

Annual Report **2025**



Transcending Boundries

In the ever-evolving landscape of the sugar industry, Jauharabad Sugar Mills Limited has embraced the philosophy of “Transcending Boundaries” as a guiding principle in our operations. This year, we have focused on breaking traditional barriers by integrating innovative technologies, enhancing sustainable practices, and fostering community engagement. Our commitment to excellence has propelled us to explore new markets and expand our product offerings, ensuring we meet the diverse needs of our stakeholders. By transcending boundaries, we not only aim to boost our operational efficiency but also contribute positively to the environment and the communities we serve, thereby setting new benchmarks for the industry.

Table of Contents

01

ORGANIZATIONAL OVERVIEW & EXTERNAL ENVIRONMENT

Geographical Location	04
Corporate Information	06
Corporate Profile	08
Vision & Mission Statement	10
Statement of Ethics and Code of Conduct.....	13
Group Ownership Structure	15
Our Culture & Core Values	16
Organizational Structure	18

03

RISKS & OPPORTUNITIES

SWOT Analysis	27
Risks and Opportunities Report.....	28
PESTEL Analysis	30
Share Price Sensitivity Analysis	32
Position within Value Chain	33
Dupont Analysis	34
Competitive Landscape & Market Positioning.....	36

04

SUSTAINABILITY DISCLOSURE & CORPORATE SOCIAL RESPONSIBILITY

Sustainable Development Goals	40
Environmental, Social & Climate Related Risks & Opportunities	42
as required in IFRS S2	42
Corporate Governance (ESG) Goals	44
Sustainability Governance	46
SMART	49
Corporate Social Responsibility	50
Status of Adoption of CSR Guidelines	52
Environmental Responsibility	54
Economic Responsibility	55
Ethical Responsibility	56
Social Responsibility	58
Awards & Achievements	60
Certifications	62

02

STRATEGY & RESOURCE ALLOCATION

Significant Plans & Decisions	21
Strategy and Resource Allocation Plan	22
Effect of Technological Changes, Societal Issues, and Environmental Challenges	24
Specific Processes Used to Make Strategic Decisions	25

05

GOVERNANCE

Calendar of Major Events	66
Corporate Calendar	67
Governance Framework	68
Report of the Audit Committee	71
Notice of Annual General Meeting	72
Directors' Profile.....	74
Chairman's Review	76
Directors' Report	78
Statement of Compliance	87
Independent Auditors' Review Report	89
Diversity Policy	91
Quality Assurance Policy	92
Performance Management Policy	93
Conflict of Interest Policy	94
Supply Chain Management Policy	95
Insider Trading Policy	96
Safety of Records Policy	97
Occupational Health & Safety Management Policy	98
Disaster Recovery Plan	99
Policy to Encourage Shareholders' Participation in Annual General Meeting.....	100
Stakeholders' Engagement/Grievance Policy	101
Integrated Management System Policy	102
Social & Environmental Responsibility Policy.....	103
Human Resource Management Policy	104
Risk Management & Internal Control Policies	106
Whistle Blower Policy	107

06

DISCLOSURE ON IT GOVERNANCE & CYBERSECURITY

IT Governance & Cybersecurity Policy	108
--	-----

07**PERFORMANCE
& POSITION**

Financial Highlights	114
Key Performance Indicators	115
Quarterly Performance Analysis.....	116
Comments on Quarterly Performance.....	117
Horizontal & Vertical Analysis	118
Seven Years at a Glance.....	120
Graphical Representation	122
Non-Financial indicators.....	124
Financial Indicators	125

08**BUSINESS
MODEL**

Production Process	128
Key Elements and Business Model.....	130

09**FUTURE
OUTLOOK**

Forward-Looking Statement	134
---------------------------------	-----

10**STAKEHOLDERS'
RELATIONSHIP
& ENGAGEMENT**

Stakeholders' Relationship & Management.....	138
Statement of Value Addition	140
Pattern of Shareholding.....	136
Statement Of Cash Flows-Direct Method	141
Categories of Shareholding	142

11**FINANCIAL
STATEMENTS**

Independent Auditors' Report.....	146
Statement of Financial Position	150
Statement of Profit or Loss.....	152
Statement of Other Comprehensive Income	153
Statement of Cash Flows	154
Statement of Changes in Equity	156
Notes to the Financial Statements.....	157

12**STRIVING FOR EXCELLENCE
IN CORPORATE REPORTING**

Statement of Adherence of IR Framework	188
BCR Criteria & Cross References	192

13**OTHER
INFORMATION**

Chairman's Review – Urdu.....	214
Directors' Report - Urdu	213
Notice of AGM – Urdu	202
Proxy Form – Urdu	218
Proxy Form.....	219
Jama Punji	221

Geographical Location

Khushab District

Khushab is a combination of two Persian words “Khush” meaning sweet or tasty and “aab” meaning water. A common belief is that the Persian invaders, from the west, first used the word “Khush-aab” in admiration of the sweet and tasty water found in the historical city situated on the bank of Jhelum River. With time the city started to be known as Khushab.

Khushab is a District of Punjab, situated between Sargodha and Mianwali, near river Jhelum. Khushab owns mountains, deserts, luxuriant green harvesting land, lakes and river. People of Khushab are very hardworking and most of them are associated with farming and agriculture.





Jauharabad

Jauharabad is named after Maulana Muhammad Ali Jauhar, a prominent figure from the Pakistan independence movement. Jauharabad was developed in 1953 under a master plan. Because of its planned design, open spaces and wide avenues, the district headquarters of Khushab District was shifted to Jauharabad from Khushab city. Jauharabad lies at the confluence of the Thal Desert and the Pothohar in flat agricultural territory immediately south of the Salt Range, marking the end of the Pothohar Plateau and the start of the Punjab plains. The Jhelum River passes seven Km southeast of Jauharabad, while canals from Indus River irrigate much of its plains. On the west of Jauharabad lies the Thal Desert and on the east of Jauharabad is the Khushab Reserve Forest.

Corporate Information

Board of Directors

Mr. Syed Anwar Hussain Shahid	Chief Executive
Mr. Muhammad Aamir Beg	Independent Director
Ms. Faiza Iftikhar	Independent Director
Mr. Jawad ur Rehman Khan	Independent Director
Mr. Ghias-ul-Hasan	CPL Nominee
Mr. Amjed Javed Aftab	CPL Nominee
Mr. Saif-ur-Rehman	CPL Nominee

Audit Committee

Mr. Jawad ur Rehman Khan	Chairman
Mr. Muhammad Aamir Beg	Member
Mr. Amjed Javed Aftab	Member

Human Resource Committee

Mr. Muhammad Aamir Beg	Chairman
Mr. Syed Anwar Hussain Shahid	Member
Mr. Ghias-ul-Hasan	Member

Nomination Committee

Ms. Faiza Iftikhar	Chairperson
Mr. Ghias-Ul-Hasan	Member

Risk Management Committee

Mr. Saif-ur-Rehman	Chairman
Mr. Amjed Javed Aftab	Member

Chief Financial Officer

Mr. Syed Muhammad Usman Afzaal

Head of Internal Audit

Mr. Kazim Ali

Company Secretary

Mr. Al-Yousuf

Auditors

UHY Hassan Naeem & Co.
(Chartered Accountants)
193-A, Shah Jamal
Lahore, Pakistan
Phone No. 042 35403550
Fax No. 042 35403599
E-mail: info@uhy-hnco.com

Legal Advisor

Siddiqui Bari Kasuri & Co.
Advocates & Corporate Legal Consultants
179/180-A, Scotch Corner, Upper Mall, Lahore
Phone No. 042-35758573-74, Fax No. 042-35758572

Share Registrar

Corplink (Pvt.) Ltd.
Wings Arcade, 1-K Commercial Model Town, Lahore
Phone No. 042 35916714, Fax No. 042 35869037
E-mail: shares@corplink.com.pk

Bankers of the Company

Askari Bank Ltd.	Soneri Bank Ltd.
PAIR Investment Company Ltd.	MCB Bank Ltd.
Samba Bank Ltd.	Bank Alfalah Ltd.
National Bank of Pakistan	United Bank Ltd.
Habib Metropolitan Bank Ltd.	Habib Bank Ltd.
Parwaaz Financial services Ltd.	FINCA Bank Ltd.
Pak China Investment Company Ltd.	Allied Bank Ltd.

Islamic Bankers of the Company

Al Baraka Bank (Pakistan) Ltd.
MCB Islamic Bank Ltd.
Saudi Pak Industrial & Agricultural Investment Co. Ltd.
Faysal Bank Ltd.

National Tax Number

0225972-9

Sales Tax Registration Number

0409170300137

Registered Address

125-B, Quaid-e-Azam Industrial Estate
Kot Lakhpat, Lahore, Punjab, Pakistan
Phone No. 042 35213491
Fax No. 042 35213490
E-mail: secretary@jsml.com.pk

Mills

Jauharabad, District Khushab,
Punjab, Pakistan
Phone No. 0454 720063-6,
Fax No. 0454 720880

Company Website

www.jsml.com.pk



Corporate Profile

Jauharabad Sugar Mills Limited is a Public Limited Company, and has a privilege of being one of the pioneer sugar mills of Pakistan. Initially, in 1953, it was setup by THAL Development Corporation of Pakistan which was later privatized and was listed as on December, 1973 at Pakistan Stock Exchange Limited and has been in operation for the last seventy-two years. Further in March 2013 the current management acquired major shareholding of the Company by taking over its assets and liabilities, paying-off old sponsors and renaming it as Jauharabad Sugar Mills Limited from Kohinoor Sugar Mills Limited.

This takeover enabled the Company to settle previous bank/grower/creditor debts. A major Balancing, Modernization and Replacement of Machinery has been carried out thus enabling the Company to achieve stated capacity to 9,500 TCD of its currently operating crushing line-II, in addition to non-operating crushing line -I having stated capacity to 3,000 TCD. The name plate capacity of the mill is 12,500 TCD. The new sponsors have shown their commitment by conducting this BMR and repair works through their own resources (interest free loans) and the Company's own cash flows. The Company has successfully consolidated its Sugar Mills operations and financially strengthened its position over period of ten crushing seasons.

The Company is playing its role for developing regional agronomy, generating employment and bringing happiness among the people directly and indirectly associated with it.



We're a diversifying organization, derived from sugar

Pioneer

We are among the first sugar companies to commence sugar production since its origin 72 years now.

Relationships

The Company is playing its role for developing regional agronomy, generating employment and bringing happiness among the people directly and indirectly associated with it.

Energy

Jauharabad Sugar Mills Limited is one of the leading sugar companies, having 791 KWH energy production through solar besides 21.44 MW bagasse based power plants.

Capacity

Proud to be placed amongst sizeable manufacturers of sugarcane derivatives in the Country, which includes sugar, power, baggase, molasses & VF cake. Name plate capacity of the mill is 12,500 TCD.



Vision Statement

To Sustainably produce green energy and chemicals by exploiting locally available raw materials and resources.





Mission Statement

To continuously help, rise, self-worth of all the associated entities and stakeholders.

Statement of Ethics and Code of Conduct

Jauharabad Sugar believes that Ethics, Transparency and Accountability are the three basic pillars for its business and the said belief are reflected in Code of Conduct for Directors and Senior Management adopted by the Company. The following principles constitute the code of conduct which all Directors and employees of the Company are required to apply in their daily work and observe the code of conduct of the Company's business. While the Company will ensure that all employees are fully aware of these principles, it is the responsibility of each employee to implement the Company's policies, any contraventions against it will be viewed as misconduct towards the code.

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

Ethical Principles

Directors and employees are expected not to engage in any activity which can cause conflict between their personal interest and the interest of the Company such as interest in an organization supplying goods/services to the Company or purchasing its products. In case a relationship with such an organization exists, the same must be disclosed to the Management.

Dealings with third parties which include Government officials, suppliers, buyers, agents and consultants must always ensure that the integrity and reputation of the Company are not in any way compromised.

Directors and employees are not allowed to accept any favours or kickbacks from any organization dealing with the Company.

Directors and employees are not permitted to divulge any confidential information relating to the Company to any unauthorized person, nor should they, while communicating publicly on matters that involve Company business, presume to speak for the Company unless they are certain that the views that they express are those of the Company and it is the Company's desire that such views be publicly disseminated.

All employees share a responsibility for the Company's good public relations particularly at the community level. Their readiness to help with religious, charitable, educational and civic activities are accordingly encouraged provided it does not create an obligation that interferes with their commitment to the Company's best interests.

The Company has strong commitment to the health and safety of its employees and preservation of the environment and the Company will persevere towards achieving continuous improvement of its Health, Safety and Environment (HSE) performance by reducing potential hazards, preventing pollution and improving awareness. Employees are required to operate the Company's facilities and processes keeping this commitment in view.

Commitment and team work are key elements to ensure that the Company's work is carried out effectively and efficiently. Also, all employees will be equally respected and actions such as sexual harassment and disparaging remarks based on gender, religion, race or ethnicity will be avoided.








Group Ownership Structure

Holding Company
Cane Processing (Pvt.) Limited

Subsidiary
Jauharabad Sugar Mills Limited
[63.66% Shareholding]

Cane Processing (Pvt) Limited (CPPL) registered under The Companies Act 2017 having its registered office at 125-B, Quaid-e-Azam Industrial Estate, Kot Lakhpat, Lahore, was incorporated as on June 27, 2013. Mrs. Ghazala Amjad, the Chief executive officer, is the key sponsor having 99% of shares of the Company. Business activities of the CPPL includes trading of sugarcane products, sugarcane machinery, sugar mill machinery etc., to act as a holding company and to invest in other companies. Currently CPPL holds 63.66% shares of Jauharabad Sugar Mills Limited.

CPPL (the holding company) acquired Kohinoor Sugar Mills Limited (KSML) by formalizing all SECP requirements as per rules. CPPL advertised in the Daily newspaper on Oct, 11 2013 declaring its intention for acquisition of the Company and its sponsor shares. Approval for transfer of shares was granted by SECP on Nov 28, 2013 thereby shares of KSML were transferred to the new management Company on Jan 1, 2014. Resultantly assets and liabilities of KSML were acquired by CPPL. The Sugar Mill also got itself renamed as Jauharabad Sugar Mills Limited.



Environment

We believe in producing environment friendly energy for a green future.

Honesty

We believe honesty is an integral part of our working relationships.

Teamwork

We believe teamwork empowers our individual strengths.

Our cultural strategy rests on the following pillars of our core values...

Integrity

We believe integrity is at the heart of our individual and corporate actions.

Safety

We believe safety must be at the forefront of all our decision making.

Respect

We believe respect to each other will guide us in all our decisions.

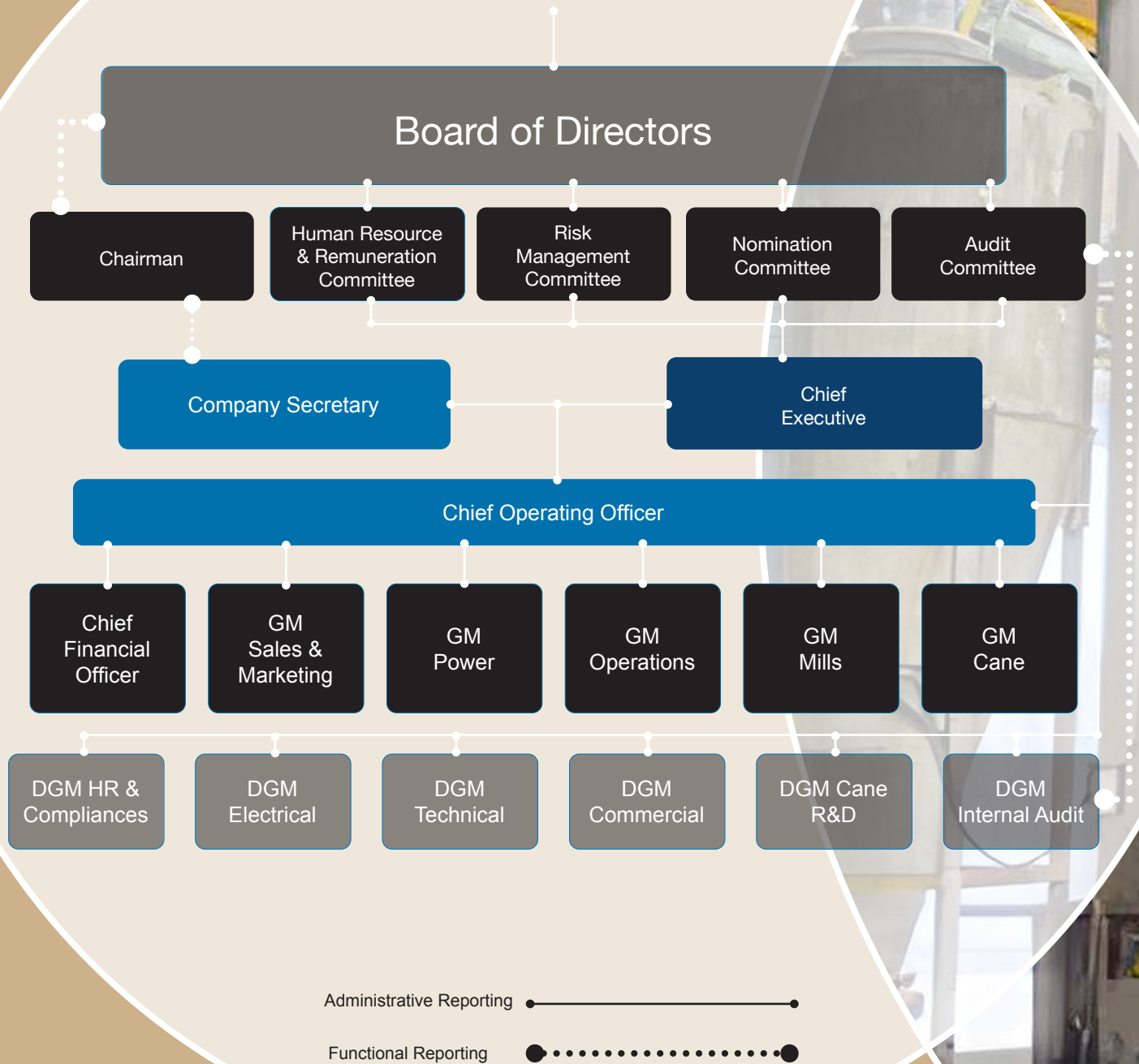
Our Culture & Core Values

We strongly believe that a conducive culture has the ability to express our strategic goals through values and beliefs. It opens the doorways to a more diverse and inclusive environment where employees find their purpose.

We have adopted a culture that imprints our values, and is aligned with our strategy.



Shareholders





Organizational Structure

A photograph of a solar-powered water pump system. Several large solar panels are mounted on a white metal frame, tilted towards the sun. The frame is supported by a white pump unit. A black hose runs from the pump unit down to a concrete well head. A large, white, cylindrical object is being lifted out of the well head, creating a splash of water. The background shows a field of tall green crops under a clear blue sky.

STRATEGY & RESOURCE ALLOCATION



Significant Plans & Decisions

Strategy to Overcome any Liquidity Problem

The Company's ability of generating sufficient liquidity is its strength. This provides management the flexibility to fund business expansion and invest in cost saving activities. The Company has a strong capital structure which is adequately supported by shareholders' equity. Moreover, the Company utilizes short-term facilities for cane purchase and working capital requirements.

The Company has a legacy of timely payments and there has been no defaults against any payment due to financial institutions, vendors, cane growers and government agencies, etc. The management is confident to successfully manage the liquidity position in future as well.

Due to Strong positions and commitments, the Company enjoys good business relationships with banks and financial institutions on its portfolio. The Company regularly monitors the debt-equity to effectively manage the capital structure and other financing ratios.

Capital Structure Adequacy

Management believes that there is no inadequacy in capital structure. During the year the Company has raised Rs. 5.4 billion working capital short-term lines and has paid timely, before deadlines. The Company has no long-term liabilities.

Significant Changes from Prior Years

There is no material change in organization's structure, objective and strategies from the previous year.

Strategy and Resource Allocation Plan

Sr. No.	Objectives	Nature	Strategies
1.	Improve operational efficiency through cost economisation and enhance synergies among functions	Short term to medium term	Realign and implement policies and procedures for cost optimisation, implement systems and processes to enhance synergy against function.
2.	Sales growth and profitability	Medium to long term	Business growth and profitability initiatives through continued focus through optimization efficiency and capability enhancement.
3.	Optimum product quality to increase customer satisfaction	Short to medium term	Implementation of strong quality assurance policies & guidelines alongwith certifications of Quality Management System QMS ISO 9001:2015. and Food Safety System Certification of FSSC 22000 and Halal Certification (PS 3733).
4.	Maintain highest standards of HSE and enviornmental sustainability	Long term	Contribute positively to protect the enviornment by investing in projects to reduce waste, solar power project for mill employees for green energy and conserve water.
5.	Effective human resource management	Long term	Implementation of effective human resource solutions through personnel development, creating proper environment for professional growth of highly skilled professionals, ensuring safe labor environment, competitive staff remuneration and social benefits in accordance with scope and quality of their work.
6.	Risk minimization through business diversification	Short and medium term	The Company continues to explore and evaluate new area to minimize business risk and diversification. The Company has established 15MW enviornment friendly power plant and has plans to sale electricity to the government.

Resource Allocated	KPI Monitored	Future Relevance of KPI	Value Creation for
<ul style="list-style-type: none"> Human capital Manufactured capital Financial capital Intellectual capital 	<ul style="list-style-type: none"> Net profit margins Return on investment 	KPI shall remain relevant in future	<ul style="list-style-type: none"> Different business process
<ul style="list-style-type: none"> Human capital Financial capital Social and relationship capital 	<ul style="list-style-type: none"> Profitability margins Sales growth with industry Improved customer Satisfaction index 	KPI shall remain relevant in future	<ul style="list-style-type: none"> Customers Stakeholders Economy of country
<ul style="list-style-type: none"> Human capital Financial capital Intellectual capital Social and relationship capital 	<ul style="list-style-type: none"> Product quality survey Customer satisfaction index 	KPI shall remain relevant in future	<ul style="list-style-type: none"> Customers
<ul style="list-style-type: none"> Human capital Financial capital Social and relationship capital 	<ul style="list-style-type: none"> CSR and sustainability targets 	KPI shall remain relevant in future	<ul style="list-style-type: none"> Environment & planet
<ul style="list-style-type: none"> Human capital Financial capital Social and relationship capital 	<ul style="list-style-type: none"> Employee engagement 	KPI shall remain relevant in future	<ul style="list-style-type: none"> Employees
<ul style="list-style-type: none"> Human capital Financial capital 	<ul style="list-style-type: none"> Profitability ratios Return on capital employed 	KPI shall remain relevant in future	<ul style="list-style-type: none"> Shareholders, stakeholders and employees



Effect of Technological Changes, Societal Issues and Environmental Challenges



**Technological
Changes**



**Societal
Issues**



**Environmental
Challenges**

Productive efficiency has been improved by the development and adoption of new production technologies by Jauharabad Sugar Mills Limited. We focus to develop and manufacture high-quality products that meet all regulatory requirements, and pursue quality beyond compliance in both our products and processes. Therefore, minimal complaints are from our customers. We work regularly to keep updating ourselves with technological advancements to produce under the highest standards and maintain all relevant technical and professional standards. The Company is running SARP system especially designed for sugar industry. The Company is focused on helping the farming community to improve crop yields through employing modern farming techniques and ensuring better returns.

Social issues are well taken care at priority by JSML management by investing in technical, administrative and financial assistance to the farmers and people living in surrounding areas. However, outputs to this investment are uncertain, but a clear strategy and program of public interventions is imperative. Without it, the farmers of the region face the prospect of rising poverty and associated social problems. Accordingly, the societal issues relating to education, health and poverty alleviation are part of its strategic plans. While for the employees, the Company has adequate health, safety and environment related policies and procedures; for the society at large, Company takes part in various activities, capacity building programs, vocational training programs, sponsorship of schools, special clinics and other health related initiatives.

Environmental factors refer to an organization's environmental impact(s) and risk management practices. JSML has strived to work for the betterment of the environment and Investing in environmental, social, and governance (ESG). Priority of JSML's management is to maintain highest standards of HSE, environmental protection and catering the social welfare requirements of the communities inhabiting the area of operations. Every year 500 to 1,000 trees planted in mills area and surrounding to improve shared environment. During the year company has started a new environmentally friendly solar power project of 791KWH for mills labor colony as an initiative of green energy and has plans to enhance to project to 1000 KV. Moreover, the Company has established another environment friendly 15MW power plant works on by-product of sugarcane bagasse, to meet production requirements and to support government by selling green energy in future.

Specific Processes Used to Make Strategic Decisions

Strategic objectives serve an organization ambition which can be found in its vision and mission statements. These statements together describe the main thrust of the Company and its ultimate goal. At Jauharabad Sugar Mills Limited we have blend of talented management team and Board of Directors as our key to make strategic decisions. In this regard JSML used following process for decision making:

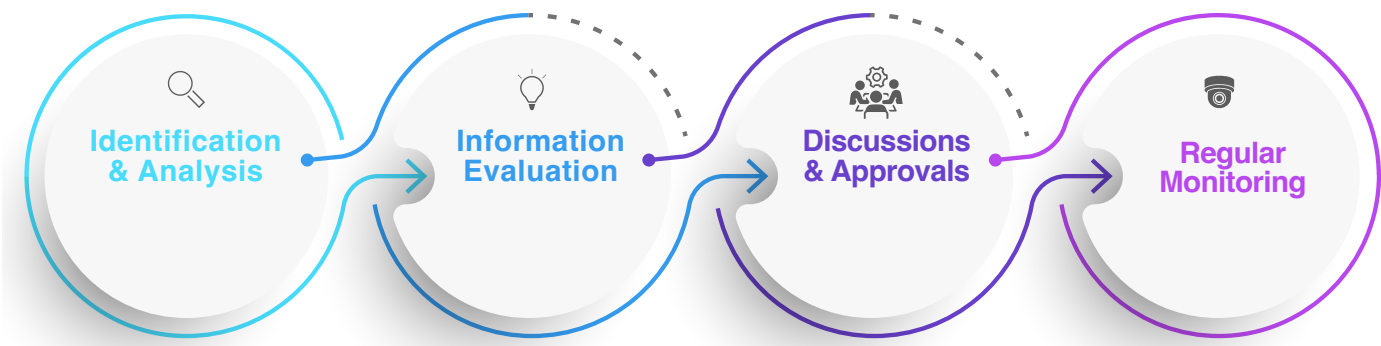
- Identification and analysis of opportunity or threats
- Properly gathering of relevant information from sources
- Third party evaluation and market study, where needed
- Opportunity cost evaluation of alternative options
- Evaluation and discussion for the final options, and approval by the Board of Directors
- Regular monitoring of plan and variance calculation where needed

How to Establish and Monitor Culture of the Organization

- The cultural framework of any organization defines the company's vision and the guideline it has established to achieve that vision.
- Jauharabad Sugar Mills Limited always emphasizes in building value chain work culture. We believe in developing our valuable workforce, enabling them to deliver their optimal best; helping them collaborate with each other for reliable results and instigating a never give up attitude with a consistent reinforcement of being proactive in dealing with all situations.
- We evaluate our employees' performance against annual goals, achievements & professional developments.

Company's Attitude to Risk and Mechanisms for Addressing Integrity and Ethical Issues

Jauharabad Sugar Mills Limited believes that ethics and integrity are the part of basic pillars for the culture, business success and the same is reflected in Code of Conduct of the Company. JSML has developed internal procedures to report any misconduct and have whistle blowing policy and conflict of interest policy in place to address integrity and ethical issues.





RISK

OPPORTUNITY

STRENGTH

JSML takes pride of possessing state-of-the-art machinery. The Company possesses production lines of 12,500 TCD capacity.

The Company is certified for quality. It also holds certification of Quality Management System ISO 9001:2015, Food Safety Operations, FSSC 22000 Version 5.1, Halal (PS 3733).

The Company has experienced skilled work force that has been with the Company for years which ensures consistency and loyalty.

JSML has a strong corporate culture and management philosophy to always observe the accepted standard of fair-conduct in dealing with employees, customers, suppliers and others stakeholders.

WEAKNESS

Relatively homogeneous product limiting pricing strategies.

Despite the efforts to educate the growers and to provide them the seeds, advances and loans for cane development Company still has to work on increasing the cane development and availability in the adjoining areas.

OPPORTUNITIES

Availability of bagasse as a byproduct to produce cheap power which makes new investments viable.

Growing food based business in the country and increasing sugar consumption.

Due to weaker Pak Rupee value and rise of inflation rate in current year there are good opportunities for export of sugar.

THREATS

Over regulation of sugar industry.

As of currency and rising fuel costs.

Rising cost of imported raw materials.

Fixation of sugarcane price by Government is higher due to political influences.

Risks and Opportunities Report

The Board of directors of the Company is principally committed to identify and to mitigate all such business risks, well in time by utilizing optimum potential effort. Sugar Industry is carrying significant risk factors that may materially affect the Company's operations, earnings, cash flows and overall performance. Hence the management strives to take all the measures necessary to mitigate and manage the risks while at the same time avail all the opportunities for growth as and when they occur. This principle keeps the Company within its risk appetite and helps to achieve its corporate objectives.

Approach against Risks & Opportunities

Risks:

As with sugar industry, the Company is susceptible to various risks. However, through comprehensive planning and an acute business understanding of the management, the Company continues to identify and mitigate risks. The Company maintains an established control framework which determines the Company's level of risk tolerance, comprising clear structures, authority limits and accountabilities, well implemented policies and procedures and budgeting for review processes. Moreover, the Audit Committee is responsible for Internal Controls, review and planning in the Company and to mitigate such risks.

Opportunities:

The Board of Directors of the Company always focuses to capitalize management's experience and to strategize operations of the Company in line with the Company's stated vision. It also concentrates to utilize existing and potential opportunities confronted by the Company.

Following are the major opportunities and risks which may affect our business operations with mitigating strategies for controlling these risks and plans to materialize opportunities:

Risk Management Framework may cover the following:

The Board of Directors annually reviews the governance of risk and for determining the company's level of risk tolerance by establishing risk management policies and for this purpose the Board has an overall review of business risks to ensure that the management maintains a sound system of risk identification, risk management and related systems and internal controls to safeguard assets, resources, reputations and interest of the company and shareholders.

The Board has constituted the risk management committee to carry out a review of effectiveness of risk management procedures and present a report to the Board. The TOR of the committee is approved by the Board.

Opportunities

Opportunity	Description	Strategy to Materialize
Optimum Use of Capacity Area of Impact: Manufactured Capital Impact Level: Medium to Long Term Nature: Short to Medium Source: External Likelihood: ★★☆☆☆	Sugarcane crushing is based on sugarcane crushed on daily basis and the sugar production is dependent on certain factors that includes sucrose recovery percentage, quality and availability of sugarcane.	Availability of ample irrigated area in the Khushab District to promote sugarcane crop, providing opportunity to the Company, the only sugar mills in the District, to propagate only those varieties having higher recovery potential. Company has a well-planned sugarcane procurement policy to maximize its crushing rate and utilize full crushing capacity.
Diversification Area of Impact: Manufactured Capital & Financial Capital Impact Level: Medium to Long Term Nature: Short to Medium Source: External Likelihood: ★★☆☆☆	Investing in new projects and increasing the productivity of existing ones are key elements for future organic growth.	We strengthened the basis for further growth in the coming years by making selective investment in power business. Aligned with corporate strategy, the Company has invested in power project to lower its reliance on single product.
Efficient and congenial work environment Area of Impact: Human Capital Impact Level: Medium to Long Term Nature: Short to Medium Source: External Likelihood: ★★☆☆☆	Provide congenial work environment where employee feels motivated for work.	The Company is focused to continuously improve skills of the management team through dedicated courses and trainings. Company has provided effective environment without excessive work pressure.

Risks

Risk	Description	Mitigation Plan
<p>Credit Risk</p> <p>Area of Impact: Financial Capital Impact Level: Moderate Nature: Short Source: External Likelihood: ★★☆☆☆</p>	<p>Any delay default in settlement of Company's dues by its customers can negatively impact the Company's liquidity situation.</p>	<p>The Company regularly make assessment of the Customers and extends credit accordingly. The Company has formal credit policy in place which bifurcate customers at different levels and credit is allowed on policy basis.</p>
<p>Working Capital Management</p> <p>Area of Impact: Financial Capital Impact Level: Moderate Nature: Short to Medium Source: External Likelihood: ★★☆☆☆</p>	<p>Any increase in raw material cost or increase in volume of raw material stock or debts may limit the avenues for availability of sufficient working capital.</p>	<p>Management has addressed the risk of shortage of working capital by availing the sufficient credit lines from the diversified financial institutions in order to meet the short-term requirements of the Company.</p>
<p>Low Productivity/ Unavailability of Raw Material</p> <p>Area of Impact: Financial Capital Impact Level: Moderate Nature: Short to Medium Source: External Likelihood: ★★☆☆☆</p>	<p>Low Productivity / Recovery from sugar cane in the area and replacement of Sugarcane with other crops and orchards.</p>	<p>Company has Specialized data driven cane procurement team and give financial support and educates the growers with latest farming techniques in order to improve the yield which ultimately helps the sector growth as well as availability of raw material. The company in collaboration with other mills in the area is reducing variety CPF 238/ CPF 84 and is propagating varieties such as CPF 240, 246, 70-20-40, 77-79 which have over 10.5 % recovery. These varieties are more resistant to crop diseases.</p>
<p>Natural Catastrophe</p> <p>Area of Impact: Financial Capital & Human Capital Impact Level: Low to Moderate Nature: Short to Medium Source: External Likelihood: ★☆☆☆☆</p>	<p>Destruction of manufactured facility, equipment and installations due to natural disaster</p>	<p>The Company has comprehensive Insurance cover in case of any catastrophe. Further, the Company has taken safety measures during construction and erection of building and plant. Company has a disaster recovery plan and safety policy in place.</p>
<p>Inability to Retain and Develop High Potential Talent</p> <p>Area of Impact: Financial Capital & Human Capital Impact Level: Low to Moderate Nature: Short to Medium Source: Internal/External Likelihood: ★★☆☆☆</p>	<p>High potential employees and workers play the most important role in company's performance and are Corporate Assets. Frequent turnover affects Company's operating performance.</p>	<p>Company has a robust human resource plan to promote a culture of employee training and development with opportunities of career growth aided by market competitive compensation.</p>



Description

Political factors determine the extent to which a Government may influence the economy or a certain industry. Political uncertainty trembles the business environment.

Economic factors refer to the financial state of the country. A strong economy invigorates business and vice versa.

Social responsibility of a company cannot be ignored. The Company must play its role in betterment of society in which it operates. Corporate Social Responsibility factors:

- Providing safe and clean work environment
- Charity and donation
- Supporting the local community in healthcare and education
- Safe and healthy environment
- Demographic change

Significant Changes from Last Year

- Change in Ruling Party
- Political Uncertainty

- Increased Inflation
- Devaluation of PKR against USD
- Increase in Raw Material Cost
- Increase in Labor Cost
- Unstable Discount Rate
- Decelerated Economy

Make HSE department more rigorous.

Organizational Response

The Company continuously analyzes and monitors the political situation of the country including changes in duty structures, taxes and other levies to mitigate any unwarranted affect.

Sugarcane is a major raw material for sugar production as manufacturing cost. Sugarcane price is regulated by Provincial Government and higher cost of sugarcane makes the sugar mills less competitive to operate. The Company purchases good quality cane from growers to produce sugar at high recovery. However, devaluation of currency, inflation factor and increased variable costs impact the bottom line. The Company keeps on applying cost effective measures to manage inflationary pressure. Furthermore, it has negotiated competitive rates with various banks for its financing needs.

The Company always strives to be a part of social causes and for the betterment of society. For this purpose, the Company donates in various social causes including education programs and health & safety of society.

Moreover, the Company has a dedicated team which works for the betterment and welfare of workers at factory and ensures that the SOPs are properly adhered to this purpose.

Organizations are affected by continuously changing external environment. JSML has developed a strategy to ensures that we are best positioned in our external environment to manage the risks and benefits from the opportunities associated with volatility on the political, economic, technological, environmental, legal and social fronts. Few of these factors are enlisted.



Technology plays a vital role in success of any company. There is a risk of technological change by competitors and technologically primitive companies often end-up being shut down.

- Up-gradation of network and security measures
- Falling film evaporator
- Boiling tube installation of high pressure boiler injection pumps installation for water temperature control
- Mills gear up-gradation
- Automation of conti pans
- Cybersecurity measures and new technology

The Company has to be equipped with latest technology to face the challenges of dynamic environment. Keeping in view the technological advancements, the Company keeps an eye to latest developments to improve efficiency and build capacity. The Company has latest machinery at its production site and keeps it updated to meet the latest technological standards.



Almost every manufacturing company has an impact on the environment. Climate changes, natural disaster and water shortage is the major area of concern.

- Implementation of proper HSE and environment standards within an organization
- Inclusion of Solar Power project within the company
- Building of reservoir to store excess water

The Company follows the standard for disposal of liquid effluents as per the Environmental Protection Agency (EPA) guidelines. The only hard form of waste extracted while purification of sugar called Mud which is environment friendly and is used as a fertilizer in farms. Every year trees are planted in mill and surrounding areas to improve shared environment.



Companies are required to abide by various laws and regulations. Every responsible company must follow all rules and regulations laid by the Government.

- Companies Act, 2017
- Income Tax Ordinance
- Sales Tax Act
- SECP Acts, Rules and Regulations
- Code of Corporate Governance
- Pakistan Stock Exchange (PSX) Regulations
- IFRS Amendments

The Company strongly abides by all the laws enacted by Government. The Company has employed various professionals of respective fields so that the Company would strongly and strictly follow all the laws that are applicable to the Company.

Seasonality of Business

Sugarcane crushing season started in November and ended in March. Sugar produced in 103 days of the season and sold through the year based on varied demand mostly during the ramadan season in the Country.

Share Price Sensitivity Analysis

Many factors may result in changes in Company's share price. Following are some key factors that may affect the price of the share in the stock exchange:

Industry Performance

The share price of the Company will move in correlation with share prices of other companies in the industry with similar performance parameters. The economic and market conditions along with cost and revenue variables, that are regulated through Government influence, generally affect the industry performance. Prices of Sugarcane i.e. key raw material of sugar industry is controlled through support price mechanism by the Provincial Government coupled with regulated exports as allowed by the Federal Government from time to time. Increase in discount rate and inflationary pressure also affect the cost of production of sugar which results in share price variation. Any adverse news related to competitors will benefit the share price.

Selling Price

The profitability in the sugar industry is highly sensitive to the price of sugar, which eventually has a strong effect on the share price of the Company.

Raw Material Costs

Manufacturing cost mainly includes sugarcane cost which directly effects the cost of production of sugar. The cost of procurement of sugarcane is directly affected by the minimum support price for the relevant season and also through fair market competition in operational areas of procurement. The fluctuation in sugarcane procurement cost affects the profitability of the Company and resultantly affects the share price.

Government Policies and Regulations

The policies adopted and regulations promulgated by the Government have a direct association with share prices. Any policy that will result in increased demand, improved tax rates, reducing production costs, the better economic environment may positively influence the share price. Whereas the policies that create hindrances for the sugar industry and for the overall business environment will adversely impact the share price.

Law and Order

Improved law and order conditions and stable political environment foster the business conditions. Poor law and order conditions disrupt business activities and will have a negative effect on performance. Therefore, these have a direct effect on the share price sensitivity of the Company.

Economic Conditions

The Company's performance has a direct relationship with economic conditions so as the share price. The factors that contribute to economic conditions include the discount rate, currency devaluation, and inflation. Increased in the discount rate will expose the Company to higher cost of debts. Currency devaluations will benefit the Company in terms of exports however, on the other hand, will result in a higher cost of imported stores and spares and plant and machinery. However, all these factors will improve the performance of the Company if contribute positively to the economic conditions.

Operational Efficiencies

Employment of cost reduction techniques, stable plant operations, better production planning, taking benefits of synergies of the production facility will have a significant and positive effect on the profitability of the Company and eventually on the share price as well.

Investor Sentiments

The share price of the Company is also open to the volatility of investor sentiments or confidence in the stock market and macro-economic conditions. In a strong stock market, the investors' confidence is growing and so as the share prices. Whereas in weak stock market investors' sentiments are negative so do the share prices. Stock market's strength is closely associated with economic conditions.

Sensitivity Analysis of Change in Market Capitalization

Share Price of 30.09.2025 : Rs. 67.83

Market Capitalization as of 30.09.2025 : Rs. 2,314,932,967

Change in Share Price by : Change in Market Capitalization

+10% Rs. 231,493,297

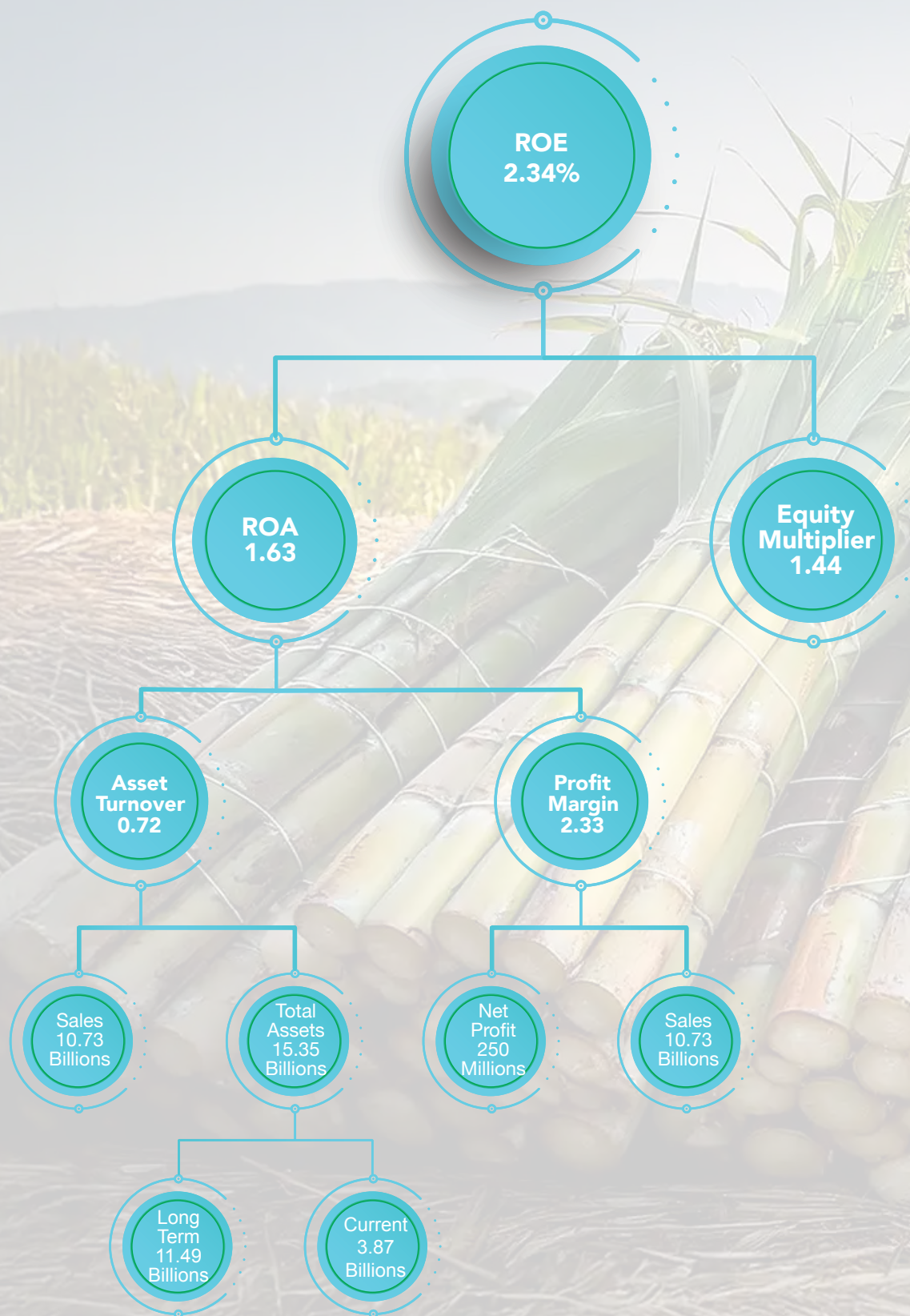
- 10% Rs.(231,493,297)

Position Within Value Chain



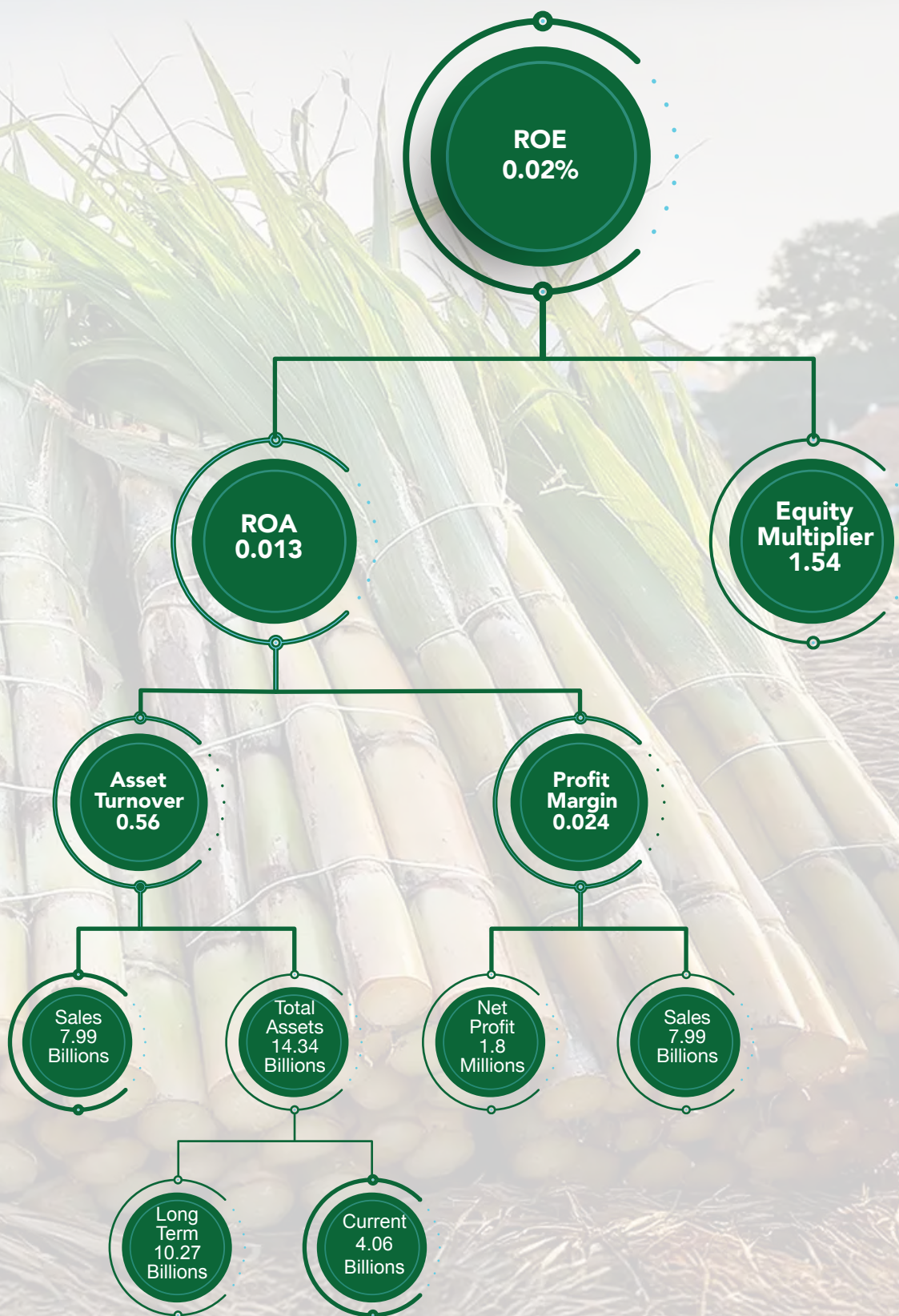
Dupont Analysis

For the Year 2025



Dupont Analysis

For the Year 2024



Competitive Landscape & Market Positioning

Jauharabad Sugar Mills Limited (JSML) has a privilege of being one of the pioneer sugar mills of Pakistan and has been in operation for the last seventy two years with the daily crushing capacity of 12,500 MT. Company's focus is to capitalize on strength, explore opportunities while addressing risk and weaknesses.

Power of Customers

Jauharabad Sugar Mills is among the top quality sugar producer of Pakistan. Commission agents are also engaged with the Company for several years. Our success and performance is depend upon the loyalty for which JSML has invested significantly over the years.

Power of Suppliers

JSML's continuous and sustainable growth is also attributable to sustainable and dependable suppliers and growers for industrial inputs and raw materials. JSML is proud to have healthy relationship with sugarcane growers in its surrounding areas. A dedicated cane team is deployed to establish healthy relationship with sugarcane growers and suppliers, for smooth and uninterrupted supply of good quality sugarcane during the crushing season.

The Company educates the growers with latest farming techniques, disburse loans and advances, in order to improve the yield which ultimately helps the sector growth.

Risk of New Entrants

There is a low risk of new entrant in domestic sugar industry due to the fact that it is capital intensive industry. There is limited availability of sugarcane with already large number of sugar mills in Pakistan makes the market unattractive for new players. The sugar sector production capacity is already under-utilized and new entrants would have to face extensive regulatory requirements / approvals which also make it unattractive for new entrants.

Competition

Jauharabad Sugar Mills is among the top quality sugar producer of Pakistan. Commission agents are also engaged with the Company for several years. Our success and performance is depend upon the loyalty for which JSML has invested significantly over the years.

Risk of Substitute Product

Sugar is a commodity item and always remains in demand. The nature of product is such that the risk of substitute products in market is minimal. Although, there are some substitute products of white sugar, e.g. brown sugar, caster sugar, non-sugar sweeteners; but white refined sugar will always be the first choice by consumers.





SUSTAINABILITY REPORTING AND CORPORATE SOCIAL RESPONSIBILITY

Statement About the Company' Strategic Objectives On ESG and Sustainability Reporting

At Jauharabad Sugar Mills Limited, the Board remains steadfast in its commitment to cultivating a sustainable and responsible agribusiness ecosystem. Recognizing that environmental, social, and governance (ESG) considerations are increasingly integral to the long-term viability of the sugar sector, we are dedicated to embedding ESG principles into every aspect of our operations—from sugarcane sourcing and agricultural support programs to manufacturing efficiencies and community development initiatives. This approach aligns with our core values and reflects the expectations of our growers, customers, regulatory bodies, and all other stakeholders who rely on us to drive sustainable value across the supply chain.



Goal	What it means to JSML	Examples of JSML Contribution
 NO HUNGER	<p>JSML aims to uplift rural communities through fair cane pricing, interest-free agricultural financing, and employment opportunities, ensuring economic stability for growers and workers.</p>	<ul style="list-style-type: none"> • Providing interest-free loans to sugarcane growers to support crop cultivation and improve per-acre yield. • Ensuring timely procurement and payments, enabling growers to sustain household incomes. • Rural uplift and livelihood support through CSR initiatives around our mill locations.
 GOOD HEALTH & WELL BEING	<p>To ensure a safe and healthy working environment for employees, growers, and contractors and improve access to healthcare for surrounding communities.</p>	<ul style="list-style-type: none"> • Implementation of HSE protocols across mill operations, logistics, and cane procurement. • Medical dispensary and first-aid facilities for employees and growers. • CSR medical camps for plantation workers and rural communities.
 QUALITY EDUCATION	<p>To enhance knowledge, skills, and capacity of employees and sugarcane growers through education, modern farming practices, and agricultural awareness programs.</p>	<ul style="list-style-type: none"> • Farmer training programs on modern sugarcane cultivation techniques, high-yield varieties, and irrigation practices. • Scholarships for deserving students from cane-growing communities. • Awareness seminars on sustainable agriculture and farm mechanization.
 GENDER EQUALITY	<p>To create an inclusive and respectful workplace ensuring equal opportunities, fair compensation, and a harassment-free environment for female employees.</p>	<ul style="list-style-type: none"> • JSML ensures equal remuneration and opportunities for female staff. • Compliance with workplace harassment protection laws. • Support for female education through scholarships and vocational initiatives.
 CLEAN WATER & SANITATION	<p>To promote efficient water usage in production processes and irrigation activities while providing communities access to clean and safe drinking water.</p>	<ul style="list-style-type: none"> • Installation of water filtration plants and tube-wells for local communities. • Efficient water recycling and conservation initiatives within the mill. • Encouraging growers to adopt water-saving irrigation practices like furrow and drip systems.
 CLEAN ENERGY	<p>To increase reliance on renewable energy and reduce dependency on conventional fuels through biomass-based power generation.</p>	<ul style="list-style-type: none"> • Generation of clean energy from bagasse, reducing fossil fuel consumption. • Energy-efficient machinery and boilers to reduce power load.

Goal	What it means to JSML	Examples of JSML Contribution
 <p>ECONOMIC GROWTH</p>	<p>To enhance national industrial output, ensure decent working conditions, and develop rural economies through employment and sugarcane-based business activities.</p>	<ul style="list-style-type: none"> • Direct and indirect employment to thousands of individuals in cane-growing regions. • Skill development programs for employees and growers. • Compliance with labor and safety standards at the mill.
 <p>INDUSTRY, INNOVATION, INFRASTRUCTURE</p>	<p>To adopt innovative technologies to enhance operational efficiency, crop yields, and sustainability in industrial processes.</p>	<ul style="list-style-type: none"> • Adoption of modern cane-weighing, processing, and crushing technologies. • Investment in cane development labs for varietal research and productivity enhancement.
 <p>REDUCED INEQUALITIES</p>	<p>To ensure fair, transparent, and merit-based practices across the value chain, enabling uniform growth opportunities for workers, growers, and suppliers.</p>	<ul style="list-style-type: none"> • Transparent cane procurement and pricing policies. • Fair treatment, equal opportunities, and welfare initiatives for marginalized communities.
 <p>SUSTAINABLE CITIES</p>	<p>To operate responsibly without causing adverse environmental or socio-economic impact and to contribute to community development.</p>	<ul style="list-style-type: none"> • Infrastructure development around mill areas including roads, water access, and community facilities. • Safe effluent disposal, noise reduction, and dust control measures.
 <p>RESPONSIBLE CONSUMPTION</p>	<p>To minimize environmental footprint by reducing waste, optimizing resources, and promoting responsible usage across the supply chain.</p>	<ul style="list-style-type: none"> • Bagasse-based cogeneration, reduction of emissions, and controlled effluent discharge. • Encouraging growers to adopt sustainable farming with minimal chemical usage.
 <p>CLIMATE ACTION</p>	<p>To mitigate carbon footprint through renewable energy, efficient operations, and climate-resilient agricultural practices.</p>	<ul style="list-style-type: none"> • Promotion of climate-resilient sugarcane varieties and agri-practices. • Renewable bagasse-based power, reducing greenhouse gas emissions.

Climate-Related Risks and Opportunities

(IFRS S2 Compliance) – Updated for FY2025

Jauharabad Sugar Mills Limited (JSML) continues to uphold its commitment to sustainability, climate transparency, and responsible governance. In alignment with IFRS S2, JSML has enhanced its climate-risk assessment methodologies to incorporate scenario-based analysis, evolving regulatory expectations, and stakeholder insights. This refined approach enables the company to integrate climate considerations into strategic planning, build operational resilience, and capture emerging opportunities linked to the low-carbon economy. Through strengthened data monitoring, external benchmarking, and climate governance oversight, JSML remains focused on mitigating adverse impacts and leveraging climate-aligned value creation across its operations and supply chain.

Climate-Related Risks and Opportunities (IFRS S2 Compliance)

Climate-Related Risks

Risk Type	Description	Time Horizon
Physical – Acute & Chronic	Extreme weather events and long-term shifts like temperature rise and rainfall changes may damage infrastructure and reduce sugarcane availability, impacting operations and production volumes.	Medium to Long Term
Physical Chronic (Resource Stress)	Soil degradation and water-table decline may reduce cane productivity and increase sourcing costs.	Long Term
Transition Regulatory & Policy	Emerging climate regulations, carbon pricing, and environmental standards may increase compliance and capital expenditure.	Short to Medium Term
Transition Market & Demand	Growing preference for sustainably produced sugar/ethanol may require adaptation and certification to maintain market competitiveness.	Medium Term
Transition Energy & Input Costs	Volatility in energy prices and transition to renewable energy may increase operational and capital expenditures.	Short to Medium Term
Supply-Chain Risk	Climate impacts on growers may cause raw material shortages and quality variation, affecting production planning.	Medium to Long Term

Climate-Related Opportunities

Opportunity Type	Description	Time Horizon
Renewable Energy & Bioenergy	Using bagasse and renewable energy reduces emissions and operational costs, enhancing energy independence.	Short to Medium Term
Energy Efficiency & Process Optimization	Modern filtration, vapor systems, and other improvements lower fuel, water, and energy usage.	Short to Medium Term
Sustainable Farming & Supply-Chain Resilience	Collaborating with farmers to adopt climate-resilient techniques ensures a stable raw material supply.	Medium to Long Term
Water Stewardship & Circular Use	Improved recycling and wastewater treatment mitigate water scarcity risks.	Short to Medium Term
Low-Carbon Product Positioning	Sustainably produced sugar and ethanol attract ESG-conscious markets and premium buyers.	Medium Term
Carbon Credits / Emission Incentives	Emission reduction initiatives may generate revenue under carbon credit schemes.	Medium to Long Term
Resilience Through Diversification	Diversifying energy systems and supply-chain relationships enhances resilience to climate disruptions.	Medium Term

Environmental, Social and Corporate Governance (ESG) Goals

Jauharabad Sugar Mills Limited is committed to integrating Environmental, Social, and Corporate Governance (ESG) principles into its core business strategy, in alignment with International Financial Reporting Standards (IFRS) and national regulatory frameworks. By prioritizing sustainability, ethical governance, and community well-being, the company seeks to foster long-term value creation for its stakeholders while addressing critical global challenges such as climate change, social equity, and responsible resource management. Our ESG goals reflect a forward-thinking approach to innovation, operational excellence, and corporate responsibility, ensuring that we remain resilient, competitive, and accountable in an evolving business landscape.

In 2025, JSML continues to strengthen its ESG framework through targeted initiatives that promote energy efficiency, workplace safety, environmental stewardship, and inclusive community engagement. The Company is expanding its focus on renewable energy opportunities, optimizing water and waste management practices, and enhancing employee training programs to build a skilled and empowered workforce. By integrating measurable ESG performance indicators into our monitoring systems, JSML reinforces its commitment to accountability and continuous improvement, ensuring that sustainability remains central to our operational and strategic priorities.



Environmental Goals

Sustainable Agriculture

- Implement sustainable farming practices in sugarcane procurement by promoting efficient water use, soil health management, and biodiversity protection.
- To enhance sustainability, we have introduced a Grower Development Program, which provides farmers with high-yield, resilient sugarcane varieties at Jauharabad Sugar Mills Limited cost.

Air Emission Control

- Air Emissions Control: Installed advanced systems, including Electrostatic Precipitators, Wet Scrubbers, and Cyclones, to ensure boiler emissions are within Prescribed Environmental Quality Standards (PEQS).
- Waste and By-product Management: Maximize the use of by-products (e.g., bagasse for energy generation) and minimize waste generation through recycling, composting, and circular economy practices.

Energy Efficiency Enhancement

- Jauharabad Sugar Mills Limited installed condensate water juice heaters and upgraded juice heaters, which improved steam economy, reduced energy consumption, and lowered greenhouse gas emissions.
- The company enhanced vapor headers and introduced a third vapor system, optimizing steam utilization and significantly reducing energy demands.

Optimized Operational Flow

- The company improved massecuite transportation and crystallization processes, achieving a reduction in molasses purity and enabling better utilization of raw materials while minimizing waste.

Sustainable Waste Management

- Acquired dedicated land for the temporary storage of boiler ash, which is later repurposed as manure for agricultural crops.

Carbon Footprint Reduction

- Commit to reducing greenhouse gas emissions by transitioning to renewable energy sources (e.g., biomass, solar) and improving energy efficiency in the production process. As part of this initiative, Jauharabad Sugar Mills Limited (JSML) has successfully commissioned a 791 KWH solar energy system at the mill, exemplifying our dedication to sustainable energy solutions.

Water Stewardship

- Reduce water consumption in operations by investing in water-efficient technologies and reusing wastewater where possible, aiming for a net-positive water footprint.

Environmental Compliance

- Ensure compliance with national and international environmental regulations (EPA, PEPA) and strive for continuous improvement by conducting regular environmental audits.

Social Goals

Employee Development

- The company implemented upgrades that reflected a strong focus on operational efficiency, creating safer, more reliable, and less labor-intensive processes for its workforce.

Community Impact

- By reducing energy consumption and emissions, the mill contributed to a cleaner environment, positively impacting local communities and supporting better public health outcomes.

Community Engagement and Development

- Develop strong community relationships by supporting local education, healthcare, and infrastructure development in regions where the company operates, particularly focusing on areas impacted by sugarcane cultivation.

Fair Labour Practices

- Uphold ethical labor practices by ensuring fair wages, worker rights, safe working conditions, and gender equality. Jauharabad Sugar Mills Limited (JSML) is committed to providing equitable wages and comprehensive benefits to its employees while mandating that contractors strictly adhere to labor laws, ensuring their workers receive legally compliant wages and benefits.

Human Rights and Supply Chain Transparency

- Promote human rights and ensure ethical practices across the supply chain, focusing on eliminating forced labour, child labour, and exploitation in sugarcane procurement.

Health and Safety

- Enhance employee health and safety standards by setting ambitious targets for zero workplace injuries, providing safety training, and conducting regular health check-ups.

Diversity and Inclusion

- Foster a diverse and inclusive workplace by implementing policies that promote gender, ethnic, and cultural diversity at all levels of the organization.

Corporate Governance Goals

Board Diversity and Independence

- Ensure the company's board reflects a diverse set of skills, experiences, and backgrounds, with a focus on independence and gender diversity in line with best governance practices.

Ethical Business Conduct

- Maintain a high standard of ethical behaviour by embedding strong corporate governance frameworks that include anti-corruption policies, conflict-of-interest management, and transparent decision-making processes.

Risk Management

- Establish comprehensive risk management frameworks to identify, assess, and mitigate environmental, operational, and financial risks. Focus on sustainability and long-term resilience. At Jauharabad Sugar Mills Limited (JSML), we adopt a proactive mindset guided by the principle, "What can go wrong will go wrong," ensuring potential risks are thoroughly identified and addressed to achieve our goal of zero incidents.

Stakeholder Engagement

- Foster open and transparent communication with all stakeholders, including shareholders, employees, customers, and communities. Implement regular reporting and feedback mechanisms to track ESG performance.

ESG Reporting and Transparency

- Align with IFRS and national ESG reporting frameworks by adopting standardized and transparent reporting practices that highlight progress on environmental, social, and governance initiatives. Strive for third-party verification and assurance.

Sustainable Governance

Consistently monitor and evaluate environmental initiatives, such as emissions control and wastewater management, to ensure alignment with PEQS and corporate sustainability goals.

Implementation Framework

Jauharabad Sugar Mills Limited has adopted this framework to ensure its ESG goals are practical and attainable by establishing specific, measurable targets integrated with its core business objectives and sustainability vision.

Sustainability-Driven Risks and Opportunities

The Board of JSML assumes full responsibility for ensuring compliance with applicable laws while addressing the pressing need to adopt environmentally friendly practices. A rigorous risk management mechanism has been established to identify potential risks, evaluate their impact using scenario-based analyses, and develop mitigation strategies. This proactive approach ensures the company remains within its risk appetite and achieves its corporate objectives. Through its Audit Committee, the Board continually reviews and enhances the control system to adapt to emerging risks and opportunities, including those presented by ESG considerations. The Board has empowered management to undertake comprehensive planning, establish robust control frameworks with clear structures, defined authority limits, and account ability measures, and enforce well-documented policies and procedures. JSML's management actively monitors the business environment, aligning and adapting policies and procedures to address evolving risks and business dynamics to safeguard the interests of the company and its stakeholders. The following outlines the major risks impacting JSML's business operations and the corresponding strategies for their mitigation.

Risks and Opportunities		Company Strategic Actions & Innovations	
Energy Challenges	Jauharabad Sugar Mills Limited (JSML) recognizes energy availability, reliability, and cost volatility as material sustainability and climate-related risks under applicable ESG frameworks and IFRS S1 and IFRS S2. The sugar industry in Pakistan is inherently energy-intensive, with significant dependence on thermal and electrical power for crushing, milling, refining, and by-product processing activities.	In response to identified energy and climate-related risks, JSML has adopted a proactive and integrated energy strategy, focusing on efficiency, renewable generation, and diversification:	
	Energy shortages at the national level, rising tariffs, and continued reliance on non-renewable fossil fuels expose the Company to operational disruptions, margin pressure, and increased greenhouse gas emissions. These risks are further amplified by climate-related transition challenges, including regulatory expectations, stakeholder scrutiny, and the long-term shift toward low-carbon energy systems.	Steam Turbines and Bagasse-Based Energy Generation JSML operates steam turbines with an installed capacity of 18 MW, utilizing steam generated from bagasse-fired boilers. This renewable energy source significantly reduces dependence on external grid electricity and fossil fuels while promoting steam economy and circular resource utilization within the sugar manufacturing process. The use of bagasse also supports waste reduction and lowers the Company's overall carbon footprint.	
	At the same time, the sugar sector presents unique opportunities for renewable energy generation through the efficient use of bagasse, a by-product of sugar production. JSML considers this not only a risk-mitigation strategy but also a value-creation opportunity aligned with sustainable industrial practices.	Production Process Optimization The Company undertakes regular reviews of its production and energy consumption patterns to identify opportunities for improved efficiency. Process optimization initiatives focus on reducing specific energy consumption per ton of cane crushed, minimizing energy losses, and improving operational reliability, contributing to cost control and environmental performance.	
		Diversification Through Power Generation As part of its long-term risk management strategy, JSML has established a 21.4 MW environmentally friendly power plant, enhancing energy security and operational resilience. This diversification reduces exposure to grid-related supply interruptions and tariff volatility.	
		Additionally, the Company is evaluating opportunities to export surplus electricity to the national grid, subject to regulatory approvals, thereby creating an additional revenue stream while supporting the country's renewable energy mix.	
		Strategic Outlook JSML views sustainable energy management as a strategic enabler rather than a compliance exercise. Continued investments in renewable energy, efficiency improvements, and climate-resilient operations are expected to strengthen the Company's ability to meet customer demand, manage transition risks, and align with evolving ESG and climate-related disclosure requirements.	

Water availability and quality are critical to the operational continuity of Jauharabad Sugar Mills Limited (JSML). The sugar manufacturing process is inherently water-intensive, requiring substantial volumes of water for cane washing, juice extraction, cooling, steam generation, and ancillary operations. Any disruption in water supply—whether due to seasonal variability, groundwater depletion, or regulatory constraints—can materially impact production efficiency and financial performance.

In addition to operational risks, water scarcity poses systemic risks across the sugar value chain, particularly affecting sugarcane cultivation. Over-extraction of groundwater can exacerbate drought conditions, reduce soil productivity, and negatively affect farmer livelihoods. Furthermore, inadequate wastewater management may lead to environmental degradation, affecting local ecosystems, biodiversity, and community health.

Recognizing these risks, JSML is committed to responsible water stewardship, integrating water conservation, treatment, and reuse practices into its operations to ensure long-term sustainability, regulatory compliance, and environmental protection.

Environmental, Social, and Governance (ESG) factors play a critical role in the stability and resilience of the supply chain at Jauharabad Sugar Mills Limited (JSML). The sugar industry relies heavily on a highly localized and seasonal agricultural supply chain, making it vulnerable to disruptions at multiple levels—from sugarcane cultivation and harvesting to transportation and processing.

Supply chain disruptions may arise due to climate-related events such as floods, droughts, extreme temperatures, and erratic rainfall patterns, as well as non-climatic factors including labor shortages, regulatory interventions, transportation bottlenecks, and social unrest. Any disruption in sugarcane supply, logistics, or key input availability can have a cascading effect on crushing operations, capacity utilization, cost structures, and customer fulfillment.

In line with IFRS S1 (General Requirements for Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures), JSML actively integrates sustainability and risk management practices across its supply chain. The Company aims to ensure operational continuity, protect stakeholder interests, and minimize environmental and social impacts over the medium to long term.

Effluent Treatment and Regulatory Compliance

JSML operates a state-of-the-art Effluent Treatment Plant (ETP), where end-of-pipe effluent is treated using advanced activated sludge, physicochemical, and biological processes. This ensures that discharged wastewater consistently complies with National Environmental Quality Standards (NEQS), minimizing adverse impacts on surrounding water bodies and ecosystems.

Water Recycling and Reuse

Treated effluent water is recycled and repurposed for use in agricultural farms, plantation development, and horticultural activities within the Company's premises. This approach significantly reduces reliance on freshwater withdrawals, supports green cover development, and contributes to circular water use within the industrial ecosystem.

Efficient Water Utilization

JSML continuously reviews water-intensive processes across the production cycle to identify opportunities for optimization. Process improvements focus on reducing water consumption per unit of production, minimizing losses, and enhancing operational efficiency, thereby lowering the overall water footprint of sugar manufacturing activities.

Condensate Recovery and Reuse

Condensate generated during various stages of the production process is systematically recovered and reused, contributing to a meaningful reduction in freshwater intake. This practice improves overall thermal efficiency and supports sustainable water balance management within the plant.

Optimized Sugarcane Procurement

JSML benefits from the availability of extensive irrigated agricultural land in Khushab District, providing favorable conditions for sugarcane cultivation. As the only sugar mill operating in the district, the Company plays a central role in supporting and stabilizing the local agricultural ecosystem.

JSML promotes the cultivation of high-yielding sugarcane varieties with superior sucrose recovery, helping farmers improve productivity while ensuring better raw material quality for the mill. A well-structured sugarcane procurement policy enables the Company to maximize crushing rates and optimize capacity utilization, thereby strengthening supply chain reliability.

Comprehensive Sugarcane Procurement Strategy

The Company has developed a comprehensive and adaptive sugarcane procurement strategy to address industry-specific challenges such as cane availability, regulatory controls, pricing volatility, and competitive pressures. JSML focuses on building long-term relationships with growers, offering agronomic support, incentives, and timely payments to encourage sustainable sugarcane cultivation.

The Company also closely monitors climatic conditions, water availability, labor dynamics, and market trends, enabling proactive planning and minimizing the risk of supply interruptions during the crushing season.

Diversification of Suppliers

To reduce supplier concentration risk, particularly in regions exposed to climate and geopolitical uncertainties, JSML maintains a diversified supplier base. Raw materials, spare parts, and consumables are sourced from both local and international suppliers, with multiple approved vendors for most critical items. This diversification enhances procurement flexibility and reduces dependency on any single supplier or region.

Logistics and Operational Resilience

JSML works closely with transporters and service providers to ensure timely delivery of sugarcane and finished goods. Contingency planning is embedded in logistics arrangements to address potential disruptions arising from weather events, fuel shortages, or infrastructure constraints.

Jauharabad Sugar Mills Limited (JSML) operates in an environment increasingly exposed to physical climate risks, including both acute events—such as floods, earthquakes, thunderstorms, and extreme rainfall—and chronic risks, such as rising temperatures and changing weather patterns. These risks are particularly material for the sugar industry, which depends on agricultural output, seasonal harvesting cycles, water availability, and uninterrupted industrial operations.

Natural disasters are inherently unpredictable and may adversely affect JSML's production facilities, logistics networks, power supply, and sugarcane procurement operations. Disruptions during the crushing season could result in reduced capacity utilization, delays in product deliveries, and increased operating costs, thereby affecting financial performance and customer commitments.

Recognizing these risks, JSML has adopted a proactive and structured approach to disaster preparedness and climate resilience, aimed at protecting human life, safeguarding assets, and ensuring business continuity.

Climate-Resilient Infrastructure and Safety Measures

JSML has implemented stringent safety and engineering standards during the construction and installation of its buildings, machinery, and plant infrastructure. These measures are designed to enhance structural resilience against natural hazards and to protect both personnel and physical assets.

Comprehensive Insurance Coverage

The Company maintains adequate insurance coverage for its production facilities, equipment, inventories, and other critical assets. This coverage provides financial protection against potential losses arising from natural disasters and other unforeseen events, thereby mitigating the financial impact on operations.

Disaster Recovery and Business Continuity Planning

JSML has developed a well-defined disaster recovery and business continuity framework, supported by robust data backup systems and IT controls. These measures ensure the protection of critical information and enable the Company to resume operations efficiently in the event of system disruptions or physical damage.

Emergency Response and Operational Readiness

The Company has established emergency response procedures, including safety drills and incident management protocols, to ensure timely and coordinated action during natural disaster events. Coordination with local authorities and internal response teams enhances preparedness and response effectiveness.

Governments worldwide are increasingly enacting stringent ESG laws to address climate change, resource depletion, and rising global temperatures. This regulatory shift demands compliance to ensure sustainability. For Jauharabad Sugar Mills Limited, non-compliance can lead to financial penalties, operational challenges, and reputational risks, highlighting the importance of proactive ESG alignment.

- Jauharabad Sugar Mills Limited upholds the spirit of laws to ensure sustainable and ethical operations.
- Our legal team proactively monitors regulations to stay ahead of compliance requirements.
- Contingency plans are regularly updated and promptly executed to safeguard operations.
- We ensure transparent and timely reporting of material information to all stakeholders.
- Regular staff training equips employees to adapt to evolving legal and regulatory changes.



JSML has progressed towards:

1. Energy Efficiency: Steam consumption reduction initiatives are underway, with a 6% improvement achieved to date through optimized juice heaters and vapor systems, targeting a 15% reduction over the next two years.
2. Water Conservation: Enhanced filtration and condensate recovery have improved water recycling efficiency by 9%, with a 20% target retained for completion within the next year.
3. Waste Reduction: Mud pol levels have been reduced to below 2.3%, with system upgrades progressing toward the <2.0% target.



Progress against defined ESG metrics is monitored through:

1. Quarterly reporting of operational carbon emissions reflecting reduced fuel consumption.
2. Enhanced tracking of water usage showing efficiency gains from upgraded juice heaters and filtration systems.
3. Documented steam and energy savings resulting from improved vapor headers and massecuite handling lines.
4. Workplace safety performance, including increased training participation and lower incident frequency.



JSML remains focused on:

1. Transitioning its energy mix, with 33% already sourced from biomass and solar, advancing toward the 50% target within the next three years.
2. Achieving molasses purity optimization through operational refinements scheduled for completion by 2026.
3. Expanding technical training to support new equipment operations and process automation.



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JSML remains committed to:

1. Conducting annual environmental and energy audits to ensure compliance and identify new opportunities.
2. Achieving cumulative milestones, including a 25% reduction in water usage and a 15% decline in energy intensity, by 2026.
3. Completing crystallizer and vapor system enhancements by 2026 to support sustained efficiency gains.
4. Meeting workforce diversity targets and strengthening safety systems by the end of 2026.



CSR Vision and Mission

Jauharabad Sugar Mills Limited is deeply committed to fulfilling its responsibilities as a responsible corporate citizen of Pakistan. The Company actively contributes to society by fostering employee well-being, promoting environmental stewardship, supporting community development, and conducting business with integrity and transparency. JSML integrates social and environmental considerations into its business strategy to ensure that growth remains sustainable and inclusive.

JSML recognizes its employees as a vital asset and places strong emphasis on work-life balance, occupational safety, health, skill development, and job security. Through a balanced mix of philanthropic and strategic Corporate Social Responsibility (CSR) initiatives, the Company strives to create long-term and sustainable value for its customers, employees, shareholders, growers, local communities, and the environment, while positively contributing to national socio-economic development.



Commitment to Social Investment and Support Initiatives

The Company has a longstanding tradition of fostering strong community relationships. We firmly believe that investing in our communities is a fundamental aspect of our social commitment, essential for ensuring the Company's sustained success. Our objective is to equip our business and factory with the necessary resources and support to identify and engage in projects, initiatives, and partnerships that create meaningful and lasting impacts within the communities we serve. In alignment with this commitment, wedding ceremonies are organized for underprivileged members of society, reflecting our dedication to supporting social welfare. Additionally, educational scholarships are awarded to deserving students who have demonstrated commendable academic performance, underscoring our focus on nurturing talent and empowering future generations.



Status of Adoption of CSR Guidelines

The Securities and Exchange Commission of Pakistan (SECP), through its Corporate Social Responsibility (Voluntary) Guidelines, 2013, has formally recognized corporations as key stakeholders in Pakistan's socio-economic development. These Guidelines provide a structured framework for responsible business conduct, outlining expectations related to CSR governance, spending, monitoring, evaluation, and transparent disclosure.

In alignment with these Guidelines, Jauharabad Sugar Mills Limited (JSML) has institutionalized Corporate Social Responsibility as an integral component of its corporate strategy. The Company's CSR program is focused on enhancing quality of life, promoting environmental sustainability, strengthening ethical practices, and supporting inclusive economic growth.

JSML endeavors to unlock human potential through innovative, community-focused initiatives that address local needs. Guided by the belief that every citizen of Pakistan deserves access to quality healthcare, nutritious food, education, dignified employment, and economic opportunity, the Company pursues these objectives through collaborative partnerships, data-driven solutions, and long-term development programs.

Established in 2013, the CSR Committee of JSML provides structured oversight to ensure transparency, adherence to policies, strategic alignment, and effective utilization of resources. The Company remains committed to maintaining high standards of governance and operational integrity while progressively aligning its CSR practices with internationally recognized sustainability benchmarks.

To ensure effective implementation of CSR principles, JSML adheres to the following key practices:

- Board approval of CSR initiatives, including the annual CSR budget

- Regular monitoring and evaluation of CSR activities

- Integration of CSR-related Key Performance Indicators (KPIs) into business plans

- Transparent disclosure and reporting of CSR initiatives and outcomes

This structured approach reflects JSML's unwavering commitment to sustainable development and community well-being.



14th ANNUAL
**CORPORATE SOCIAL
RESPONSIBILITY**
Awards 2025
19TH FEB AT MOVENPICK HOTEL, KARACHI



Presented to
Jauharabad Sugar Mills Limited
Category
Green Environmental Stewardship

Environmental Responsibility

Green Energy for Environmental Protection

JSML has undertaken a significant initiative to generate green energy by installing 712KW solar energy panels through the approved vendor, Zero Carbon Private Limited. These panels are expected to have a useful lifespan of over 20 years, providing environmentally friendly electricity. In addition, the generated electricity will be supplied free of charge to low-level workers, alleviating the financial burden they faced in the previous year. In alignment with JSML's vision, this initiative will contribute to improving the lives of hardworking employees who have served the organization across generations, helping to maintain smiles on their faces.



Environmental Performance, Risk Management & Future Targets

JSML recognizes environmental risks such as climate variability and resource scarcity. The Company is strengthening monitoring mechanisms and aims to expand renewable energy adoption, improve conservation practices, and define measurable environmental performance targets.



Environmental Protection Measures

To counteract the growing threat of global warming and its consequences on the environment, an annual tree planting drive is held by the company to encourage its employees to plant trees on the company's manufacturing grounds and care for them until they reach a sustainable height. In order to grow organic agricultural products, the company also keeps up internal nurseries and vegetable farms.

Economic Responsibility



Fair Price Shop

In its commitment to community welfare, the Company has established a fair price shop within the mills colony, where both employees and local residents can purchase sugar at subsidized rates. The shop also offers the option to buy sugar on credit. During the previous financial year, the Company provided sugar at the fair price shop at a discounted rate, alongside other essential consumables, to meet the daily needs of its employees.



Sustainable Economic Value Creation

By strengthening agricultural productivity and supporting local purchasing power, Jauharabad Sugar Mills Limited (JSML) promotes shared economic growth and long-term sustainability. The Company's economic responsibility framework focuses on creating value across the entire supply chain, particularly for growers, employees, and surrounding communities. Through timely financial assistance, access to modern agricultural machinery, provision of high-recovery seeds, and dissemination of advanced agronomic knowledge, JSML enhances farm-level efficiency, crop yields, and income stability for growers.



Grower Financial & Technical Support

In alignment with its mission to enhance the self-worth of all associated stakeholders, Jauharabad Sugar Mills Limited (JSML) consistently provides financial support to growers. This support includes supplying high-recovery seeds and offering guidance on advanced agronomy practices in collaboration with the Agricultural University of Faisalabad. During the current financial year, the Company has imported a state-of-the-art harvester to improve the efficiency of cane harvesting, thereby reducing the cycle time from harvesting to milling.

Ethical Responsibility



Employee Training and Development

At Jauharabad Sugar Mills Limited, we prioritize employee growth through comprehensive training programs across various departments, including operations, maintenance, quality assurance, environmental management, and health and safety. These programs focus on enhancing technical skills, ensuring compliance with international standards like ISO 14001 and ISO 45001, and promoting sustainability.



Security Measures

The management of the Company fully recognizes the critical importance of safety and security in ensuring the seamless operation of the business. Significant investments have been made to safeguard both personnel and assets, including the deployment of dedicated security staff and the installation of an extensive network of CCTV cameras, strategically positioned across multiple locations. These coordinated measures effectively protect the integrity and safety of our employees and resources, while supporting the efficient operation of the business.



Health and Safety

We are committed to upholding high standards of safety and creating a healthy working environment for our employees. Our health management approach focuses on enhancing the physical, mental, and social well-being of our workforce. A fully equipped medical center has been established on-site to provide comprehensive medical services to employees. In recognition of the importance of occupational health, regular first aid and CPR training programs are conducted to ensure the safety and well-being of all workers.



Equal Employee Opportunity

Aligned with the core values of our organization, which emphasize the equality and dignity of every individual, Jauharabad Sugar Mills Limited (JSML) is dedicated to cultivating an inclusive and diverse work environment. We take pride in proactively recruiting and welcoming employees from a wide range of ethnic backgrounds, while unequivocally rejecting all forms of prejudice or bias in our employment practices.



Fire Drills

Regular fire drills are conducted under the supervision of the Deputy General Manager - Human Resources (DGM-HR) to ensure preparedness for emergencies. These drills are irregularly scheduled by the Company to maintain an element of surprise, effectively simulating real-life scenarios. Clear communication protocols are in place to address and respond to any potential mishap, ensuring swift action in case of an emergency.



Industrial Relations

The Company has established comprehensive procedures, rules, and regulations to provide clear guidance on employment practices. All employees are expected to adhere to these regulations to ensure compliance. The Company fully acknowledges and upholds employee rights, including those represented by the Collective Bargaining Agent (CBA). The Company is firmly committed to providing equal opportunities for all current and prospective employees, ensuring a workplace free from discrimination based on religion, gender, race, age, or any other factor. Additionally, the Company conducts rewards and recognition programs to honor and celebrate the contributions and achievements of its employees.



Ethics, Governance & Workplace Conduct

JSML upholds high ethical standards through strong governance structures, strict compliance with applicable laws and regulations, and effective oversight by the Board of Directors. The Company has established clear policies, procedures, and internal controls to ensure ethical conduct, transparency, and accountability across all levels of operations.



Educational Patronage

JSML actively supports and promotes various educational initiatives under its CSR program. One such initiative is the Children Education Award Scheme, through which the Company acknowledges the academic achievements of employees' children by awarding scholarships. Recognizing the value of continuous learning for career development, the Company understands that such progress ultimately benefits society. Consequently, the Company offers support for the enhancement of employees' educational qualifications by providing flexible working hours to facilitate their educational pursuits.



Catering of Religious Needs Umrah Scheme

We at Jauharabad Sugar Mills Limited understand and take care of all religious need of society thereby we have retained mufti in our local mosque and equipped mosques with all the basic need being sponsored by JSML. Similarly, a mosque of civil court is also upgraded by JSML team to provide ease to the visitor for offering prayers during court hours.



Rural Development Programs

The Company actively promotes rural development initiatives aimed at improving the health and well-being of the rural population, while simultaneously supporting the advancement of infrastructure in these areas.



Ramadan Dasterkhawan

JSML upholds its longstanding tradition of service during the holy month of Ramadan by organizing Dastarkhwan for visitors, those in need, and the Company's employees. These initiatives are carried out with the spirit of compassion and social responsibility, providing free meals in a respectful and inclusive environment.

Through such efforts, JSML seeks to support underprivileged segments of society, promote community solidarity, and reinforce the values of care, generosity, and mutual support during the blessed month of Ramadan.

Social Responsibility



Corporate Philanthropy

In addition to its commercial activities, the Company has made significant contributions to raising awareness and advancing knowledge within the agriculture sector. This is achieved through sponsorship and active participation in exhibitions, meetings, and providing counseling services to growers.



Sports at JSML

JSML actively promotes sports and cultural activities within the region and is a key sponsor of tournaments and events in Jauharabad. The Company organized a cricket tournament in collaboration with the Ideal Cricket Club, featuring prominent clubs and teams from the Sargodha and Khushab regions. Additionally, JSML maintains a well-maintained, lush green tennis court, where regular tournaments are held to encourage and foster healthy recreational activities.



Women Empowerment & Community Inclusion

Jauharabad Sugar Mills Limited recognizes the critical role of women in community development and remains committed to promoting gender inclusion. The Company supports skill-development initiatives for women in nearby rural areas, such as vocational training programs in stitching, embroidery, and handicrafts. JSML also collaborates with local institutions to raise awareness on women's health, education, and financial literacy. Through these efforts, JSML aims to empower women with the tools and opportunities needed to contribute confidently to their households and communities.



Emergency Relief & Humanitarian Assistance

JSML remains at the forefront of humanitarian support, particularly during natural calamities and unexpected crises. The Company actively provides relief goods, clean water, food supplies, and temporary shelters to families affected by floods, storms, or emergencies in the region. JSML's teams coordinate with local authorities to deliver timely assistance and ensure that vulnerable households receive essential support.

This commitment reflects the Company's dedication to safeguarding human welfare and promoting resilience in the communities it serves.

Awards and Achievements 2025



Best Corporate Report Award – 2024

The Institute of Chartered Accountants of Pakistan (ICAP) and the Institute of Cost and Management Accountants of Pakistan (ICMAP) awarded JSML 1st Position in the Sugar Sector at the Best Corporate Report Award 2024, presented on November 6, 2025, at the Pearl Continental Hotel, Lahore.

This milestone reflects our commitment to excellence in reporting, transparency, and strong governance practices.



Best Environmental Practices 2025

JSML was presented the “Best Environmental Practices Award” at the 11th International Awards on Environment, Health, and Safety, reaffirming our dedication to environmental stewardship, responsible resource management, and eco-friendly operational practices. The award was presented on September 11, 2025, at the Movenpick Hotel, Karachi.



Green Environment Stewardship 2025

JSML secured the “Green Environment Stewardship Award” at the 14th Corporate Social Responsibility Summit & Awards, recognizing our leadership in environmental sustainability, climate-conscious initiatives, and the integration of eco-efficient practices across our operations. The award was presented on February 19, 2025, at the Movenpick Hotel, Karachi.



Corporate Social Responsibility Excellence Award 2025

Jauharabad Sugar Mills Limited received the “Corporate Social Responsibility Award” at the 8th CSR Leadership Conference & Awards, recognizing our commitment to sustainable community development and impactful social initiatives that create long-term value for our stakeholders. The award was presented on September 24, 2025, at the Marriott Hotel, Karachi.



Certifications

FSSC 22000, ISO 9001: 2015,
ISO 14001: 2005 EMS,
ISO 45001: 2018 OHSMS
& Halal Certified



GOVERNANCE





RABAD
s Limited

**Wednesday
January 29
2025**

Board of Directors Meeting
1st Quarter Results

**Wednesday
May 28
2025**

Board of Directors Meeting
2nd Quarter Results

**Wednesday
July 30
2025**

Board of Directors Meeting
3rd Quarter Results

**Thursday
November 6
2025**

**Best Corporate
Award 2025**

**Friday
December 26
2025**

Board of Directors Meeting
Annual Results

**Wednesday
January 28
2026**

**57th Annual
General Meeting**

Board of Directors Meeting
1st Quarter Results

**Thursday
January 29
2026**

Board of Directors Meeting
2nd Quarter Results

**Wednesday
May 27
2026**

Board of Directors Meeting
3rd Quarter Results

**Monday
July 27
2026**

**Extra Ordinary
General Meeting**

**Monday
September 7
2026**

Board of Directors Meeting
Annual Results

**Thursday
December 24
2026**

**58th Annual
General Meeting**

**Thursday
January 28
2027**



Governance Framework

The Legislative and Regulatory Environment in which the Organization Operates

The JSML is registered in with SECP and listed at PSX. Therefore for the purpose of legislative and regulatory compliance JSML strictly follow:-

- a) Companies Act, 2017
- b) PSX Rule Book
- c) CCG 2019
- d) Sugar Factories Control Act 1950

Further, JSML is a member of the Pakistan Sugar Mills Association.

Justification for Independence of Independent Director:

Mr. Muhammad Aamir Beg
Mr. Jawad Ur Rehman Khan
Ms. Faiza Iftikhar

As per requirements of Companies Act, 2017 and Code of Corporate Governance 2019, it is mandatory that each listed company shall have at least two or one third members of the Board, whichever is higher, as independent directors.

Independent director is a director; who is not connected or does not have any other relationship, whether pecuniary or otherwise, with the Company etc. and can be reasonably perceived as being able to exercise independent business judgement without being subservient to any form of conflict of interest. At JSML there is an appropriate mix of individuals as independent directors to ensure that there is an overall adequate level of knowledge and expertise for independent directors to effectively carry out their role and functions. All of the Independent directors meet the requirements of Companies Act, 2017.

Role and Responsibilities of Chairman and Chief Executive Officer

Pursuant to the provisions of section 192(2) of the Companies Act 2017, the Board of Directors of Jauharabad Sugar Mills Limited has designated separate persons for the positions of the Chairman of the Board of Directors and the office of the Chief Executive Officer with clear division of roles and responsibilities. Following is the brief comparison of roles of the Chairman & the Chief Executive Officer.

Chairman

The Chairman of the Board has the responsibility to lead the Board and ensure its effective functioning and continuous development. More specifically, the duties and responsibilities of the Chairman are as follows:

1. Acting as a liaison between management and the Board, through the CEO;
2. Ensuring that the Directors are properly informed with sufficient information to enable the Directors to form best and informed decisions;
3. Preparing the review report (to be included with the annual financial statements) on the overall performance and effectiveness of the Board of Directors;
4. Developing and setting the agendas and acting as Chair at meetings of the Board;
5. Ensuring that all relevant information has been made available to the Board;
6. Ensuring that the agenda, notice of meeting along with all relevant material were circulated within stipulated time and the minutes of the Board meetings are kept in accordance with applicable laws;
7. Safeguarding shareholders' interest in the Company;
8. Issuing the letter to the directors at the commencement of each three-year term of the Directors setting out their role, obligations, powers and responsibilities;

9. The chairman ensure that the Board of Directors remains effective in its tasks of setting and implementing the Company's direction and strategy;
10. Develop the agenda and presiding as chairman at every General Meeting of the Company;
11. Recommending to the Board, after consultation with the Directors and management, the appointment of members of the Committees of the Board etc.

Chief Executive Officer

The CEO is primarily responsible for the management of the Company and its procedures in financial and other matters, subject to the oversight and directions of the Board, in accordance with the Companies Act, 2017. In such capacity the CEO's role and responsibilities include;

12. Planning, formulating and implementing strategic policies;
13. Ensuring the achievement of productivity and profitability targets and efficient Company operations;
14. Ensuring that necessary coordination exists between various departments of the Company to achieve smooth operations;
15. Ensuring that the Company's interests and assets are properly protected and maintained and all the required Government obligations are complied with in a timely manner;
16. Maintaining a close liaison with the Government, customers, suppliers and sales offices;
17. Ensuring proper functioning of the Management Committees of the Company of which he is the chairman;
18. Preparing and presenting personally to the Board of Directors reports such as annual business plan, cash flow projections and long term plans, budgets along with variance analysis etc.

The CEO of the Company is to whom all Business and Functional heads directly or indirectly report and is responsible for presentation of the Company's aims and policies to the Government and all stakeholders.

How the Board Operates and the Matters Delegated to the Management

At the time of appointment of director, the Chairman of the Board communicates a complete set of document of roles, responsibilities and powers as director of the Company. These roles, responsibilities and powers are in accordance with the provisions of applicable and relevant laws.

At JSML the responsibility of management to conduct the routine business operations of the Company in an effective and ethical manner in accordance with the strategies and goals as approved by the Board and to identify and administer the key risks and opportunities which could impact the Company in the ordinary course of execution of its business. Management is also responsible in keeping the Board members updated regarding any changes in the operating environment. It is also the responsibility of management, with the supervision of the Board and its Audit Committee, to prepare financial statements that fairly present the financial position of the Company in accordance with applicable accounting standards and legal requirements.

Diversity in the Board

The Board of Directors form one of the pillars of a corporate governance framework and over the years, Regulators have placed great emphasis on addressing different matters relating to Diversity on the Board.

Diversified board members are more likely to possess different personal characteristics, which lead to dissimilar leadership, thinking, professional styles and even risk preferences and behaviors. This also provide a more comprehensive oversight to the operations of the Company through a further enhancement of the Company's sensitivity to a wider range of possible risks such as reputation and compliance risks. Diverse board of directors must include a variety of perspectives, skills, ages, genders, cultures, and ethnicities to achieve success. At JSML, we have female representation on the Board along with members who are 'financial literate' and experienced in different industries / sectors.

Presence of the Audit Committee Members and Chairman at the AGM

Shareholders are invited to all General Meetings and are encouraged to share their concerns and queries. The chairman, certain members of the Board, Chief Executive and other senior management personnel were present at the General Meetings held during the year, to address all concerns and queries raised by the shareholders regarding the financial statements for the year ended 30 September 2024 and Audit Committee's activities and matters within the scope of the Committee's responsibilities.

Selection of Chairman and Non-Executive Director

No external search consultancy was used for the selection and appointment of the Chairman or any other non-executive directors on JSML's Board.

Chairman's Significant Commitments and any Changes Thereto

Mr. Muhammad Aamir Beg is serving Jauharabad Sugar Mills Limited as the Chairman of the Board. Apart from his associations as mentioned in Directors' profile, he does not have any significant commitment.

ERP to Meet Modern Business Essentials

JSML always made sure to match the pace of technological advancement. The Company has an integrated information management system and a stable ERP platform which is able to manage and integrate the functions of core business processes/modules like finance, HR, supply chain and inventory management in a single system. System Analysis and Resource Planning (SARP) software especially designed for sugar sector industry has been implemented within the Company. As far as cost efficiency is considered, it brings together all the analytical and transactional capabilities of a variety of systems onto one location. This enhances the decision making process immensely.

Management of JSML is always concerned about the improved technology and the ERP system of the company is upgraded and reconfigured from time to time as per the changing needs of the company and regular trainings for the staff are conducted internally and outsourced where needed.

The Company had always engaged renowned consultant for its ERP project as per need to manage the control risks and proper guidance to relevant staff where needed. Moreover, there is a robust policy in place for the security of control system; which define the limits of authority, powers and segregations within system to safeguard the sensitive data.

The company is well aware and wants to stay ahead of the curve and make decisions that are future ready as the technology is evolving rapidly therefore keeps the system updated.

External Oversight on Our Function:

To enhance credibility of internal controls and systems, we have audited and Certified for continued satisfactory operation of the Organization's Management System ISO 9001:2015 and Certificate of continued satisfactory Food Safety operations - FSSC 22000 Version 5.1 by a reputable professional service organization Bureau Veritas and special external specialist are also appointed by the Company who are experts in providing services to enhance credibility of internal control systems.

Governance Practices Exceeding Legal Requirements

19. Implementation of Directors' Training Program ahead of prescribed timeframe;
20. Implementation of aggressive Health, Safety and Environment Strategies to ensure safety of employees, equipment and surrounding communities;
21. Implementation of various Environmental friendly projects for welfare of the community as part of its Corporate Social Responsibility;
22. Ensured that all material information is communicated to the PSX, the SECP and the Company's shareholders as soon as it becomes available mostly before the deadlines set out by the laws;
23. Disclosure of various financial analysis including ratios, reviews, risk matrices and graphs etc. in the Annual Report;
24. Disclosure of forward looking information, governance practices, history of financial information and its graphic presentation.

Report of the Audit Committee

Chairman: Mr. Jawad Ur Rehman Khan

Member: Mr. Muhammad Aamir Beg

Member: Mr. Amjad Javed Aftab

The Audit Committee of the Company comprises of one Non-Executive Directors and two Independent Non-Executive Director including the Chairman of the Committee. The Head of Internal Audit attends Audit Committee meetings. The Chief Executive Officer and Chief Financial Officer attend Audit Committee meetings by invitation. The Audit Committee also separately meets the external auditors at least once in a year without the presence of the Management.

The Chairman to the committee has attended all the meetings and replied all queries to the members.

Meetings of the Audit Committee are held at least once every quarter. Four meetings of the Audit Committee were held during the year 2024-2025. Based on reviews and discussions in these meetings, the Audit Committee reports that:

1. The Company has issued a Statement of Compliance with the Code of Corporate Governance which has also been reviewed and certified by the auditors of the Company.
2. The Audit Committee reviewed and approved the quarterly, half yearly and annual financial statements of the Company and recommended them for approval of the Board of Directors. Further, the financial statements comply with the requirements of the Fourth Schedule to the Companies Act, 2017, and applicable International Accounting Standards and International Financial Reporting Standards notified by SECP.
3. The Audit Committee has reviewed and approved all related party transactions.
4. The Audit Committee takes into account any feedback from the Board of Directors and incorporates for improvement.
5. There were no whistle-blowing incidence reported to the Audit Committee current year.

Internal Audit and Risk Management

1. For appraisal of internal controls and monitoring compliance, the Company has in place an appropriately staffed, Internal Audit department. The Audit Committee reviewed the resources and performance of the Internal Audit department to ensure that they were adequate for the planned scope of the Internal Audit function. Head of Internal Audit Department has direct access to the Audit Committee.
2. An Internal Audit Risk Assessment document is submitted to the Audit Committee and based on that an Audit Plan is prepared to mitigate the risks involved in the Company's operations. Further, on the basis of this plan, audits are conducted and reports are submitted. The Committee on the basis of the said reports reviews the adequacy of controls and compliance shortcomings in areas audited and discuss corrective actions in the light of management responses. Regular follow ups of these reports are also taken. This ensures the continual evaluation of controls and improved compliance. Minutes of Audit Committee meetings are timely circulated to the Board of Directors.
3. For continuous improvement of internal controls, the Committee also discussed the internal controls and the management letter with the external auditors.

External Audit

1. The external auditors M/s. UHY Hassan Naeem & Co. Chartered Accountants were allowed direct access to the Audit Committee and necessary coordination with internal auditors was ensured. Major findings arising from audits and any matters that the external auditors wished to highlight were freely discussed with them.
2. The Audit Committee has reviewed and discussed with the external auditors and management, all the Key Audit Matters and other issues identified during the external audit along with the methods used to address the same.
3. Being eligible for reappointment as Auditors of the Company, the Audit Committee has recommended the appointment of M/s. UHY Hassan Naeem & Co. Chartered Accountants as External Auditors of the Company for the year ending September 30, 2025 as it is one of the reputable audit firm and has thorough knowledge of the Company's business and industry due to long association with the Company.
4. The Company also obtains taxation related services from M/s. UHY Hassan Naeem & Co. Chartered Accountants as it is one of the reputed firm in provision of said services and has sound professional policies and procedure to ensure compliance of independence.



Chairman

Mr. Jawad Ur Rehman Khan

Dated: December 26, 2025

Notice of 57th Annual General Meeting

Notice is hereby given that the Fifty-Seventh (57th) Annual General Meeting (AGM) of the members of Jauharabad Sugar Mills Limited (the "Company") will be held on Wednesday, January 28, 2026 at 11:00 a.m., at its Register Office 125-B, Quaid-e-Azam Industrial Estate, Kot Lakhpat, Lahore to transact the following business:

Ordinary Business

1. To receive, consider and adopt the audited annual financial statements of the Company for the year ended September 30, 2025 together with Auditors' Reports and Directors' and Chairman's Review Report thereon.
2. To appoint Auditors for the next financial year ending September 30, 2026 and to fix their remunerations. M/S UHY Hassan Naeem & Co., Chartered Accountants, being eligible, have offered themselves for re-appointment.
3. To transact any other business with the permission of the chair.

By order of the Board



Al Yousuf
Company Secretary

January 06, 2026
Lahore



Note:

1. The Annual Audited Financial Statements of the Company for the year ended September 30, 2025 along with Auditors' and Directors' Report and Chairman's Review Report thereon have been placed on the Company's website: www.jsml.com.pk, which can be downloaded/ viewed from the following QR code and weblink:

<https://www.jsml.com.pk/index.php/financial-reports/>



2. The share transfer books of the Company will remain closed from January 21, 2026 to January 28, 2026 (both days inclusive). Transfer received in order by the Company's Share Registrar, M/s Corplink (Private) Limited, Wings Arcade, 1-K, Commercial, Model Town, Lahore up to the close of business on January 20, 2026 will be treated in time for entitlement to attend the Meeting.
3. A member entitled to attend and vote at the meeting may appoint another member as his/her proxy to attend and vote on his/her behalf. In case of corporate entity, the Board of Directors' Resolution/Power of Attorney with specimen signature of the representative shall be submitted along with Proxy Form of the Company. Proxies, to be affective, must be received at the registered office of the Company 48 hours before the time of holding of the meeting.
4. Those members who have deposited their shares with the Central Depository Company of Pakistan Limited (CDC) are requested to bring their original CNIC, Account and Participation's Numbers. Such members will further have to follow the guidelines as laid down in the Securities and Exchange Commission of Pakistan's Circular No. 1 dated January 26, 2000.
5. The members should quote their folio number in all correspondence with the Company and at the time of attending the Annual General Meeting.
6. Members are requested to notify the change of their registered addresses, Zakat Declaration, and tax exemption status, if any, duly accompanied with its valid certificates, immediately to Company's Share Registrar.
7. The Corporate members having CDC account are required to have their National Tax Number (NTN) updated with their respective participants, whereas corporate physical members should send a copy of their NTN certificate to the Company's Share Registrar.
8. Members or their proxies who wish to attend the AGM via video link or other electronic means are requested to email the Company a clear copy of both sides of their valid Computerized National Identity Card (CNIC) along with their name, folio number, contact number, and number of shares held. Please use the subject line "Registration for AGM of JSML" and send the required information/documents to secretary@jsml.com.pk no later than January 26, 2026, by 5:00 p.m.
9. Section 244 of the Companies Act 2017 requires that any Shares/ Dividend that remain unclaimed for a period of

three years (or more) are to vest with Federal Government. The law requires the Company to deposit any unclaimed or unpaid amount to the credit of the Federal Government if no claim is made before the Company after giving due notices to the shareholders. Through this notice all shareholders who by any reason could not claim their dividend or shares are advised to immediately collect / enquire about their unclaimed dividend or pending shares/ modaraba certificate, if any, with Company's Share Registrar.

10. Corporate Analyst Briefing Session as mandated by the Pakistan Stock Exchange according to its notification PSX/N-92 dated January 28, 2019 of Jauharabad Sugar Mills Limited will also be held at its register office 125-B, Quaid-e-Azam Industrial Estate, Kot Lakh Pat, Lahore on Wednesday, January 28, 2026 shortly after the completion of AGM. At the session performance and results for the year ended September 30, 2025 will be explained. The shareholders/investors and analyst, who are interested to attend the session through video link are requested to send their registration at secretary@jsml.com.pk maximum by 26, January, 2026 at 5:00 p.m. by providing the particulars as follows:

Name	CNIC	Folio Number	Contact No.	Email
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11. Transmission of Annual Financial Statements through email
The Securities and Exchange Commission of Pakistan vide SRO 787(1)/2014 dated September 08, 2014 has allowed companies to circulate annual balance sheet, profit & loss account, auditor's and Directors' reports and Chairman's Review Report along with notice of annual general meeting to its members through email. Members who have provided their email addresses are being sent the same by email. Members who have not provided their email addresses and wish to avail this facility may send their consent along with email address to the Company. Hard copies of the annual audited accounts will be provided on demand.
12. In accordance with section 132(2) of the Companies Act, 2017, if the Company receives consent from members holding in aggregate 10% or more shareholding residing at a geographical location, to participate in the meeting through video conference at least 7 days prior to date of meeting, the Company will arrange video conference facility in that city subject to availability of such facility in that city. The Company will intimate to such shareholder's information regarding venue of video conference facility at least 5 days before the date of the Annual General Meeting to enable them to access to such facility.
13. Deposit of Physical Share into CDC Account:
As per Section 72 of the Companies Act, 2017, the Company is required to replace its physical shares into book-entry form. To ensure full compliance with the provisions of Section 72 of the Companies Act, 2017 and to be benefitted of the facility of holding shares in the Book-Entry-Form, all such members/ shareholders who still hold shares in physical form, requiring them to convert their shares in the Book-Entry-Form.

The Company has placed the notice of AGM along with form of proxy in English and Urdu languages on its website: www.jsml.com.pk.

Directors' Profile

Mr. Syed Anwar Hussain Shahid

Chief Executive

Syed Anwar Hussain Shahid is a renowned Sugar Technologist having a vast experience of forty three years in the erection and commissioning sugar plants, Technical Supervision indecision about plant expansion, equipment selection and project exposure. He has remarkable success in running sugar plants by introducing Talo Refinery Process, implementing technological development and modification. He is responsible for overseeing technical matters of JSML sugar operations.



Mr. Muhammad Aamir Beg

Chairman/Independent Director

Muhammad Aamir Beg has thirty eight years of practical experience in the fields of Marketing and new projects development. He is a qualified M.B.A from Liverpool University, England in 1981. He has received certification as project management professional. He has successfully introduced new pioneering trends in the country in the fields of tractors, agricultural equipment, and container glass for the food, beverages and pharmaceutical industries, packaging industries.



Mr. Ghias-ul-Hasan

Non-Executive/ CPPL Nominee Director

Mr. Ghias ul Hassan is an entrepreneur with forty five Years' experience, has led number of businesses in Pakistan including Manufacturing, Trading and Advertising. His work experience and Managerial ability is one of the key success factors for the Company His capabilities and competencies will help to apply Strategy, Good Governance, Leadership in Managing the Company as well as to safeguard the Shareholder's interest in the business.





Mr. Amjad Javed Aftab

Non-Executive/CPPL Nominee Director

He is a seasoned expert of sugar manufacturing process. Professional engineer of PEC & Member of Chemical Institute of Engineers, Pakistan. He is serving sugar industry for last thirty six years in key positions and achievements include Plant Installation & Commissioning, Energy Audits, Planning & Administration. Besides this, he is an Executive Body member of PSST. He has affiliation and certification from ISO making him more capable and proficient in his profession.



Mr. Saif-ur-Rehman

Executive/CPPL Nominee Director

He is an Electrical Engineer and having thirty one years Electrical & MEP Engineering Experience in Sugar Industries, Power Plant, Distillery, Textile, Dairy Plant and High Rise Buildings including Plant installation, Commissioning, Operation & Maintenance. He has Certification from ISO, SKF Bearing Training workshop, PLC & DCS. Member of PSST. Executive Engineering Head of different Industries and Buildings Projects for more than two decades.



Mr. Jawad ur Rehman Khan

Independent Director

He is a qualified Fellow member of the Association of Chartered Certified Accountants (FCCA) with diverse experience across both national and multinational organizations. He possesses a broad skill set in business management, financial management and restructuring, as well as corporate administration.



Ms. Faiza Iftikhar

Independent Director

Ms. Faiza Iftikhar holds M.Phill degree in education & development studies and has a diversified working experience of more than Nine years with various organizations in human resource, organization restructuring and actively participate in development and execution of business plans

Chairman's Review

On Board's Overall Performance u/s 192
of the Companies Act, 2017

On behalf of the Board of Directors, I am pleased to present the Chairman's Review of Jauharabad Sugar Mills Limited (JSML) for the financial year ended September 30, 2025. This review provides an overview of the Company's performance, strategic progress, and governance practices during a year characterized by economic uncertainty and operational challenges.

The macroeconomic environment during the year remained challenging with sustained inflationary pressures, volatility in foreign exchange markets, escalating energy/ raw material costs along with policy uncertainties affecting industrial activity. These conditions continued to place considerable strain on the sugar sector. Notwithstanding these challenges, JSML demonstrated resilience and adaptability, supported by wise financial management, operational discipline, and a focused strategic approach, enabling the Company to safeguard stakeholder interests and maintain stability.

The Board remained firmly committed to the Company's long-term vision of sustainable growth and value creation. Our strategic priorities focused on improving operational efficiency, optimizing costs, strengthening risk management, and pursuing innovation. Continued investment in modern technology and process enhancements allowed the Company to improve productivity, optimize energy consumption, and sustain consistent sugar recovery levels. These initiatives contributed positively to financial performance while reinforcing our commitment to environmental sustainability.

During the year under review, JSML achieved a strong financial performance, reflecting a significant improvement in revenue compared to the previous year. This performance is particularly commendable given the challenging operating environment faced by the sugar industry. The results were driven by effective production planning, disciplined cost controls, stable operational efficiencies, and proactive marketing strategies. In addition to financial progress, the Company continued to play a constructive role in supporting the economy through employment generation, contributions to government revenues, and ongoing community development initiatives.

Sound corporate governance remains a cornerstone of JSML's operations. The Board continues to uphold the highest standards of transparency, accountability, and ethical conduct. The Company remains fully compliant with the Companies Act, 2017 and the Code of Corporate Governance, reflecting its commitment to governance practices and regulatory compliance.

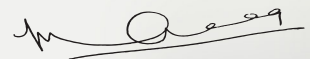
Risk management continues to be a key focus area for the Board. The Company's risk management framework is regularly reviewed and strengthened to address emerging risks and ensure business continuity. Enhancing internal controls remains a priority to safeguard assets, ensure the reliability of financial reporting, and mitigate the risk of fraud. The Board discharges its oversight responsibilities through independent committees, including the Audit Committee, Human Resource & Remuneration Committee, Nomination Committee, and Risk Management Committee, which collectively support effective governance and oversight.

In compliance with Section 192 of the Companies Act, 2017, the Board conducted its annual performance evaluation during the year. The assessment confirmed that the Board effectively fulfilled its responsibilities, provided strategic oversight, and upheld high standards of corporate governance. The evaluation process also offered valuable insights to further strengthen Board effectiveness and promote continuous improvement.

The Board values diversity in skills, experience, and perspectives, recognizing its importance in informed decision-making and balanced governance. The collective expertise of the Directors continues to enhance the quality of deliberations and supports the long-term interests of all stakeholders.

Looking ahead, JSML remains focused on strengthening its market position and pursuing sustainable growth opportunities while navigating economic uncertainties with caution and resilience. The Company will continue to prioritize operational excellence, financial discipline, and responsible business practices, while contributing positively to the economy and society at large.

Lastly, I extend my sincere appreciation to our employees for their dedication and commitment, and to our shareholders, customers, suppliers, lenders, and regulatory authorities for their continued trust and support. Their confidence in Jauharabad Sugar Mills Limited remains integral to our continued progress and success.



Muhammad Aamir Beg
Chairman
Lahore
Dated: 26 December, 2025



Best Corporate Report Awards 2024
Sugar Sector Category

1st Position

Jauharabad Sugar Mills Limited



Directors' Review Report

In the name of Allah, The Most Gracious, The Most Merciful. The Directors of the Company are pleased to present the Annual Report together with the audited financial statements for the financial year ended September 30, 2025.

Global Economy

Year 2024/25 can be regarded as a formidable year for global economic growth, although the world economy avoided a recession. Global growth remained positive but subdued, staying below historical and pre-pandemic averages. Stringent financial conditions in several advanced and emerging economies restricted investment activity and heightened vulnerabilities in highly indebted markets. Further, extreme climate-related events intensified across multiple regions, disrupting agricultural output, global supply chains, and energy distribution networks. These disruptions further elevated commodity price volatility and undermined food security in climate-sensitive economies. The cumulative impact of shifting trade alliances, supply chain realignments, and rising protectionist tendencies has developed in persistent geoeconomic fragmentation.

Domestic Economy

Pakistan's economic conditions for FY 2024/25 reflected modest stabilization, though underlying structural weaknesses remain prevalent. Inflation, while easing from previous peaks, remained above comfort levels due to elevated energy tariffs, imported inflation, and fragile supply chains. The exchange rate exhibited intermittent volatility, reflecting pressures on external financing, and fluctuating global commodity prices.

IMF Extended Fund Facility (EFF), approved in September 2024, continued to play a significant role in shaping fiscal and monetary policy throughout FY 2024/25. Implementation of agreed reforms including fiscal consolidation, enhanced revenue mobilization, and governance improvements in state-owned enterprises supported incremental improvements in macroeconomic discipline. However, elevated interest rates-maintained pressure on credit expansion and contributed to liquidity constraints across the private sector.

The external account experienced some relief due to improved remittance inflows and disciplined import management; however, tight foreign exchange availability continued to challenge industrial procurement cycles. Food inflation remained a central concern, amplified by climate-driven yield fluctuations and rising global agricultural prices. Ensuring reliable and affordable access to food, fuel, and energy remains critical for sustained macroeconomic recovery.

Sugar Industry

The sugar industry experienced another complex operational year in FY 2024/25. Domestic sugar prices remained under pressure for a significant part of the year due to subdued demand, inconsistent trading activity, and regulatory uncertainty surrounding export permissions. Although the Government permitted controlled exports during the year, delays in policy notifications and shipment approvals limited the industry's ability to fully capitalize on favorable global market windows. Notwithstanding these challenges, the Company was able to partially mitigate pricing pressure through improved operational efficiency, enhanced sugar recovery, timely liquidation of opening inventories, and disciplined cost management, which supported overall profitability.

Sugarcane production in 2025/26 is projected to reach 86.5 million metric tons, a four percent increase compared to the 2024/25 estimate mainly due to the adequate and timely return for their produce. National production estimates indicate stable to slightly higher cane output, though recovery rates and yield is anticipated to improve thus contributing positively to the performance of the sector. The Government continued to pursue a market-based approach for determining sugarcane prices, allowing fair value assessments based on prevailing market dynamics. While this approach offers more flexibility than administered minimum support prices, sector-wide cost structures—including high labour, transportation, and fuel expenses—continue to pose profitability challenges.

Sugar production for the 2025/26 season is projected to remain broadly aligned with last year, supported by improved sucrose recovery in some regions. Industry associations have recommended allowing timely exports for the 2025/26 season to prevent inventory build-up and support foreign exchange generation. With domestic consumption remaining relatively stable, continued government support in export facilitation will be essential for sustaining industry liquidity.

The Company remains actively engaged with relevant authorities and industry stakeholders to ensure policy clarity and a balanced framework for both growers and millers. Management continues to focus on process improvements, efficient procurement strategies, and disciplined cost management to navigate industry challenges and protect shareholder value.

Operational Review

Principal activities of the Company during FY 2024/25 remained unchanged i.e., manufacturing and sales of sugar and its allied products. The Company had started crushing season on 21st November 2024 [FY 2023/24: 25th November, 2023] in compliance with the directives issued by the Government of Punjab. The comparative summarized operating result of your mills for the FY2024/25 are as follows:

Description	Units	FY 2024/25	FY 2023/24	YOY Change
Working Days	Days	110	103	6.80%
Sugarcane Crushed	M. Tons	623,733	657,997	(5.21%)
Sugar Produced	M. Tons	63,026	64,874	(2.85%)
Sugar Recovery	Percentage	10.10%	9.86%	2.47%
Sugar Sold – Domestic	M. Tons	71,645	57,712	24.14%
Sugar Sold – International	M. Tons	5,665	1,424	297.82%
Sugar Sold – Total	M. Tons	77,310	59,136	30.73%
Sugar Closing Stock	M. Tons	9,736	24,020	(59.47%)
Molasses Produced	M. Tons	23,258	26,450	(12.07%)
Molasses Recovery	Percentage	3.73%	4.02%	(7.24%)

During the year under review, the Company operated for 110 days, reflecting an increase of 7 days (6.80%) over the previous year. Despite the higher number of working days, total sugarcane crushed declined by 5.21% to 623,733 metric tons compared to 657,997 metric tons last year. This reduction in crushing volume is attributable to lower cane availability and adverse climatic conditions affecting crop maturity and supply consistency during the crushing season.

Consequently, sugar production decreased by 2.85% to 63,026 metric tons as against 64,874 metric tons in the preceding year. However, sugar recovery improved to 10.10% from 9.86%, recording a positive increase of 2.47%, which reflects improved milling efficiency, better cane quality in certain crushing phases, and enhanced operational controls at the plant level.

Molasses production decreased by 12.07% to 23,258 metric tons, in line with the reduced crushing volume. Additionally, molasses recovery declined to 3.73% from 4.02%, a reduction of 7.24%, mainly due to variations in cane quality and sucrose content during the season.

During the reported financial year, the Company continued its focus on enhancing plant automation and process efficiency, with total capital investment amounting to Rs. 283 million. Key additions included the installation of a vacuum filter, juice heater, and crystallizer to increase the retention time of different types of massecuite for proper raw sugar processing. Further improvements were made to process house pumps and gears, evaporators, pans, and juice clarifiers to enhance overall sugar quality.

Financial Performance

The Comparison of the key financial results for the year ended as of 30 September 2025 is as follows:

Description	FY2024/25	FY2023/24	YOY Change
	Rs in “000”	Rs in “000”	Percentage
Sales – Net	10,727,499	7,996,452	34.15%
Cost of Sales	9,245,827	6,987,145	32.33%
Gross Profit	1,481,673	1,009,306	46.80%
Selling and Distribution Expenses	54,956	24,166	127.41%
Administrative and General Expenses	270,168	237,693	13.66%
Operating Profit	1,156,549	747,447	54.73%
Other Operating income	-50,246	168,240	(129.87%)
Financial Cost	649,713	949,094	(31.54%)
Profit Before Tax	456,590	-33,406	1466.79%
Taxation	-206,577	35,286	(685.44%)
Profit After Tax	250,012	1,880	13198.53%
Earnings Per Share (Rs. /Share)	7.33	0.06	12116.67%

During the year under review, the Company achieved net sales of Rs. 10,727 million (FY 2023/24: Rs. 7,996 million), reflecting a year-on-year increase of Rs. 2,731 million (34.15%). This growth was primarily driven by higher sales volumes, supported by the liquidation of 88.82% of total sugar stocks (FY 2023/24: 71.11%), an improved sales mix and export sales during the year. The cost of sales increased by 32.33% to Rs. 9,246 million. Consequently, gross profit increased by 46.80% to Rs. 1,482 million, compared to Rs. 1,009 million last year.

Operating profit increased by 54.73% to Rs. 1,157 million, despite higher selling and distribution expenses and moderately increased administrative expenses. Other operating income declined during the year primarily due to the absence of one-off income items recognized in the preceding year and the impact of non-recurring adjustments. This, however, does not reflect any deterioration in the Company's core operating performance. Finance cost declined significantly by 31.54% to Rs. 649.71 million, mainly due to decrease in Kibor rate and improved working capital management. As a result, the Company posted a profit before tax of Rs. 457 million as against a loss before tax of Rs. 33.41 million in the previous year. After recognizing a net tax charge of Rs. 207 million, the Company recorded a profit after tax of Rs. 250 million, compared to Rs. 1.88 million last year. Earnings per share improved to Rs. 7.33 (FY 2023/24: Rs. 0.06).

Overall, the Company delivered a strong recovery in profitability during FY 2024/25 on the back of higher sales volumes, improved margins, and effective financial cost management.

Future Prospects

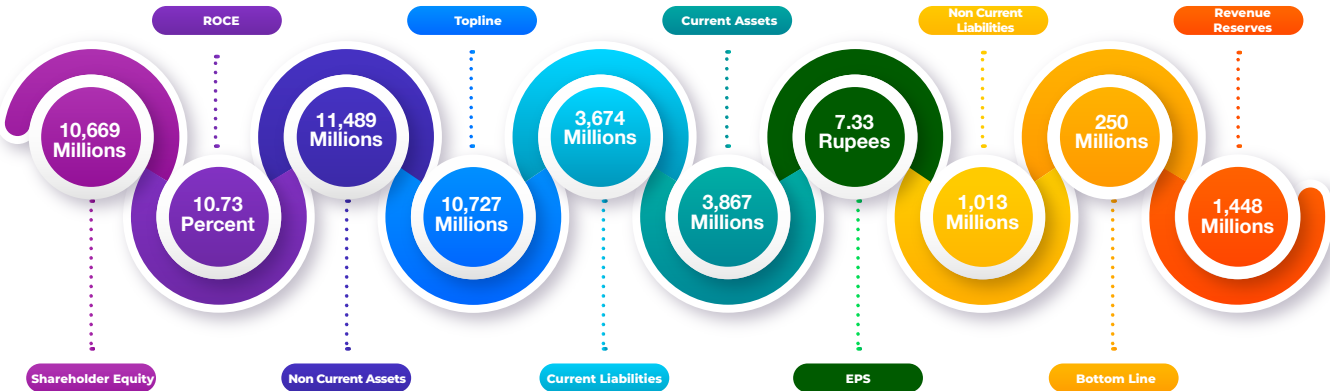
Going forward, the industry has entered the crushing year 2025/26 with limited carry-forward stocks, ongoing working capital constraints, higher cost of funds, and continued concerns over yield and sucrose recovery. For FY 2025/26 sugarcane output is expected to be sustained at strong levels, with crushing operations scheduled to begin from 15 November 2025 as per recommendation of Sugar Advisory Board in coordination with the PSMA and MNFSR.

In line with its long-term strategic objectives and commitment to operational excellence, the Company has undertaken further Balancing, Modernization, and Replacement (BMR) initiatives for the forthcoming crushing season. These include the installation of a Falling Film Evaporator (FFE) plant and the addition of a sugar bin for the sugar grader. Both projects are expected to be completed during the next financial year and are anticipated to enhance process efficiency, product handling, and overall operational reliability.

In the years ahead, the Company plans to focus on both corporate and retail segments as part of its marketing strategy. Furthermore, to diversify revenue streams, efforts are underway to increase the contribution of by-products to the topline. Currently, the Ministry of Energy (Power Division) is reviewing the proposed Energy Exchange Policy, which would enable power producers to supply electricity to contracted parties through existing DISCO infrastructure, subject to applicable wheeling charges. This development will support JSML's topline growth with minimal incremental cost of sales, thereby generating healthy contribution margins.

Credit Rating

Credit rating represents an evaluation of the creditworthiness of entities in Pakistan. PACRA's principal role is to assess an entity's capacity and ability to meet its debt obligations. During the year, the Pakistan Credit Rating Agency (PACRA) maintained the Company's entity ratings at "BBB+" for long-term bank facilities and "A2" for short-term bank facilities. These ratings reflect a low level of credit risk and indicate a satisfactory capacity for the timely settlement of financial commitments. The Company remains current on all its short-term obligations.



Growth

The Company has consistently strived for excellence, focusing on delivering maximum returns to its stakeholders. Over the past decade, a notable transformation has taken place, redefining the approach to stakeholder rewards.

In the current financial year, significant investments have been made in machinery upgrades. These enhancements are expected to yield positive outcomes, particularly during the 2025/26 crushing season, delivering improved results for all stakeholders.

Dividend

For the financial year 2024/25, the Board has not recommended the declaration of a dividend, as the Company intends to retain earnings to strengthen its financial position, support ongoing operations, and meet future capital and working capital requirements. This decision is in line with the Companies Act, 2017 and reflects the Board's commitment to preserving financial stability and supporting sustainable long-term growth amid challenging market conditions.

Holding Company

Cane Processing (Pvt) Limited is a company incorporated under the laws of Pakistan and having its registered office in Lahore. It serves as the holding company of Jauharabad Sugar Mills Limited, with a majority shareholding of 63.66 percent.

Statutory Auditors and Their Audit Report:

UHY Hassan Naeem & Company, Chartered Accountants, an "A" category firm listed on the State Bank of Pakistan's panel of auditors, are serving as the Statutory Auditors of the Company. They shall remain in office until the conclusion of the 57th Annual General Meeting scheduled to be held on 28th January 2026. The Auditors' report on the Company's Financial Statements for the year ended September 30, 2025 is included in this Annual Report and contains no qualifications, reservations, adverse opinions, or disclaimers.

As they are eligible for reappointment, the Auditors have conveyed their consent to continue in office for the ensuing financial year. After a comprehensive evaluation, the Audit Committee has recommended their reappointment, which has subsequently been approved by the Board of Directors and will be placed before the shareholders for approval at the forthcoming Annual General Meeting.

Quantitative Shariah Screening Criteria Analysis:

Description	Minimum Acceptable Bench Mark	FY 2023/24	FY 2024/25
Interest Bearing Debt to Total Asset Ratio	<37%	18.84%	18.52%
Non Shariah Compliant Investment to Total Asset Ratio	<33%	0.10%	0.57%
Non Shariah Compliant Income to Total Revenue Ratio	<5%	0.09%	0.12%
Illiquid Asset to Total Asset Ratio	=>25%	98.35%	96.84%
Market Price Per Share	=> Net Liquid Asset Per Share	21.84	67.83

The Company, considering the Securities and Exchange Commission of Pakistan (SECP) requirements in term of Shariah Governance Regulations, 2023 (the Regulations). The results of analysis of shariah quantitative screening are as following;

Thereto the Company has shown satisfactory behavior in terms of shariah screening criteria for the year 2025 as all the required bench marks are within maximum acceptable quantitative tolerance level.

Human Resources

The Company continues to uphold its commitment to creating a positive and dynamic learning environment by implementing strong and comprehensive human resource processes. These efforts encompass fair and transparent performance appraisal systems, along with the introduction of new initiatives aimed at aligning human resource policies with the changing requirements of the business.

Change in The Nature of Business

During the year, there was no material change in the nature of the business of the Company.

Particulars of Loans, Guarantees or Investment

Information relating to loans, guarantees, and investments subject to the provisions of the Companies Act, 2017 is disclosed in the notes to the Financial Statements, which form an integral part of this Annual Report.

Internal Financial Control

The Company maintains an internal control system over financial reporting that is adequate and appropriate to the nature, scale, and complexity of its business activities. These controls are subject to regular audits and reviews to ensure their continued effectiveness and are designed to prevent, identify, and rectify any operational irregularities.

Management discussion and analysis

The Management Discussion and Analysis Report on the Company's operations, prepared in accordance with the SECP (Listing Obligations and Disclosure Requirements), is presented in a separate section and forms an integral part of this report.

Governance of Risk and Internal Control

The Company has constituted a Risk Management Committee tasked with the identification, evaluation, monitoring, and mitigation of risks that could affect the achievement of key business objectives. Significant risks are addressed through continuous mitigation measures and are reviewed on a regular basis in meetings of the Audit Committee and the Board of Directors.

Going Concern

These financial statements have been prepared on a going concern basis, and there is no indication of any uncertainty regarding the Company's ability to continue as a going concern.

Significant Plans and Decisions

There are no plans for any restructuring or discontinuance of operations, except for the routine enhancement of production capacities at the Company's manufacturing facility.

Qualification of CFO and Head of Internal Audit

The Chief Financial Officer/Chief Accountant and the Head of Internal Audit hold the necessary qualifications and experience as required under the Code of Corporate Governance.

Insider Trading

The Board has established a policy that strictly prohibits insider trading, in accordance with the applicable listing regulations in Pakistan. During the financial year, none of the Directors, CEO, CFO, Head of Internal Audit, or Company Secretary participated in any trading of the Company's shares.

Risk analysis and mitigation techniques

As an agricultural industry, sugar mills are exposed to additional risks that impact production performance due to the seasonal, perishable, bulky nature, and varying quality of raw materials. Accordingly, effective risk management is of critical importance. The objective of this study was to identify, analyze, and establish appropriate risk mitigation strategies.

Availability of Cane

The sugar industry is confronted with several key challenges, including sugarcane availability, regulatory risks, sugar pricing, and competition from neighboring mills. Sugarcane serves as the main raw material, and any disruption in its timely procurement can negatively impact operations. Cane availability is influenced by factors such as climatic conditions, shortages of harvesting labor, and farmers shifting to alternative crops.

Despite prevailing challenges, the cost of production for the 2024/25 crop year decreased by 6% compared to the previous year. This improvement was achieved primarily through enhanced sugar recovery, better capacity utilization, operational efficiencies, and disciplined cost management initiatives, which partially offset inflationary pressures related to labor costs, fertilizers, and pesticides. To ensure a consistent supply of quality sugarcane, the Company continues to prioritize strong relationships with cane growers. Support initiatives include assistance with mechanical and manual harvesting, as well as the introduction of improved cane varieties. Financial support and timely payments for supplies are also provided. In addition, the Company facilitates transportation services to ensure the smooth delivery of cane to the mill yard.

These collaborative initiatives are intended to ensure a consistent supply of sugarcane, thereby reducing risks related to its availability and supporting the Company's operational stability.

Revenue Concentration

Concentrating primarily on a single business segment exposes the Company to inherent risks associated with that sector. To mitigate these risks, the Company follows a strategic approach by engaging in diversified activities within the existing scope of overall management. This approach is guided by a thorough evaluation of the advantages and disadvantages of each activity. The strategy aligns with the Company's policy of increasing business volumes while minimizing exposure to excessive risks.

Inflation and Cost Structure

The cost of revenues mainly includes raw materials such as sugarcane, chemicals, stores, repairs and maintenance, and finance costs. Acknowledging the inflationary pressures associated with these inputs, the Company has established specific procurement policies for sugarcane and related materials essential for production to effectively mitigate associated risks.

At Jauharabad Sugar Mills, cost optimization and reduction remain a strategic priority at the organizational level. These initiatives are closely monitored through a budgetary control system, with regular comparisons of budgeted figures against actual performance to ensure alignment with the Company's financial model. A strong focus on cost management is embedded throughout the organization, promoting a culture that emphasizes cost reduction and control as key drivers of operational efficiency and financial sustainability.

Government policies and impacts

The sugar industry continues to operate within a highly regulated framework. Provincial governments play a central role in regulating sugarcane procurement policies, including the determination of sugarcane pricing and the issuance of directives governing the commencement and duration of crushing operations under applicable statutes. The Federal Government regulates sugar trade through the issuance of export and import permissions, which significantly influence market dynamics and liquidity within the sector. Consequently, a sugar company's cost structure and revenue realization remain sensitive to policy decisions relating to sugarcane pricing, energy tariffs, and trade controls. Notwithstanding these challenges, the Company maintains strict compliance with all applicable regulatory requirements and actively engages with relevant authorities to ensure smooth operations, effective risk management, and sustainable business growth.

Legal Risk

Legal risk refers to the exposure of the Company to potential legal actions. As the Company operates under various laws, it must conduct its business strictly within the framework of the law, which inherently exposes it to legal risks.

The Company has a team of experienced professionals and advisors who focus on assessing the risks associated with contracts, determining the Company's obligations under applicable laws, limiting liabilities under the contracts, and addressing potential risks to ensure full compliance with all contractual commitments.

Board of Directors and its Committees

The Board of Directors of the Company as of September 30, 2025, consists of:

Total Number of Directors:

Male	06
Female	01

Board Composition

The composition of board of the director is as follow.

Executive Directors	02
Independent Directors	03
Non-Executive Directors	02
Female Directors	01

The names of the directors for the year ended September 30, 2025, are as follows.

Sr. No.	Director	Category	Meetings Attended
1	Syed Anwar Hussain Shahid	Chief Executive	4/4
2	Mr. Muhammad Aamir Beg	Chairman/Independent	4/4
3	Mr. Jawad Ur Rehman Khan Lodhi	Independent	3/4
4	Mr. Ghias Ul Hassan	CPL Nominee/Non-Executive	4/4
5	Ms. Faiza Iftikhar	Independent	3/4
6	Mr. Saif Ur Rehman	CPL Nominee/Executive	4/4
7	Mr. Amjad Javed Aftab	CPL Nominee/Non-Executive	3/4

Directors who were unable to attend the Board Meeting and had formally requested leave were appropriately granted leave of absence from the meeting by the Board in accordance with legal requirements.

Executive Director Serving Other Organization

No executive director simultaneously serves as a non-executive director in any other company. Similarly, the Company does not provide any remuneration to non-executive directors for their service on the Board of Directors.

Director Training Program (DTP)

In terms of Regulation 19 of Chapter VI of the Code of Corporate Governance presently, six (6) directors of the Company have already acquired certification under the Director's Training Program. The remaining one (1) director shall obtain certification within stipulated time frame.

System Audit by External Specialist

The internal system is certified by Bureau Veritas, and the Company also appoints specialized external experts who are proficient in providing services to strengthen the credibility of internal control systems.

Security Clearance of Directors

All directors appointed by the Company are Pakistani nationals. The Company has a specific policy requiring security clearance for each director before their election by the members at a meeting convened for the appointment of directors.

Meeting Held Outside Pakistan

All meetings held during the year took place at the Company's registered address in Pakistan.

Statement of Compliance

The Company has complied with the Best Practices of Corporate Governance as specified in the Listing Regulations of the Pakistan Stock Exchange, with no material deviations observed for the fiscal year ending September 30, 2025.

Pattern of Shareholdings

The pattern of shareholding of the Company, in accordance with the Companies Act, 2017, and the Code of Corporate Governance, as of September 30, 2025, is annexed.

Performance Evaluation of Board Of Directors/CEO And Committees of The Board

The Board conducts a self-assessment to evaluate its oversight role and overall effectiveness. The key areas of focus include:

- Achieving corporate goals and objectives as outlined in the Company's vision and mission statements.
- Formulating strategies and providing directions to management for sustainable planning and operations.
- Assessing the performance of the Board's Committees in fulfilling their responsibilities as defined in their respective Terms of Reference (TORs).

Questionnaires have been designed based on relevant criteria, including effectiveness, accountability, planning, leadership, and strategy formulation by the Board and its Committees. A separate questionnaire has also been developed to evaluate the performance of the Chief Executive Officer, with the assessment conducted by the Directors. To enhance transparency, the Company plans to engage third-party Chartered Accountants to compile the results and prepare a report for the Board of Directors. Nevertheless, the internal review of the report's contents is undertaken to identify areas requiring improvement.

Audit Committee

As on date of this report, the Audit Committee include of three Directors, two of whom are independent directors, and one of them is non-executive director viz., Mr. Jawad Ur Rehman Khan Lodhi as Chairman, and Mr. Amjad Javed Aftab and Mr. Muhammad Aamir Beg as Members. The details of terms of reference of the Audit Committee, number and dates of meeting held, attendance, among others are given separately in the attached Corporate Governance Report. Additionally, the board ensures that the Chairman of the audit committee is in attendance at the Annual General Meetings (AGM) and address all queries of shareholders.

Human Resource & Remuneration Committee (HR&R) Committee

The Committee comprises three members and is chaired by Mr. Muhammad Aamir Beg (Independent Director), with Mr. Syed Anwar Hussain Shahid (Chief Executive) and Mr. Ghias-Ul-Hasan (Non-Executive Director) as members. The Committee operates under terms of reference aligned with the Code of Corporate Governance, 2019.

During the fiscal year 2024/25, the Committee held one meeting to discharge its responsibilities relating to remuneration and HR policies for senior management.

Risk Management Committee

There are two members of the committee comprised of Mr. Saif-Ur-Rehman (Chairman, Executive Director), with Mr. Amjed Javed Aftab (Non-Executive Director). During the fiscal year 2024/25, the Committee held one meeting to discharge its responsibilities.

Nomination Committee

The Committee comprises two members and is chaired by Ms. Faiza Iftikhar (Independent Director), with Mr. Ghias-Ul-Hasan (Non-Executive Director). During the fiscal year 2024/25, the Committee held one meeting to discharge its responsibilities.

Related Party Transactions

All transactions conducted with related parties during the year under review were carried out on an arm's length basis, duly approved by the Audit Committee, and are in compliance with the applicable provisions of the Companies Act, 2017, and the SECP Listing Regulations.

The Policy for Related Party Transactions has been prepared in accordance with Rule 3 of the Companies (Related Party Transactions and Maintenance of Related Records) Regulations, 2018, and includes the following minimum requirements:

- Information regarding the related parties involved in the transactions, including the nature of the relationship, at the time of approval in Board or General Meetings.
- Any limitations or conditions applicable to related party transactions.
- Identification of potential risks associated with related party transactions and the measures to mitigate such risks.
- Procedures to be followed in case related party transactions are not presented for approval by the appropriate forum within the prescribed time.
- Pricing policy for related party transactions.

Remuneration Policy

The Company has established a Remuneration Policy applicable to executive and non-executive directors, as well as individuals who may be appointed to Senior Management and Key Managerial positions. This policy, approved by the Board of Directors upon the recommendation of the Nomination and Remuneration Committee, governs the determination of remuneration for these positions.

Significant Events After Reporting Period

No significant events have occurred during the year subsequent to the reporting period.

Statement of Unreserved Compliance

The Company's financial statements have been prepared in accordance with the International Financial Reporting Standards issued by the International Accounting Standards Board (IASB), as required under the Companies Act, 2017.

Furthermore, certain standards and interpretations are yet to be implemented in Pakistan, as detailed in note 4.3.2 of the financial statements. The management, however, believes that the adoption of these upcoming standards and interpretations will not have a material impact on the Company's financial statements.

On behalf of the Board



Syed Anwar Hussain Shahid
Chief Executive
Lahore: December 26, 2025

Statement of Compliance

Listed Companies (Code of Corporate Governance) Regulations, 2019

Name of Company: Jauharabad Sugar Mills Limited

Year Ended: September 30, 2025

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

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

Gender	Number
Male	6
Female	1

2. The composition of the Board is as follows:

Category	Names
Independent Directors	Mr. Muhammad Aamir Beg
	Mr. Jawad Ur Rehman Khan Lodhi
	Ms. Faiza Iftikhar
Non-Executive Directors	Mr. Ghias-UI-Hassan
	Mr. Amjed Javed Aftab
Executive Director	Mr. Syed Anwar Hussain Shahid
	Mr. Saif-Ur-Rehman
Female Director	Ms. Faiza Iftikhar

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. A complete record of particulars of significant policies along with the dates on which they were approved or amended has been maintained.
6. All the powers of the Board have been duly exercised and decisions on relevant matters have been taken by Board/ Shareholders as empowered by the relevant provisions of Companies Act 2017 (the Act) and CCG Regulations.
7. The meetings of the Board were presided by the Chairman and, in his absence, by a director elected by the Board for this purpose. The Board has complied with the requirements of the Act and the Regulations with respect to frequency, recording and circulating minutes of meeting of the Board.
8. The Board have a formal policy and transparent procedures for remuneration of directors in accordance with the Act and these Regulations.
9. In terms of Regulation 19 of Chapter VI of the Code of Corporate Governance Presently, six directors of the Company have completed their Directors' Training Program, remaining one director will complete (program) within stipulated time period.
10. The Board approved appointment of Chief Financial Officer (CFO), Company Secretary and Head of Internal Audit, as and when the appointments were made, including their remuneration and terms and conditions of employment and complied with relevant requirements of the Regulations.
11. Chief Financial Officer and Chief Executive duly endorsed the financial statements before approval of the Board.
12. The Board has formed committees comprising of members given below:

Audit Committee	Chairman: Member:	Mr. Jawad Ur Rehman Khan Mr. Muhammad Aamir Beg Mr. Amjed Javed Aftab	Independent Director Independent Director Non-Executive Director
HR & Remuneration Committee	Chairman: Member:	Mr. Muhammad Aamir Beg Mr. Syed Anwar Hussain Shahid Mr. Ghias-UI-Hasan	Independent Director Chief Executive Non-Executive Director
Risk Management Committee	Chairman: Member:	Mr. Saif-Ur-Rehman Mr. Amjed Javed Aftab	Executive Director Non-Executive Director
Nomination Committee	Chairperson: Member:	Ms. Faiza Iftikhar Mr. Ghias-UI-Hasan	Independent Director Non-Executive Director

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

Meetings	Frequency
Audit Committee	Four quarterly meetings were held during the financial year ended September 30, 2025
HR & Remuneration Committee	One meeting was held during the financial year ended September 30, 2025
Risk Management Committee	One meeting was held during the financial year ended September 30, 2025
Nomination Committee	One meeting was held during the financial year ended September 30, 2025

15. The Board has set up an effective internal audit function.
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 ICAP and registered with Audit Oversight Board of Pakistan, that they or any of the partners of the firm, their spouses and minor children do not hold shares of the company and that the firm and all its 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 (ICAP) and that they and the partners of the firm involved in the audit are not a close relative (spouse, parent, dependent and non-dependent children) of the chief executive officer, chief financial officer, head of internal audit, company secretary or director of the company;
17. The statutory auditors or the persons associated with them have not been appointed to provide other services except in accordance with the Act, CCG Regulations or any other regulatory requirement and the auditors have confirmed that they have observed IFAC guidelines in this regard.
18. We confirm that the Company is compliant with all the mandatory requirements of the Regulations 3, 6, 7, 8, 27, 32, 33 and 36 of the regulation have been complied with.



Muhammad Aamir Beg

Chairman

Independent Auditors' Review Report

To the members of Jauharabad Sugar Mills 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 Jauharabad Sugar Mills Limited (the Company) for the year ended September 30, 2025, in accordance with the requirements of regulation 36 of the Regulations.

The responsibility for compliance with the Regulations is that of the Board of Directors of the Company. Our responsibility is to review whether the Statement of Compliance reflects the status of the Company's compliance with the provisions of the Regulations and report if it does not and to highlight any non-compliance with the requirements of the Regulations. A review is limited primarily to inquiries of the Company's personnel and review of the 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 with 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 September 30, 2025.

Place: Lahore

Date: January 02, 2025

UDIN: CR202510300zTQ4oUuVF



UHY Hassan Naeem & Co.
Chartered Accountants
(Mr. Ibne Hassan)





Diversity Policy

The Company has a diverse and balanced Board, which not only represents the shareholders but also provides a mix of professional expertise in leadership, finance, legal, regulatory and business management skills and experiences covering adequately all areas of JSML's business undertakings. Furthermore, in compliance with requirements of Code of Corporate Governance, a female director is also present on the Board of Directors.

The Board has also approved a gender diversity policy to provide a framework for governance of procedures and practices relating to enhancement of Gender Diversity within the Organization.

The Board has given categorical instructions that the Company shall pursue high standards of Human Resource Management practices to encourage participation in workforce from diverse groups, assist them in developing in-demand skills and create opportunities for them to advance into leadership roles within the Company.

The Company assign gender diversity targets to its senior management and incorporate these into their Key Performance Indicators (KPIs). The Human Resource Department will share workforce diversity trackers with senior management from time to time so they are fully aware of the progress and take appropriate actions, when required and will conduct Gender Pay Gap Analysis relevant to the industry, in order to bridge any gender, pay gap.



Quality Assurance Policy

Jauharabad Sugar Mills Limited is committed to producing premium-grade sugar through the implementation of a robust, integrated Quality and Food Safety Management System. Leveraging innovative sugarcane varieties developed by Government Research Institutions, the Company is dedicated to advancing agronomic practices among farmers in the Khushab region. The Cane Research and Development Department regularly organizes seminars in collaboration with Government Research Institutions, fertilizer companies, and pesticide firms, educating farmers on advanced harvesting techniques, such as pit farming, while providing guidelines to optimize cane yield and minimize losses. To ensure the sustainability of specific crop varieties and reduce dependency on chemical pesticides, the Company's Bio-Laboratory distributes Trichogramma Cards to farmers as a natural method to prevent pest infestations. During the crop season, the Cane Team emphasizes stringent Quality Control and Assurance measures, including reducing field-to-mill transit times and conducting comprehensive sugarcane testing upon arrival through the Online Cane Laboratory.

The Company is firmly committed to consistently meeting sugar standard requirements while promoting continuous improvement in its quality management system to enhance production, operational, and organizational efficiencies. This commitment is reflected in the Company's quality policy, which pledges to meet the expectations and requirements of customers and stakeholders. Quality assurance encompasses all operational activities by monitoring process parameters and product attributes, focusing on stability studies, validations, addressing customer complaints, and investigating deviations in coordination with the main laboratory, process, and mill house teams. During the crushing season, sugar monitoring and testing are conducted in accordance with Good Laboratory Practices (GLP), aligned with the high-quality standards established by the Pakistan Standard and Quality Control Authority (PSQCA) and the Punjab Food Authority (PFA). Additionally, the Company strives to obtain ISO certifications to reinforce its commitment to excellence.

The Company's quality management framework includes documented protocols, detailed process flowcharts, comprehensive work instructions, periodic internal audits, and related quality records. Quality control policies, procedures, and assurance measures cover the entire process from field to market. These quality management practices contribute to measurable improvements in financial performance, address customer needs by delivering high-quality products, enhance operational capabilities consistently, and, most importantly, ensure a safe working environment.



Performance Management Policy

The Company is committed to build strong corporate culture that is shaped by motivated team who demonstrate deep believe in company's vision and values. Success of the Company undoubtedly lies in the tired-less efforts of its human resources. The Company has developed a performance review process, based on following objectives, in order to recognize employees' contributions and right compensation.

- To establish clarity in job description through employee recruitment plan to make efficient out from human resource.
- To give a sense of direction and challenge to the individual and their team through role clarity.
- To determine continuous critical analysis of objectives and performance standard of each job.
- To provide effective employee orientation and integrate with culture of organization.
- To ensure aligning of employee's personal goal with organizational goal to enhance productivity and profitability.
- To help different functions and departments to go beyond targets and benchmarks and take quantum jumps.
- To achieve targets and bench marks, develop culture of cross-functional meetings.
- To build open communication culture through regular feedback.
- To create supportive and empowering corporate culture in the organization.
- To Identify talent for succession planning.
- To Identify employees with long term growth potential.
- To Identify employees performing below expectation and what inputs are required to improve their performance.
- To provide on-going training to improve low performers as needed.
- To ensure growth of employees for organizational perpetuity.
- To creating total quality environment by enhancing the commitment of people in terms of productivity, quality, technology, structure and systems.
- To assure effective reward mechanism to boost employee performance, individual performance is not linked to group performance.



Conflict of Interest Policy

Jauharabad Sugar Mills Limited recognizes the importance of conducting business with honesty, transparency, and strong corporate governance. To uphold these principles, the Company has established a Conflict of Interest Policy to prevent directors and employees from engaging in Company matters where personal, financial, or other interests may compromise impartial decision-making. This policy applies to all current and prospective employees, independent contractors, and individuals acting on behalf of the Company. The Board of Directors emphasizes the duty of confidentiality (protection of insider information), the duty of loyalty (prioritizing Company responsibilities over external interests), and fiduciary responsibilities in financial and legal matters. Under this policy, Board members are prohibited from participating in discussions, reports, or votes on matters in which they have any interest, except when such interest arises solely from their role as a director. Directors are also restricted from trading in the Company's shares and must report any share transactions conducted by their dependents or associated entities that come to their knowledge. The Board remains committed to following defined policies and procedures to prevent actual or perceived conflicts of interest during business operations.

Disclosure of Interest by Director

Every director, including their spouse and minor children, must disclose any direct or indirect interest or involvement in a contract or arrangement entered into, or proposed to be entered into, by or on behalf of the Company. The nature of such interest must be disclosed at a Board meeting. Directors are required to report any actual or perceived conflicts of interest in accordance with applicable legal requirements. Once a conflict or potential conflict is disclosed, the concerned Board member must abstain from participating in related discussions and is not permitted to vote on the matter.

Abidance of Laws / Rules

Board members shall comply with all applicable laws, regulations, and the Code of Corporate Governance while performing their duties. They are required to follow all lawful orders and directives issued during the course of their responsibilities. Additionally, Board members must adhere to statutory requirements, regulatory directives, and the policies of Jauharabad Sugar Mills Limited (JSML).

Integrity

Board members are expected to uphold the highest standards of ethics, professional integrity, and dignity in all interactions with stakeholders, refraining from any conduct that could adversely affect the reputation of Jauharabad Sugar Mills Limited (JSML). If a director becomes aware of any irregularities that may impact the Company's interests, they must promptly inform the Board.

Confidentiality

Board members shall maintain the privacy and confidentiality of all information obtained in their capacity as directors or acquired during their tenure. Such information must not be disclosed unless required by law, regulatory authorities, or Company policy. Information entrusted to directors must be used solely for its intended purpose and not for personal gain. Furthermore, inside information regarding Jauharabad Sugar Mills Limited (JSML) must not be used, directly or indirectly, for the benefit of directors or third parties.



Supply Chain Management Policy

Supply chain management involves the proactive oversight of all supply chain activities to maximize customer value and achieve sustainable competitive advantage. The sugar industry represents a major agro-processing sector. Delegation and competitiveness in agro-based industries require innovative coordination between farmers and other stakeholders to optimize sugar production while minimizing overheads. A robust network of resources is essential to achieve this. The challenge of maintaining competitiveness in field operations aggregating cane from thousands of growers for a single factory enhances the significance of supply chain management in agro-business. Although the mills' economic zone predominantly consists of small farm holdings, the Company recognizes that smaller farmers form a vital part of the cane grower base in the region. This underscores the importance of incentivizing them through initiatives such as sharing agricultural tools and modern technology.

The Company's cane department actively works to mitigate factors affecting regional cane supply, which may include: a) climatic conditions, b) lack of technical knowledge, c) production constraints, d) political influences, and e) recovery rates.

Sugarcane Management

Cane management remains the most critical function in the sugar sector. The quality of seeds used by farmers, plantation techniques, judicious fertilizer application, and effective ratoon management are key determinants of superior cane delivery.

Seed Management and Development

The Company emphasizes the development of high-performing cane varieties with superior recovery and yield. Collaborations have been established with Faisalabad and other renowned research institutions experienced in developing improved seed strains. These seeds undergo testing in Company demonstration plots, and upon successful results, they are adopted for commercial farm use.

Ratoon Management

In the Khushab Zone, the Company conducts workshops to promote best practices in ratoon management. Tractor-mounted insecticidal and fertilizer sprayers are deployed to protect ratoon crops from pests such as black bugs, which can cause yellowing and malnutrition. Activities including gap-filling, irrigation, and follow-up fertilizer applications are carried out to ensure healthy crop growth.

Innovative Planting Techniques

The Company's cane management team trains farmers in advanced planting methods, such as trench planting, wide row spacing, intercropping, and twin-row planting, to enhance yield, recovery, and overall cane quality.

Soil Testing and Improvement

The Jauharabad plant is equipped with soil testing laboratories to assess soil quality in its command areas. Soil samples collected from various villages are analyzed for fertility, and appropriate fertilizers are recommended to improve nutrient content. Fertilizers are provided to farmers at subsidized rates.



Insider Trading Policy

Jauharabad Sugar Mills Limited maintains a stringent Insider Trading Policy to ensure that all employees and directors comply with legal and regulatory requirements and uphold the highest standards of corporate governance. This policy is periodically communicated to all employees and serves to prevent any misuse of unpublished price-sensitive information for personal gain or the gain of others. Employees are strictly prohibited from trading in the Company's shares based on insider information, whether directly or indirectly.

Trading in the Company's shares is not permitted during closed periods, which are typically defined around sensitive corporate events such as the preparation and announcement of quarterly, half-yearly, or annual financial results. Trading is allowed only during designated open periods, generally lasting two weeks following the public disclosure of such results. Employees intending to transact in Company shares must provide prior written notification to the Company Secretary before executing any transaction. Upon completion of the transaction, employees are required to report full details, including the number of shares, transaction price, and form of shares (physical or electronic under the Central Depository System), to the Company Secretary within two days. Furthermore, reverse transactions in the shares are prohibited within six months of the original transaction to prevent profit-taking based on short-term insider advantage.

Directors are subject to even stricter obligations. They are prohibited from trading in the Company's securities, either directly or indirectly, on their own account, on behalf of relatives, or through associated entities, if they possess any unpublished price-sensitive information. Directors must not communicate such information, directly or indirectly, to any person who may use it for trading purposes.

In addition, directors and their spouses must immediately notify the Company Secretary in writing if they acquire, sell, or otherwise take any beneficial position in the Company's shares. This notification must include comprehensive details, such as the transaction date, price, number of shares, form of shareholding, and the nature of the transaction.

No director is permitted to engage in share transactions during closed periods as determined by the Board of Directors, including periods leading up to the announcement of financial results, corporate mergers, acquisitions, or other strategic decisions that may influence share prices. The Company also encourages directors and employees to seek guidance from the Company Secretary in case of any doubt regarding permissible transactions.



Safety of Records Policy

Jauharabad Sugar Mills Limited, in line with corporate requirements governing day-to-day business operations and administrative controls, generates a significant and growing volume of records. To manage these records efficiently and securely, the Company has implemented a comprehensive policy governing the creation, classification, management, retention, security, and disposal of both physical and electronic records, in accordance with the retention timelines prescribed under Section 220 of the Companies Act, 2017. In the absence of a structured policy and clearly defined protocols addressing: i) which records must be retained, ii) where and how records are to be stored, iii) who is responsible for record custody and management, and iv) the applicable retention and disposal periods, the Company may be exposed to operational inefficiencies, regulatory non-compliance, and potential legal or financial penalties. To mitigate these risks, JSML has established a robust records management framework aimed at ensuring governance transparency, data protection, regulatory compliance, operational continuity, and cost optimization through systematic record handling and controlled disposal practices.

- a) **Operational Consistency:** Ensure that staff perform their duties consistently and efficiently, with clear access to accurate records that reflect the processes, decisions, approvals, and actions underlying the Company's operations.
- b) **Information Accessibility:** Provide a structured and reliable information management system across the Company to promote transparency, interdepartmental coordination, institutional learning, and effective knowledge sharing.
- c) **Legal and Evidentiary Support:** Ensure the availability of credible, authentic, and verifiable records to protect the rights, obligations, and interests of the Company, its employees, regulators, and other stakeholders affected by its activities.
- d) **Ownership and Responsibility:** Establish that all records generated in the course of business are the property of Jauharabad Sugar Mills Limited, irrespective of the individual, department, or function responsible for their creation or maintenance.
- e) **Preservation of Corporate Memory:** Safeguard the Company's corporate memory by ensuring that critical historical, financial, legal, and operational records remain accessible over time, without degradation or loss of institutional knowledge.
- f) **Audit and Accountability:** Demonstrate accountability and good governance by maintaining accurate and retrievable records that support internal controls, management reviews, and internal and external audit requirements.
- g) **Retention and Disposal:** Ensure that records are retained only for the period required by legal, regulatory, and business needs, and are securely disposed of in accordance with the approved records retention schedule, minimizing data security risks and storage costs. JSML continues to report this information under the Safety of Records Policy section of its annual report.



Occupational Health & Safety Management Policy

Jauharabad Sugar Mills Limited (JSML) remains fully committed to upholding and continuously improving the highest standards of Occupational Health, Safety, and Environmental (HSE) performance across all its operations. The Company recognizes that a safe and healthy workplace is fundamental to productivity, employee well-being, and long-term organizational sustainability. Achieving this requires the collective involvement, accountability, and dedication of both management and employees.

JSML promotes open and transparent communication channels that encourage employees at all levels to actively participate in identifying hazards, reporting unsafe conditions, and proposing safety enhancements. This collaborative approach has significantly contributed to reducing the number of incidents per machine-hour and strengthening the overall safety culture within the organization.

The Company's primary objective is to minimize any adverse environmental or health impacts arising from its operations while ensuring full compliance with applicable national laws, industry standards, and regulatory requirements. To support this goal, JSML continuously invests in modern safety equipment, advanced fire management systems, personal protective gear (PPE), air emission monitoring instruments, and improved engineering controls. The Company also focuses on proactive risk mitigation by routinely monitoring high-risk areas and assessing potential operational threats.

Employee awareness and capacity building form a critical part of JSML's safety strategy. Regular safety presentations, toolbox talks, and awareness sessions are conducted at the factory and head office, particularly for workers at lower hierarchical levels. These sessions highlight the risks associated with machinery, safe work practices, and the importance of wearing personal protective equipment. To ensure understanding and accessibility, safety communication and training materials are delivered in vernacular languages, enabling employees to grasp technical instructions clearly.

Management places strong emphasis on hazard elimination and risk reduction through structured planning, risk assessments, and the establishment of measurable objectives. Occupational health and safety considerations form a permanent agenda item in all departmental and senior management meetings, ensuring continuous oversight. Furthermore, safety-related KPIs are incorporated into the SMART goals of department heads, supervisors, and senior leaders to reinforce accountability and compliance. As a result of these efforts, the Company successfully concluded the year with no reportable occupational illnesses or lost-time injuries, reinforcing JSML's commitment to workplace safety.

JSML also conducts periodic health-focused inspections of machinery, plant equipment, and facilities to maintain optimal working conditions. Routine employee health monitoring is carried out through medical evaluations, wellness screenings, and occupational health assessments. To enhance emergency preparedness, the Company organizes training programs on fire safety, evacuation protocols, basic lifesaving techniques, medical emergency responses, and first-aid management. Basic Life Support (BLS) training equips employees with the skills needed to recognize life-threatening conditions and respond promptly and effectively.

Maintaining robust health and safety standards across all mills, offices, and field operations remains a key priority for Jauharabad Sugar Mills Limited. The Company continues to implement systematic risk-management practices, improve existing protocols, and introduce new procedures aimed at preventing fires, accidents, injuries, and other workplace hazards. Through continuous monitoring, active employee engagement, and strong leadership commitment, JSML ensures a safe working environment for its employees, contractors, visitors, and all stakeholders.



Disaster Recovery Plan

Jauharabad Sugar Mills Limited (JSML) emphasizes operational resilience and preparedness to ensure uninterrupted business operations. The Company has established a comprehensive Disaster Recovery Plan (DRP) to enable rapid response, effective coordination, and timely restoration of critical functions during unforeseen disruptions. The Plan focuses on proactive risk identification, mitigation, and continuous preparedness across all operational and processing areas. Risk avoidance and early detection remain central to the Company's resilience strategy. Supported by dynamic planning, structured communication, and robust governance, JSML is well-equipped to manage recovery efforts and maintain business continuity during crises.

Key elements of the Disaster Recovery Plan include:

- Ensuring business continuity across the Company's production, supply chain, and support operations.
- Ensuring workers understand the shutdown procedures and maintain a calm and cooperative approach during emergencies
- Safeguarding the Company's brand image and stakeholder confidence through timely and transparent communication.
- Issuing early warnings to the Board of Directors or corporate office when required.
- Establishing a dedicated Crisis Management Team (CMT) to respond effectively to emergency situations.
- Providing regular training and drills for personnel responsible for executing the recovery plan.
- Conducting periodic reviews, simulations, and updates to the DRP to address evolving risks, technologies, and regulatory requirements.

JSML's Disaster Recovery Plan covers both natural and human-induced emergencies, including fires, equipment failures, hazardous spills, cyber incidents, natural calamities, and other events that may threaten operational continuity. In the event of an incident, the situation must be assessed quickly and accurately.

The shift in-charge who remains present at all times serves as the first point of assessment and is responsible for immediately informing Senior Management. Depending on the nature of the event, the emergency may affect the entire unit or be contained within a specific section. The shift in-charge will also activate alarm systems in the relevant areas to initiate evacuation and response procedures.

Once an emergency is declared, command responsibility will shift to the relevant authority, such as the General Manager or another designated senior official.

Actions undertaken will include:

- Evacuating all personnel not directly required to manage the situation from the affected area.
- In the event of a fire, immediately notifying the fire brigade and deploying trained internal fire-fighting personnel.
- Ensuring that all critical applications, equipment, backups, and essential documents are protected, safeguarded, and restored as per protocol.
- Through this comprehensive Disaster Recovery Plan, JSML reaffirms its commitment to operational integrity, employee safety, and safeguarding Company assets. The Plan supports resilience, minimizes downtime, and ensures continuity of essential business functions under adverse circumstances.



The Company ensures that the interest of the Shareholders is protected. In order to ensure their participation in general meetings, JSML management takes many steps including:

- All notices related to the Shareholders' meetings are being announced timely through Pakistan Stock Exchange and also published in newspapers in English and Urdu language as per the specified timeline and requirements.
- All notices of the Shareholders' meetings are dispatched at the registered addresses of the Shareholders available with the Company as per regulatory requirement to acquaint them with the agenda of the meeting.
- Annual Report is being sent to each member of the Company before the AGM in electronic form and in hard copy form who asked for the same.
- Shareholders are facilitated and encouraged in appointing proxies in case they are unable to attend the AGM in person. For this purpose, proxies in English and Urdu Language is sent to the members along with the notices and also available on our website.
- Shareholders are encouraged to comment, raise queries and provide feedback in the meeting.
- It is also ensured to comply with all the regulatory requirements and takes all possible steps to encourage attendance of minority shareholders in general meetings.



Stakeholders' Engagement/ Grievance Policy

Jauharabad Sugar Mills Limited strives to develop and maintain trustworthy relationships with its stakeholders, including shareholders and investors. In this regard, a formal policy approved by the Board of Directors is in place, which emphasizes timely, transparent, and accurate disclosure of all material information without providing any undue advantage to a particular investor. This enables stakeholders to make informed investment decisions. All information disclosed to the public strictly complies with the Rule Book of the Pakistan Stock Exchange Limited ("PSX") and the Listed Companies (Code of Corporate Governance) Regulations, 2019.

The Company also provides its shareholders with appropriate channels to raise grievances and submit inquiries through the Corporate Department and during General Meetings, where such matters are addressed by the Company Secretary. Furthermore, in compliance with PSX requirements, JSML organizes an annual corporate briefing for all stakeholders to discuss the Company's performance, future outlook, and to address their concerns. The key principles of the Investors Grievance Policy include handling all investor complaints with courtesy, fairness, and within a reasonable timeframe, while ensuring equal and fair treatment of all investors at all times.

In addition, the Company remains committed to enhancing transparency and investor confidence through continuous engagement and effective communication. Structured mechanisms are in place to record, monitor, and resolve investor-related matters, ensuring that issues are addressed efficiently and escalated where necessary. The Investors Grievance Policy is reviewed periodically to incorporate regulatory changes and best practices, reinforcing the Company's commitment to accountability, ethical conduct, and the protection of investors' rights.



Integrated Management System Policy

Jauharabad Sugar Mills Limited (JSML) is committed to the effective implementation and continual improvement of its Integrated Management System to ensure consistent achievement of quality, food safety, and halal requirements. This commitment is shared by management and employees at all levels and across all functions. JSML ensures a safe, healthy, and compliant working environment through risk-based controls, while managing environmental and social impacts responsibly. The Company aims to consistently deliver quality, halal, and safe products that meet customer, statutory, and regulatory requirements at competitive and affordable prices.

The Company is also committed to:

- Understanding & addressing the internal/external context of the organization, while consistently enhancing customer satisfaction through the reliable supply of quality, safe, and halal products by continually improving its Integrated Management System.
- Complying with all applicable national and international laws, regulatory requirements, and standards related to its products and operations, as well as the requirements of the Integrated Management System and customer-agreed finished product specifications.
- Establishing objectives and identifying training and development needs through regular review and monitoring of processes and activities, ensuring the availability and maintenance of competencies required for the effective implementation of the Integrated Management System.
- Safeguarding and strengthening the white refined sugar market, while enhancing product quality and food safety performance through the effective and consistent implementation of the Integrated Management System.
- Continuously improving the effectiveness and performance of the Integrated Management System, products, processes, infrastructure, work environment, and human resources through systematic evaluation, monitoring, and management review.



Social & Environmental Responsibility

Human resources are the cornerstone of any organization, particularly in a knowledge-driven economy. Jauharabad Sugar Mills Limited is dedicated to creating an environment that nurtures talent, fosters enterprise, and promotes growth within an open and supportive culture, aligned with its “HR Vision.” Sustainable human resource management focuses on efficient recruitment processes that balance individual skill enhancement with organizational competitiveness. Human Resource Management (HRM) is an integral part of the Company’s business strategy, fostering leadership, individual accountability, and teamwork. The Company recognizes that its success depends on the quality of its human resources, the most valuable asset contributing to sustained growth.

As a pioneer in Pakistan’s sugar sector, the Company employs a diverse range of skilled professionals, many of whom are affiliated with prestigious local and international universities. To safeguard employee rights, the Company provides healthcare, a safe and secure work environment, and fair compensation. The HRM policy aims to achieve the following objectives:

- Candidates undergo a comprehensive recruitment and selection process to ensure the right individual with the appropriate experience is hired at the right time and offered a competitive compensation package.
- Management develops philosophies and practices aimed at promoting motivation and retaining the most talented employees in the organization.
- Regular skill enhancement workshops and seminars are conducted for hardworking and motivated employees to further refine their abilities and strengthen their contributions to the team.
- An annual recognition event is held to reward employees who have made significant contributions, fostering motivation and encouraging continuous improvement and innovation within teams.
- Recognizing the challenges faced by individuals with disabilities, the Company maintains a defined ratio for employing persons with disabilities, contributing to a sustainable improvement in their quality of life.



Human Resource Management Policy

Human resources are the cornerstone of Jauharabad Sugar Mills Limited's long-term sustainability and operational excellence. In a knowledge-driven and competitive business environment, JSML is committed to cultivating a transparent, inclusive, and high-performance culture that values talent, encourages innovation, and supports continuous personal and professional growth.

Human Resource Management at JSML is strategically integrated into the Company's business planning and growth framework. The Company firmly believes that its people defined by their commitment, expertise, integrity, and teamwork represent its most valuable asset. JSML remains dedicated to protecting employee rights, ensuring a safe and respectful working environment, providing competitive remuneration, and offering equitable opportunities for learning, advancement, and career development.

1. Preparation of Succession Plan

JSML has established a structured succession planning framework to ensure leadership continuity and operational resilience. Key management and critical technical positions are identified, and potential successors are developed through:

- Targeted training and mentoring programs
- Job rotation and cross-functional exposure
- Performance evaluations and leadership assessments

Succession planning is reviewed periodically by senior management and aligned with the Company's long-term strategic objectives to mitigate operational risks and ensure stability in leadership transitions.

2. Merit-Based Recruitment

JSML follows a structured and merit-based recruitment and selection process to ensure that qualified, competent, and ethical individuals are hired. Recruitment decisions are based on:

- Educational qualifications and relevant experience
- Technical skills and behavioral competencies
- Transparent screening, testing, and interview procedures

The Company offers fair and competitive compensation packages consistent with industry benchmarks and market practices, ensuring equal opportunity without discrimination on the basis of gender, religion, disability, or background.

3. Performance-Based Appraisal System

JSML operates a performance management and appraisal system that links individual goals with organizational objectives. Employee performance is evaluated periodically based on:

- Clearly defined Key Performance Indicators (KPIs)
- Job responsibilities and achievement of targets
- Professional conduct, teamwork, and compliance

Performance evaluations form the basis for promotions, rewards, training needs, and succession planning, promoting accountability and continuous improvement across all levels of the organization.



4. Promotion, Reward and Motivation

The Company maintains a transparent promotion and reward mechanism aimed at recognizing merit, consistency, and outstanding contributions. JSML motivates employees through:

- Annual recognition and awards ceremonies
- Financial and non-financial incentives
- Appreciation for innovation and continuous improvement

These initiatives foster a culture of motivation, loyalty, and high performance while encouraging employees to exceed expectations.

5. Training and Development

Employee capability development is a key pillar of sustainable HRM at JSML. The Company regularly organizes:

- Technical and managerial training workshops
- Skill development seminars and refresher courses

JSML also promotes youth development through a structured six-week paid internship program, providing young professionals and fresh graduates with practical exposure and industry experience, bridging the gap between academia and professional life.

6. Diversity, Equity & Inclusion (DE&I) Policy

Jauharabad Sugar Mills Limited is committed to fostering a diverse, equitable, and inclusive workplace where all employees are treated with dignity, fairness, and respect.

The Company's DE&I Policy ensures:

- Equal employment opportunities regardless of gender, age, religion, ethnicity, disability, or socio-economic background
- Inclusive recruitment and career progression practices
- Representation and integration of persons with disabilities, supported through reasonable workplace accommodations.
- A zero-tolerance approach toward discrimination, harassment, or bias
- JSML promotes awareness of diversity and inclusion through internal communication and management practices, contributing to a positive work culture, enhanced employee morale, and improved organizational performance.

7. Employee Engagement / Feedback

JSML promotes open communication, transparency, and employee engagement at all levels of the organization. The Company encourages:

- Regular dialogue between management and employees
- Feedback mechanisms to address concerns and suggestions
- Cross-functional collaboration and teamwork

Employee input is considered essential for organizational improvement and policy development, strengthening trust, engagement, and long-term commitment.



Risk Management & Internal Control Policies

Jauharabad Sugar Mills Limited (JSML) recognizes that effective risk management and a sound internal control system are essential for safeguarding assets, ensuring reliable financial reporting, regulatory compliance, and sustainable business growth. The Company is committed to identifying, assessing, and managing risks in line with applicable laws, regulatory requirements, and corporate governance best practices under the oversight of the Board of Directors.

Enterprise Risk Management and Key Risk Areas

JSML follows an enterprise-wide risk management framework integrated into strategic planning and daily operations. Key risks include strategic and market risks arising from price volatility and government policies, raw material and supply chain risks related to sugarcane availability and quality, energy and utility risks, financial risks including liquidity, interest rate, and foreign exchange exposure, as well as operational, compliance, and fraud risks. These risks are assessed based on likelihood and potential impact and are managed through appropriate mitigation measures.

Internal Control System

The Company has implemented internal controls to ensure proper authorization of transactions, protection of assets, accuracy and integrity of financial records, and prevention and detection of errors and fraud. These controls include budgetary controls, reconciliations, inventory verification, approval limits, segregation of duties, and system-based access controls, supported by an independent internal audit function.

Governance, Oversight and Review

The Board of Directors oversees the risk management and internal control framework, while the Audit Committee monitors its effectiveness and compliance. Management is responsible for implementation and continuous monitoring. The framework and significant risks are reviewed periodically to ensure continued effectiveness and relevance.



Whistle Blower Policy

Jauharabad Sugar Mills Limited has implemented a whistleblower mechanism to facilitate the reporting of concerns related to unethical behavior, actual or suspected fraud, or violations of the Company's Code of Conduct or Ethics Policy. This mechanism ensures adequate safeguards to protect individuals from victimization. To mitigate the risk of unethical practices or misconduct, the Company provides direct access to the Chairperson of the Audit Committee. Additionally, a comprehensive whistleblowing policy has been established with the following core objectives;

- Every individual, including directors, employees, and stakeholders, is obligated to report any actual or suspected violations of the organization's Code of Conduct.
- Concerns must be raised without fear of retaliation and will be handled fairly, even if found to be unsubstantiated.
- The confidentiality of the whistleblower will be maintained, ensuring the subject matter is appropriately addressed and accountability is upheld.
- Whistleblowers will be protected from adverse employment actions, such as termination, reduction in compensation, or threats of physical harm.

The Company's whistleblowing policy encourages all team members to report suspected wrongdoing, including violations of Company policies and procedures, breaches of legal requirements, general malpractice, gross misconduct, breaches of audit regulations, unethical or immoral behavior, and victimization. The policy provides clear guidelines for raising such concerns while ensuring confidentiality and protection for disclosures. Its scope is focused on addressing issues related to money laundering, bribery, harassment, budget grievances, or disciplinary proceedings.



DISCLOSURE ON IT GOVERNANCE & CYBERSECURITY

IT Governance & Cybersecurity Policy

Board's Risk Oversight Function for Cybersecurity

JSML considers information as one of the most valued business asset and place great emphasis on safe custody, transmission and storage of its financial and non-financial information. The regulatory requirement applicable to the Company does not enforces Board responsibility in case of any cybersecurity risk, however, the Company has aligned its policies and procedures to efficient use of IT resources with the business requirements, smoothening the decision-making process used to define actions for achieving strategic goals of the Company.

Company has formed IT surveillance committee with a mandate to oversee the IT governance and cybersecurity related matters of the Company. In order to mitigate the cyber security risk, prudent assessment is made and forwarded along with the findings and recommendations to IT surveillance committee.

IT Governance Policy

There are no specific requirements impose through regulatory framework in which the Company operates related to cybersecurity risk. However, The Company has a implemented IT Governance Policy which ensure value creation through benefits realization and resource optimization, the Company has IT governance framework which governs to achieve excellence in IT risk management structure, development of internal controls, automation of business functions and structured decision making.

Cybersecurity Policy

The purpose of Cybersecurity framework is to define strategies which protect the data and integrity of computing assets belonging to or connecting to an organization's network. Its purpose is to defend those assets against all threat actors throughout the entire life cycle of a cyber-attacks. This helps to ensure that all internet connected assets and information are secured from cyber-threats. Core functions of this framework is here under: I



Identification of threat

The activities in the Identification function are foundational for effective use of the framework. Understanding the business context and the related cybersecurity risks enables an organization to focus and prioritize its efforts, consistent with its risk management strategy and business needs.

Protect

The Protect function supports the ability to limit or contain the impact of a potential cybersecurity event. Examples of outcome categories within this function include access Control, training and employee awareness sessions.

Detect

This function enables timely discovery of cybersecurity events. Examples of outcome categories within this function include anomalies and events, security continuous monitoring and detection processes

Respond

This function supports the ability to contain the impact of a potential cybersecurity incident. Examples of outcome categories within this function include response planning, mitigation techniques and improvements.

Recover

The recover function supports timely recovery to normal operations to reduce the impact from a cybersecurity incident. Examples of outcome categories within this function include disaster recovery mechanisms and contingency plans.

Cybersecurity Risk Oversight Function and Engagement

Data security and risk management is on top-priority of the company. Board is engaged in indirect oversight through the IT surveillance committee and internal audit to have an update on cybersecurity matters. Internal Audit department regularly performs network and cyber security audits, the results of which are presented to the Board's Audit Committee.

Controls and Procedures Related to Cybersecurity Risks

The cybersecurity program of the Company comprises of several different sections which are crucial to success of our cybersecurity framework. The Company has deployed multiple controls and procedures to manage its core IT functionalities and to mitigate different security threats. Some of controls and procedures are as follows:

- Internet access management;
- Email security gateway;
- Disaster Recovery Plan;
- Network and web application firewall;
- End point security systems;
- Server Patch Management;
- Physical Security.



IT Compliance & Cybersecurity Audit

JSML's IT department has a dedicated section for IT related compliance and security. Every year, external information risk assessment is carried out and its findings are also well incorporated in respective areas procedures and controls. Third party experts are also hired upon requirements.

Disaster Recovery Plan and IT Infrastructure

The Company has its production server facility at Jauharabad with backup server facility at Lahore Office and procedures in place to keep backups. In case of any disaster, the Company would be able to continue its operations smoothly. Availability of servers at such distant locations enables the Company to perform its IT functions without any interruptions in case of any infrastructural damage at any one location.

Digital Transformation of IT

The fourth industrial revolution, known as Industry 4.0, has emerged in past few decades. Industry 4.0 places the emphasis on digital technology, interconnectivity, access to real-time data, and the introduction of cyber-physical systems. Currently System Analysis and Resource Planning (SARP) software especially designed for sugar sector industry has been implemented within the Company and a state of the art information management systems to improve organizational efficiency, accelerate responsiveness, shrink time to market cycles, control costs and deliver sustainable business solutions. However, the Company is proactively looking for opportunities for advancement of its core business function through cut-to-edge IT technologies. Digital Transformation is also part of IT department's objectives.

Staff Trainings on Cybersecurity Risks

JSML's IT team regularly organizes training for the staff to follow best standard practices to avoid any cybersecurity threats & risks. The purpose of security awareness is to focus attention on security and recognition of the need to protect data, information and systems. An effective awareness training program addresses the cybersecurity mistakes that employees may make when using email, web and company servers.

Manufacturing Facilities

Jauharabad Sugar Mills Limited, situated in Jauharabad, District Khushab, Punjab Province of Pakistan, boosts a manufacturing facility characterized by its fire resilience and state-of-the-art firefighting equipment. The facility meticulously adheres to all levels of Health, Safety, and Environment (HSE) requirements, ensuring a secure operational environment.

Despite these robust safety measures, the company has proactively secured insurance coverage at the maximum level. This strategic decision provides a comprehensive safety net in the event of any natural disaster, safeguarding the company's financial interests and enabling a swift recovery. Consequently, any potential partial losses are mitigated through the robust insurance coverage, ensuring minimal impact on the company's day-to-day operations.

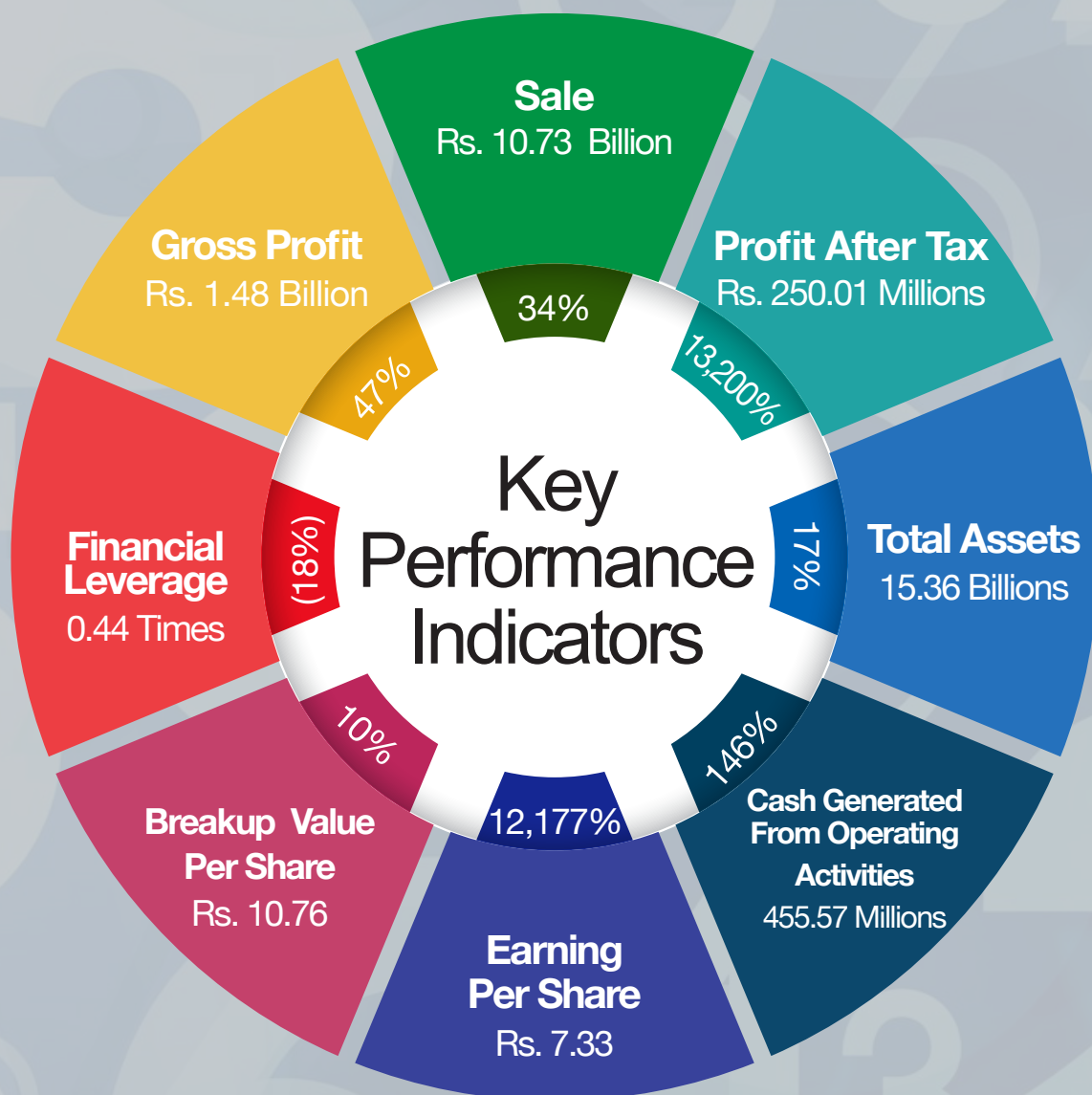
In essence, Jauharabad Sugar Mills Limited's commitment to stringent safety standards, coupled with extensive insurance coverage and contingency planning, underscores its dedication to ensuring business continuity and minimizing the impact of unforeseen events on its operations.





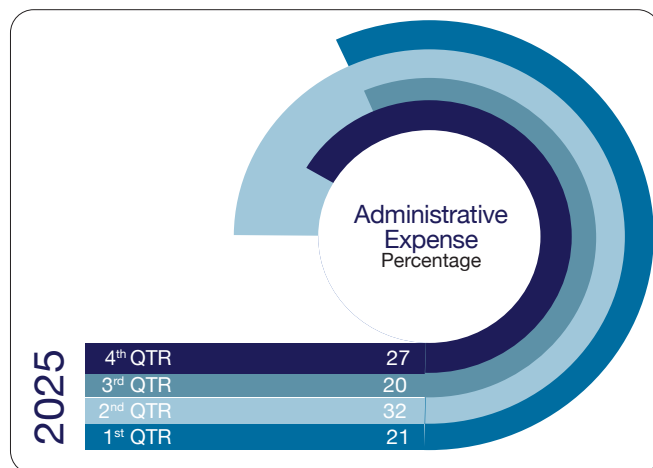
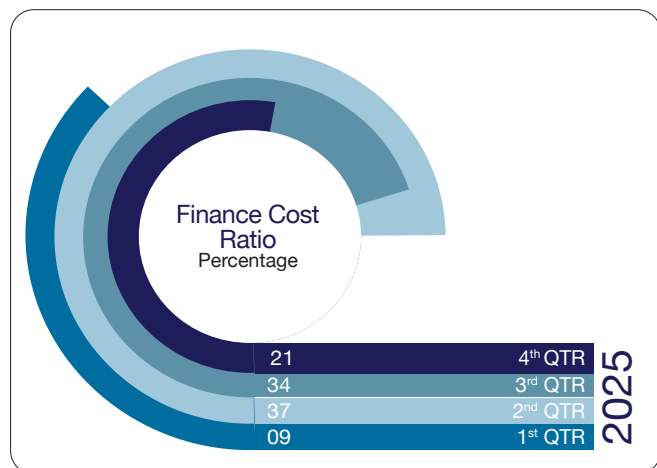
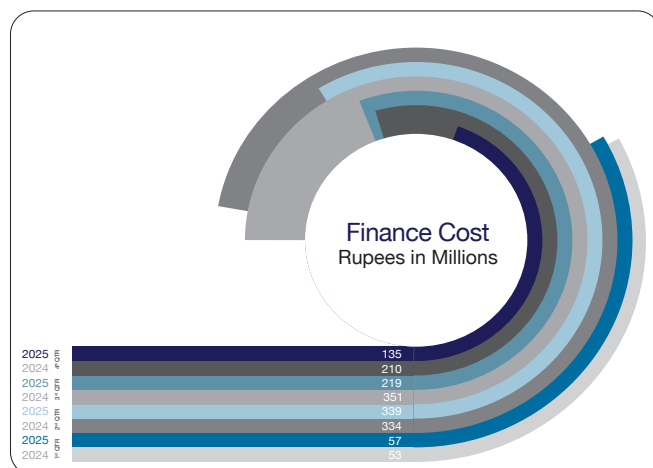
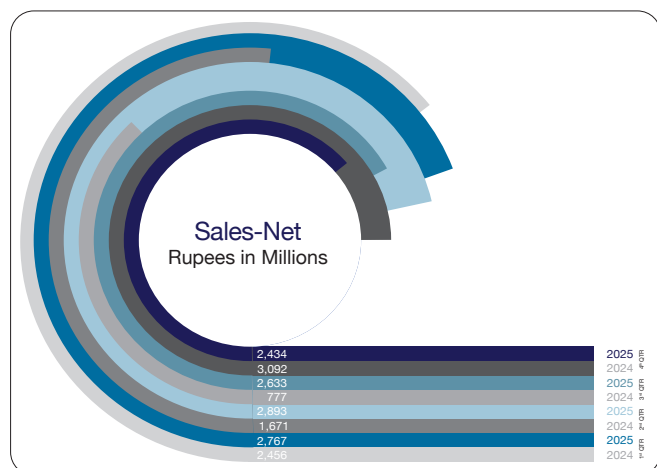
PERFORMANCE AND POSITION





Quarterly Performance

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Total
Sales - net	2,767,201	2,892,531	2,633,482	2,434,285	10,727,499
Cost of sales	(2,580,644)	(2,392,702)	(2,231,883)	(2,040,598)	(9,245,827)
Gross profit	186,557	499,829	401,599	393,688	1,481,673
Distribution cost	(3,546)	(28,370)	(487)	(22,553)	(54,956)
Administrative expenses	(55,515)	(86,510)	(55,063)	(73,080)	(270,168)
Operating profit	127,496	384,949	346,049	298,055	1,156,549
Finance cost	(56,764)	(239,089)	(219,005)	(134,855)	(649,713)
Other income/expenses	(4,841)	7,893	3,637	(56,935)	(50,246)
Profit before taxation	65,891	153,753	130,681	106,265	456,590
Levy	(32,548)	(13,991)	(2,256)	(22,564)	(71,359)
Taxation	13,880	(66,952)	(58,519)	(23,627)	(135,218)
Profit after taxation	47,223	72,810	69,906	60,073	250,012



1st Quarter

- This Quarter Sales Contributed 26% to the total annual sales, supported by stable sugar prices and steady domestic demand at the start of the crushing season.
- Gross profit was 11% of the annual total, with a gross margin of approximately 6.7%, reflecting higher cost of carry forward stock and initial contributions from by-products.
- Finance costs were 9% of the annual total, reflecting lower borrowing needs for working capital.
- Achieved a net profit after taxation of PKR 47.23 million, supported by reasonable revenues, effective resource utilization, and controlled operating expenses.

2nd Quarter

- Sales increased by about 4.5% compared to Q1, contributing 27% to the annual total, driven by continued crushing operations and favourable market conditions.
- Gross profit rose significantly to 33% of the annual total, with a gross margin of 17.3%, benefiting from higher by-product sales and contributions along with improved operational efficiency.
- Finance cost increased substantially to 37% of the annual total, rising sharply compared to Q1, primarily due to availment of short-term borrowings for cane purchases and elevated interest rates.
- Recorded the highest quarterly net profit after taxation of PKR 72.810 million, bolstered by strong gross profit and by-product contributions despite higher finance costs.

3rd Quarter

- Sales declined by about 9% compared to Q2, contributing 25% to the annual sales, mainly due to seasonal slowdown and softening sugar prices.
- Gross profit contributed 30% of the annual total, with a gross margin of 15.3%, sustained by efficient cost management and ongoing by-product revenues.
- Finance cost remained elevated, contributing 34% of the annual total, as short-term borrowings continued to support working capital requirements amid peak operational needs.
- Achieved a solid net profit after taxation of PKR 69.906 million, driven by resilient gross margins and controlled expense growth.

4th Quarter

- Sales declined by about 7% compared to Q3, contributing 23% to the annual sales, affected by post-season reduction in crushing activity and competitive market pressures.
- Gross profit contributed 26% of the annual total, with a gross margin of 16.2%, impacted by lower sugar prices offset partially by by-product performance.
- Finance cost decreased compared to previous quarters, contributing 21% to the annual total, due to partial repayment of short-term borrowings and some easing of interest burden.
- Recorded a net profit after taxation of PKR 60.073 million, supported by steady operations and effective cost controls in the closing quarter.

Horizontal Analysis	FY 2025		FY 2024		FY 2023		FY 2022		FY 2021		FY 2020		FY 2019	
	Rs. 000	%	Rs. 000	%	Rs. 000	%	Rs. 000	%	Rs. 000	%	Rs. 000	%	Rs. 000	%
Equity & Liabilities														
Shareholders equity	10,668,657	14.20	9,341,918	5.38	8,864,928	4.03	8,521,273	78.94	4,762,174	1.40	4,696,282	61.94	2,899,934	5.64
Non-current liabilities	1,013,030	12.38	901,435	(11.62)	1,019,943	(3.69)	1,059,043	174.39	385,960	(23.15)	502,237	32.04	380,357	(25.31)
Current liabilities	3,674,147	(10.40)	4,100,823	74.35	2,352,071	5.94	2,220,250	279.92	584,398	(13.79)	677,845	(37.28)	1,080,800	(24.69)
	15,355,834	7.05	14,344,176	17.22	12,236,943	3.70	11,800,566	105.85	5,732,532	(2.45)	5,876,365	34.75	4,361,091	(7.00)
Assets														
Non-current assets	11,489,131	11.79	10,277,529	4.68	9,818,039	3.16	9,517,500	85.70	5,125,275	(0.05)	5,128,055	56.51	3,276,400	1.10
Current assets	3,866,703	(4.92)	4,066,646	68.12	2,418,904	5.95	2,283,066	275.96	607,257	(18.85)	748,310	(31.01)	1,084,691	(25.13)
	15,355,834	7.05	14,344,176	17.22	12,236,943	3.70	11,800,566	105.85	5,732,532	(2.45)	5,876,365	34.75	4,361,091	(7.00)
Statement of Cash Flows														
Operating activities	455,571	(145.89)	(992,834)	(263.29)	608,025	(199.42)	(611,580)	(582.30)	126,805	(78.79)	597,801	(37.59)	957,814	(226.54)
Investing activities	(270,284)	(64.67)	(765,011)	26.83	(603,169)	75.56	(343,577)	154.39	(135,061)	(18.79)	(166,315)	47.86	(112,480)	(54.03)
Financing activities	63,164	(96.67)	1,898,816	4,293.78	43,216	(95.30)	919,161	(659.56)	(164,265)	(38.36)	(266,507)	(71.44)	(932,999)	(181.59)
	248,451	76.24	140,970	193.25	48,072	(233.55)	(35,996)	(79.14)	(172,521)	(204.57)	164,979	1,237.38	12,336	(36.44)

Vertical Analysis														
Equity & Liabilities														
Shareholders equity	10,668,657	69.48	9,341,918	65.13	8,864,928	72.44	8,521,273	72.21	4,762,174	83.07	4,696,282	79.92	2,899,934	66.50
Non-current liabilities	1,013,030	6.60	901,435	6.28	1,019,943	8.33	1,059,043	8.97	385,960	6.73	502,237	8.55	380,357	8.72
Current liabilities	3,674,147	23.93	4,100,823	28.59	2,352,071	19.22	2,220,250	18.81	584,398	10.19	677,845	11.54	1,080,800	24.78
	15,355,834	100.00	14,344,176	100.00	12,236,943	100.00	11,800,566	100.00	5,732,532	100.00	5,876,365	100.00	4,361,091	100.00
Assets														
Non-current assets	11,489,131	74.82	10,277,529	71.65	9,818,039	80.23	9,517,500	80.65	5,125,275	89.41	5,128,055	87.27	3,276,400	75.13
Current assets	3,866,703	25.18	4,066,646	28.35	2,418,904	19.77	2,283,066	19.35	607,257	10.59	748,310	12.73	1,084,691	24.87
	15,355,834	100.00	14,344,176	100.00	12,236,943	100.00	11,800,566	100.00	5,732,532	100.00	5,876,365	100.00	4,361,091	100.00
Statement of Cash Flows														
Operating activities	455,571	183.36	(992,834)	(704.29)	608,025	1,264.83	(611,580)	1,699.01	126,805	(73.50)	597,801	362.35	957,814	7,764.38
Investing activities	(270,284)	(108.79)	(765,011)	(542.68)	(603,169)	(1,254.73)	(343,577)	954.48	(135,061)	78.29	(166,315)	(100.81)	(112,480)	(911.80)
Financing activities	63,164	25.42	1,898,816	1,346.96	43,216	89.90	919,161	(2,553.48)	(164,265)	95.21	(266,507)	(161.54)	(932,999)	(7,563.22)
	248,451	100.00	140,970	100.00	48,072	100.00	(35,996)	100.00	(172,521)	100.00	164,979	100.00	12,336	100.00

Jauharabad Sugar Mills Limited

Horizontal & Vertical Analysis of Profit and Loss

Horizontal Analysis	FY 2025		FY 2024		FY 2023		FY 2022		FY 2021		FY 2020		FY2019	
	Rs. 000	%	Rs. 000	%	Rs. 000	%	Rs. 000	%	Rs. 000	%	Rs. 000	%	Rs. 000	%
Sales - net	10,727,499	34.15	7,996,452	15.46	6,925,893	33.69	5,180,431	5.21	4,924,089	40.57	3,502,837	1.78	3,441,483	56.78
Cost of sales	(9,245,827)	32.33	(6,987,146)	19.40	(5,851,908)	34.47	(4,351,867)	0.14	(4,345,578)	49.91	(2,898,771)	3.98	(2,787,754)	29.70
Gross profit	1,481,672	46.80	1,009,306	(6.02)	1,073,985	29.62	828,564	43.22	578,511	(4.23)	604,065	(7.60)	653,729	1,330.29
Selling & distribution expenses	(54,956)	127.41	(24,166)	(18.77)	(29,748)	57.04	(18,943)	22.67	(15,442)	9.20	(14,141)	(69.14)	(45,828)	306.84
Admin & general expenses	(270,168)	13.66	(237,693)	12.39	(211,487)	5.27	(200,903)	14.31	(175,751)	11.90	(157,059)	12.25	(139,924)	10.16
Other operating income	(50,246)	(129.87)	188,241	(2,739.07)	(6,375)	60.29	(3,977)	(857.54)	525	(109.91)	(5,296)	5.32	(5,029)	(101.89)
Operating profit	1,106,302	20.82	915,688	10.81	826,375	36.65	604,741	55.92	387,843	(9.29)	427,569	(7.64)	462,948	166.02
Financial cost	(649,713)	(31.54)	(949,094)	69.44	(560,136)	67.79	(333,829)	52.05	(219,555)	(5.03)	(231,178)	12.40	(205,679)	48.98
Profit before tax	456,589	(1,466.79)	(33,406)	(112.55)	266,238	(1.73)	270,912	60.98	168,288	(14.31)	196,391	(23.66)	257,269	615.29
Taxation	(206,577)	(685.43)	35,286	(165.34)	(54,005)	(62.28)	(143,191)	115.20	(66,538)	(492.84)	16,938	(122.72)	(74,552)	141.65
Profit after tax	250,012	13,197.01	1,880	(99.11)	212,233	66.17	127,721	25.52	101,750	(52.30)	213,329	16.75	182,717	3,471.65

Vertical Analysis

Sales - net	10,727,499	100.00	7,996,452	100.00	6,925,893	100.00	5,180,431	100.00	4,924,089	100.00	3,502,837	100.00	3,441,483	100.00
Cost of sales	(9,245,827)	(86.19)	(6,987,146)	(87.38)	(5,851,908)	(84.49)	(4,351,867)	(84.01)	(4,345,578)	(88.25)	(2,898,771)	(82.75)	(2,787,754)	(81.00)
Gross profit	1,481,672	13.81	1,009,306	12.62	1,073,985	15.51	828,564	15.99	578,511	11.75	604,065	17.25	653,729	19.00
Selling & distribution expenses	(54,956)	(0.51)	(24,166)	(0.30)	(29,748)	(0.43)	(18,943)	(0.37)	(15,442)	(0.31)	(14,141)	(0.40)	(45,828)	(1.33)
Admin & general expenses	(270,168)	(2.52)	(237,693)	(2.97)	(211,487)	(3.05)	(200,903)	(3.88)	(175,751)	(3.57)	(157,059)	(4.48)	(139,924)	(4.07)
Other operating income	(50,246)	(0.47)	188,241	2.10	(6,375)	(0.09)	(3,977)	(0.08)	525	0.01	(5,296)	(0.15)	(5,029)	(0.15)
Operating profit	1,106,302	10.31	915,688	11.45	826,375	11.93	604,741	11.67	387,843	7.88	427,569	12.21	462,948	13.45
Financial cost	(649,713)	(6.06)	(949,094)	(11.87)	(560,136)	(8.09)	(333,829)	(6.44)	(219,555)	(4.46)	(231,178)	(6.60)	(205,679)	(5.98)
Profit before tax	456,589	4.26	(33,406)	(0.42)	266,238	3.84	270,912	5.23	168,288	3.42	196,391	5.61	257,269	7.48
Taxation	(206,577)	(1.93)	35,286	0.44	(54,005)	(0.78)	(143,191)	(2.76)	(66,538)	(1.35)	16,938	0.48	(74,552)	(2.17)
Profit after tax	250,012	2.33	1,880	0.02	212,233	3.06	127,721	2.47	101,750	2.07	213,329	6.09	182,717	5.31

Seven Years at a Glance

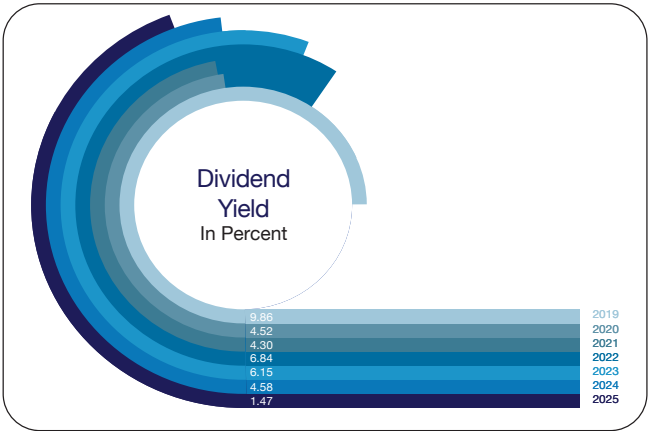
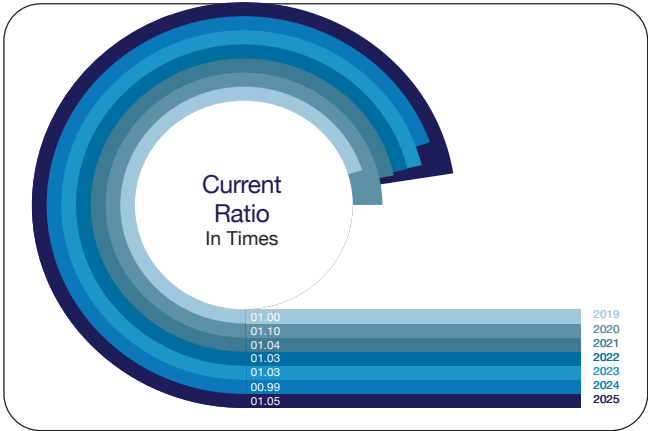
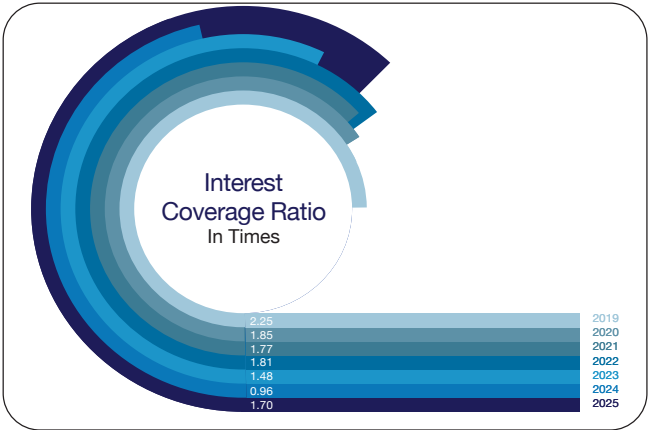
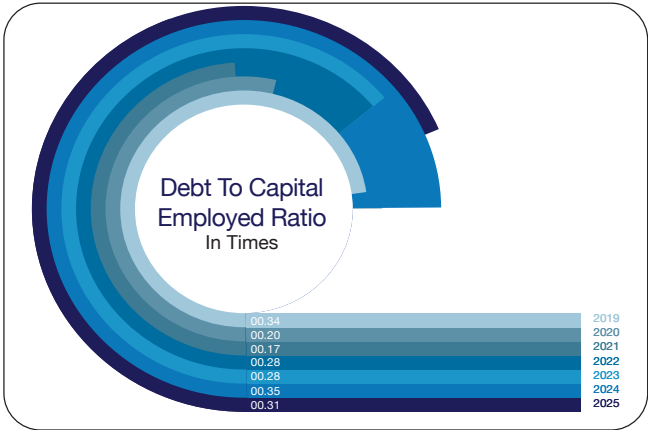
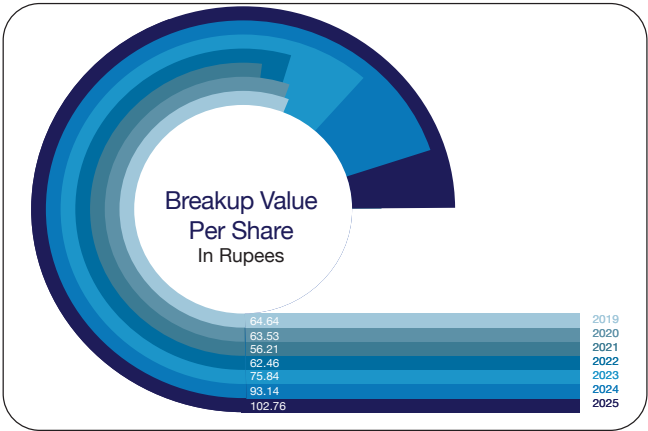
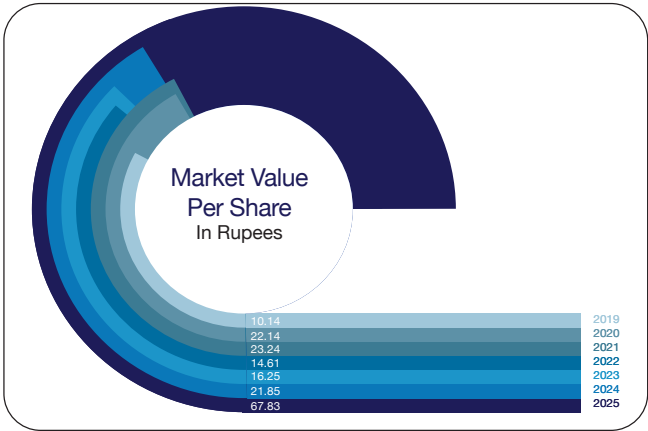
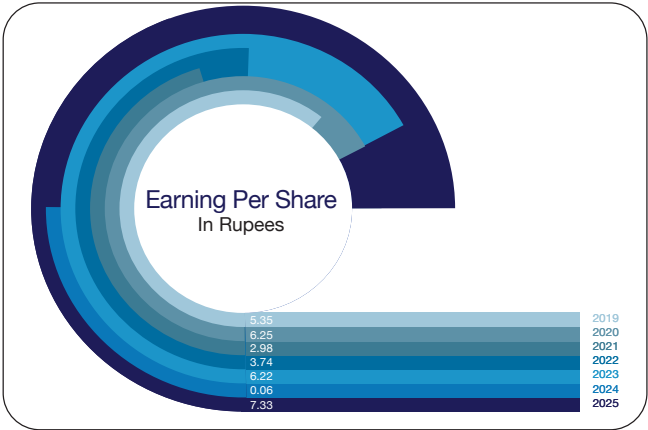
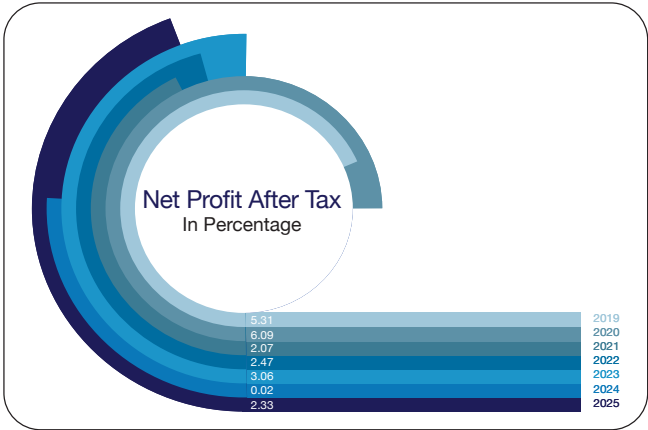
	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019
Financial Position (Rs. 000)							
Non current assets	11,489,131	10,277,529	9,818,039	9,517,500	5,125,275	5,128,055	3,276,400
Current assets	3,866,703	4,066,646	2,418,904	2,283,066	607,257	748,310	1,084,691
Current liabilities	3,674,147	4,100,823	2,352,071	2,220,250	584,398	677,845	1,080,800
Non current liabilities	1,013,030	901,435	1,019,943	1,059,043	385,960	502,237	380,357
Shareholders equity	10,668,657	9,341,918	8,864,928	8,521,273	4,762,174	4,696,282	2,899,934
Profit or Loss (Rs. 000)							
Sales - net	10,727,499	7,996,452	6,925,893	5,180,431	4,924,089	3,502,837	3,441,483
Gross profit	1,481,672	1,009,306	1,073,985	828,564	578,511	604,065	653,729
EBITDA	1,438,789	1,224,127	1,128,420	748,076	523,603	538,627	573,768
EBIT	1,106,302	915,688	826,375	604,741	387,844	427,569	462,948
Profit before tax	456,589	(33,406)	266,238	270,912	168,289	196,391	257,269
Profit after tax	250,012	1,880	212,233	127,721	101,751	213,329	182,717
Cash Flows (Rs. 000)							
Cash flows from Operating activities	455,571	(992,834)	608,025	(611,580)	126,805	597,801	957,814
Cash flows from Investing activities	(270,284)	(765,011)	(603,169)	(343,577)	(135,061)	(166,315)	(112,480)
Cash flows from Financing activities	63,164	1,898,816	43,216	919,161	(164,265)	(266,507)	(832,999)
Cash and bank at the beginning of the year	221,488	80,518	32,446	68,442	223,834	58,855	46,519
Cash and bank at the end of the year	396,938	221,488	80,518	32,446	68,442	223,834	58,855
Ratio Analysis							
Capital Structure Ratios							
Debt to capital employed ratio	0.31	0.35	0.28	0.28	0.17	0.20	0.34
Interest coverage ratio	1.70	0.96	1.48	1.81	1.77	1.85	2.25
Financial leverage ratio	0.44	0.54	0.38	0.38	0.20	0.25	0.50
Weighted average cost of debt	17.92%	23.10%	22.13%	13.68%	10.00%	13.43%	12.70%
Non Financial Ratios							
% of plant availability	77.39	87.10	86.25	82.02	81.52	77.80	90.84
Customer satisfaction index	99.99	99.99	99.99	99.99	99.99	99.99	99.99
Net Assets per Share	312.60	273.73	259.75	249.68	139.54	137.61	84.97
Others							
Spares Inventory as % of Assets Cost	1.60	1.89	3.04	2.33	1.86	1.79	2.37
Maintenance Cost as % of operating expenses	7.84	9.47	12.39	11.04	16.82	10.28	13.99

Seven Years at a Glance

	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019
Profitability Ratios							
Gross profit to sales	13.81%	12.62%	15.51%	15.99%	11.75%	17.25%	19.00%
Net profit after tax to sales	2.33%	0.02%	3.06%	2.47%	2.07%	6.09%	5.31%
EBITDA to sales	13.41%	15.31%	16.29%	14.44%	10.63%	15.38%	16.67%
Shareholders' funds	10,668,657	9,341,918	8,864,928	8,521,273	4,762,174	4,696,282	2,899,934
Return on Equity	2.34%	0.02%	2.39%	1.50%	2.14%	4.54%	6.30%
Return on Capital Employed	10.37%	9.80%	9.32%	7.10%	8.14%	9.10%	15.96%
Operating leverage ratio	0.61	0.70	1.09	10.74	(0.23)	(4.29)	3.76
Liquidity Ratios							
Current ratio	1.05	0.99	1.03	1.03	1.04	1.10	1.00
Quick ratio	0.74	0.28	0.38	0.32	0.88	0.82	0.64
Cash to current liabilities	10.80%	5.40%	3.42%	1.46%	11.71%	33.02%	5.45%
Cash flow from operations to sales	11.97%	1.42%	17.75%	-5.40%	7.59%	25.79%	36.26%
Cash flow to capital expenditure	142.24%	-129.18%	100.43%	-175.93%	91.19%	355.90%	860.98%
Cash flow coverage ratio	16.02%	-36.74%	47.63%	-52.98%	60.12%	172.65%	181.30%
Free cash flow	911,932	490,838	468,985	257,252	318,015	387,596	387,969
Activity Ratios							
Inventory turnover	4.56	3.16	3.78	5.22	30.27	9.93	5.71
No. of days in Inventory	80.05	115.63	96.62	69.90	12.06	36.74	63.95
Debtor turnover	16.63	272.93	1,203.20	1,590.09	5,133.21	25.79	25.34
No. of days in Receivables	21.95	1.34	0.30	0.23	0.07	14.15	14.40
Creditor turnover	10.76	6.78	6.46	7.50	15.02	6.85	5.10
No. of days in Payables	33.92	53.83	56.49	48.66	24.29	53.29	71.63
Operating Cycle	68.08	63.14	40.43	21.47	(12.17)	(2.40)	6.72
Total assets turnover	0.72	0.60	0.58	0.59	0.85	0.68	0.91
Fixed assets turnover	0.99	0.80	0.72	0.71	0.96	0.83	1.14
Investment Valuation Ratios							
Earnings per share	7.33	0.06	6.22	3.74	2.98	6.25	5.35
Price Earning ratio	9.26	364.17	2.61	3.91	7.80	3.54	1.90
Dividend Yield	1.47%	4.58%	6.15%	6.84%	4.30%	4.52%	9.86%
Dividend Payout ratio	0.00%	0.00%	16.08%	26.74%	33.56%	16.00%	18.69%
Dividend Cover ratio	7.33	0.06	6.22	3.74	2.98	7.50	7.39
Cash Dividend per share	0.00%	0.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Market value per share	67.83	21.85	16.25	14.61	23.24	22.14	10.14
Market value per share-highest	71.16	26.50	17.74	25.45	30.50	25.63	46.70
Market value per share-lowest	18.46	15.00	12.00	14.61	18.43	9.77	8.96
Break value without revaluation surplus	102.76	93.14	75.84	62.46	56.21	63.53	64.64
Break value with revaluation surplus	312.60	273.73	259.75	249.68	139.54	165.13	117.26
Price to book ratio	0.66	0.23	0.21	0.23	0.41	0.35	0.16
Market capitalization	2,314,932.97	684,711.99	554,467.57	498,932.04	793,521.22	755,695.75	346,308.70
Employee Productivity Ratios							
Production per employee	80.29	78.73	73.37	95.41	66.49	52.15	59.23
Revenue per employee	13665.60	9704.43	7915.31	5762.44	6,186.04	4,439.59	4,552.23

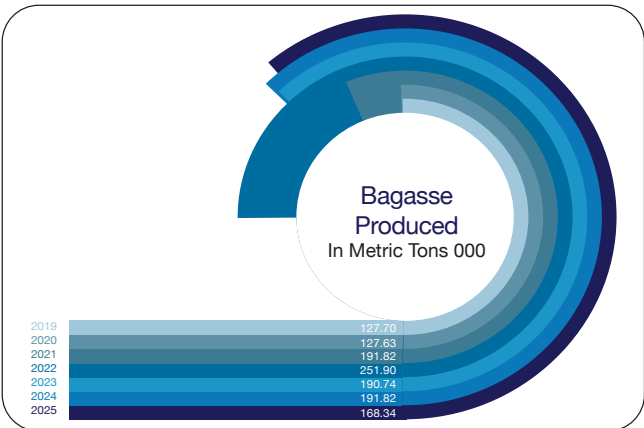
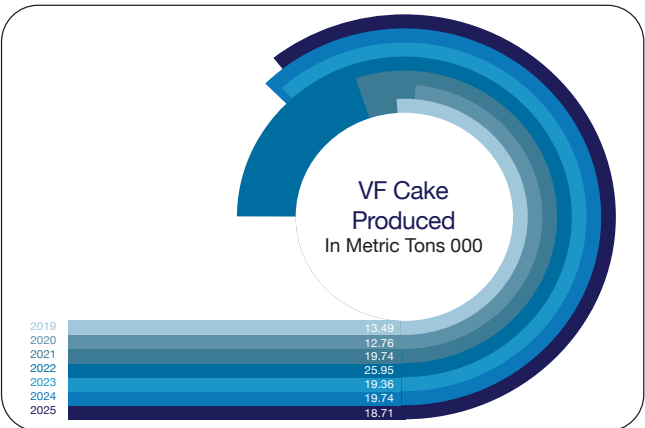
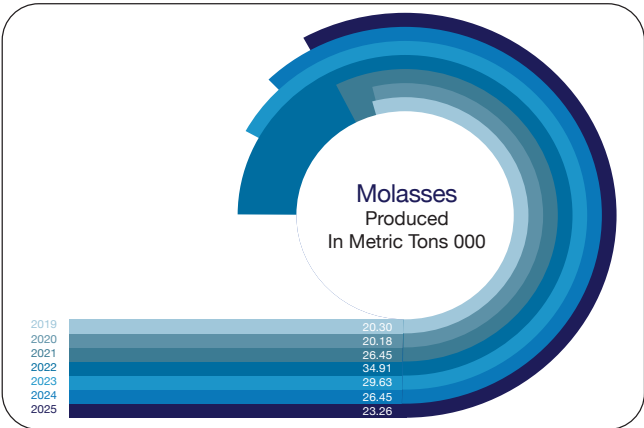
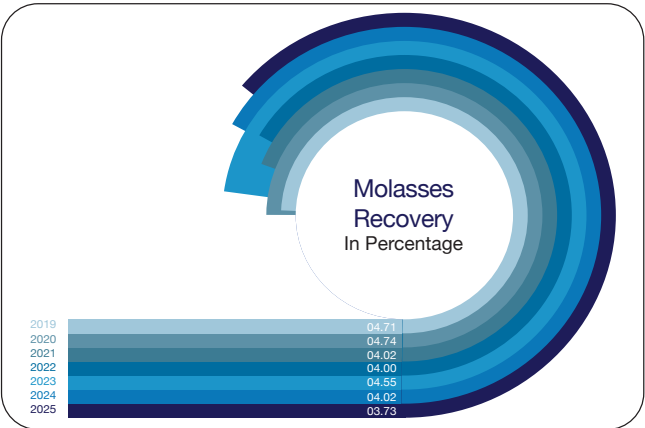
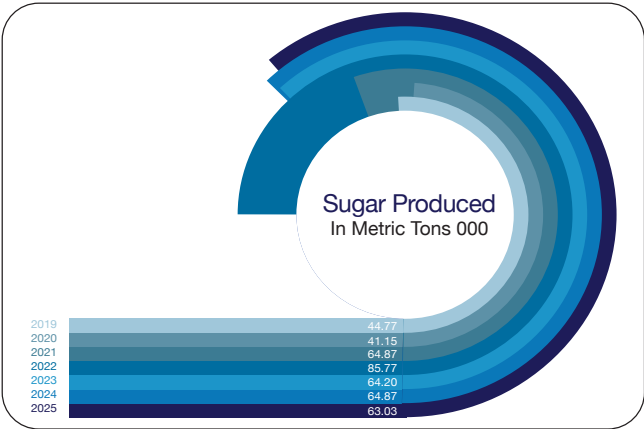
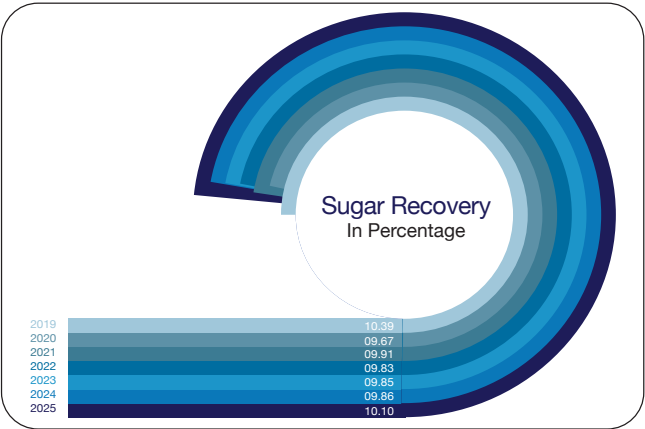
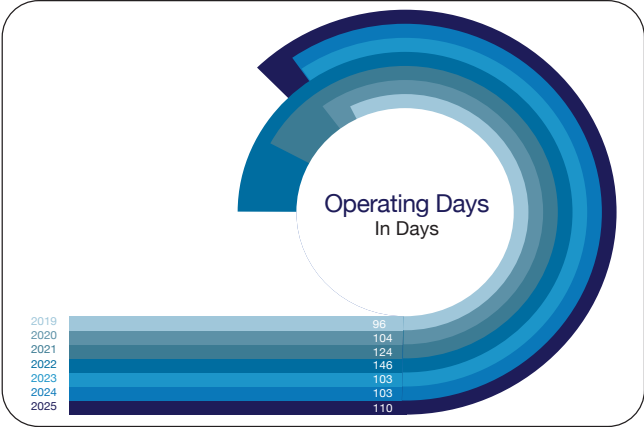
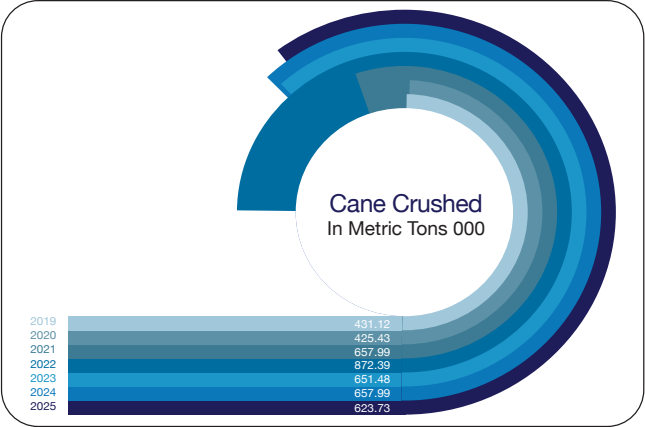
Graphical Representation

Financial



Graphical Representation

Operational



Non-Financial Indicators

	Objective	KPI Monitored	Future Relevance
Manufactured Capital	Product development and innovation	Produce high quality sugar for various industries including FMCG and Pharmaceuticals.	The Company believes in innovation and introducing new varieties of sugar in Pakistan.
	Business Diversification	Analyze various prospects of upstream, parallel and downstream diversification options in Sugar and Allied Industries in order to avail the benefit of excess energy available with Sugar Mill.	Business diversification is our long-term objective.
	Maintain industry leadership and expand sales	Market share, price management and identification of new markets.	Leadership is our continuous endeavor and has to be maintained.
	Enhance operational efficiency and efficient inventory management	Market share, price management and identification of new markets.	
	Economize on costs – eliminating redundancies	Optimization of available resources and better allocation of fixed costs.	Invest in operational efficiency and economies of scale to maintain it in the years to come.
	Sustainability	Keep a close eye on Current Ratio, Gearing and Interest Cover.	KPIs shall be relevant in future.
Human Capital	Health & Safety of workers	Provision of a congenial and clean environment along with safety for smooth work.	We believe in continuously providing environment which harmonize the workers efforts in higher productivity.
	Training and Education	Continuous training of employees and workers. Monitor training need analysis with special focus on health and safety at work.	
Relationship Capital	Shareholder Value	EPS, ROE, Asset Turnover and DPS	We value our relationship with all our stakeholders therefore, we will continue to strive to improve shareholders' value. Improve our customer services and maintain timely payments.
	Stock Value	Analyse market price as a measure of relationship capita	
	Suppliers and Customers Relationships	Assess the payment stream and ensure timely payment. Provide customer with maximum support beyond customer -supplier relationship.	
Intellectual Capital	Highest product strength at lowest cost in industry Maintain industry leadership	Regularly monitor avenues to increase product strength. Produce high quality sugar to facilitate our customers.	We shall continue to innovate products according to the changing needs of Customer and market demand.
Natural Capital	Adopting and promoting environmental good practices	The Company has taken multiple steps to reduce, reuse and recycle waste (3Rs) minimizing natural resource consumption and treat any harmful emissions before they are released to minimize environment footprints.	The Company give core importance to environment protection and will continue to invest for betterment of society.
Financial Capital	Maximizing market share and expanding customer base	Consistent growth in sales revenue and quality control has enabled the Company to increase its share in local market and expanding its customer base.	Continuous efforts regarding financial and technological support of growers will anable the company to procure more cane which will ultimately increase the production and sales volume.

Financial Indicators

Budgeted Results

The budgeted sugarcane crushing volume for the year was 650,000 MT; however, the Company achieved an actual crushing of 623,733 MT. This shortfall occurred despite sugarcane planting in 2024–25 being broadly in line with the previous year, amid intensified competition among mills and elevated sugarcane prices. Positively, the Company outperformed its budgeted sucrose recovery rate, achieving an actual recovery of 10.10% against the planned 9.90%, which partially mitigated the impact of lower crushing volumes. Consequently, sugar sales totaled 77,310 MT compared to the budgeted 79,546 MT. Resultantly, net sales were lower than the budget by Rs. 83.0 million, mainly due to reduced crushing volumes. However, improved cost efficiencies led to a higher gross profit by Rs. 221.4 million over the budget. In addition, despite elevated KIBOR rates during the year, effective working capital management facilitated early repayment of a portion of short-term borrowings, thereby strengthening overall financial performance.

	2025	
	Actual	Budgeted
	MT	
Sugar sold	77,310	79,546

	2025	
	Actual	Budgeted
	Rs. in “000”	
Net sales	10,727,499	11,011,006
Cost of sales	9,245,827	9,467,238
Gross profit	1,481,673	1,543,768
Expenses and taxes	1,231,660	1,282,215
Net profit	250,012	261,553

Methods and Assumptions in Compiling Indicators

A Key Performance Indicator (KPI) should immediately inform the reader how the business is performing which in turn should suggest what actions need to be taken. KPIs provide understanding of a company's performance in key areas and measure to analyze current position of the company and likely path the company would follow. KPIs may emerge over time with growth of the Company and more information becomes available. Jauharabad Sugar Mills Limited has identified and updated the above KPIs that are critical to its business. While identifying KPIs, the Company analyzed various indicators, their interpretations and accordingly their extent to which they may correctly and clearly communicate the Company's performance.



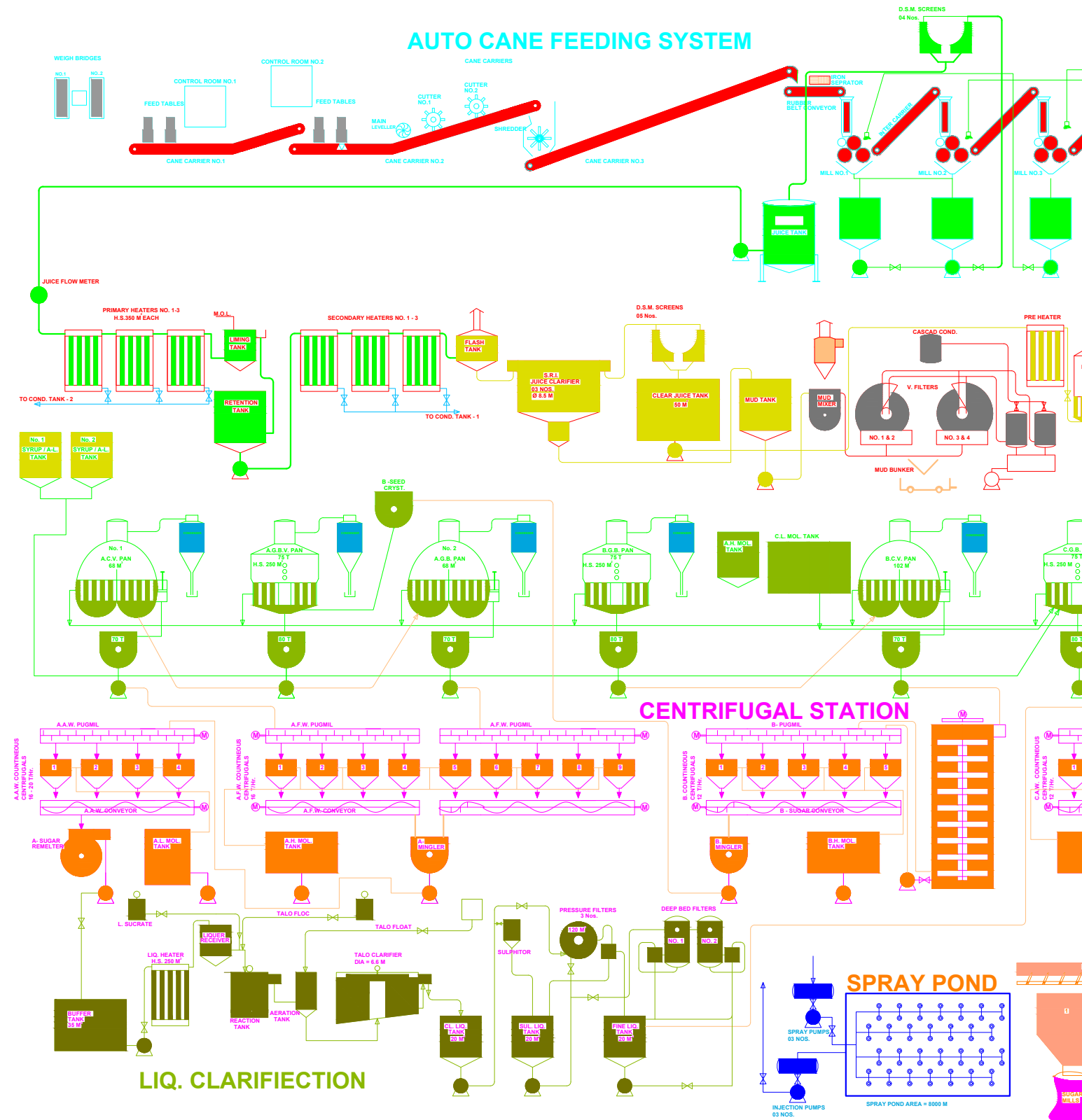
BUSINESS MODEL





Jauharabd Sugar Mills Limited

Sugar & By Products Production Process



Our Business Model

There are four key elements of business model of the Company as given below :

Key Inputs

Human Capital

Our people help deliver our objectives with their scientific and technical knowledge and their expertise in regulation, intellectual property and commercialization.

Manufactured Capital

- Two crushing line of 3,000 MT & 9,500 MT
- Two independent power generation units of 6 MW & 15 MW
- 623,733 MT sugarcane procured and crushed: costing approx. Rs.6.589 Billion

Financial Capital

- Total assets Rs. 15.356 billion
- Good credit rating
 - ➔ Long term BBB+
 - ➔ Short term A2
- Working capital lines of Rs. 9.175 billion as at September 2025

Natural Capital

- 100% self generation of electricity through bagasse based power plants that are environmentally friendly and cost effective
- Planted large number of trees for environment Protection
- Effective utilization of water being used as coolant within the process
- Effluent is being neutralized before being discharged

Intellectual Capital

- Purest quality refined sugar
- Certifications
 - ➔ Certificate of continued satisfactory operation of the Organization's Management System ISO 9001:2015.
 - ➔ Certificate of continued satisfactory food safety operations - FSSC 22000 Version 5.1.
 - ➔ Halal certification (PS 3733)
- An SQL based system designed for industry by Cosmo Soft Business Solution named SARP is being implement by the Company.

Social & Relationship Capital

We effectively manage our relationships with regulators, suppliers and third parties. We also have a good corporate reputation which is instrumental in managing these relationships. We have specialized data driven cane procurement team and give financial support to growers for sugarcane farming relationship through reputable local banks by providing corporate guarantee or any specific assistance not being catered by individual growers.

Our Value Chain

A cane procurement team performs a data driven survey throughout the year and take best sugarcane growers onboard for smooth supply in season at reasonable cost. The Company has long association with many growers because of its favorable policies. JSML has a very low employee turnover and takes pride in its accumulated human resource.

Business Activities/Differentiation

JSML is among the prominent player of Sargodha Division has a capacity to crush 312,500 maund of cane per day. By-products of sugarcane like bagasse, molasses etc. are fully gradually sold throughout the year on the best available prices to obtain maximum output from the sugar making process and minimize costs. At JSML skilled human resource through efficient selection of varietal sugarcane plays key role to obtain a maximum sucrose recovery.

Customer feedback is vital source of information for improvement/development of any product, JSML regularly obtain market feedback through its sales team and strictly address any grievance that may arise. We are more than contented to announce that due to standard of productions no complaint was registered for this crushing year 2024-25.

Key Outputs

- Turnover: 10,727 Million
- Net profit: 250 Million
- Employees: 785 Average number of Employees
- Solar Power Project: 791 KW

Outcomes

Human Capital

We employ 785 average number of employee during the year and offer them skill development and career growth opportunities, to attract, retain and motivate the best talent to support our business. We paid a sum of Rs. 471.475 million to employees as remuneration and benefits.

Manufactured Capital

- Sugar produced: 63,026 tons
- Molasses produced: 23,258 tons

Financial Capital

- EBIT of Rs. 1,106,302 million for the year ended Sep 2025.
- Revenue increase by 34.15%

Intellectual Capital

- Strong and loyal customer base providing premium rates of sugar.
- Secured & advanced remote working techniques.

Social & Relationship Capital

- Exceptional relationship with growers & farmers.
- Preferred mill by grower to supply sugarcane.
- 24hrs uninterrupted cane supply and production during season.
- New growers and procurement circles.
- Charity and donations.





FUTURE OUTLOOK

Forward Looking Statement

Looking ahead, the sugar industry enters the 2025/26 crushing season with relatively modest anagement, the Company aims to deliver long-term value to its shareholders and stakeholders. carry-forward stocks, continued working capital constraints, elevated financing costs, and ongoing concerns regarding cane yield and sucrose recovery. While national sugarcane availability is expected to remain broadly sufficient to meet domestic demand, the sector continues to remain sensitive to climatic variability, input cost escalation, and regulatory developments, particularly in relation to export permissions and energy pricing.

The Company remains committed to strengthening its operational resilience by focusing on sustainable sugarcane procurement strategies. Key initiatives include increasing cane availability from established procurement zones, promoting the cultivation of early-maturing and high-yield cane varieties, and improving harvesting efficiency to ensure more consistent sucrose recovery throughout the crushing season.

Through continuous engagement with growers, timely payments, targeted financial support, and the adoption of improved agronomic practices, the Company aims to ensure a stable and efficient supply of quality sugarcane. These initiatives are complemented by the use of modern sowing, irrigation, and harvesting techniques to enhance productivity and reduce supply-side risks.

The Sugarcane Department, supported by a dedicated development team, continues to conduct farmer outreach programs, technical sessions, and field activities aimed at strengthening long-term relationships with growers and improving overall performance within the procurement areas. These efforts are directed toward improving crop quality, optimizing yields, and enhancing supply consistency.

Leveraging the experience and operational expertise developed over the years, the Company's management remains focused on navigating market uncertainties while pursuing opportunities for operational improvement, value creation, and sustainable growth. Through disciplined execution, collaboration, and prudent risk m

The external environment including political, economic, social, technological, environmental and legal environment

This subject has been addressed comprehensively in the "Organizational Overview and External Environment section".

Revenue Projections:

The Company prepares annual budgets covering sales, crushing, production, and other key operational targets, which are reviewed and approved by management. The Company's liquidity position is closely monitored by the Board of Directors through periodic review of budgets, cash flow forecasts, and variance analysis against actual performance.

Based on available information and management's best judgement, the revenue projections for sugar and by-products are as follows:

Year	Revenue-net Rs. in "000"
2025-26	11,466,463
2026-27	11,553,029
2027-28	11,639,677

Sources of Information used for projections of future revenues

Future projections and forecasts are prepared based on a set of assumptions derived from a critical assessment of prevailing macroeconomic conditions, historical performance trends, anticipated industry developments, and other relevant factors that may affect the sugar sector. Based on these assumptions, the Company formulates its production, sales, and sugarcane procurement plans for the ensuing financial year. In developing these projections, the Company also considers information obtained from external sources, including market surveys, the Pakistan Sugar Mills Association, the Pakistan Economic Survey, and data published by the State Bank of Pakistan.Power Plant

The Company has installed RO Plant for water treatment and economizer to improve efficiency of bagasse-based power plant which will increase bagasse saving. Further that, in absence of energy purchase agreement with the Government the Company is intended to use excess electricity generated by the power plant to private sector subject to approvals from relevant authorities.

Status of the projects/Upcoming Project

BMR & Maintenance

During the reported financial year, the Company continued to implement its BMR and maintenance program with a focus on plant automation, process efficiency, and improvement in product quality, with total capital expenditure amounting to Rs. 283 million. The key initiatives undertaken during the year included the following:

- I. Installation of a vacuum filter, juice heater, and crystallizer to enhance process control and increase retention time of different types of massecuite for improved raw sugar processing.
- II. Upgradation of process house equipment, including pumps, gears, evaporators, and pans, to improve operational reliability and efficiency.
- III. Improvements to juice clarification systems aimed at enhancing overall sugar quality and consistency.

In continuation of management's vision to enhance mill productivity, efficiency, and process reliability through the induction of modern equipment, the Company has planned the following additions and improvements to plant and machinery for the upcoming year 2025-26.

- I. Installation of a Falling Film Evaporator (FFE) plant covering approximately 6,000 m², at an estimated cost of Rs. 350 million, aimed at improving thermal efficiency, reducing steam consumption, and enhancing overall process performance.
- II. Installation of a sugar bin for the sugar grader at an estimated cost of Rs. 20 million, intended to improve handling efficiency and grading accuracy.

Additional Disclosures

Fair Value and Forced Sales Value of Property, Plant and Equipment

Market value of plant, machinery, building and land is, carried out as at September 30, 2025, Rs. 11.32 billion. Forced sales value of plant, machinery, building and land is Rs. 9.06 billion.

Significant Material Assets

Significant material assets of the Company are land, building, complete set of mills, Boilers, Steam Turbines, Evaporators, Centrifugal and Diesel Generator Sets and power plant.

Plant Capacity

The Company has Crushing Capacity of 12,500 MT per day.

STAKEHOLDERS' RELATIONSHIP AND ENGAGEMENT





Stakeholders Relationship and Management

JSML, being a responsible organization understands the importance of stakeholder engagement and treat its implications on priority. The Company interact with its stakeholders to seek their opinions and their expectations. This process allows the Company to define a timely and adequate response to the issues they deem important for our business and for our ability to make an impact that matters.

Identification of Stakeholders

Our management places great focus on identification and engagement with stakeholders. Our sales and marketing department is extensively involved in customer analysis to better connect with our customers, to expand and update our customer base. Our supply chain department actively engages with suppliers and vendors to develop better relationships. Our corporate department makes efforts to make better relationships with our shareholders through direct engagement and corporate briefing sessions. The finance department actively communicates with banks, financial institutions, statutory auditors and authorities. The human resource department is in continuous connection with employees and the talent pool available in the market.

Stakeholders' Engagement Process

JSML regularly engages and effectively communicates with its stakeholders. The table sets out our key stakeholder groups, some of the ways in which we engage with them, identification of needs/interests and how these relationships are likely to affect the performance and value of the entity and Company's response for that;

Stakeholder Group	Engagement/ Communication Mode	Effect and Value to Company	Frequency	Needs/Interests/ Topics Identified by Stakeholders	Company Response
1 Shareholders/ Investors	<ul style="list-style-type: none"> Annual general meeting Extra ordinary general meeting Company Secretary Corporate briefing sessions 	<ul style="list-style-type: none"> Regular and constructive dialogue with investors and shareholders to communicate performance update in order to build confidence and ensure continued access to capital 	<ul style="list-style-type: none"> Annually As per need 	<ul style="list-style-type: none"> Future prospects of the business Capacity enhancements and expansions etc. 	The Company is committed towards transparency of financial and non-financial information, timely communication for sustainable business growth.
2 Employees	<ul style="list-style-type: none"> Routine interactions and meetings and project based collaborations Annual performance appraisals HOD's periodic meetings Whistle blowing option to all employee 	<ul style="list-style-type: none"> Providing a nurturing and friendly work environment that helps the Company to maintain a dedicated and competent workforce Motivated workforce supports effective implementation of strategies 	Regular	<ul style="list-style-type: none"> Career and professional growth Training & development 	The Company gives utmost importance to transparency in employee related affairs; and simultaneously emphasize on capacity / skill development training programs.
3 Customers/ Consumers	<ul style="list-style-type: none"> Customer visits to manufacturing facilities Deploying systems to improve feedback and regular follow-ups with customers Direct balance confirmations from debtors 	<ul style="list-style-type: none"> Feedback from customers in engagements enable us to develop products and advocate for policies that better cater to the our valued customers needs 	Regular	<ul style="list-style-type: none"> Competitive prices, quality of products timely deliveries Compliance of food safety, quality and Halal standards etc. 	Attractive and competitive product offerings, Timely deliveries, Ensuring food safety, quality and Halal related compliance.
4 Banks	<ul style="list-style-type: none"> Meetings and negotiation are held with banks/ financial institutions to discuss working capital and other financing requirements 	<ul style="list-style-type: none"> Access to the financial contracts such as loan facilities at competitive prices 	Regular	<ul style="list-style-type: none"> Payment of principle and interest on time Maintaining different debt covenants 	The Company ensures on-time payment of principal and interest to its money lenders. Debt covenants performance is also closely monitored.

5	Local Community	<ul style="list-style-type: none"> The Company actively played its role toward providing better education & health related activities to our communities Investing in education by sponsoring school and health support programs & initiatives. 	<ul style="list-style-type: none"> Close relationship with local community having long term positive impact for the Company 	Regular	<ul style="list-style-type: none"> Negative impact of manufacturing sites Employment opportunity for neighboring communities Communal services 	Company ensures compliance of all legal and regulatory requirements and also possess multiple certifications including QMS, FSSC 22000, Halal (PS 3733).
6	Government and other Regulatory Bodies	<ul style="list-style-type: none"> Meetings with official according to business needs Submission of data for compliance Filing application for approval and registration 	<ul style="list-style-type: none"> Understanding and ensuring compliance with all legal and regulatory requirements Dialogue with regulatory authorities to address matters impacting business operations and new registrations 	Need Basis	<ul style="list-style-type: none"> Compliance with applicable statutory regulations and laws 	Company ensures compliance of all statutory and legal requirements in Company's affairs.
7	Media	<ul style="list-style-type: none"> Different communication mediums including social media used on need basis to apprise the general public about new developments and activities 	<ul style="list-style-type: none"> By informing the media of the developments and activities at JSML, effective awareness is created regarding the Company and the products and activities, indirectly having a positive impact 	Regular	<ul style="list-style-type: none"> Awareness regarding company, its product and its activities 	The Company has maintained a sound system to share timely updates regarding any material information for stakeholders on Company's website. Social media communication policy is also in place. The Company ensures its presence in all major social media platforms.

Corporate Briefing Sessions

In compliance with PSX requirements, the Company conducted Corporate Briefing Session. The briefing was well attended by analysts, shareholders and potential investors. The Chief Executive Officer (CEO) of the Company presented its financial results, analysis, future prospects and challenges. CEO also discussed all the queries raised by participants at a great length.

Minority Shareholders

The management of the Company believe, encourage and ensure the equitable treatment of all shareholders including minority shareholders to attend, speak and vote at the general meetings and appoint another member as his/her proxy in his/her absence. The notices of general meetings are circulated by the Company within the regulatory time frames to the registered addresses of the shareholders (including minority shareholders) as well as it is published in Urdu and English newspapers.

Additionally, minority shareholders are also encouraged to attend online AGM through zoom and are reminded to attend AGM through email. Apart from this they are encouraged to attend Corporate Briefing which is required to be held as per PSX requirement.

Issues Raised at Last AGM

The last Annual General Meeting had a considerable level of attendance and interactive engagement session was held with shareholders. All the proposed resolutions were duly approved by shareholders. The Annual General Meeting held by the Company, provided an opportunity to put questions to the Board during the formal proceedings, while providing shareholders the chance to meet with the Board of Directors and senior management however, no significant issue was raised during the AGM.

Redressal of Investors' Complaints

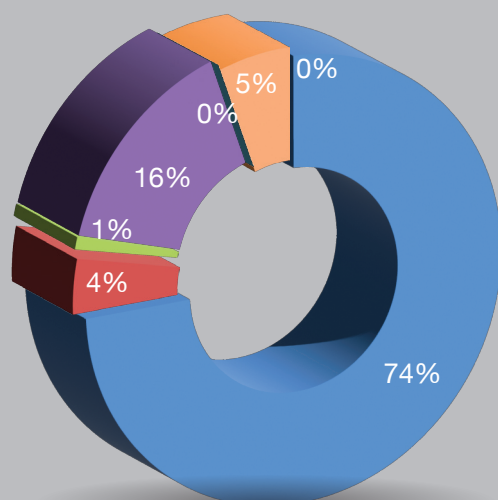
No significant complaint was received from investors during the year ended 30 September 2025.

Jauharabad Sugar Mills Limited

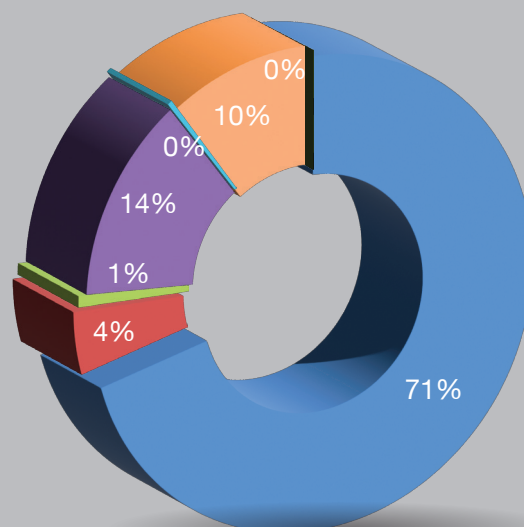
Statement of value addition and distribution of wealth

	FY2025		FY2024	
	Rs. 000	%	Rs. 000	%
Wealth Generated				
Gross sales to customers	12,604,311	100.4%	9,335,335	98.2%
Add: Other income and finance income	(50,246)	-0.4%	168,241	1.8%
Total value added	12,554,065	100.0%	9,503,576	100.0%
Distribution of Wealth				
Cost of sales (excluding employees' remuneration)	8,992,405	74.3%	6,760,664	70.6%
Salaries paid to employees	471,475	3.9%	411,523	4.3%
Marketing, selling and administrative expenses	103,573	0.9%	74,248	0.8%
Government as levies	1,871,055	15.5%	1,333,950	13.9%
Shareholder as dividends	-	0.0%	34,128	0.4%
Finance cost	645,304	5.3%	948,606	9.9%
Workers' welfare	6,697	0.1%	6,546	0.1%
Charity and donation	2,558	0.0%	957	0.0%
Providers of long term finance as financial charges	4,410	0.0%	488	0.0%
	12,097,477	100.0%	9,571,111	100.0%
Retained within the business	456,588	3.6%	(67,535)	-0.7%

FY 2025



FY 2024



Jauharabad Sugar Mills Limited

Statement of Cash Flows-Direct Method

For the year ended September 30, 2025

	2025 Rupees	2024 Rupees
Cash flow from operating activities		
Cash receipts from customers	10,121,519,208	8,801,394,203
Cash paid to suppliers and employees	(8,838,386,645)	(8,701,880,887)
Cash generated from operations	1,283,132,563	99,513,316
Tax and levy paid	(163,043,821)	(163,414,548)
Finance cost paid	(664,517,343)	(928,932,920)
	(827,561,164)	(1,092,347,468)
Net cash generated/(used in) from operating activities	455,571,399	(992,834,152)
Cash flow from investing activities		
Purchase of property, plant and equipment	(320,279,884)	(768,575,607)
Sale proceeds from disposal of property, plant and equipment	49,995,641	5,730,859
Long term deposits	-	(2,166,667)
Net cash used in from investing activities	(270,284,243)	(765,011,415)
Cash flow from financing activities		
Lease rentals paid - net	(39,605,046)	(2,095,262)
Dividend paid	-	(34,128,453)
Proceeds from/(to) Sponsors' loan - net	(38,200,000)	509,238,040
Net cash used in financing activities	(77,805,046)	473,014,325
Net increase/(decrease) in cash and cash equivalents	107,482,110	(1,284,831,242)
Cash and cash equivalents at the beginning of the year	(2,465,885,641)	(1,181,054,399)
Cash and cash equivalents at the end of the year	(2,358,403,531)	(2,465,885,641)
Cash and cash equivalents comprise of following statement of financial position amounts:		
- Short term investments	87,862,968	14,861,932
- Cash and bank balances	396,938,044	221,488,103
- Short term borrowings	(2,843,204,543)	(2,702,235,676)
	(2,358,403,531)	(2,465,885,641)

Pattern of Shareholding

As on September 30, 2025

1.1 Name of the Company

Jauharabad Sugar Mills Limited

2.1. Pattern of holding of the shares held by the shareholders as at September 30, 2025

2.2 No. of Shareholders	From	To	Total Shares Held
715	1	100	17,521
245	101	500	63,827
84	501	1,000	63,184
137	1,001	5,000	360,864
32	5,001	10,000	250,833
9	10,001	15,000	111,648
5	15,001	20,000	83,908
14	20,001	25,000	326,487
4	25,001	30,000	113,826
4	30,001	35,000	126,952
1	35,001	40,000	39,500
1	40,001	45,000	42,600
1	45,001	50,000	50,000
1	65,001	70,000	65,170
2	85,001	90,000	172,876
2	95,001	100,000	199,459
1	115,001	120,000	115,125
1	120,001	125,000	122,000
1	145,001	150,000	150,000
1	200,001	205,000	205,000
1	230,001	235,000	231,650
1	275,001	280,000	280,000
1	325,001	330,000	326,442
1	365,001	370,000	367,934
1	540,001	545,000	540,499
1	1,000,001	1,005,000	1,000,582
1	1,045,001	1,050,000	1,047,530
1	1,150,001	1,155,000	1,151,335
1	1,595,001	1,600,000	1,600,000
1	3,175,001	3,180,000	3,175,816
1	21,725,001	21,730,000	21,725,885
1272			34,128,453

2.3 Categories of shareholders

	Share held	Percentage
2.3.1 Directors, Chief Executive Officer, and their spouse and minor children	3,500	0.0103%
2.3.2 Associated Companies, undertakings and related parties. (Parent Company)	21,725,885	63.6592%
2.3.3 NIT and ICP	1,005,239	2.9455%
2.3.4 Banks Development Financial Institutions, Non Banking Financial Institutions.	5,871	0.0172%
2.3.5 Insurance Companies	731	0.0021%
2.3.6 Modarabas and Mutual Funds	0	0.0000%
2.3.7 Shareholders holding 10% or more	21,725,885	63.6592%
2.3.8 General Public		
a. Local	6,714,232	19.6734%
b. Foreign	0	0.0000%
2.3.9 Others (to be specified)		
- Investment Companies	2,425	0.0071%
- Joint Stock Companies	4,556,078	13.3498%
- Pension Funds	99,459	0.2914%
- Others	15,033	0.0440%

Categories of Shareholding

Under Code of Corporate Governance (CCG)

As on September 30, 2025

Sr. No.	Name	No. of Shares Held	Percentage
Associated Companies, Undertakings and Related Parties (Name Wise Detail):			
1	CANE PROCESSING (PVT) LTD (CDC)	21,725,885	63.6592%
	Mutual Funds (Name Wise Detail)	--	--
Directors and their Spouse and Minor Children (Name Wise Detail):			
1	Syed Anwar Hussain Shahid (CPL Nominee)	--	--
2	Mr. Muhammad Aamir Beg	500	0.0015%
3	Mr. Amjad Javed Aftab (CPL Nominee)	--	--
4	Mr. Gyas-UI-Hassan (CPL Nominee)	2,500	0.0073%
5	Mr. Saif ur Rehman (CPL Nominee)	--	--
6	Mr. Jawad ur Rahman Khan Lodhi	--	--
7	Ms. Faiza Iftikhar	500	0.0015%
	Executives:	1,603	0.0047%
	Public Sector Companies & Corporations:	--	--
	Banks, Development Finance Institutions, Non Banking Finance	106,061	0.3108%
	Companies, Insurance Companies, Takaful, Modarabas and Pension Funds:		
	Shareholders holding five percent or more voting interest in the listed company (Name Wise Detail)		
S. No.	Name	Holding	Percentage
1	Cane Processing (Pvt) Ltd (CDC)	21,725,885	63.6592%
2	Ghazala Amjad (CDC)	3,175,816	9.3055%
All trades in the shares of the listed company, carried out by its Directors, Executives and their spouses and minor children shall also be disclosed:			
S. No.	Name	Holding	Percentage
	Nil	-	-



FINANCIAL STATEMENTS



Independent Auditor's Report

To the members of Jauharabad Sugar Mills Limited
Report on the Audit of the Financial Statements

Opinion

We have audited the annexed financial statements of Jauharabad Sugar Mills Limited ("the Company"), which comprise the statement of financial position as at September 30, 2025, and the statement of profit or loss and other comprehensive income, the statement of changes in equity, the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policies and other explanatory information, and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes forming part thereof conform with approved 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 September 30, 2025 and of the profit and other comprehensive income, the changes in equity and its cash flows for the year then ended.

Basis for Opinion

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

Key Audit Matters

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

Following are the Key audit matters:

S.No.	Key audit matters	How the matter was addressed in our audit
1	<p>Additions to Property, Plant & Equipment</p> <p>Refer notes 4.7 and 5 to the financial statements. The Company has made significant capital expenditure on sugar machinery parts.</p> <p>We identified additions to property, plant and equipment as a key audit matter because there is a risk that amounts being capitalized may not meet the capitalization criteria with related implications on depreciation charge for the year.</p>	<p>Our audit procedures to assess the addition to property, plant and equipment, amongst others, included the following:</p> <ul style="list-style-type: none">• obtained an understanding of the design and implementation of management controls over capitalization and testing control over authorization of capital expenditure and accuracy of its recording in the system;• performed testing, on sample basis, the costs incurred with supporting documentation and contracts;• assessed the nature of costs incurred for the capital projects through testing, on sample basis, of amounts recorded and considering whether the expenditure meets the criteria for capitalization as per the applicable accounting standards; and• inspected supporting documents for the date of capitalization when plant & machinery was ready for its intended use to assess whether depreciation commenced and further capitalization of costs ceased from that date and assessing the useful life assigned by management including testing the calculation of related depreciation.

S.No.	Key audit matters	How the matter was addressed in our audit
2	<p>Valuation of stock-in-trade</p> <p>Refer to notes 4.11 and 9 to the financial statements.</p> <p>The balance of stock-in-trade as at September 30, 2025 was Rs. 1,153,078,002/-.</p> <p>We identified valuation of stock-in-trade as a key audit matter as it involves significant management judgement in determining the carrying value of stock-in-trade.</p>	<p>Our audit procedures, amongst others, included the following:</p> <ul style="list-style-type: none"> assessed the appropriateness & consistency of Company's accounting policy for valuation of inventories and compliance of the policy with the requirements of the prevailing accounting standards; obtained an understanding of internal controls over valuation of inventories and performed test of control on a sample basis, to test the design, implementation and operating effectiveness; performed substantive procedure over purchases and consumptions; re-calculated the value of stock in trade by allocating the fixed and variable overheads and reviewed the adequacy of costing methodology; performed cut-off procedures and subsequent stock count to validate the completeness and existence of closing stock; assessed reasonableness management's determination of net realizable value (NRV) and the key estimates adopted and compared on sample basis cost of inventories with their respective net realizable value (NRV); assessed the adequacy of disclosures in the financial statements to be in accordance with the applicable accounting standards.
3	<p>Revaluation of Property, Plant & Equipment</p> <p>The company follows revaluation model for measurement of its property, plant and equipment. As at September 30, 2025, the carrying value of property, plant and equipment after revaluation was Rs 11,312.83 million which included an amount of Rs 5,247.70 million relating to land, an amount of Rs 5,628.45 million relating to plant and machinery and an amount of Rs 436.67 million relating to buildings. The fair value of the company's property, plant and equipment was assessed by management based on independent valuation performed by an external valuation expert as at September 30, 2025.</p> <p>We identified the above matter as a key audit matter as this represents significant transaction and involves certain estimates and judgmental areas.</p>	<p>Our audit procedures to assess the valuation of property, plant and equipment included the following:</p> <ul style="list-style-type: none"> obtained valuation report of external valuation expert and gather understanding of the valuation process and techniques adopted by the valuation expert to assess, if they are consistent with the industry norms; evaluated the qualification, experience and competence of the independent external property valuation expert engaged by the Company as management expert for valuation of property, plant and equipment; reviewed the adequacy of the related disclosures in the annexed financial statements.

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

Management is responsible for the other information. The other information comprises the information included in the annual report for the year ended September 30, 2025, but does not include the financial statements and our auditor's report thereon. Other Information is expected to be made available to us after the date of this audit report.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

Responsibilities of Management and Board of Directors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with 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 financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs as applicable in Pakistan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

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

Report on other legal and regulatory requirements

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

- a) Proper books of account have been kept by the Company as required by the Companies Act, 2017 (XIX of 2017);
- b) The statement of financial position, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes thereon have been drawn up in conformity with the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of account and returns;
- c) Investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company's business; and

d) No Zakat deductible at source under Zakat and Ushr Ordinance, 1980 (XVIII of 1980).

The engagement partner on the audit resulting in this independent auditor's report is Mr. Ibne Hassan.

Place: Lahore
Date: January 02, 2026
UDIN: AR2025103004kx2teWLE



UHY Hassan Naeem & Co.
Chartered Accountants
(Mr. Ibne Hassan)

Jauharabad Sugar Mills Limited

Statement of Financial Position

As at September 30, 2025

	Note	2025 Rupees	2024 Rupees
Non-current assets			
Property, plant and equipment	5	11,483,849,818	10,272,237,185
Intangible assets	6	23,406	34,934
Long-term deposits	7	5,257,309	5,257,309
		11,489,130,533	10,277,529,428
Current assets			
Stores, spare parts and loose tools	8	184,254,261	194,302,810
Stock-in-trade	9	1,153,078,002	2,902,289,704
Loans and advances	10	385,357,555	315,758,748
Trade debts	11	1,237,404,524	53,027,788
Trade deposits and short term prepayments	12	166,542,927	155,885,109
Other receivables-unsecured considered good	13	19,690,872	22,220,756
Tax refunds due from the Government	14	235,573,259	186,811,325
Short term investments	15	87,862,968	14,861,932
Cash and bank balances	16	396,938,044	221,488,103
		3,866,702,412	4,066,646,275
Current liabilities			
Trade and other payables	17	541,249,355	1,177,344,911
Unclaimed dividend		1,783,927	1,796,657
Accrued mark-up	18	98,681,098	117,885,795
Short term borrowings	19	2,843,204,543	2,702,235,676
Current portion of:			
-Liabilities against assets subject to lease-secured	20	22,000,000	603,227
Provision for taxation	21	167,227,602	100,956,359
		3,674,146,525	4,100,822,625
Working capital employed			
		192,555,887	(34,176,350)
		11,681,686,420	10,243,353,078
Contingencies and commitments			
Non-current liabilities			
Liabilities against assets subject to lease-secured	20	82,500,000	790,445
Deferred liabilities	23	930,529,502	900,644,947
		1,013,029,502	901,435,392
Net capital employed			
		10,668,656,918	9,341,917,686

The annexed notes 1 to 45 form an integral part of these financial statements.

Lahore:
December 26, 2025


 Chief Executive


 Director


 Chief Financial Officer

Jauharabad Sugar Mills Limited

Statement of Financial Position

As at September 30, 2025

	Note	2025 Rupees	2024 Rupees
Represented by:			
Share capital and reserves			
Share capital	24	341,284,530	341,284,530
Capital reserve - share premium		372,402,633	372,402,633
Loan from sponsors	25	1,345,635,718	1,383,835,718
Revenue reserve - Accumulated profits		1,447,720,711	1,081,199,128
Revaluation surplus on property, plant and equipment - net of tax	26	7,161,613,326	6,163,195,677
		10,668,656,918	9,341,917,686

The annexed notes 1 to 45 form an integral part of these financial statements.

Lahore:
December 26, 2025


 Chief Executive


 Director


 Chief Financial Officer

Jauharabad Sugar Mills Limited
Statement of Profit or Loss

For the year ended September 30, 2025

	Note	2025 Rupees	2024 Rupees
Sales - net	27	10,727,499,449	7,996,451,611
Cost of sales	28	(9,245,826,719)	(6,987,145,562)
Gross profit		1,481,672,730	1,009,306,049
Distribution cost	29	54,956,104	24,165,731
Administrative expenses	30	270,167,599	237,693,028
		(325,123,703)	(261,858,759)
Operating profit		1,156,549,027	747,447,290
Finance cost	31	(649,713,459)	(949,094,324)
Other income	32	41,497,446	173,574,207
Other expenses	33	(91,743,114)	(5,333,597)
Profit/(Loss) before taxation and levy		456,589,900	(33,406,424)
Levy	4.5 & 34	(71,359,057)	(86,087,638)
Profit/(Loss) before taxation		385,230,843	(119,494,062)
Taxation	34	(135,218,404)	121,373,892
Profit after taxation		250,012,439	1,879,830
Earning per share - basic and diluted	35	7.33	0.06

The annexed notes 1 to 45 form an integral part of these financial statements.

Lahore:
December 26, 2025


Chief Executive


Director


Chief Financial Officer

Jauharabad Sugar Mills Limited
Statement of Other Comprehensive Income
For the year ended September 30, 2025

	Note	2025 Rupees	2024 Rupees
Profit after taxation		250,012,439	1,879,830
Other comprehensive income for the year			
Items that will not be subsequently reclassified in profit or loss (net of tax):			
Surplus on revaluation of property, plant and equipment	26.1	1,114,926,793	-
Total comprehensive income for the year		1,364,939,232	1,879,830

The annexed notes 1 to 45 form an integral part of these financial statements.

Lahore:
December 26, 2025


Chief Executive


Director


Chief Financial Officer

Jauharabad Sugar Mills Limited

Statement of Cash Flows

For the year ended September 30, 2025

	Note	2025 Rupees	2024 Rupees
Cash flow from operating activities			
Profit/(Loss) before taxation and levy		456,589,900	(33,406,424)
Adjustments for:			
Depreciation	5.1.1	332,486,699	308,438,997
Amortization	6.3	11,528	17,207
Balances written-off		57,764,335	-
Gain on foreign currency transaction		(783,507)	-
Provision for Workers' Welfare Fund (WWF)	33	9,318,161	5,324,758
Provision for Workers' Profit Participation Fund	33	24,660,618	-
Finance cost	31	649,713,459	949,094,324
Expected credit loss	30	121,503	4,823,935
(Gain)/loss on disposal of property, plant and equipment	5.1.5	(16,603,722)	(2,934,941)
		1,056,689,074	1,264,764,280
Operating profit before working capital changes			
		1,513,278,974	1,231,357,856
Working capital changes			
Stores, spare parts and loose tools		10,048,549	104,190,049
Stock-in-trade		1,749,211,702	(1,377,594,604)
Loans and advances		(69,598,807)	(21,421,026)
Trade debts		(1,241,479,067)	(52,282,165)
Trade deposits and short term prepayments		(10,657,818)	(72,034,336)
Other receivables-unsecured considered good		2,529,884	-
Trade and other payables		(668,741,313)	301,153,105
Unclaimed dividend		(12,730)	156,957
		(228,699,600)	(1,117,832,020)
Cash generated from operations			
		1,284,579,374	113,525,836
Tax and levy paid		(163,043,821)	(163,414,548)
WPPF paid		(1,446,811)	(14,012,520)
Finance cost paid		(664,517,343)	(928,932,920)
		(829,007,975)	(1,106,359,988)
Net cash generated/(used in) from operating activities			
		455,571,399	(992,834,152)

The annexed notes 1 to 45 form an integral part of these financial statements.

Lahore:
December 26, 2025


 Chief Executive


 Director


 Chief Financial Officer

Jauharabad Sugar Mills Limited

Statement of Cash Flows

For the year ended September 30, 2025

	Note	2025 (Rupees)	2024 (Rupees)
Cash flow from investing activities			
Purchase of property, plant and equipment		(320,279,884)	(768,575,607)
Sale proceeds from disposal of property, plant and equipment		49,995,641	5,730,859
Long term deposits		-	(2,166,667)
Net Cash used in from investing activities		(270,284,243)	(765,011,415)
Cash flow from financing activities			
Lease rentals paid - net		(39,605,046)	(2,095,262)
Dividend paid		-	(34,128,453)
Proceeds from/(to) Sponsors' loan - net		(38,200,000)	509,238,040
Net cash used in financing activities		(77,805,046)	473,014,325
Net increase/(decrease) in cash and cash equivalents		107,482,110	(1,284,831,242)
Cash and cash equivalents at the beginning of the year		(2,465,885,641)	(1,181,054,399)
Cash and cash equivalents at the end of the year		(2,358,403,531)	(2,465,885,641)
Cash and cash equivalents comprise of following statement of financial position amounts:			
- Short term investments	15	87,862,968	14,861,932
- Cash and bank balances	16	396,938,044	221,488,103
- Short term borrowings	19	(2,843,204,543)	(2,702,235,676)
		(2,358,403,531)	(2,465,885,641)

The annexed notes 1 to 45 form an integral part of these financial statements.

Lahore:
December 26, 2025


 Chief Executive


 Director


 Chief Financial Officer

Jauharabad Sugar Mills Limited
Statement of Changes in Equity
For the year ended September 30, 2025

	Share Capital	Capital Reserves			Revenue Reserve		
		Issued, subscribed and paid-up capital	Share Premium	Revaluation surplus	Accumulated Profits	Loan from sponsors	Total
Balance as at October 01, 2023	341,284,530	372,402,633	6,276,499,642	1,000,143,786	874,597,678	8,864,928,269	
Repayment of loan during the year	-	-	-	-	(61,000,000)	(61,000,000)	
Loan received during the year	-	-	-	-	570,238,040	570,238,040	
Dividend paid at Rs. 1/- per share	-	-	-	(34,128,453)	-	(34,128,453)	
Profit after taxation	-	-	-	1,879,830	-	1,879,830	
Other comprehensive income for the year	-	-	-	-	-	-	
Total comprehensive income for the year	-	-	-	1,879,830	-	1,879,830	
Transfer of incremental depreciation (net of tax)	-	-	(113,303,965)	113,303,965	-	-	
Transfer of revaluation surplus balance of disposed assets	-	-	-	-	-	-	
Balance as at September 30, 2024	341,284,530	372,402,633	6,163,195,677	1,081,199,128	1,383,835,718	9,341,917,686	
Balance as at October 01, 2024	341,284,530	372,402,633	6,163,195,677	1,081,199,128	1,383,835,718	9,341,917,686	
Repayment of loan during the year	-	-	-	-	(382,400,000)	(382,400,000)	
Loan received during the year	-	-	-	-	344,200,000	344,200,000	
Dividend paid at Rs. 1/- per share	-	-	-	-	-	-	
Profit after taxation	-	-	-	250,012,439	-	250,012,439	
Other comprehensive income for the year	-	-	1,114,926,793	-	-	1,114,926,793	
Total comprehensive income for the year	-	-	1,114,926,793	250,012,439	-	1,364,939,232	
Transfer of incremental depreciation (net of tax)	-	-	(107,444,332)	107,444,332	-	-	
Transfer of revaluation surplus balance of disposed assets	-	-	(9,064,812)	9,064,812	-	-	
Balance as at September 30, 2025	341,284,530	372,402,633	7,161,613,326	1,447,720,711	1,345,635,718	10,668,656,918	

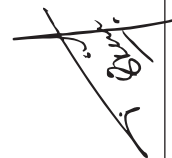
The annexed notes 1 to 45 form an integral part of these financial statements.



Chief Executive



Director



Chief Financial Officer

Lahore:
December 26, 2025

Jauharabad Sugar Mills Limited

Notes to the Financial Statements

For the year ended September 30, 2025

1 Reporting entity

- 1.1 Jauharabad Sugar Mills Limited “the Company” (formerly known as Kohinoor Sugar Mills Limited) was incorporated in Pakistan in 1968 under the repealed Companies Act 1913 (now Companies Act, 2017). The shares of the Company are listed on the Pakistan Stock Exchange. The registered office of the Company is situated at 125-B, Quaid-e-Azam Industrial Estate, Gate No. 4, Kot Lakhpat, Lahore, and the mill is located at Jauharabad, District Khushab, Pakistan. The production plant is located at Industrial Area Jauharabad City District Khushab in the province of Punjab. The principal activity of the Company is manufacturing and sale of sugar and its by-products.

2 Basis of preparation

2.1 Statement of compliance

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

- International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017;
- Provision of and directives issued under the Companies Act, 2017

Where provision and directives issued under the Companies Act, 2017 differ from the IFRS, the provision of and directives issued under the Companies Act, 2017 have been followed.

2.2 Basis of measurement

These financial statements have been prepared under historical cost convention except for the certain property, plant and equipment that are at revalued amounts.

Other areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are as follows.

- Estimation of net realizable value
- Computation of deferred taxation
- Disclosure of contingencies

3 Use of estimates and judgements

The preparation of these financial statements in conformity with approved accounting standards requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and related assumptions are based on historical experience and various other factors that are believed to be reasonable under circumstances, and the results of which form the basis for making judgment about carrying value of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which estimates are revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The areas where assumptions and estimates are significant to the Company's financial statements or where judgment was exercised in application of accounting policies are as follows:

3.1 Property, plant and equipment

The Company reviews the useful lives and residual values of property, plant and equipment on a regular basis. Any change in estimates in future years might affect the carrying amounts of the respective items of property, plant and equipment with a corresponding effect on the depreciation charge and impairment.

3.2 Revaluation of property, plant and equipment

Revaluation of property, plant and equipment is carried out by independent professional valuers. Revalued amounts of non depreciable items are determined by reference to local market values and that of depreciable items are determined by reference to present depreciated replacement values.

3.3 Stores, spare parts and loose tools

The Company reviews the stores, spare parts and loose tools for possible impairment on an annual basis. Any change in estimates in future years might affect the carrying amounts of the respective items of stores, spare parts and loose tools with a corresponding effect on the provision.

3.4 Stock-in-trade

The Company reviews the carrying amount of stock-in-trade on a regular basis. Carrying amount of stock-in-trade is adjusted where the net realizable value is below the cost. Net realizable represents the estimated selling price less cost necessarily to be incurred for such sale.

3.5 Impairment

The management of the Company reviews carrying amounts of its assets and cash generating units for possible impairment and makes formal estimates of recoverable amount if there is any such indication.

3.6 Taxation

The Company takes into account the current income tax law and the decisions taken by appellate authorities. Instances where the Company's view differs from the view taken by income tax department at the assessment stage and where the Company considers that its views on items of material nature is in accordance with the law, the amounts are shown as contingent liabilities.

3.7 Impairment of trade debts, advances and other receivables

The Company applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets.

The expected loss rates are based on the payment profiles of sales over a period of time before the reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

3.8 Provisions and contingencies

The Company reviews the status of all pending litigations and claims against the Company. Based on its judgment and the advice of the legal advisors for the estimated financial outcome, appropriate disclosure or provision is made. The actual outcome of these litigations and claims affect the carrying amounts of the liabilities recognized at the balance sheet date.

3.9 Expected credit loss

ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive. The shortfall is then discounted at an approximation to the assets' original effective interest rate.

The Company has elected to measure loss allowances for trade debts using IFRS 9 simplified approach and has calculated ECLs based on lifetime ECLs. The Company has established a provision matrix that is based on the Company's historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment including forward-looking information.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Company is exposed to credit risk. Loss allowances for financial assets measured at amortized cost are deducted from the gross carrying amount of the assets.

The Company limits its exposure to credit risk by investing only in liquid debt securities and only with counterparties that have a good credit rating. The Company monitors changes in credit risk by tracking published external credit ratings. 12-month and lifetime probabilities of default are based on historical credit ratings of the issuer.

Impairment on cash and cash equivalents has been measured on a 12-month expected loss basis and reflects the short maturities of the exposures. The Company considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties. The Company uses a similar approach for assessment of ECLs for cash and cash equivalents to those used for debt securities.

4 Material Accounting Policies

4.1 IFRS 15 - Revenue from Contracts with Customers

IFRS 15 'Revenue from contracts with customers' - IFRS 15 replaces the previous revenue standards: IAS 18 'Revenue', IAS 11 'Construction Contracts', and the related interpretations on revenue recognition. IFRS 15 introduces a single five-step model for revenue recognition with a comprehensive framework based on core principle that an entity should recognize revenue representing the transfer of promised goods or services under separate performance obligations under the contract to customer at an amount that reflects the consideration to which the entity expects to be entitled in exchange for those promised goods or services.

Based on the assessment performed by the management, there is no significant impact of the changes laid down by IFRS 15 on these financial statements of the Company.

4.2 IFRS 16 - Leases

IFRS 16 replaces the previous lease standard IAS 17 Leases. It resulted in almost all leases being recognized in the condensed interim statement of financial position, as the distinction between operating and finance leases has now been eliminated. Under the new standard, an asset and a lease liability to pay rentals are required to be recognized. The only exceptions are short term and low value leases.

Impact on financial position of the company

The company has adopted IFRS 16 and it has no material impact on the company's financial position as the only lease appearing is finance lease.

4.3 IFRS 9 - Financial instruments

IFRS 9 'Financial instruments' – This standard replaces the provisions of IAS 39 that relate to the recognition, classification and measurement of financial assets and financial liabilities, derecognition of financial instruments, impairment of financial assets and hedge accounting. It also includes an expected credit losses model that replaces the incurred loss impairment model included in IAS 39. The details of new significant accounting policies adopted and the nature and effect of the changes to previous accounting policies are set out below

4.3.1 Classification and measurement of financial instruments

IFRS 9 largely retains the existing requirements in IAS 39 for the classification and measurement of financial liabilities. However, it eliminates the previous IAS 39 categories for financial assets of held to maturity, loans, receivables and available for sale. Under IFRS 9, on initial recognition, the Company classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value either through Other Comprehensive Income (FVOCI), or through profit or loss (FVTPL); and
- those to be measured at amortized cost.

The classification depends on the Company's business model for managing the financial assets and the contractual terms of the cash flows. A financial asset is measured at amortized cost if it meets both of the following conditions and is not designated as at fair value through profit or loss:

- it is held within business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on principal amount outstanding.

Financial assets at amortized cost are subsequently measured using the effective interest rate method. Interest income, foreign exchange gains and losses and impairment are recognized in profit or loss. Any gain on derecognition is recognized in profit or loss.

Equity investments at fair value through other comprehensive income are measured at fair value. Net gains and losses are recognized in statement of other comprehensive income and dividend income is recognized in statement of profit or loss account.

4.3.2 Standards, interpretations and amendments to published approved accounting standards that are not yet effective:

The following revised International Financial Reporting Standards (IFRS), amendments and improvements with respect to the approved accounting standards as applicable in Pakistan would be effective from the dates mentioned below against the respective standard or interpretations:

Standards or Interpretation	Effective date (beginning on or after)
Classification and measurement of financial instruments - Amendments to IFRS 9 and IFRS 7	January 1, 2026
IFRS 18 - Presentation and disclosure in financial statements	January 1, 2027
IFRS S1 General Requirements for Disclosure of Sustainability- related Financial Information	July 1, 2026
IFRS S2 - Climate-related Disclosures	July 1, 2026

4.4 Staff retirement benefits

Defined contribution plan

The Company operates a defined contribution provident fund scheme (the Fund) for its permanent employees. Equal monthly contributions are made to the fund both by the Company and employees at the rate of 10% of basic salary. The Company's contribution is charged to the statement of comprehensive income.

4.5 Taxation

Income tax expense comprises current and deferred tax. Income tax expense is recognized in the profit and loss account, except to the extent that it relates to items recognized directly in equity or below equity, in which case it is recognized in equity or below equity respectively.

Current

Provision for current taxation is based on taxable income, as adjusted for tax purposes, at the current rate of tax after taking into account all tax credits, rebates and available tax losses determined in accordance with prevailing tax laws. The charge for current tax also includes adjustments, where considered necessary, to provision for tax made in previous years arising from assessments made during the year for such years.

Deferred

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

Deferred tax liabilities are recognized for all taxable temporary differences and deferred tax assets are recognized for all deductible temporary differences and carry forward of unused tax losses and tax credits to the extent that it is probable that future taxable profits will be available against which deferred tax asset can be utilized, except where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability that, at the time of transaction, affects neither the accounting nor taxable profits.

The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the deferred tax asset to be utilized.

Deferred tax asset and liability is measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on the rates (and tax laws) that have been enacted or substantively enacted at the balance sheet date.

4.6 Earnings per share ("EPS")

Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year.

Diluted EPS is calculated by adjusting basic EPS by the weighted average number of ordinary shares that would be issued on conversion of all dilutive potential ordinary shares into ordinary shares and post-tax effect of changes in profit and loss attributable to ordinary shareholders of the Company that would result from conversion of all dilutive potential ordinary shares into ordinary shares.

4.7 Property, plant and equipment

4.7.1 Owned

Recognition and measurement

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, if any, except for freehold land which is stated at revalued amount, building and plant & machinery which is stated at revalued amount less subsequent accumulated depreciation and subsequent impairment losses, if any. Cost includes purchase cost together with any incidental expenses of acquisition. Depreciation on additions is charged from the month when the asset is available for use, while no depreciation is charged for the month in

which the asset is disposed off. Depreciation is charged to profit or loss account at the rates specified in Note 5.1 to these financial statements using the reducing balance method unless specifically stated otherwise. Estimate of useful life of depreciable assets is based on assessment of industry trends, technical obsolescence and past experiences. Residual value and useful life of assets are reviewed, at each date of statement of financial position and adjusted expectations differ significantly from previous estimates.

Surplus on revaluation is booked by restating gross carrying amounts of respective assets being revalued, proportionately to the change in their carrying amounts due to revaluation. The accumulated depreciation at the date of revaluation is also adjusted to equal difference between gross carrying amounts and the carrying amounts of the assets after taking into account accumulated impairment losses. The surplus on revaluation of fixed assets to the extent of the annual incremental depreciation based on the revalued carrying amount of the asset and the depreciation based on the assets' original cost is transferred annually to retained earnings net of related deferred tax. Upon disposal, any revaluation reserve relating to the particular assets being sold is transferred to retained earnings. All transfers to / from surplus on revaluation of fixed assets account are net of applicable deferred income tax.

Subsequent expenditure

Subsequent expenditure is capitalized only if it is probable that the future economic benefits associated with the expenditure will flow to the Company.

De-recognition

Gain or loss arising from de-recognition of property, plant and equipment is measured as the difference between the net disposal proceeds and the carrying amount of an asset and is charged to the profit or loss account.

Capital work in progress

Capital work in progress is stated at cost less identified impairment loss, if any, and includes the cost of material, labour and appropriate overheads directly relating to the construction, erection or installation of an item of operating fixed assets. These costs are transferred to operating fixed assets as and when related items become available for intended use.

4.7.2

Leased

Right of use Asset

The Company assesses whether a contract is or contains a lease at the inception of the contract. The Company recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

Where the Company determines that the lease term of identified lease contracts is short term in nature i.e. with a lease term of twelve months or less at the commencement date, right of use assets is not recognized and payments made in respect of these leases are expensed in the statement of profit or loss.

Lease liability

Minimum lease payments made under finance leases are apportioned between the finance expense and the reduction of the outstanding liability. The finance expense is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability.

4.8 Intangibles

Recognition and measurement

Intangibles, with finite useful lives, are measured at cost less accumulated amortization and impairment losses, if any. Amortization is charged to profit or loss account using the reducing balance method over its useful life.

Subsequent expenditure

Subsequent expenditure is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, is charged to profit or loss account as incurred.

De-recognition

Gains or losses arising from de-recognition of intangibles are measured as the difference between the net disposal proceeds and the carrying amount of assets and are charged to the profit or loss account.

4.9 Impairment

Financial assets

The Company records impairment based on lifetime expected credit loss at the time of initial recognition of financial instrument at a default rate calculated using own historical credit loss experience and forward looking factors. However, in certain cases, the Company may also consider a financial asset to be in default when internal or external information indicates that the Company is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Company.

Non-financial assets

The carrying amount of the Company's non-financial assets is reviewed at each year end to determine whether there is any indication of impairment loss. If any such indication exists, the recoverable amount is estimated in order to determine the extent of the impairment loss, if any. The recoverable amount is the higher of fair value less costs to sell and value in use. In the absence of any information about the fair value of a cash-generating unit, the recoverable amount is deemed to be value in use. Impairment losses are recognized as an expense in the statement of other comprehensive income.

4.10 Stores, spare parts and loose tools

These are valued at lower of cost and net realizable value. Cost is determined at average running cost. Items considered obsolete are carried at nil value. Items in transit are valued at cost comprising invoice value plus other charges incurred thereon. Cost is determined at average running cost.

4.11 Stock in trade

These are valued at lower of cost and net realizable value (NRV) except molasses, bagasse and VF cake which is valued at NRV. Cost in relation to raw material, work in process and finished goods represents average cost comprising direct material, labour and appropriate manufacturing overheads. NRV represents the estimated selling price less cost necessarily to be incurred for such sale. Cost is determined as follows;

Work-in-process:	At estimated cost
Finished goods - sugar:	Lower of average cost and net realizable value

4.12 Revenue recognition

According to the core principle of IFRS 15, the Company recognizes revenue to depict the transfer of promised goods and services to customers in an amount that reflects the consideration to which the Company expects to be entitled in exchange for those good and services. The Company recognizes revenue in accordance with that core principle by applying the following steps:

- Identify the contract with a customer;
- Identify the performance obligations in the contract;
- Determine the transaction price;
- Allocate the transaction price to the performance obligations in the contract;
- Recognize revenue when the entity satisfies a performance obligation.

Revenue is measured at the fair value of consideration received or receivable, and represents amount receivable for goods supplied. Revenue from sale of goods is recognized when the Company satisfies a performance obligation (at a point of time) by transferring promised goods to customer being when the goods are invoiced and delivered to customers. This criteria of revenue recognition for its timing and amount is consistent with the previously adopted accounting standard therefore, the management concludes that the adoption of IFRS 15 does not have impact on the timing and amount of revenue recognition of the Company.

4.13 Borrowings and borrowing costs

Borrowings are recorded at the proceeds received. Finance costs are accounted for on an accrual basis and are included in current liabilities to the extent of the amount remaining unpaid.

Borrowing costs are recognized as an expense in the period in which these are incurred except to the extent of the borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset. Such borrowing costs are capitalized as part of the cost of that asset up to the date of its commissioning.

4.14 Provisions

A provision is recognized in the statement of financial position when the Company has a legal or constructive obligation as a result of past event, and it is probable that an out flow of resource embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of obligation.

4.15 Trade debts and other receivables

These are classified at amortized cost and are initially recognized when they are originated and measured at fair value of consideration receivable. These assets are written off when there is no reasonable expectation of recovery. Actual credit loss experience over past years is used to base the calculation of expected credit loss.

4.16 Trade and other payables

Liabilities of 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 billed to the Company.

4.17 Dividend

The dividend distribution to the shareholders is recognized as a liability in the period in which it is approved by the board of directors.

4.18 Financial instruments

Financial assets and financial liabilities are recognized at the time when the Company becomes a party to the contractual provisions of the instrument and derecognized when the Company loses control of contractual rights that comprise the financial assets and in the case of financial liabilities when the obligation specified in the contract is discharged, cancelled or expired. Any gain or loss on derecognition of financial assets and financial liabilities is included in the profit or loss for the year. All 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 measured at fair value, amortized cost or cost as the case may be. The particular measurement methods adopted are disclosed in individual policy statement associated with each item.

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Company or the counter party.

4.19 Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost. For the purposes of the statement of cash flows, cash and cash equivalents consist of cash and bank balances, cheques in hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less, running finance under mark-up arrangements and short term loans which form an integral part of the Company's cash management.

4.20 Foreign currency transactions

Monetary assets and liabilities in foreign currencies are translated into Pak Rupees at the rate of exchange prevailing at the balance sheet date, except those covered by forward contracts, which are stated at contracted rates. Foreign currency transactions are translated into Pak Rupees at the rates prevailing at the date of transaction except for those covered by forward contracts, which are translated at contracted rates. Non monetary items are translated into Pak Rupees on the date of transaction or on the date when fair values are determined. Exchange differences are included in income currently.

4.21 Related party transactions

All transactions with related parties are carried out as arms' length transactions by the Company using the methods prescribed under the Companies Act, 2017.

4.22 Functional and presentation currency

These financial statements are presented in Pak Rupees, which is the Company's functional and presentation currency.

	Note	2025 Rupees	2024 Rupees
5 Property, plant and equipment			
Property, plant and equipment	5.1	11,482,056,585	10,270,443,952
Capital work-in-progress	5.2	1,793,233	1,793,233
		<u>11,483,849,818</u>	<u>10,272,237,185</u>

5.1 Property, plant and equipment.

Particulars	Owned assets						Leased Assets		Grand Total
	Freehold Land	Building On Freehold Land	Plant & Machinery	Service & Other Equipment	Furniture & Fixture	Office Equipment	Vehicles	Vehicles	
Cost									
Balance at October 01, 2023	4,142,226,600	570,950,438	6,757,517,010	10,177,778	14,237,582	12,921,247	112,033,154	8,994,810	11,629,058,619
Revaluation surplus	-	-	-	-	-	-	-	-	-
Additions	-	62,848,201	702,428,318	-	236,414	276,917	2,785,757	-	768,575,607
Disposal	-	-	-	-	-	-	(124,500)	(4,497,405)	(4,621,905)
Balance at September 30, 2024	4,142,226,600	633,798,639	7,459,945,328	10,177,778	14,473,996	13,198,164	114,694,411	4,497,405	12,393,012,321
Cost									
Balance at October 01, 2024	4,142,226,600	633,798,639	7,459,945,328	10,177,778	14,473,996	13,198,164	114,694,411	4,497,405	12,393,012,321
Revaluation surplus	1,105,475,900	11,163,303	2,147,814	-	-	-	-	-	1,118,787,017
Additions	-	29,215,349	282,722,532	-	523,800	-	7,818,203	138,424,350	458,704,234
Disposal	-	-	(13,469,168)	-	-	-	(38,460,838)	(4,497,405)	(56,427,411)
Balance at September 30, 2025	5,247,702,500	674,177,291	7,731,346,506	10,177,778	14,997,796	13,198,164	84,051,776	138,424,350	13,914,076,161

Depreciation

Balance at October 01, 2023	-	194,407,804	1,541,030,454	9,127,365	7,966,196	7,375,354	53,169,846	2,878,340	1,815,955,359
For the year	-	21,340,053	272,666,859	105,041	645,353	556,897	12,207,323	917,471	308,438,997
Disposal	-	-	-	-	-	-	(80,993)	(1,744,994)	(1,825,987)
Balance at September 30, 2024	-	215,747,857	1,813,697,313	9,232,406	8,611,549	7,932,251	65,296,176	2,050,817	2,122,568,369
Balance at October 01, 2024	-	215,747,857	1,813,697,313	9,232,406	8,611,549	7,932,251	65,296,176	2,050,817	2,122,568,369
For the year	-	21,754,653	290,510,565	94,537	596,773	526,591	9,326,749	9,676,831	332,486,699
Disposal	-	-	(1,313,244)	-	-	-	(19,222,890)	(2,499,358)	(23,035,492)
Balance at September 30, 2025	-	237,502,510	2,102,894,634	9,326,943	9,208,322	8,458,842	55,400,035	9,228,290	2,432,019,576
Carrying value 2024	4,142,226,600	418,050,782	5,646,248,015	945,372	5,862,447	5,265,913	49,398,235	2,446,588	10,270,443,952
Carrying value 2025	5,247,702,500	436,674,781	5,628,451,872	850,835	5,789,474	4,739,322	28,651,741	129,196,060	11,482,056,585

Rates of depreciation

Jauharabad Sugar Mills Limited

Notes to the Financial Statements

For the year ended September 30, 2025

5.1.1 Depreciation for the year has been allocated as under:

	Note	2025 Rupees	2024 Rupees
Cost of sales	28	325,836,965	302,270,217
Administrative expenses	30	6,649,734	6,168,780
		<u>332,486,699</u>	<u>308,438,997</u>

5.1.2 All assets are acquired with the funds of the Company and are held by and in the possession and control of the Company

5.1.3 The latest valuation of the Company's assets was carried out by KGT (Private) Limited as at September 30, 2025 and the forced sale value as at that date is given below:

	Amount in Rupees
Freehold land	4,198,162,000
Building on freehold land	348,640,000
Plant, machinery and equipment	4,512,000,000
	<u>9,058,802,000</u>

5.1.4 Buildings, plant and machinery are located at freehold land measuring 496.18 Kanals located at industrial area Jauharabad City District Khushab.

5.1.5 Disposal of property, plant and equipment

Particulars	Cost	Net Book Value	Sale proceeds	Gain/ (loss) on disposal	Mode of Disposal	Name of purchaser
-----2025----- Amount in Rupees						
Plant & Machinery						
Having book value less than Rs. 500,000	13,469,168	12,155,924	18,000,000	5,844,076	Damaged	Insurance Claim
	13,469,168	12,155,924	18,000,000	5,844,076		
Vehicles						
Honda Civic LCW-530	3,996,470	2,393,441	4,515,000	2,121,559	Sale	Market Sold
MG HS ALA-311	6,169,943	6,169,943	6,110,000	(59,943)	Sale	Market Sold
Alto AAV-643	1,431,985	522,053	489,300	(32,753)	Sale	Market Sold
Fortuner LEH - 1689	5,511,370	911,759	8,100,000	7,188,240	Sale	Market Sold
Bike - LEP - 1813	124,500	35,502	100,000	64,498	Sale	Market Sold
Bike- LEL 9834	124,500	35,502	90,000	54,498	Sale	Market Sold
Kia Sportage AGV 486	4,841,340	2,125,818	1,025,500	(1,100,318)	Sale	Saif ur Rehman -Employee
Suzuki Alto AGF 927	1,369,055	589,361	467,950	(121,411)	Sale	Kazim Ali - Employee

Honda City AGK 476	2,987,530	1,286,693	795,200	(491,493)	Sale	Khawaja Arslan Ahmed -Employee
Kia Sportage AHD 810	4,958,560	2,177,289	1,025,500	(1,151,789)	Sale	Amjad Mehmood-Employee
Suzuki Alto AGG 379	1,369,055	589,361	467,950	(121,411)	Sale	Ali-Yousaf Ali-Employee
Honda City AGK 478	2,987,530	1,286,693	795,200	(491,493)	Sale	Usman Afzaal-Employee
Changan Alsvin AFY 286	2,589,000	1,114,532	795,200	(319,332)	Sale	Tariq Mehmood-Employee
Sub total	38,460,838	19,237,947	24,776,800	5,538,852		
Vehicles - Leased						
Honda Civic AGU-842	4,497,405	1,998,047	7,218,841	5,220,794	Sale	Saif Ur Rehman-Executive Director
	4,497,405	1,998,047	7,218,841	5,220,794		
Total- 2025	56,427,411	33,391,918	49,995,641	16,603,722		

Particulars	Cost	Net Book Value	Sale proceeds	Gain/ (loss) on disposal	Mode of Disposal	Name of purchaser
2024	----- Amount in Rupees -----					
Vehicles - Leased						
Honda Civic AGU-316	4,497,405	2,752,411	5,580,859	2,828,448	Sale	Amjad Mehmood-Employee
Sub total	4,497,405	2,752,411	5,580,859	2,828,448		
Office equipment						
Having book value less than Rs. 500,000	124,500	43,507	150,000	106,493	Lost	Insurance Claim
Total- 2024	4,621,905	2,795,918	5,730,859	2,934,941		

5.1.6 If the freehold land, building and plant and machinery were measured using the cost model, the carrying amount would be as follows:

Particulars	Cost	Accumulated depreciation	Net book value
2025	----- (Rupees) -----		
Freehold land	29,414,310	-	29,414,310
Building on freehold land	409,794,015	158,513,766	251,280,249
Plant and machinery	4,256,081,532	1,327,563,286	2,928,518,246
	4,695,289,857	1,486,077,052	3,209,212,805
2024			
Freehold land	29,414,310	-	29,414,310
Building on freehold land	380,578,666	145,929,178	234,649,488
Plant and machinery	3,976,784,055	1,179,212,701	2,797,571,354
	4,386,777,031	1,325,141,879	3,061,635,152

5.2 Capital work-in-progress

Description	Opening balance	Additions during the year	Transferred to/ (from)	Closing balance
2025	------(Rupees)-----			
Plant and machinery	369,883	-	-	369,883
Advances for capital expenditure	1,423,350	-	-	1,423,350
	1,793,233	-	-	1,793,233
2024				
Plant and machinery	369,883	-	-	369,883
Advances for capital expenditure	1,423,350	-	-	1,423,350
	1,793,233	-	-	1,793,233

	Note	2025 Rupees	2024 Rupees
6 Intangible assets			
Software	6.1	23,406	34,934
6.1 Software			
Cost		1,100,000	1,100,000
Additions during the year		-	-
Disposal during the year		-	-
Accumulated amortization	6.2	(1,076,594)	(1,065,066)
At the end of the year		23,406	34,934
6.2 Accumulated Amortization			
At beginning of the year		1,065,066	1,047,859
Amortization for the year	6.3	11,528	17,207
At the end of the year		1,076,594	1,065,066
Amortization rate - % per annum		33%	33%
6.3 Amortization for the year has been allocated as under:			
Cost of sales	28	11,297	16,863
Administrative expenses	30	231	344
		11,528	17,207

7 Long-term deposits

This includes interest free deposits to sub-division canal officer for provision of utilities at plant and are refundable on disconnection of services.

8 Stores, spare parts and loose tools

Stores	98,190,795	112,518,043
Spare parts	80,943,686	78,685,511
Loose tools	5,119,780	3,099,256
	184,254,261	194,302,810

	Note	2025 Rupees	2024 Rupees
9 Stock-in-trade			
Work-in-process		4,767,955	5,035,402
Finished goods		1,148,310,047	2,897,254,302
		<u>1,153,078,002</u>	<u>2,902,289,704</u>
10 Loans and advances			
Advances-considered good-unsecured			
-Suppliers		192,609,340	65,325,144
-LC margin		3,114,957	1,583,570
-Employees		9,658,447	1,026,376
-Agricultural loan	10.1	179,974,811	247,823,658
		<u>385,357,555</u>	<u>315,758,748</u>
10.1 This represents interest free advances to sugarcane growers, which are adjustable against supply of sugarcane.			
11 Trade debts			
Local debtors considered good - unsecured		1,242,349,962	57,851,723
Less: Expected credit loss	11.1	(4,945,438)	(4,823,935)
		<u>1,237,404,524</u>	<u>53,027,788</u>
Export debtors considered good - secured		-	-
		<u>1,237,404,524</u>	<u>53,027,788</u>
11.1 Expected credit loss			
Opening balance		4,823,935	-
Charge for the year		121,503	4,823,935
Closing balance		<u>4,945,438</u>	<u>4,823,935</u>
12 Trade deposits and short term prepayments			
Prepaid expenses	12.1	4,335,832	3,206,712
Bank guarantee	12.2	50,000,000	50,000,000
Others	12.3	112,207,095	102,678,397
		<u>166,542,927</u>	<u>155,885,109</u>
12.1 This mainly includes insurance premiums.			
12.2 This bank guarantee is issued for supply of refined white sugar in favor of the Director, General Procurement (Army).			
12.3 This includes deposit of Rs. 75 million under protest against contended order passed by DGI regarding regularization of crushing capacity.			
13 Other receivables - unsecured considered good			
Excise duty recoverable	13.1	10,500,922	10,500,922
Export fund refund	13.2	2,746,250	2,746,250
Special excise duty refundable	13.3	505,200	505,200
Rebate receivable on export of sugar	13.4	5,938,500	8,323,540
Sales tax refundable	13.5	-	144,844
		<u>19,690,872</u>	<u>22,220,756</u>

- 13.1 This represents refund allowed by the Central Excise Appellate Tribunal, Lahore, in the light of criteria set up by the Supreme Court of Pakistan against Central Excise Duty paid during the season 1988-89. The Company's legal counsel expects that case to be decided in the favour of the Company.
- 13.2 This represents relief granted by the Lahore High Court against previous years' demand. However the same is still pending for final adjudication. The Company's legal counsel expects that case to be decided in the favor of the Company.
- 13.3 This represents an amount paid under protest as 1% Special Excise Duty on the goods manufactured prior to Finance Bill 2007, whereas it was leviable on goods manufactured/ imported from July 01, 2007, vide Circular No. 1(3) FED 2007 dated 28th August, 2007. The Company's legal counsel expects that case to be decided in the favour of the Company.
- 13.4 This represents rebate receivable from Government against export of sugar.
- 13.5 This represents sales tax amount recoverable against purchase/sale of goods.

	Note	2025 Rupees	2024 Rupees
14 Tax refunds due from the Government			
Opening balance		186,811,325	94,348,259
Add: Tax deducted during the year		148,175,098	163,414,548
Adjustments during the year		-	-
Less: Adjusted against prior year taxes		(99,413,164)	(70,951,482)
		<u>235,573,259</u>	<u>186,811,325</u>

- 14.1 This represents income tax refundable from government. The assessments of the Company have been completed for and up to financial year ended on September 30, 2024.

15 Short term investments

Investment at fair value through profit or loss	15.1	<u>87,862,968</u>	<u>14,861,932</u>
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- 15.1 This represents the investment made in debt securities of Soneri Bank Limited.

16 Cash and bank balances

Cash in hand		165,875	285,295
Bank balances - Current accounts		276,935,125	218,415,266
Bank balances - Saving accounts	16.1	<u>119,837,044</u>	<u>2,787,542</u>
		<u>396,938,044</u>	<u>221,488,103</u>

- 16.1 The balances in saving accounts carry mark-up at 3.71% to 6.55% per annum (2024: 5.00% to 9.50% per annum).

17 Trade and other payables

Trade Creditors		158,348,046	515,861,269
Salaries and wages payable		62,114,885	28,162,512
Accrued liabilities		53,631,096	33,268,239
Advances from customers	17.1	13,226,524	326,522,614
Income tax deducted at source		11,967,200	2,351,796
Sugarcane cess payable	17.2	3,001,109	3,001,109
Provident fund payable		1,171,528	1,223,665
Sales tax payable	17.3	166,246,297	228,602,564
Security deposit		30,770,818	30,225,048
Workers' Profit Participation Fund (WPPF)	17.4	24,819,933	1,492,337
Workers' Welfare Fund (WWF)	17.5	14,642,919	5,324,758
Other payable	17.6	<u>1,309,000</u>	<u>1,309,000</u>
		<u>541,249,355</u>	<u>1,177,344,911</u>

- 17.1 This represents advances received from customers for sale of sugar and by-products.

- 17.2 This represents sugarcane cess demanded by Cane Commissioner, Lahore against sugarcane purchased from Khyber Pakhtunkhwa.
- 17.3 This represents provision against pending cases of sales tax for the year 1999-2000 amounting to Rs. 3.44 million (2024: 3.44 million) and sales tax payable for the month of September 2025 amounting to Rs. 135.44 million (2024: Rs. 224.83 million).
- 17.4 Workers' Profit Participation Fund (WPPF)

	Note	2025 Rupees	2024 Rupees
Balance at beginning of the year		1,492,337	14,058,046
Add: Charge for the year	33	24,660,618	-
Interest on workers' profit participation fund	31	113,789	1,446,811
		26,266,744	15,504,857
Less: Payments made to the fund during the year		(1,446,811)	(14,012,520)
Balance at end of the year		24,819,933	1,492,337

17.5 Workers' Welfare Fund (WWF)

Balance at the beginning of the year		5,324,758	-
Charge for the year	33	9,318,161	5,324,758
		14,642,919	5,324,758
Less: Payments made during the year		-	-
Balance at the end of the year		14,642,919	5,324,758

- 17.6 This represents labor colony land at Jauharabad against which a case is pending with Housing and Physical Planning Department (PHATA), Jauharabad. On account of legal proceedings the management expects that the payment against this liability shall arise after September 30, 2025.

18 Accrued mark-up

Accrued mark-up on:

- Long term finances from banking companies-secured	144,067	21,346
- Short term borrowings	98,537,031	117,864,449
	98,681,098	117,885,795

	Sanction limit Rupees in Million'	Note	2025 Rupees	2024 Rupees
19 Short term borrowings				
Mark-up based borrowings from Conventional Banks				
Running finance	1,350	19.1	769,239,912	346,237,676
Cash finance	4,050	19.1	449,997,999	1,880,998,000
Term Finance	450	19.1	450,000,000	475,000,000
Islamic mode of financing				
Murabaha/Istisna	2,575	19.2	854,040,491	-
Bai Salam/Running Musharakah	750	19.2	319,926,141	-
	9,175		2,843,204,543	2,702,235,676

- 19.1 These facilities have been obtained from various conventional banks to meet working capital requirements and are secured by charge over current and future assets (fixed and current) of the Company, pledge of sugar stock, lien over import documents and personal guarantees of sponsors and corporate guarantee of Cane Processing (Private) Limited (Holding Company).

These facilities carry mark-up at rates ranging from 3-month KIBOR + 2.00% to 3-month KIBOR + 2.50% per annum

payable quarterly, while certain facilities are subject to 1-month KIBOR + 2.50% per annum.
The aggregate available short term funded facilities amounts to Rs. 5.85 billion (2024: Rs. 5.30 billion).

- 19.2 These facilities have been obtained from various Islamic banks to meet working capital requirements and are secured by charge over current and future assets (fixed and current) of the Company, pledge of sugar stock, pledge of share of company, lien over import documents, and personal guarantees of sponsors and corporate guarantee of Cane Processing (Private) Limited (Holding Company).

These facilities carry mark-up at the rates ranging from matching KIBOR + 1.75% per annum to matching KIBOR + 2.50% per annum.

The aggregate available short term funded facilities amount to Rs.3.32 billion (2024: Rs. 2.73 billion).

- 19.3 The loans from sponsors of the Company are subordinated under subordination agreement.

	2025 Rupees	2024 Rupees
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20 Liabilities against assets subject to lease - secured

Opening balance	1,393,672	2,960,350
Add: Assets acquired during the year	138,424,350	-
	139,818,022	2,960,350
Less: Payments/adjustments	(35,318,022)	(1,566,678)
	104,500,000	1,393,672
Less: Current portion	(22,000,000)	(603,227)
Closing balance	82,500,000	790,445

- 20.1 The Company had entered into lease agreement with MCB Islamic Bank Limited for two Land Crusiers. Lease rentals were payable on quarterly basis and includes finance cost at the rate of 3 months KIBOR plus 1.5 % per annum, which has been used as discounting factor. The Company had exercised the option and disposed the assets upon completion of lease period.

- 20.2 A reconciliation between the total of future minimum lease payments and their present values at year end is as follows:

	2025 Amount in Rupees			2024 Amount in Rupees		
	Minimum lease payments	Present value of minimum lease payments	Financial charges	Minimum lease payments	Present value of minimum lease payments	Financial charges
	-----Rupees-----			-----Rupees-----		
Due within one year	34,103,511	22,000,000	12,103,511	810,240	603,227	207,013
Due after one year but not later than 5 years	103,257,000	82,500,000	20,757,000	877,769	790,445	87,324
Due after 5 years	-	-	-	-	-	-
	137,360,511	104,500,000	32,860,511	1,688,009	1,393,672	294,337

	Note	2025 Rupees	2024 Rupees
21 Provision for taxation			
Balance at beginning of the year		100,956,359	90,129,350
Add: Provision for the year	34	167,227,603	86,087,638
		268,183,962	176,216,988
Less: Prior year adjustments/ payments		(100,956,360)	(75,260,629)
Balance at end of the year	21.1	167,227,602	100,956,359

21.1 Provision for current tax is calculated as per provisions of Income Tax Ordinance, 2001 at the applicable rates.

22 Contingencies and commitments

22.1 Contingencies

The following are known contingencies as on September 30, 2025.

- 22.1.1 Since Federal Excise Duty (FED) is leviable on goods produced or manufactured, therefore, FED is not leviable on sale of sugar produced prior to the Finance Bill, 2011. Hence, FED amounting to Rs. 58.88 million has not been accounted for in these financial statements. The Company has filed a writ petition in the Honorable Lahore High Court against FBR show cause notice dated 19-09-2012 against the demand of Rs. 58.88 million.
- 22.1.2 The Company has filed a writ petition against the amendments of Finance Act 2014 on "Alternate Corporate Taxes", implication on Tax Year 2014 of Company against which a demand of Rs.50.26 million has been established, the said amendments would not be implemented as the income realized was before the said amendments, amendments become applicable after July 1, 2014.
- 22.1.3 The Company has filed an appeal and stay application before Commissioner Inland Revenue (Appeals-I) against demand of Rs. 82.16 million created by Assistant Commissioner Inland Revenue vide order under section 161(1A)/205(3) which is decided in favour of the Company creating the demand of Rs.1.37 million. The Department has filed an appeal before ATIR against the decision.
- 22.1.4 The Additional Deputy Commissioner Inland Revenue has raised demand of Rs. 236.98 million u/s 122 (5A) of the Income Tax Ordinance. The Company filed appeal before CIR (A) on February 01, 2021 and received ordered on August 06, 2021, in which case was remanded back to ADCIR and additions of disallowance of tax credit of Rs. 3.87 million u/s 65B and admissible deduction of Rs. 3.25 million u/s 174 (2) are held illegal. The Company filed appeal before Appellate Tribunal Inland Revenue (ATIR), which is pending for adjudication.
- 22.1.5 An assessment order was passed against the Company by the tax authorities on 20 January 2025 under the provisions of the Sales Tax Act, 1990 creating a tax demand of Rs. 5,972,970/-. The Company filed an appeal before the Commissioner Inland Revenue (Appeals) on 19 February 2025, which was decided against the Company through an order dated 12 May 2025 passed under section 45B of the Sales Tax Act, 1990. Being aggrieved by the said order, the Company has filed a reference STRN 37630/2025 before the Honourable Lahore High Court, which is currently pending adjudication.
- 22.1.6 The Assistant Commissioner Inland Revenue has created tax demand amounting to Rs. 858,105 under section 161(1A)/205(3) of the Income Tax Ordinance, 2001. The Company has requested the Department to adjust the demand against the available refunds.
- 22.1.7 Company had filed case of 2024 before the Honorable LHC, 50% Tax Demand was paid vide Lahore High Court Order. Hence, Proceedings are stayed. Final order of Lahore High Court is still pending. It is company's legal consultant opinion that the Company has a strong case in its favour and there is every likelihood of the appeal being decided in its favour.
- 22.1.8 A case was filed before Lahore High Court and direction was given to pay 1/3rd amount of the tax and a postdated cheques for the 2/3rd was also required to be provided to LHC Registrar. Proceedings are stayed. Final order of Lahore High Court is still pending. It is company's legal consultant opinion that the Company has a strong case in its favour and there is every likelihood of the appeal being decided in its favour.

22.2 Commitments

There are no known commitments as on September 30, 2025 (2024: Nil).

	Note	2025 Rupees	2024 Rupees
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23 Deferred liabilities

Deferred Taxation	23.1	930,529,502	900,644,947
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23.1 Deferred tax liability on taxable temporary differences arising in respect of:

Surplus on revaluation of related assets	797,455,048	837,480,537
Accelerated depreciation / amortization	474,096,309	414,149,784
Leased assets	37,466,857	692,412
Deferred tax asset on deductible temporary differences arising in respect of:		
Worker's Profit Participation Fund	(7,197,781)	3,556,234
Expected Credit Loss	(1,398,941)	-
Liabilities against assets subject to finance lease	(30,305,000)	(394,425)
Workers Welfare Fund	(4,246,447)	-
Tax credits / Unused tax losses	(335,340,543)	(354,839,595)
	930,529,502	900,644,947

23.1.1 Movement in deferred tax balances is as follows:

At beginning of the year	900,644,947	1,017,709,692
Deferred tax liability on addition in revaluation surplus	3,860,224	-
Recognized in statement of profit or loss:		
Accelerated tax depreciation/amortization on fixed assets	59,946,525	79,040,003
Incremental depreciation	(43,885,713)	(46,279,085)
Net Assets against assets subject to finance lease	6,863,870	(617,287)
Workers Welfare Fund	(4,246,447)	-
Worker's Profit Participation Fund	(10,754,015)	3,498,089
Tax credits / unused tax losses	19,499,052	(152,706,465)
Expected Credit Loss	(1,398,941)	-
	26,024,331	(117,064,745)
At end of the year	930,529,502	900,644,947

24 Share capital

	2025 Number	2024 Number		2025 Rupees	2024 Rupees
24.1 Authorized share capital	70,000,000	70,000,000	Ordinary shares of Rs. 10/- each	700,000,000	700,000,000
24.2 Issued, subscribed and paid-up capital					
	873,180	873,180	Shares allotted on reorganization of Kohinoor Industries Limited of Rs.10/- each	8,731,800	8,731,800
	125,008	125,008	Shares issued for cash of Rs. 10 each	1,250,080	1,250,080
	13,651,899	13,651,899	Shares issued as fully paid bonus shares of Rs. 10/- each	136,518,990	136,518,990
	7,905,650	7,905,650	Right shares of Rs. 10/- each	79,056,500	79,056,500
	11,572,716	11,572,716	Issue of shares against loan from sponsors	115,727,160	115,727,160
	34,128,453	34,128,453		341,284,530	341,284,530

25 Loan from sponsors

This represents interest free loan provided to the Company by its sponsors. These loans have been agreed to be repayable/ converted into equity at the Company's discretion. Loan was repaid and received during the year to abridge the working capital requirements of the Company.

	Note	2025 Rupees	2024 Rupees
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26 Revaluation surplus on property, plant and equipment - net of tax

Land		4,112,812,290	4,112,812,290
Buildings		249,113,060	249,113,060
Plant and machinery		3,362,805,485	3,362,805,485
		7,724,730,835	7,724,730,835
Add: Addition in revaluation surplus			-
Land		1,105,475,900	-
Buildings		11,163,303	-
Plant and machinery		2,147,814	-
		1,118,787,017	-
Less: Accumulated incremental depreciation		(875,384,666)	(724,054,621)
Less: Revaluation surplus on plant disposed off		(9,064,812)	-
		7,959,068,374	7,000,676,214
Less: Deferred tax liability		-	-
Opening balance		837,480,537	883,759,622
Deferred tax liability on addition in revaluation surplus		3,860,224	-
Tax on incremental depreciation for the year		(43,885,713)	(46,279,085)
		797,455,048	837,480,537
		7,161,613,326	6,163,195,677

26.1 Other Comprehensive Income

Revaluation Surplus charged to OCI - net of tax:

Land	5.1	1,105,475,900	-
Buildings	5.1	11,163,303	-
Plant and machinery	5.1	2,147,814	-
		1,118,787,017	-
Less: Impact of Deferred tax on taxable temporary difference (excluding Land)			
Deferred tax		(3,860,224)	-
		1,114,926,793	-

26.2 Transfer of incremental depreciation (net of tax)

Incremental depreciation charged during the year		151,330,045	159,583,050
Less: Tax saving on the incremental depreciation		(43,885,713)	(46,279,085)
Transfer of revaluation surplus relating to the disposed asset		9,064,812	-
		116,509,144	113,303,965

	Note	2025 Rupees	2024 Rupees
27 Sales - net			
Sugar - local		10,639,875,373	7,937,960,500
Sugar - export		825,871,637	241,702,083
		11,465,747,010	8,179,662,583
By-products:			
-Molasses		944,093,808	967,644,998
-Bagasse		178,667,283	177,112,434
-Mud		15,802,949	10,915,231
		1,138,564,040	1,155,672,663
		12,604,311,050	9,335,335,246
Less:			
Sales tax		1,871,054,851	1,333,950,135
Commission		5,756,750	4,933,500
		1,876,811,601	1,338,883,635
		10,727,499,449	7,996,451,611
28 Cost of sales			
Sugarcane purchased and consumed		6,589,131,841	7,370,391,346
Salaries, wages and other benefits	28.1	251,618,751	224,919,259
Chemicals and stores consumed		90,427,086	103,953,677
Packing material consumed		65,712,758	64,914,745
Fuel and power		12,900,308	26,649,584
Repairs and maintenance		129,239,952	86,733,960
Workers' welfare expense		1,802,996	1,562,440
Insurance		9,517,422	9,516,668
Vehicle running and maintenance		14,426,169	17,106,747
Travelling and conveyance		3,167,522	3,637,250
Carriage and freight		452,750	239,220
Rent rate and taxes		643,933	600,053
Printing and stationery		41,464	52,154
Depreciation	5.1.1	325,836,965	302,270,217
Amortization	6.3	11,297	16,863
Other factory expenses		1,683,803	2,038,193
		7,496,615,017	8,214,602,376
Opening work-in-process		5,035,402	5,413,943
Closing work-in-process	9	(4,767,955)	(5,035,402)
		267,447	378,541
Cost of goods manufactured		7,496,882,464	8,214,980,917
Opening stock of finished goods		2,897,254,302	1,519,281,157
Molasses purchased		-	150,137,790
Closing stock of finished goods	9	(1,148,310,047)	(2,897,254,302)
		1,748,944,255	(1,227,835,355)
		9,245,826,719	6,987,145,562

28.1 This includes Company's contributions to provident fund amounting to Rs. 3,851,974 (2024: Rs.3,546,786).

	Note	2025 Rupees	2024 Rupees
29 Distribution cost			
Salaries, wages and other benefits	29.1	18,721,731	14,928,267
Communication		118,608	96,980
Vehicles running and maintenance		676,493	40,640
Freight and clearing charges on exports		21,821,825	818,506
Miscellaneous	29.2	13,617,447	8,281,338
		<u>54,956,104</u>	<u>24,165,731</u>

29.1 This includes Company's contributions to provident fund amounting to Rs. 1,312,485 (2024: Rs. 192,131).

29.2 This includes expenses related penalties and charges.

30 Administrative expenses

Salaries, wages and other benefits	30.1	201,134,358	171,675,066
Staff welfare		4,893,770	4,983,483
Legal and professional charges		10,955,042	8,514,372
Rent, rate and taxes		4,935,825	3,430,961
Fuel and power		3,116,967	7,446,867
Vehicles running and maintenance		4,780,169	4,468,498
Travelling and conveyance		281,525	825,646
Printing and stationery		32,036	392,385
Telecommunication		3,733,243	3,660,571
Repair and maintenance		7,134,707	1,679,307
Postage and telegrams		358,748	384,648
Advertisement		195,000	439,250
Auditor's remuneration	30.2	4,977,000	4,371,500
Charity and donations	30.3	2,557,500	957,400
Depreciation	5.1.1	6,649,734	6,168,780
Amortization	6.3	231	344
Insurance		14,005,772	12,953,987
Expected credit loss		121,503	4,823,935
Miscellaneous		304,469	516,028
		<u>270,167,599</u>	<u>237,693,028</u>

30.1 This includes Company's contributions to provident fund amounting to Rs.928,033 (2024: Rs. 2,209,512).

30.2 Auditor's remuneration

Auditor's remuneration

Annual audit fee	1,400,000	1,400,000
Half yearly review	262,500	262,500
Other services	3,314,500	2,709,000
	<u>4,977,000</u>	<u>4,371,500</u>

30.3 This includes a donation of Rs. 1,200,000 (2024: Nil) made to Idara Fikr-e-Jadeed during the year ended September 30, 2025. No Director of the Company, nor any of their spouses, has any interest in the donee organization.

	Note	2025 Rupees	2024 Rupees
31 Finance cost			
Mark-up on lease liability		4,409,745	488,478
Mark-up on short term borrowings		624,431,254	937,319,533
Bank commission on exports		9,263,543	4,291,551
Interest on Workers' Profit Participation Fund	17.4	113,789	1,446,811
Bank charges		11,495,128	5,547,951
		<u>649,713,459</u>	<u>949,094,324</u>

32 Other income

Miscellaneous	32.1	24,110,217	36,944,866
Forfeiture of advances	32.2	-	119,700,000
Scrap sale		-	13,994,400
Gain on disposal of property, plant and equipment	5.1.5	16,603,722	2,934,941
Foreign currency exchange gain		783,507	-
		<u>41,497,446</u>	<u>173,574,207</u>

32.1 This comprises of return on short term investment and interest received on saving accounts maintained with banks.

32.2 The customers' advance payments of 119 million were forfeited due to their refusal to purchase sugar, as market prices were lower than the contracted price, in accordance with the non-refundable terms of the agreement.

33 Other expenses

Rebate on exports written-off		2,529,884	-
Fair value loss on investment		-	8,839
Workers' Profit Participation Fund (WPPF)	17.4	24,660,618	-
Loss on settlement of contracts		55,234,451	-
Other expenses	17.5	9,318,161	5,324,758
		<u>91,743,114</u>	<u>5,333,597</u>

34 Levy and taxation

Income tax			
Current year	34.1	167,227,603	86,087,638
Prior year	34.3	13,325,527	(4,309,147)
		<u>180,553,130</u>	<u>81,778,491</u>
Deferred tax		26,024,331	(117,064,745)
Tax expense including levy		206,577,461	(35,286,254)
Levy		(71,359,057)	(86,087,638)
Tax expense excluding levy		<u>135,218,404</u>	<u>(121,373,892)</u>

34.1 Provision for current taxation is based on minimum tax at the rate of 1.25% of net revenue under section 113 of Income Tax Ordinance, 2001, excess of minimum tax over normal tax liability shall be carried forward for next three years and shall be adjusted against normal tax liability. However, the tax credit for the year 2021 has lapsed.

34.2 The numerical reconciliation between the average tax rate and the applicable tax rate has not been presented in these financial statements, as the total income of the Company falls under section 113 of the Income Tax Ordinance, 2001, and the deferred tax asset was also recorded on unadjusted tax credit under section 113.

34.3 The provision for current year tax represents tax on taxable income, net of tax credits. As per management's assessment the provision for tax made in the financial statements is sufficient. Tax assessment for the year 2024 is finalized, a comparison of income tax provision of last three years with tax assessment is presented below:

Years	Tax provision as per financial statement Rupees	Tax as per assessment Rupees	Prior Period adjustment Rupees
2023	90,129,350	85,820,203	(4,309,147)
2024	86,087,638	99,413,165	13,325,527
2025	167,227,603	-	-

35 Earnings per share

35.1 Earnings per share - basic

		2025 Rupees	2024 Rupees
Profit after taxation attributable to members	Rupees	250,012,439	1,879,830
Weighted average number of ordinary shares	Number	34,128,453	34,128,453
Earnings per share - basic	Rupees	7.33	0.06

35.2 Earning per share - diluted

There is no dilutive effect on the basic earnings per share as the Company does not have any convertible instruments in issue as at September 30, 2025 and September 30, 2024.

36 Remuneration of Chief Executive, Director and Executives

The aggregate amount charged in the financial statements for the year for remuneration, including all benefits, to the Chief Executive, Directors and Executives of the Company is as follows:

	Directors						Executives	
	Chief Executive		Executive Directors		Non - Executive Directors			
	2025	2024	2025	2024	2025	2024	2025	2024
	(Rupees)							
Managerial remuneration	3,564,000	3,564,000	3,300,000	3,300,000	-	-	45,744,382	48,801,715
Utilities	-	-	-	-	-	-	-	-
	3,564,000	3,564,000	3,300,000	3,300,000	-	-	45,744,382	48,801,715
Number of key executives / non - executives	1	1	1	1	5	5	25	26

36.1 The Chief Executive does not hold any shares in the Company.

36.2 Executives are employees whose basic salaries exceed Rs. 1.2 million (2024: 1.2 million) in a financial year.

36.3 The Company's contributions to provident fund of Chief Executive, Executive Directors and Executives are amounting to Rs. Nil (2024: Rs. Nil), Rs. Nil (2024: Rs. 115,500) and Rs. 1,527,299 (2024: Rs. 1,457,054) respectively.

37 Operating segments

37.1 These financial statements have been prepared on the basis of single reportable segment.

37.2 Revenue from sale of sugar represents 91.06% (2024: 89.05%) of the total revenue of the Company.

37.3 The Company sold sugar in Pakistan, Afghanistan and Singapore (2024: Pakistan and Afghanistan).

37.4 Sale of sugar includes 92.87% (2024: 97.05%) that relates to customers in Pakistan.

37.5 All assets of the Company as at September 30, 2025 are located in Pakistan.

38 Financial risk management

The Company is exposed to various risks in relation to financial instruments. The Company's financial assets and liabilities by category are summarized in note 38.5. The main types of risks are credit risk, liquidity risk and market risk.

The Company's risk management is conducted by the Board of Directors. The Company focuses on securing its cash flows

& minimizing its exposure to financial markets. The Company does not actively engage in the trading of financial assets for speculative purposes. The most significant financial risks to which the company is exposed are described below:

38.1 Credit risk

Credit risk represents the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was as follows:

	2025 Rupees	2024 Rupees
Long term deposits	5,257,309	5,257,309
Trade debts	1,237,404,524	53,027,788
Loans and advances	192,748,215	250,433,604
Trade deposits and short term prepayments (excluding Govt.)	112,207,095	102,678,397
Short term investments	87,862,968	14,861,932
Bank balances	396,772,169	221,202,808
	<u>2,032,252,280</u>	<u>647,461,838</u>

Counterparties without external credit ratings

38.1.1 Trade debts - considered good

Majority of the company's revenue are on advance basis and all the trade debts at the statement of financial position date represents domestic parties.

The aging of trade debts at the reporting date is/as follows:

Upto 90 days	1,087,001,356	36,998,027
91 - 180 days	29,174,413	1,548,392
181 - 365 days	116,600,993	19,045,303
Above 365 days	9,573,200	260,001
	<u>1,242,349,962</u>	<u>57,851,723</u>
Allowance for expected credit loss	<u>(4,945,438)</u>	<u>(4,823,935)</u>
	<u>1,237,404,524</u>	<u>53,027,788</u>

38.1.2 Impairment of financial assets

The Company continually monitors the credit quality of its receivables and provides for any impairment. The Company is not exposed to any substantial credit risk that has not been provided for.

Counterparties with external credit ratings

Credit risk is considered minimal since the counterparties have reasonably high credit ratings as determined by various credit rating agencies. Due to long standing business relationships with these counterparties and considering their strong financial standing, management does not expect non-performance by these counterparties on their obligations to the Company. Following are the credit ratings of counterparties with external credit ratings:

	Rating		Rating	2025	2024
	Short term	Long term	Agency	Rupees	Rupees
Al Baraka Bank Pakistan Limited	A1	AA-	VIS	86,620,081	1,028,335
Allied Bank Limited	A1+	AAA	PACRA	228,325	51,043
Bank Alfalah Limited	A1+	AAA	PACRA	10,670,300	4,978,785
Dubai Islamic Bank	A1+	AA	JCR-VIS	636,167	636,167
Faysal Bank Limited	A1+	AA/AA+	PACRA-VIS	38,193,861	23,352,985
Habib Bank Limited	A1+	AAA	VIS	33,208,874	33,246,459
JS Bank Limited	A1+	AA	PACRA	2,479	2,478
MCB Bank Limited	A1+	AAA	PACRA	25,621,529	36,058,761
MCB Islamic Bank Limited	A1	A+	PACRA	130,602,551	58,450,889
Meezan Bank Limited	A1+	AAA	VIS	20,139,279	20,050,819

National Bank of Pakistan	A1+	AAA	PACRA-VIS	1,938,313	229,609
Soneri Bank Limited	A1+	AA-	PACRA	234,727	8,487,041
United Bank Limited	A1+	AAA	VIS	27,293,008	29,008,878
Askari Bank Limited	A1+	AA+	PACRA	13,105,165	1,241,640
Habib Metropolitan Bank Limited	A1+	AA+	PACRA	8,039,181	4,008,680
Summit Bank Limited	-	-	VIS	7,120	8,963
Finca Microfinance Bank Limited	A2	A-	VIS	224,759	361,276
Bank of Khyber	A1	A+/AA-	PACRA-VIS	6,450	-
				<u>396,772,169</u>	<u>221,202,808</u>

38.2 Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with its financial liabilities.

The Company's approach to manage liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

38.2.1 Exposure to liquidity risk

The table below analyses the Company's financial liabilities into relevant maturity groupings based on the remaining period at year end.

	2025			
	Carrying amount	Contractual cash flows	Less than 1 year	More than 1 year but less than 5 year
	-----Amount in Rupees-----			
Unclaimed dividend	1,783,927	1,783,927	1,783,927	-
Trade and other payables (exluding Govt.)	528,022,831	528,022,831	528,022,831	-
Mark-up accrued	98,681,098	98,681,098	98,681,098	-
Short term borrowings	2,843,204,543	2,843,204,543	2,843,204,543	-
Lease liability	104,500,000	137,360,511	34,103,511	103,257,000
	<u>3,576,192,399</u>	<u>3,609,052,910</u>	<u>3,505,795,910</u>	<u>103,257,000</u>
	2024			
Unclaimed dividend	1,796,657	1,796,657	1,796,657	-
Trade and other payables (exluding Govt.)	850,822,297	850,822,297	850,822,297	-
Mark-up accrued	117,885,795	117,885,795	117,885,795	-
Short term borrowings	2,702,235,676	2,702,235,676	2,702,235,676	-
Lease liability	1,393,672	1,688,009	810,240	877,769
	<u>3,674,134,097</u>	<u>3,674,428,434</u>	<u>3,673,550,665</u>	<u>877,769</u>

The Company's current ratio is 1.05 (2024: 0.99). The Company arranged facility from different conventional and Islamic financial institutions to meet its working capital requirements.

38.3 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Company's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing return. Market risk comprises of currency risk, interest rate risk and other price risk.

38.3.1 Currency risk

Currency risk is the risk that fair values or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Currency risk arises from sales, purchases and resulting balances that are denominated in a currency other than functional currency. The Company's potential currency exposure comprises

of:

- Transactional exposure in respect of non-functional currency monetary items.
- Transactional exposure in respect of non-functional currency revenues.

The potential currency exposures are discussed below:

Transactional exposure in respect of non-functional currency monetary items

Monetary items, including financial assets and liabilities, denominated in currencies other than the functional currency of the Company are periodically restated to rupee equivalent, and the associated gain or loss is taken to the profit and loss account. The foreign currency risk related to monetary items is managed as part of the risk management strategy.

Transactional exposure in respect of non-functional currency revenues

Monetary items, including financial assets and liabilities, denominated in currencies other than the functional currency of the Company are periodically restated to rupee equivalent, and the associated gain or loss is taken to the profit and loss account. The foreign currency risk related to monetary items is managed as part of the risk management strategy.

Exposure to currency risk

The Company's exposure to currency risk at the reporting date was as follows:

	2025 USD	2024 USD
Export debtors considered good - secured	-	-

Exchange rates applied during the year

The following exchange rate has been applied during the year on transactions involving foreign currency.

	Reporting date rate		Average rate for the year
	Buying	Selling	
	----- PKR/USD -----		
Exchange rate during the year on transactions involving foreign currency	2025 281.08	281.51	280.52
Exchange rate during the year on transactions involving foreign currency	2024 278.5	280	279.43

Sensitivity analysis

At reporting date, if the PKR had strengthened by 10% against the foreign currencies with all other variables held constant, profit for the year would have been higher by the amount shown below, mainly as a result of net foreign exchange gain on translation of export debtors.

	2025 Rupees	2024 Rupees
Effect on Profit or Loss	-	-

The weakening of the PKR against foreign currencies would have had an equal but opposite impact on the profit.

The sensitivity analysis prepared is not necessarily indicative of the effects on profit/(loss) for the year and assets/liabilities of the Company.

38.3.2 Interest rate risk

Interest rate risk is the risk that the fair values or future cash flows of financial instruments will fluctuate due to changes in market interest rates. Significant interest rate risk exposures are primarily managed by a mix of borrowings at variable interest rates. At the reporting date the interest rate profile of the Company's significant interest bearing financial instruments was as follows:

	Effective interest rate		Carrying amount	
	2025	2024	2025	2024
	Percentage	Percentage	Rupees	Rupees
Financial assets				
Fixed rate instruments				
Bank balances - saving accounts	3.71% to 6.55%	5.00% to 9.50%	119,837,044	2,787,542
Financial liabilities				
Floating rate instrument				
Short term borrowings	13.14% to 22.69%	21.04% to 25.16%	2,843,204,543	2,702,235,676

Fair value sensitivity analysis for fixed rate instruments

The Company does not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rates at the reporting date would not affect profit or loss account.

Cash flow sensitivity analysis for floating rate instruments

A change of 100 basis points in interest rates at the reporting date would have increased / (decreased) profit or (loss) for the year by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency rates, remain constant.

	Profit or loss 100 bp	
	Increase	Decrease
	-----Amount in Rupees-----	
As at 30 September 2025		
-Cash flow sensitivity-Variable rate financial liabilities	(28,432,045)	28,432,045
As at 30 September 2024		
-Cash flow sensitivity-Variable rate financial liabilities	(27,022,357)	27,022,357

The sensitivity analysis prepared is not necessarily indicative of the effects on profit for the year and assets / liabilities of the Company.

Interest rate risk management

The Company manages interest rate risk through risk management strategies where significant changes in gap position can be adjusted. The short term borrowings and loans and advances by the Company have variable rate pricing that is mostly dependent on KIBOR as indicated in respective notes.

38.3.3 Concentration of credit risk

Concentration of credit risk exists when the changes in economic or industry factors similarly affect groups of counterparties whose aggregate credit exposure is significant in relation to the Company's total credit exposure. The Company's portfolio of financial instruments is broadly diversified and all other transactions are entered into with credit-worthy counterparties there-by mitigating any significant concentrations of credit risk.

38.3.4 Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk). The Company believes that it is not exposed to other price risk.

38.4 Capital risk management

The Board's policy is to maintain an efficient capital base so as to maintain investor, creditor and market confidence and to sustain the future development of its business. The Board of Directors monitor the return on capital employed, which the Company defines as operating income divided by total capital employed. The Board of Directors also monitor the level of dividends to ordinary shareholders.

The Company's objectives when managing capital are:

- to safeguard the entity's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, and
- to provide an adequate return to shareholders.

The Company manages its capital structure in the context of economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Company may, for example, adjust the amount of dividends paid to shareholders, issue new shares, or sell assets to reduce debt. The Company monitors capital on the basis of the debt-to-equity ratio - calculated as a ratio of long term debt to equity.

The gearing ratio as at 30 September were as follows:

	2025 Rupees	2024 Rupees
Debt	104,500,000	1,393,672
Equity	10,668,656,918	9,341,917,686
Total capital employed	10,773,156,918	9,343,311,358
Gearing ratio	0.97%	0.01%

The company's gearing ratio increased in the current year due to an increase in the amount of debt compared to the previous year.

38.5 Accounting classifications and fair values

September 30, 2025

Carrying amount			Total	Fair value			Total
Fair value through profit or loss	Fair value through OCI	At amortized cost		Level 1	Level 2	Level 3	
-----Amount in Rupees-----							
87,862,968	-	-	87,862,968	87,862,968	-	-	87,862,968
-	-	5,257,309	5,257,309	-	-	-	-
-	-	1,237,404,524	1,237,404,524	-	-	-	-
-	-	192,748,215	192,748,215	-	-	-	-
-	-	112,207,095	112,207,095	-	-	-	-
-	-	396,938,044	396,938,044	-	-	-	-
87,862,968	-	1,944,555,187	2,032,418,155	87,862,968	-	-	87,862,968

Financial liabilities

Long term finances	-	-	-	-	-	-	-	-
Liabilities against assets subject to finance lease	-	-	104,500,000	104,500,000	-	-	-	-
Trade and other payables	-	-	528,022,831	528,022,831	-	-	-	-
Unclaimed dividend	-	-	1,783,927	1,783,927	-	-	-	-
Accrued mark-up	-	-	98,681,098	98,681,098	-	-	-	-
Short term borrowings	-	-	2,843,204,543	2,843,204,543	-	-	-	-
	-	-	3,576,192,399	3,576,192,399	-	-	-	-

September 30, 2024

Financial assets

Investment	14,861,932	-	-	14,861,932	14,861,932	-	-	14,861,932
Long term deposits	-	-	5,257,309	5,257,309	-	-	-	-
Trade debts	-	-	53,027,788	53,027,788	-	-	-	-
Loan and advances	-	-	250,433,604	250,433,604	-	-	-	-
Trade deposit and short term prepayments	-	-	102,678,397	102,678,397	-	-	-	-
Cash and bank balances	-	-	221,488,103	221,488,103	-	-	-	-
	14,861,932	-	632,885,201	647,747,133	14,861,932	-	-	14,861,932

Financial liabilities

Long term finances	-	-	-	-	-	-	-	-
Liabilities against assets subject to finance lease	-	-	1,393,672	1,393,672	-	-	-	-
Trade and other payables	-	-	850,822,297	850,822,297	-	-	-	-
Unclaimed dividend	-	-	1,796,657	1,796,657	-	-	-	-
Accrued mark-up	-	-	117,885,795	117,885,795	-	-	-	-
Short term borrowings	-	-	2,702,235,676	2,702,235,676	-	-	-	-
	-	-	3,674,134,097	3,674,134,097	-	-	-	-

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 - Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3 - Inputs for the asset or liability that are not based on observable market data.

	2025 Number	2024 Number
39 Number of employees		
Average number of employees for the year		
Mills	744	782
Head Office	41	42
	785	824
Total number of employees at year end		
Mills	575	562
Head Office	41	41
	616	603
	2025 M.Ton	2024 M.Ton

40 Plant capacity and production

Cane crushing capacity (per day)	12,500	12,500
Line-I (Non-operational)	3,000	3,000
Line-II (Operational)	9,500	9,500
Operating days	110	103
Effective crushing days	85	89
Cane crushed	623,733	657,997
Sugar production	63,026	64,874
Recovery ratio	10.10%	9.85%

40.1 Shortage in capacity utilization is mainly due to the less availability/supply of sugarcane at the start and end of crushing season which limits the operations of Mills below the crushing capacity.

41 Related party transactions / balances

The related parties comprise directors of the Company, key employees, provident fund trust, associated undertakings and holding company. Details of transactions with related parties, other than those which have been specially disclosed elsewhere in these financial statements are as follows:

This represents interest free loan provided to the Company by its sponsors. These loans have been agreed to be repayable/ converted into equity at the Company's discretion. Loan was repaid and received during the year to abridge the working capital requirements of the Company.

Party name	Relationship and percentage of shareholding	Transaction during the year and year end balances	2025 Rupees	2024 Rupees
Cane Processing Private Limited	Holding company holds 63.63 % (2024: 63.63 %) share capital	Loan received during the year	143,000,000	-
		Loan repaid during the year	143,300,000	-
		Amount payable at year end	131,002,488	131,302,488
		Dividend paid	-	21,725,885
Mrs. Ghazala Amjad	Chief Executive officer of holding company (Cane Processing Private Limited)	Loan received during the year	201,200,000	560,238,040
		Loan repaid during the year	239,100,000	61,000,000
		Amount payable at year end	1,214,633,230	1,252,533,230
		Dividend paid	-	3,175,816
Employee benefit-Provident Fund Trust	Employee benefit fund	Provident fund contribution	6,092,492	5,948,429
Chief Executive	Key management personnel	Remuneration paid	3,564,000	3,564,000
Executive Director	Key management personnel	Remuneration paid	3,300,000	3,300,000
Non-executive Director	Key management personnel	Dividend paid	-	2,500

All transactions with related parties have been carried out on commercial terms and conditions.

	2025 Rupees (Un-audited)	2024 Rupees (Audited)
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42 Employees Provident Fund Trust

The following information is based on the financial statements of Provident Fund Trust.

Size of fund - total assets	Rupees	52,256,631	48,532,631
Cost of investments made	Rupees	26,050,000	26,050,000
Percentage of investments made	Percentage	49.85%	53.68%
Fair value of investment	Rupees	26,050,000	26,050,000

The break-up of cost of investments is as follows:

	2025		2024	
	Rupees	Percentage	Rupees	Percentage
Defence Saving Certificates	26,050,000	100.00%	26,050,000	100.00%

The investments of the Provident Fund Trust are in compliance with the provision of section 218 of the Companies Act, 2017 and the Rules formulated for this purpose.

43 Shariah screening disclosure

	2025 Rupees	2024 Rupees	2025 Rupees	2024 Rupees
	Conventional	Conventional	Shariah Compliant	Shariah Compliant
Long term borrowings	-	-	-	-
Short term borrowings	1,989,164,052	2,702,235,676	854,040,491	
Bank balances	120,580,230	117,683,613	276,191,939	103,519,195
Short term investment	87,862,968	14,861,932	-	-
Revenue	-	-	10,727,499,449	7,996,451,611
Other income				
-Interest on saving deposits accounts	9,001	3,695,823	2,384,508	14,269,983
-Return on investments	12,776,367	3,688,880	-	-
-Exchange gain earned	-	-	-	-
Mark-up paid	432,020,401	721,886,368	196,820,598	215,433,165

Relationship with shariah compliant banks

Name	Relationship at reporting date	2025 Rupees	2024 Rupees
MCB Islamic Bank Limited	Bank Balance	130,602,551	58,450,889
Faysal Bank Limited	Bank Balance	38,193,861	23,352,985
Dubai Islamic Bank	Bank Balance	636,167	636,167
Al Baraka Bank Pakistan Limited	Bank Balance	86,620,081	1,028,335
Meezan Bank Limited	Bank Balance	20,139,279	20,050,819
		276,191,939	103,519,195

44 Date of authorization for issue

These financial statements have been authorized for issue on December 26, 2025 by the Board of Directors of the Company.

45 General

45.1 Figures have been rounded off to the nearest Rupee.

Lahore:
December 26, 2025


Chief Executive


Director


Chief Financial Officer



STRIVING FOR EXCELLENCE IN CORPORATE REPORTING



Striving for Excellence in Corporate Reporting

Statement of Adherence with International Integrated reporting framework

Organizational overview and external environment.

This annual report of Jauharabad Sugar Mills Limited (the Company) adheres to the guidelines of the International Integrated Reporting (IR) framework and the Global Reporting Initiative (GRI) Standards. The primary objective is to furnish stakeholders with a high-quality, concise, and transparent overview of the Company's capabilities, positioning, and expertise in generating sustainable value. This information is crucial for understanding the Company's standing, performance, and reporting competencies.

In response to global changes and developments, the Company has adapted its structure and advanced its management processes. The management of Jauharabad Sugar Mills Limited is committed to upholding the spirit of best corporate and governance practices. The pursuit of excellence in all aspects of transparent reporting is a guiding principle for the management, reflecting the Company's dedication to achieving the highest standards.

Furthermore, the Company has attained a commendable level of compliance and emphasizes the importance of strengthening this report for enhanced information connectivity. The report aims to demonstrate the impact of results concerning various capital employed. Jauharabad Sugar Mills Limited views this commitment to transparency and comprehensive reporting as integral to its ongoing success and stakeholder engagement."

Mission and Contents

This report is meticulously crafted through the Company's active engagement with stakeholders, adherence to the International Integrated Reporting (IR) framework, and incorporation of Global Reporting Initiative (GRI) Standards on sustainability. Its purpose is to furnish high-quality information tailored to the diverse interests of stakeholder groups, shedding light on the impacts of the Company's activities on the economy, market, environment, and society. Moreover, the report delves into the long-term sustainability of the Company's business.

A paramount objective is to present the material in a manner that enhances stakeholders' understanding of these activities. The report strategically links business strategy information directly to both financial and non-financial aspects of the Company's operations, providing stakeholders with a comprehensive view of the synergies between the business strategy and its multifaceted impacts. In addition, the forward-looking statement outlines anticipated future challenges and articulates the Company's proactive plans to address them. This approach underscores the Company's commitment to transparency, strategic planning, and sustainable business practices.

Approaches

In compiling data, the Company employs fundamental scientific measurements, mathematical calculation methods, accounting principles, actual basis, and various logical approaches. Every effort is made by the Company to ensure the accuracy of both sustainability data and the information provided.

Board Governance

The Board of Directors plays a pivotal role, as directors are elected by shareholders, and the IR framework serves as a mechanism to ensure long-term value creation and heightened transparency. Active involvement and support from both the Board and Chief Executive are requisite for effective implementation. Consequently, the Company's management is directed towards achieving organizational objectives through advisory, evaluative, and monitoring functions pertaining to business strategies. This involves ensuring the seamless execution and necessary adjustments to these activities.

Integrating Financial and Non-Financial Disclosures

The report encapsulates a spectrum of information, encompassing both financial and non-financial aspects of the Company, providing a detailed account of its brand, financial structure, operations, performance, insights, risks, opportunities, and outcomes associated with its value creation capabilities.

Aligned with the International Integrated Reporting (IR) framework, the Company aims to offer a holistic overview of its business affairs and philosophy. This involves connecting and presenting financial and non-financial information in a manner that caters to the diverse interests and wide-ranging concerns of stakeholders. The goal is to provide substantial value to the Company and its shareholders.

As part of an ongoing commitment to transparency and clarity, the Company endeavors to enhance the comprehensibility of the information produced. This continuous improvement ensures that stakeholders can better understand and appreciate the intricate details of the Company's financial and non-financial performance.

Reporting period:

This report of the Company is published annually and covers period beginning from October 01, 2024 till September 30, 2025.

Our Report:

This report of the Company has included following content elements for the users of this report:

- Organizational overview and external environment

- Risks and opportunities
- Governance
- Strategy and resource allocation
- Analysis of financial position
- IT governance & cybersecurity
- Outlook
- Performance
- Basis of Presentation
- Sustainability and corporate social responsibility
- Business Model
- Excellence in corporate reporting
- Financial Statements

Disclosures beyond BCR Criteria

Sr. No	Description of Content	Page Number
1	Disclosure of Policies Beyond BCR Criteria	91,92,96,103
2	CSR Disclosures Beyond BCR Criteria	56,57,58,59
3	Awards & Certifications	60,61,62,63
4	Directors' Report in Urdu, Chairman's Report in Urdu	215,203

Sr. No.	Best Corporate Report Awards 2025 Evaluation Criteria	Page Reference
1	Organizational Overview and External Environment	
1.01	Mission, vision, code of conduct, ethics and values.	11,12
1.02	Profile of the company including Principal business activities, markets (local and international) key brands, products and services.	157
1.03	Geographical location and address of all business units including sales units and plants.	4,5,157
1.04	The legislative and regulatory environment in which the company operates.	21
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.	15
1.06	Name and country of origin of the holding company/subsidiary company, if such companies are a foreign company.	N/A
1.07	Disclosure of beneficial (including indirect) ownership and flow chart of group shareholding and relationship as holding company, subsidiary company or associated undertaking.	15,142
1.08	Organization chart indicating functional and administrative reporting, presented with legends.	18,19
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.	32,76,79,80,115
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.	32,76,79,80,115
1.11	Position of the reporting organization within the value chain showing connection with other businesses in the upstream and downstream value chain.	33
1.12	a) Explanation of significant factors effecting 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.	30,31,32
	b) The effect of seasonality on business in terms of production and sales.	31,32
1.13	The legitimate needs, interests of key stakeholders and industry trends.	138,139
1.14	SWOT Analysis of the company.	27
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).	36
1.16	History of major events.	66
1.17	Details of significant events occurred during the year and after the reporting period.	86
2	Strategy and Resource Allocation	22,23
2.01	Short, medium and long-term strategic objectives and strategies in place to achieve these objectives.	
2.02	Resource allocation plans to implement the strategy. Resource mean 'Capitals' including:	22,23
	a) Financial Capital	22,23
	b) Human Capital	22,23
	c) Manufactured Capital	22,23
	d) Intellectual Capital	22,23
	e) Social and Relationship Capital; and	22,23
	f) Natural Capital	22,23
2.03	The capabilities and resources of the company to provide sustainable competitive advantage and as result value created by the business.	22,23
2.04	Company's strategy on market development, product and service development.	22,81,23
2.05	The effects of the given factors on company strategy and resource allocation:	
	a) Technological Changes;	24
	b) Sustainability reporting and challenges;	38,46,47,48
	c) Initiatives taken by the company in promoting and enabling innovation; and	24
	d) Resource shortages (if any).	22,23
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.	115

Sr. No.	Best Corporate Report Awards 2025 Evaluation Criteria	Page Reference
2.07	The linkage of strategic objectives with company's overall mission, vision and objectives.	10,11,21
2.08	Board's statement on the internal controls including IT controls of the company.	106,109,110
2.09	Board's statement on the significant plans and decisions such as corporate restructuring, business expansion, major capital expenditure or discontinuance of operations.	25,83
2.10'	a) Information about defaults in payment of any debts with reasons and	21,180
	b) Board strategy to overcome liquidity problem and its plan to manage repayment of debts and meet operational losses.	21,180
3	Risks and Opportunities	
3.01	Key risks and opportunities (internal and external) effecting availability, quality and affordability of Capitals.	28,29
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.	28,29
3.03	Risk Management Framework covering principal risk and uncertainties facing the company, risk methodology, risk appetite and risk reporting.	28,29
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.	29
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 (is any).	30,31
4	Sustainability Disclosures 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:	38
	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;	42,43,46,47,48
	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.	25,68,105
	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.	105
	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/)	44,45
4.02	Highlights of the company's performance, policies, initiatives and plans in place relating to the various aspects of sustainability:	40,41,45,47
	a) Social initiatives - financial inclusion, research and development, employment generation, community health and education, and health and safety of staff etc.;	45,64,56,57
	b) 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.	124,53
	c) Technological innovation - use of advanced technology, innovative ideas leading to sustainability practices like energy-efficient processes or eco-friendly product designs;	70,124,24,31,44
	d) Information on consumption and management of materials, energy, water, emissions and waste.	44,46,47
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.	38
	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.	49
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.	50,51
4.05	Highlights of the company's performance, policies, initiatives for CSR.	51

Sr. No.	Best Corporate Report Awards 2025 Evaluation Criteria	Page Reference
5	Governance	
5.01	Board composition:	
	a) Leadership structure of those charged with governance.	18
	b) Name of independent directors indicating justification for their independence.	68
	c) Diversity in the board i.e. competencies, requisite knowledge & skills, and experience.	69
	d) Profile of each director including education, experience and involvement /engagement of in other entities as CEO, Director, CFO or Trustee etc.	74,75,94
	e) No. of companies in which the executive director of the reporting organization is serving as non-executive director.	84
5.02	A brief description about role of the Chairman and the CEO.	68
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.	68,69
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.	76
	b) Chairman's significant commitments, such as strategic, financial, CSR and ESG etc., and any changes thereto from last year;	76
	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.	82,106
5.05	Board Statement of its commitment to establish high level of ethics and compliance in the company	12
5.06	Annual evaluation of performance, along with description of criteria used for the members of the board including CEO, Chairman and board's committees.	85
5.07	Disclosure if the board's performance evaluation is carried out by an external consultant once in three years.	N/A
5.08	Details of formal orientation courses for directors.	84
5.09	Directors' Training Program (DTP) attended by directors, female executive and head of department from the institutes approved by the SECP and names of those who availed exemptions during the year.	85
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.	69,70
5.11	Disclosure about related party transactions:	163
	a) Approved policy for related party transactions.	86
	b) Details of all related party transactions, along with the basis of relationship describing common directorship and percentage of shareholding.	86
	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.	86
	d) Disclosure of director's interest in related party transactions.	86
	e) In case of conflict, disclosure that how such a conflict is managed and monitored by the board.	85,86
5.12	Disclosure of Board's Policy on the following significant matters:	
	a) Risk Management and internal control policies.	106
	b) Disclosure of director's interest in significant contracts and arrangements.	94
	d) Remuneration of non-executive directors including independent directors for attending board meetings and general meetings.	178,86
	e) Retention of board fee by the executive director earned by him against his services as non-executive director in other companies.	84
	f) Security clearance of foreign directors.	N/A
	g) Board meetings held outside Pakistan.	N/A
	h) Human resource management including preparation of succession plan.	93,104
	Preparation of succession plan.	93,104
	Merit based recruitment.	93,104
	Performance based appraisal system.	93,104,105
	Promotion, reward, and motivation.	93,104,105

Sr. No.	Best Corporate Report Awards 2025 Evaluation Criteria	Page Reference
	Training and development.	93,104,105
	Diversity, Equity & Inclusion (DE&I) policy; and	105
	Employee engagement /feedback.	105
	i) Social and environmental responsibility including managing and reporting policies like procurement, waste and emissions.	103
	j) Communication with stakeholders.	100,138
	k) Dividend Policy.	82
	l) Investors' relationship and grievances.	138,101
	m) Employee health, safety, and protection.	98
	n) Whistle blowing policy.	107
	o) Safety of records of the company.	97
5.13	Board statement of the organization's business continuity plan or disaster recovery plan.	99
5.14	Compliance with the Best Practices of Code of Corporate Governance (No marks in case of any non-compliance).	87,88
5.15	Disclosure about:	
	a) Shares held by Sponsors / Directors / Executives.	143
	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).	143
5.16	Details about Board meetings and its attendance.	84
5.17	TORs, composition and meeting attendance of the board committees including (Audit, Human Resource, Nomination and Risk management).	80,71
5.18	Timely Communication: Date of authorization of financial statements by the board of directors:	186
5.19	Audit Committee report should describe the work of the committee in discharging its responsibilities. The report should include:	71
	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.	71
	b) Committee's overall role in discharging its responsibilities for the significant issues in relation to the financial statements, and how these issues were addressed.	71
	c) Committee's overall approach to risk management and internal control, and its processes, outcomes and disclosure.	71
	d) Role of Internal Audit to risk management and internal control, and approach to Internal Audit to have direct access to Audit Committee and evaluation of Internal Auditor's performance.	71
	e) Review of arrangement for staff and management to report to Audit Committee in confidence, concerns, if any, about actual or potential improprieties in financial and other matters and recommended instituting remedial and mitigating measures.	71
	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.	71
	g) If Audit Committee recommends external auditors other than the retiring external auditors, before the lapse of three consecutive years, reasons shall be reported.	N/A
	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.	71
	i) Results of the self-evaluation of the Audit Committee carried out of its own performance.	71
	j) Disclosure of the number of whistle-blowing incidences reported to the Audit Committee during the year.	71
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.	69
5.21	Board disclosure on Company's use of Enterprise Resource Planning (ERP) software including:	109
	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;	109

Sr. No.	Best Corporate Report Awards 2025 Evaluation Criteria	Page Reference
	b) management support in the effective implementation and continuous updation;	109,111
	c) details about user training of ERP software;	109,111
	d) how the company manages risks or control risk factors on ERP projects;	110
	e) how the company assesses system security, access to sensitive data and segregation of duties.	109,110
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.	79
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.)	158,160,169,172
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:	124,125
6.01	a) Past and current performance;	124,125
	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.	125
6.02	a) Analysis of financial ratios (Annexure I) with graphical presentation and disclosure of methods and assumptions used in compiling the indicators.	120,121,122,123
	b) Explanation of negative change in the performance against prior year.	N/A
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.	118,119,122,123
6.04	Cash Flow Statement based on Direct Method (separate Cash Flow for specific funds e.g. Zakat).	141
6.05	a) Information about business segment and non-business segment; and	N/A
	b) Segmental analysis of business performance including segment revenue, segment results, profit before tax, segment assets and liabilities.	N/A
6.06	Disclosure of market share of the company and share price sensitivity analysis.	32,182
6.09	Statement of value added and its distribution with graphical presentation:	140
	a) Employees as remuneration;	140
	b) Government as taxes (separately direct and indirect);	140
	c) Shareholders as dividends;	140
	d) Providers of financial capital as financial charges;	140
	e) Society as donation; and	140
	f) Retained within the business.	140
6.10	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]	-
6.11	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).	http://www.Jsml.com.pk/ndex.php/corporate-analyst-briefings/
7	Business Model	
7.01	Describe the business model including inputs, business activities, outputs and outcomes as per international applicable framework.	130,131
7.02	Explanation of any material changes in the entity's business model during the year.	130,131
8	Disclosures on IT Governance and Cybersecurity	
8.01	The Board responsibility statement on the IT system/ controls and AI strategy of the company including compliance of legal and regulatory requirements regarding data privacy and cyber security and how the board is engaging with management in case of any breaches.	109
8.02	Disclosure related to IT governance and cybersecurity programs, policies and procedures and industry specific requirements for cybersecurity and strategy in place.	109,110
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.	109

Sr. No.	Best Corporate Report Awards 2025 Evaluation Criteria	Page Reference
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.	110
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.	110,111
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.	111
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 and governance value creation and reporting.	111
8.08	Disclosure about education and training efforts of the Company to mitigate cybersecurity risks.	111
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.	134
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.	135
9.03	Disclosures about the company's future plans for AI adoption and its potential impact on the company's long-term strategy.	135
9.04	Disclosure about company's future Research & Development initiatives.	135
9.05	Sources of information and assumptions used for projections / forecasts in the forward looking statement, and any assistance taken by any external consultant	134
10	Stakeholders Relationship and Engagement	
10.01	Stakeholders engagement policy of the company and how the company has identified its stakeholders.	138
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:	138,139
	a) Institutional investors.	138,139
	b) Customers & suppliers.	138,139
	c) Banks and other lenders.	138,139
	d) Media.	138,139
	e) Regulators.	138,139
	f) Local committees; and	138,139
	g) Analysts.	138,139
10.03	Steps taken by the management to encourage the minority shareholders to attend the general meetings.	139
10.04	Investors' Relations section on the corporate website with all relevant information including annual audited reports are available in the section.	http://www.Jsml.com.pk/Index.php/corporate-analyst-briefings/
10.05	Issues raised in the last AGM, decisions taken and their implementation status.	139
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 Corporate Analyst briefing conducted during the year.	139
10.07	Highlights about redressal of investors' complaints including number of complaints received and resolved during the year.	139
10.08	Details about corporate benefits to shareholders like value appreciation, dividend etc.	140
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.	101,107,139
11	Striving for Excellence in Corporate Reporting	

Sr. No.	Best Corporate Report Awards 2025 Evaluation Criteria	Page Reference
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)).	190,157
11.02	BCR criteria cross referred with page numbers of the annual report. (details can be maintained by companies on the Investor Relation section of the company's website).	190
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).	
13	Assessment based on Qualitative Factors	
13.01	Overall quality of information contained in the annual report based on the following qualitative factors:	
	a) Clarity, simplicity and lucidity in presentation of Financial Statements	
	b) Theme on the cover page.	
	c) Effective use of presentation tools, particularly, effective use of diagrams, graphs, charts, smart arts, icons, tables and infographics in the annual report.	
	d) Effectiveness and relevance of photos and graphs	
	e) Effectiveness of the theme on the cover page.	
14	Industry Specific Disclosure (if applicable)	
	Annexure – II Specific Disclosure of the Financial Statements	
1	Fair value of Property, Plant and Equipment.	164
2	Particulars of significant/ material assets and immovable property including location and area of land.	165
3	Capacity of an industrial unit, actual production and the reasons for shortfall.	184
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.	82,186
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).	186,104
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

Scan to view CEO Message on JSML Youtube Channel





OTHER INFORMATION



202 | Other Information

مزید برآں، کچھ معیارات اور تشریحات کو ابھی تک پاکستان میں نافذ نہیں کیا گیا ہے، جیسا کہ مالیاتی بیانات کے نوٹ 4.3.2 میں تفصیل سے بیان کیا گیا ہے۔ تاہم انتظامیہ کا ماننا ہے کہ ان آئندہ آنے والے معیارات اور تشریحات کو اپنانے سے کمپنی کے مالیاتی بیانات پر کوئی مادی اثر نہیں پڑے گا۔

بورڈ کی جانب سے



سید انوار حسین شاہد

چیف ایگزیکٹو

لاہور: 26 دسمبر 2025

ہیں۔ مزید برآں، بورڈ اس بات کو یقینی بناتا ہے کہ آڈٹ کمیٹی کے چیئرمین سالانہ جنرل میٹنگز (AGM) میں حاضر ہوں اور شیئرز ہولڈرز کے تمام سوالات کے جوابات دیں۔

ہیومن ریسورس اور ریمیزیشن کمیٹی (HR&R)

کمیٹی میں تین اراکین شامل ہیں اور اس کی سربراہی جناب محمد عامر بیگ (آزاد رکن) کرتے ہیں، جبکہ جناب سید انور حسین شاہد (چیف ایگزیکٹو) اور جناب غیاث الحسن (نان ایگزیکٹو ڈائریکٹر) اراکین ہیں۔ کمیٹی کارپوریٹ گورننس کے کوڈ، 2019 کے مطابق طے شدہ اختیارات کے تحت کام کرتی ہے۔

مالی سال 2024/25 کے دوران، کمیٹی نے سینئر مینجمنٹ کے لیے ریمیزیشن اور HR پالیسیوں سے متعلق اپنی ذمہ داریاں پوری کرنے کے لیے ایک اجلاس منعقد کیا۔

رہنما مینجمنٹ کمیٹی

کمیٹی کے دو اراکان ہیں جن میں جناب سیف الرحمن (چیئرمین، ایگزیکٹو ڈائریکٹر) اور جناب امجد جاوید آفتاب (نان ایگزیکٹو ڈائریکٹر) شامل ہیں۔ مالی سال 2024/25 کے دوران، کمیٹی نے اپنی ذمہ داریاں ادا کرنے کے لیے ایک اجلاس منعقد کیا۔

نامزدگی کمیٹی

کمیٹی میں دو اراکان شامل ہیں اور اس کی صدارت محترمہ فائزہ افتخار (آزاد ڈائریکٹر) کر رہی ہیں، جبکہ جناب غیاث الحسن (نان ایگزیکٹو ڈائریکٹر) رکن ہیں۔ مالی سال 2024/25 کے دوران، کمیٹی نے اپنی ذمہ داریاں ادا کرنے کے لیے ایک اجلاس منعقد کیا۔

مربوطہ فریق کے لین دین

رجوع شدہ سال کے دوران تمام معاملات جو مربوط فریقین کے ساتھ کیے گئے، وہ بازو کی لمبائی کے اصولوں کے مطابق، آڈٹ کمیٹی کی منظوری کے ساتھ اوکیٹیز ایکٹ، 2017، اور ایس ای سی پی اسٹنگ ریگولیشنز کے متعلقہ دفعات کی تعمیل میں انجام دیے گئے۔

متعلقہ فریق کی لین دین کے لیے پالیسی کمپنیز (متعلقہ فریق کی لین دین اور متعلقہ ریکارڈز کی دیکھ بھال) ریگولیشنز، 2018 کے رول 3 کے مطابق تیار کی گئی ہے، اور اس میں درج ذیل کم از کم ضروریات شامل ہیں:

- لین دین میں شامل متعلقہ فریقین کے بارے میں معلومات، بشمول تعلق کی نوعیت، بورڈ یا جنرل اجلاسوں میں منظوری کے وقت۔
- متعلقہ فریق کی لین دین پر لاگو کسی بھی پابندیاں یا شرائط۔
- متعلقہ فریق کی لین دین سے متعلق ممکنہ خطرات کی شناخت اور ایسے خطرات کو کم کرنے کے اقدامات۔
- اگر متعلقہ فریق کی لین دین کو مقررہ وقت میں مناسب فورم سے منظوری کے لیے پیش نہ کیا جائے تو اپنائے جانے والے طریقہ کار۔
- متعلقہ فریق کی لین دین کے لیے قیمت طے کرنے کی پالیسی۔

معاوضے کی پالیسی

کمپنی نے ایک معاوضے کی پالیسی قائم کی ہے جو ایگزیکٹو اور نان ایگزیکٹو ڈائریکٹرز کے ساتھ ساتھ ایسے افراد پر بھی لاگو ہوتی ہے جو سینئر مینجمنٹ اور کلیدی انتظامی عہدوں پر مقرر کیے جاسکتے ہیں۔ یہ پالیسی، جو نیشنل اور ریمیزیشن کمیٹی کی سفارش پر بورڈ آف ڈائریکٹرز کی منظوری کے بعد نافذ ہوتی ہے، ان عہدوں کے معاوضے کے تعین کو کنٹرول کرتی ہے۔

رپورٹنگ مدت کے بعد اہم واقعات

رپورٹنگ مدت کے بعد سال کے دوران کوئی اہم واقعہ پیش نہیں آیا۔

غیر محفوظ تعمیل کا بیان

کمپنی کے مالی بیانات بین الاقوامی مالیاتی رپورٹنگ معیاروں (IFRS) کے مطابق تیار کیے گئے ہیں جو بین الاقوامی اکاؤنٹنگ اسٹینڈرڈ بورڈ (IASB) کی جانب سے جاری کیے گئے ہیں، جیسا کہ کمپنیز ایکٹ، 2017 کے تحت درکار ہے۔

ایگزیکٹو ڈائریکٹر جو کسی اور تنظیم میں خدمات انجام دے رہا ہو

کوئی بھی ایگزیکٹو ڈائریکٹر کسی دوسری کمپنی میں غیر ایگزیکٹو ڈائریکٹر کے طور پر ایک ساتھ خدمات انجام نہیں دیتا۔ اسی طرح، کمپنی بورڈ آف ڈائریکٹرز میں خدمت کے لیے غیر ایگزیکٹو ڈائریکٹر کو کوئی معاوضہ فراہم نہیں کرتی۔

ڈائریکٹر ٹریننگ پروگرام (DTP)

کوڈ آف کارپوریٹ گورننس کے سیکٹر VI کے ریگولیشن 19 کے مطابق، فی الحال کمپنی کے چھ (6) ڈائریکٹرز نے پہلے ہی ڈائریکٹر ٹریننگ پروگرام کے تحت سرٹیفیکیشن حاصل کر لیا ہے۔ باقی ایک (1) ڈائریکٹر مقررہ وقت کے اندر سرٹیفیکیشن حاصل کرے گا۔

آڈٹ بذریعہ بیرونی ماہر

اندرونی نظام کو بیورویریٹاس نے سرٹیفائی کیا ہوا ہے، اور کمپنی خصوصی بیرونی ماہرین کو بھی تعینات کرتی ہے جو اندرونی کنٹرول سسٹم کی ساکھ کو مضبوط کرنے کی خدمات فراہم کرنے میں ماہر ہوتے ہیں۔

ڈائریکٹرز کی سکیورٹی کیلبرنس

کمپنی کی جانب سے تعینات تمام ڈائریکٹر پاکستانی شہری ہیں۔ کمپنی کی ایک مخصوص پالیسی ہے جس کے مطابق ہر ڈائریکٹر کے انتخاب سے قبل، جو اراکین کی میٹنگ میں کیا جاتا ہے، سکیورٹی کیلبرنس ضروری ہے۔

پاکستان کے باہر میٹنگز

سال کے دوران ہونے والی تمام میٹنگز کمپنی کے رجسٹرڈ ایڈریس، پاکستان میں منعقد کی گئیں۔

اطمینان کی تصدیقی بیان

کمپنی نے پاکستان اسٹاک ایکسچینج کے لسٹنگ ریگولیشنز میں متعین بہترین کارپوریٹ گورننس کی پر عمل درآمد کی ہے، اور مالی سال 30 ستمبر 2025 کو ختم ہونے پر اہم اختلافات مشاہدہ نہیں کیے گئے۔

شیر ہولڈنگ کا نمونہ

کمپنی کی شیر ہولڈنگ کا نمونہ کمپنیز آرڈیننس 1984 اور کارپوریٹ گورننس کے ضابطے کے مطابق، 30 ستمبر 2025 تک منسلک ہے۔

بورڈ آف ڈائریکٹرز/اسی امی اور بورڈ کی کمیٹیوں کی کارکردگی کا جائزہ

بورڈ اپنے نگران کردار اور مجموعی مؤثریت کا جائزہ لینے کے لیے خود تشخیصی عمل کرتا ہے۔ اہم توجہ کے علاقے میں شامل ہیں:

- کمپنی کے وژن اور مشن سٹٹمنٹس میں بیان کردہ کارپوریٹ اہداف اور مقاصد کو حاصل کرنا۔
- پائیدار منصوبہ بندی اور آپریشنز کے لیے انتظامیہ کے لیے حکمت عملی تشکیل دینا اور ہدایات فراہم کرنا۔
- بورڈ کی کمیٹیوں کی کارکردگی کا جائزہ لینا تاکہ یہ دیکھا جاسکے کہ وہ اپنے متعلقہ ٹرمز آف ریفرنس (TORs) میں متعین ذمہ داریوں کو کس حد تک پورا کر رہی ہیں۔

سوالنامے متعلقہ معیار کی بنیاد پر تیار کیے گئے ہیں، جن میں بورڈ اور اس کی کمیٹیوں کی جانب سے اثر پذیر، جوابدہی، منصوبہ بندی، قیادت، اور حکمت عملی کی تشکیل شامل ہے۔ چیف ایگزیکٹو افسر کی کارکردگی کا جائزہ لینے کے لیے ایک علیحدہ سوالنامہ بھی تیار کیا گیا ہے، جس کا جائزہ ڈائریکٹرز کے ذریعے لیا جاتا ہے۔ شفافیت کو بڑھانے کے لیے، کمپنی کا منصوبہ ہے کہ تیسرے فریق کے چارٹرڈ اکاؤنٹنٹس کو نتائج مرتب کرنے اور بورڈ آف ڈائریکٹرز کے لیے رپورٹ تیار کرنے کے لیے شامل کرے۔ تاہم، رپورٹ کے مواد کا داخلی جائزہ اس لیے لیا جاتا ہے تاکہ بہتری کے لیے درکار شعبوں کی نشاندہی کی جاسکے۔

آڈٹ کمیٹی

اس رپورٹ کی تاریخ تک، آڈٹ کمیٹی میں تین ڈائریکٹر شامل ہیں، جن میں سے دو آزاد ڈائریکٹر ہیں، اور ایک غیر ایگزیکٹو ڈائریکٹر ہے، جنہیں جناب جواد الرحمن خان لودھی بطور چیئر مین، اور جناب امجد جاوید آفتاب اور جناب محمد عامر بیگ بطور اراکان شامل ہیں۔ آڈٹ کمیٹی کے اختیارات کی تفصیلات، اجلاسوں کی تعداد اور تاریخی تفصیلات، حاضری وغیرہ، منسلک کارپوریٹ گورننس رپورٹ میں الگ سے دی گئی

حکومتی پالیسیاں اور اثرات

چینی کی صنعت ایک انتہائی منظم فریم ورک کے اندر کام کرتی رہتی ہے۔ صوبائی حکومتیں گئے کی خریداری کی پالیسیوں کو منظم کرنے میں مرکزی کردار ادا کرتی ہیں، جن میں گئے کی قیمتوں کا تعین اور متعلقہ قوانین کے تحت کچلنے کے عمل کے آغاز اور دورانیے سے متعلق ہدایات جاری کرنا شامل ہے۔ وفاقی حکومت برآمد اور درآمد کی اجازتیں جاری کر کے چینی کے کاروبار کو منظم کرتی ہے، جو شعبے کے اندر مارکیٹ کی حرکیات اور لیکویڈیٹی پر نمایاں اثر ڈالتی ہیں۔ نتیجتاً، چینی کمپنی کے اخراجات کا ڈھانچہ اور آمدنی کا حصول گئے کی قیمتوں، توانائی کے نرخوں اور تجارتی ضوابط سے متعلق پالیسی کے فیصلوں کے حساس رہتے ہیں۔ ان چیلنجز کے باوجود، کمپنی تمام قابل اطلاق ضوابط کی سخت پاسداری کرتی ہے اور ہموار عملیات، موثر خطرے کے انتظام، اور پائیدار کاروباری ترقی کو یقینی بنانے کے لیے متعلقہ حکام کے ساتھ فعال طور پر مشغول رہتی ہے۔

قانونی خطرہ

قانونی خطرہ سے مراد کمپنی کے ممکنہ قانونی اقدامات کے سامنے آنا ہے۔ چونکہ کمپنی مختلف قوانین کے تحت کام کرتی ہے، اسے اپنے کاروبار کو سختی سے قانون کے دائرہ کار میں چلانا ضروری ہے، جس کی وجہ سے یہ فطوری طور پر قانونی خطرات کے سامنے آتی ہے۔

کمپنی کے پاس تجربہ کار پیشہ ورانہ مشیران کی ایک ٹیم موجود ہے جو معاہدوں سے متعلق خطرات کا جائزہ لینے، قابل اطلاق قوانین کے تحت کمپنی کی ذمہ داریوں کا تعین کرنے، معاہدوں کے تحت ذمہ داریوں کو محدود کرنے، اور ممکنہ خطرات کو دور کرنے پر توجہ مرکوز کرتے ہیں تاکہ تمام معاہداتی وعدوں کی مکمل تعمیل یقینی بنائی جاسکے۔

بورڈ آف ڈائریکٹرز اور اس کے کمیٹیاں

کمپنی کے بورڈ آف ڈائریکٹرز مورخہ 30 ستمبر 2025 تک درج ذیل ہیں:

کل ڈائریکٹرز کی تعداد:

مرد	06
خواتین	01

بورڈ کی تشکیل

ڈائریکٹرز کے بورڈ کی تشکیل درج ذیل ہے۔

ایگزیکٹو ڈائریکٹرز	02
آزاد ڈائریکٹرز	03
غیر ایگزیکٹو ڈائریکٹرز	02
خاتون ڈائریکٹرز	01

30 ستمبر 2025 کو ختم ہونے والے سال کے لیے ڈائریکٹرز کے نام درج ذیل ہیں۔

سیریل نمبر	ڈائریکٹر	کمیٹی	میں گز میں شرکت کی
1	جناب سید انوار حسین شاہد	چیف ایگزیکٹو	4/4
2	جناب محمد عامر بیگ	چیرمین / آزاد	4/4
3	جناب جواد الرحمن خان لودھی	آزاد	4/3
4	جناب غیاث الحسن	CPL نمائندہ / غیر ایگزیکٹو	4/4
5	محترمہ فائزہ افتخار	آزاد	4/3
6	جناب سیف الرحمن	CPL نمائندہ / ایگزیکٹو	4/4
7	جناب امجد جاوید افتاب	CPL نمائندہ / غیر ایگزیکٹو	4/3

وہ ڈائریکٹر جو بورڈ میٹنگ میں شرکت کرنے سے قاصر تھے اور جنہوں نے رسمی طور پر چھٹی کی درخواست کی تھی، قانونی تقاضوں کے مطابق بورڈ کی جانب سے میٹنگ سے غیر حاضری کی چھٹی دی گئی۔

کمپنی کے پیداواری ادارے میں پیداواری صلاحیتوں کی معمولی بہتری کے علاوہ کسی بھی نوع کی تنظیم نو یا آپریشنز کو بند کرنے کا کوئی منصوبہ موجود نہیں ہے۔

چیف فنانشل آفیسر اور ہیڈ آف انٹرل آڈٹ کی اہلیت

چیف فنانشل آفیسر/چیف اکاؤنٹنٹ اور ہیڈ آف انٹرل آڈٹ ضروری اہلیت اور تجربہ رکھتے ہیں جیسا کہ مطلوبہ ہے۔ کارپوریٹ گورننس کے ضابطے کے تحت۔

انسانیزڈ ریڈنگ

بورڈ نے ایک پالیسی قائم کی ہے جو انسانیزڈ ریڈنگ کو سختی سے ممنوع قرار دیتی ہے، جو پاکستان میں متعلقہ لسٹنگ قوانین کے مطابق ہے۔ مالی سال کے دوران، کسی بھی ڈائریکٹر، سی ای او، سی ایف او، ہیڈ آف انٹرل آڈٹ، یا کمپنی سیکرٹری نے کمپنی کے شیئرز کی کوئی ٹریڈنگ میں حصہ نہیں لیا۔

خطرے کا تجزیہ اور تحقیقی تکنیکیں

ایک زرعی صنعت کے طور پر، شوگر ملز اضافی خطرات سے دوچار ہیں جو موسمی، خراب ہونے والی، بھاری نوعیت، اور خام مال کے مختلف معیار کی وجہ سے پیداوار کی کارکردگی پر اثر انداز ہوتے ہیں۔ اس کے مطابق، موثر خطرے کے انتظام کی انتہائی اہمیت ہے۔ اس مطالعے کا مقصد خطرات کی شناخت، تجزیہ اور مناسب خطرے کو کم کرنے کی حکمت عملیوں کو قائم کرنا تھا۔

گنے کی دستیابی

چینی کی صنعت کو متعدد اہم چیلنجز کا سامنا ہے، جن میں گنے کی دستیابی، ضابطہ جاتی خطرات، چینی کی قیمتیں، اور قریبی ملوں سے مقابلہ شامل ہیں۔ گنا بنیادی خام مال کے طور پر کام کرتا ہے، اور اس کی بروقت خریداری میں کسی بھی قسم کی رکاوٹ آپریشنز پر منفی اثر ڈال سکتی ہے۔ گنے کی دستیابی پر موسمی حالات، فصل کٹائی کے مزدوروں کی کمی، اور کاشتکاروں کا متبادل فصلوں کی طرف رجحان جیسی وجوہات اثر انداز ہوتی ہیں۔

موجودہ چیلنجز کے باوجود، 2024/25 کے فصل سال کے لیے پیداوار کی لاگت پچھلے سال کے مقابلے میں 6 فیصد کم ہو گئی۔ یہ بہتری بنیادی طور پر بہتر شوگر ریکوری، بہتر صلاحیت کے استعمال، آپریشنل کارکردگی، اور منظم لاگت مینجمنٹ اقدامات کے ذریعے حاصل ہوئی، جس نے مزدوری، کھاد اور کیڑے مارا دویات سے متعلق افراط زر کے دباؤ کو جزوی طور پر کم کیا۔ معیاری چینی کی مستقل فراہمی کو یقینی بنانے کے لیے کمپنی گنے کے کاشتکاروں کے ساتھ مضبوط تعلقات کو ترجیح دیتی رہتی ہے۔ معاون اقدامات میں مکینیکل اور دستی فصل کی کٹائی میں مدد، اور بہتر گنے کی اقسام کا تعارف شامل ہیں۔ مالی معاونت اور سپلائی کی بروقت ادائیگی بھی فراہم کی جاتی ہے۔ اس کے علاوہ، کمپنی یہ خدمات بھی فراہم کرتی ہے کہ گنا مل یا رڈ تک با آسانی پہنچ سکے۔ ان اشتراکی اقدامات کا مقصد گنے کی مسلسل فراہمی کو یقینی بنانا ہے، اس طرح اس کی دستیابی سے متعلق خطرات کو کم کرنا اور کمپنی کی عملی استحکام کی حمایت کرنا ہے۔

آمدنی کی توجہ

اہم طور پر ایک ہی کاروباری شعبہ پر توجہ مرکوز کرنا کمپنی کو اس شعبے سے وابستہ اندرونی خطرات کے سامنے لاتا ہے۔ ان خطرات کو کم کرنے کے لیے، کمپنی ایک اسٹرٹیجک نقطہ نظر اپناتی ہے جس میں موجودہ انتظامی دائرہ کار کے اندر متنوع سرگرمیوں میں حصہ لیا جاتا ہے۔ یہ نقطہ نظر ہر سرگرمی کے فائدے اور نقصانات کے جامع جائزے کی رہنمائی میں ہوتا ہے۔ یہ حکمت عملی کمپنی کی اس پالیسی کے مطابق ہے کہ کاروباری حجم میں اضافہ کرتے ہوئے زیادہ خطرات کے سامنا کرنے سے بچا جائے۔

مہنگائی اور لاگت کا ڈھانچہ

آمدنی کی لاگت میں بنیادی طور پر خام مال شامل ہیں جیسے گنا، کیمیکلز، اسٹورز، مرمت اور دیکھ بھال، اور مالی لاگت۔ ان اجزاء کے ساتھ وابستہ مہنگائی کے دباؤ کو تسلیم کرتے ہوئے، کمپنی نے پیداوار کے لیے ضروری گنے اور متعلقہ مواد کی خریداری کے لیے مخصوص پالیسیز قائم کی ہیں تاکہ وابستہ خطرات کو موثر طریقے سے کم کیا جاسکے۔

جوہر آباد شوگر ملز میں، لاگت کی بہتر سازی اور کمی پر توجہ قائم رہتی ہے اور یہ تنظیمی سطح پر ایک حکمت عملی کی ترجیح ہے۔ ان اقدامات کی قریبی نگرانی بجٹ کنٹرول سسٹم کے ذریعے کی جاتی ہے، جس میں بجٹ شدہ اعداد و شمار کا حقیقی کارکردگی کے ساتھ باقاعدہ موازنہ کیا جاتا ہے تاکہ کمپنی کے مالی ماڈل کے مطابق رہنمائی حاصل کی جاسکے۔ پوری تنظیم میں لاگت کے انتظام پر طاقتور توجہ دی جاتی ہے، جس سے ایک ایسا کلچر فروغ پاتا ہے جو کارروائی کی موثریت اور مالی استحکام کے اہم عوامل کے طور پر لاگت میں کمی اور کنٹرول پر زور دیتا ہے۔

معیاری شرعی سکریننگ کے مقداری معیار کا تجزیہ:

کمپنی، پاکستان سکیورٹیز اینڈ ایکسچینج کمیشن (SECP) کی شرعی گورنس کے ضوابط 2023 (ضوابط) کے تقاضوں کو مدنظر رکھتی ہے۔ شرعی مقداری سکریننگ کے تجزیے کے نتائج درج ذیل ہیں:

تفصیلات	کم از کم قابل قبول معیار	مالی سال 2023/24	مالی سال 2024/25
کل اثاثوں کے مقابلے سود و اقرض کا تناسب	<37%	18.84%	18.52%
غیر شریعت کے مطابق سرمایہ کاری کے کل اثاثوں کے تناسب	<33%	0.10%	0.57%
غیر شریعت کے مطابق آمدنی کا کل ریونیو کے تناسب	<5%	0.09%	0.12%
کل اثاثوں میں غیر نقدی اثاثے کا تناسب	=<25%	98.35%	96.84%
مارکیٹ فی شیئر قیمت	خالص مانع اثاثہ فی شیئر	21.84	67.83

اس سلسلے میں کمپنی نے سال 2025 کے لیے شرعی اسکریننگ معیار کے لحاظ سے اطمینان بخش رویہ دکھایا ہے کیونکہ تمام مطلوبہ معیارات زیادہ سے زیادہ قابل قبول مقداری حدود میں ہیں۔

ہیومن ریسورسز

کمپنی مضبوط اور جامع ہیومن ریسورسز عمل درآمد کر کے مثبت اور متحرک تعلیمی ماحول بنانے کے اپنے عزم کو جاری رکھتی ہے۔ یہ کوششیں شفاف اور منصفانہ کارکردگی کے جائزہ نظام کے ساتھ ساتھ نئے اقدامات پر بھی مشتمل ہیں جن کا مقصد انسانی وسائل کی پالیسیوں کو کاروبار کی بدلتی ہوئی ضروریات کے مطابق بنانا ہے۔

کاروبار کی نوعیت میں تبدیلی

سال کے دوران کمپنی کے کاروبار کی نوعیت میں کوئی اہم تبدیلی نہیں ہوئی۔

قرضے، ضمانت یا سرمایہ کاری کی تفصیلات

کمپنی ایکٹ 2017 کے احکام کے تابع قرضوں، ضمانتوں اور سرمایہ کاری سے متعلق معلومات مالی بیانات کے نوٹس میں ظاہر کی گئی ہیں، جو اس سالانہ رپورٹ کا لازمی حصہ ہیں۔

انٹرنل کنٹرول کنٹرول

کمپنی مالیاتی رپورٹس پر ایک اندرونی کنٹرول سسٹم برقرار رکھتی ہے جو اس کے کاروبار کی سرگرمیوں کی نوعیت، حجم اور پیچیدگی کے مطابق مناسب اور کفایت شعار ہے۔ ان کنٹرولز کا باقاعدگی سے آڈٹ اور جائزہ لیا جاتا ہے تاکہ ان کی جاری تاثیر کو یقینی بنایا جاسکے اور انہیں اس طرح ڈیزائن کیا گیا ہے کہ وہ کسی بھی عملی بے ضابطگی کو روک سکیں، شناخت کر سکیں اور درست کر سکیں۔

مینیجمنٹ ڈسکشن اور اینالیسٹ

کمپنی کی کارروائیوں پر مینیجمنٹ ڈسکشن اینڈ اینالیسٹ رپورٹ، جو ایس ای سی پی (سٹاک ایکسچینج اینڈ ڈسکلوزر ریکولمینیشن) کے مطابق تیار کی گئی ہے، ایک علیحدہ سیکشن میں پیش کی جاتی ہے اور اس رپورٹ کا ایک لازمی حصہ ہے۔

خطرات اور داخلی کنٹرول کا نظم و نسق

کمپنی نے ایک رسک مینیجمنٹ کمیٹی قائم کی ہے جس کا کام ان خطرات کی نشاندہی، جائزہ، نگرانی اور کم کرنا ہے جو اہم کاروباری اہداف کے حصول کو متاثر کر سکتے ہیں۔ اہم خطرات کا سامنا مسلسل کیے اقدامات کے ذریعے کیا جاتا ہے اور ان کا باقاعدگی سے آڈٹ کمیٹی اور بورڈ آف ڈائریکٹرز کے اجلاسوں میں جائزہ لیا جاتا ہے۔

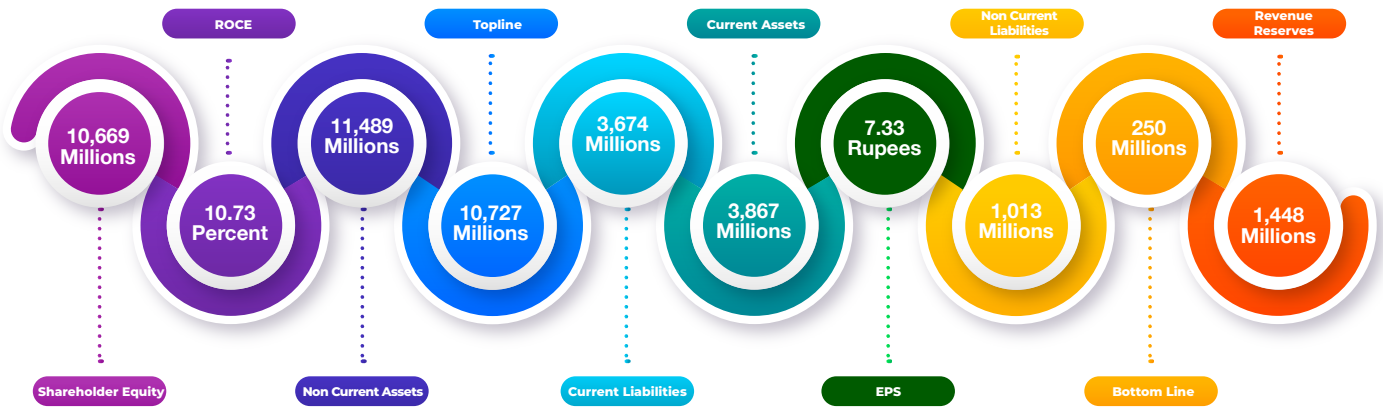
جاری کاروبار

یہ مالیاتی بیانات جاری کاروبار کے اصول پر تیار کیے گئے ہیں، اور کمپنی کی جاری کاروبار کے طور پر جاری رہنے کی صلاحیت کے بارے میں کوئی غیر یقینی صورت حال ظاہر نہیں ہوتی۔

آنے والے سالوں میں، کمپنی اپنی مارکیٹنگ حکمت عملی کے حصے کے طور پر کارپوریٹ اور ریٹیل دونوں شعبوں پر توجہ مرکوز کرنے کا منصوبہ رکھتی ہے۔ مزید برآں، آمدنی کے ذرائع کو متنوع بنانے کے لیے، ذیلی مصنوعات کے ٹاپ لائن میں حصہ کو بڑھانے کی کوششیں جاری ہیں۔ اس وقت، وزارت توانائی (توانائی ڈویژن) مجوزہ انرجی ایکسچینج پالیسی کا جائزہ لے رہی ہے، جو پاور پروڈیوسرز کو موجودہ ڈسکوالف اسٹرکچر کے ذریعے معاہدے شدہ فریقین کو بجلی فراہم کرنے کی اجازت دے گی، جس پر لاگو بینک چارجز عائد ہوں گے۔ یہ ترقی JSML کی ٹاپ لائن کی نمونہ سے کم اضافی فروخت کی لاگت کے ساتھ سپورٹ کرے گی، اس طرح صحت مند کنسرپیویشن مارجن پیدا کیے جائیں گے۔

کریڈٹ ریٹنگ

کریڈٹ ریٹنگ پاکستان میں اداروں کی کریڈٹ کی اہلیت کے جائزے کی نمائندگی کرتی ہے۔ PACRA کا بنیادی کردار یہ ہے کہ کسی ادارے کی ادائیگی کی ذمہ داریوں کو پورا کرنے کی صلاحیت اور استعداد کا اندازہ لگایا جائے۔ سال کے دوران، پاکستان کریڈٹ ریٹنگ ایجنسی (PACRA) نے کمپنی کی ادارہ جاتی ریٹنگ کو طویل مدتی بینک سہولیات کے لیے 'BBB+' پر برقرار رکھا اور مختصر مدتی بینک سہولیات کے لیے 'A2'۔ یہ ریٹنگ قرض کے خطرے کی کم سطح کو ظاہر کرتی ہیں اور مالیاتی وعدوں کی بروقت ادائیگی کی اطمینان بخش صلاحیت کی نشاندہی کرتی ہیں۔ کمپنی اپنی تمام مختصر مدتی ذمہ داریوں پر موجودہ رہتی ہے۔



ترقی

کمپنی مسلسل عہدگی کے لیے کوشش کر رہی ہے، اور اپنے اسٹیک ہولڈرز کو زیادہ سے زیادہ منافع فراہم کرنے پر توجہ مرکوز کر رہی ہے۔ پچھلے عشرے میں ایک قابل ذکر تبدیلی واقع ہوئی ہے، جس نے اسٹیک ہولڈرز کے انعامات کے طریقہ کار کو دوبارہ متعین کیا ہے۔ موجودہ مالی سال میں مشنری کی اپ گریڈ میں اہم سرمایہ کاری کی گئی ہے۔ توقع ہے کہ یہ بہتر نتائج مثبت نتائج دیں گی، خاص طور پر 2025/26 کے کرٹنگ کے سیزن کے دوران، اور تمام اسٹیک ہولڈرز کے لیے بہتر نتائج فراہم کریں گی۔

ڈیویڈنڈ

مالی سال 2024/25 کے لیے، بورڈ نے ڈیویڈنڈ کے اعلان کی سفارش نہیں کی ہے، کیونکہ کمپنی اپنی مالی حیثیت کو مضبوط بنانے، جاری کاروائیوں کی حمایت کرنے، اور مستقبل کے سرمایہ اور ورکنگ کپٹل کی ضروریات کو پورا کرنے کے لیے منافع پر برقرار رکھنے کا ارادہ رکھتی ہے۔ یہ فیصلہ کمپنیز ایکٹ 2017 کے مطابق ہے اور یہ بورڈ کے اس عزم کی عکاسی کرتا ہے کہ وہ مالی استحکام کو برقرار رکھے اور مشکل مارکیٹ کے حالات میں پائیدار طویل مدتی ترقی کی حمایت کرے۔

ہولڈنگ کمپنی

کین پروسیڈنگ (پرائیویٹ) لمیٹڈ ایک کمپنی ہے جو پاکستان کے قوانین کے تحت قائم کی گئی ہے اور اس کا رجسٹرڈ دفتر لاہور میں واقع ہے۔ یہ جوہر آباد شوگر ملز لمیٹڈ کی ہولڈنگ کمپنی کے طور پر کام کرتی ہے، جس میں اکثریتی شیئر ہولڈنگ 63.66 فیصد ہے۔

قانونی آڈیٹ اور ان کی آڈٹ رپورٹ:

یو ایچ وائی حسن نعیم اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس، ایک 'اے' کیٹیگری فرم جو اسٹیٹ بینک آف پاکستان کے آڈیٹرز کے پینل میں درج ہے، کمپنی کے قانونی آڈیٹ کے طور پر خدمات انجام دے رہی ہے۔ وہ 28 جنوری 2026 کو منعقد ہونے والے 57 ویں سالانہ جنرل میٹنگ کے اختتام تک اپنے عہدے پر فائز رہیں گے۔ سال ختم ہونے پر 30 ستمبر 2025 کو کمپنی کے مالی بیانات پر آڈیٹر کی رپورٹ اس سالانہ رپورٹ میں شامل ہے اور اس میں کوئی شرائط، احتیاطی نکات، منفی آراء یا تردید شامل نہیں ہیں۔

چونکہ وہ دوبارہ تقرر کے لیے اہل ہیں، آڈیٹرز نے آئندہ مالی سال کے لیے اپنے عہدے جاری رکھنے کی رضامندی دے دی ہے۔ جامع جائزے کے بعد، آڈٹ کمیٹی نے ان کی دوبارہ تقرری کی سفارش کی ہے، جس کی بعد میں بورڈ آف ڈائریکٹرز نے منظوری دی ہے اور اسے آنے والی سالانہ جنرل میٹنگ میں شیئر ہولڈرز کی منظوری کے لیے پیش کیا جائے گا۔

تفصیلات	مالی سال 2024/25	مالی سال 2023/24	YOY تبدیلی
روپے میں "000"	روپے میں "000"	روپے میں "000"	
فروخت۔ خالص	10,727,499	7,996,452	34.15%
فروخت کی لاگت	9,245,827	6,987,145	32.33%
مجموعی منافع	1,481,673	1,009,306	46.80%
فروخت اور تقسیم کے اخراجات	54,956	24,166	127.41%
انتظامی اور عمومی اخراجات	270,168	237,693	13.66%
آپریٹنگ منافع	1,156,549	747,447	54.73%
دیگر آپریٹنگ آمدنی	(50,246)	168,240	(129.87%)
مالیاتی اخراجات	649,713	949,094	(31.54%)
ٹیکس سے قبل منافع	456,950	(33,406)	1466.79%
ٹیکسیشن	(206,577)	35,286	(685.44%)
ٹیکس کے بعد منافع	250,012	1,880	13198.53%
آمدنی فی شیئر (روپے فی شیئر)	7.33	0.06	12116.67%

دوران سال، کمپنی نے خالص فروخت 10,727 ملین روپے حاصل کی (مالی سال 2023/24 7,996 ملین روپے)، جو سال بہ سال 2,731 ملین روپے (34.15%) کے اضافے کی عکاسی کرتی ہے۔ یہ نمونہ بنیادی طور پر زیادہ فروخت کے حجم سے حاصل ہوئی، جس کی حمایت کل چھپنی کے 88.82% اشاک کی فروخت (مالی سال 2023/24 71.11%)، فروخت کے بہتر امتزاج اور سال کے دوران برآمدات نے کی۔ فروخت کی لاگت 32.33% بڑھ کر 9,246 ملین روپے تک پہنچ گئی۔ نتیجتاً، مجموعی منافع 46.80% بڑھ کر 1,482 ملین روپے ہو گیا، جبکہ پچھلے سال یہ 1,009 ملین روپے تھا۔

آپریٹنگ منافع 54.73% بڑھ کر 1,157 ملین روپے ہو گیا، اس کے باوجود زیادہ فروخت اور تقسیم کے اخراجات اور معتدل طور پر بڑھائے گئے انتظامی اخراجات۔ دوسرے آپریٹنگ آمدنی سال کے دوران کم ہو گئی، بنیادی طور پر اس وجہ سے کہ پچھلے سال شناخت شدہ ایک وقتی آمدنی کی اشیاء موجود نہیں تھیں اور غیر متوقع ایڈجسٹمنٹس کے اثرات۔ تاہم، یہ کمپنی کی بنیادی آپریٹنگ کارکردگی میں کسی بھی کمی کی عکاسی نہیں کرتا۔ مالیاتی لاگت میں نمایاں کمی 31.54% فیصد رہی اور یہ 649.71 ملین روپے تک پہنچ گئی، جس کی بنیادی وجہ کیبور کی شرح میں کمی اور کام کرنے والے سرمائے کے بہتر انتظامات تھے۔ نتیجتاً، کمپنی نے 457 ملین روپے کا ٹیکس سے پہلے منافع ظاہر کیا، جب کہ پچھلے سال 33.41 ملین روپے کے ٹیکس سے پہلے نقصان تھا۔ 207 ملین روپے کے خالص ٹیکس چارج کو تسلیم کرنے کے بعد، کمپنی نے 250 ملین روپے کا ٹیکس کے بعد منافع ریکارڈ کیا، جو کہ پچھلے سال 1.88 ملین روپے تھا۔ فی شیئر آمدنی میں بہتری آئی اور 7.33 روپے ہو گئی (مالی سال 2023/24 0.06 روپے)۔

مجموعی طور پر، کمپنی نے مالی سال 2024/25 کے دوران بلند فروخت کے حجم، بہتر مارجنز، اور مؤثر مالیاتی لاگت کے انتظام کی بنیاد پر منافع میں مضبوط بحالی فراہم کی۔

مستقبل کے امکانات

آگے بڑھتے ہوئے، صنعت 2025/26 کے کرشنگ والے سال میں محدود اشاک کے ساتھ داخل ہو چکی ہے، جاری ورکنگ کپیٹل کے مسائل، فنڈز کی بڑھتی ہوئی لاگت، اور پیداوار اور شوگر ریکوری کے حوالے سے جاری خدشات کے ساتھ مالی سال 2025/26 کے لیے توقع کی جارہی ہے کہ گنے کی پیداوار مضبوط سطح پر برقرار رہے گی، اور کرشنگ کے عمل کا آغاز 15 نومبر 2025 سے کیا جائے گا جیسا کہ شوگر ایڈوائزری بورڈ کی سفارش کے مطابق PSMA اور MNFSR کے ساتھ تعاون میں طے کیا گیا ہے۔

اپنے طویل مدتی اسٹریٹجک مقاصد اور آپریشنل بہترین کارکردگی کے عزم کے مطابق، کمپنی نے آئندہ کرشنگ کے موسم کے لیے مزید ہیلنگ، جدید کاری، اور پمپلیمنٹ (BMR) اقدامات شروع کیے ہیں۔ ان میں فالنگ فلم ایوپوریٹر (FFE) پلانٹ کی تنصیب اور شوگر گریڈر کے لیے شوگر بن کا اضافہ شامل ہے۔ توقع کی جارہی ہے کہ دونوں منصوبے اگلے مالی سال کے دوران مکمل ہو جائیں گے اور عمل کی کارکردگی، مصنوعات کے ہینڈلنگ، اور مجموعی آپریشنل اعتماد کو بہتر بنانے میں معاون ثابت ہوں گے۔

سین کے لیے بروقت برآمدات کی اجازت دینے کی سفارش کی ہے تاکہ اسٹاک جمع ہونے سے بچا جاسکے اور غیر ملکی زرمبادلہ کے حصول کی حمایت کی جاسکے۔ جبکہ گھریلو استعمال نسبتاً مضبوط رہا ہے، برآمدات کی سہولت میں حکومت کی مسلسل حمایت صنعت کی مالیاتی روانی کو برقرار رکھنے کے لیے ضروری ہوگی۔ کمپنی متعلقہ حکام اور صنعتی شراکت داروں کے ساتھ فعال طور پر رابطے میں ہے تاکہ پالیسی کی وضاحت اور دونوں فصل اگانے والوں مالکان کے لیے متوازن فریم ورک یقینی بنایا جاسکے۔ انتظامیہ صنعت کے چیلنجز سے نمٹنے اور حصص داروں کی قیمت کی حفاظت کے لیے عمل میں بہتری، موثر خریداری کی حکمت عملی اور منضبط لاگت کے انتظام پر توجہ مرکوز رکھے ہوئے ہے۔

عملیاتی جائزہ

کمپنی کی بنیادی سرگرمیاں مالی سال 2024/25 کے دوران وہی رہیں، یعنی چینی اور اس سے وابستہ مصنوعات کی تیاری اور فروخت۔ کمپنی نے کرشنگ سینز 21 نومبر 2024 کو شروع کیا [مالی سال 2023/24: 25 نومبر 2023]، پنجاب حکومت کی جانب سے جاری کردہ ہدایات کی تعمیل کرتے ہوئے۔ مالی سال 2024/25 کے لیے آپ کے ملز کے موازنہ شدہ مختصر عملی نتائج درج ذیل ہیں:

تفصیلات	اکائیاں	مالی سال 2024/25	مالی سال 2023/24	YOY تبدیلی
کام کے ایام	دن	110	103	6.80%
گنے کی کرشنگ	میٹرک ٹن	623,733	657,997	(5.21%)
چینی کی پیداوار	میٹرک ٹن	63,026	64,874	(2.85%)
چینی کی ریکوری	فیصد	10.10%	9.86%	2.47%
چینی کی فروخت - مقامی	میٹرک ٹن	71,645	57,712	24.14%
چینی کی فروخت - بین الاقوامی	میٹرک ٹن	5,665	1,424	297.82%
چینی کی فروخت - کل	میٹرک ٹن	77,310	59,136	30.73%
چینی کا کلوزنگ اسٹاک	میٹرک ٹن	9,736	24,020	(59.47%)
مولاس کی پیداوار	میٹرک ٹن	23,258	26,450	(12.07%)
مولاس کی ریکوری	فیصد	3.73%	4.02%	(7.24%)

دوران سال، کمپنی نے 110 دن کام کیا، جو پچھلے سال کے مقابلے میں 7 دن (6.80%) کے اضافے کی عکاسی کرتا ہے۔ کام کے دنوں کی زیادہ تعداد کے باوجود، کل گنے کی کرشنگ 5.21% کمی کے ساتھ 623,733 میٹرک ٹن ہو گیا، جو گزشتہ سال کے 657,997 میٹرک ٹن کے مقابلے میں کم تھا۔ کرشنگ کے حجم میں یہ کمی گنے کی کم دستیابی اور موسمی حالات کی وجہ سے ہے۔ فصل کی پختگی اور کرشنگ کے موسم کے دوران سلائی کی مستقل مزاجی کو متاثر کرتے ہیں۔

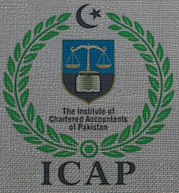
نتائج کے طور پر، چینی کی پیداوار 2.85% کمی کے ساتھ 63,026 میٹرک ٹن تک پہنچ گئی، جو پچھلے سال کے 64,874 میٹرک ٹن کے مقابلے میں تھی۔ تاہم، چینی کی بازیابی 9.86% سے بڑھ کر 10.10% ہو گئی، جو 2.47% کے مثبت اضافے کی عکاسی کرتی ہے، اور یہ بہتر ملنگ کی افادیت، بعض کپلنے کے مراحل میں بہتر گنے کے معیار، اور پلانٹ کی سطح پر بہتر عملیاتی کنٹرول کی نشاندہی کرتی ہے۔

گڑ کی پیداوار 12.07% فیصد کم ہو کر 23,258 میٹرک ٹن رہ گئی، جو کہ کم خرچ کرنے والی مقدار کے مطابق تھی۔ اس کے علاوہ، گڑ کی وصولی 4.02% فیصد سے کم ہو کر 3.73% فیصد تک پہنچ گئی، جو کہ 7.24% فیصد کمی ہے، بنیادی طور پر سینز کے دوران گنے کے معیار اور شوگر کی مقدار میں اتار چڑھاؤ کی وجہ سے۔

رپورٹ شدہ مالی سال کے دوران، کمپنی نے پلانٹ کی خود کاریت اور عمل کی کارکردگی کو بہتر بنانے پر توجہ جاری رکھی، جس کے لیے کل سرمایہ کاری 283 ملین روپے تھی۔ اہم اضافوں میں ویکسٹم فلٹر، جوس ہیٹر، اور کرسٹلائزنگ شامل تھی تاکہ مختلف اقسام کے ماسیکوٹ کی روک تھام کے وقت میں اضافہ کیا جاسکے اور خامی چینی کی مناسب پروسسنگ کی جاسکے۔ مزید بہتریوں کے لیے پراسیس ہاؤس کے پمپس اور گنیرز، ایوپوریز، ہیٹرز، اور جوس کلاری فائز میں اصلاحات کی گئی تاکہ مجموعی طور پر چینی کے معیار کو بہتر بنایا جاسکے۔

مالی کارکردگی

کلیدی مالی نتائج کا موازنہ برائے سال ختم شدہ 30 ستمبر 2025 مندرجہ ذیل ہے:



ICMAINTERNATIONAL
lead strategically

Best Corporate Report Awards 2024
Sugar Sector Category

1st Position

Jauharabad Sugar Mills Limited



ڈائریکٹر رپورٹ

اللہ کے نام پر، جو نہایت مہربان، رحم کرنے والا ہے۔

کمپنی کے ڈائریکٹر 30 ستمبر 2025 کو ختم ہونے والے مالی سال کے لیے آڈٹ شدہ مالیاتی گوشواروں سمیت سالانہ رپورٹ جمع کرانے پر خوش ہیں۔

عالمی معیشت

سال 2024/25 کو عالمی معاشی ترقی کے لیے ایک اہم سال سمجھا جاسکتا ہے، اگرچہ عالمی معیشت نے کساد بازاری سے بچا لیا۔ عالمی ترقی مثبت رہی لیکن معتدل رہی، تاریخی اور وبائی قبل کے اوسط سے کم رہی۔ کئی ترقی یافتہ اور ابھرتی ہوئی معیشتوں میں سخت مالی حالات نے سرمایہ کاری کی سرگرمی کو محدود کیا اور انتہائی مقروض بازاروں میں کمزوریوں کو بڑھا دیا۔

مزید برآں، شدید موسمیاتی واقعات کئی علاقوں میں شدت اختیار کر گئے، جس سے زرعی پیداوار، عالمی سپلائی چینز، اور توانائی کی تقسیم کے نیٹ ورکس متاثر ہوئے۔ ان رکاوٹوں نے اجناس کی قیمتوں میں اتار چڑھاؤ کو مزید بڑھا دیا اور موسمیاتی لحاظ سے حساس معیشتوں میں خوراک کی سلامتی کو نقصان پہنچایا۔ تجارتی اتحادیوں میں تبدیلی، سپلائی چینز کی ترتیب میں تبدیلی اور بڑھتی ہوئی تحفظ پسندی کے رجحانات کا مجموعی اثر مستقل جغرافیائی معاشی ٹوٹ پھوٹ میں تبدیل ہو گیا ہے۔

گھریلو معیشت

پاکستان کی مالی سال 2024/25 کے لیے اقتصادی صورتحال میں معمولی استحکام دکھائی دیا، اگرچہ بنیادی ساختی کمزوریاں ابھی موجود ہیں۔ مہنگائی، پچھلے عروج سے کم ہونے کے باوجود، توانائی کے بلند نرخوں، درآمدی مہنگائی، اور نازک سپلائی چینز کی وجہ سے سہولت کی سطح سے بلند رہی۔ زرمبادلہ کی شرح میں وقفے وقفے سے غیر مستحکم حرکت دیکھی گئی، جو بیرونی مالی معاونت پر دباؤ اور دنیا بھر میں اجناس کی قیمتوں میں اتار چڑھاؤ کی عکاسی کرتی ہے۔

IMF کی ایکسٹریڈو فنڈ فیسیلٹی (EFF)، جو ستمبر 2024 میں منظور کی گئی، نے مالی سال 2024/25 کے دوران مالی اور مانیٹری پالیسی کی تشکیل میں اہم کردار ادا کرنا جاری رکھا۔ متفقہ اصلاحات پر عمل درآمد، جس میں مالیاتی سنجیدگی، بہتر آمدنی کی وصولی، اور سرکاری اداروں میں حکمرانی میں بہتری شامل تھی، نے معاشی نظم و ضبط میں بتدریج بہتری کی حمایت کی۔ تاہم، بلند سود کی شرحوں نے قرض کی توسیع پر دباؤ برقرار رکھا اور نجی شعبے میں لیکویڈیٹی کی محدودیت میں حصہ ڈالا۔

بیرونی کھانا بہتر ترسیلات زر کے بہاؤ اور منظم درآمدی انتظام کی وجہ سے کچھ ریلیف محسوس کر رہا تھا، تاہم، سخت غیر ملکی کرنسی کی دستیابی صنعتی خریداری کے مراحل کے لیے مسلسل چیلنج بنی رہی۔ خوراک کی مہنگائی ایک مرکزی تشویش بنی رہی، جس میں موسمیاتی اثرات کی وجہ سے پیداوار کی اتار چڑھاؤ عالمی زرعی قیمتوں میں اضافہ شامل ہیں۔ خوراک، ایندھن اور توانائی تک قابل اعتبار اور سستی رسائی کو یقینی بنانا مسلسل معاشی بحالی کے لیے نہایت اہم ہے۔

چینی کی صنعت

چینی کی صنعت نے مالی سال 2024/25 میں ایک اور پیچیدہ عملی سال کا سامنا کیا۔ گھریلو شکر کی قیمتیں سال کے ایک بڑے حصے کے دوران دباؤ میں رہیں کیونکہ طلب کم تھی، تجارتی سرگرمی غیر مستحکم تھی، اور درآمدی اجازت ناموں کے حوالے سے ضابطہ جاتی غیر یقینی صورتحال موجود تھی۔ اگرچہ حکومت نے اس سال محدود درآمدات کی اجازت دی، پالیسی نوٹیفیکیشن اور شیڈول کی منظوری میں تاخیر نے صنعت کی صلاحیت کو محدود کر دیا کہ وہ عالمی مارکیٹ میں موافق مواقع سے مکمل طور پر فائدہ اٹھا سکے۔ ان چیلنجوں کے باوجود، کمپنی نے بہتر عملی کارکردگی، شکر کی بازیافت میں اضافہ، ابتدائی ذخائر کی وقت پر مانع کاری، اور منظم لاگت کے انتظام کے ذریعے قیمتوں کے دباؤ کو جزوی طور پر کم کرنے میں کامیابی حاصل کی، جس نے مجموعی منافعت کی حمایت کی۔

2025/26 میں گنے کی پیداوار کا اندازہ 86.5 ملین میٹرک ٹن تک لگایا گیا ہے، جو 2024/25 کے اندازے کے مقابلے میں چار فیصد اضافہ ہے، جس کی بنیادی وجہ پیداوار کے لیے مناسب اور بروقت معاوضہ ہے۔ قومی پیداوار کے تخمینے مستحکم سے لے کر ہلکے اضافے کی طرف اشارہ کرتے ہیں، اگرچہ وصولی کی شرح اور پیداوار میں بہتری کی توقع ہے، جو شعبے کی کارکردگی پر مثبت اثر ڈالے گی۔ حکومت نے گنے کی قیمتوں کے تعین کے لیے مارکیٹ پر مبنی طریقہ کار اپنانے کا سلسلہ جاری رکھا، جس سے موجودہ مارکیٹ کے حالات کی بنیاد پر جائز قیمت کے تخمینے کی اجازت ملتی ہے۔ جبکہ یہ طریقہ کار سرکاری کم از کم حمایت کی قیمتوں کے مقابلے میں زیادہ پلک فراہم کرتا ہے، شعبے کے مجموعی لاگت کے ڈھانچے۔ جس میں زیادہ مزدوری، ٹرانسپورٹیشن اور ایندھن کے اخراجات شامل ہیں۔ فائدہ بخش ہونے میں چیلنجز پیدا کرتے رہتے ہیں۔

2025/26 کے سیزن کے لیے شکر کی پیداوار کی پیش گوئی کی گئی ہے کہ یہ گزشتہ سال کے مطابق برقرار رہے گی، جس کی حمایت کچھ علاقوں میں بہتر سکروز بازیابی سے ہوگی۔ صنعتی تنظیموں نے 2025/26 کے

چیئر مین کا جائزہ

مجھے بورڈ آف ڈائریکٹرز کی جانب سے 30 ستمبر 2025 کو ختم ہونے والے مالی سال کے لیے چیئر مین کا جائزہ پیش کرنے کا اعزاز حاصل ہے۔ یہ جائزہ کمپنی کی کارکردگی، حکمت عملی میں پیش رفت، اور حکمرانی کے طریقہ کار کا ایک عمومی جائزہ فراہم کرتا ہے، جو ایک ایسے سال میں ہوا جس کی خصوصیت معاشی غیر یقینی صورتحال اور عملیاتی چیلنجز تھے۔

سال کے دوران معاشی ماحول مشکل رہا، جس میں مسلسل مہنگائی کے دباؤ، غیر ملکی زرمبادلہ کی مارکیٹ میں اتار چڑھاؤ، توانائی و خام مال کی بڑھتی ہوئی لاگت اور صنعتی سرگرمی پر اثر انداز ہونے والی پالیسی کے غیر یقینی عوامل شامل تھے۔ یہ حالات شوگر سیکٹر پر قابل لحاظ دباؤ ڈالے رہے۔ ان چیلنجز کے باوجود JSML نے لچک اور مطابقت پذیری کا مظاہرہ کیا، جس کی حمایت دانشمندانہ مالی انتظام، عملی نظم و ضبط، اور مرکوز اسٹریٹجک نقطہ نظر نے کی، جس سے کمپنی کو اسٹیک ہولڈرز کے مفادات کے تحفظ اور استحکام برقرار رکھنے میں مدد ملی۔

بورڈ کمپنی کے دیرپا ترقی کے وژن اور قدر پیدا کرنے کے اہداف کے ساتھ مضبوطی سے قائم رہا۔ ہماری حکمت عملی کی ترجیحات آپریشنل صلاحیت کو بہتر بنانے، اخراجات کو بہتر بنانے، رسک مینجمنٹ کو مضبوط کرنے، اور جدت کی تلاش پر مرکوز تھیں۔ جدید ٹیکنالوجی اور عمل کی بہتری میں جاری سرمایہ کاری کمپنی کی پیداوار اور بہت کو بہتر بنانے، توانائی کے استعمال کو بہتر بنانے، اور مستقل چینی کی بازیابی کی سطح کو برقرار رکھنے کی اجازت دی۔ ان اقدامات نے مالی کارکردگی پر مثبت اثر ڈالا اور ہمارے ماحولیاتی استحکام کے عزم کو بھی مضبوط کیا۔

دوران سال JSML نے مضبوط مالی کارکردگی حاصل کی، جو پچھلے سال کے مقابلے میں آمدنی میں نمایاں بہتری کی عکاسی کرتی ہے۔ چینی کی صنعت کو درپیش مشکل آپریٹنگ ماحول کو مد نظر رکھتے ہوئے یہ کارکردگی خاص طور پر قابل تعریف ہے۔ یہ نتائج مؤثر پیداواری منصوبہ بندی، محتاط لاگت کنٹرول، مستحکم عملیاتی کارکردگی، اور متحرک مارکیٹنگ حکمت عملیوں کی وجہ سے حاصل ہوئے۔ مالیاتی ترقی کے علاوہ، کمپنی نے روزگار کے مواقع پیدا کرنے، حکومتی آمدنی میں تعاون اور جاری کمیونٹی ترقیاتی اقدامات کے ذریعے معیشت کی حمایت میں تعمیری کردار ادا کرنا بھی جاری رکھا۔

مضبوط کارپوریٹ گورننس JSML کی سرگرمیوں کا بنیادی ستون بنی ہوئی ہے۔ بورڈ شفافیت، جوابدہی، اور اخلاقی طرز عمل کے اعلیٰ معیار کو قائم رکھتا ہے۔ کمپنی مکمل طور پر کمپنیز ایکٹ، 2017 اور کارپوریٹ گورننس کے ضابطے کی پابند ہے، جو گورننس کے طریقوں اور قانونی تعمیل کے لیے اس کی وابستگی کو ظاہر کرتا ہے۔

رسک مینجمنٹ بورڈ کے لیے ایک اہم توجہ کا مرکز رہتی ہے۔ کمپنی کے رسک مینجمنٹ فریم ورک کا باقاعدگی سے جائزہ لیا جاتا ہے اور اسے مضبوط کیا جاتا ہے تاکہ ابھرتے ہوئے خطرات سے نمٹا جاسکے اور کاروبار کی تسلسل کو یقینی بنایا جاسکے۔ اثاثوں کے تحفظ، مالی رپورٹنگ کی قابل اعتمادیت کو یقینی بنانے، اور فراڈ کے خطرے کو کم کرنے کے لیے داخلی کنٹرولز کو مضبوط کرنا بھی ترجیح ہے۔ بورڈ اپنی نگرانی کی ذمہ داریاں آزاد کمیٹیوں کے ذریعے پورا کرتا ہے، جن میں آڈٹ کمیٹی، ہیومن ریسورس اینڈ ریمونڈیشن کمیٹی، نامزدگی کمیٹی، اور رسک مینجمنٹ کمیٹی شامل ہیں، جو مشترکہ طور پر مؤثر حکمرانی کی حمایت کرتی ہیں۔

کمپنیز ایکٹ، 2017 کے سیکشن 192 کے مطابق، بورڈ نے سال کے دوران اپنی سالانہ کارکردگی کا جائزہ لیا۔ جائزے سے تصدیق ہوئی کہ بورڈ نے اپنا جائزہ مؤثر طریقے سے انجام دیا، اسٹریٹجک نگرانی فراہم کی، اور اعلیٰ معیار کے کارپوریٹ گورننس کو برقرار رکھا۔ جائزہ لینے کے عمل نے بورڈ کی اثر پذیری کو مزید مضبوط کرنے اور مسلسل بہتری کو فروغ دینے کے لیے قیمتی بصیرت بھی فراہم کی۔ بورڈ مہارت، تجربے اور نقطہ نظر کی تنوع کو اہمیت دیتا ہے، اس کی اہمیت کو سمجھتا ہے کہ یہ باخبر فیصلے کرنے اور متوازن گورننس کے لیے ضروری ہے۔ ڈائریکٹرز کی اجتماعی مہارت مباحثوں کے معیار کو بڑھاتی رہتی ہے اور تمام اسٹیک ہولڈرز کے طویل مدتی مفادات کی حمایت کرتی ہے۔

آئندہ کے لیے JSML اپنی مارکیٹ کی پوزیشن کو مضبوط بنانے اور پائیدار ترقی کے مواقع کی تلاش پر مرکوز رہتا ہے، جبکہ اقتصادی غیر یقینی صورتحال کا احتیاط اور لچک کے ساتھ سامنا کرتا ہے۔ کمپنی عملی مہارت، مالی نظم و ضبط، اور ذمہ دار کاروباری اقدامات کو ترجیح دینا جاری رکھے گی، ساتھ ہی معیشت اور معاشرے میں مثبت کردار ادا کرتی رہے گی۔ آخر میں، میں ہمارے ملازمین کی محنت اور عزم کے لیے خلوص دل سے شکریہ ادا کرتا ہوں، اور ہمارے شیلرز، ہولڈرز، صارفین، سپلائرز، قرض دہندگان اور قواعدی حکام کا بھی شکریہ ادا کرتا ہوں جنہوں نے اپنا اعتماد اور حمایت جاری رکھی۔ جو ہر آباد شوگر لمیٹڈ میں ان کا اعتماد ہماری مسلسل ترقی اور کامیابی کے لیے لازمی ہے۔



محمد عامریگ

چیئر مین

لاہور

تاریخ: 26 دسمبر، 2025



درست رسیدی
ٹکٹ چسپاں کریں

کمپنی سیکرٹری

جوہر آباد شوگر ملز لمیٹڈ

B - 125، قائد اعظم انڈسٹریل اسٹیٹ،

کوٹ لکھپت، لاہور پاکستان۔

فون: 042 35213491

تشکیل نیابت داری (پراکسی فارم)

میں / ہم _____
ساکن _____

بحیثیت حصہ دار جوہر آباد شوگر ملز لمیٹڈ
ساکن _____
نام (فولیو / سی ڈی سی اکاؤنٹ نمبر اگر ممبر ہو) _____
یا بصورت دیگر _____
نام (فولیو / سی ڈی سی اکاؤنٹ نمبر اگر ممبر ہو) _____

ساکن _____ کو اپنی جگہ بروز بدھ 28 جنوری 2026
کو بوقت 11:00 بجے دن B - 125، قائد اعظم انڈسٹریل اسٹیٹ، کوٹ لکھپت، لاہور پاکستان۔ میں منعقد یا ملتوی ہونے
والے سالانہ عام اجلاس میں شرکت کرنے، بولنے اور ووٹ دینے کے لیے اپنا نمائندہ مقرر کرتا / کرتی ہوں۔

بطور گواہ میرے / ہمارے دستخط سے مورخہ _____ جنوری 2026 کو دی گئی۔

پچاس روپے کارسیدی ٹکٹ
یہاں چسپاں کریں

۱۔ گواہ

دستخط _____
نام _____
شناختی کارڈ نمبر _____
پتہ _____

دستخط _____
(ممبر / اجازت فر)

۲۔ گواہ

دستخط _____
نام _____
شناختی کارڈ نمبر _____
پتہ _____

حامل عام حصص

سی ڈی سی اکاؤنٹ نمبر	فولیو نمبر
اکاؤنٹ نمبر	شرکتی آئی ڈی

کمپیوٹرائزڈ شناختی کارڈ نمبر _____

نوٹس:

- (۱) پراکسیز کے مؤثر ہونے کیلئے لازم ہے کہ وہ اجلاس سے ۴۸ گھنٹے قبل بمعہ دستخط گواہان اور رسیدی ٹکٹ کمپنی کو موصول ہو جانی چاہئیں۔
- (۲) سی ڈی سی حصص داران اجلاس ہذا میں شرکت کرنے، بولنے اور ووٹ دینے کیلئے اہل ہیں اور اپنی شناخت ثابت کرنے کے لیے اپنے اصلی کمپیوٹرائزڈ قومی شناختی کارڈ / پاسپورٹ ساتھ لائیں اور پراکسی کی صورت میں اپنے کمپیوٹرائزڈ قومی شناختی کارڈ / پاسپورٹ کی تصدیق شدہ کاپی ساتھ لگائیں۔
- (۳) کارپوریٹ ادارے کی صورت میں بورڈ آف ڈائریکٹرز کی قرارداد / پاور آف اٹارنی بمعہ نمائندہ کے دستخط پراکسی فارم کے ساتھ لف کرنے ہوں گے۔



I/We _____
of _____
being a member of **JAUHARABAD SUGAR MILLS LIMITED** hereby appoint _____

of _____

or failing him /her _____

of _____

As witnessed given under my/our hand(s) _____ day of January, 2026.

Signature : _____

Name : _____

CNIC No. : _____

Address : _____

Signature : _____
Name : _____
CNIC No. : _____
Address : _____

SHARE HELD : _____

Notes:

CNIC No.					-						-
----------	--	--	--	--	---	--	--	--	--	--	---

1. Proxies, in order to be effective, must be received at the Company's Registered Office, not less than 48 hours before the time for holding the meeting and must be duly stamped, signed and witnessed.
2. CDC Shareholders, entitled to attend, speak and vote at this meeting, must bring with them their Computerized National Identity Cards (CNIC) /Passports in original to prove his/her identity, and in case of Proxy, must enclose an attested copy of his/her CNIC or Passport.
- 3 In case of corporate entity, the Board of Directors' resolution / power of attorney with specimen signature of the nominee should be attached with the proxy form.

AFFIX
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The Company Secretary

Jauharabad Sugar Mills Limited















125-B, Quaid-e-Azam Industrial Estate,
Kot Lakh ~~at~~, Lahore, ~~a~~ Pakistan.
Tel : 042 35213491



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