؤں کا وہ دور جاری ہے جس کے نتیجے میں مقامی پیداوار کی صلاحیت کے حصول پر توجہ دیا ہے۔

سائنسی فوجیت کے سرگرمیوں میں توانائی کے بلند اخراجات، ٹیکنیک کی بلند قیمتیں، محدود جراثیم سرکوسٹیل ہیں، اور دیگر اہم
 شعبوں میں ترقیوں، بڑھتی ہوئی مصلحت کے استعمال اور صلاح کے مابین پروا دینا لے کر واقع ہے۔ اگرچہ ٹیکنیک
 کیوں ہائیڈرو پاور 2025-30 تک ان پندرہ برس کے لیے سائنسی مصلحت کے خلاف کی گئی ہے، تاہم ان
 کے ساتھ ساتھ انسانی توانائی کے ساتھ ساتھ انسانی توانائی کے بلند اخراجات، خصوصاً مٹی کے لیے
 محدود پائیدار ماحول کے ساتھ ساتھ انسانی توانائی کے بلند اخراجات، خصوصاً مٹی کے لیے
 محدود پائیدار ماحول کے ساتھ ساتھ انسانی توانائی کے بلند اخراجات، خصوصاً مٹی کے لیے
 محدود پائیدار ماحول کے ساتھ ساتھ انسانی توانائی کے بلند اخراجات، خصوصاً مٹی کے لیے

اسی میں مضمون کی بہت سی لچڑ مچھوڑیں ہیں۔ متنوع موضوعات کے بہت خوبصورت اور دلکش اور جادو
آواز میں سراپا نقش کرتے کی عمدہ مٹھی کی بہت سی موزوں اور دلہاری اداکار کا ساتھ کرتے کے لیے ہمیں ہر لمحہ
شہ ہے۔ کی بہت سی جھلک دینے کا وہ دلہاری اداکار کے لیے خوبصورت اور دلہاری اداکار کے لیے خاطر خواہ
مثبت اور اپنی دلہاری اداکار کے لیے خاطر خواہ اور دلہاری اداکار کے لیے خاطر خواہ اور دلہاری اداکار کے لیے خاطر خواہ

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جلی کا کھیر "مٹلس" دینے والے ہونے والی جھلک کو سنا کر مراد ہے، جس کی بقا دینی وجوہات میں ترسیل کا نام کی رکاوٹیں
 اور جلی کی طلب کے سبب سے واقعات شامل ہیں۔ انھیں بھی ایک صحیح طریقے میں ملنا اور جلی کی جھلکوں کا دیکھنا اور
 معمولی طرح صنعت اور موسم پر ہر کے لیے سب سے اہم پر جلی جھلک دیکھ کر سامنے آتی ہے۔ آپ کو اگر دیکھیں تو
 جلی قرائن کی کچھ اور ان کی جانب سے سب سے پہلے پر جلی کے آؤں کو کرنا ہے ان کے واقعات میں ہیں اور جلی کی طلب
 میں نمایاں کی جا کر رہی ہے۔ اس صورت حال کے طور پر سمجھنا اور انجینئرز کے ہر دور پر دیکھنا ہے۔ اگر ان کے
 "Duck Curve" کے آؤں کے آؤں کی شکل دیکھو۔

ان تمام قوانین کو دور کرنے اور گمراہی کے استعمال کو ختم کرنے کے لیے فعال و شجاعانہ اقدامات، آپ ایک ایک اور دن کے ساتھ ہمیں کوشش ملے گی کہ مسائل کی اصل افواہ کے لیے حتمی ثبوت ہے۔ اصلاحات اور گمراہی سے جو کج کاری

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کے لئے کسی شخص کے پاس کاغذ کاروباری بنایا گیا کہ درخواست دہندگان کے لیے ایک ایسا دفتر ہے جو ان کا قیام کرے اور ان کے لیے
 چار سالوں تک مشکل سہاگن حاصل سے ہمارے ساتھ ہیں، یہ تمام مضمون کی ایک ایسی اولاد ہے کہ ان کا کاروباری سرگرمیاں جاری
 ہیں اور ان کی تمام دہائیوں کے قیام کے لیے۔

حادثہ، بلکہ جھوٹ پانید، کاروباری نئی کے لیے فیملی اجیت رکھا ہے۔ کئی صفت میں نکلی کے ورا آفہ
از ایگزٹو کمالی کے رنگ مختلف کے تھیں طریق کار کی تحریکیں جمعی دستوری ورا آفہ ہے۔ یہ طریق کار کا خاصہ
طور یہ ہوتا ہے کہ اصل میں سورج، ان کا کارنامہ کیا جائے رہا ہے، اور ان کا مقصد کئی کے ہوش کا تحفظ اور
اپنے غرضات کے لئے ہے جو کئی کو کھڑا کر سکتے ہیں، بشمول کاروباری اصل حاصل پر عملد آفہ کے۔ اپنے غرضات میں
کے بارے میں بلائے ہوئی، کہ کئی کے اس طرح آفہ، آپ بیشتر ساریاتی یا تیرہ کی تعداد کے حصول کو کھڑا کر سکتے ہیں اور
روایت کاروبار ہوش کے لیے اور از ایگزٹو جھوٹ کے سامنے پیش کیے جاتے ہیں۔

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آپ رضی اللہ عنہ کی مجلس مسلسل ہزاروں روزہ گزار رہے تھے۔ سبکدوش منیت آپ رضی اللہ عنہ کی محرابی کرتی ہے اور اپنے کھڑے رہ کر قرآن مجید سے جن کا مشغہ ہوا اور نور فہمیت کو جاننے والے قیر متوجع اسلئے کھینچ و اوقات کے تنگد و اوقات کو کم کرتا ہے۔ خاصاں کی خرچہ ادا اور اہل حق کے انتقامات آپ رضی اللہ عنہ کی تقصیر ساہوکار کیے دینی کے کھڑا رہا۔ پھر میں اللہ دینی علی کی یاد اور انہی کے اللہ دینی و اوقات سہارا کہ وہ چلائی تھیں اور انہی کے انتقامات آپ رضی اللہ عنہ کی کم کرتے تھے۔

آپ کو ایسا اور شہسباز کی قبیل میں کسی بھی قسم کی کوتاہی یا ناکامی سمجھیں تو سنا کہ سے حقیقت مضمرات سے دوچار ہو کر نکلتی ہے۔
آپ کو ایسا اور شہسباز کی قبیل میں کسی بھی قسم کی کوتاہی یا ناکامی سمجھیں تو سنا کہ سے حقیقت مضمرات سے دوچار ہو کر نکلتی ہے۔
آپ کو ایسا اور شہسباز کی قبیل میں کسی بھی قسم کی کوتاہی یا ناکامی سمجھیں تو سنا کہ سے حقیقت مضمرات سے دوچار ہو کر نکلتی ہے۔

تعلیم اور خبر کے واسطے ہر اختیار رکھنا

سال کے دوران کئی بہت سی لکھنے پڑھنے کے مواقع ملے۔ تعلیمی اداروں کے ساتھ ساتھ دیگر کئی مواقع فراہم کیے گئے۔ تعلیمی اداروں میں لکھنے پڑھنے کے مواقع فراہم کیے گئے۔

آئی کیو اور ایس ایس ایم کے لیے کیا چاہیے سے اجازت کے ساتھ کارپوریٹ اور بائو میڈیسی ریسرچ (2024) حاصل کیا۔

پیشکش فرم آف انوارِ زمیں ایچ ایل جی کے زیرِ اجراء 2022 میں سالانہ اجلاس 2025 تک حاصل ہے۔

کی ایجی اے سوسائٹی ایما 2024 برائے ویسٹ اینڈ ایسٹ ریجھہ مصلحہ

کراچی: انس سوسائٹی کی ایوارڈ 2024ء کے برائے ایسٹ اوپنٹر ریلیشنز کے ایگزیکیوٹو عملے کی۔

جہاں تک (SAFARI) سولہویں صدی کے آغاز میں ہندو اور غیر ہندو تہذیبوں کا تعلق ہے۔

وزیراعظم پاکستان کی جانب سے دہلی سالہ 2025 میں بیڑے کے شیعے میں بائیں درجہ دیکھو اور حاصل

- وزیراعظم پاکستان کی جانب سے ایمل سال 2025 میں ہونے کے شے میں ہجرت پر اثرات کو اجاگر کرنا

۱- پاکستان اسکاٹ لینڈ میں 20 گیموں کا ایذا کا معاملہ کیا۔

پاکستان کی جمنٹل انڈسٹری کی جانب سے مصطفیٰ شیعہ کے ذریعے میں 40 تا 45 کروڑ روپے کی جمنٹل انڈسٹری کے ذریعے حاصل کیا۔

علیٰ اور فیصلہ کی باتوں کے لیے ایک نیا راستہ

پانچواں اور ساتویں طبقہ مرقی
اور کٹ مشین

[illegible]

گھر میں آگست میں پیدا کرنے والا اور
کل سائنس نے اسی سال 2028 میں بھی کم ترین پیداوار کی آگست رکھے ورنہ اسے کی سطح کا پہلی سے برقرار
رہی۔ اس کامیابی میں قومی خود پیدائشی کے اشتہار میں نمایاں اضافہ آگست کو بھر جانے کے لیے اسے اضافہ
انعامات اور ہدایت، اعزاز اور پمپنی فیصلہ سازی نے ہم کو راہ دکھائی جس سے مستقبل آپ بھلے کار کا رویہ اور کم
آگست کنٹرول کی جتنی تلاش کی جائے۔

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خود، جس کی قیادت کی تھی اس کے بعد، چھپنے چھپ کر اہل کفر و رافضیہ سے کھلی کی جنگ کی بجائے ضروریات کا تقاضا 55
 خاصہ یہ رہا جس نے فتح سے پہلے ہر کاروباری اور تاجر کی کاروباری میں بخاری و راستہ میں کی اور اسلامیاتی اور دہائی کے
 لئے کھینچی کی مسلسل توجہ کی مگر ان کی تھی، جو کہ جو کہ لے لی اور ان کی اور کارکن کے علاوہ جس کی کتابہ اہل کفر و رافضیہ کے
 میں بھی معاونان کا ہوا۔

کارچر، پشاور اور اٹک

تا کہ اگرچہ ۱۹۵۵ء میں ایک نیا دینی اور کلاسیک دور کا آغاز ہوا، تاہم یہ ایک ناقص اور محسوس طور پر ناقص دور تھا۔ اسے طعنے لگتے ہیں کہ یہ دور اس کے باوجود اس کے تاریخی و ادبی و فنی لحاظ سے ایک ناقص دور تھا۔ اس کے باوجود اس کے تاریخی و ادبی و فنی لحاظ سے ایک ناقص دور تھا۔ اس کے باوجود اس کے تاریخی و ادبی و فنی لحاظ سے ایک ناقص دور تھا۔

جامعہ اسلامی

[illegible]

مذبح حصص

سال کے دوران آپ کی کمپنی کو مالی اور شکستہ کمپنی سے حاصل ہونے والی منافع صفر کی آمدنی 15.8
 اسی کے برعکس، آپ کی کمپنی سال 2025 میں 12.7 اسی کے برعکس۔

مؤشر	2017	2018	2019	2020	تغير
1.3	3.0	3.4	2.9		زيادة
0.2	-	-	-		زيادة
0.2	0.2	0.6	0.1		زيادة
-	6.0	6.0	12.0		زيادة
0.7	1.4	2.7	0.9		زيادة
2.4	10.6	12.7	15.8		تغير

عالمی مواقع

سال 2020 کے دوران آپ کی کمپنی نے ملے اور انکم 4.60 ارب روپے کا منافع حاصل کیا، جبکہ گزشتہ سال یہ منافع 3.47 ارب روپے پر ثابت کیے گیا تھا۔ اس طرح منافع میں 28.7 فیصد اضافہ ہوا، جس کی بنیادی وجہ اس بات کا ہونا کہ مجموعی منافع میں بھرتی اور منافع حصص (Dividend) سمیت دیگر اضافی منافع شامل ہیں۔

کلی سائنس کے عالمی مجلہ ٹو ایٹمی کے اقدامات

پانچ ماہی سال 2026 کے دوران بحالہ کی 46.6 ہزار ٹن کا تخمینہ لگایا گیا ہے۔ اس کے مقابلے میں 2025 کے سال کے تخمینہ 40.9 ہزار ٹن کا ہے۔

أحد في القصر

الحمد للہ! اس اعتبار سے 2026ء کے لیے آپ کی کمپنی کی فی شخص آمدنی 1.31.83 روپے ہے، اس کی کوئی جگہ گارنٹی
مہال 22.58 روپے پر اسٹاک کی قیمت ہے۔

طریقہ صحیح

بین الاقوامی مالیاتی آرڈرنگ معیارات (IFRS) کے تقاضوں کے مطابق موجودہ صورتی کے درجہ تمام مالیاتی اداروں کی حصص آدھ کر کتاب اسپیڈ کے نیچے سبکی حصص کی لی تھا۔، مجموعہ 1,465,000,000 حصص کی بنیاد پر زیادہ ہو گیا تھا۔

6. **Fuller**

تاجپادوسنے کی کان کنی میں اس طرح ٹھک جاتا ہے

منگل، نیو ریسر (پرائیوٹ) لٹریچر (NRL)، جو اپنے مشترک منصوبہ ہے، اس میں آپ کی کچھ 33.93 فیصد
 اکٹھی خریدتا ہے، اس لیے پاکستان میں موجود لائبریریوں کو کامیابی سے حاصل کر لی ہیں۔ جس کے ہمراہ کے پاس کمال
 لائبریریوں کو ملتی ہیں۔ اس کے علاوہ، یہ منصوبہ ہے کہ اس کے احاطہ کے احکامات، دیکھنے والی لائبریریوں (11۔

مالی کارکردگی - غیر مجموعی

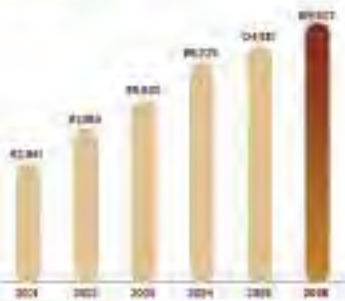
مالی سال اکتوبر 30 جون 2026 کے لیے آپ کی کھلی کارکردگی کا گزشتہ سال کے مقابلے میں خطائی جائزہ میں پیش کیا گیا ہے۔

نقص سے پیدا ہونے والے خطائی	مالی سال 2025	مالی سال 2024
نام آمد	174,302	192,861
مادی آمد	124,512	138,527
لاگت برائے فروخت	81,827	85,358
نام خرچ	42,685	51,171
نام خرچ ہونے والی آمد	34.3%	37.5%
کاروباری خرچ	31,285	39,589
آمدنی کے ذریعہ مجموعی کاروباری خرچ	38,222	47,129
مادی خرچ	33,092	46,629
آمدنی کی مصروف (روپے میں)	22.59	31.83

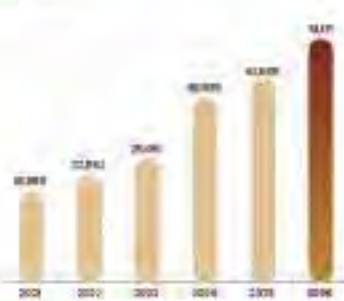
آمدنی کی مصروفیت خطائی 1 مصروف ہونے والے خطائی کے لیے۔ (اس کی تصدیق عامان کی مصروفیت سے بھی کی جاتی ہے۔)

چند سالہ مالیاتی کارکردگی - غیر مجموعی

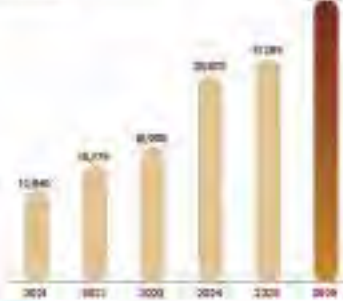
Net Revenue
(PKR in billion)



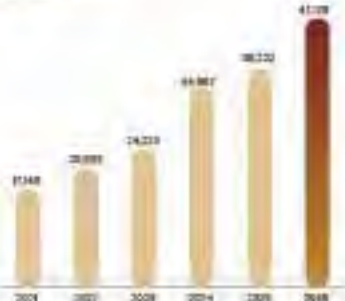
Gross Profit
(PKR in billion)



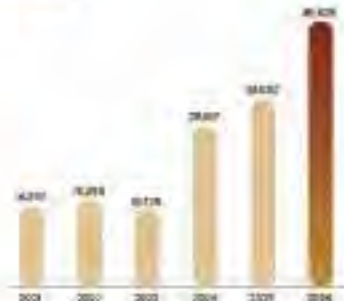
Operating Profit
(PKR in billion)



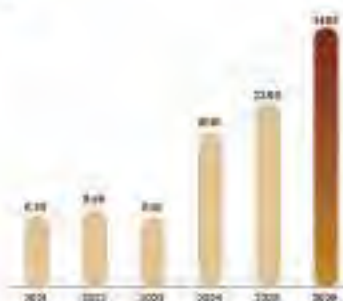
EBITDA Profit
(PKR in billion)



Net Profit
(PKR in billion)



EPS
(PKR)



ہولے مالی آمدنی میں 4.3 لاکھ اضافہ ہوا ہے یہ مالی سال 2025 کے 132.8 ارب روپے کے مقابلے میں 3 لاکھ 134.2 ارب روپے آئے ہیں۔

لاگت برائے فروخت

فروخت کی لاگت میں 4.3 لاکھ اضافہ ہوا ہے یہ مالی سال 2025 کے 81.8 ارب روپے کے مقابلے میں

آمدنی

مالی سال 2026 کے دوران آپ کی کھلی گزشتہ سال کے مقابلے میں مجموعی آمدنی میں 10.6 لاکھ اضافہ حاصل کیا۔ مادی فروخت سے حاصل ہونے والی آمدنی میں 12 لاکھ اضافہ ہوا ہے یہ مالی سال 2025 کے 141.5 ارب روپے کے مقابلے میں 158.8 ارب روپے ہو گیا۔ دیگر مادی فروخت سے حاصل

لہذا انسانی کئے باعث مشکلات کا سامنا بہ جبکہ علاقائی سطح پر دوسری دنیا کی نئی جنگوں اور مقامی سطح پر جنگوں کے باعث انسانیت کے سامنے مسائل پیدا ہو رہے ہیں۔

سیاست کی چھبوا اور فروخت کے غم کی کارکردگی

تعداد	نسبت	درصد	نوع
7,875	11.2%	8,709	تلفاتی
7,163	8.3%	7,752	تلفاتی
8,290	3.5%	9,843	تلفاتی

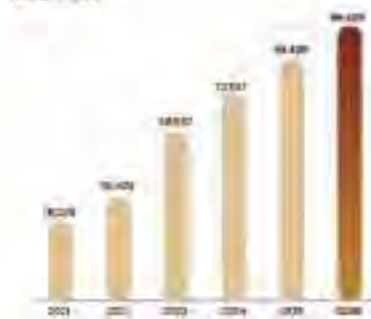
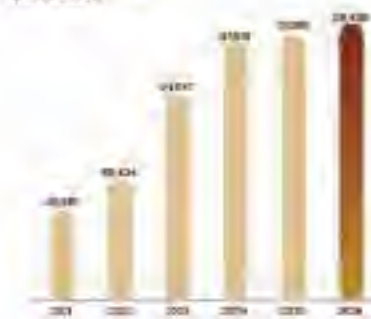
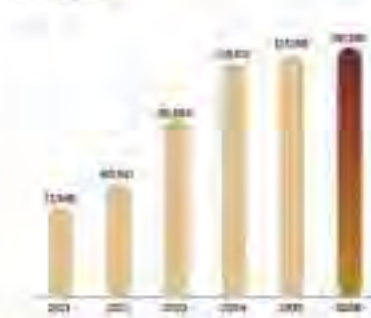
صنف	تعداد	قیمت	تعداد	قیمت	تعداد	قیمت
کلی	37,940	41,481	3,521	9.3%		
کلی	3,338	3,002	(334)	(10.0%)		
کلی	5,874	6,010	136	2.3%		
کلی	9,210	8,012	(198)	(2.2%)		
کلی	47,150	50,473	3,323	7.0%		
کلی	8,918	6,517	599	10.1%		
کلی	1,225	1,102	(123)	(10.0%)		
کلی	-	130	110	-		
کلی	2,147	1,984	(263)	(12.2%)		
کلی	3,372	3,096	(276)	(8.2%)		
کلی	9,290	9,613	324	3.5%		

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اپنی سالانہ 2026 کے دوران انٹرویوز کے سلسلے میں اپنی سالانہ 2025 کے نتائج میں شرکت کے لیے جی جی کی کاپی کی ہے، جس کی بنیاد پر ہم شرمینہ مراد کے باعث انہوں میں جی جی کی سالانہ 2025 کے نتائج میں شرکت کے لیے ان کی کاپی کی ہے۔

جیوشیہ کی جھڑپ اور کنگھی کی لاء اگے کی۔ فیچر بنگلہ

7 مہینے کی مکملی نے مقامی مارکیٹ میں شائع کردہ کرکی کا منظر پروہ کیا، جہاں مالی سال 2026 میں مقامی فروخت کے حجم میں 10.7 فیصد اضافہ ہو اور یہ 8.6 ملین ٹن ہو گیا، جو صحت کے مقامی فروخت میں 9.3 فیصد اضافے سے بڑھ کر کارہوئی ہے۔ اس بڑھ کر کارہوئی کی جہادی وجہ تھی، مارکیٹوں میں مکملی کے کاروباری ادارہ کار میں توسیع تھی۔ سال کے اواسٹہ برآمدی حجم میں 2 ملین ٹن کی بڑھ کر کارہوئی اور یہ کم ہو کر 3.1 ملین ٹن رہ گیا ہے کی موجودہ مناسبات کے مارکیٹ کی صورت حال کے مطابق مغربی مارکیٹوں میں مکملی کی موجودگی کو مکمل جی کے تحت حوالہ ان کرنے کے ساتھ ساتھ انڈین برآمد کی بڑھ کر کارہوئی کی بدولت کے برآمدات پر جانے والے دہائی کی کرنی ہے۔ یہ تبدیلی فروخت کے



مقامی ہیئت کے سامنے

ماہی سال 2026 کے دوران مجموعی ماہی فروخت سے حاصل ہونے والی آمدنی میں کڑھنڈا سہا کے مقابلے میں 12.9 فیصد اضافہ ہوگا جس کی بنیاد پر اس علاقائی سینٹر کی فروخت سے گھر میں 10.1 فیصد اضافہ ہوگا۔ جو طلبہ میں معمولی اضافی کی حکمتی کرتا ہے۔ اس بنیاد پر کارآمدانہ کے دہائی کی شرح اور شرح سود کے ساتھ ساتھ ماحول سے گھبراتی ہوئی تعمیراتی مرکز میں ان کی حد تک فروغ فراہم کیا گیا۔ جہاں جیسا کہ پچھلے بھی ذکر کیا جا چکا ہے سال کی دوسری ششماہی کے دوران اچھے والی طرف والی سی کیو کے لئے ایک دہائی پر مبنی ماحول سے گھبراتی ہوئی تعمیراتی مرکز میں ان کی حد تک فروغ فراہم کیا گیا۔ جہاں جیسا کہ پچھلے بھی ذکر کیا جا چکا ہے سال کی دوسری ششماہی کے دوران اچھے والی طرف والی سی کیو کے لئے ایک دہائی پر مبنی ماحول سے گھبراتی ہوئی تعمیراتی مرکز میں ان کی حد تک فروغ فراہم کیا گیا۔

یہ امر بھی قابلِ ذکر ہے کہ گزشتہ چوبیس برسوں کے دوران سینٹ کی طلبہ و مشورہ نگاروں میں ہے، انجیلر مجموعی تعلیمی خدمات، لائبریری، نظام کے لیے کیے جانے والے اقدامات اور سرکاری شعبے کے ترقیاتی اخراجات سمیت ہر سال کے باعث اس شعبہ کو تقریباً ۱۱ کروڑ روپے ملے ہیں۔ لہذا، حالیہ بجری کو اس شعبہ میں اضافی پانچ سو روپے کے بجائے پندرہ سو روپے کی عوامی خدمات گننا مناسب ہے۔

روزنامہ ملک بھارت کا ادارہ

عمرانی اور عوامی منصوبہ پر ڈی آر سی (DRC) میں کمیٹی کی سمیت کی ہے اور اس کی سہولیات راجہ مشیر کو منسوب جانت (Joint Venture) کے تحت چلائی جا رہی ہیں، مابقی سال 2026 کے دوران مجموعی طور پر مواقع میں نمایاں حصہ لائی جائیں گے۔ ڈی آر سی کے تحت مسلسل ترقی کی رفتار پر قرار دیا گیا، جو مجموعہ آپریشنل کارکردگی اور مابینہ میں برقرار رہنے والی طلب کی عکاسی کرتی ہے۔ تاہم، عموماً میں سمیت کی فروخت میں کمی کی توقع ہوئی، جس کی بنیادی وجہ طلبے میں جاری خطر افغانی یا سیاسی صورتحال تھی۔

BCR Criteria Index

1	ORGANIZATIONAL OVERVIEW AND EXTERNAL ENVIRONMENT	
1.01	Mission, vision, code of conduct, ethical, principal and core values.	23-27
1.02	Profile of the company including principal business activities, markets (local and international), key brands, products and services.	16-17,19,30
1.03	Geographical location and address of all business units including sales units and plants.	22
1.04	The legislative and regulatory environment in which the company operates.	84
1.05	Ownership, operating structure and relationship with group companies (i.e. subsidiary, associated undertaking etc.) and number of countries in which the organization operates.	06-07,16,60,65,68
1.06	Name and country of origin of the holding company/subsidiary company, if such companies are a foreign company.	31
1.07	Disclosure of beneficial (including indirect) ownership and flow chart of group shareholding and relationship as holding company, subsidiary company or associated undertaking.	06
1.08	Organization chart indicating functional and administrative reporting, presented with legends.	68-69
1.09	A general review of the performance of the company, including its subsidiaries, associates, divisions etc., for the year and major improvements from last year.	140-157
1.10	Description of the performance of the various activities / product(s) / service(s) / segment(s) of the entity and its group entities during the period under review.	140-157
1.11	Position of the reporting organization within the value chain showing connection with other businesses in the upstream and downstream value chain.	74-75
1.12	a) Explanation of significant factors affecting the external environment including political, economic, social, technological, environmental and legal environment that is likely to be faced in the short, medium and long term and the organization's response. b) The effect of seasonality on business in terms of production and sales.	76-77
1.13	The legitimate needs, interests of key stakeholders and industry trends.	78
1.14	SWOT Analysis of the company.	79
1.15	Competitive landscape and market positioning (considering factors such as the threat of new competition and substitute products or services, the bargaining power of customers and suppliers, relative strengths and weaknesses of competitors and customer demand and the intensity of competitive rivalry).	82-83
1.16	History of major events.	14-15
1.17	Details of significant events occurred during the year and after the reporting period.	14,29,84
2	STRATEGY AND RESOURCE ALLOCATION	
2.01	Short, medium and long-term strategic objectives and strategies in place to achieve objectives.	88-89
2.02	Resource allocation plans to implement the strategy. Resource mean 'Capitals' including: a) Financial Capital; b) Human Capital; c) Manufactured Capital; d) Intellectual Capital; e) Social and Relationship Capital; and f) Natural Capital.	94-95
2.03	The capabilities and resources of the company that provide sustainable competitive advantage, resulting in value creation by the company.	95-97
2.04	Company's strategy on market development, product and service development.	88-89,92-93
2.05	The effects of the given factors on the company strategy and resource allocation: a) Technological Changes; b) Sustainability reporting and challenges; c) Initiatives taken by the company in promoting and enabling innovation; and d) Resource shortages (if any).	98-99
2.06	Key Performance Indicators (KPIs) to measure the achievement against strategic objectives including statement as to whether the indicators used will continue to be relevant in the future.	100-101
2.07	The linkage of strategic objectives with company's overall mission, vision and objectives.	88-89
2.08	Board's statement on the internal controls including IT controls of the company.	136-137,174-175
2.09	Board's statement on the significant plans and decisions such as corporate restructuring, business expansion, major capital expenditure or discontinuance of operations.	101,140-157

2.10	a) Information about defaults in payment of any debt with reasons and its repayment plan; b) Board strategy to overcome liquidity problems and plans to meet operational losses.	101
3	RISKS AND OPPORTUNITIES	
3.01	Key risks and opportunities (internal and external), including Sustainability-related risks and opportunities affecting availability, quality and affordability of Capitals.	
3.02	Company's robust assessment of the principal risks and uncertainties being faced, including those that would threaten the business model, future performance and solvency or liquidity. This may include operational risk, IT risk, regulatory risk, legal risk, political risk, strategic risk, and credit risk etc.	76-77 88-89 94-95
3.03	Risk Management Framework covering principal risks and uncertainties facing by the company, risk methodology, risk appetite and risk reporting.	100-101 110-117
3.04	Specific steps being taken to mitigate or manage key risks or to create value from key opportunities by identifying the associated strategic objectives, strategies, plans, policies, targets and KPIs.	190-197 200-211
3.05	Disclosure of a risk of supply chain disruption due to an environmental, social or governance incident and company's strategy for monitoring and mitigating these risks (if any).	
4	SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY (CSR)	
4.01	Disclosure of the role of the Board to address the company's sustainability risks and opportunities, as required under the recent amendments of the SECP 'Listed Companies (Code of Corporate Governance) Regulations, 2019, SECP SRO 920/2024 dated June 12, 2024 for the following: a) Disclosures of company specific sustainability-related risks and opportunities (climate-related risks and opportunities) and their impact on the financial performance in the short, medium and long term and how these are managed or mitigated; b) Disclosures about four-pillars core content (Governance, Strategy, Risk Management and Metrics and Targets), together with the specific metrics designed by the company to demonstrate the performance and progress of the company. c) Disclosure of company's sustainability and DE&I related strategies, priorities and targets, the measures taken to promote in the company as well as performance against these targets are periodically reviewed and monitored. d) Boards are encouraged to adopt of the SECP's ESG Disclosure Guidelines (https://www.secp.gov.pk/document/secp-esg-disclosure-guidelines-for-listed-companies/)	189-209
4.02	Highlights of the company's performance, policies, initiatives and plans in place relating to the various aspects of sustainability: • Social initiatives - financial inclusion, research and development, employment generation, community health and education, and health and safety of staff etc.; • Environmental initiatives - climate change mitigation etc. by focusing on 3R's (Reduce, Reuse & Recycle), how does the company reduce pollution, depletion and degradation of natural resources; and indirect like investment/financing in green /sustainable project. • Technological innovation - use of advanced technology, innovative ideas leading to sustainability practices like energy-efficient processes or eco-friendly product designs; • Information on consumption and management of materials, energy, water, emissions and waste.	140-157 174-175 190-209 212-223
4.03	a) Has the board established a dedicated sustainability committee, having at least one female director, or assign additional responsibilities to an existing board committee. b) Has the committee submitted to the board a report, at least once a year, on embedding sustainability principles into the organization's strategy and operations to increase corporate value.	N/A
4.04	Board's statement for the adoption of CSR best practices including Board's commitment to promote CSR and how the company's sustainable practices can affect the financial performance of the company.	198-199, 212-223
4.05	Highlights of the company's performance, policies, initiatives for CSR.	212-223
5	GOVERNANCE	
5.01	Board composition: a) Leadership structure of those charged with governance; b) Name of independent directors indicating justification for their independence; c) Diversity in the board i.e. competencies, requisite knowledge & skills, and experience; d) Profile of each director including education, experience and engagement in other entities as CEO, Director CFO or Trustee etc.; e) No. of companies in which the executive director of the reporting organization is serving as non-executive director.	48-57 68-69 152-157
5.02	A brief description about role of the Chairman and the CEO.	121
5.03	A statement of how the board operates, including a high-level statement of which types of decisions are to be taken by the board and which are to be delegated to management.	121-131

5.04	Chairman's Review Report on the overall performance of the board including: a) Effectiveness of the role played by the board in achieving the company's objectives; b) Chairman's significant commitments, such as strategic, financial, CSR and ESG etc., and any changes thereto from last year; c) Board statement on the company's structure, processes and outcomes of internal control system and whether board has reviewed the adequacy of the system of internal control.	120 122-131
5.05	Board statement of its commitment to establish high level of ethics and compliance in the company.	122-131,138-139
5.06	Annual evaluation of performance, along with a description of criteria used for the members of the board, including CEO, Chairman, and board's committees.	122-123 154-155
5.07	Disclosure if the board's performance evaluation is carried out by an external consultant once in every three years.	N/A
5.08	Details of formal orientation courses for directors.	123
5.09	Directors' Training Program (DTP) attended by directors, female executives, and head of departments from the institutes approved by the SECP, along with names of those who availed exemptions during the year.	123,138
5.10	Description of external oversight of various functions like systems audit or internal audit by an external specialist and other measures taken to enhance credibility of internal controls and systems.	226, 230-233
5.11	Disclosure about related party transactions: a) Approved policy for related party transactions; b) Details of all related party transactions, along with the basis of relationship describing common directorship and percentage of shareholding; c) Contract or arrangement with the related party other than in the ordinary course of business on an arm's length basis, if any along with the justification for entering into such contract or arrangement; d) Disclosure of director's interest in related party transactions; e) In case of conflict, disclosure of how conflicts are managed and monitored by the board.	123-125 352-354 271-273
5.12	Disclosure of Board's Policy on the following significant matters: a) Governance of risk and internal controls. b) Diversity (including gender), any measurable objectives that it has set for implementing the policy, and progress on achieving the objectives. c) Disclosure of director's interest in significant contracts and arrangements. d) Remuneration of non-executive directors including independent directors for attending board meetings and general meetings. e) Retention of board fee by the executive director earned by him against his services as non-executive director in other companies. f) Security clearance of foreign directors. g) Board meetings held outside Pakistan. h) Human resource management including: • Preparation of succession plan; • Merit based recruitment; • Performance based appraisal system; • Promotion, reward and motivation; • Training and development; • Gender and race diversity; • Appointment of / quota for people with disability; and • Employee engagement /feedback. i) Social and environmental responsibility including managing and reporting policies like procurement, waste and emissions. j) Communication with stakeholders. k) Dividend policy. l) Investors' relationship and grievances. m) Employee's health, safety and protection. n) Whistle blowing policy including mechanism to receive and handle complains in a fair and transparent manner, and provide protection to the complainant against victimization and reporting in Audit Committee's report. o) Safety of records of the company.	102-107 122-131 154, 352
5.13	Board statement of the organization's business continuity plan or disaster recovery plan.	129
5.14	Compliance with the Best Practices of Code of Corporate Governance (No marks in case of any non-compliance).	129-130, 138-139
5.15	Disclosure about: a) Shares held by Sponsors / Directors / Executives; b) Distribution of shareholders (Number of shares as well as category, e.g. Promoter, Directors / Executives or close family member of Directors / Executives etc.) or foreign shareholding (if any).	366-370
5.16	Details about Board meetings and its attendance.	153

5.17	TORs, composition and meeting attendance of the board committees including (Audit, Human Resource, Nomination and Risk management).	154
5.18	Timely Communication: Date of authorization of financial statements by the board of directors: Within 40 days Within 50 days Within 60 days	131
5.19	Audit Committee report should describe the work of the committee in discharging its responsibilities. The report should include: a) Composition of the committee with at least one member qualified as “financially literate” and all members are non-executive / Independent directors including the Chairman of the Audit Committee. b) Committee’s overall role in discharging its responsibilities for the significant issues related to the financial statements, and how these issues were addressed. c) Committee’s overall approach to risk management and internal control, and its processes, outcomes and disclosure. d) Role of Internal Audit in risk management and internal control, and the approach to Internal Audit to have direct access to Audit Committee and evaluation of Internal Auditor’s performance. e) Review of arrangements for staff and management to report to Audit Committee in confidence, concerns, if any, about actual or potential improprieties in financial and other matters, and recommended instituting remedial and mitigating measures. f) An explanation as to how it has assessed the effectiveness of the external audit process and the approach taken to the appointment or reappointment of the external auditor; and if the external auditor provides non-audit services, an explanation as to how auditor’s objectivity and independence is safeguarded. g) If Audit Committee recommends external auditors other than the retiring external auditors, before the lapse of three consecutive years, reasons shall be reported. h) The Audit Committee’s views whether the Annual Report was fair, balanced and understandable and also whether it provided the necessary information to shareholders to assess the company’s position and performance, business model and strategy. i) Results of the self-evaluation of the Audit Committee carried out of its own performance. j) Disclosure of the number of whistle-blowing incidences reported to the Audit Committee during the year.	136-137
5.20	Presence of the chairman of the Audit Committee at the AGM to answer questions on the Audit Committee’s activities / matters that are within the scope of the Audit Committee’s responsibilities.	131
5.21	Board disclosure on Company’s use of Enterprise Resource Planning (ERP) software including: a) How it is designed to manage and integrate the functions of core business processes / modules like finance, HR, supply chain and inventory management in a single system; b) Management support in the effective implementation and continuous updation; c) Details about user training of ERP software; d) How the company manages risks or control risk factors on ERP projects; e) How the company assesses system security, access to sensitive data and segregation of duties.	134
5.22	Disclosure about the Government of Pakistan policies related to company’s business / sector in Directors’ Report and their impact on the company business and performance.	135
5.23	Information on company’s contribution to the national exchequer (in terms of payment of duties, taxes and levies) and to the economy (measured in terms of GDP contribution, new jobs creation, increase in exports, contributions to society & environment and community development etc.)	146-147
6	ANALYSIS OF THE FINANCIAL INFORMATION	
6.01	Analysis of the financial and non-financial performance using both qualitative and quantitative indicators showing linkage between: a) Past and current performance; b) Performance against targets /budget; and The analysis should cover significant deviations from previous year in operating results and the reasons for loss, if incurred and future prospects of profits.	160-171
6.02	a) Analysis of financial ratios (Annexure I) with graphical presentation and disclosure of methods and assumptions used in compiling the indicators. b) Explanation of negative change in the performance as compared to last year.	164
6.03	Vertical and horizontal analysis of Balance Sheet, Profit and Loss Account and summary of Cash Flow Statement for last 6 years. Weightage to be given to graphical presentation.	160-162,169
6.04	Cash Flow Statement based on Direct Method (separate Cash Flow for specific funds e.g. Zakat).	270
6.05	a) Information about business segment and non-business segment; and b) Segmental analysis of business performance including segment revenue, segment results, profit before tax, segment assets and liabilities.	142-143 345-346
6.06	Disclosure of market share of the company and share price sensitivity analysis.	144,171

6.07	Statement of value added and its distribution with graphical presentation: a) Employees as remuneration; b) Government as taxes (separately direct and indirect); c) Shareholders as dividends; d) Providers of financial capital as financial charges; e) Society as donation; and f) Retained within the business.	168
6.08	Statement of Economic value added (EVA) [EVA = NOPAT – WACC x TC, where NOPAT is Net Operating Profit After Tax, WACC is Weighted Average Cost of Capital, and TC is Total Invested Capital]	169
6.09	CEO presentation video on the company's business performance of the year covering the company business strategy to improve and future outlook. (Please provide relevant webpage link of the video in the company's annual report).	N/A
7	Business Model	
7.01	Describe the business model including inputs, business activities, outputs and outcomes as per international applicable framework.	90-93
7.02	Explanation of any material changes in the entity's business model during the year.	N/A
8	Disclosures on IT Governance and Cybersecurity	
8.01	The Board responsibility statement on the evaluation and enforcement of legal and regulatory implications of cyber risks and the responsibilities of the board in case of any breaches.	129 174-175
8.02	Disclosure related to IT governance and cybersecurity programs, policies and procedures and industry specific requirements for cybersecurity and strategy in place.	174
8.03	Disclosure that at least one board-level committee is charged with oversight of IT governance and cybersecurity matters and how the board administers its IT risk oversight function related to these risks.	174
8.04	Disclosure about Company's controls and procedures about an "early warning system" that enables the company to identify, assess, address, make timely disclosures and timely communications to the board about cybersecurity risks and incidents.	174
8.05	Disclosure of policy related to independent comprehensive security assessment of technology environment, including third party risks and when last such review was carried out.	174
8.06	Disclosure about resilient contingency and disaster recovery plan in terms of dealing with a possible IT failure or cyber breach and details about company's cyber insurance.	175
8.07	Disclosure of advancement in digital transformation on how the organization has leveraged 4.0 Industrial revolution (RPA, Block Chain, AI, Cloud Computing etc.) to improve transparency, reporting and governance.	20-21
8.08	Disclosure about education and training efforts of the Company to mitigate cybersecurity risks.	175
9	Future Outlook	
9.01	Forward-looking statement in narrative and quantitative form, including projections or forecasts about known trends and uncertainties that could affect the company's resources, revenues and operations in the short, medium and long term.	184-187
9.02	Status of the projects in progress and those disclosed in the forward-looking statement in the previous year and whether the performance of the company is aligned with the forward- looking statement.	187
9.03	Disclosures about the company's future plans for AI adoption and its potential impact on the company's long-term strategy.	N/A
9.04	Disclosure about company's future Research & Development initiatives.	N/A
9.05	Sources of information and assumptions used for projections / forecasts in the forward- looking statement, and any assistance taken by any external consultant	186
10	Stakeholders Relationship and Engagement	
10.01	Stakeholder's engagement policy of the company and how the company has identified its stakeholders.	178
10.02	Stakeholders' engagement process and the frequency of such engagements during the year. Explanation on how the relationship is likely to affect the performance and value of the company, and how those relationships are managed. These engagements may be with: a) Institutional investors; b) Customers & suppliers; c) Banks and other lenders; d) Media; e) Regulators; f) Local committees; and g) Analysts.	179

10.03	Steps taken by the management to encourage the minority shareholders to attend the general meetings.	180
10.04	Investors' Relations section on the corporate website.	180
10.05	Issues raised in the last AGM, decisions taken and their implementation status.	180
10.06	a) Steps board has taken to solicit and understand the views of stakeholders through corporate briefing sessions; and b) Disclosure of brief summary of Analyst briefing conducted during the year.	181
10.07	Highlights about redressal of investors' complaints including number of complaints received and resolved during the year.	181
10.08	Details about corporate benefits to shareholders like value appreciation, dividend etc.	146
10.09	Disclosure of whistle blowing mechanism to receive and handle complains in a fair and transparent manner, and provide protection to the complainant against victimization and reporting in the Audit Committee's report.	136
11	Striving for Excellence in Corporate Reporting	
11.01	Board's responsibility statement on full compliance of financial accounting and reporting standards as applicable in Pakistan (i.e. International Financial Reporting Standards (IFRSs) issued by the International Accounting Standards Board (IASB)).	225
11.02	BCR criteria cross referred with page numbers of the annual report.	417-422
12	SPECIFIC DISCLOSURES OF THE FINANCIAL STATEMENTS	
12.01	Specific disclosures of the financial statements required under the Companies Act, 2017 and IFRSs (Annexure II).	
Annexure II Specific Disclosures of the Financial Statements		
1	Fair value of Property, Plant and Equipment.	N/A
2	Particulars of significant/ material assets and immovable property including location and area of land.	Note #5.4 on Pg#248, Note #5.4 on Pg#311
3	Capacity of an industrial unit, actual production and the reasons for shortfall.	273,355 Note#39
4	Specific disclosures required for shariah compliant companies / companies listed on the Islamic Indices as required under clause 10 of the Fourth Schedule of the Companies Act, 2017.	Note #41 on 277,278 Note # 45 on 359, 360
5	Disclosure requirements for common control transactions as specified under the Accounting Standard on 'Accounting for common control transactions' developed by ICAP and notified by SECP (through SECP S.R.O. 53(I)/2022 dated January 12, 2022)	N/A
6	Disclosure about Human Resource Accounting (includes the disclosure of process of identifying and measuring the cost incurred by the company to recruit, select, hire, train, develop, allocate, conserve, reward and utilize human assets).	N/A
7	Where any property or asset acquired with the funds of the company and is not held in the name of the company or is not in the possession and control of the company, this fact along with reasons for the property or asset not being in the name of or possession or control of the company shall be stated; and the description and value of the property or asset, the person in whose name and possession or control it is held shall be disclosed.	N/A

Glossary

Derivative Financial Instruments

Transactions used to manage interest rate and / or currency risks

Dividend Payout Ratio

The dividend payout ratio is the ratio between the dividend for the fiscal year and the earnings per share

EBIT

Earnings Before Interest and Taxes. EBIT represents the results of operations

EBITDA

Earnings Before Interest, Taxes, Depreciation and Amortisation

EPS

Earnings Per Share

Gearing Ratio

Securing a transaction against risks, such as fluctuations in exchange or interest rates, by entering into an offsetting hedge transaction, typically in the form of a forward contract

HESCO

Hyderabad Electric Supply Corporation

PESCO

Peshawar Electric Supply Corporation

IAS

International Accounting Standards (Accounting standards of the IASB)

IASB

International Accounting Standards Board (The authority that defines the International Financial Reporting Standards)

IR

Integrated Report

IIRC

International Integrated Reporting Framework

LCHPL

Lucky Cement Holdings (Private) Limited

IFRIC

International Financial Reporting Interpretations Committee (predecessor of the International Financial Reporting Standards Interpretations Committee, IFRSC IC)

IFRS

International Financial Reporting Standards (The accounting standards of IASB)

IFRS IC

International Financial Reporting Standards Interpretations Committee. The Body that determines appropriate accounting treatment in the context of existing IFRS and IAS.

LCL

Lucky Cement Limited

LHL

Lucky Holdings Limited

Net Indebtedness

The net amount of interest bearing financial liabilities as recognized in the balance sheet, cash and cash equivalents, the positive fair values of the derivative instruments as well as other interest bearing investments

mtpa

million tons per annum

NEPRA

National Electric & Power Regulatory Authority

OPC

Ordinary Portland Cement

Operating Assets

Operating assets are the assets less liabilities as reported in the balance sheet, without recognizing the net indebtedness, discounted trade bills, deferred tax assets, income tax receivable and payable, as well as other financial assets and debts

Operating Lease

A form of lease that is largely similar to rental. Leased assets are recognized in the lessor's balance sheet and capitalized

RDF

Refuse Derived Fuel

ROCE

Return On Capital Employed. We define ROCE as the ratio of EBIT to average operating assets for the fiscal year

SIC

Standing Interpretations Committee (predecessor to the IFRIC)

SRC

Sulphate Resistant Cement

TDF

Tyre Derived Fuel

WHR

Waste Heat Recovery

YBG

Yunus Brothers Group

NRL

National Resources (Private) Limited

Official Political MAP of Pakistan is used in this report as available on: <http://www.surveyofpakistan.gov.pk>

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