

REPORT 2025

AkzoNobel

Akzo Nobel Pakistan Limited



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We believe in blue for 2026! A versatile colour family that's cooling, calming and creative – just what we need in our homes this year, according to the sentiments that came out of our annual Trend Forecast. People around the world want to slow down and recharge their batteries. They want to feel in tune with others and celebrate kinship. They want to be bold, have fun and feel carefree.

To reflect these moods, we've centred our colour stories around three different rhythms – Slow, Flow and Free, and chosen 'Your space, your pace' as our theme. We want everyone to find a flow that works for them at home, so we've selected three indigo blues as our colour family for 2026: the dark blue Slow Swing™, the light blue Mellow Flow™ and the vibrant Free Groove™ – Dulux Colours of the Year.

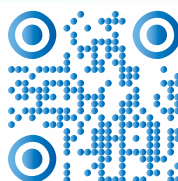
Just choose #ABlueForYou





On the cover:

As part of its Let's Colour initiative, Dulux partnered with the Walled City of Lahore Authority to restore Fort Road Food Street, enhancing one of Lahore's key cultural landmarks. Over 67,000 square feet across 15 façades was revitalized using Dulux Weathershield with KeepCool technology, improving durability and thermal comfort. By preserving architectural identity and supporting local businesses, the initiative reflects AkzoNobel's commitment to sustainable urban renewal and community-focused impact.



Scan to watch virtual tour



ABOUT AKZONOBEL

Let's paint the future together

As experts in paints and coatings, our products are part of everyday life, enhancing spaces, protecting surfaces, and adding color to communities.

As a member of the global AkzoNobel family, we bring world-class innovation and sustainability to the local market. With a strong heritage and presence in Pakistan, we are committed to delivering high-quality solutions that meet the evolving needs of our customers.

Our portfolio includes trusted brands such as Dulux, ICI Paintex, ICI auto paints, International, ICI Industrial Coatings and Sikkens, which are recognized for their performance, reliability, and innovation. Through these brands, we aim to enrich lives and safeguard what matters most.

Our success is driven by a commitment to excellence, developing durable and intelligent solutions, delivering superior customer experience, and operating responsibly. We continuously invest in innovation while contributing positively to the communities in which we operate.

At AkzoNobel Pakistan, we are focused on preserving today while building a more sustainable and vibrant tomorrow.

Let's paint the future together.

AkzoNobel



STRATEGY

AkzoNobel Pakistan operates as part of the global Paints and Coatings portfolio of AkzoNobel, aligning its strategy with both global priorities and local market dynamics. Our approach is focused on addressing the specific requirements of customers and segments within Pakistan, enabling the Company to implement targeted strategies and strengthen its competitive position in the markets where it operates.

In line with the Group's direction, the company's strategy is anchored on the following overarching pillars:

- **Sustainability-driven innovation**
- **Growth in focus segments and priority markets**

These strategic pillars provide a robust foundation for sustainable long-term value creation, supporting the Company's ability to deliver consistent performance while adapting to evolving market conditions. Further details on each of these pillars are presented in the following section.

Sustainability-driven innovation

We remain committed to leveraging sustainability as a driver of innovation and long-term value creation. As sustainability continues to reshape the paints and coatings industry, AkzoNobel Pakistan is well-positioned to respond, supported by the Group's global leadership and our own strong innovation capabilities. The Company continues to advance its portfolio with solutions that are safer, more efficient, and more environmentally responsible, enabling us to strengthen market positions and enhance margins in key segments.

Our focus remains on accelerating the development of sustainable technologies, improving formulation efficiency, and reducing time to market. During 2025, we introduced new products and enhancements that reflect our strategic commitment to sustainability-led innovation across our major end user segments.

In recognition of our continued focus on sustainability and operational excellence, AkzoNobel Pakistan's automotive team was awarded the Sustainability & Green Initiative Award by Hyundai Nishat Motor (Pvt) Ltd. for consistent improvements in the pretreatment line, based on performance during 2025.

These initiatives underscore our ongoing commitment to delivering innovative, sustainable, and high-quality solutions that meet evolving customer needs while contributing to long-term value for all stakeholders.

Growth in focus segments and priority markets

Our growth strategy is centred on strengthening our position in priority segments and markets where we have established capabilities and differentiated offerings. We are expanding into adjacent categories and new segments by leveraging our core technical expertise and innovation capabilities while also driving higher share of wallet with existing customers through improved speed to market, targeted engagement, and enhanced service levels.

We continue to invest in value-added product development to address evolving customer needs, supported by purpose-led marketing and structured customer engagement initiatives. At the same time, we are enhancing conversion through digital tools and strengthening distribution and route-to-market efficiency to improve penetration across focus areas.



OUR CORE VALUES AND AKZONOBEL EXPECTATION

Core Values

Safety

We care about safety our colleagues and everyone we deal with, focusing on people, product and process safety

Integrity

We care about conducting our business in a fair and honest way

Sustainability

We care about leaving a healthy planet for future generations, so we always strive to be more sustainable and collaborate on leading solutions

Our *Code of Conduct* defines the ways we live our values

AkzoNobel Expectations

The Expectations describe how we run our business with a focus on customers, how we use our resources wisely, how we make decisions, how we engage and hold ourselves and each other accountable to deliver results.

1

FOCUS ON CUSTOMERS

I drive customer impact

2

DRIVE PERFORMANCE

I deliver results

3

SIMPLIFY

I simplify to make the life of customers and colleagues easier

4

FOSTER ACCOUNTABILITY

I am accountable

5

BUILD A BIAS FOR ACTION

I make informed decisions on time

6

ENGAGE

I engage others

Voices Survey 2025



Engagement Score

4.1 ^{+0.2}

Organisation: 4.0



Participation

94%

160 / 171

HSE AND SUSTAINABILITY

Climate change mitigation and Energy

In our own operations, as well as in our value chain, we've identified the impact of climate change. As we, our suppliers and customers produce carbon emissions, we need to ensure that we do our best to meet our carbon reduction targets, which are in line with the Paris Agreement.

Climate change adaptation

As a global company, we're exposed to the risk of natural hazards occurring. This risk might increase in the future, due to climate change. This could lead to an increase in, for example, flooding, or could cause heat stress at our manufacturing sites.

Circularity and waste

As a manufacturing company, we currently have waste resulting from our operations. We've set ambitions to minimize waste to landfill and a target to increase circularity in the materials we use.

Working time

As a global manufacturing company, we've identified the impact of excessive working hours for both our own workers and workers in our value chain, now and in the future.

Health and safety

Within our industry – in terms of both our own operations and our suppliers and customers – we've identified the impact of occupational health and safety incidents. This could negatively impact the health and safety of people employed in our own operations, as well as our value chain.

Circularity and waste opportunity

We have a role to play in making sure that our products help extend the lifespan of the substrates onto which they're applied, thereby increasing the longevity of assets. As paints and coatings make a vital contribution to making substrates more resilient, our R&D efforts and business model are focused on continuous improvement of the quality of our products, which includes increasing durability.

HIGHLIGHTS

We are making strong progress towards reducing carbon emissions at our Faisalabad site, achieving a **29.3% reduction vs 2018 baseline**.

This supports our long-term sustainability ambition through energy efficiency, renewable integration, and operational excellence initiatives in 2025.

Focused on continuous improvement in energy, emissions, and resource optimization.



 **35.9**

of electricity from renewable sources (2025)

 **40**

Solar renewable energy integration contributing to site decarbonization

Our combined Scopes 1 and 2 emissions (market-based)

versus our 2018 baseline

Down
29.3%

A
SCORE

Safety performance 2025

Achieved **zero Lost Time Injury (LTI)** and **zero Total Recordable Injury Rate (TRIR)**, ensuring a safe working environment across all operations.

Our Energy consumption

versus our 2018 baseline

Down
39.6%



Process safety performance

Achieved **zero Loss of Primary Containment (LOPC)** Level 1 & 2 incidents in 2025, demonstrating strong process safety controls and operational discipline.



13%

Energy reduction achieved in 2025 vs 2024



Key energy & carbon reduction initiatives (2025):

- Sensorfact energy monitoring system implementation
- ETP blower energy optimization
- VFD installation on RO pumps (reduced peak load)
- Off-hours and holiday shutdown controls

We believe in the power of paint to transform lives by uplifting communities and making living spaces more fun, liveable and enjoyable. Our global "Let's Colour" initiative is all about bringing color into people's lives. With our passion for paint, we aim to provide opportunities for people who want to learn, grow and flourish.

Local employee volunteers from AkzoNobel work closely with partners to transform communities and make a positive impact.

Through our social programs, we're able to positively impact lives and communities in markets where we're present, making the most of our people and products. By using our decorative paints, many of our social programs help to inspire, uplift and re-energize communities, mainly through our global "Let's Colour" initiative. Thanks to the expertise of our people, we're also actively educating, mentoring and training future generations, making it possible for them to broaden their expertise and improve their employment opportunities.

"Let's Colour"

As part of its global Let's Colour movement, Dulux Paints partnered with the Walled City of Lahore Authority to revitalize Fort Road Food Street in Lahore, one of the city's most iconic cultural and tourism destinations. Anchored in a Sustainability First approach, the initiative demonstrates how responsible innovation can preserve heritage while enhancing community spaces.

The project was designed not to modernize, but to restore and elevate the traditional identity of the street. Drawing inspiration from heritage architecture, traditional textures, and the cultural vibrancy of the Walled City, a carefully curated palette of over 40 shades was developed to create visual harmony across 15 façades, covering more than 67,000 sq. ft. Over 2,000 litres of high-performance exterior coatings were applied in close coordination with local authorities, restaurant owners, and community stakeholders to ensure architectural authenticity and compliance with conservation guidelines.

Sustainability was embedded at the core of this transformation. The application of Dulux Weathershield with KeepCool technology helps reduce surface temperature by up to 5°C, contributing to improved indoor thermal comfort while protecting the buildings against harsh environmental conditions.

By safeguarding historic structures rather than altering them, the project supports long-term asset preservation, enhances tourism appeal, and strengthens the commercial vitality of local businesses that collectively welcome more than 8,000 visitors daily and millions annually.

The impact of the initiative extended beyond physical transformation through a Digital Video Campaign featuring renowned artist Salima Hashmi, reinforcing the cultural narrative behind the project. Through Let's Colour, Dulux continues to demonstrate that colour is more than aesthetics; it is a catalyst for sustainable urban renewal, trusted partnerships, and meaningful community impact.

AkzoNobel Cares

At AkzoNobel, sustainability is integrated in everything we do. It has been a core value for many years and forms an integral part of our company purpose "Paint the Future". We focus on producing durable solutions in a more sustainable manner, helping our customers become more sustainable, and empowering our communities and employees.

Our sustainability ambitions are aligned with the Paris agreement, which aims to limit global warming. In continuation with our collaboration with SOS Children's Village, AkzoNobel conducted mentorship sessions with female students to inspire them to envision a future of professional success through career guidance. We also held an engaging storytelling session for young kids at SOS Children's Village along with fun activities.

A donation of 400 litres of paint was made to Gosha E Itfal Middle School, helping revitalize classrooms and school facilities. This contribution enhances the learning environment, fosters student pride, and supports community-driven improvement.



The video can be viewed by scanning the below QR code



BUSINESS HIGHLIGHTS

Dulux Assurance warranty launch

In a price-sensitive and fragmented decorative paints market, sustained growth depends on the ability to demonstrate measurable performance and accountability. In response to evolving consumer expectations and increasing expectations of product durability, Dulux Paints formalized its commitment to quality through a structured warranty framework.

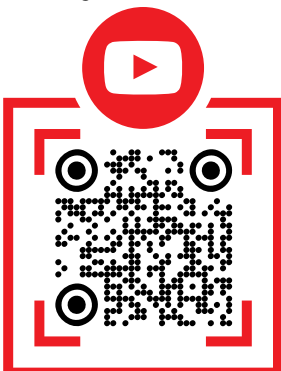
Originally introduced in 2021 under the promise “Dulux ka Waada, Pakka Waada,” the Dulux Assurance platform established a guarantee-led approach to performance. In 2025, the program was further strengthened under the “Aitmaad Ka Naya Rung” initiative, introducing Pakistan’s first comprehensive paint warranty. Spanning a warranty offering across interior and exterior portfolios and supported by a direct consumer claim mechanism, the program embeds accountability within the value chain, enhances retailer and contractor confidence, and reinforces Dulux’s premium positioning.

Dulux Assurance also reflects the brand’s commitment to sustainability. By promoting durable, long-lasting performance, it reduces the need for frequent repainting, minimizes material consumption, and extends the lifecycle of buildings. Thus, responsible resource use is linked to quality and reliability.

The program’s impact was amplified through a robust multichannel launch campaign. From billboards across various cities to television, radio, and digital platforms, the campaign reached millions of consumers, creating strong visibility for Dulux Assurance and reinforcing its credibility. Since its launch, Dulux Assurance Program has reached millions of consumers, providing warranties across the full portfolio and creating



The video can be viewed by scanning the below QR code



measurable trust in the brand. It has helped justify premium pricing, strengthened retailer and contractor confidence, and positioned.

Dulux as the only paint brand in Pakistan offering a meaningful, consumer friendly warranty. By turning quality and performance into a promise, Dulux continues to set a benchmark for accountability, reliability, and sustainable impact in the decorative paints industry.

Delivering Sustainable Growth through Innovation and Execution

In 2025, we continued to push boundaries and demonstrate our commitment to sustainability-driven innovation. This included several strategic collaborations and a variety of exciting product launches, all designed to achieve positive change as we accelerate our efforts to paint the future.

Aquashield Roof Guard was added to the waterproofing range, further strengthening the portfolio. Featuring SunReflect Technology that lowers surface temperature by up to 10°C, Aquashield Roof Guard contributes to improved indoor comfort and reduced energy consumption. By delivering waterproofing properties that minimize water ingress and structural deterioration, it also helps in reducing repair frequency and material waste, reinforcing a more sustainable approach.

Dulux Gloss and Matt Enamels were also upgraded to create a stronger, more contemporary on-shelf presence with new packaging while also elevating performance features. The product refresh included addition of PU-Reinforced DuraTough Technology for enhanced durability, superior





rust resistance for long-lasting metal protection, rich long-lasting colours, and a smooth, premium finish.

During the year, we further strengthened our presence in the automotive segment through the successful introduction of a locally produced white solid topcoat for JAC commercial vehicles, reinforcing our localization and customer-centric approach. We achieved record sales with a key customer through the supply of locally developed PU-based coatings for ABS internal split-unit components, reflecting our capability to deliver tailored, high-performance solutions. In addition, we executed a technically demanding project involving the supply of advanced topcoat solutions for ACP panels installed on a landmark skyscraper, underscoring our expertise in complex applications and premium coatings systems.

In recognition of our continued focus on sustainability and operational excellence, AkzoNobel Pakistan's automotive team was awarded the Sustainability & Green Initiative Award by Hyundai Nishat Motor (Pvt) Ltd. for consistent improvements in the pretreatment line, based on performance during 2025.

During the year, we strengthened our Marine Coatings portfolio through a strategic agreement with the Pakistan Maritime Security Agency, supporting the fleet's transition to premium hull protection

solutions. The partnership includes the supply of International coatings for multiple drydocking projects scheduled for 2026, initially covering four vessels, and is expected to enhance operational efficiency and environmental performance.

We also successfully delivered advanced anti-corrosion coating solutions for a major coal shed renovation project at a leading power company FFBL Power Company Limited (FPCL) in Karachi. Operating in a harsh coastal environment, the project utilized high-performance coating systems to ensure long-term structural protection and durability of critical metal components, supporting reliable power generation and operational efficiency.

In addition, we reinforced our presence in the maritime sector through participation in the Pakistan International Maritime Expo & Conference 2025, where we showcased our advanced marine coatings portfolio. During the event, we signed a Memorandum of Understanding with the Research, Development & Innovation wing of the Pakistan Navy to explore collaboration in maritime coating technologies, further strengthening our engagement with key industry stakeholders and supporting the development of the country's maritime ecosystem.

COMPANY INFORMATION

Board Of Directors

Tan Tian Hock Sebastian	Chairman / Non-Executive Director
Mubbasher Omar	Chief Executive Officer / Executive Director
Jawairia Hashmi	Chief Financial Officer / Executive Director

Share Transfer Committee

Mubbasher Omar	Chief Executive Officer
Jawairia Hashmi	Chief Financial Officer
Rabia Bakhtawar Pirzada	Company Secretary

Chief Financial Officer

Jawairia Hashmi

Company Secretary

Rabia Bakhtawar Pirzada

Bankers

Citibank N.A.
Deutsche Bank Limited A.G.
Habib Bank Limited
Faysal Bank Limited

External Auditor

BDO Ebrahim & Co.
2nd Floor, Block-C
Lakson Square Building No. 1,
Sarwar Shaheed Road
Karachi
74200
Pakistan

Registered Office

346, Ferozepur Road, Lahore – 54600
Tel: (042) 111-551-111
Fax: (042) 35835011
www.akzonobel.pk

Production Facility

Akzo Nobel Pakistan Limited,
Plot 120 & 121,
Allama Iqbal Industrial City,
Chiniot-Faisalabad Road,
3-Km From Sahianwala Interchange,
Tehsil Chak Jhumra, District Faisalabad

Executive Management Team

Mubbasher Omar	Chief Executive Officer
Jawairia Hashmi	Chief Financial Officer
Farooq Ayub Khan	Paints Cluster ISC Manager Pakistan, Malaysia, Indonesia & Vietnam
Sana Sheraz	Country HR Manager
Abdul Rehman Shabbir	Regional Marketing Manager Premium, Professional & Head of Marketing, Pakistan
Muneeb Khalid	Country Head ASC Automotive and Vehicle Refinishes, Pakistan
Muhammad Asim	National Sales Manager Marine & Protective Coatings, Pakistan

Shares Registrar

Famco Associates (Pvt)
Ltd, 8-F, Nursery, Block 6,
P.e.c.h.s. Shahrah-E-Faisal,
Karachi – 74000
Tel: (021) 34380101-5
Fax: (021) 34380106

Regional Offices

11th Floor, Tower-A
Technology Park, Street-8,
Sharah-E-Faisal, Karachi
Tel: (021) 32781441-6
E-Square Service Apartments, Civic
Center, Block C,
Office No. 7(Akzonobel), Bahria
Town Islamabad,
Tel: (051)4447968

OUR BOARD OF DIRECTORS

The Board of Directors are elected or appointed as representatives of the stockholders to establish corporate management related policies and to make decisions on major company issues



TAN TIAN HOCK SEBASTIAN
Non-Executive Director / Chairman

Sebastian Tan, Regional Head of Finance for ASEAN and South Asia, was appointed to the Board of Directors of Akzo Nobel Pakistan Limited on January 1, 2024. He is a member of the Board of Directors for several organisations across ASEAN and South Asia. As an esteemed member of the Akzo Nobel Pakistan Board of Directors, he brings a wealth of experience and expertise to our organisation. His strategic vision, financial acumen and commitment to excellence have significantly contributed to our success.

He graduated with an MBA from Imperial College Business School, University of London, and is a Chartered Accountant from the Institute of Singapore Chartered Association. He was also a Certified Chartered Accountant of the Association of Chartered Certified Accountant of UK. He is also a certified Six Sigma Black Belt with 20 years of experience at AkzoNobel, consistently contributing to our growth. Previously, he served as the Head of Pricing and Commercial at Honeywell Aviation, Asia, gaining valuable business acumen. His dedication and vision continue to propel AkzoNobel towards excellence.



MUBBASHER OMAR
Executive Director and Chief Executive Officer

Mubbasher Omar is serving as Chief Executive Officer and Executive Director of AkzoNobel Pakistan Limited since August 2020. He brings over three decades of diversified leadership experience, having held senior roles at Shell Pakistan Limited, Indus Motor Company Limited, and Regus Pakistan Limited. He has a proven track record of driving organizational transformation, strengthening operational performance, and delivering sustainable, long-term value for stakeholders.

At AkzoNobel Pakistan, he is leading the company's strategic growth agenda with a focus on innovation, customer-centricity, operational excellence, and sustainability. Under his leadership, the Company continues to enhance its market position, expand its footprint, accelerate product innovation, and build a high-performance, inclusive culture grounded in integrity.

He holds an MBA from Lahore University of Management Sciences and MPA from the University of the Punjab. He is also serving on the Managing Committee (2024–2026) of the Overseas Investors Chamber of Commerce and Industry.



JAWAIRIA HASHMI
Executive Director and Chief Financial Officer

Jawairia Hashmi was appointed to the Board of Directors of Akzo Nobel Pakistan Limited in May 2023 and serves as the Chief Financial Officer. She joined AkzoNobel Pakistan as an ACCA trainee in July 2011 and has been associated with the Company since then. Her experience encompasses Financial Reporting, Planning and Analysis, Integrated Supply Chain, and Commercial Controlling. She has been instrumental in driving engagement and collaboration among various finance pillars. She is a qualified ACCA and holds a BSc (Hons) Degree in Applied Accounting from Oxford Brookes University.

OUR EXECUTIVE MANAGEMENT TEAM

1. MUBBASHER OMAR Chief Executive Officer

Mubbasher Omar is serving as Chief Executive Officer and Executive Director of AkzoNobel Pakistan Limited since August 2020. He brings over three decades of diversified leadership experience, having held senior roles at Shell Pakistan Limited, Indus Motor Company Limited, and Regus Pakistan Limited. He has a proven track record of driving organizational transformation, strengthening operational performance, and delivering sustainable, long-term value for stakeholders. At AkzoNobel Pakistan, he is leading the company's strategic growth agenda with a focus on innovation, customer-centricity, operational excellence, and sustainability. Under his leadership, the Company continues to enhance its market position, expand its footprint, accelerate product innovation, and build a high-performance, inclusive culture grounded in integrity. He holds an MBA from Lahore University of Management Sciences and MPA from the University of the Punjab. He is also serving on the Managing Committee (2024–2026) of the Overseas Investors Chamber of Commerce and Industry.

2. JAWAIRIA HASHMI Chief Financial Officer

Jawairia Hashmi was appointed to the Board of Directors of Akzo Nobel Pakistan Limited in May 2023 and serves as the Chief Financial Officer. She joined AkzoNobel Pakistan as an ACCA trainee in July 2011 and has been associated with the Company since then. Her experience encompasses Financial Reporting, Planning and Analysis, Integrated Supply Chain, and Commercial Controlling. She has been instrumental in driving engagement and collaboration among various finance pillars. She is a qualified ACCA and holds a BSc (Hons) Degree in Applied Accounting from Oxford Brookes University.

3. ABDUL REHMAN SHABBIR Regional Marketing Manager Premium, Professional & Head of Marketing Pakistan

Abdul Rehman Shabbir joined AkzoNobel as a Management Trainee in June 2012 and has since built a distinguished career marked by consistent high performance and strategic leadership. Over the years, he has held a range of key roles

in both sales and marketing, where he has played a critical role in accelerating the growth of the paints business and delivering against the company's short- and long-term strategic objectives. Currently serving as Marketing Head for Pakistan, Mr. Shabbir leads the country's marketing function while also contributing to regional strategy for premium wall paints and the professional range across South Asia, driving innovation, brand strength, and market expansion. Mr. Shabbir is a graduate of the Lahore University of Management Sciences (LUMS).

4. FAROOQ AYUB KHAN Paints Cluster ISC Manager Pakistan Malaysia, Indonesia & Vietnam

Farooq Ayub Khan serves as the ISC Manager for Pakistan, Malaysia, and Indonesia at the Paints and Coatings site in Faisalabad, and he is a member of the ISC Leadership Team South Asia. He commenced his journey with AkzoNobel Pakistan as an Engineering Manager in 2015, demonstrating adept leadership by achieving significant milestones in restructuring, process safety, lean manufacturing, and sustainability. Progressing through the ranks, he



assumed the role of Hub Manager for Pakistan, Indonesia and Malaysia. He played a pivotal role in the Pakistan ISC Transformation Project, "New Moon," overseeing the seamless transition of the production facility from Lahore to Faisalabad. Prior to his tenure at AkzoNobel, he held various roles at Pakistan Tobacco Company, spanning the supply chain from Production Manager to Engineering Manager and Secondary Logistics Manager. He holds a Bachelor's degree in Mechanical Engineering from Ghulam Ishaq Khan Institute of Engineering Sciences & Technology and enjoys a fulfilling family life with his spouse and three children.

5. SANA SHERAZ
Country HR Manager

Sana Sheraz joined AkzoNobel Pakistan in 2022 as Country HR Manager and is based at Head Office Lahore. Recently, she has taken additional role of Talent and Performance Lead for South Asia. She brings with her 14 years of diverse HR experience across various industries such as Manufacturing, FMCG, Healthcare and the Tech Industry. Sana is a certified HR Professional from the Chartered Institute of Personnel

Development (UK) and holds an MSc in Human Resources & Organizational Analysis from Kings College London. Prior to this, she earned her BSc (Hon) in Economics and Finance from Lahore School of Economics. At AkzoNobel Pakistan, her prime role is to bring the HR strategy and targets to life by developing and maintaining HR processes and services in line with Global priorities, partner with local and regional leadership and business management teams to achieve their agenda and build a culture conducive for growth.

6. MUNEEB KHALID
Country Head ASC
Automotive and Vehicle Refinishes Pakistan

Muneeb joined AkzoNobel in September 2018 as National Distribution Deployment Manager for the Paints business, where he led a major transformation by shifting the route-to-market model from direct to indirect channels. He assumed leadership of the ASC Business in February 2022 and became National Sales Manager. Under his leadership, the business delivered strong double-digit growth through strategic vertical and horizontal expansion,

strengthening market position. In 2025, he expanded his role to lead Customer Marketing, the Vehicle Refinish Business, and RD&I, becoming Country Head for ASC & VR Pakistan. With over 16 years of experience, Muneeb has worked with Siemens Pakistan, Avanceon, Engro Corporation, and Coca-Cola Icecek, bringing cross-industry insights. He holds an Electrical Engineering degree from COMSATS University Islamabad and an MBA from Lahore University of Management Sciences. Outside work, he enjoys time with his spouse and two children.

7. MUHAMMAD ASIM
National Sales Manager
Marine & Protective Coatings, Pakistan

Muhammad Asim is a seasoned coatings professional with over 16 years of experience in the marine and industrial coatings sector. Since joining AkzoNobel Pakistan Limited in 2009 within the Research, Development & Innovation (RD&I) function, he has progressively assumed roles of increasing responsibility, combining technical expertise with commercial leadership to support the growth of the Marine & Protective Coatings business in Pakistan.

During his tenure, Mr. Asim has been actively involved in strategic project engagement across the marine, energy, Oil & Gas and infrastructure sectors, contributing to the company's presence in several high-value industrial projects. His ability to translate technical capability into commercial opportunity has enabled the development of long-term partnerships with key institutional and industrial stakeholders.

As National Sales Manager for Marine & Protective Coatings, he leads the segment's commercial strategy and market expansion across Pakistan. He is also associated with coating inspection, specification and technical assurance assignments for the Pakistan Navy at Karachi Shipyard & Engineering Works, supporting key maritime initiatives. Mr. Asim is a NACE/AMPP Certified Coating Inspector Program (CIP) Level 2 professional and holds a Master of Philosophy in Organic Chemistry from the University of the Punjab.



DIRECTORS REPORT

For the year ended December 31, 2025

The Directors of the company are pleased to present the Annual Report along with the audited financial statements for the year ended December 31, 2025.

Financial and business performance

The macroeconomic environment in Pakistan showed signs of gradual stabilization during 2025, supported by improving inflation dynamics, easing monetary policy, and relative stability in the foreign exchange market. The Pakistani Rupee remained broadly stable against the US Dollar, trading at around PKR 280 per USD, however, it depreciated by approximately 10% against the Euro, mainly due to the appreciation of the Euro against the US Dollar.

Inflation continued its downward trajectory during the year and remained within the State Bank of Pakistan's target range of approximately 5% - 7% during the early months of FY26, significantly easing cost pressures across industries. In response to improving inflation expectations and stabilizing economic indicators, the State Bank of Pakistan continued its monetary easing cycle, reducing the policy rate to 10.5% by December 2025 from peak levels observed in the previous year. The decline in borrowing costs helped improve liquidity conditions and supported business sentiment across several sectors. Despite these positive developments, the overall business environment remained challenging. The construction sector, which is a key demand driver for the paints and coatings industry, continued to face structural pressures, including taxation changes, cautious investment sentiment, and slower-than-expected recovery in real estate development. These factors moderated the pace of recovery in demand for construction-related products.

Despite these challenges, your Company achieved 3% growth in revenue and a 27% increase in gross profit, reflecting improved pricing discipline and easing cost pressures. The Company continued its cost management initiatives, reducing administrative and general expenses by 14%, and reported an operating profit of PKR 360m compared to an operating loss in the previous year. Depreciation of the Pakistani Rupee against the Euro resulted in an exchange loss of PKR 57m, which was partly offset by lower finance costs following the reduction in policy rates. Overall, the Company reported a profit before tax of PKR 206m compared to a loss in the prior year.

During the year, your Company also secured Zone Enterprise Certification from SEZ Committee entitling the Company to the benefits available under the Special Economic Zone Act, 2012, effective from the date of commercial production.

Financial performance

PKR million

	2025	2024	Increase / (Decrease)
Turnover	15,325	14,878	3.0%
Net sales	9,249	9,103	1.6%
Cost of sales	(6,844)	(7,206)	(5.0)%
Gross profit	2,405	1,898	26.8%
Operating profit / (loss)	361	(148)	344.6%
(Loss) / Profit after taxation	238	(664)	135.8%
Earnings per share – Rs	4.70	(13.77)	134.1%

Divestment process

AkzoNobel N.V., the ultimate parent company of Akzo Nobel Pakistan Limited, has initiated a process to divest its shareholding in the Company as part of its global portfolio optimization strategy. The divestment aligns with AkzoNobel's strategy to streamline its operations and focus capital on markets where it holds stronger strategic positions. The transaction remains subject to completion of due diligence, finalization of terms, and regulatory approvals.

Health, Safety and Environment

The Company demonstrated a strong commitment to HSE and strives to implement six HSE&S pillars, Health, People, Process, Product Safety,

Environment, and Security, in both letter and spirit to achieve leading standards. In 2025, the Faisalabad manufacturing site successfully achieved a full year of operations without any injuries or incidents. Throughout the year, we consistently enhanced our safety culture, demonstrating a strong and ongoing commitment to adhering to safety procedures and best practices

Future outlook

With continued stabilization of the macroeconomic environment in Pakistan in 2026, the Company is well-positioned to harness growth opportunities in the paints and coatings market. Improving consumer confidence, relatively stable currency conditions, and controlled inflation are expected to support increased demand across industrial, construction, and real estate sectors. The Company will continue to focus on operational efficiency, cost optimization, and supply chain resilience to enhance profitability and deliver sustained value to stakeholders. Expansion of the product portfolio, particularly in eco-friendly and sustainable solutions, remains a key strategic priority, aligning with evolving customer preferences and regulatory trends.

Corporate Social Responsibility

During the year, AkzoNobel Pakistan continued to strengthen its commitment to sustainability and community development, in line with its global purpose, "Paint the Future". Through a combination of community engagement, responsible innovation, and heritage preservation, the Company delivered meaningful impact across multiple fronts.

A key highlight was the restoration of Fort Road Food Street in Lahore under the Let's Colour initiative, in partnership with the Walled City of Lahore Authority. Spanning over 67,000 square feet across 15 facades, the project focused on preserving the area's cultural identity while enhancing its visual appeal. The use of Dulux Weathershield with KeepCool technology contributed to improved thermal comfort and long-term protection of heritage structures, supporting both environmental and economic sustainability.

At the community level, AkzoNobel Pakistan deepened its engagement with SOS Children's Villages through mentorship sessions for female students and interactive activities for younger children. A donation of 400 litres of paint to Goshia E Itfal Middle School supported the creation of a more vibrant and conducive learning environment.

Sustainability also remained central to product innovation, with the introduction of Aquashield Roof Guard and enhancements to Dulux enamels, promoting durability and reduced lifecycle impact. The Dulux Assurance program further reinforces the Company's commitment to sustainability by promoting durable, long-lasting performance across its product portfolio. By reducing the need for frequent repainting, the program minimizes material consumption, lowers waste, and extends the lifecycle of buildings, directly supporting responsible resource use.

Board, Committee and attendance

During the year, 4 (four) Board of Directors meetings were held. Attendance by each Director/CFO/Company Secretary was as follows:

	Name of Directors	BOD attendance
1	Mubbasher Omar Chief Executive Officer	4
2	Sebastian Tan Chairman	4
3	Jawairia Hashmi Chief Financial Officer	4
4	Rabia B. Pirzada Company Secretary	4

Pattern of shareholding

A statement showing the pattern of shareholding in the Company along with additional information as at December 31, 2025 appears on page number F57.

Sebastian Tan
Chairman

Mubbasher Omar
Chief Executive Officer

Akzo Nobel Pakistan Limited
Financial Statements

AkzoNobel



INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF AKZO NOBEL PAKISTAN LIMITED REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the annexed financial statements of AKZO NOBEL PAKISTAN LIMITED (the Company), which comprise the statement of financial position as at December 31, 2025, and the statement of profit or loss, the statement of 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 policy information and other explanatory information, and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, the statement of profit or loss, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes forming part thereof conform with the accounting and reporting standards as applicable in Pakistan and give the information required by the Companies Act, 2017 (XIX of 2017), in the manner so required and respectively give a true and fair view of the state of the Company's affairs as at December 31, 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.

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

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

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

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

Responsibilities of Management and Board of Directors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the accounting and reporting standards as applicable in Pakistan and the requirements of 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.

Report on Other Legal and Regulatory Requirements

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

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

The engagement partner on the audit resulting in this independent auditor's report is Muhammad Imran.

Lahore

Date: 17 April 2026

UDIN: AR2025101319IsOwfE5M

BOD Ebrahim & Co.

**BOD EBRAHIM & CO.
CHARTERED ACCOUNTANTS**

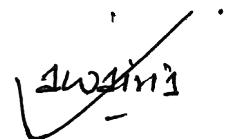
STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024
EQUITY AND LIABILITIES			
SHARE CAPITAL AND RESERVES			
Authorized share capital	6.1	1,000,000	1,000,000
Issued, subscribed and paid-up capital	6.2	506,175	482,481
Capital reserves			
Share premium	7	1,241,299	625,265
Capital and other receipts	7	8,036	8,036
		1,249,335	633,301
Advance against issue of right shares	8	-	639,728
Revenue reserves			
Unappropriated profit	7	4,012,122	3,379,866
Surplus on revaluation of property, plant and equipment	9	5,496,567	5,592,919
		11,264,199	10,728,295
NON-CURRENT LIABILITIES			
Deferred liabilities	10	45,912	87,364
Deferred tax liability - net	13	467,558	532,558
Lease liabilities against right-of-use assets	14	21,225	16,788
		534,695	636,710
CURRENT LIABILITIES			
Trade and other payables	15	4,555,886	3,911,754
Contract liabilities	16	50,475	54,980
Current portion of long term liabilities	17	1,913,902	1,954,740
Accrued markup	18	27,293	34,306
Unpaid dividend		3,188	3,188
Unclaimed dividend		27,445	27,813
		6,578,189	5,986,781
CONTINGENCIES AND COMMITMENTS	19	-	-
		18,377,083	17,351,786



Mubbasher Omar
Chief Executive



Jawairia Hashmi
Chief Financial Officer

STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2025

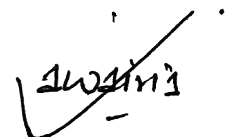
Amounts in Rs '000

	Note	2025	2024
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment	20	11,130,781	11,337,464
Right-of-use assets	22	32,138	21,348
Intangible assets	23	174	26,687
Long term loans	24	127,392	102,731
Long term deposits and prepayments	25	3,250	3,242
		11,293,735	11,491,472
CURRENT ASSETS			
Stores and spares	26	53,464	61,159
Stock in trade	27	2,378,784	2,179,150
Trade debts	28	1,877,473	1,805,471
Loans and advances	29	40,167	42,543
Short term prepayments	30	637	2,459
Other receivables	31	289,321	89,256
Taxation - net	32	1,557,030	623,126
Cash and bank balances	33	886,472	1,057,150
		7,083,348	5,860,314
TOTAL ASSETS		18,377,083	17,351,786

The annexed notes 1 to 62 form an integral part of these financial statements.



Mubbasher Omar
Chief Executive



Jawairia Hashmi
Chief Financial Officer

STATEMENT OF PROFIT OR LOSS FOR THE YEAR ENDED DECEMBER 31, 2025

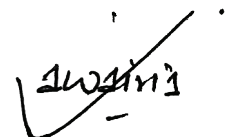
Amounts in Rs '000

	Note	2025	2024
Revenue	34	15,324,730	14,877,608
Sales tax and discounts	34	(6,075,771)	(5,774,283)
Net revenue		9,248,959	9,103,325
Cost of sales	35	(6,843,901)	(7,205,775)
Gross profit		2,405,058	1,897,550
Selling and distribution expenses	36	(1,366,690)	(1,268,833)
Administrative and general expenses	37	(657,180)	(763,549)
Net impairment losses on financial assets	38	(20,274)	(12,821)
Operating profit / (loss)		360,914	(147,653)
Finance cost	39	(257,478)	(337,605)
Other charges	40	(72,914)	(26,501)
Other income	41	174,985	129,320
Profit / (loss) before levy and taxation		205,507	(382,439)
Levy	42	111,795	(111,795)
Profit / (loss) before taxation		317,302	(494,234)
Taxation	43	(79,445)	(170,171)
Profit / (loss) for the year		237,857	(664,405)
Earnings / (loss) per share - Basic and diluted (Rupees)	47	4.70	(13.77)

The annexed notes 1 to 62 form an integral part of these financial statements.



Mubbasher Omar
Chief Executive



Jawairia Hashmi
Chief Financial Officer

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED DECEMBER 31, 2025

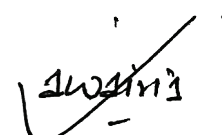
Amounts in Rs '000

	Note	2025	2024
Profit / (loss) for the year		237,857	(664,405)
Other comprehensive income			
<i>Items that will not be reclassified subsequently to the profit or loss</i>			
Remeasurement of defined benefit liability	10.3	150,075	44,974
Related tax impact		(43,522)	(13,042)
Surplus on revaluation of property, plant and machinery	20.1	-	2,667,960
Related tax impact		-	(420,449)
Reversal of deferred tax on revaluation surplus due to tax exemption	13.5	191,494	-
		298,047	2,279,443
<i>Items that will be reclassified subsequently to the profit or loss</i>			
		-	-
Total comprehensive income for the year		535,904	1,615,038

The annexed notes 1 to 62 form an integral part of these financial statements.



Mubbasher Omar
Chief Executive



Jawairia Hashmi
Chief Financial Officer

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED DECEMBER 31, 2025

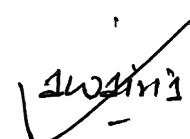
Amounts in Rs '000

Note	Capital reserves			Advance against issue of right shares	Revenue reserve		Surplus on revaluation of property, plant and equipment	Total
	Issued, subscribed and paid-up capital	Share premium	Capital and other receipts		Unappropriated profit			
Balance as at January 01, 2024	482,481	625,265	8,036	-	3,970,531	3,387,216	8,473,529	
Total comprehensive income for the year	-	-	-	-	-	-	-	
Loss for the year	-	-	-	-	(664,405)	-	(664,405)	
Other comprehensive Income	-	-	-	-	-	-	-	
Remeasurement of defined benefit liability - net of tax	-	-	-	-	31,932	-	31,932	
Revaluation surplus on property and plant - net of tax	-	-	-	-	-	2,247,511	2,247,511	
Incremental depreciation charge during the year - net of deferred tax	-	-	-	-	(632,473)	2,247,511	1,615,038	
	-	-	-	-	41,808	(41,808)	-	
Transactions with the owners of the Company								
Share application money received against right issue	8	-	-	-	639,728	-	639,728	
		-	-	-	639,728	41,808	(41,808)	639,728
Balance as at December 31, 2024	482,481	625,265	8,036	639,728	3,379,866	5,592,919	10,728,295	
Total comprehensive income for the year								
Profit for the year	-	-	-	-	237,857	-	237,857	
Other comprehensive income	-	-	-	-	-	-	-	
Remeasurement of defined benefit liability - net of tax	-	-	-	-	106,553	-	106,553	
Reversal of deferred tax due to tax exemption	13.4	-	-	-	191,494	-	191,494	
Incremental depreciation charge during the year - net of deferred tax	-	-	-	-	535,904	-	535,904	
	-	-	-	-	96,352	(96,352)	-	
Transactions with the owners of the Company								
Increase in share capital due to right shares issued during the year		23,694	-	-	-	-	-	
Increase in share premium due to right shares issued during the year		-	616,034	-	(23,694)	-	-	
		23,694	616,034	-	(616,034)	96,352	(96,352)	-
Balance as at December 31, 2025	506,175	1,241,299	8,036	(639,728)	4,012,122	5,496,567	11,264,199	

The annexed notes 1 to 62 form an integral part of these financial statements.



Mubbasher Omar
Chief Executive



Jawairia Hashmi
Chief Financial Officer

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2025

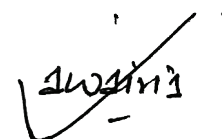
Amounts in Rs '000

	Note	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash flows from operating activities before working capital changes	44	904,897	372,727
(Increase) / decrease in current assets:			
Stores and spares		7,695	(6,967)
Stock-in-trade		(232,311)	292,865
Trade debts		(92,276)	(456,247)
Loans and advances		2,376	19,654
Trade deposits and short term prepayments		1,822	(44)
Other receivables		(113,550)	20,152
		478,653	(130,587)
(Decrease) / increase in current liabilities:			
Trade and other payables, excluding employee benefits		753,776	(157,188)
Contract liabilities		(4,505)	13,935
Net cash generated from operations		1,227,924	98,887
Employee benefits paid		(9,645)	(24,314)
Taxes paid		(818,582)	(451,350)
Interest paid		(250,321)	(333,210)
Net cash generated from / (used in) operating activities		149,376	(709,987)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital expenditure		(234,397)	(383,397)
Payments against purchase of land		(50,468)	(50,469)
Long term loans		(28,005)	(5,054)
Long term deposits and prepayments		(8)	1,608
Net cash used in investing activities		(312,878)	(437,312)
CASH FLOWS FROM FINANCING ACTIVITIES			
Long term loan received		-	600,000
Share application money received against right issue		-	639,728
Payment principal portion of lease liability against right-of-use assets		(7,176)	(10,163)
Net cash (used in) / generated from financing activities		(7,176)	1,229,565
Net (decrease) / increase in cash and cash equivalents		(170,678)	82,266
Cash and cash equivalents at the beginning of the year		1,057,150	974,884
Cash and cash equivalents at the end of the year	33	886,472	1,057,150

The annexed notes 1 to 62 form an integral part of these financial statements.



Mubbasher Omar
Chief Executive



Jawairia Hashmi
Chief Financial Officer

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

1 LEGAL STATUS AND NATURE OF BUSINESS

Akzo Nobel Pakistan Limited ("the Company") is a public limited Company registered under the Companies Ordinance, 1984 (now Companies Act, 2017). The Company is primarily involved in the manufacturing and sale of paints and coatings. The Company is a subsidiary of ICI Omicron B.V. which is a wholly owned subsidiary of Akzo Nobel N.V.

The Company was listed on the Pakistan Stock Exchange (PSX) up to August 9, 2020, and with effect from August 10, 2020 is an unlisted public limited Company.

ICI Omicron B.V. (which is a wholly owned subsidiary of Akzo Nobel N.V.) holds 49,764,437 (2024: 47,397,141) ordinary shares of Rs. 10/- each representing 98.31% (2024: 98.24%) of the share capital of the Company, intends to sell its shareholding in the Company, and negotiations with potential buyers are currently in process. As at the date of approval of these financial statements, no binding agreement has been executed.

2 GEOGRAPHICAL LOCATION AND ADDRESSES OF BUSINESS UNITS

The registered office of the Company is situated at 346, Ferozpur Road, Lahore. The manufacturing facility/factory of the Company is located at the Faisalabad Industrial Estate Development and Management Company (FIEDMC). The Company has other regional offices at Karachi and Islamabad as well.

3 BASIS OF PREPARATION

3.1 Statement of compliance

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

- IFRS Accounting Standards issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017;
- Islamic Financial Accounting Standards (IFAS) issued by the Institute of Chartered Accountants of Pakistan as notified under the Companies Act, 2017; and
- Provisions of and directives issued under the Companies Act, 2017.

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

3.2 Basis of measurement

These financial statements have been prepared under the historical cost convention, except for certain classes of property, plant and equipment (i.e. freehold land, buildings on freehold land and plant and machinery) that are stated at revalued amounts, certain foreign currency translation adjustments and defined benefit asset / liability at fair value of plan asset less present value of defined benefit obligation.

3.3 Critical accounting estimates and judgements

The Company's material accounting policies are stated in note 5. Not all of these material policies require the management to make difficult, subjective or complex judgments or estimates. The following is intended to provide an understanding of the policies the management considers critical because of their complexity, judgment of estimation involved in their application and their impact on these financial statements. Estimates and judgments are continually evaluated and are based on historical experience, including expectations of future events that are believed to be reasonable under the circumstances. These judgments involve assumptions or estimates in respect of future events and the actual results may differ from these estimates.

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

a) Defined benefit obligations

Certain actuarial assumptions have been adopted as disclosed in note 10.11 to these financial statements for present value of defined benefit obligations and fair value of plan assets. Any changes in these assumptions in future years might affect gains and losses in those years.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

b) **Property, plant and equipment and Intangible assets**

The estimates for revalued amounts, if any, of different classes of property, plant and equipment, are based on valuations performed by an external professional valuation expert after every five years or earlier if necessary and on recommendations of technical teams of the Company. The said recommendations also include estimates with respect to residual values and useful lives of property, plant and equipment and intangible assets. Further, the Company reviews the value of the assets for possible impairment on an annual basis. The future cash flows used in the impairment testing of assets is based on management's best estimates which may change in future periods. Any change in the estimates in future years might affect the carrying amounts of the respective items of property, plant and equipment and intangible assets with a corresponding effect on the depreciation / amortization charge and impairment.

c) **Provision for taxation**

The Company takes into account the current income tax law and the decisions taken by appellate authorities. Instances where the Company's views differ 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 law, the amounts are shown as contingent liabilities.

The tax period of the Company is the same as its accounting year. The income tax assessments of the Company up to and including tax year 2025 have been completed under the provisions of section 120 of the Income Tax Ordinance, 2001 except for the cases as mentioned in note 19.1.1 to 19.1.16.

Deferred tax assets are recognized for deductible temporary differences, unused tax losses and tax credits to the extent that future taxable profits will be available against which the deductible temporary differences, unused tax losses and tax credits can be utilized. The recoverability of deferred tax assets are analyzed at each reporting period end and adjusted if considered necessary with a corresponding effect on deferred tax charge/income for the period.

d) **Stock-in-trade and stores and spares**

The net realizable value of stock-in-trade and stores and spares are assessed for any diminution in their respective values. Any change in the estimates in future years might affect the carrying amounts of stock-in-trade and stores and spares with the corresponding effect of the impairment. Net realizable value is determined with respect to estimated selling price less estimated expenditure to make the sale.

e) **Impairment of trade debts and contract assets**

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

f) **Provision for discounts**

The Company offers various forms of discounts to its customers based on approved promotion schemes. In this regard, the Company maintains a provision for discounts based on the sales that satisfy the promotion criteria at the reporting date. Adjustment of the same is made upon claim by the respective customers. Charges and reversal thereof are recognized in the statement of profit or loss account.

g) **Lease term of right-of-use asset and lease liability**

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

h) **Provision 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 can have an effect on the carrying amounts of the liabilities recognized at the balance sheet date.

i) **Impairment of assets**

The carrying amounts of the Company's assets are reviewed at each balance sheet date to determine whether there is any indication of impairment loss. If any such indication exists, recoverable amount is estimated using criteria given in respective accounting standards to determine the extent of impairment loss, if any.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

3.4 Functional and presentation currency

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

4 APPLICATION OF NEW STANDARDS, AMENDMENTS AND INTERPRETATIONS TO PUBLISHED APPROVED ACCOUNTING AND REPORTING STANDARDS

4.1 New accounting standards, amendments and IFRS interpretations that are effective for the year ended December 31, 2025

The following standards, amendments and interpretations are effective for the year ended December 31, 2025. These standards, amendments and interpretations are either not relevant to the Company's operations or did not have significant impact on the financial statements other than certain additional disclosures.

Effective date (annual periods beginning on or after)

Amendments to IAS 21 'The Effects of Changes in Foreign Exchange Rates' - Lack of Exchangeability

January 01, 2025

The IASB issued disclosures about uncertainties in the financial statements - Illustrative examples, which amended multiple IFRS accounting Standards to include illustrative examples demonstrating how companies can apply IFRS accounting standards when reporting the effects of uncertainties in their financial statements.

4.2 New accounting standards, amendments and interpretations that are not yet effective

The following standards, amendments and interpretations are only effective for accounting periods, beginning on or after the date mentioned against each of them. These standards, amendments and interpretations are either not relevant to the Company's operations or are not expected to have significant impact on the Company's financial statements other than certain additional disclosures.

Effective date (annual periods beginning on or after)

Amendments to IFRS 7 'Financial Instruments: Disclosures' - Amendments regarding the classification and measurement of financial instruments

January 01, 2026

Amendments to IFRS 9 'Financial Instruments' - Amendments regarding the classification and measurement of financial instruments

January 01, 2026

Amendments to IFRS 7 'Financial Instruments: Disclosures' - Amendments regarding nature-dependent electricity contracts that are often structured as power purchase agreements (PPAs)

January 01, 2026

Amendments to IFRS 9 'Financial Instruments' - Amendments regarding nature-dependent electricity contracts that are often structured as power purchase agreements (PPAs)

January 01, 2026

Amendments to IAS 21 'The Effects of Changes in Foreign Exchange Rates' - Amendments regarding translations to a hyperinflationary presentation currency

January 01, 2027

IFRS 17 Insurance Contracts

January 01, 2027

IFRS 18 'Presentation and Disclosures in Financial Statements'

January 01, 2027

IFRS 19 'Subsidiaries without Public Accountability: Disclosures'

January 01, 2027

Certain annual improvements have also been made to a number of IFRSs and IASs.

IFRS 1 'First-time Adoption of International Financial Reporting Standards' has been issued by IASB effective from July 01, 2009. However, it has not been adopted yet locally by Securities and Exchange Commission of Pakistan (SECP).

IFRS 17 - 'Insurance contracts' has been notified by the IASB to be effective for annual periods beginning on or after January 1, 2023. However, SECP has notified the timeframe for the adoption of IFRS - 17 which will be adopted by January 01, 2027.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

5 MATERIAL ACCOUNTING POLICIES INFORMATION

The principal accounting policies applied in the presentation of these financial statements are set out below. These policies have been consistently applied to all the years presented in these financial statements.

5.1 Stores and spares

Stores and spares are stated at the lower of cost and net realizable value. Cost is determined using weighted average method. Items in transit are valued at a cost, comprising invoice value plus other charges invoiced there on up to the reporting date.

5.2 Stock-in-trade

Stock-in-trade is valued at lower of weighted average cost and estimated net realizable value.

Cost comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

Raw materials	Weighted average cost.
Work-in-process and finished goods	Cost of direct materials

Net realizable value signifies the estimated selling price in the ordinary course of business less net estimated costs of completion and estimated costs necessary to make the sale.

Stock-in-transit is valued at a cost, comprising invoice value plus other charges invoiced thereon.

5.3 Property, plant and equipment

Property, plant and equipment (except freehold land, buildings on freehold land and plant and machinery) are stated at cost less accumulated depreciation and accumulated impairment losses, if any. Freehold land is stated at revalued amount, buildings on freehold land and plant and machinery are stated at revalued amounts less accumulated depreciation and accumulated impairment losses, if any. Cost of certain property, plant and equipment comprises historical cost, exchange differences recognized, cost of exchange risk cover in respect of foreign currency loans obtained, if any, for the acquisition of property, plant and equipment up to the commencement of commercial production and borrowing cost.

Depreciation charge is based on the straight-line method whereby the cost or revalued amount of an asset is written off to the statement of profit and loss account over its estimated useful life after taking into account the residual value, if material. Depreciation on additions is charged from the month in which the asset is available for use and on disposals up to the month preceding the disposal. The rate of depreciation is specified in note 20 to these financial statements.

The residual value, depreciation method and the useful lives of each part of property, plant and equipment that is significant in relation to the total cost of the asset are reviewed, and adjusted if appropriate, at each reporting date.

Surplus on revaluation of property, plant and equipment is credited to the surplus on revaluation account. To the extent of the incremental depreciation charged on the revalued assets, the related surplus on revaluation of property, plant and equipment (net of deferred tax) is transferred directly to unappropriated profit, in the statement of changes in equity.

Maintenance and normal repairs are charged to the statement of profit or loss as and when incurred. Subsequent improvements to the assets are capitalized when it is probable that respective future economic benefits will flow to the Company and the cost of the item can be measured reliably. Assets replaced, if any, are derecognized.

Gains and losses on disposal of assets are taken to the statement of profit or loss, and the related surplus / deficit on revaluation of property, plant and equipment is transferred directly to retained earnings (unappropriated profits) through the statement of changes in equity.

Capital work in progress

Capital work-in-progress are stated at cost less impairment losses, if any, and consists of expenditure incurred, advances made and other costs directly attributable to operating fixed assets in the course of their construction and installation. Cost also includes applicable borrowing costs. Transfers are made to relevant operating fixed assets category as and when assets are available for use intended by the management.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

5.4 Intangible assets

Intangible assets with a finite useful life, such as certain software, licenses (including software licenses, etc.) and property rights, are capitalized initially at cost and subsequently stated at cost less accumulated amortization and accumulated impairment losses, if any.

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

Amortization is based on the cost of an asset less its residual value, if any. Amortization is recognized in the statement of profit and loss account on a straight-line basis over the estimated useful lives of intangible assets. Amortization methods, useful lives and residual values are reviewed at each reporting date and adjusted, if appropriate. The rate of amortization is specified in note 23 to these financial statements.

5.5 Financial instruments

5.5.1 Financial assets

Classification

The Company classifies its financial assets in the following measurement categories:

- at fair value through profit or loss ("FVPL"),
- at fair value through other comprehensive income ("FVOCI"), or
- at amortised cost.

The Company determines the classification of financial assets at initial recognition. The classification of instruments (other than equity instruments) is driven by the Company's business model for managing the financial assets and their contractual cash flow characteristics.

For assets measured at fair value, gains and losses will either be recorded in profit or loss, or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the Company has made an irrevocable election at the time of initial recognition to account for the equity investment at FVOCI.

The Company reclassifies debt investments when and only when its business model for managing those assets changes.

Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date i.e. the date on which the Company commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Company has transferred substantially all the risks and rewards of ownership.

Measurement

At initial recognition, the Company measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in statement of profit or loss account.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are Solely Payment of Principal and Interest (SPPI).

a) Debt instruments

Subsequent measurement of debt instruments depends on the Company's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Company classifies its debt instruments:

i) At amortised cost

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in other income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in the statement of profit or loss and presented in other income/(other charges), together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the statement of profit or loss account, if significant. The Company measures its trade debts and other receivables at amortised cost because it meets the criteria of the SPPI test.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

ii) At FVOCI

Assets that are held for both collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognised in the statement of profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to the statement of profit or loss and recognised in other income/(other charges). Interest income from these financial assets is included in other income using the effective interest rate method. Foreign exchange gains and losses are presented in other income/(other charges).

iii) At FVPL

Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in statement of profit or loss and presented net within other income/(other charges) in the period in which it arises.

b) Equity instruments

The Company subsequently measures all equity investments at fair value. Where the Company's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to statement of profit or loss account following the derecognition of the investment. Dividends from such investments continue to be recognized in statement of profit or loss as other income when the Company's right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognized in other income/(other charges) in the statement of profit or loss, as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value and are recognized in the statement of comprehensive income.

5.6 Impairment of financial assets

The Company assesses on a forward-looking basis the expected credit losses (ECL) associated with its financial assets. The impairment methodology applied depends on whether there has been a significant increase in credit risk. For trade debts the Company applies IFRS 9 simplified approach to measure the expected credit losses (loss allowance) which uses a life time expected loss allowance to be recognized from initial recognition of the receivables while general 3-stage approach for loans, deposits, other receivables and bank balances i.e. to measure ECL through loss allowance at an amount equal to 12-month ECL if credit risk on a financial instrument or a group of financial instruments has not increased significantly since initial recognition.

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information (adjusted for factors that are specific to the counterparty, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate). As for the exposure at default for financial assets, this is represented by the assets' gross carrying amount at the reporting date. Loss allowances are forward looking, based on 12 month expected credit losses where there has not been a significant increase in credit risk rating, otherwise allowances are based on lifetime expected losses.

Expected credit losses are a probability weighted estimate of credit losses. The probability is determined by the risk of default which is applied to the cash flow estimates. In the absence of a change in credit rating, allowances are recognized when there is reduction in the net present value of expected cash flows. On a significant increase in credit risk, allowances are recognized without a change in the expected cash flows, although typically expected cash flows do also change; and expected credit losses are rebased from 12 month to lifetime expectations.

The Company considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Company compares the risk of a default occurring on the instrument as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportable forward-looking information.

The following indicators are considered while assessing credit risk:

- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations;

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

- actual or expected significant changes in the operating results of the debtor;
- significant increase in credit risk on other financial instruments of the same debtor; and
- significant changes in the value of the collateral supporting the obligation or in the quality of third-party guarantees, if applicable.

The Company considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that receivables that meet either of the following criteria are generally not recoverable:

- when there is a breach of financial covenants by the counterparty; or
- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Company, in full (without taking into account any collaterals held by the Company).

Irrespective of the above analysis, in case of trade debts, the Company considers that default has occurred when a debt is more than 360 days past due, unless the Company has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- significant financial difficulty of the issuer or the borrower;
- a breach of contract, such as a default or past due event;
- the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganization; or
- the disappearance of an active market for that financial asset because of financial difficulties.

The Company recognises life time ECL on trade debts, using the simplified approach. The measurement of ECL reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes; and
- reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

Trade debts with individually significant balance are separately assessed for ECL measurement. All other receivables are grouped and assessed collectively based on shared credit risk characteristics and the days past due. The expected credit losses on these financial assets are estimated using a provision matrix approach based on the Company's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

Where lifetime ECL is measured on a collective basis to cater for cases where evidence of significant increases in credit risk at the individual instrument level may not yet be available, the financial instruments are grouped on the nature of financial instruments; past-due status; nature, size and industry of debtors; and external credit ratings where available. The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

The Company recognizes an impairment gain or loss in the statement of profit or loss account for financial assets with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at FVOCI, for which the loss allowance is recognised in other comprehensive income and accumulated in the investment revaluation reserve, and does not reduce the carrying amount of the financial asset in the statement of financial position. The Company writes off financial assets, in whole or in part, when it has exhausted all practical recovery efforts and has concluded there is no reasonable expectation of recovery. The assessment of no reasonable expectation of recovery is based on unavailability of debtor's sources of income or assets to generate sufficient future cash flows to repay the amount. The Company may write-off financial assets that are still subject to enforcement activity. Subsequent recoveries of amounts previously written off will result in impairment gains.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

5.7 Financial liabilities

Financial liabilities are recognized when the Company becomes a party to the contractual provisions of the instrument and de-recognized when the obligation specified in the contract is discharged, cancelled or expired. The Company derecognizes financial liabilities only when its obligations under the financial liabilities are discharged, cancelled or expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in the statement of profit or loss account.

All financial liabilities are initially measured at cost, which is the fair value of the consideration given and received respectively. These financial liabilities are subsequently measured at FVPL or at amortised cost, as the case may be. Financial liabilities are measured at amortised cost, unless they are required to be measured at FVPL (such as instruments held for trading or derivatives) or the Company has opted to measure them at FVPL. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item. Where management has opted to recognise a financial liability at FVPL, any changes associated with the Company's own credit risk will be recognized in other comprehensive income/(loss). Currently, there are no financial liabilities designated at FVPL.

5.8 Derivative financial instruments

Derivative financial instruments are recognized at fair value on the statement of financial position. Fair values are derived from market prices and quotes from dealers and brokers, or are estimated using observable market inputs. When determining fair values, credit risk for our contract party, as well as for the Company, is taken into account. Changes in the fair value are recognized in the statement of profit or loss account, unless cash flow hedge accounting or net investment hedge accounting is applied. In those cases, the effective part of the fair value changes is deferred in the statement of other comprehensive income and released to the related specific lines in the statement of profit or loss account, or the statement of financial position at the same time as the hedged item.

5.9 Cash and cash equivalents

For the purposes of the cash flow statement, cash and cash equivalents are stated at cost and comprise of cash in hand, cash at banks on current, saving and deposit accounts and other short term highly liquid instruments that are readily convertible into known amounts of cash which are subject to insignificant risk of changes in values. Cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purpose.

5.10 Offsetting

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Company has a legal right to offset the amounts and intends either to settle them on a net basis or to realize the asset and settle the liability simultaneously.

5.11 Impairment of non-financial assets

The carrying amounts of non-financial assets other than inventories and deferred tax asset, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. The recoverable amount of an asset or cash-generating unit is the higher of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessment of the time value of money and the risks specific to the asset. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit, or CGU").

The Company's corporate assets do not generate separate cash inflows. If there is an indication that a corporate asset may be impaired, then the recoverable amount is determined for the CGU to which the corporate asset belongs. An impairment loss is recognized if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognized in the profit or loss account.

Impairment loss recognized in prior periods is assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates that are used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

5.12 Share capital (ordinary shares)

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognized as a deduction from equity, net of any tax effects.

5.13 Staff retirement benefits

The Company's retirement benefit plans comprise of provident funds, pensions, gratuity schemes and a medical scheme for eligible retired employees.

5.14 Defined benefit plans

The Company operates a funded pension scheme and a funded gratuity scheme for management staff. The pension and gratuity schemes are salary schemes providing pension and lump sums, respectively. Pension and gratuity schemes for management staff are invested through two approved trust funds. The Company also operates gratuity scheme for non-management staff and the pensioners' medical scheme which are unfunded. The pension and gratuity plans are final salary plans. The pensioners' medical plan reimburses actual medical expenses to pensioners as per entitlement. The Company recognizes expense in accordance with IAS 19 "Employee Benefits".

All past service costs are recognized at earlier of when the amendment or curtailment occurs and when the Company has recognized related restructuring or termination benefits.

The Company's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets. The calculation of defined benefit obligations is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Company, the recognized asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. To calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements.

Remeasurement of the net defined benefit liability, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), are recognized immediately in other comprehensive income. The Company determines the net interest expense (income) on the net defined benefit liability (asset) for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the then net defined benefit liability (asset), taking into account any changes in the net defined benefit liability (asset) during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognized in the statement of profit or loss account.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognized immediately in the statement of profit and loss account. The Company recognizes gains or losses on the settlement of a defined benefit plan when the settlement occurs.

5.15 Defined contribution plans

The Company operates two registered contributory provident funds for its permanent staff and a registered defined contribution superannuation fund for its management staff, who have either opted for this fund by July 31, 2004 or have joined the Company after April 30, 2004. The said funds were transferred from ICI Pakistan Limited pursuant to the Scheme of demerger in 2011. In addition to this, the Company also provides group insurance to all its employees.

Obligations for contributions to defined contribution plans are expensed as the related service is provided. Prepaid contributions are recognized as an asset to the extent that a cash refund or a reduction in future payments is available.

5.16 Provisions

A provision is recognized in the statement of financial position when the Company has a legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of obligation. The amount recognized as a provision reflects the best estimate of the expenditure required to settle the present obligation at the end of the reporting period.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

5.17 Contingent liabilities

Contingent liability is disclosed when:

- there is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company; or
- there is present obligation that arises from past events but it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or the amount of the obligation cannot be measured with sufficient reliability.

5.18 Revenue recognition

Revenue from contract with customers primarily includes sale of paints and coatings. Revenue is recognized when performance obligations are satisfied by transferring control of a good or service to a customer, either at a point in time or over time of an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services.

Revenue is recognised in accordance with the aforementioned principle by applying the following steps:

- i) Identify the contract with a customer.
- ii) Identify the performance obligation in the contract.
- iii) Determine the transaction price of the contract.
- iv) Allocate the transaction price to each of the separate performance obligations in the contract.
- v) Recognise the revenue when (or as) the entity satisfies a performance obligation.

Revenue is recognised either at a point in time or over time, when (or as) the Company satisfies performance obligations by transferring the promised goods or services to its customers. Any bundled goods or services that are distinct are separately recognized, and any discounts or rebates on the contract price are generally allocated to the separate elements.

a) Sale of goods

Revenue is recognized when the significant risks and rewards of ownership have been transferred to the customer (i.e. after obtaining customer acknowledgment at the time of delivery of goods). Although the transfer of risks and rewards is not the only criterion to be considered to determine whether control over the goods has transferred, it is in most situations considered to be the main indicator of the customer's ability to direct the use of and obtain the benefits from the asset and largely also coincides with the physical transfer of the goods and the obligation of the customer to pay. In case of expected returns, no revenue is recognized for such products.

Variable considerations, including among others rebates and discounts are accrued for as performance obligations are satisfied and revenue is recognized. Variable considerations are only recognized when it is highly probable that it is not subject to significant reversal.

Revenue is measured at the fair value of the consideration received or receivable for the goods sold, net of returns, discounts and sales tax.

b) Equipment provided to customers

The Company at times also provides tinting machines to its customers at the start of a paint delivery contract.

Under IFRS 15, the delivery of such assets qualifies as a separate performance obligation. Revenue can only be recognized at the moment of transfer of such assets, when there is an agreed sales price or when there is a binding take-or-pay commitment for a minimum quantity of paint to be acquired by the customer.

c) Other

- Profit on short-term bank deposits is accounted for on a time-apportioned basis using the effective interest rate method.
- Financial income on funds invested, mark-up / interest income on lendings made by the Company and amortization gains on interest free loans given to staff is accounted for using the effective interest rate method.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

5.19 Financial expenses

Financial expenses are recognized using the effective interest rate method and comprise of mark-up / interest expense on borrowings, along with amortization losses on interest free loans given to staff.

5.20 Operating lease / Ijarah contracts

Leases that do not transfer substantially all the risks and rewards incidental to ownership of an underlying asset i.e. retained by the lessor, are classified as operating leases. Payments made under operating leases / ijarah contracts (net of any incentives received from the lessor) are charged to the statement of profit or loss account on a straight-line basis over the period of the lease.

5.21 Borrowing cost

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

5.22 Foreign currency translation

Transactions denominated in foreign currencies are translated into Pak Rupees, at the foreign exchange rates prevailing at the date of transaction. Monetary assets and liabilities in foreign currencies are translated into Pak Rupees at the foreign exchange rates at the reporting date. Exchange differences i.e. gains / losses, are taken to the statement of profit or loss account.

5.23 Taxation

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

a) Current

Provision of current tax is based on the taxable income for the year determined in accordance with the prevailing law for taxation of income. The charge for current tax is calculated using prevailing tax rates or tax rates expected to apply to the profit for the year, if enacted or substantially enacted. The charge for current tax also includes adjustments, where considered necessary, to provision for tax made in previous years arising from assessments framed during the year for such years. As per the clause 126E of the Income Tax Ordinance, 2001 the Company is exempt from tax as mentioned in note 43.1 to these financial statements.

b) Deferred

Deferred tax is accounted for using the statement of financial position liability method in respect of all temporary differences arising from differences between the carrying amount of assets and liabilities in these financial statements and the corresponding tax bases used in the computation of the taxable profit. Deferred tax liabilities are generally recognized for all taxable temporary differences and deferred tax assets are recognized to the extent that it is probable that taxable profits shall be available against which the deductible temporary differences, unused tax losses and tax credits can be utilized.

Deferred tax is calculated at the rates that are expected to apply to the period when the differences reverse based on tax rates that have been enacted or substantively enacted by the reporting date. Deferred tax is charged or credited in the statement of profit or loss account, except in the case of items credited or charged to equity in which case it is included in equity.

The Company recognizes a deferred tax asset to the extent that it is probable that taxable profits for the foreseeable future will be available against which the asset can be utilized. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realized. Further, the Company recognizes deferred tax asset / liability on deficit / surplus on revaluation of property, plant and equipment which is adjusted against the related deficit / surplus.

5.24 Levy

The amount calculated on taxable income using the notified tax rate is recognized as current income tax expense for the year in the statement of profit or loss. Any excess of expected income tax paid or payable for the year under the Ordinance over the amount designated as current income tax for the year, is then recognized as a levy.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

5.25 Earnings per share

The Company presents basic and diluted Earnings Per Share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit after tax attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year. Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares.

5.26 Dividend and other appropriations

Dividend is recognized as a liability in the period in which it is declared and approved. Appropriations of profit are reflected in the statement of changes in equity in the period in which such appropriations are approved.

5.27 Related party transactions

Transactions with related parties are carried out on mutually agreed terms and conditions.

5.28 Leases

Right-of-use assets

The Company recognizes right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Unless the Company is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognized right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. Right-of-use assets are subject to impairment testing at each reporting date.

Lease liabilities

At the commencement date of the lease, the Company recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees.

To calculate the present value of lease payments, the Company uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to its short-term leases of its assets (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered of low value. Lease payments on short-term leases and leases of low-value assets are recognized as expense on a straight-line basis over the lease term.

Significant judgement in determining the lease term of contracts with renewal options

The Company determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

5.29 Contract assets

Contract assets arise when the Company performs its performance obligations by transferring goods to a customer before the customer pays its consideration or before payment is due.

5.30 Contract liabilities

A contract liability is the obligation of the Company to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognized when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognized as revenue when the Company performs under the contract.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

6 SHARE CAPITAL

6.1 Authorized share capital

2025	2024		2025	2024
(Number of shares)				
100,000,000	100,000,000	Ordinary shares of Rs. 10/- each	1,000,000	1,000,000

6.2 Issued, subscribed and paid-up capital

2025	2024		2025	2024
(Number of shares)				
48,248,163	48,248,163	Ordinary shares of Rs. 10/- each issued as fully paid shares for consideration other than cash	482,481	482,481
2,369,362	-	Ordinary shares of Rs. 10/- each issued as fully paid shares for consideration in cash	23,694	-
50,617,525	48,248,163		506,175	482,481

6.3 ICI Omicron B.V. (which is a wholly owned subsidiary of Akzo Nobel N.V.) holds 49,764,437 (2024: 47,397,141) ordinary shares of Rs. 10/- each representing 98.31% (2024: 98.24%) of the share capital of the Company.

In the year 2020, ICI Omicron B.V. initiated the process of buying the shares from the market to comply with requirements of delisting regulations. After the requisite shareholding was purchased by ICI Omicron B.V and in accordance with the notice: PSX(N-866) dated July 29, 2020 from Pakistan Stock Exchange (PSX), the Company has been delisted from PSX with effect from August 10, 2020.

6.4 There is no shareholder agreement for voting rights, board selection, rights of first refusal and block voting.

6.5 Movement of share capital is as follows:

	Note	2025	2024
Opening balance		482,481	482,481
Right shares issued during the year	6.6	23,694	-
Closing balance		506,175	482,481

6.6 The Company has issued right shares, having a face value of Rs. 10, at a price of Rs. 270/- (including premium) per share, as approved by the Board of Directors of the Company vide its resolutions dated October 24, 2024. The shares have been allotted during the year as approved by the Board of Directors of the Company vide its resolution dated January 16, 2025.

6.7 Share issued other than cash represents issuance against assets pursuant to the Scheme of demerger.

7 RESERVES

Capital reserves

Share premium	7.1	1,241,299	625,265
Capital and other receipts	7.2	8,036	8,036
Closing balance		1,249,335	633,301

Revenue reserve

Unappropriated profit		4,012,122	3,379,866
		5,261,457	4,013,167

7.1 Movement of share premium is as follows:

Opening balance	7.1.1	625,265	625,265
Right shares issued during the year	6.6	616,034	-
Closing balance		1,241,299	625,265

7.1.1 This includes amount which has been allocated and transferred to the Company pursuant to the Scheme of demerger. This reserve can be utilized by the Company only for the purposes specified in section 81(2) of the Companies Act, 2017.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

- 7.2** Capital receipts represent the amount received from various overseas Akzo Nobel companies for the purchase of property, plant and equipment. The remitting companies have no claim to their repayments. The amount has been allocated and transferred to the Company pursuant to the Scheme of demerger. This represents excess amount paid by parent company to the broker for delisting which has been received by the Company on behalf of parent company and treated as equity contribution and parent company has waived off its rights.

Amounts in Rs '000

	Note	2025	2024
8	ADVANCE AGAINST ISSUE OF RIGHT SHARES		
	Share deposit money	8.2	-
			639,728
8.1	Movement of advance against issue of right shares is as follows:		
	Opening balance		639,728
	Share deposit money received during the year		-
	Right shares issued during the year		639,728
	Share capital	6.5	(23,694)
	Share premium	7.1	(616,034)
	Closing balance		-
			639,728

- 8.2** This represents subscription money received against issue of right shares from various shareholders including the parent company. The Company has issued right shares, having a face value of Rs. 10, at a price of Rs. 270/- (including premium) per share, as approved by the Board of Directors of the Company vide its resolutions dated October 24, 2024. The shares have been allotted during the year as approved by the Board of Directors of the Company vide its resolution dated January 16, 2025.

9 SURPLUS ON REVALUATION OF PROPERTY, PLANT AND EQUIPMENT

This represents surplus arising on revaluation of freehold land, buildings on freehold land and plant and machinery.

Balance at beginning of the year	5,592,919	3,387,216
Revaluation during the year - net of deferred tax	-	2,247,511
Transferred to unappropriated profit in respect of incremental depreciation during the year - net of deferred tax	(96,352)	(41,808)
Balance at end of the year	5,496,567	5,592,919

- 9.1** The surplus on revaluation of property, plant and equipment is not available for distribution to the shareholders in accordance with section 241 of the Companies Act, 2017.

- 9.2** Freehold land, buildings on freehold land and plant and machinery have been carried at revalued amounts determined by professional valuers (level 3 measurement) based on their assessment of the values as disclosed. The valuations are conducted by an independent valuation expert appointed by the Company. The valuation expert used a market based approach to arrive at the fair value of the Company's land and building. The valuation was determined by reference to current market value of the similar properties / assets. The most significant input into this valuation approach is price per acre for land, price per square foot for buildings and present operational condition and age of plant and machinery respectively. The effect of changes in the unobservable inputs used in the valuations cannot be determined with certainty, accordingly a qualitative disclosure of sensitivity has not been presented in these financial statements. Reconciliation of level three has been disclosed in relevant note and there is no transfer between fair value hierarchy.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024
10 DEFERRED LIABILITIES			
10.1 The amounts recognized in the statement of financial position are:			
Non-current liabilities			
Unfunded - recognized in deferred liability:			
- Gratuity fund - non-management		8,874	9,019
- Post retirement medical benefits		37,038	78,345
	10.4	45,912	87,364
Current liabilities			
Funded - payable to employee retirement benefit fund:			
- Pension fund - management		-	7,167
- Gratuity fund - management		-	-
		-	7,167
		45,912	94,531
Current assets			
Funded - receivable from employee retirement benefit fund:			
- Pension fund - management	10.1.1	(17,555)	-
- Gratuity fund - management	10.1.1	(125,881)	(56,921)
		(143,436)	(56,921)
10.1.1	The closing balance of funded - payable to employee retirement benefit fund has resulted into asset and has been shown under other receivables.		
10.10	Government bonds, corporate bonds, mutual funds and shares are valued at quoted market prices and are level 1. Cash is also Level 1. The funds do not have any investment in the securities issued by the Company or any associated companies. Pension and Management staff gratuity are invested through approved trust funds while non-management staff gratuity is a book reserve plan.		

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	2025					2024				
	Funded			Unfunded	Total	Funded			Unfunded	Total
	Pension	Gratuity	Subtotal			Pension	Gratuity	Subtotal		
10.2 The amounts recognized in the profit or loss account against defined benefit schemes are as follows:										
Current service cost	1,540	16,237	17,777	2,072	19,849	1,649	17,225	18,874	1,828	20,702
Contribution by associates	-	-	-	-	-	-	-	-	-	-
Interest cost	18,689	32,831	51,520	9,873	61,393	30,046	30,418	60,464	12,671	73,135
Expected return on plan assets	(17,975)	(38,682)	(56,657)	-	(56,657)	(27,093)	(35,622)	(62,715)	-	(62,715)
Net charge for the year	2,254	10,386	12,640	11,945	24,585	4,602	12,021	16,623	14,499	31,122
10.3 Included in other comprehensive income:										
Actuarial (loss) / gain on remeasurement of plan obligation from:										
- Change in demographic assumptions	-	(10,249)	(10,249)	(3,887)	(14,136)	2	4,532	4,534	1,288	5,822
- Change in financial assumptions	22,853	14,484	37,337	4,332	41,669	(841)	(282)	(1,123)	(372)	(1,495)
- Experience adjustments	(13,303)	(11,036)	(24,339)	(48,928)	(73,267)	(403)	9,443	9,040	479	9,519
Return on plan assets, excluding										
- interest income	(35,776)	(68,565)	(104,341)	-	(104,341)	14,498	16,630	31,128	-	31,128
Net (loss) / gain for the year	(26,226)	(75,366)	(101,592)	(48,483)	(150,075)	13,256	30,323	43,579	1,395	44,974
10.4 Movement in the net liability (asset) recognized in the statement of financial position are as follows:										
Balance at beginning of the year	7,168	(56,921)	(49,753)	87,364	37,611	19,966	(24,451)	(4,485)	80,261	75,776
Net charge for the year	2,254	10,386	12,640	11,945	24,585	4,602	12,021	16,623	14,499	31,122
Contributions / payments during the year	(751)	(3,980)	(4,731)	(4,914)	(9,645)	(4,144)	(14,168)	(18,312)	(6,001)	(24,313)
Contributions by associates	-	-	-	-	-	-	-	-	-	-
Actuarial (gain) recognized in other comprehensive income	(26,226)	(75,366)	(101,592)	(48,483)	(150,075)	(13,256)	(30,323)	(43,579)	(1,395)	(44,974)
Balance at end of the year	(17,555)	(125,881)	(143,436)	45,912	(97,524)	7,168	(56,921)	(49,753)	87,364	37,611
10.5 The amounts recognized in the statement of financial position are as follows:										
Fair value of plan assets	(185,442)	(322,816)	(508,258)	-	(508,258)	(152,769)	(243,863)	(396,632)	-	(396,632)
Present value of defined benefit obligation	167,887	196,935	364,822	45,912	410,734	159,937	186,942	346,879	87,364	434,243
Liability recognized	(17,555)	(125,881)	(143,436)	45,912	(97,524)	7,168	(56,921)	(49,753)	87,364	37,611
10.6 Movement in the present value of defined benefit obligation:										
Balance at beginning of the year	159,937	186,942	346,879	87,364	434,243	216,927	198,331	415,258	80,261	495,519
Current service cost	1,540	16,237	17,777	2,072	19,849	1,649	17,225	18,874	1,828	20,702
Interest cost	18,689	32,831	51,520	9,873	61,393	30,046	30,418	60,464	12,671	73,135
Benefits paid	(21,829)	(32,274)	(54,103)	(4,914)	(59,017)	(89,927)	(45,339)	(135,266)	(6,001)	(141,267)
Actuarial (gain) / loss on remeasurement of plan obligation	9,550	(6,801)	2,749	(48,483)	(45,734)	1,242	(13,693)	(12,451)	(1,395)	(13,846)
Balance at end of the year	167,887	196,935	364,822	45,912	410,734	159,937	186,942	346,879	87,364	434,243
10.7 Movement in the fair value of plan assets:										
Balance at beginning of the year	152,769	243,863	396,632	-	396,632	196,961	222,782	419,743	-	419,743
Expected return	17,975	38,682	56,657	-	56,657	27,093	35,622	62,715	-	62,715
Contributions by the Company	751	3,980	4,731	4,914	9,645	4,144	14,168	18,312	-	18,312
Contributions by associates	-	-	-	-	-	-	-	-	-	-
Benefits paid	(21,829)	(32,274)	(54,103)	(4,914)	(59,017)	(89,927)	(45,339)	(135,266)	-	(135,266)
Return on plan assets, excluding interest income	35,776	68,565	104,341	-	104,341	14,498	16,630	31,128	-	31,128
Balance at end of the year	185,442	322,816	508,258	-	508,258	152,769	243,863	396,632	-	396,632
10.8 Plan assets comprise:										
Equity instruments	58,537	98,053	156,590	-	156,590	39,100	67,235	106,335	-	106,335
Government bonds	106,875	171,515	278,390	-	278,390	90,138	136,628	226,766	-	226,766
Corporate bonds	9,624	29,771	39,395	-	39,395	7,994	10,994	18,988	-	18,988
Asset-Backed Securities	8,616	22,696	31,312	-	31,312	-	-	-	-	-
Mutual funds – debt	-	-	-	-	-	4,816	23,534	28,350	-	28,350
Cash	1,790	781	2,571	-	2,571	10,721	5,472	16,193	-	16,193
	185,442	322,816	508,258	-	508,258	152,769	243,863	396,632	-	396,632
10.9										

10.9 The expected income in the statement of profit or loss relating to the pension fund for the year ending December 31, 2026, is Rs. 0.176 million, whereas the expected charge in respect of the gratuity fund and unfunded schemes is Rs. 2.810 million and Rs. 5.012 million, respectively.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

10.11 The principal actuarial assumptions at the reporting date were as follows:

	2025	2024
Discount rate	12.00%	12.00%
Future salary increases - Management staff	12.50%	12.50%
Future salary increases - Non-management staff	9.75%	9.75%
Future pension increases	7.75%	7.75%
Medical cost trend	6.75%	6.75%

As at December 31, 2025, the weighted average duration of the defined benefit obligation was 7.41 years (December 31, 2024: 9.7 years).

Plan duration of defined benefit obligation:

Pension	14.1 years	8.7 years
Gratuity - Management staff	6.5 years	8.6 years
Gratuity - Non-management staff	4.6 years	3.9 years
Pensioners' medical plan	14.5 years	14.9 years

10.12 The plans expose the Company to the actuarial risks such as:

Salary risks

The risk that the final salary at the time of cessation of service is higher than what was assumed. Since the benefit is calculated on the final salary, the benefit amount increases similarly.

Mortality / withdrawal risks

The risks that the actual mortality / withdrawal experiences are different. The effect depends upon beneficiaries' service / age distribution and the benefit.

Investment risks

The risk of the investment underperforming and not being sufficient to meet the liabilities. This is managed by formulating an investment policy and guidelines based on which investments are made after obtaining approval of trustees of funds.

10.13 In case of the funded plans, it is ensured that the long-term investments are in line with the obligation under the retirement benefit plan. Duration and the expected yield of the investments are matched with the expected cash outflows arising from the retirement benefit plan obligations. The process used to manage its risks has not been changed from previous periods. Investments are well diversified and composition of the plan assets is disclosed in note 11.8 to the financial statements.

10.14 Normal retirement age is 60 years for Non-Management Staff. Normal retirement age for Management Staff depends on date of joining Management Staff. If joining date is before February 1988, normal retirement age is 58 years for men and 55 years for women. If joining date falls between February 1, 1988 and February 24, 2013, it is 60 years extendable to 62 years by the mutual consent of employee and Company. If joining date is February 25, 2013 or later, normal retirement age is 62 years.

Currently the Company has the following plans:

a) Pension

Pension scheme entitles the members to pension, subject to the conditions laid down in the rules, on reaching the normal retirement age, disability, early retirement or death in which case the surviving spouse and the children under the age of 25 shall be entitled.

Retirement benefit is a pension of 1.25% of final gross salary for each year of service less actuarial equivalent of any gratuity, if service is at least 10 years. Members may commute up to one-half of pension and the trustees may commute the balance.

The Trustees increase pensions in payment on an ad-hoc basis to provide some relief against inflation. The plan guarantees a minimum annual increase of 6%.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

b) Gratuity

Gratuity scheme entitles the members to gratuity on resignation, termination, retirement, early retirement, retrenchment, death and dismissal based on the Company's Service Rules. The Company maintains a separate gratuity fund for management and non-management staff.

Gratuity is based on the last month's basic salary for each year of service.

c) Pensioners' medical plan

The pensioners' medical plan reimburses medical expense to retirees, their wives and widows and widows of management staff employees who died in service. Benefits are limited to a maximum amount depending on grade at retirement.

10.15 The Pension and Gratuity management plans are fully funded. The funds are legally separate from the Company and are recognized by the Commissioner of Income Tax under Income Tax Rules, 2002. Members do not contribute to the pension and gratuity funds. The Company contributes at rates advised by the actuary. The contributions are equal to current service cost with adjustment for any deficit. If there is a surplus, the Company takes a contribution holiday.

10.16 Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below:

	Impact on defined benefit obligation		
	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	0.50%	(7,759)	1,596
Salary growth rate	0.50%	1,503	1,487
Pension growth rate	0.50%	4,604	(4,340)
Medical cost trend rate	N/A	N/A	N/A

If life expectancy increases by 1 year, the obligation increases by Rs. 5.545 million.

The impact of changes in financial assumptions has been determined by revaluation of the obligations on different sets of assumptions. The impact of increase in longevity has been calculated on the aggregate for each class of employees.

10.17 The Company contributed Rs. 28.54 million (2024: Rs. 26.88 million) and Rs. 7.75 million (2024: Rs. 8.10 million) to the provident fund and the defined contribution superannuation fund respectively during the year.

10.18 Investments out of fund have been made in accordance with the provisions of section 218 of the Companies Act, 2017 and the conditions specified thereunder.

	Note	2025	2024
11 LONG TERM FINANCING			
Secured:			
Banking Companies			
Citibank N.A			
Opening balance		1,900,000	1,300,000
Addition		-	600,000
Principal	11.1	1,900,000	1,900,000
Less: Current portion shown under current liabilities	17	(1,900,000)	(1,900,000)
		-	-

11.1 The Company has obtained this loan under long term finance facility from Citibank N.A, Karachi with the limit of Rs. 2,250 million. This finance is secured against SBLC from the parent company covering 100% of the facility amount. Akzo Nobel N.V has issued unconditionally and irrevocably guarantees by way of an own and independent obligation and not as surety or joint and several to and in favour of Citibank Europe Plc, Netherlands Branch for maximum amount of Rs. 2,250 million against term finance facility availed by the Company. The finance is obtained to meet the long term funding requirements of the Company. It carries mark up at the rate 3 months KIBOR plus 0.75% per annum payable quarterly. The loan was payable in lumpsum basis on December 15, 2024, which has further been extended till December 15, 2026.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024
12 PAYABLE AGAINST PURCHASE OF LAND			
Balance as at 01 January		48,271	90,420
Unwinding of discount		2,197	8,320
Payment during the year		(50,469)	(50,469)
		(48,272)	(42,149)
	12.1	-	48,271
Less: current portion of liabilities against purchase of land at year end	17	-	(48,271)
Non-current liabilities against purchase of land at year end		-	-
12.1	The Company has shifted its manufacturing plant from Lahore to Faisalabad. For that purpose, the Company had acquired land of 25 acres amounting to Rs. 237.646 million from Faisalabad Industrial Estate Development and Management Company (FIEDMC). Down payment of Rs. 35.656 million was paid by the Company and the remaining amount of Rs. 201.875 million was to be paid in 16 equal interest free quarterly installments starting from February 2022 and the last installment is paid in October 2025. The payable has been recognized at amortized cost using effective interest rate of 11.90% per annum.		
13 DEFERRED TAX (LIABILITY) - NET			
13.1	The balance comprises of the following temporary differences:		
	Deductible temporary differences		
Provisions		211,760	155,218
Lease liability against right-of-use asset	13.5	-	6,745
Intangibles	13.5	-	4,070
Remeasurement of defined benefit liability		(43,522)	(13,042)
Taxable losses	13.5	-	-
Minimum turnover tax	13.4	-	113,792
		168,238	266,783
	Taxable temporary differences		
Property, plant and equipment		(635,796)	(793,150)
Right-of-use asset	13.5	-	(6,191)
		(635,796)	(799,341)
Net deferred tax (liability) / asset		(467,558)	(532,558)
13.2 Changes in deductible temporary differences			
Opening balance		266,783	379,978
Credit / (charge) during the year			
-statement of profit or loss		(55,023)	(100,153)
-statement of other comprehensive income		(43,522)	(13,042)
Closing balance		168,238	266,783
13.3 Changes in taxable temporary differences			
Opening balance		(799,341)	(308,874)
Credit / (charge) during the year			
-statement of profit or loss		(27,949)	(70,018)
-statement of other comprehensive income		191,494	(420,449)
Closing balance		(635,796)	(799,341)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024
13.4	Deferred tax asset on turnover tax has been reversed in the current year as the Zone Developer has issued Zone Enterprise Certificate to the Company dated December 24, 2025 which entitles the Company to all the benefits under Special Economic Zone Act, 2012. The certificate states that the Company is in commercial production of manufacturing of paint and coating products for domestic, commercial and industrial use, since December 15, 2023. Therefore as per the clause 126E of the Income Tax Ordinance, 2001 a 10-years tax exemption to the entity from the date of commencement of commercial operations is granted to the Company.		
13.5	The Company has reversed deferred tax on these items in the current period and did not recorded deferred tax on taxable losses amounting to Rs. 376.411 million (2024: Rs. 376.411 million) in the financial statements. This is because the Company has been granted exemption from income tax under Section 126E of the Income Tax Ordinance, 2001, which provides tax exemptions for entities operating in Special Economic Zones (SEZs). Accordingly, no deferred tax asset has been recorded in respect of these items in the current year. The Company will continue to assess the applicability of the exemption and recognize deferred tax as appropriate in future periods. Expiry of tax losses is as follows:		
Business losses:	Available up to:		
Tax Year 2024	Tax Year 2030	1,055	313,189
Tax Year 2025	Tax Year 2031	597,287	597,287
		598,342	910,476
Minimum tax losses:	Available up to:		
Tax Year 2024	Tax Year 2027	112,373	112,373
		112,373	112,373
Total losses to be carry forward		710,715	1,022,849
14	LEASE LIABILITIES AGAINST RIGHT-OF-USE ASSETS		
Lease liabilities as at January 01,		23,257	28,573
Addition during the year		19,046	-
Interest expense during the year		4,764	4,847
Payment during the year		(11,940)	(10,163)
		35,127	23,257
Less: Current portion of lease liabilities against right-of-use assets	17	(13,902)	(6,469)
Non-current lease liabilities against right-of-use assets		21,225	16,788
14.1	Commitments in relations to leases recognised under IFRS 16 against right-of-use assets are payable as follows:		
Payable not later than one year		11,006	9,920
Payable later than one year but not later than five years		42,692	20,042
		53,698	29,962
Future finance cost		(18,571)	(6,705)
Total lease liabilities against right-of-use assets		35,127	23,257
15	TRADE AND OTHER PAYABLES		
Creditors:			
- Related parties	15.1	1,768,691	1,646,136
- Others		1,423,692	1,014,008
		3,192,383	2,660,144
Royalty and technical service fee	15.2	938,442	615,626
Accrued liabilities		308,003	265,320
Retention money		-	166,349
Workers' Profit Participation Fund	15.3	8,884	-
Workers' Welfare Fund	15.4	4,194	-
Withholding tax payable to Government		41,519	67,473
Payable to employee retirement benefit funds	10.1	-	7,167
Security deposits	15.5	60,830	126,280
Sales tax adjustable		-	544
Others		1,631	2,851
		1,363,503	1,251,610
		4,555,886	3,911,754

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	2025	2024
15.1	This includes balances due to following related parties:	
Akzo Nobel N.V.	904,403	764,336
Pinturas Inca SA	51,559	132,012
International Paint Netherlands B.V.	19,330	46,227
Akzo Nobel Saudi Arabia	25	-
Akzo Nobel Paints Vietnam	14,129	75,303
Akzo Nobel Paints Malaysia	1,619	1,604
Akzo Nobel Singapore Pte Ltd	135,240	254,939
Akzo Nobel Decorative Coatings	7,453	6,519
Akzo Nobel Industrial Coatings (Malaysia)	578,442	354,381
International Paints LLC	5,829	585
Akzo Nobel Paints (Thailand) Limited	36,425	9,951
PT Akzo Nobel Car Refinishes Indonesia	12,270	-
International Farg AB	-	279
Akzo Nobel Coatings Int. B.V.	27	-
Akzo Nobel Packaging Coatings Limited	948	-
Akzo Nobel Car Refinishes SL	992	-
	1,768,691	1,646,136
15.2	Royalty and technical service fee	
	This includes royalty and technical service fee payable to the following related party:	
Akzo Nobel Coatings International B.V.	899,804	602,007
15.3	Workers' Profit Participation Fund	
Balance at beginning of the year	-	19,754
Allocation for the year	11,037	-
Interest on funds	-	351
Other adjustments	(2,153)	2,138
Payments made to the fund during the year	-	(22,243)
Balance at end of the year	8,884	-
15.4	Workers' Welfare Fund	
Balance at beginning of the year	-	54,176
Allocation for the year	4,194	-
Adjustment made during the year	-	(15,256)
Payments made to the fund during the year	-	(38,920)
Balance at end of the year	4,194	-
15.5	These represent security deposits received from customers. These are repayable on cancellation of distribution contracts with customers and cannot be utilized for the purpose of the business. These have been kept in separate bank account in accordance with the requirements of the section 217 of the Companies Act, 2017.	
16	CONTRACT LIABILITIES	
	Advances received from customer are recognised as revenue when performance obligation in accordance with the policy as described in note 5.18 is satisfied. Following is a movement in the balance with respect to contract liabilities during the year:	
	Unsecured	
Balance at beginning of the year	54,980	41,045
Advances received during the year	50,475	54,980
Revenue recognised during the year	(54,980)	(41,045)
Balance at end of the year	50,475	54,980
16.1	Contract balances primarily comprises of contract liabilities, representing advance consideration received from customers for the purchase of products.	

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024
17	CURRENT PORTION OF LONG TERM LIABILITIES		
	Current portion of long term financing	11	1,900,000
	Current portion of payable against purchase of land	12	-
	Current portion of lease liabilities	14	13,902
			1,913,902
			1,954,740
18	ACCRUED MARKUP		
	Long term financing		
	Mark-up payable	11	27,293
			34,306

19 CONTINGENCIES AND COMMITMENTS

19.1 Contingencies

Claims against the Company not acknowledged as debts are as follows:

- 19.1.1** For the tax year 2012, the Additional Commissioner Inland Revenue (Audit) ['ACIR'], Zone-II, Large Taxpayers Unit, Lahore through order dated January 31, 2014 raised additional tax demand of Rs. 89.49 million. The tax demand pertains to disallowance of deductions from income for technical fee, advertisement and publicity, bad debts written off and stock-in-trade written off. Further, there was disagreement over the tax treatment of certain matters including calculation of Workers' Welfare Fund, claim for tax credit and apportionment of other income.

The Company filed an appeal before Commissioner Inland Revenue (Appeals) ['CIR (A)'] against the aforesaid order, which was disposed through the appellate order dated May 5, 2014 wherein the CIR (A) remanded majority of the issues back to the assessing officer. The remaining issues of 'apportionment of other income' and 'disallowance of tax credit' have been contested by the Company with the Appellate Tribunal Inland Revenue ('ATIR') whereas the tax department has also contested the issue of 'Workers Welfare Fund' and 'amortization of advertisement expense' with the ATIR. The Additional Commissioner Inland Revenue (Audit) ['ACIR'], Zone-II, Large Taxpayers Unit, Lahore, through notice dated June 8, 2015 initiated the proceedings under section 124 of the Ordinance and confronted the issues remanded by the CIR (A) to the Company, which have been duly replied to. However, the respective order had not been finalized. Some issues were also remanded back to the assessing officer who passed the appeal effect order dated June 30, 2015 and created a demand of Rs. 5.6 million which was adjusted against the refunds of Tax Year 2014.

Appeal had been filed against the appeal effect order before CIR(A) who confirmed the demand of Rs. 5.6 million. The Company has preferred appeal before ATIR which is pending adjudication. The Company in consultation with their tax advisor, is of the view that these tax matters will eventually be decided in favor of the Company; therefore no provision has been made in these financial statements.

- 19.1.2** For the tax year 2013, the ACIR through assessment order dated April 30, 2014 passed under section 122(5A) of the Income Tax Ordinance, amended the taxable income of the Company and raised additional tax demand of Rs. 15.53 million. The tax demand pertains to disallowance of deductions from income for bad debts written off, exchange losses, write-off of property, plant and equipment, advertisement and publicity expenses. Further, there was disagreement over the tax treatment of certain matters including calculation of Workers' Welfare Fund and claim for tax credit.

The Company filed an appeal before the CIR (A), which was disposed through the appellate order dated October 27, 2014 wherein the CIR (A) decided some of the issues in favour of the Company. The remaining issues have been contested by the Company with the ATIR. The department has also filed an appeal with the ATIR on the issues decided in favour of the Company. The Company had partially paid the demand raised through the amendment order and as a consequence of the aforementioned appellate order, an amount of Rs. 4.6 million becomes refundable if the appeal effect is given by the department. The management, in consultation with their tax advisor, is of the view that these tax matters will eventually be decided in favor of the Company; therefore no provision has been made in these financial statements.

The Company has paid Rs.12.8 million under protest and filed an appeal before the CIR (A), which was disposed through the appellate order dated October 27, 2014 wherein the CIR (A) decided some of the issues in favour of the Company. The remaining issues have been contested by the Company with the ATIR. The department has also filed an appeal with the ATIR on the issues decided in favour of the Company. The case has been decided where most of the points were decided in company's favour.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

- 19.1.3** For the tax year 2014, the CIR through assessment orders dated March 1, 2018 passed under section 122(5A) of the Income Tax Ordinance, amended the taxable income of the Company and raised additional tax demand of Rs. 747.48 million. The tax demand mainly pertain to disallowance of advertisement and publicity; discounts and commission; service expenses due to non-deduction of withholding tax and expenses on account of gratuity, provident and pension funds. The Company had filed appeals before the CIR (A) who annulled the impugned demand and remanded back the case to the assessing officer with directions of re-examination. The management, in consultation with their tax advisor, is of the view that these tax matters will eventually be decided in favor of the Company; therefore no provision has been made in these financial statements.
- 19.1.4** For the tax year 2016, the CIR through assessment orders dated March 31, 2018 passed under section 122(5A) of the Income Tax Ordinance, amended the taxable income of the Company and raised additional tax demand of Rs. 454.48 million, respectively. The tax demand mainly pertain to disallowance of advertisement and publicity; discounts and commission; and expenses on account of gratuity, provident and pension funds. An appeal was filed before the CIR(A) against the order, which has been decided in Company's favor. The department has challenged the matter which is pending for adjudication and the Company is expecting a favourable outcome.
- 19.1.5** For the tax year 2019, the ACIR through assessment orders dated December 02, 2020 passed under section 122(5A) of the Income Tax Ordinance, amended the taxable income of the Company and raised additional tax demands of Rs. 355.56 million. The tax demands mainly pertain to disallowance of royalty and technical fee expense; initial allowance and depreciation on fixed assets, discounts and commission; advertisement and publicity fee expenses; tax credit under section 65(B) and expenses on account of stocks written off. The Company has filed appeals before the CIR(A), out of which most of the issues were decided in company's favour while some points raised by the department were confirmed having tax demands of Rs. 896,417 against which Company filed an appeal with Appellate Tribunal Inland Revenue against the order of CIR(A) which has been heard and the order is still pending. The ATIR, vide order dated May 10, 2024, upheld the order of CIR(A), resulting in a reduction of tax refundable as declared in the income tax return for Tax Year 2019 from Rs. 16.982 million to Rs. 16.113 million.
- 19.1.6** The Income Tax Department, during the last reporting period, passed an order under section 161/205 of the Income Tax Ordinance, 2001, creating a demand of Rs. 102.3 million on account of non-deduction/ withholding of tax on payments under various heads. The matter was appealed by the Company before the CIR(A) who annulled the impugned demand and remanded back the case to the assessing officer with directions of re-examination. The management, in consultation with their tax advisor, is of the view that all withholding tax deductions have been made and the tax matter will eventually be decided in favor of the Company; therefore no provision has been made in these financial statements.
- 19.1.7** A show cause notice for alleged contravention of Section 36-A of the Central Excise Act, 1944 was served upon the Company on December 21, 2000 by the Collector of Sales Tax & Central Excise, Lahore. The Company contested the matter before the Collector of Customs, Central Excise & Sales Tax (Adjudication) who issued an order on April 21, 2001 in favour of the show cause notice. The Company was thereby ordered to pay an amount of Rs. 40.61 million. The Company preferred an appeal before the Customs, Excise & Sales Tax Appellate Tribunal which was accepted in total through order dated March 29, 2002.
- An appeal has been filed by the Collector of Sales Tax & Central Excise, Lahore before the Honorable Lahore High Court, Lahore. The appeal is pending adjudication. The management, in consultation with their tax advisor, is of the view that these tax matters will eventually be decided in favor of the Company; therefore no provision has been made in these financial statements.
- 19.1.8** The department issued order dated December 29, 2017 creating a demand of Rs. 13.18 million in respect of sales tax for the period from July 2013 to June 2014. The order was challenged before CIR(A) who, vide his order dated April 30, 2018, gave partial relief to the Company and confirmed the impugned demand amounting to Rs. 7.87 million. The Company preferred an appeal before the ATIR against the decision of CIR(A), which upheld the order of CIR(A) vide its order dated September 09, 2019. Being aggrieved, the Company has filed reference before the Honorable Lahore High Court against the decision of ATIR, which is yet to be fixed for hearing.
- 19.1.9** The company's declared taxable income and tax liability for the tax year 2020 was amended by the Taxation Officer in March 2022 and a demand of Rs. 743.309 million was raised against the Company. This order was challenged by the Company with the CIR(A), who decided most of the issues in department's favor. The Company filed appeal with ATIR against the order of CIR(A) who upheld certain issues confirmed by CIR(A), vide order ITA No. 379/LB/2023 dated June 15, 2023. The company filed a reference application before Hon'ble High Court mainly involving the issue of Trade discounts offered to distributors/dealers for the Tax Year 2020, in which questions of Law were framed vide order dated September 18, 2023 and the case was lastly fixed for November 22, 2023 and has not been fixed thereafter by the Lahore High Court. The matter is still pending adjudication before the Honorable Lahore High Court.
- 19.1.10** The Company's declared taxable income and tax liability for the tax year 2017 was amended by the Taxation Officer in June 2023 and further demand of Rs. 1614.241 million was raised against the Company. This order was challenged by the Company with the Commissioner Inland Revenue (Appeals) [CIR(A)], who decided most of the issues in company's favor vide order dated September 25, 2023, while some points raised by the department were remanded back and confirmed against the Company. The Company has filed appeal with Appellate Tribunal Inland Revenue (ATIR) against the order of CIR(A) which is pending adjudication. The Company is expecting a favourable outcome.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

19.1.11 The Company's declared taxable income and tax liability for the tax year 2018 was amended by the Taxation Officer in June 2024 and further demand of Rs. 2,259.341 million was raised against the Company. The taxpayer Company filed an appeal against the impugned order of the assessing officer before ATIR, which is pending adjudication. Subsequent to the year end, the FBR attached the Company's bank account and withdrew Rs. 303.770 million in lieu of this case. The Company filed an appeal before ATIR against attachment of bank accounts and withdrawal of funds as the Company had obtained stay prior to that and now is hopeful that the decision will be in company's favor.

Appellate Tribunal Inland Revenue (ATIR), vide order dated April 28, 2025 decided one issue in favor of the Company relating to Workers' Profit Participation Fund (WPPF) and remanded back the remaining matters to the Assessing Officer. Pursuant to remand proceedings initiated on May 23, 2025, the Officer Inland Revenue vide order dated July 28, 2025 raised a revised demand of Rs. 658.423 million. The Company filed an appeal before the Commissioner Inland Revenue (Appeals) against the said order; the hearing was conducted on December 11, 2025 and the order is awaited.

19.1.12 The case titled "Rizwan Khan" has been dismissed in favor of the company on _____ 2025

19.1.13 The Company is currently involved in several legal cases across various forums. Due to the nature of these claims, the amounts involved cannot be accurately quantified at this stage. However, the Company remains confident of a favorable outcome in all such matters.

19.1.14 The Company was selected for the sales tax audit for tax period January 2018 to December 2018. Later, various discrepancies were communicated to the taxpayer through issuance of audit report u/s 25(2) under the Sales Tax Act 1990 vide notice dated May 02, 2024. The Company submitted a comprehensive reply against the audit observations raised however, department disregarded the contention of taxpayer on certain points and issued order bearing reference No. ST-51/2024 dated December 02, 2024 raising a demand of Rs. 325.191 million on account of sales tax and penalty involved. Aggrieved from the order taxpayer filed an appeal before ATIR who vide order dated May 12, 2025 annulled the order and remanded back the case to the department. The remand back proceedings are yet to be initiated.

19.1.15 The Company was issued a show cause notice no.14837 dated February 18, 2025. The taxpayer submitted reply against the notice issued. An order u/s 11E was issued dated August 25, 2025 raising demand of Rs. 2.687 million along with penalty of Rs. 0.134 million. Aggrieved from the order company filed an appeal before CIRA. The hearing was conducted on January 14, 2026 and the order is awaited.

19.1.16 The department passed an order dated September 01, 2023 under section 11(2) of the Sales Tax Act, 1990, creating a demand of Rs. 0.662 million and penalty thus levying amounting to Rs. 0.033 million by alleging that the Company has not disallowed the Input tax adjustment on exempt supplies for tax periods July 2021 to March 2023. The company preferred an appeal before CIR (A) for which case has been heard and decided in the favor of the company vide order 15/A.V dated January 19, 2024. The department filed an appeal against the order of CIRA which is pending adjudication.

The Company expects favourable outcome based on the opinion of tax advisor, accordingly no provision has been made in all above cases.

		Amounts in Rs '000	
		2025	2024
		Note	
19.2	Commitments		
19.2.1	Commitments in respect of capital expenditure	6,403	-
19.2.2	The commitments of future payments with respect to leases and Ijarah financing contracts in the year in which these payments shall become due are as follows:		
	Year		
	2025	-	29,132
	2026	65,279	19,438
	2027	67,349	12,787
	2028	46,481	1,994
	2029	14,810	-
	2030	5,441	
		199,360	63,351
	Payable not later than one year	65,279	29,132
	Payable later than one year but not later than five years	134,081	34,219
		199,360	63,351

Contracts under Ijarah agreements have been accounted for under IFAS-2, and accordingly classified as operating leases.

19.2.3 Commitments in respect of outstanding letters of credit and outstanding letter of guarantee at the reporting date have been disclosed in note 33.3 of these financial statements.

19.2.4 The Company has a commitment in respect of indemnity agreement signed with ICI Pakistan Limited to cover the possible outcome of the tax issues of ICI Pakistan Limited prior to demerger up to the extent of Rs. 1,583 million (2024: Rs. 1,583 million).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024
20 PROPERTY, PLANT AND EQUIPMENT			
Operating fixed assets	20.1	11,021,436	11,150,655
Capital work-in-progress	21	109,345	186,809
		11,130,781	11,337,464

20.1 Operating fixed assets

The following is the statement of property, plant and equipment:

	Freehold land	Buildings on freehold land	Plant and machinery	Furniture and fixtures	Office equipment	Vehicles	Total
Net carrying value basis							
Year ended December 31, 2025							
Opening net book value (NBV)	4,718,400	2,376,343	3,651,880	231,516	172,273	243	11,150,655
Additions (at cost)	99,997	6,735	153,510	3,984	45,305	2,330	311,861
Disposals and write offs (at NBV)	-	-	(318)	-	-	-	(318)
Depreciation charge for the year	-	(66,424)	(322,817)	(11,098)	(39,629)	(794)	(440,762)
Adjustments during the year (Note 20.5)	(33)	(3,879)	10	(20,977)	24,405	474	-
Closing net book value	4,818,364	2,312,775	3,482,265	203,425	202,354	2,253	11,021,436
Gross carrying value basis							
Year ended December 31, 2025							
Cost / revalued amount	4,818,364	2,644,837	4,570,310	365,831	284,818	5,746	12,689,906
Accumulated depreciation and impairment losses	-	(332,062)	(1,088,045)	(162,406)	(82,464)	(3,493)	(1,668,470)
Net book value (NBV)	4,818,364	2,312,775	3,482,265	203,425	202,354	2,253	11,021,436
Net carrying value basis							
Year ended December 31, 2024							
Opening net book value (NBV)	3,500,264	1,474,311	2,868,697	28,095	19,212	175	7,890,754
Additions (at cost)	-	572,715	-	222,604	166,120	235	961,674
Disposals and write offs (at NBV)	-	-	-	-	(7)	-	(7)
Revaluation during the year	1,218,136	52,688	1,397,136	-	-	-	2,667,960
Impairment charged during the year (Note 20.10)	-	(26,494)	-	-	-	-	(26,494)
Depreciation charge for the year	-	(65,987)	(244,843)	(19,183)	(13,052)	(167)	(343,232)
Adjustments during the year (Note 20.5)	-	369,110	(369,110)	-	-	-	-
Closing net book value	4,718,400	2,376,343	3,651,880	231,516	172,273	243	11,150,655
Gross carrying value basis							
Year ended December 31, 2024							
Cost / revalued amount	4,718,400	2,641,981	4,416,790	382,824	215,108	2,942	12,378,045
Accumulated depreciation and impairment losses	-	(265,638)	(764,910)	(151,308)	(42,835)	(2,699)	(1,227,390)
Net book value (NBV)	4,718,400	2,376,343	3,651,880	231,516	172,273	243	11,150,655
Depreciation rate (% per annum)	-	4 - 20	5 - 33.33	10 - 33.33	10 - 33.33	25 - 33.3	

20.2 The Company's land, situated at 346 Ferozepur Road, Lahore, with an assessed value of Rs. 4,268 million, is not currently listed under the Company's name in the LDA records. The same is listed in the name of the Company's predecessor in LDA's records. The honourable Sindh High Court has decreed the merger/amalgamation of the Company, pursuant to which the records of LDA ought to be amended accordingly. The Company is in the process of getting amended the records of LDA so as to reflect the Company being the owner of the land in its name. It is however important to note that the Company holds exclusive possession and control rights over the land.

20.3 During the year assets have been disposed by the Company and the aggregate book value of the assets disposed does not exceed five million rupees.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024
20.4	The depreciation charge for the year has been allocated as follows:		
	Cost of sales	35	302,200
	Selling and distribution expenses	36	107,896
	General and administrative expenses	37	30,666
			440,762
			343,232

Depreciation for the year includes incremental depreciation due to revaluation, amounting to Rs. 72.707 million (2024: Rs. 58.884 million).

20.5 During last year, the Company completed the capitalization exercise for the factory relocation. The Company reclassified an amount of Rs. 369.11 million from plant and machinery to building, which was incorrectly classified under plant and machinery last year based on the estimated capitalization of the project.

20.6 Plant and machinery includes Post mix machines and VR mix machines having a net book value of Rs. 102.515 million (2024 : Rs. 115.24 million) and Rs. 7.362 million (2024 : Rs. 9.198 million) respectively which are located at the premises of the customers. These assets are placed at dealer shops as per agreed terms however, the ownership rights remain with the company.

20.7 Had there been no revaluation, the net book value of specific classes of property, plant and equipment would have amounted to:

	Freehold land		306,083	206,086
	Buildings on freehold land		2,289,430	2,345,602
	Plant and machinery		2,156,720	2,190,865
			4,752,233	4,742,553

20.8 The forced sale value of revalued property plant and machinery as per the latest available revaluation, conducted in December 31 2024, are as follows:

Particulars	Date of inspection	Revaluation report dates	Forced Sales Value
Freehold land			
-346 Ferozepur Road, Lahore, Pakistan	December 2024	February 10, 2025	3,414,720
-Port Qasim, Karachi, Pakistan	December 2024	February 10, 2025	152,000
-FIEDMC , Faisalabad, Pakistan	December 2024	February 8, 2025	208,000
			3,774,720
Buildings on freehold land			
-346 Ferozepur Road, Lahore, Pakistan	December 2024	February 10, 2025	72,145
-Port Qasim, Karachi, Pakistan	December 2024	February 10, 2025	40,392
-FIEDMC , Faisalabad, Pakistan	December 2024	February 8, 2025	1,788,538
			1,901,075
Plant and machinery			
-Port Qasim, Karachi, Pakistan	December 2024	February 10, 2025	27,497
-FIEDMC , Faisalabad, Pakistan	December 2024	February 8, 2025	2,618,096
			2,645,593
			8,321,388

20.9 The Company also owns a freehold land located at Faisalabad Industrial Estate Development and Management Company (FIEDMC) based on provisional allotment letter. The final allotment letter related to this land is received on February 26, 2026.

20.10 During the last year, the Company revalued its property, plant, and equipment, resulting in an impairment loss on a factory building located in Faisalabad due to current market conditions.

20.11 Land - freehold of the Company is located at Ferozpur road, Lahore, Port Qasim, Karachi and FIEDMC, Faisalabad with an area of 322.71 kanals. Detail of factory building of the Company constructed on this land are as follows:

Location	Particulars	Covered area Sqft	
		2025	2024
346 Ferozepur Road, Lahore, Pakistan	Admin building, warehouse, stores, R & D laboratory, water tank and car parking.	209,816	209,816
Port Qasim , Karachi, Pakistan	Warehouse, water reservoir, trench cover, office building and boundary wall.	27,396	27,296
FIEDMC , Faisalabad, Pakistan	Process hall, APTC plant, scrap yard, charging and services area, chroma scan room, office block, R & D Laboratory, dispensary, prayer room, car parking, workshop, fiber glass shed, boundary wall, machinery foundation and drainage system.	247,267	247,267

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024		
20.12	Fair value of land has been derived using a sales comparison approach. Sale prices of comparable land in close proximity are adjusted for differences in key attributes such as location and size of the property. The most significant input in this valuation approach is price / rate per canal in particular locality. This valuation is considered to be level 2 in fair value hierarchy due to significant observable inputs				
20.13	Fair value measurement of freehold land, building and plant and machinery are based on the valuations carried out by an independent valuer M/s. Joseph Lobo (Private) Limited as at December 31, 2024 on the basis of market value.				
21	CAPITAL WORK-IN-PROGRESS				
	This comprises of:				
	Civil works and buildings	21.1	39,219	92,351	
	Plant and machinery	21.1	56,283	94,458	
	Equipment	21.1	13,843	-	
			109,345	186,809	
21.1	Movement of carrying amount				
		Civil works and buildings	Plant and machinery	Equipment	Total
	Year ended December 31, 2025				
	Opening balance	92,351	94,458	-	186,809
	Additions	17,864	2,210	13,843	33,917
	Transferred to operating fixed assets	(54,442)	(36,848)	-	(91,290)
	Charged to profit or loss	21.1.1	(16,554)	(3,537)	(20,091)
	Closing balance	39,219	56,283	13,843	109,345
	Year ended December 31, 2024				
	Opening balance	287,714	466,054	1,835	755,603
	Additions	72,345	62,372	-	134,717
	Transferred to operating fixed assets	(267,708)	(433,968)	(1,835)	(703,511)
	Charged to profit or loss	21.1.1	-	-	-
	Closing balance	92,351	94,458	-	186,809
21.1.1	This represents foreign exchange differences that have been charged to profit or loss during the year due to timing gap between asset put under construction and asset put to use.				
21.2	Civil works & buildings and plant and machinery includes borrowing cost capitalised during the year amounting to Nil (2024: Rs. 0.47 million) and Nil (2024: Rs. 4.69 million).				
21.3	The Company during 2021 entered into an EPC contract with Descon Engineering Limited for the construction of civil work, building and installation/relocation of plant and machinery at Allama Iqbal Industrial City Special Economic Zone.				
21.4	During the last year, the Company has concluded the factory relocation project based on completion.				
			2025	2024	
22	RIGHT-OF-USE ASSETS				
	Building				
	Year ended December 31, Net carrying value basis				
	Opening net book value (January 01,)		21,348	28,798	
	Additions during the year	22.1	19,046	-	
	Depreciation charge	36	(8,256)	(7,450)	
	Closing net book value		32,138	21,348	
	Gross carrying value basis				
	Cost		110,419	91,373	
	Accumulated depreciation		(78,281)	(70,025)	
	Net book value		32,138	21,348	
	Depreciation rate (% per annum)		20%	20%	
22.1	This represents renewal of rental agreement for a period of five years regional office, located in Islamabad.				

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024
23			
INTANGIBLE ASSETS			
Cost			
Balance as at Jan 01,		84,873	84,873
Additions for the year		-	-
Balance as at Dec 31,		84,873	84,873
Amortization			
Balance as at Jan 01,		(58,186)	(26,182)
Charge for the year	37	(26,513)	(32,004)
Balance as at Dec 31,		(84,699)	(58,186)
Carrying value		174	26,687
Amortization rate (% per annum)		20%	20%
24			
LONG TERM LOANS			
Secured - considered good			
- Executives	24.1	67,475	54,885
- Other employees		93,654	85,615
		161,129	140,500
Less: Receivable within one year	29	(33,737)	(37,769)
		127,392	102,731
24.1	Reconciliation of the carrying amount of loans to executives:		
	Balance at beginning of the year	54,885	52,827
	Disbursements - gross	46,337	33,898
	Repayments / adjustments	(33,747)	(31,840)
	Balance at end of the year	67,475	54,885
24.2	Loans to employees are provided for purchase of motorcycle, motor car and construction of house. Vehicle loans are secured against registration documents of vehicles and house building loans are secured against provident fund, gratuity, pension or any other dues payable to the employees.		
24.3	Loans for purchase of motor cars and house building are repayable between two to ten years. These loans are interest-free and granted to the employees including executives of the Company in accordance with their terms of employment. The Company is entitled to recover from the employee's salary and other dues in case of default. These loans are recognized at amortized cost using the effective interest rate prevailing at reporting date.		
24.4	The maximum aggregate gross amount of long term loans due from the executives at the end of any month during the year was Rs. 100.944 million (2024: Rs. 93.07 million).		
25			
LONG TERM DEPOSITS AND PREPAYMENTS			
Deposits	25.1	3,250	3,182
Prepayments		-	60
		3,250	3,242
25.1	These deposits do not carry any interest or mark-up and are not recoverable within one year. IFRS 9 requires long-term non interest bearing financial assets to be discounted at average borrowing rate of the Company. The impact of discounting is immaterial hence these are not remeasured.		
26			
STORES AND SPARES			
Stores		15,348	14,733
Spares		38,116	46,507
		53,464	61,240
Less: Provision for slow moving and obsolete stores and spares - net	26.1	-	(81)
		53,464	61,159

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024
26.1	Provision for slow moving and obsolete stores and spares		
Balance at beginning of the year		81	81
Provision charged during the year		-	-
Stores written-off against provision		(81)	-
Balance at end of the year		-	81
26.2	Stores and spares do not include any item that has been purchased for the purpose of capital expenditure.		
26.3	Stores and spares also include items which may result in capital expenditure but are not distinguishable at the time of purchase. However, the stores and spares consumption resulting in capital expenditure are capitalized in cost of respective assets.		
27	STOCK IN TRADE		
Raw materials:			
- in hand		756,482	931,904
- in transit		129,217	122,661
		885,699	1,054,565
Work-in-process		35,702	40,909
Finished goods		1,504,811	1,106,152
Goods purchased for resale		-	29,648
		2,426,212	2,231,274
Provision for slow moving and obsolete stock in trade:			
- Raw material		(11,510)	(10,581)
- Finished goods		(35,918)	(41,543)
	27.1	(47,428)	(52,124)
		2,378,784	2,179,150
27.1	Provision for slow moving and obsolete stock-in-trade		
Balance at beginning of the year		52,124	65,767
Adjustment during the year			
Provision charged during the year	35 & 36	32,677	16,259
Provision reversed during the year		-	(12,930)
		32,677	3,329
Stock written-off against provision		(37,373)	(16,972)
Balance at end of the year		47,428	52,124
28	TRADE DEBTS		
Considered good			
- Secured	28.1	489,109	501,556
- Unsecured		2,020,513	1,733,237
		2,509,622	2,234,793
Considered doubtful		50,632	53,709
		2,560,254	2,288,502
Less: allowances and provisions			
- allowances for impairment of trade debts	28.2	(50,632)	(53,709)
- provision for discounts	28.3	(632,149)	(429,322)
		(682,781)	(483,031)
		1,877,473	1,805,471

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024
28.1	These trade debts are secured against bank guarantees and security deposits.		
28.2	Allowances for impairment of trade debts		
	Balance at beginning of the year	53,709	76,954
	Adjustment on account of:		
	Charge	38	20,274
	Debts written-off against allowance		(23,351)
	Net adjustment	(3,077)	(23,245)
	Balance at end of the year	50,632	53,709
28.3	Provision for discounts		
	Balance at beginning of the year	429,322	707,255
	Charge for the year - net	2,239,138	1,937,708
	Discounts given during the year	(2,036,311)	(2,215,641)
	Balance at end of the year	632,149	429,322
29	LOANS AND ADVANCES		
	Secured - considered good		
	Current portion of long term loans to:		
	- Executives	-	14,983
	- Other employees	33,628	22,786
		24	33,628
	Unsecured - considered good		
	Advances to contractors and suppliers	5,531	4,774
	Advances to employees	1,008	-
		40,167	42,543
30	SHORT TERM PREPAYMENTS		
	Short term prepayments	637	2,459
31	OTHER RECEIVABLES		
	Unsecured		
	Considered good		
	Due from related parties	31.1	25,324
	Others		265
	Sales tax adjustable	31.3	120,296
	Receivable from employee retirement benefit funds	10.1.1	143,436
			289,321
31.1	These represent receivable from following related parties:		
	Akzo Nobel N.V.		14,515
	Akzo Nobel Netherland B.V.		5,734
	Akzo Nobel Coating Vietnam Limited		1,414
	Akzo Nobel Car Refinishes PO		-
	Akzo Nobel Performance Coatings Shanghai Co. Ltd.		3,661
	Akzo Nobel Limited PNG		-
		31.1.1	25,324
31.1.1	This represents advance/receivable against goods/services purchased / to be purchased from related parties.		
31.1.2	Ageing analysis of amounts due from related parties, included in other receivables, are as follows:		
	Neither past due nor impaired (1 - 30 days)		-
	Past due but not impaired (31 - 90 days)		-
	Past due and not impaired (More than 120 days)		25,324
	As at December 31,		25,324
			27,209

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024	
31.2	The minimum and maximum aggregate amount of other receivable from related parties at the end of any month during the year was Rs. 10.01 million and Rs. 82.67 million (2024: Rs. 27.20 million and Rs. 51.08 million).			
31.3	This represents sales tax receivable which was claimed/adjusted subsequent to the year end.			
32	TAXATION - NET			
	Income tax - net	32.1	1,557,030	623,126
32.1	Opening balance		623,126	283,571
	Addition: advance taxes and taxes withheld	32.2	822,109	451,350
	Reversal of provision(provision) for the year	43	111,795	(111,795)
	Closing balance		1,557,030	623,126
32.2	This includes Rs. 303.770 million (2024 : Nil) paid by Company to FBR under protest as disclosed in note 19.1.11.			
33	CASH AND BANK BALANCES			
	Cash in hand		11,411	7,375
	Cash at bank - current accounts	33.1	779,584	967,472
	Cash at bank - saving accounts	33.2	95,477	82,303
			886,472	1,057,150

33.1 Cash and bank balances include cheques in hand amounting to Rs. 291.917 million (2024: Rs. 184.35 million) and US Dollars amounting to US\$ 321.85 (2024: US\$ 1.947 million).

33.2 These carry mark-up at the rates ranging from 10.63% to 12.18% per annum (2024: 6.82% to 15% per annum).

33.3 **Particulars of credit facilities available to the Company**

2025

Bank	Nature of facility	Mark up rate / Commission	Frequency of mark-up / commission payment	Facility expiry date	Facility limit	Facility utilized at year end
Deutsche Bank, AG	Bank Guarantee	0.20% per Qtr.	Quarterly	N/A	35,000	4,416
Deutsche Bank, AG	Letter of credits (LC)	0.30%	Upon LC issuance	N/A	800,000	287,613
Deutsche Bank, AG	Short-term running finance	1 Month KIBOR + 1%	Calendar quarter basis	N/A	265,000	-

2024

Bank	Nature of facility	Mark up rate / Commission	Frequency of mark-up / commission payment	Facility expiry date	Facility limit	Facility utilized at year end
Deutsche Bank, AG	Bank Guarantee	0.20% per Qtr.	Quarterly	N/A	35,000	4,416
Deutsche Bank, AG	Letters of Credit (LC)		Upon LC issuance	N/A	570,000	384,507
Deutsche Bank, AG	Short-term running finance		Calendar quarter basis	N/A	35,000	-

33.4 The abovementioned facilities are secured by parental guarantee from Akzo Nobel N.V. along with first pari passu hypothecation charge over the current assets amounting to Rs. 1,000 million (2024: Rs. 700 million), demand promissory note and counter guarantee / indemnity duly signed and stamped by the Company.

33.5 Cash and bank balances represents the cash and cash equivalents for the purpose of cash flow statement.

33.6 At any given time, the total outstanding under credit facilities must not exceed Rs. 800 million (2024: Rs. 570 million).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024
34 REVENUE			
Export sales		-	-
Local sales		15,324,730	14,877,608
		15,324,730	14,877,608
Less:			
Sales tax		2,333,519	2,269,935
Discounts		3,742,252	3,504,348
		6,075,771	5,774,283
		9,248,959	9,103,325
34.1 Timing of revenue recognition - net			
Goods and services transferred at a point in time		9,248,959	9,103,325
34.2 Geographical location			
Pakistan		9,248,959	9,103,325
35 COST OF SALES			
Raw and packing materials consumed	35.1	5,820,239	5,906,092
Salaries, wages and benefits	36.1 & 52	220,771	242,614
Fuel and power expenses		63,030	86,276
Stores and spares consumed		33,403	30,037
Insurance expenses		4,176	3,564
Repairs and maintenance expenses		22,070	164,092
		1,212,681	1,362,014
Royalties and technical assistance	35.3 & 35.4	375,369	364,863
Depreciation	20.4	302,200	249,085
Communication, printing and stationery expenses		3,150	2,229
Contractual services expenses		113,836	121,381
Security, safety, health and environment expenses		33,216	42,694
Provision for obsolete stocks - raw material	27	7,640	-
Other expenses		33,820	55,179
		1,212,681	1,362,014
Opening work-in-process		40,909	43,711
Closing work-in-process	27	(35,702)	(40,909)
		7,038,127	7,270,908
Opening finished goods		1,094,257	987,998
Finished goods purchased during the year		180,410	41,126
Closing finished goods	27	(1,468,893)	(1,094,257)
		6,843,901	7,205,775
35.1 Raw and packing materials consumed			
Opening stock		1,043,984	1,456,565
Add: Purchases		5,650,444	5,493,511
Less: Closing stock	27	(874,189)	(1,043,984)
		5,820,239	5,906,092
35.2	Salaries, wages and benefits include Rs. 8.19 million (2024: Rs. 7.22 million) in respect of provident fund contribution, Rs. 4.12 million (2024: Rs. 5.54 million) in respect of pensions, Rs. 6.84 million (2024: Rs. 5.38 million) in respect of gratuity and Rs. 0.59 million (2024: Rs. 3.70 million) in respect of pensioners' medical plan.		
35.3	Royalties and technical assistance includes expenses against royalties and technical services obtained from the related parties; Akzo Nobel Coatings International B.V. Rs. 350.35 million (2024: Rs. 349.97 million).		
35.4	Details of royalties and technical assistance paid / payable to companies / entities / individuals during the year are as follows:		

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024
Name	Registered address	Relationship with Company	
Akzo Nobel Coatings International B.V.	Velperweg 76 Arnhem, Netherlands	Associate	
Nihon Parkerizing Co. Ltd	1-15-1, Nihonbashi, Chuo-ku, Tokyo, Japan	N/A	
36 SELLING AND DISTRIBUTION EXPENSES			
Salaries and benefits	36.1 & 52	453,843	419,226
Advertising and publicity expenses		244,475	260,042
Outward freight and handling		174,623	165,932
Fuel and power		19,662	29,630
Rent, rates and taxes		9,340	13,798
Repairs and maintenance		31,910	25,605
Depreciation	20.4	107,896	86,616
Depreciation on right-of-use assets	22	8,256	7,450
Amortization		-	164
Travelling expenses		43,378	42,672
Communication, printing and stationery expenses		10,217	7,775
Contractual services		117,441	108,182
Security, safety, health and environment		21,244	17,447
Provision for obsolete stocks - finished goods	27	25,037	16,259
Other expenses		99,368	68,035
		1,366,690	1,268,833
36.1	Salaries, wages and benefits include Rs. 13.94 million (2024: Rs. 13.61 million) in respect of provident fund contribution, Rs. 2.85 million (2024: Rs. 4.02 million) in respect of pensions, Rs. 6.06 million (2024: Rs. 5.11 million) in respect of gratuity and Rs. 0.78 million (2024: Rs. 5.37 million) in respect of pensioners' medical plan.		
37 ADMINISTRATIVE AND GENERAL EXPENSES			
Salaries and benefits	37.1 & 52	116,836	100,368
Global business services cost	37.2	221,604	380,982
Rent, rates and taxes		-	24
Insurance		19,030	10,979
Repairs and maintenance		-	104
Depreciation	20.4	30,666	7,531
Depreciation on right-of-use assets	22	-	-
Amortization		26,513	31,840
Travelling expenses		1,935	1,572
Communication, printing and stationery expenses		9,000	6,361
Auditors' remuneration	37.4	2,672	2,878
IT services	37.3	205,280	193,502
Contractual services		5,679	5,717
Other expenses		17,965	21,691
		657,180	763,549
37.1	Salaries, wages and benefits include Rs. 6.41 million (2024: Rs. 6.05 million) in respect of provident fund contribution, Rs. 0.47 million (2024: Rs. 3.15 million) in respect of pensions, Rs. 3.58 million (2024: Rs. 3.40 million) in respect of gratuity and Rs. 0.46 million (2024: Rs. 3.58 million) in respect of pensioners' medical plan.		
37.2	This represents cost against services received from global business delivery organization with regional hubs serving the business.		
37.3	This includes cost against IT services amounting to Rs. 184.122 million (2024: Rs. 169.94 million) received from Akzo Nobel N.V.		
37.4 Auditors' remuneration			
Statutory audit		1,931	1,895
Other assurances and certifications		162	158
Taxation services		579	523
Out of pocket expenses		-	302
		2,672	2,878

		Amounts in Rs '000		
		Note	2025	2024
38	NET IMPAIRMENT LOSSES ON FINANCIAL ASSETS			
	Impairment loss	28.2	20,274	12,821
38.1	The impairment of trade debts is based on the expected credit losses model following the simplified approach under IFRS 9.			
39	FINANCE COST			
	Amortization of loans to staff - net	24.3	3,344	-
	Interest on Workers' Profit Participation Fund	15.3	-	351
	Bank charges		3,397	2,952
	Mark-up on long term loan		235,147	321,135
	Interest expense on security deposits		8,629	-
	Interest expense on lease liabilities	14	4,764	4,847
	Interest expense on payable against land (discount unwinding)	12	2,197	8,320
			257,478	337,605
40	OTHER CHARGES			
	Workers' Profit Participation Fund	15.3	11,037	-
	Workers' Welfare Fund	15.4	4,194	-
	Exchange loss		57,365	-
	Loss on assets written off	20.1	318	7
	Impairment loss on buildings	20.1	-	26,494
			72,914	26,501
41	OTHER INCOME			
	Income from financial assets			
	Profit on short-term deposits		-	-
	Income from non-financial assets			
	Scrap sales		6,147	17,352
	Stock provision reversed	27.1	-	12,930
	Interest on loans to staff	24.3	-	23,128
	Exchange gain		-	12,467
	Trade and other payables written back	41.1	168,838	47,570
	Miscellaneous income		-	15,873
			174,985	129,320
41.1	This represents a payable to Akzo Nobel Singapore Pte Limited (related party) written back during the year following a formal waiver of the outstanding balance by the related party.			
42	LEVY			
	Current year	42.1	-	113,792
	Prior year	42.2	(111,795)	(1,997)
			(111,795)	111,795
42.1	This represents minimum taxes calculated under Section 113 of Income Tax Ordinance, 2001 representing levy in terms of requirements of IFRIC 21/IAS 37.			
42.2	Pursuant to Clause 126E of the Income Tax Ordinance, 2001 and the provisions of the Special Economic Zones Act, 2012 as mentioned in note 43.1 below, the Company is entitled to a 10-year exemption from levy/minimum tax from the date of certification of commercial operations as provided by the Zone Developer. Therefore, no levy/minimum tax has been provided in the financial statements.			
43	TAXATION			
	Current year		-	-
	Prior year		(3,527)	-
	Deferred	13	82,972	170,171
			79,445	170,171
43.1	Clause 126E of the Income Tax Ordinance, 2001 grants a 10-years tax exemption to Zone Enterprises from the date of developer certification of commercial operations and to Zone Developers from the signing of the development agreement in a government-announced SEZ. The certification, required under the Special Economic Zones Act, 2012, is issued by the SEZ Committee under Rule 51 of the SEZ Rules, 2013. Zone Developer has issued Zone Enterprise Certificate to the Company dated December 24, 2025 which entitles the Company to all the benefits under Special Economic Zone Act, 2012. Therefore, no income tax provision has been made in the financial statements.			

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024
43.2 Reconciliation of tax charge			
Reconciliation of current tax charge charged as per tax laws for the year, with current tax recognised in the profit and loss account is as follows:			
Current tax liability for the year as per applicable tax laws		(28,823)	281,966
Portion of current tax liability as per tax laws, representing income tax under IAS 12 (deferred)		(82,972)	(170,171)
Portion of current tax computed as per tax laws, representing levy in terms of requirements of IFRIC 21/IAS 37		111,795	(111,795)
Difference		-	-
Average effective tax rate		0.00%	0.00%
43.3	As at December 31, 2025, as per the treatments adopted in tax returns filed that are based on the applicable tax laws and decisions of appellate authorities on similar matters, the provision in accounts for income tax is sufficient as there are strong grounds that the said treatments are likely to be accepted by the tax authorities.		
43.4	The effective tax rate reconciliation has not been presented in these financial statements as the Company is exempt from income tax. Also there is no provision of taxation for the year.		
44 CASH FLOWS FROM OPERATING ACTIVITIES			
Profit / (loss) before taxation		205,507	(382,439)
Adjustments for:			
Depreciation on property, plant and equipment	20.4	440,762	343,232
Amortization on intangible assets	23	26,513	32,004
Depreciation on right-of-use assets	22	8,256	7,450
Provision for employee benefits obligation	10.2	24,585	31,122
Net impairment losses on financial assets	38	20,274	12,821
Interest on loans to staff	41	-	(23,128)
Exchange gain	41	-	(12,467)
Provision for slow moving and obsolete stock	35 & 36	32,677	16,259
Provisions no longer required written back	41	(168,838)	(12,930)
Impairment loss on buildings	20	-	26,494
Interest expense on lease liability	39	4,764	4,847
Interest expense on payable against land	39	2,197	8,320
Mark-up on Long term loan	39	235,147	321,135
Interest expense on security deposits	39	8,629	-
Bank charges		3,397	-
Interest on Workers' Profit Participation Fund	39	-	-
Amortization of loan to staffs-net		3,344	-
Loss on assets written off	40	318	7
Exchange loss	40	57,365	-
		699,390	755,166
Net cash flows from operating activities before working capital changes		904,897	372,727

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Note	2025	2024
45 TRANSACTIONS WITH RELATED PARTIES			
The related parties comprise of the parent Company (ICI Omicron B.V.), the ultimate parent Company (Akzo Nobel N.V.), related group companies, staff retirement funds, companies where Directors also hold directorship, Directors and key management personnel of the Company, and their close family members. Details of transactions with related parties, other than those which have been specifically disclosed elsewhere in these financial statements are as follows:			
Associated and parent companies	Purchase of goods, materials and services	258,170	418,403
	Reimbursement of expenses	19,784	28,436
	Royalty charged	304,271	240,345
	IT services	184,123	169,941
	GBS services	221,624	239,982
	Commission	8,557	8,657
	Share capital issued (including premium)	639,170	-
	Advance against shares issued	-	639,170
Retirement benefit plan	Contributions made to retirement funds / plans	66,212	77,054
Key management personnel	Remuneration of key management personnel	73,551	77,158

45.1 The above transactions with related parties are carried out on mutually agreed terms and conditions.

45.2 Following are the details of related parties incorporated within / outside Pakistan with whom the Company had entered into transactions or had agreements and / or arrangements in place during the financial year:

Basis of association	Name of the related party	Country of incorporation	Aggregate % of shareholding*
Outside Pakistan:			
Parent company	ICI Omicron B.V.	Netherlands	98.31%
Group / associated company	Akzo Nobel Car Refinishes B.V.	Netherlands	-
	Akzo Nobel N.V.	Netherlands	-
	Akzo Nobel Saudi Arabia Limited	Saudi Arabia	-
	International Paints	Netherlands	-
	Pinturas Inca SA	Uruguay	-
	ICI Swire Paints (Shanghai) Limited	China	-
	Akzo Nobel Coatings Int. B.V.	Netherlands	-
	Akzo Nobel Middle East FZE	UAE	-
	Akzo Nobel (China) Investment Co. Limited.	China	-
	Akzo Nobel Netherland B.V.	Netherlands	-
	Akzo Nobel Packaging Coatings Limited	United Kingdom	-
	International Paint (Nederland) B.V.	Netherlands	-
	International Farbenwerke GmbH	Germany	-
	Akzo Nobel Decorative Coatings	Netherlands	-
	Akzo Nobel Car Refinishes SL	Spain	-
	Akzo Nobel UAE Paints L.L.C	UAE	-
	Akzo Nobel ME Coatings FZE	UAE	-
	Marshall Boya Ve Vernik Sanayi	Turkey	-
	Akzo Nobel Paints Malaysia	Malaysia	-
	International Paint Singapore	Singapore	-
	International Paint Indonesia	Indonesia	-

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Akzo Nobel Industrial Coatings	United Kingdom	-
	International Paints LLC	USA	-
	Akzo Nobel Paints (Thailand) Limited	Thailand	-
	Akzo Nobel Oman SAOC	Oman	-
	PT ICI Paints Indonesia	Indonesia	-
Associated company / common directorship	Akzo Nobel Paints Singapore Pte Limited	Singapore	-
	Akzo Nobel Paints Vietnam Limited	Vietnam	-
Within Pakistan: Retirement benefit plan	Akzo Nobel Pakistan Limited Management Staff Provident Fund	Pakistan	-
	Akzo Nobel Pakistan Limited Management Staff Gratuity Fund	Pakistan	-
	Akzo Nobel Pakistan Limited Management Staff Pension Fund	Pakistan	-
	Akzo Nobel Pakistan Limited Management Staff Defined Contribution Superannuation Fund	Pakistan	-
	Akzo Nobel Pakistan Limited Non-Management Staff Provident Fund	Pakistan	-

45.3 This represents aggregate % of shareholding, including shareholding through other companies or entities.

45.4 The closing balances have been disclosed under the relevant notes of these financial statements.

46 RISK MANAGEMENT FRAMEWORK

The Board of Directors has overall responsibility for establishment and oversight of the Company's risk management framework. The Executive Management Team is responsible for developing and monitoring the Company's risk management policies. The team regularly meets and any changes and compliance issues are reported to the Board of Directors. Risk management systems are reviewed regularly by the Executive Management Team to reflect changes in market conditions and the Company's activities. The Company, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations. The Board oversees compliance by management with the Company's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Company.

	Note	2025	2024
47 EARNINGS / (LOSS) PER SHARE			
Basic earnings per share			
Profit / (loss) for the year (after tax)		237,857	(664,405)
		(Number of shares)	
Weighted average number of ordinary shares		50,617,525	48,248,163
		(Rupees)	
Earnings / (loss) per share		4.70	(13.77)

47.1 EPS of last year has not been restated as the Company believes that there is no bonus element due to the unavailability of fair market value. Exercise price, which is Rs. 270, is considered as a fair value price.

47.2 Diluted earnings per share

There is no dilutive effect as the Company does not have any convertible instruments in issue as at December 31, 2025 and December 31, 2024, which would have any effect on the earnings per share if the option to convert was exercised.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

48 FAIR VALUE OF FINANCIAL INSTRUMENTS

The carrying values of all financial assets and liabilities reflected in the financial statements approximate their fair values. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal (or most advantageous) market at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly observable or estimated using another valuation technique.

The Company uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1: Quoted prices in active markets for identical assets or liabilities.

Level 2: Other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly.

Level 3: Techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

There were no financial instruments held by the Company which are measured at fair value as of December 31, 2025 and December 31, 2024.

Transfer between levels of the fair value hierarchy are recognised at the end of the reporting period during which the changes have occurred. However, there were no transfers between levels of fair value hierarchy during the year.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

49 FINANCIAL INSTRUMENTS BY CATEGORY

	Note	Carrying amount			Fair value			
		Amortised cost	Other (FVPL / FVOCI)	Total	Level 1	Level 2	Level 3	Total
On-Balance sheet financial instruments								
As at December 31, 2025								
Financial Assets at FV or amortised cost								
Long term loans	24	127,392	-	127,392	-	-	-	-
Long term deposits	25	3,250	-	3,250	-	-	-	-
Trade debts	28	1,877,473	-	1,877,473	-	-	-	-
Loans and advances	29	33,628	-	33,628	-	-	-	-
Other receivables	31	289,321	-	289,321	-	-	-	-
Cash and bank balances	33	875,061	-	875,061	-	-	-	-
		3,206,125	-	3,206,125	-	-	-	-
Financial liabilities at FV or amortised cost								
Long term financing	11	1,900,000	-	1,900,000	-	-	-	-
Accrued markup	18	27,293	-	27,293	-	-	-	-
Deferred liabilities	10	45,912	-	45,912	-	-	-	-
Lease liabilities	13	35,127	-	35,127	-	-	-	-
Trade and other payables	15	4,501,289	-	4,501,289	-	-	-	-
Unpaid dividend		3,188	-	3,188	-	-	-	-
Unclaimed dividend		27,445	-	27,445	-	-	-	-
		6,540,254	-	6,540,254	-	-	-	-
On-Balance sheet financial instruments								
As at December 31, 2024								
Financial Assets at FV or amortised cost								
Long term loans	24	102,731	-	102,731	-	-	-	-
Long term deposits	25	3,182	-	3,182	-	-	-	-
Trade debts	28	1,805,471	-	1,805,471	-	-	-	-
Loans and advances	29	37,769	-	37,769	-	-	-	-
Other receivables	31	89,256	-	89,256	-	-	-	-
Cash and bank balances	33	1,049,775	-	1,049,775	-	-	-	-
		3,088,184	-	3,088,184	-	-	-	-
Financial liabilities at FV or amortised cost								
Long term financing	11	1,900,000	-	1,900,000	-	-	-	-
Accrued markup	18	34,306	-	34,306	-	-	-	-
Deferred liabilities	10	87,364	-	87,364	-	-	-	-
Lease liabilities	13&14	71,528	-	71,528	-	-	-	-
Trade and other payables	15	3,844,281	-	3,844,281	-	-	-	-
Unpaid dividend		3,188	-	3,188	-	-	-	-
Unclaimed dividend		27,813	-	27,813	-	-	-	-
		5,968,480	-	5,968,480	-	-	-	-

49.1 The Company has valued free hold land, building and plant and machinery at fair value and classified under property, plant and equipment and investment property. The carrying value and level of fair value of these non - financial assets have been disclosed in the relevant note to the financial statements.

49.2 Due to the Company's long standing business relationships with these counterparties and after giving due consideration to their strong financial standing, management does not expect non performance by these counter parties on their obligations to the Company. Accordingly, the credit risk is minimal.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Notes	2025	2024
50 FINANCIAL INSTRUMENTS - FINANCIAL RISK MANAGEMENT			
The Company has exposures to the following risks from its use of financial instruments:			
<ul style="list-style-type: none"> - Credit risk - Liquidity risk - Market risk 			
The Company's risk management policies are established to identify and analyse the risks faced by the Company, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly.			
50.1 Credit risk			
Credit risk represents the accounting loss that would be recognized at the reporting date if counter parties failed completely to perform as contracted, without taking into account the fair value of any collateral. The Company does not have significant exposure to any individual counter party. To reduce exposure to credit risk, the Company has developed a formal approval process whereby credit limits are applied to its customers. The management also continuously monitors the credit exposure towards the customers and makes provision against those balances considered doubtful of recovery. To mitigate the risk, the Company has a system of assigning credit limits to its customers based on an extensive evaluation based on customer profile and payment history. Outstanding customer receivables are regularly monitored. Some customers are also secured, where possible, by way of inland letters of credit, cash security deposit and bank guarantees.			
a) Exposure to credit risk			
The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date is:			
Long term loans	24	127,392	102,731
Long term deposits	25	3,250	3,182
Trade debts	28	1,877,473	1,805,471
Loans and advances	29	33,628	37,769
Other receivables	31	169,025	89,256
Bank balances and short term deposits	33	875,061	1,049,775
		3,085,829	3,088,184
Secured			
Long term loans	24	127,392	102,731
Trade debts	28	489,109	501,556
Loans and advances	29	33,628	37,769
		650,129	642,056
Unsecured		2,435,700	2,446,128
		3,085,829	3,088,184

Movement / reconciliation of loss allowances for trade debts has been detailed in note 28.2 to these financial statements.

b) Credit quality of financial assets

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings or to historical information about counterparty.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

				2025	2024
c)	Bank balances				
	Bank balances			875,061	1,049,775
	The Company's exposure to credit risk against balances with various commercial banks is as follows:				
		Credit Ratings		Rating Agency	
		Short term	Long term		
	Habib Bank Limited	A-1+	AAA	JCR-VIS	693,353
	Citi Bank N.A.	P-1	Aa3	Moody's	18,680
	Deutsche Bank A.G.	A-1+	A+	S&P	128,925
	Faysal Bank Limited	A-1+	AA	PACRA	34,103
					875,061
					1,049,775

d) Trade debts

The Company makes sales against advances as well as on credit terms. In case of credit sales, payment is generally due within 30 to 90 days from the date of delivery of goods. The trade debts as at the reporting date are classified in Pak Rupees. The aging of trade debts which are past due at the reporting date is as follows:

Neither past due nor impaired	2,336,528	2,078,517
Past due		
1 - 30 days	82,356	71,864
31 - 90 days	32,454	36,111
91 - 120 days	37,380	8,187
More than 120 days	71,537	93,823
	223,727	209,985
	2,560,255	2,288,502
Allowance for impairment of trade debts	(50,632)	(53,709)
Provision for discounts	(632,149)	(429,322)
	1,877,474	1,805,471

The maximum exposure to credit risk for past due not impaired at the reporting date by type of counter party is:

Distributors / wholesale customers	8,567	79,206
Retail customers	144,960	123,685
End-user customers	70,200	7,094
	223,727	209,985
Allowance for impairment of trade debts	(50,632)	(53,709)
	173,095	156,276

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

e) Loss allowance for trade debts

The Company determines the loss allowances for trade debts based on the following ageing under the expected credit loss model:

	2025					As at December 31, 2025
	Neither past due nor impaired	Past but not impaired (1 - 30 days)	Past but not impaired (31 - 90 days)	Past and impaired (91 - 120 days)	Past and impaired (More than 120 days)	
Expected credit loss rate (%)	0.00%	0.46%	2.34%	14.33%	0.01%	
Gross carrying value of trade debts	2,336,528	82,356	32,454	37,380	71,537	2,560,255
General allowance	-	380	760	5,357	9	6,506
Specific allowance	-	-	-	-	17,616	17,616
Loss allowance	-	380	760	5,357	17,625	24,122
	2024					As at December 31, 2023
	Neither past due nor impaired	Past but not impaired (1 - 30 days)	Past but not impaired (31 - 90 days)	Past and impaired (91 - 120 days)	Past and impaired (More than 120 days)	
Expected credit loss rate (%)	0.00%	4.83%	2.25%	0.29%	10.43%	
Gross carrying value of trade debts	2,078,517	71,864	36,111	8,187	93,823	2,288,502
General allowance	-	3,470	812	24	9,784	14,090
Specific allowance	-	-	-	-	39,619	39,619
Loss allowance (Rupees in thousand)	-	3,470	812	24	49,403	53,709

f) Other financial assets

The remaining financial assets mainly pertain to balances due from related parties, employees or are otherwise secured.

These are expected to be recovered in due course and based on past experience the credit risk related to these financial assets is not material.

	2025	2024
Construction	91,667	125,344
Transport	74,919	321,957
Dealers	1,347,002	1,567,449
Banks	875,061	1,049,775
Others	171,604	62,844
	2,560,253	3,127,369
Allowance for impairment of trade debts	(50,632)	(53,709)
Provision for discounts	(632,149)	(429,322)
	(682,781)	(483,031)
	1,877,472	2,644,338

g) Concentration 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 assets is broadly diversified and all other transactions are entered into with credit worthy counter parties thereby mitigating any significant concentrations of credit risk.

Construction	91,667	125,344
Transport	74,919	321,957
Dealers	1,347,002	1,567,449
Banks	875,061	1,049,775
Others	171,604	62,844
	2,560,253	3,127,369
Allowance for impairment of trade debts	(50,632)	(53,709)
Provision for discounts	(632,149)	(429,322)
	(682,781)	(483,031)
	1,877,472	2,644,338

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

50.2 Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company's approach to managing liquidity is to ensure as far as possible to always have sufficient liquidity to meet its liabilities when due. The Company is not materially exposed to liquidity risk as substantially all obligations / commitments of the Company are short term in nature and are restricted to the extent of available liquidity. In addition, the Company has obtained running finance facilities from Deutsche Bank A.G. to meet any deficit, if required, to meet the short term liquidity commitments.

The table below analyses the Company's financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position to the maturity date. The following are contractual maturities of financial liabilities at the reporting dates:

	2025			
	Carrying amount	Contractual	Up to one year	More than one year
Non-derivative financial liabilities				
Long term financing	1,900,000	1,900,000	1,900,000	-
Accrued markup	27,293	30,508	30,508	-
Deferred liabilities	45,912	45,912	-	45,912
Lease liabilities	35,127	35,127	13,902	21,225
Trade and other payables	4,501,289	4,501,289	4,501,289	-
Unpaid dividend	3,188	3,188	3,188	-
Unclaimed dividend	27,445	27,445	27,445	-
	6,540,254	6,543,469	6,476,332	67,137
	2024			
	Carrying amount	Contractual	Up to one year	More than one year
Non-derivative financial liabilities				
Long term financing	1,900,000	1,900,000	1,900,000	-
Accrued markup	34,306	38,889	38,889	-
Deferred liabilities	87,364	87,364	-	87,364
Lease liabilities	71,528	71,528	54,740	16,788
Trade and other payables	3,844,281	3,844,281	3,844,281	-
Unpaid dividend	3,188	3,188	3,188	-
Unclaimed dividend	27,813	27,813	27,813	-
	5,968,480	5,973,063	5,868,911	104,152

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amount.

50.3 Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises of interest rate risk, currency risk and other price risk.

a) Interest rate risk

Interest rate risk is the risk that the fair values of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. At the reporting date, the interest rate profile of Company's interest-bearing financial instruments were:

	Note	Effective rate		Carrying amount	
		2025	2024	2025	2024
Fixed rate instruments					
Financial assets					
Deposit in saving accounts	33	10.63% to 12.18%	6.82% - 15%	95,477	82,303
Variable rate instruments					
Financial liability					
Long term financing	11	11.78% - 16.69%	13.36% - 16.69%	1,900,000	1,900,000

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

Sensitivity analysis for fixed rate instruments

The Company does not account for the fixed rate financial assets at fair value through profit or loss, therefore a change in interest rates at the reporting date would not affect statement of profit or loss other than variable instruments which is as follows.

Cash flow sensitivity analysis for variable rate instruments

A change of 100 basis points in interest rates at the reporting date would have decreased / (increased) profit for the year by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency rates, remain constant. The analysis is performed on the same basis for 2024.

	Profit Or Loss	
	100 bp increase	100 bp decrease
As at December 31, 2025		
Cash flow sensitivity - Variable rate financial liabilities	19,000	(19,000)
As at December 31, 2024		
Cash flow sensitivity - Variable rate financial liabilities	19,000	(19,000)

b) Foreign currency risk

Foreign currency (FCY) risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Foreign currency risk arises mainly where receivables and payables exist due to transactions entered into are denominated in foreign currencies. The Company is exposed to foreign currency risk on sales and purchases, which are entered in a currency other than Pak Rupees.

i) Significant exchange rates applied during the year were as follows:

	Average rate for the year		Spot rate as at December 31	
	2025	2024	2025	2024
	Rupee per FCY			
AED	76.06	76.29	76.28	75.84
SAR	74.42	74.65	74.69	74.14
JPY	1.79	1.89	1.79	1.78
SGD	211.41	209.20	217.90	204.91
EUR	309.47	300.79	328.85	290.08
USD	279.34	280.21	280.12	278.55
GBP	363.44	354.16	377.17	349.71

ii) The Company operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US Dollar and the Euro. Foreign exchange risk arises from future commercial transactions and recognized assets and liabilities as given next page.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

2025											
Note	AED	SAR	SGD	EUR	USD	GBP	VND	JPY	THB	Total	
Financial assets											
Due from related parties	31	-	-	-	17,382	5,028	-	-	-	-	22,410
Cash and bank balances	33.1	-	-	-	-	322	-	-	-	-	322
		-	-	-	17,382	5,350	-	-	-	-	22,732
Financial liabilities											
Trade and other payables		-	-	-	72,94	545,923	-	-	-	-	618,887
Due to related parties	15.1	-	-	-	379,230	2,844,996	-	-	-	-	3,224,226
		-	-	-	452,194	3,390,919	-	-	-	-	3,843,113
		-	-	-	(434,812)	(3,385,569)	-	-	-	-	(3,821)
2024											
Note	AED	SAR	SGD	EUR	USD	GBP	VND	JPY	THB	Total	
Financial assets											
Due from related parties	32	-	-	-	46,763	1,818	-	-	-	-	48,581
Cash and bank balances	34.1	-	-	-	-	208,167	-	-	-	-	208,167
		-	-	-	46,763	209,985	-	-	-	-	256,748
Financial liabilities											
Trade and other payables		-	-	-	-	1,671	-	-	-	-	1,671
Due to related parties	15.1	757	587	109,742	161,587	328,270	-	-	-	4,119	605,062
		757	587	109,742	161,587	329,941	-	-	-	4,119	606,733
		(757)	(587)	(109,742)	(114,842)	(119,956)	-	-	-	(4,119)	(349,985)

iii) Sensitivity analysis

Every 1% increase or decrease in exchange rate, with all other variables held constant, will increase or decrease profit after tax for the year by Rs. 38.21 million (2024: Rs. 5.162 million). The weakening of the Pak Rupees against foreign currencies would have had an equal but opposite impact on the post tax profit. The sensitivity analysis prepared is not necessarily indicative of the effects on profit / (loss) for the year and assets / liabilities of the Company.

50.4 Operational risk

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the Company's processes, personnel, technology and infrastructure, and from external factors other than credit, market and liquidity risks such as those arising from legal and regulatory requirements and generally accepted standards of corporate behavior. Operational risks arise from all of the Company's operations. The Company's objective is to manage operational risk so as to balance the avoidance of financial losses and damage to the Company's reputation with overall cost effectiveness and to avoid control procedures that restrict initiative and creativity.

The primary responsibility for the development and implementation of controls to address operational risk is assigned to senior management within the Company. This responsibility is supported by the development of overall Company standards for the management of operational risk in the following areas:

- requirements for appropriate segregation of duties, including the independent authorization of transactions;
- requirements for the reconciliation and monitoring of transactions;
- compliance with regulatory and other legal requirements;
- documentation of controls and procedures;
- requirements for the periodic assessment of operational risks faced, and the adequacy of controls and procedures to address the risks identified;
- development of contingency plans;
- training and professional development;
- ethical and business standards; and
- risk mitigation, including insurance where this is effective.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Notes	2025	2024
51 CAPITAL RISK MANAGEMENT			
<p>The Board's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board of Directors monitor the return on capital, which the Company defines as net profit after taxation divided by total shareholders' equity. The Board of Directors also monitor the level of dividend to ordinary shareholders. There were no changes to the Company's approach to capital management during the year and the Company is not subject to externally imposed capital requirements.</p> <p>The Company's objectives when managing capital are:</p> <ul style="list-style-type: none"> (i) 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 (ii) to provide an adequate return to shareholders. <p>The Company manages the 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 adjust the amount of dividends paid to shareholders, issue new shares, or sell assets to reduce debt. The Company monitors capital using a gearing ratio, which is net debt divided by total capital employed. Net debt is calculated as long term financing. Total capital employed signifies equity as shown in statement of financial position plus net debt.</p> <p>The proportion of debt to equity at the year end was:</p>			
Long term finances	11	1,900,000	1,900,000
Net debt		1,900,000	1,900,000
Share capital	6.2	506,175	482,481
Reserves		10,758,024	9,606,086
Advance against issue of right shares		-	639,728
Total equity		11,264,199	10,728,295
Total capital employed		13,164,199	12,628,295
Gearing Ratio		14%	15%

52 REMUNERATION OF CHIEF EXECUTIVE, DIRECTOR AND EXECUTIVES

The aggregate amounts in these financial statements during the year for remuneration, including certain benefits, to the Chief Executive, Executive Director, Non-Executive Directors and Executives of the Company are as follows:

	Chief Executive		Director		Executives	
	2025	2024	2025	2024	2025	2024
Meeting fee	19,817	19,176	5,594	4,994	292,997	274,361
Managerial remuneration						
Bonus and sales incentives - note 53.2	4,430	2,911	491	491	17,310	18,885
Contribution to retirement benefits	7,630	598	1,353	2,035	62,644	50,797
Group insurance	45	58	26	34	1,306	1,598
Rent and house maintenance	700	700	650	650	30,984	29,410
Utilities	-	-	-	-	-	-
Medical expenses	219	66	-	-	19,384	13,226
	32,841	23,509	8,114	8,204	424,625	388,277
Number of person(s)	1	1	1	1	95	75

52.1 The Chairman and Executive Directors hold 30 and 20 shares each of the Company respectively.

52.2 Out of the bonus and sales incentives recognized for 2024, payment of Rs. 4.430 million (2024: Rs. 2.91million) and Rs. 17.310 million (2024: Rs. 19.37 million) were made to Chief Executive and Executives respectively. During the year an amount of Rs. 52.525 million (2024: Rs. 50.86 million) on account of bonus and sales incentives to management employees has been recognized as expense in the current year. This is payable in the year 2026 after verification of achievement against target.

52.3 The Chief Executive, one Director and certain Executives are provided with free use of Company maintained cars in accordance with their entitlement.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	2025	2024
53 EMPLOYEE PROVIDENT FUND		
The Company has maintained an employee provident fund trust and investments out of provident fund have been made in accordance with the provisions of section 218 of the Act and the conditions specified thereunder. Details regarding investments of the provident fund trust are as follows:		
Size of the fund - fund assets	287,233	286,010

Break-up of investments made by the fund are as follows:

	2025 (Un-Audited)			2024 (Audited)		
	Cost	Fair value	%	Cost	Fair value	%
Government securities	182,800	180,574	53.63%	150,400	142,755	49.91%
Listed securities	42,705	97,764	29.03%	52,563	89,114	31.16%
	225,505	278,338		202,963	231,869	

53.1 The Comparative figures have been corrected based on audited accounts for the year ended December 31, 2024.

54 PLANT CAPACITY AND ANNUAL PRODUCTION

Annual production - liters in thousands	16,952	15,906
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The capacity of the plant is indeterminable because this is a multi-product plant involving varying processes of manufacturing.

55 RECONCILIATION OF MOVEMENT OF LIABILITIES AND EQUITIES TO CASH FLOWS ARISING FROM FINANCING ACTIVITIES

	Liabilities and equity				
	Transactions with the owners	Long term Financing	Lease liability	Dividend	Total
Balance as at January 1, 2025	-	1,900,000	23,257	31,001	1,954,258
Interest on unclaimed dividend	-	-	-	368	368
Borrowings from banking companies	-	-	-	-	-
Advance against issue of right shares	-	-	-	-	-
Payment of lease liability - net additions	-	-	11,870	-	11,870
Interest expense on lease liabilities	-	-	4,764	-	4,764
Balance as at December 31, 2025	-	1,900,000	39,891	30,633	1,971,260

55.1 Addition of lease liability and interest expense on right of use of asset represents non cash items.

56 NUMBER OF EMPLOYEES

Number of employees as at December 31,		
Head office	121	132
Factory workers	45	47
Average number of employees during the year		
Head office	61	157
Factory workers	23	49

56.1 The number of employees mentioned above does not include third party contractual employees.

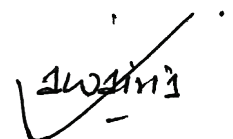
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2025

Amounts in Rs '000

	Notes	2025	2024
57 IJARAH RENTALS			
The Company is engaged in a shariah compliant arrangement with Meezan Bank in respect of vehicles under operating lease / Ijarah contracts. Rentals in respect of aforementioned contracts included in financial statements are as under:			
Description			
Cost of sales	35	12,779	10,881
Selling and distribution expenses	36	44,919	35,579
Administrative and general expenses	37	6,357	5,804
Disclosures other than above are not applicable to the Company.			
58 NON-ADJUSTING EVENT AFTER REPORTING DATE			
No significant event has occurred subsequent to December 31, 2025 other than those mentioned elsewhere in these financial statements.			
59 SUMMARY OF SIGNIFICANT TRANSACTIONS AND EVENTS			
All significant transactions and events that have affected the Company's financial position and performance during the period have been adequately disclosed in the notes to these financial statements.			
60 CORRESPONDING FIGURES			
Corresponding figures where necessary, have been rearranged for the purpose of comparison. However no significant rearrangement or reclassification has been made during the year ended December 31, 2025.			
61 DATE OF AUTHORIZATION			
These financial statements were authorized for issue in the meeting of the Board of Directors held on March 30, 2026			
62 GENERAL			
Figures in these financial statements have been rounded off to the nearest thousand rupees unless stated otherwise.			



Mubbasher Omar
Chief Executive



Jawairia Hashmi
Chief Financial Officer

**AKZO NOBEL PAKISTAN LIMITED
PATTERN OF SHAREHOLDING
AS AT DECEMBER 31, 2025**

NO OF SHAREHOLDERS	NO. OF SHAREHOLDINGS		Total Shares
	FROM	TO	
6,001	1	100	145,515
1,066	101	500	228,536
138	501	1,000	97,694
103	1,001	5,000	203,427
8	5,001	10,000	68,259
2	10,001	15,000	22,579
2	20,001	25,000	46,574
1	40,001	45,000	40,504
1	14,395,001	14,400,000	49,764,437
7,322			50,617,525

**AKZO NOBEL PAKISTAN LIMITED
CATEGORIES OF SHAREHOLDING
AS AT DECEMBER 31, 2024**

Sr No.	Shareholders Category	No. of Shareholder	No. of Shares	Percentage
1	Directors, Chief Executive Officer, and their spouse and minor children (to be confirm by Company)	3	70	0.00
2	Associated Companies, Undertakings and related Parties (to be confirm by Company)	1	49,764,437	98.31
3	NIT and ICP	-	-	-
4	Banks, Development Financial Institutions	16	8,577	0.02
5	Insurance Companies	6	411	0.00
6	Modarabas and Mutual Funds	6	273	0.00
7	Share holders holding 10%	1	49,764,437	98.31
8	General Public : a. Local b .Foreign	7,221 -	819,856 -	1.62 -
9	Others	68	23,901	0.05
	Total (excluding : share holders holding 10%)	7,322	50,617,525	100.00

Akzo Nobel Pakistan Limited

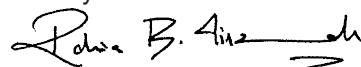
AkzoNobel**NOTICE OF 15th ANNUAL GENERAL MEETING**

NOTICE is hereby given that the 15th Annual General Meeting (the "Meeting") of Akzo Nobel Pakistan Limited (the "Company") will be held on Friday, 22nd May 2026, at 10:30 a.m. Virtually to transact the following business:

ORDINARY BUSINESS

1. To confirm the minutes of the 14th Annual General Meeting held on April 29th, 2025.
2. To receive, consider and adopt the audited financial accounts of Akzo Nobel Pakistan Limited, for the year ended December 31, 2025, together with the Auditors' Report and the Directors' Report thereon.
3. To appoint the External Auditors of the Company and to fix their remuneration.
4. To transact any other business with the permission of the Chairman.

01 May 2026
Lahore

By Order of the Board

 Rabia Bakhtawar Pirzada
 Company Secretary

NOTES**1. CLOSURE OF SHARE TRANSFER BOOKS:**

The Share Transfer Books of the Company will remain closed from May 16, 2026 to May 22, 2026 (both days inclusive). Transfers received in order at the office of our Shares Registrar, Messrs. FAMCO Share Registration Services (Pvt) Limited. 8-F, near Hotel Faran, Nursery, Block 6, P.E.C.H.S., Shahrah-e-Faisal, Karachi, by the close of business on May 15, 2026 will be in time to be entitled to participate and vote in the meeting.

2. PARTICIPATION IN THE ANNUAL GENERAL MEETING:

The members and proxy holders will be able to log in, to participate and vote in proceedings of AGM, through smart phones or computer devices from any convenient location after completing attendance formalities. Members are requested to forward their name, CNIC (both sides scanned copies), folio / CDC account number, cell phone number and email address. with subject 'Registration for AKZO's AGM' at saimahaq.nawaz@akzonobel.com by the deadline of 18th May 2026. Video link will be shared with only those Members whose emails IDs are received at given email address before 1500hrs on 18 May 2026.

All Members entitled to attend and vote at the Meeting, are entitled to appoint another person in writing as their proxy to attend and vote on their behalf. A proxy must be a member of the Company. A corporate entity, being a member, may appoint any person, regardless of whether they are a member or not, as its proxy. In case of corporate entities, a resolution of the Board of Directors/Power of Attorney with specimen signature of the person nominated to represent and vote on behalf of the corporate entity, shall be submitted to the Company along with a completed proxy form.

3. FORM OF PROXY

In order to be effective, duly completed and signed proxy forms must be received at the Company's registered office at 346, Ferozepur Road, Lahore at least 48 hours (excluding holidays) before the time of the meeting. Form of Proxy is attached to the AGM Notice and can also be downloaded from the Company's website: <http://www.akzonobel.pk> Proxy form should be witnessed by two persons whose names, addresses and CNIC Numbers must be mentioned on the form.

4. **MANDATORY NOTICE TO SHAREHOLDERS WHO HAVE NOT PROVIDED THEIR CNICS**

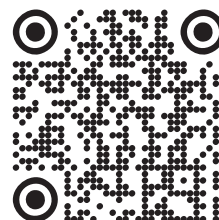
All shareholders holding physical shares who have not submitted a copy of their valid CNICs, or passport are requested to send attested copies of their valid CNICs or passport along with their folio number to the Company's Share Registrar. In the absence of a shareholder's valid CNIC or passport number, the Company is constrained to withhold payment of any dividend to such shareholders.

5. **ELECTRONIC TRANSMISSION OF ANNUAL REPORT 2025**

In compliance with section 223(6) of Companies Act 2017, the Company has electronically transmitted the Annual Report 2025 through email to shareholders whose email addresses are available with the Company's Share Registrar, FAMCO Share Registration Services (Pvt) Limited. In those cases where email addresses are not available with the Company's Share Registrar, printed notice of AGM along with the QR enabled code/weblink to download the said financial statements have been dispatched. However, the Company will provide hard copies of the Annual Report to any member on demand, at their registered address, free of cost, within one week of receiving such request.

Further, shareholders are requested to kindly provide their valid email address and cell number (along with a copy of valid CNIC) to the Company's Share Registrar, M/s. FAMCO Share Registration Services (Pvt) Limited if the member holds shares in physical form or to the member's respective Participant/ Investor Account Services, if shares are held in book entry form.

<https://akzonobel.pk/investor-information/anpl-annual-reports/>



6. **CHANGE OF ADDRESS AND NON-DEDUCTION OF ZAKAT DECLARATION FORM:**

Non-CDC shareholders are requested to notify any change in their addresses immediately and if applicable provide their non-deduction of Zakat Declaration Form to the Company's Share Registrar if not provided earlier. Furthermore, members holding shares in CDC/Participants accounts are also requested to update their addresses and if applicable, to provide their non-deduction of Zakat Declaration Form to CDC or their Participants/Stockbrokers.

7. **PAYMENT OF PAST E-DIVIDENDS**

Shareholders who have not yet submitted their 24 digits International Bank Account Number (IBAN) are requested to fill the Electronic Credit Mandate Form available on Company's website and send it duly signed along with a copy of CNIC to the Registrar of the Company. In case shares are held in CDC then Electronic Credit Mandate Form must be submitted directly to shareholder's broker/participant/CDC account services. Provision of IBAN and bank account details will enable the Company to make payment of past e-dividends through direct credit to shareholder's bank account.

8. **GUIDELINES FOR CDC ACCOUNT HOLDERS:**

CDC account holders will have to follow the guidelines with respect to attending the Meeting and appointing of Proxies as issued by the Securities Exchange Commission of Pakistan through its Circular 1 of January 26, 2000.

9. **UNCLAIMED DIVIDEND / SHARES U/S 244 OF THE COMPANIES ACT, 2017:**

An updated list for unclaimed dividend/shares of the Company, which have remained unclaimed or unpaid for a period of three years from the date these have become due and payable, is available on the Company's website: <http://www.akzonobel.pk>

Claims can be lodged by shareholders on Claim Form as is available on the Company's website. Claim Forms must be submitted to the Company's Share Registrar for receipt of dividend/ shares. Shareholders who have not yet collected their physical share certificates of Akzo Nobel Pakistan Limited from our Share Registrar are hereby advised to surrender their old share certificates of ICI Pakistan Limited with the Company's Share Registrar, FAMCO Share Registration Services (Pvt) Limited, at their earliest convenience.

Upon due verification, share certificates will be issued in lieu thereof, in accordance with the applicable procedures.

10. CONVERSION OF PHYSICAL SHARES INTO THE BOOK ENTRY FORM:

The Securities and Exchange Commission of Pakistan (SECP), through S.R.O. 328(I)/2026 dated February 19, 2026, has mandated all unlisted companies having share capital to convert their physical shares into book-entry form prior to undertaking any share-related transactions.

Under this notification, companies intending to carry out transactions such as transfer of shares, allotment (including bonus and right shares), or buy-back of shares are required to ensure that all existing physical shares are converted into electronic form within the Central Depository System (CDS). Consequently, the Company going forward, would not be entertaining any physical transfer of shares which by virtue of the above SRO can only be processed in electronic form through CDS. Members of the Company having physical folios / share certificates are requested to convert their shares from physical form into book-entry form as soon as possible. The Members may contact their Broker, CDC Participant or CDC Investor Account Service Provider for assistance in opening a CDS Account and subsequent conversion of the physical shares into book-entry form.

11. MATERIAL DISCLOSURE (PROPOSED CHANGE IN MAJORITY SHAREHOLDING)

The Company has been informed by ICI Omicron B.V., the majority shareholder of the Company, that it has entered into a Share Purchase Agreement dated April 16, 2026 with IGI Investments (Private) Limited, a wholly-owned subsidiary of IGI Holdings Limited (part of the Packages Group), for the proposed sale of its 98.31% shareholding in the Company.

This development follows a strategic portfolio review undertaken by the ultimate parent company, Akzo Nobel N.V., as part of its global focus on prioritizing key markets and optimizing capital allocation. Akzo Nobel Pakistan Limited has been a strong and consistent performer, with an established brand presence and a highly capable team. IGI Investments (Private) Limited, as part of the Packages Group, brings significant local expertise and has expressed its commitment to further invest in and grow the business, while continuing to deliver value to all stakeholders.

The completion of the transaction is subject to the fulfillment of applicable corporate and regulatory approvals, including approval from the Competition Commission of Pakistan, and is expected to be completed in the second half of 2026.

Until completion of the transaction, the Company will continue to operate in the ordinary course of business, and there will be no immediate impact on its operations, employees, or customers. The Company has also been informed that IGI Investments (Private) Limited may, subject to applicable law and through separate arrangements, acquire up to 1.69% shareholding from minority shareholders. This disclosure is being made for the information of members

FORM OF PROXY 15th ANNUAL GENERAL MEETING

I/We _____ of _____ being members(s) of Akzo Nobel Pakistan Limited holding _____ ordinary shares hereby appoint _____ or failing him/her _____ of _____ who is/are also members(s) of Akzo Nobel Pakistan Limited as my/our proxy in my/our absence to attend and vote for me/us and on my/our behalf at the 15th Annual General Meeting of the Company to be held virtually, on Friday, May 22, 2026, at 10.30 a.m., and at any adjournment thereof.

As witness my/our hand(s) this _____ day of _____ 2026.

Signed in the presence of:

(Signature of Witness 1)
Name of Witness:
CNIC No.:
Address:

(Signature of Witness 2)
Name of Witness:
CNIC No.:
Address:

Signature across Revenue Stamp of appropriate value

Signed by

Shareholder's Folio No/CDC Account No

This signature should agree with the specimen registered with the Company

Notes:

1. This Proxy Form, duly completed and signed, must be received at the Registered Office of the Company, at 346, Ferozpur Road, Lahore, not less than 48 hours before the time of holding the Meeting.
2. No person shall act as proxy unless he himself is a member of the Company, except that a corporation may appoint a person who is not a member.
3. If a member appoints more than one proxy and more than one instrument of proxy are deposited by a member with the Company, all such instruments of proxy shall be rendered invalid.
4. Any alteration made in this instrument of proxy should be initialed by the person who signs it.
5. In the case of joint holders any one may vote either personally or by proxy but if more than one of such joint holders be present either personally or by proxy that one of the said joint holders whose name stands first on the Register of Members in respect of such share shall alone be entitled to vote.

For CDC Account Holders/Corporate Entities:

In addition to the above the following requirements have to be met:

- (i) The proxy form shall be witnessed by two persons whose names, addresses and CNIC numbers shall be mentioned on the form.
- (ii) Attested copies of CNIC or the passport of the beneficial owners and the proxy shall be furnished with the proxy form.
- (iii) The proxy shall produce his original CNIC or original passport at the time of the Meeting.
- (iv) In case of a corporate entity, the Board of Directors resolution/power of attorney with specimen signature shall be submitted (unless it has been provided earlier) along with proxy form to the Company.

AkzoNobel

AFFIX
CORRECT
POSTAGE

Akzo Nobel Pakistan Limited
346, Ferozpur Road
Lahore - 54600
Tel: (042) 111-551-111
Fax: (042) 35835011
www.akzonobel.pk

یہ پیش رفت حتمی پیرنٹ کمپنی ایکرو نو بل این وی کی جانب سے کی گئی اسٹریٹیجک پورٹ فولیو جائزے کے بعد سامنے آئی ہے۔ جو عالمی سطح پر اہم مارکیٹس کو ترجیح دینے اور سرمائے کی موثر تقسیم کو بہتر بنانے کی حکمت عملی کا حصہ ہے۔ ایکرو نو بل پاکستان لمیٹڈ ایک مضبوط اور مستقل کارکردگی دکھانے والی کمپنی رہی ہے جس کی برانڈ موجودگی نمایاں ہے اور اس کے پاس اعلیٰ صلاحیتوں کی حامل پیشہ ور ٹیم موجود ہے۔ آئی جی آئی انویسٹمنٹس (پرائیویٹ) لمیٹڈ جو ٹیکسٹائل گروپ کا حصہ ہے نمایاں مقامی مہارت رکھتی ہے اور اس نے کاروبار میں مزید سرمایہ کاری اور اس کی ترقی کے عزم کا اظہار کیا ہے۔ جبکہ تمام اسٹیک ہولڈرز کیلئے قدر کی فراہمی کو برقرار رکھنے کے اپنے عزم کی بھی توثیق کی ہے۔

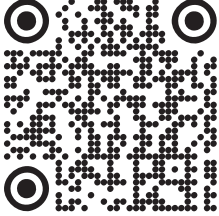
اس ٹرانزیکشن کی تکمیل متعلقہ کارپوریٹ اور ریگولیٹری منظور یوں کی تکمیل سے مشروط ہے۔ جس میں کمپنیشن کمیشن آف پاکستان کی منظوری بھی شامل ہے اور توقع ہے کہ یہ 2026 کے دوسرے نصف میں مکمل ہو جائے گی۔

ٹرانزیکشن کی تکمیل تک کمپنی معمول کے مطابق اپنے کاروباری امور جاری رکھے گی اور اس کے آپریشنز، ملازمین یا صارفین پر کوئی فوری اثر مرتب نہیں ہوگا۔

کمپنی کو یہ بھی آگاہ کیا گیا ہے کہ آئی جی آئی انویسٹمنٹس (پرائیویٹ) لمیٹڈ قابل اطلاق قوانین کے تحت اور علیحدہ انتظامات کے ذریعے اقلیتی شیئر ہولڈرز سے %1.69 شیئر زبھی حاصل کر سکتی ہے۔ یہ ڈسکلوزرز شیئر ہولڈرز کی معلومات کیلئے دیا گیا ہے۔

(۵) سالانہ رپورٹ 2025 کی الیکٹرانک ٹرانسمیشن

کمپنیز ایکٹ 2017 کے سیکشن 223(6) کی تعمیل میں، کمپنی نے الیکٹرانک طور پر سالانہ رپورٹ 2025 کو ای میل کے ذریعے ان شیئرز ہولڈرز تک پہنچانا ہے جن کے ای میل پتے کمپنی کے شیئر رجسٹرار، M/s FAMCO شیئرز رجسٹریشن سروس (پرائیویٹ) لمیٹڈ کے پاس دستیاب ہے۔ بصورت دیگر جن کے ای میل ایڈرس کمپنی کے شیئر رجسٹرار کے پاس دستیاب نہیں ہیں، وہاں AGM کے پرنٹ شدہ نوٹس کے ساتھ QR فعال کوڈ / ویب لنک مذکورہ مالیاتی گوشواروں کو ڈاؤن لوڈ کرنے کے لیے رکھ دیا گیا ہے۔ تاہم، کمپنی کسی بھی رکن کو ان کی درخواست پر سالانہ رپورٹ کی ہارڈ کاپی، ان کے رجسٹرڈ پتے پر بغیر کسی معاوضہ کے ایک ہفتے کے اندر فراہم کرے گی۔



<https://akzonobel.pk/investor-information/anpl-annual-reports/>

(۶) پتے کی تبدیلی اور زکوٰۃ کی کٹوتی روکنے کا ڈیکلریشن فارم

فریکل شیئرز ہولڈرز سے درخواست ہے کہ پتے کی تبدیلی کی صورت میں فوراً اطلاع کریں اور (اگر پہلے فراہم نہیں کیا تو) زکوٰۃ کی کٹوتی روکنے کا ڈیکلریشن فارم کمپنی شیئرز رجسٹرار کو بھجوادیں۔ مزید برآں وہ ممبر جن کے شیئرز ڈی سی / شراکتی اکاؤنٹس میں ہیں ان سے بھی درخواست ہے کہ اپنے پتے کی درستگی کی تصدیق کے ضمن میں تازہ معلومات فراہم کریں اور (اگر پہلے فراہم نہیں کیا تو) زکوٰۃ کی کٹوتی سے روکنے کا ڈیکلریشن فارم ڈی سی یا اپنے شراکت دار / سٹاک بروکرز کو فراہم کریں۔

(۷) ماضی کے منافع کی ادائیگی

فریکل شیئرز ہولڈرز جنہوں نے ابھی تک اپنے 24 ہندسوں کے بین الاقوامی بینک اکاؤنٹ نمبر IBAN جمع نہیں کروایا ہے ان سے درخواست کی جاتی ہے کہ وہ کمپنی کی ویب سائٹ پر دستیاب الیکٹرانک کریڈٹ مینڈیٹ فارم پر کریں اور سی این آئی سی کی ایک نقل کیسا تھ کمپنی کے رجسٹرار کو ارسال کریں۔ اگر شیئرز ڈی سی میں رکھے ہوئے ہیں تو الیکٹرانک کریڈٹ مینڈیٹ فارم براہ راست شیئرز ہولڈرز کے بروکر / شریک / سی ڈی سی اکاؤنٹ میں جمع کروانا ہوگا۔ IBAN اور بینک اکاؤنٹ کی تفصیلات کی فراہمی سے کمپنی اس قابل ہو جائے گی کہ شیئرز ہولڈرز کے بینک اکاؤنٹس میں براہ راست ماضی کے منافع کی ادائیگی کر سکے۔

(۸) سی ڈی سی اکاؤنٹ ہولڈرز کے لیے ہدایات

سی ڈی سی اکاؤنٹ ہولڈرز کو اجلاس میں شرکت اور پراکسی کے تقرر کے لیے سیکورٹیز اینڈ ایکسچینج کمیشن آف پاکستان کے جاری کردہ سرکلر نمبر 1 مورخہ 26 جنوری 2000 کی ہدایات پر عمل کرنا ہوگا۔

(۹) غیر وصول شدہ ڈیویڈنڈ کی کمپنیز ایکٹ U/S 244 2017 کے مطابق ترسیل

کمپنی کے غیر دعویٰ شدہ ڈیویڈنڈ جو کہ واجب الادا اور قابل ادائیگی ہونے کی تاریخ سے تین سال کی مدت تک ادا نہیں ہوئے انکی ایک تازہ ترین فہرست، کمپنی کی ویب سائٹ www.akzonobel.pk پر دستیاب ہے۔ شیئرز ہولڈرز اپنے ڈیویڈنڈ یا شیئرز وصول کرنے کیلئے کمپنی کی ویب سائٹ پر موجودہ کلیم فارم کو پُر کر کے کمپنی کے شیئر رجسٹرار کو جمع کروائیں۔

(۱۰) فریکل شیئرز کو بک انٹری فارم میں تبدیل کرنا

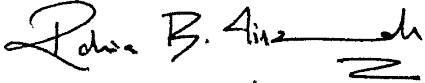
سیکیورٹیز اینڈ ایکسچینج کمیشن آف پاکستان (SECP) نے مورخہ 19 فروری 2026 کے ایس۔ آر۔ او۔ 328 (آئی) / 2026 کے ذریعے تمام غیر فہرست شدہ کمپنیوں جن کے پاس شیئرز کمپیوٹل موجود ہے، کو ہدایت دی ہے کہ وہ شیئرز سے متعلق لین دین سے قبل اپنے فریکل شیئرز کو بک - انٹری (الیکٹرانک) فارم میں تبدیل کریں۔ اس نوٹیفیکیشن کے تحت وہ کمپنیاں جو شیئرز کی منتقلی، الاٹمنٹ (بشمول بونس اور رائٹ شیئرز) یا شیئرز کی واپسی (ہائی بیک) جیسے معاملات انجام دینا چاہتی ہیں، ان کے لیے لازم ہے کہ وہ اپنے تمام موجودہ فریکل شیئرز کو سنٹرل ڈیپازٹری سسٹم (CDS) کے تحت الیکٹرانک فارم میں منتقل کریں۔ لہذا، مذکورہ ایس۔ آر۔ او۔ کی روشنی میں کمپنی آئندہ کسی بھی فریکل شیئرز ٹرانسفر کو قبول نہیں کرے گی، اور ایسے تمام معاملات صرف CDS کے ذریعے الیکٹرانک صورت میں ہی نمٹائے جائیں گے۔ کمپنی کے وہ ممبران جن کے پاس فریکل فولیوز / شیئرز سرٹیفکیٹس موجود ہیں، سے گزارش ہے کہ وہ اپنے حصص کو جلد از جلد فریکل فارم سے بک - انٹری فارم میں تبدیل کروائیں۔ ممبران CDS اکاؤنٹ کھلوانے اور فریکل حصص کو بک - انٹری فارم میں تبدیل کروانے کے لیے اپنے بروکر، CDC پارٹنر یا CDC انویسٹر اکاؤنٹ سروس پرووائیڈر سے رابطہ کر سکتے ہیں۔

ایگزونوبل پاکستان لمیٹڈ پندرہواں سالانہ اجلاس عام کی اطلاع

مطلع کیا جاتا ہے کہ ایگزونوبل پاکستان لمیٹڈ ("کمپنی") کا پندرہواں سالانہ اجلاس عام ("اجلاس") مورخہ 22 مئی 2026ء بوقت صبح 10:30 بجے ورچول منعقد ہوگا۔ جس میں مندرجہ ذیل امور پر غور و خوض کیا جائے گا۔
عمومی کارروائی:-

- 1- 29 اپریل 2025ء کو منعقدہ چودہواں سالانہ عمومی اجلاس کے منٹس کی توثیق۔
- 2- ایگزونوبل پاکستان لمیٹڈ کے 31 دسمبر 2025ء کو مکمل ہونے والے سال کے موصول شدہ حسابات (اکاؤنٹس) بشمول آڈیٹرز رپورٹ اور ڈائریکٹرز صاحبان کی رپورٹس کی وصولی اور ان پر غور و خوض۔
- 3- کمپنی کے بیرونی آڈیٹرز کا تقرر اور ان کے معاوضے کا تعین۔
- 4- چیئرمین کی اجازت سے کوئی بھی اور امور۔

01 مئی 2026ء،

بجوالہ آرڈر آف بورڈ

رابعہ بختاوری پیرزادہ
کمپنی سیکریٹری

لاہور

نوٹس:-

(۱) شیئرز انسفر بکس کی تکمیل

کمپنی کی شیئرز انسفر بکس 16 مئی 2026ء سے 22 مئی 2026ء کے دوران بند رہے گی (بشمول دونوں دنوں کے) وہ منقلياتاں جو 15 مئی 2026ء کو کاروبار کے اختتام تک کمپنی کے شیئرز رجسٹرار، میسرز فیکو شیئرز رجسٹریشن سروسز (پرائیویٹ) لمیٹڈ، F-8، نزد ہوٹل فاران، نرسری، بلاک 6، پی ای سی ایچ ایس، شارع فیصل، کراچی میں موصول ہوگی وہ اجلاس میں شرکت اور ووٹنگ کے حق کی اہل ہوں گی۔

(۲) سالانہ عمومی اجلاس میں شرکت

ممبران اور پراکسی ہولڈرز حاضری کی رسمی کارڈائیوں کو مکمل کرنے کے بعد کسی بھی مناسب مقام سے سمارٹ فون یا کمپیوٹرڈ یو ایسز کے ذریعے AGM کی کارروائی میں حصہ لینے اور ووٹ دینے کیلئے لاگ ان یا شامل ہو سکیں گے۔ اس مقصد کے لئے 18 مئی 2026ء تک اپنا نام، قومی شناختی کارڈ کی دونوں سائڈز کی اسکین کاپی، فوئیو نمبر/سی ڈی سی اکاؤنٹ نمبر، موبائل فون نمبر اور ای میل ایڈرس "Registration for AKZO's AGM" کے عنوان کے ساتھ "saimahaq.nawaz@akzonobel.com" پر ای میل کریں۔ ویڈیو لنک صرف وہ ممبران حاصل کر پائیں گے جن کی تمام مطلوبہ تفصیلات دیے گئے ای میل ایڈریس پر 18 مئی 2026ء کو سہ پہر 3:00 بجے تک موصول ہوں گی۔

تمام وہ اراکین جو اجلاس میں شرکت اور ووٹنگ کے اہل ہیں، تحریری طور پر کسی دوسرے شخص کو اپنا پراکسی مقرر کر سکتے ہیں۔ پراکسی کا کمپنی کارکن ہونا ضروری ہے، تاہم کارپوریٹ رکن کسی بھی شخص کو اپنا نمائندہ مقرر کر سکتا ہے۔ کارپوریٹ اداروں کی صورت میں، بورڈ آف ڈائریکٹرز کی قرارداد/پاور آف اٹارنی بمعہ نامزد نمائندے کے دستخطی نمونے، مکمل شدہ پراکسی فارم کے ساتھ جمع کروانا ضروری ہوگا۔

(۳) پراکسی فارم

اجلاس میں شرکت کیلئے ضروری ہے کہ پراکسی فارم مکمل پر کر کے کمپنی کے رجسٹرڈ دفتر 346 فیروز پور روڈ لاہور میں اجلاس کے انعقاد سے 48 گھنٹے قبل (علاوہ تعطیل) وصول ہونا ضروری ہیں۔ پراکسی کیلئے فارم اے جی ایم نوٹس کے ساتھ منسلک ہے علاوہ ازیں کمپنی کی ویب سائٹ www.akzonobel.pk سے بھی ڈاؤن لوڈ کیا جاسکتا ہے اس پر دو گواہوں کے دستخط ہونے چاہئے اور ساتھ ہی ان کا پتہ اور کمپیوٹر آڈیٹ شناختی کارڈ نمبر بھی درج ہونا چاہئے۔

(۴) لازمی نوٹس، ان شیئرز ہولڈرز کیلئے جنہوں نے اپنا شناختی کارڈ فراہم نہیں کیے

تمام شیئرز ہولڈرز جن کے پاس فیزیکیل شیئرز موجود ہیں اور انہوں نے ابھی تک اپنے شناختی کارڈ جمع نہیں کروائے، ان سے درخواست ہے کہ اپنے شناختی کارڈ کی تصدیق شدہ کاپی بمعہ اپنے فوئیو نمبر کمپنی کے،

صحت حفاظت اور ماحولیات:

کمپنی نے ایچ ایس ای کے لیے ایک مضبوط عزم کا مظاہرہ کیا اور اعلیٰ معیارات کے حصول کے لیے HSE&S کے چھ ستونوں، صحت، افراد، عمل، مصنوعات کی حفاظت، ماحولیات اور سلامتی، کو مکمل طور پر نافذ کرنے کی کوشش کی ہے۔ 2025 میں فیصل آباد مینوفیکچرنگ سائٹ نے بغیر کسی چوٹ یا حادثے کے کامیابی کے ساتھ پورے سال کا کام انجام دیا۔ سال بھر میں، ہم نے اپنے سفینے کچھ مستقل طور پر بہتر بنایا، حفاظتی طریقہ کار اور بہترین طریقوں پر عمل کرنے کے لیے ایک مضبوط اور مستقل عزم کا مظاہرہ کیا۔

مستقبل کا نظریہ:

2026 میں پاکستان میں میکرو اکنامک ماحول کے مسلسل استحکام کے ساتھ، کمپنی پیٹنٹ اور کوڈنگ مارکیٹ میں ترقی کے مواقع کو بروئے کار لانے کے لیے اچھی پوزیشن میں ہے۔ توقع ہے کہ صارفین کے اعتماد میں بہتری، کرنسی کے نسبتاً مستحکم حالات، اور کنٹرول شدہ مہنگائی سے صنعتی، تعمیراتی اور ریل اسٹیٹ کے شعبوں میں بڑھتی ہوئی مانگ میں مدد ملے گی۔ کمپنی منافع کو بڑھانے اور اسٹیک ہولڈرز کو مستقل قدر فراہم کرنے کے لیے آپریشنل کارکردگی، لاگت کو بہتر بنانے اور سپلائی چین کی لچک پر توجہ جاری رکھے گی۔ مصنوعات کے پورٹ فولیو کی توسیع، خاص طور پر ماحول دوست اور پائیدار صل میں، ایک اہم اسٹریٹجک ترجیح رہے گی، جو صارفین کی بدلتی ہوئی ترجیحات اور ریگولیٹری رجحانات کے مطابق ہے۔

کارپوریٹ سماجی ذمہ داری:

سال کے دوران، ایکزونوبل پاکستان نے اپنے عالمی مقصد "Paint the future" کے مطابق، پائیداری اور کمیونٹی کی ترقی کے لیے اپنے عزم کو مزید مضبوط بنایا۔ کمیونٹی کی شمولیت، ذمہ دارانہ جدت اور ورورٹے کے تحفظ کے امتزاج کے ذریعے، کمپنی نے متعدد محاذوں پر با معنی اثرات مرتب کیے۔ ایک اہم نمایاں پہلو Fort road food street کی بحالی تھا جو Let's colour Walled city of Lahore کے اقدام کے تحت authority کے اشتراک سے مکمل کیا گیا۔ تقریباً 6700 مربع فٹ پر محیط 15 عمارتوں کے بیرونی حصوں پر مشتمل اس منصوبے کا مقصد علاقے کی ثقافتی شناخت کو برقرار رکھتے ہوئے اسکی خوبصورتی کو بہتر بنانا تھا۔ Dulux WeatherShield میں موجود Keep cool ٹیکنالوجی کے استعمال نے درج حرارت کے بہتر توازن اور تاریخی عمارتوں کے طویل مدتی تحفظ میں مدد فراہم کی جس سے ماحولیاتی اور معاشی پائیداری دونوں کو فروغ ملا۔ کمیونٹی کی سطح پر، AkzoNobel Pakistan نے SOS Children's Villages کے ساتھ اپنی شراکت کو مزید مضبوط بنایا، جس کے تحت طالبات کے لیے مینٹور شپ سیشنز اور کم عمر بچوں کے لیے انٹرایکٹو سرگرمیاں منعقد کی گئیں۔ Gosha E Itfal Middle School کو 400 لیٹر پینٹ کا عطیہ دیا گیا، جس سے ایک زیادہ رنگین اور تعلیمی لحاظ سے موزوں ماحول کی تشکیل میں مدد ملی۔

پائیداری (Sustainability) بھی مصنوعات میں جدت کا ایک اہم جزو رہی، جس کے تحت Aquashield Roof Guard کا اجرا اور Dulux Enamel میں بہتری لائی گئی، تاکہ زیادہ پائیداری اور لائف سائیکل اثرات کو کم کیا جاسکے۔ Dulux Assurance پروگرام کمپنی کے پائیداری کے عزم کو مزید مضبوط بناتا ہے، کیونکہ یہ اپنی مصنوعات میں دیر پا اور مضبوط کارکردگی کو یقینی بناتا ہے۔ بار بار رنگ دروغن کی ضرورت کو کم کر کے، یہ پروگرام مواد کے استعمال میں کمی، فضلہ میں کمی، اور عمارتوں کی عمر میں اضافہ کرتا ہے، جو ذمہ دارانہ وسائل کے استعمال کو براہ راست سپورٹ کرتا ہے۔

بورڈ کمیٹی حاضری:

سال کے دوران، بورڈ آف ڈائریکٹرز کی 4 (چار) میٹنگز منعقد ہوئیں۔ ہر ایک ڈائریکٹر/سی ایف او/کمپنی سیکرٹری کی حاضری درج ذیل ہے:-

شمار	ڈائریکٹر کے نام	بورڈ آف ڈائریکٹرز کی حاضری
1	محترم مبشر عمر چیف ایگزیکٹو آفیسر	4
2	محترم سبیشین ٹین چئیرمین	4
3	محترمہ جویریہ ہاشمی چیف فنانینشل آفیسر	4
4	محترمہ رابعہ بختاوری پیرزادہ کمپنی سیکرٹری	4

شیر ہولڈنگ کا پیٹرن

31 دسمبر 2025 تک کمپنی میں شیر ہولڈنگ کا پیٹرن اور اضافی معلومات کا مفصل بیان صفحہ نمبر F57 پر درج ہے۔

ڈائریکٹرز رپورٹ

برائے یکم اکتوبر 2025

کمپنی کے ڈائریکٹرز نہایت مسرت سے سالانہ رپورٹ بمعہ آڈٹ شدہ مالیاتی گوشوارے برائے اختتام پذیر سال 2025 پیش کرتے ہیں۔

مالیاتی اور کاروباری کارکردگی

پاکستان نے 2025 کے دوران مجموعی معاشی ماحول میں بتدریج استحکام کے اثرات ظاہر کیئے، جس میں افراط زر کے بدلاؤ کو بہتر بنانے، مانیٹری پالیسی میں نرمی اور غیر ملکی زرمبادلہ کی منڈی میں نسبتاً استحکام حاصل ہوا۔ پاکستانی روپیہ امریکی ڈالر کے مقابلے میں وسیع پیمانے پر مستحکم رہا، تقریباً 280 روپے فی امریکی ڈالر پر تجارت ہوتی رہی، تاہم یورو کے مقابلے میں اس کی قدر میں تقریباً 10% کمی واقع ہوئی۔ جس کی بنیادی وجہ امریکی ڈالر کی نسبت یورو کی قدر میں اضافہ ہے۔ سال کے دوران مہنگائی میں کمی کا سلسلہ جاری رہا اور مالی سال 2026 کے ابتدائی مہینوں میں اسٹیٹ بینک آف پاکستان کے ہدف کی حد تقریباً 5% سے 7% کے اندر رہی، جس سے صنعتوں میں لاگت کے دباؤ میں نمایاں کمی واقع ہوئی۔

مہنگائی کی توقعات کو بہتر بنانے اور معاشی اشارے کو مستحکم کرنے کے جواب میں، اسٹیٹ بینک آف پاکستان نے مالیاتی نرمی کی پالیسی کو جاری رکھا، اور دسمبر 2025 تک پالیسی ریٹ کو گزشتہ سال کی بلند ترین سطح سے کم کر کے 10.5% تک لے آیا۔ قرض لینے کے کی لاگت میں کمی نے لیکویڈیٹی کی صورتحال کو بہتر بنانے میں مدد کی اور کئی شعبوں میں کاروباری اعتماد کو سہارا فراہم کیا۔ ان مثبت پیش رفتوں کے باوجود مجموعی طور پر کاروباری ماحول چیلنجنگ رہا۔ تعمیراتی شعبہ، جو پیٹ اور کوئلے کی صنعت کے لیے ایک اہم طلب پیدا کرنے والا شعبہ ہے جس میں ٹیکس کی تبدیلیاں، محتاط سرمایہ کاری کے رجحان، اور نیل اسٹیٹ کی ترقی میں توقع سے کم بحالی شامل ہیں۔ ان عوامل نے تعمیرات سے متعلق مصنوعات کی مانگ میں بحالی کی رفتار کو محدود رکھا۔

ان چیلنجز کے باوجود، آپ کی کمپنی نے آمدنی میں 3% اضافہ اور مجموعی منافع میں 27% اضافہ کیا، جو قیمتوں کے نظم و ضبط میں بہتری اور لاگت کے دباؤ کو کم کرنے کی عکاسی کرتا ہے۔ کمپنی نے اپنی لاگت کے انتظام کے اقدامات کو جاری رکھا، انتظامی اور عام اخراجات کو 14% تک کم کیا، اور پچھلے سال کے آپریٹنگ نقصان کے مقابلے میں 360 ملین روپے کا آپریٹنگ منافع درج کیا۔ یورو کے مقابلے میں پاکستانی روپے کی قدر میں کمی کے نتیجے میں 57 ملین روپے کا زرمبادلہ نقصان ہوا، جسے جزوی طور پر پالیسی ریٹ میں کمی کے بعد مالیاتی اخراجات میں کمی نے متوازن کیا۔ مجموعی طور پر، کمپنی نے پچھلے سال کے نقصان کے مقابلے میں 206 ملین روپے کا قبل از ٹیکس منافع رپورٹ کیا۔ سال کے دوران، آپ کی کمپنی نے ایس ای زیڈ کمیٹی سے زون انٹرنیشنل پرائمری ٹریڈنگ کمپنی کو اسٹیبل کنٹراکٹ زون ایکٹ، 2012 کے تحت دستیاب فوائڈ کا حقدار بنانا ہے، جو تجارتی پیداوار کی تاریخ سے موثر ہے۔

مالیاتی کارکردگی

ملین روپے میں

اضافہ / کمی	2024	2025	
ٹرن اوور	14,878	15,325	3.0%
نیٹ سیلز	9,103	9,249	1.6%
سیلز کے اخراجات	-7,206	-6,844	-5.0%
مجموعی منافع	1,898	2,405	26.8%
آپریٹنگ منافع	-148	361	344.6%
ٹیکس کی کٹوتی کے بعد منافع	-664	238	135.8
نیٹ شیئر کمائی روپوں میں	-13.77	4.70	134.1

ڈائریکٹرز پر اس:

ایگزونوبل N.V. جو ایکزونوبل پاکستان لمیٹڈ کی حتمی پیرنٹ کمپنی، نے اپنی عالمی پورٹ فولیو کو بہتر بنانے کی حکمت عملی کے طور پر کمپنی میں اپنی شیئر ہولڈنگ کو فروخت کرنے کا عمل شروع کر دیا ہے۔ یہ سرمایہ کاری کی واپسی ایکزونوبل کی اس حکمت عملی کے مطابق ہے جس کا مقصد اپنے آپریٹنگ کو سادہ بنانا اور سرمایہ ان مارکیٹس پر مرکوز کرنا ہے جہاں اسکی اسٹریٹجک پوزیشن مضبوط ہے۔ لین دین کی یکمیل، شرائط کو حتمی شکل دینے اور ریگولیٹری منظور یوں سے مشروط ہے۔

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