Driven by ENERGY & Defined by IMPACT

energy & impact

Annual Report | 2025

Driven by ENERGY & Defined by IMPACT

As we present Pakistan State Oil's (PSO) Annual Report for the financial year 25, we do so with deep pride in a year defined by resilience, transformation, and purpose. Our theme, "Driven by Energy, Defined by Impact," is a promise to fuel progress, ignite hope, and bring light to the lives of those we serve.

From ensuring the smooth flow of fuel to powering homes and businesses, to pioneering green energy projects that will shape the future of our planet, every action we take is guided by a sense of responsibility and compassion.

This report is a reflection of our journey, offering a transparent and comprehensive overview of our financial performance, operational milestones, and sustainability initiatives. It provides valuable insights into how we are creating long-term value for our stakeholders through responsible business practices, digital innovation, and meaningful investments in our people and communities.

More than just numbers, this year's story is one of impact, measured not only by profitability but by the positive difference we make in the lives we serve. Whether ensuring uninterrupted fuel supply, pioneering green energy projects, or engaging in community outreach, PSO's footprint continues to expand with purpose and faith.

We invite you to explore this report and discover how PSO, Driven by Energy, remains Defined by Impact.

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About The REPORT

The Annual Report 2025 spans the fiscal period from July 1, 2024, to June 30, 2025, and includes key subsequent events leading up to its release. This report presents a thorough analysis of PSO's performance, with a particular focus on the value generated for stakeholders over the course of the year.

This report serves as a transparent and comprehensive account of our performance, strategic initiatives, and progress, with the objective of keeping our valued shareholders and stakeholders well-informed and engaged.

Throughout the year, PSO continued to build on its legacy of leadership in Pakistan's energy sector, with a sharp focus on technological advancement, energy diversification, sustainability, and operational excellence in health, safety, and environment (HSE). These pillars remain central to our strategy as we navigate a rapidly evolving global energy landscape and respond to the growing demands of a low-carbon future.

Our commitment to corporate transparency is reflected in the structure and content of this report, which has been prepared in accordance with applicable regulatory requirements. The reporting scope, boundary, and basis remain largely unchanged from the previous fiscal year ending June 30, 2024, ensuring consistency and comparability in our disclosures.

In line with our efforts to enhance accessibility and digital transparency, the full report is also available on our corporate website at:

https://www.psopk.com/en/investors/financial

We trust you will find this report both insightful and informative, offering a clear perspective on PSO's achievements and its meaningful contributions to the national economy and society.

Key Highlights

Maintained Market Leadership
White Oil: 45.7%
MoGas: 40.8%
Hi-Cetane Diesel: 46%

LPG Sales Record
Achieved highest-ever annual LPG sales volume of **60,000 tons**, marking a **22.5%** YoY growth

Strategic LNG Imports
Imported **109 LNG cargoes** (6.6 million tons) under long-term contracts, securing stable energy supplies

Foreign Exchange Boost
Contributed **USD 245 million** to the country's foreign exchange reserves through international airline refuelling, supporting the national economy

Retail Expansion
Opened **107 new retail outlets**, expanding our network to **3,649 stations** nationwide, and increasing accessibility for customers

Storage Management
Successfully rehabilitated **12,700** tons of storage across **7 tanks**, 20 radar gauging systems with smart wireless technology were also introduced, boosting operational efficiency

SHOP STOP
vibe

Convenience Network Growth
Expanded to **310 Shop Stops**, launched **6 VIBE stores** for a seamless customer experience

Maritime Milestone
Successfully berthed the **RON 95** ocean vessel at ZOT, handling the largest cargo in Keamari's history

Strategic Partnerships
Secured long-term supply agreement with **SOCAR**, achieving 133% growth in **RON-95 MoGas** sales through cost-efficient cargo imports

Digital Transformation
Integration of **2 additional terminals** and **498 Dispensing Unit controllers** across 137 retail outlets into the central system improving operational control

Safety Excellence

Attained Goal Zero with zero fatalities and LTIs, delivered over 4,000 HSE training hours, expanded ISO 45001 certification to 21 sites

Customer Convenience

Introduced Chatbot Service, modernized Fuel Cards with partner integration, 68 POS-enabled C-Store outlets, enhancing customer experience

Infrastructure Development

Advanced **White Oil Pipeline** Project with FWO (FEED completed) and increased renewable energy capacity to **818 kW solar**

CSR TRUST
Pakistan State Oil

Community Impact

Dedicated PKR 500 million to CSR initiatives, driving meaningful impact in healthcare, education, community development and environmental sustainability

Reliable Transportation

Successful completion of fuel handling facilities **across 8 designated railway sites**

Seamless Supply

Storage tanks operational availability rate of over **90% throughout the year**

Road Safety Revolution

With precision and care, inspected **9,000+ tank lorries**, trained **8,000+ drivers**, and deployed advanced dashcams and AFDDs, ensuring safe passage for all

Quality Assurance Excellence

Conducted rigorous testing with **93,816** product samples and **16,128 Mobile Quality Testing** Unit inspections, delivering highest quality standards nationwide

Financial Resilience

Achieved PKR 51 billion reduction in trade receivables, lowering finance costs by 36%, driving business efficiency

Chairman's Review

MD & CEO's Letter to Shareholders

Chairman's Review

Dear Shareholders,

On behalf of the Board of Management, I am pleased to present my review on the performance of Pakistan State Oil Company Limited (PSOCL) and its subsidiaries - Pakistan Refinery Limited (PRL), CERISMA (Pvt.) Limited, PSO Renewable Energy (Pvt.) Limited (PSORE) and PSO Venture Capital (Pvt.) Limited (PSOVC) for the financial year ended June 30, 2025.

I would like to begin by extending my heartfelt appreciation to the management and employees of PSO for their exceptional dedication and unwavering commitment. Their resilience, adaptability, and steadfast focus have been instrumental in navigating the complexities of a challenging economic landscape and continue to serve as the foundation of our collective progress.

The Board commends the Group's solid performance, driven by prudent risk management and operational excellence. These efforts align closely with our long-term vision, ensuring the consistent delivery of lasting value to shareholders and stakeholders alike.

Economic Overview

In FY25, global economic activity remained resilient and grew at a modest pace. Inflation eased, and trade saw a brief rebound; however, rising tariffs and shifting policies created ongoing market uncertainty. Advanced economies experienced moderate growth, driven more by trade and investment than by strong domestic demand. Meanwhile, emerging markets grew faster but faced uneven conditions across different regions. Geopolitical tensions and policy instability continued to undermine investor confidence and cloud the prospects for sustained growth.

Pakistan's economy mirrored global trends, navigating ongoing challenges. Fiscal and monetary discipline led to modest stabilisation, with real GDP growing by approximately 2.68%, driven by recovery in industry and services. Agricultural growth remained limited due to weak crop yields. Despite lower inflation and improved external balances, overall growth was restrained by tight policies and structural issues.

Group's Performance

PSO successfully kept the wheels of the nation's economy in motion, delivering a profit after tax of PKR 20.9 billion, translating into earnings per share (EPS) of PKR 44.5. The Board declared a dividend of PKR 10 per share, representing a yield of 100%. On a consolidated basis, the group collectively posted a profit after tax of PKR 16.4 billion for the year, translating into EPS of PKR 35. This outstanding performance was underpinned by strong operational discipline, strategic regulatory compliance, and robust corporate governance.

FY25 was remarkable in terms of value creation for our shareholders. PSO's share price surged from PKR 166.21 at the close of FY24 to PKR 377.53 by year-end FY25, an impressive increase of over 127%. During the year, the share price peaked at PKR 465, underscoring strong investor confidence and market performance. PSO maintains its position as one of the prominent companies on the Pakistan Stock Exchange.

In FY25, PSO reinforced its strong leadership, holding a 45.7% share in the white oil market and an impressive 99% in jet fuel. Backed by strategic guidance from the Board, management effectively navigated dynamic market conditions, consistently meeting performance targets while focusing on delivering sustainable value to shareholders.

PSO is also expanding from selling molecules to selling electrons, creating Pakistan's financial digital superhighway and using data to generate revenue. Our vision is to be the dominant player in all these categories.

PSO Renewable Energy (Pvt.) Limited continued to drive the Group's green energy ambitions. The subsidiary is playing a vital role in accelerating Pakistan's transition toward sustainable energy, in line with the government's environmental vision and global climate commitments. We have entered into the mini-grids business and will soon be launching BESS for corporate, SME, and retail with the world's top technologies. We are also coming up with EV solutions at the cutting edge of technology.

In creating Pakistan's financial digital superhighway, we are in the process of building the largest retail chain in Pakistan with SEED (Sustainability Engineering & Environmental Development) certified, state-of-the-art VIBE convenience stores and Shop Stops. Together with over 3,600 petrol pumps and dark sites, these assets will serve as a robust foundation for the launch of our upcoming e-commerce platform.

In the meantime, our DigiCash continues to process PKR 10 billion per month. Cerisma (Pvt.) Limited has made significant progress wherein they completed pre-pilot inspections with commendable results, having secured in-principle approval for an Electronic Money Institution (EMI) licence from State Bank of Pakistan. With these strategic initiatives underway, we are well-positioned to become the dominant force in Pakistan's digital financial ecosystem.

The Board approved aggressive non-fuel retail and lubricants strategies as key pillars of business growth. We hope to gain significant market share in both categories. In its continued pursuit of operational excellence, the Board reviewed and endorsed a range of policies and amendments designed to accelerate progress toward corporate objectives. It also ensured strategic alignment across subsidiary business plans to reinforce group-wide growth. Demonstrating forward-looking leadership, the Board actively explored new avenues and other digital ventures to unlock profitability and future-ready innovation.

Performance of the Board

The Board maintained its unwavering commitment to excellence, prioritising shareholder interests while reinforcing robust corporate governance. Through diligent oversight, the Board actively monitored management performance, assessed emerging risks, and ensured operational resilience. During the year, both the Board and its committees maintained a proactive stance, convening regularly to address key matters.

In a decisive stride toward embedding sustainability into corporate strategy, the Board reaffirmed its commitment to Environmental, Social, and Governance (ESG) principles by approving the Terms of Reference for the newly formed Board ESG Committee. Strengthening this progressive agenda, the BOM expanded the scope of the existing Strategy & Diversification Committee to include ESG, renaming it the Board Strategy, Diversification & ESG Committee (BSDEC). This strategic evolution underscores the Board's integrated approach to governance, where innovation, diversification, and sustainability align to drive enduring value.

During the period under review, the company achieved alignment with the State-Owned Enterprises (Governance and Operations) Act, 2023, and its associated policy framework, marking a significant milestone in its governance journey. In line with the Act's requirements, the Board developed and approved a dedicated Code of Conduct for BOM members, reinforcing its commitment to transparency and ethical leadership. The Board approved Procurement Policy is currently under review by the Ministry of Energy for final approval by the Federal Government, further demonstrating its proactive approach to regulatory compliance and operational excellence.

The Board continued to carry out rigorous performance evaluations, ensuring the continued effectiveness of internal controls, its own operations, committees, and individual board members. The evaluation framework and formats were customised to align with the requirements of the SOEs Policy, 2023, and CMU Guidelines, reflecting a proactive and structured approach to accountability and continuous improvement. By adhering to the highest corporate governance standards, the Board reinforced its pivotal role in driving the Group's strategic performance.

During FY25, PSO's Board underwent reconstitution, with three outgoing ex-officio members succeeded by three newly appointed counterparts. I extend my sincere gratitude to the departing members for their invaluable contributions and strategic foresight.

Board Statement on Internal Control

The Board has reviewed the adequacy and effectiveness of this system's structure, processes, and outcomes. Our objective is to ensure that the system is designed and operating to manage the company's risks, support the achievement of its objectives, and maintain the integrity of our financial reporting.

The Board is satisfied that the existing internal controls provide reasonable assurance against material misstatement and loss. We will continue to monitor and review these controls regularly to adapt to changes in our business environment and regulatory requirements. Amid market volatility, PSO pursued growth while managing circular debt and high financing costs, maintaining focus on resilience and long-term value.

Significant Commitments in CSR and ESG

PSO reinforced its legacy of responsible corporate citizenship through meaningful investments in community development, healthcare, education, and environmental initiatives. The launch of PSO's first ESG policy marked a major step toward embedding sustainability in our core operations.

Through the PSO CSR Trust, the company continued to support inclusive growth and long-term socio-economic development. However, our focus now is on a select number of high-impact, innovative projects that not only deliver meaningful outcomes but also enhance the company's reputation and brand equity.

Significant Commitments

As Chairman of the Board of Management, I reaffirm our steadfast commitment to fostering a culture of strong governance, transparency, and ethical leadership. PSO continues to operate with the highest standards of accountability, supported by robust internal controls and sound decision-making frameworks. In close collaboration with management, the Board remains focused on steering our subsidiaries toward enhanced profitability and sustainable growth, ensuring strategic alignment across the Group.

In parallel, we are embracing innovation and leveraging emerging technologies, including artificial intelligence, data analytics, and digital platforms, to drive operational efficiency, elevate customer experience, and unlock new business opportunities. This forward-looking approach positions PSO not only as a market leader, but also as a future-ready enterprise committed to delivering enduring value to all stakeholders.

Future Outlook

Despite ongoing challenges, including financial pressures from circular debt and global market uncertainties, as we move forward, I remain confident in PSO's ability to lead with purpose, power national progress, and generate enduring value.

In conclusion, I extend my deepest gratitude to our dedicated management team, valued shareholders, and the Government of Pakistan, especially the Ministry of Energy (Petroleum Division), for their steadfast support and enduring confidence.

Asif Baigmohamed
Chairman-BOM
August 19, 2025
Karachi

Managing Director & CEO's Letter to Shareholders

Dear Shareholders,

I am honoured to present to you the financial and operational results for FY25, a pivotal year in which PSO not only reinforced its leadership in the core fuel sector but also took bold, strategic steps to fast-track our transition toward cleaner, more sustainable energy solutions.

Throughout the year, your company made remarkable progress in its transformation journey by embracing innovation-driven change, accelerating digital maturity, and steadfastly prioritising health, safety, and sustainability.

Despite facing significant global and domestic challenges, our organisational resilience, clear strategic vision, and strong governance enabled us to deliver lasting value to both our shareholders and the communities we serve.

Global economic conditions remained sluggish in CY25, with projected GDP growth settling around 3% for the year. Ongoing policy uncertainty, trade tensions, and financial market volatility continued to weigh on the outlook, prompting planning agencies to caution about increased downside risks if these pressures escalate. Inflation is forecasted to reach approximately 4.2% for CY25, driven by the fading impact of commodity price shocks and rebalancing in advanced economies, although underlying price pressures persist. Meanwhile, global trade volumes are expected to expand by 2.6% in 2025.

PSO reported a gross revenue of PKR 3.4 trillion. Despite facing intense competition in the market, the company posted a profit after tax of PKR 20.9 billion. On a consolidated group basis, the profit after tax stood at PKR 16.4 billion.

Your company continued to uphold its leadership position in the white oil segment with a strong market share of 45.7%, reflecting the company's ability to retain its dominant position in a highly competitive market.

PSO maintained its stronghold in the motor gasoline market with a 40.8% share, delivering 3.2 million metric tons out of the industry's total sales of 7.8 million metric tons. In the diesel segment, PSO commanded a significant 46% market share, equivalent to 3.1 million metric tons. These numbers underscore PSO's dominant scale, extensive reach, and agility in adapting to shifting market trends, solidifying its position as the market leader in Pakistan's petroleum industry.

In the black oil segment, PSO supplied 131,000 metric tons despite a significant decline in overall market volumes driven by reduced furnace oil demand as Pakistan transitions to alternative energy sources.

Your company dominated the jet fuel market with a 99% share, efficiently managing refuelling operations at 15 strategically located airports across the country. In a pioneering step for aviation fuelling, PSO introduced a mobile jet fuel refuelling facility at the New Gwadar International Airport (NGIAP), supporting Pakistan's infrastructure ambitions. Further solidifying its international credentials, your company became a member of the Joint Inspection Group (JIG), the global authority on aviation fuel handling safety and standards.

Amid challenging market conditions, PSO fortified its leadership in lubricants, expanding market share to 29% and achieving a robust 41,000 metric tons in sales. In a stand-out performance, your company's LPG volumes surged to 60,000 metric tons in FY25, setting a new benchmark with a remarkable 22.4% year-over-year (YoY) increase.

PSO's strategic priorities are closely aligned with its core objectives across short, medium, and long-term horizons. A continued focus on safe and sustainable business operations is maintained through the effective implementation of robust Health, Safety, and Environment (HSE) policies.

In the short to medium term, the company is focused on enhancing business performance and profitability by reinforcing its market leadership, expanding its presence in lubricants, LPG, and non-fuel retail segments, and sustaining its market share in MoGas and diesel.

Looking to the medium term, PSO is committed to optimising processes and improving operational efficiency through digital transformation initiatives. Over the medium to long term, the company is investing in human capital, developing a skilled, diverse talent pool and pursuing growth through strategic diversification into new business ventures.

To strengthen Pakistan's energy security and expand its role in global energy markets, PSO and the State Oil Company of the Azerbaijan Republic (SOCAR) have announced the establishment of a joint trading company head-quartered in Singapore. The venture aims to enhance energy procurement, streamline supply chain operations, and tap into new international trade and investment opportunities.

Building on the in-principle approval from the State Bank of Pakistan last year, your company made significant progress in its fintech ambitions through its subsidiary, Cerisma (Pvt.) Limited. During the year, PSO successfully completed the pre-pilot inspection for an Electronic Money Institution (EMI) licence and is now strategically positioned to commence pilot operations, subject to final regulatory clearance. These developments mark a key step forward in realising PSO's long-term vision in the digital financial services space.

Your company is driving meaningful change across the energy landscape by deepening its commitment to sustainability and environmental stewardship. Through its dedicated subsidiary, PSO Renewable Energy (Pvt.) Limited, PSO is at the forefront of developing and deploying renewable energy projects, playing a vital role in accelerating Pakistan's transition to a low-carbon economy and supporting the government's vision of a greener future.

Pakistan Refinery Limited (PRL) is making steady progress on its Refinery Expansion & Upgrade Project (REUP) under the government's Brownfield Refining Policy. In FY25, major strides were made with the advancement of the Front-End Engineering Design (FEED) by Wood Group (UK), and the company is now actively evaluating Engineering, Procurement, Construction & Finance (EPCF) bids to propel the project into its execution phase.

As part of its strategic infrastructure development, your company is actively progressing its collaboration with Frontier Works Organisation (FWO) on the White Oil Pipeline (WOP) project. The first draft of the Front-End Engineering Design (FEED) has been submitted and is currently under review, marking progress towards project execution. Concurrently, focused engagements with regulatory authorities are underway to obtain the necessary regulatory and financial approvals.

Your company's ongoing rehabilitation and expansion initiatives have further strengthened PSO's extensive storage and logistics infrastructure, maintaining an impressive operational availability rate of over 90% throughout the year. In FY25, 12,700 tons of storage across 7 tanks was successfully rehabilitated. The overall storage capacity is at 1.24 million tons.

In parallel, major advancements were made in logistics with the successful completion of fuel handling facilities at all 8 designated railway sites, enhancing intermodal efficiency and strengthening nationwide fuel distribution capabilities.

Your company has expanded its retail presence, adding 107 new outlets in FY25 to reach a network of 3,649 across Pakistan. Beyond fuel, PSO is redefining the forecourt experience with over 310 convenience stores, bringing everyday essentials closer to customers and transforming stations into destinations of choice.

Raising the bar in retail excellence, PSO launched VIBE, a pioneering concept store in Karachi, Lahore, and Islamabad, with plans to transform convenience stores nationwide into innovative concept outlets, setting new benchmarks and redefining the standards of convenience retailing.

Building on this transformation, your company introduced the first phase of Asaan Safar, an innovative service designed to enhance the road travel experience in Pakistan. Through the Fuelink app, travellers can seamlessly plan their journeys, while upgraded station amenities, including executive restrooms, curated travel essentials, and fully stocked convenience stores, ensure smoother, safer and more comfortable travel.

Catering to everyday mobility needs, PSO launched a new modern and sustainable Auto Care facility in Islamabad, offering essential car services. For added convenience, customers can also enjoy home delivery of lubricants and doorstep car maintenance services through the Fuelink app.

Customer experience was further enhanced through the rollout of POS solutions at 26 additional C Stores, bringing the total to 68 POS-enabled outlets. The Fuelink app and DigiCash platform also saw significant upgrades, enabling seamless fund transfers, transactions, and rewards management - giving customers greater control, flexibility, and rewards.

Your company broadened its customer offerings with the introduction of pre-ordering LPG cylinders via LPG Blue, Gilgit-Baltistan's pioneering e-commerce platform for last-mile delivery. This service, coupled with the continued growth of doorstep delivery, brings unprecedented convenience and flexibility to customers.

To drive Pakistan's clean mobility revolution, PSO, in collaboration with BYD Pakistan and HUBCO Green, launched the country's first New Energy Vehicle fast-charging station on the M2 motorway between Lahore and Islamabad. This milestone marks the start of a nationwide rollout plan to install 128 DC fast chargers, with 50 stations expected to be operational by December 2025, setting a new standard for convenient and efficient electric vehicle charging across Pakistan.

Your company's digital transformation journey progressed with strong momentum, marked by the continued automation of key operations. Integration of 02 additional terminals and 498 dispensing unit controllers across 137 retail outlets into the central system enhanced real-time visibility and operational control.

Complementing these advancements, 20 radar gauging systems with smart wireless technology were introduced at critical storage sites, while core business processes were re-engineered, collectively driving greater accuracy, optimised scheduling, and improved service delivery across the board.

Your company's drive for excellence earned recognition through several prestigious accolades over the year. Achieving consecutive triumph at the 39th Corporate Excellence Awards 2024, PSO attained the 1st position in the Oil & Gas Marketing Companies sector presented by the Management Association of Pakistan (MAP) for excellence in leadership, governance, customer focus and other key areas.

Furthermore, your company secured 2nd position for the Best Corporate Report Award 2023 in the Fuel and Energy Sector, presented by the Joint Committee of the Institute of Chartered Accountants of Pakistan (ICAP) and the Institute of Cost and Management Accountants of Pakistan (ICMAP).

PSO was also honoured with the 'Gold Award' for the Best Presented Annual Report 2023 in the Public Sector category at the South Asian Federation of Accountants (SAFA), recognising its outstanding financial reporting among top regional entries worldwide.

PSO excelled in the marketing domain, securing two Silver Effie Awards in the Lubricants category. The company further amplified its creative impact with two prestigious awards at the Pakistan Digital Awards 2025.

Your company was awarded the Global DEI Benchmarks Award 2025 for Excellence in Advancement and Retention, recognising its efforts to nurturing people's growth, well-being, and success.

I am humbled to have been recognized with the People's CEO of the Year Award at the HR Pinnacle Awards. This honour is driven by the dedication of our people, the strength of our values, and the collective drive for excellence that fuels our company.

PSO remains deeply committed to the communities we serve, working hand in hand with NGOs and local partners to address vital needs in healthcare, education, disaster relief, community development, and environmental protection. Our FY25 investment of PKR 500 million has been a catalyst for change, empowering individuals and communities to overcome challenges, grow, and flourish.

PSO has effectively enhanced its receivables management, achieving a 20% reduction in circular debt from the power sector in FY25 and lowering its exposure to SNGPL by PKR 24.7 billion through focused recovery efforts.

Looking ahead, PSO remains committed to sustainable growth and lasting shareholder value. We aim to deliver affordable, clean energy nationwide and beyond, enriching the lives of our customers. Anchored by a clear and ambitious diversification strategy into renewables, energy infrastructure, and fintech, we will continue to make strategic investments driven by innovation and operational excellence, ensuring resilient success across every horizon.

With a legacy of excellence spanning almost five decades, a robust infrastructure network, a dominant market share, and strategic investments, PSO continues to be at the forefront of transforming Pakistan's energy landscape.

I extend my heartfelt thanks to our esteemed shareholders for their trust, confidence, and continued investment in the company. I am equally grateful to our valued customers, business partners, and stakeholders for their steadfast support and collaboration. Also, I wish to acknowledge the dedication and resilience of our employees, the driving force behind our success throughout the years.

We are also grateful for the guidance and support of the Government of Pakistan, particularly the Petroleum Division of the Ministry of Energy, and PSO's Board of Management, whose leadership has been vital to our progress.

Syed Muhammad Taha
Managing Director & CEO

August 19, 2025
Karachi

Vision

We enrich lives around the world just as we do in our country.

Mission

To leverage our strengths in order to grow, diversify, and build value.

Our Values

INNOVATION

We are redefining leadership in energy to build an agile, creative, and future-focused organisation

INTEGRITY

We are unwavering and transparent. Focused on reliable and consistent quality practices in everything we do

TEAMWORK

For sustainable productivity and efficiency, we leverage our strengths through coaching and collaboration

CARING AND GIVING

We value our customers, employees, community and environment, and take pride in cultivating loyal relationships that foster outreach and cooperation

INCLUSIVE LEADERSHIP

We welcome all voices and points of view to gain understanding and perspective in healthy interactions across our organisation

Code of Conduct

In line with management's effort to maintain the decorum and ensure an environment that is cohesive to the development and success of our people, a Code of Conduct has been put in place where the following activities can result in disciplinary action:

1. Habitual lack of punctuality
2. Unauthorized/habitual absenteeism
3. Unsatisfactory/negligent performance
4. Smoking at any PSO location/office
5. Breaking of safety regulations/HSE standards/policies
6. Breach of privacy and/or trust
7. Misuse of confidential information/record
8. Falsification of records
9. Offering/accepting bribes/gifts
10. Intentional damage to company's/any individual's property
11. Reporting for duty drunk, drugged or intoxicated
12. Activities bringing disrepute to the company
13. Use or possession of arms, explosives, alcohol or drugs
14. Negligence causing loss to company's property(ies)
15. Submission of fake/forged testimonial(s)/document(s) at the time or during the course of employment
16. Bullying/intimidation/uncalled for behaviour/mental and gender harassment
17. Giving illegal/unreasonable direction to others/misuse of authority
18. Using influence or external pressure in company affairs
19. Conduct that violates decency and morality
20. Theft of any of the properties/assets in/from PSO locations/offices
21. Habitual resting/sleeping in office timings
22. Violation of policies/SOPs
23. Discrimination on the basis of caste, creed, religion and gender
24. Undue patronage/nepotism (favouritism)
25. Using office timings for personal use
26. Mishandling/misusing company resources and property
27. Involvement in criminal activity within PSO locations/offices
28. Inappropriate public comment and/or rumour-mongering
29. Insubordination/failure to obey legitimate instructions
30. Non-disclosure of conflict of interest
31. Misappropriation/misrepresentation of facts and fraud/financial embezzlement
32. Causing injury to person(s)/loss of life (a) deliberately and/or (b) due to negligence

PSO at a Glance

Company Profile

PSO, the largest energy company in Pakistan, operates an extensive nationwide network of 3,649 retail outlets, 9 major installations, 19 depots, aviation refuelling facilities at 15 airports, and operations at 2 key seaports. With a total storage capacity of 1.24 million tons, PSO maintains the country's most extensive fuel storage infrastructure.

Since its establishment in 1976, PSO has played a defining role in shaping Pakistan's energy landscape, introducing innovative products and services while setting benchmarks in operational excellence. The company fuels journeys across land, air, and sea, serving as a critical link in the nation's supply chain. In FY25, PSO sustained its industry leadership with a 45.7% share in the white oil segment.

PSO's strategic footprint extends across the oil value chain through equity stakes in Pakistan Refinery Limited, Asia Petroleum Limited, Pak Grease Manufacturing Company (Private) Limited, Joint Installation of Marketing Companies, Pak-Arab Pipeline Company Limited, and the New Islamabad International Airport. The company also owns wholly-owned subsidiaries, Cerisma (Private) Limited, PSO Renewable Energy (Private) Limited, and PSO Venture Capital (Private) Limited — expanding its portfolio into fintech, renewables, and strategic investments.

The company is a major player in lubricants, with manufacturing and blending facilities supported by recent expansions including 1,700 metric tons of new base oil storage at Keamari, rehabilitation of 1,100 metric tons at the Lubricants Manufacturing Plant-A, and new warehousing capacity of over 1 million litters across Lahore and Karachi. Its premium lubricant brands — Carient and Blaze — have achieved strong OEM approvals and growing market share.

In LPG, PSO operates 16 storage and bottling facilities nationwide under the Pak Gas brand, recording its highest-ever annual sales volume of 60,142 metric tons in FY25. The company has expanded its LPG cylinder exchange network to 81 retail outlets and introduced home delivery services in Karachi. The strategic LPG Blue initiative has brought clean energy solutions to remote areas like Hunza and Gilgit, with further national expansion planned.

As the country's largest LNG importer, PSO handled 6.6 million tons of LNG in FY25 under long-term Government-to-Government contracts with Qatar Energy. In aviation, the company maintained over 99% market share, expanded its presence to 15 airports, and introduced a mobile fuelling facility at the New Gwadar International Airport.

Customer service remains a top priority, with over 159,000 interactions handled via the Ta'aluq Care Line, WhatsApp Chatbot, and digital platforms. Retail innovations such as Vibe and Shop Stop convenience stores have further enhanced the consumer experience.

Through the PSO CSR Trust, the company continues to create shared value, contributing around PKR 500 million in FY25 to initiatives in healthcare, education, environmental protection, and community development.

You can find us on social media platforms at:

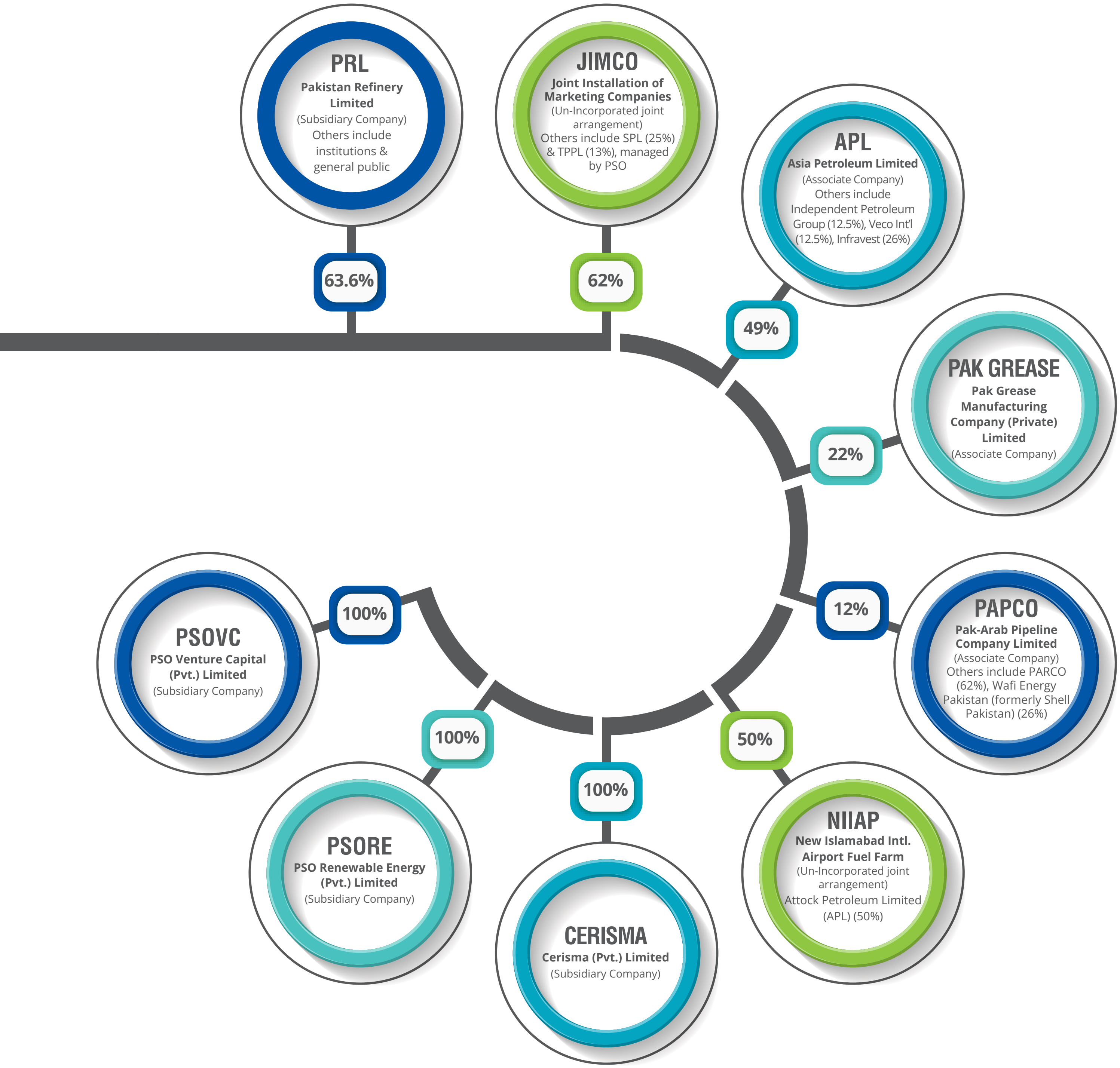
/psocl **/psopakistan** **/psopakistan**

/psopakistan **/psopakistan**

PSO at a Glance

Strategic Investments

With a comprehensive understanding of the evolving energy landscape, PSO has strategically diversified its investments to capitalize on emerging opportunities and mitigate potential risks. These investments have encompassed a wide range of areas, including infrastructure development, renewable energy projects, exploration and production ventures, and technological advancements.



Ownership and Operating Structure

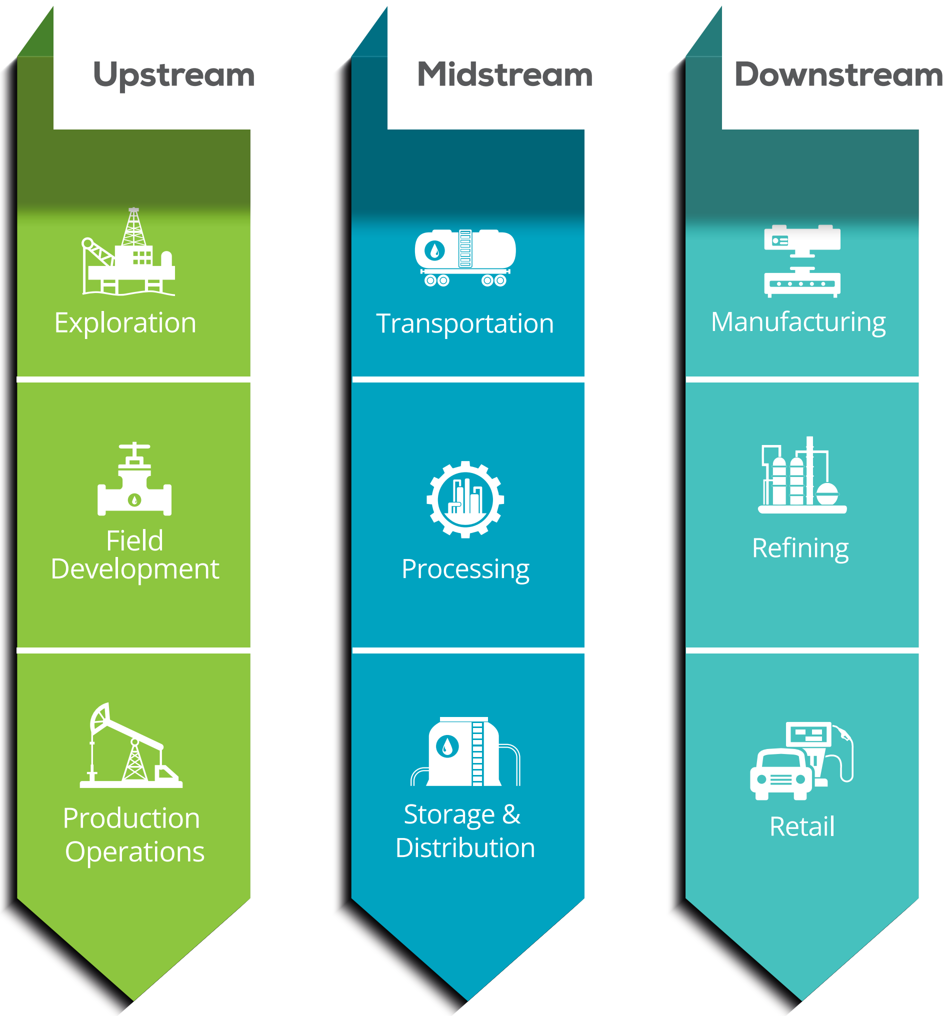
The Government of Pakistan maintains a direct shareholding of 22.47% in PSO, with a total of 51% direct and indirect shares.

PSO has four subsidiaries. PSO holds 63.6% shares in Pakistan Refinery Limited. The company's 100% owned subsidiaries are Cerisma (Private) Limited, PSO Renewable Energy (Private) Limited and PSO Venture Capital (Private) Limited. All these subsidiaries have been incorporated and are conducting their operations within Pakistan with head offices based in Karachi

Value Chain

The oil industry value chain is divided into three main segments: upstream, midstream, and downstream. PSO, leveraging its strong foothold in the oil marketing sector and its shareholding in Pakistan Refinery Limited (PRL), has established a presence across both midstream and downstream operations. Its substantial equity in Pak-Arab Pipeline Company Limited (PAPCO) operator of a cross-country white oil pipeline further strengthens its strategic position in the value chain.

In addition to its prominent position in the value chain, PSO retained its position as Pakistan's largest importer of petroleum products in FY25, handling 3 million metric tons of imports. With an extensive storage infrastructure and a nationwide retail network of 3,649 outlets, PSO's operations serve millions of Pakistanis daily, fuelling economic activity and mobility across the country.



Business Lines

Liquid Fuel

Euro 5 Octane+ | Euro 5 Premier | Euro 5 Hi-Cetane Diesel

Jet A-1 | Furnace Oil | SKO | LDO

Industries Served:

Agriculture | Power | Industrial | Consumer | Automotive | Motorcycle | Marine | Aviation

Gas Fuel

PAK GAS | LNG | blue LIVE DIFFERENTLY!

Industries Served:

Power | Industrial | Consumer

Lubricants

DEO
CARIENT
BLAZE

Industries Served:

Agriculture | Aviation | Industrial | Automotive | Motorcycle

Non Fuel Retail

vibe | SHOP STOP | auto care

PSO ON WHEELS Oil Change | Wash | Vacuum | Electro Electric Vehicle Charger

Industries Served:

Commercial | Consumer

Cards

Industries Served:

Commercial | Consumer

Regulatory Framework

Pakistan State Oil Company Limited (PSO) is a public sector and public limited company functioning under the Companies Act, 2017. The shares of PSO are listed on Pakistan Stock Exchange (PSX) making PSO subject to the relevant provisions of PSX Rule Book. Apart from the regulatory framework, PSO is a "Managed company" under the provisions of the Marketing of Petroleum Products (Federal Control) Act, 1974 (the "1974 Act"). In this regard, through Notification S.R.O.100 (I)/77 dated January 31, 1977 pursuant to Section 5 of the 1974 Act, the management control of PSO has been taken over by the Federal Government through Ministry of Energy-Petroleum Division, with effect from December 30, 1976.

Securities & Exchange Commission of Pakistan

Being a company, PSO is subject to the regulatory framework of Securities & Exchange Commission of Pakistan (SECP). PSO, to the extent of its entity-based regulation, is subject to various laws administered by SECP. This includes but is not limited to the Companies Act, 2017, the Securities Act, 2015 and the subordinate legislation administered by SECP. As a company, PSO adheres to full compliance of the regulatory mandate and ensures working in a transparent and efficient manner.

Public Procurement Regulatory Authority

PSO, being a public sector company, is required to ensure regulatory compliance with the provisions of Public Procurement Regulatory Authority (PPRA) Ordinance, 2002, and the Rules and Regulations thereof in its procurement processes including inter alia procurement planning, advertisements, pre-qualifications, methods of procurement, opening, evaluation, acceptance and rejection of bids, award of procurement contracts and redressal of grievances.

Oil & Gas Regulatory Authority

PSO being an oil marketing company, to the extent of its business, is under the regulatory framework of Oil & Gas Regulatory Authority (OGRA). In this regard, the Authority is empowered to regulate the business of PSO through Oil & Gas Regulatory Authority Ordinance, 2002, Pakistan Oil (refining, blending, transportation, storage and marketing) Rules, 2016 and respective subordinate legislations on case to case basis. With respect to pricing, domestic oil prices of petroleum products are fixed under Petroleum Products (Petroleum Levy) Ordinance 1961, Petroleum Products (Petroleum Levy) Rules 1967, and OGRA Ordinance, 2002.

Similarly, the prices are regulated, reviewed and communicated by OGRA based on PSO's cumulative landed import cost. The Oil Marketing Company (OMC) and dealer margins (profits) are also fixed and regulated by the federal government. OGRA computes and notifies Inland Freight Equalisation Margin (IFEM) for petroleum products such as high-speed diesel, MoGas, kerosene oil and light diesel oil on every price change. IFEM is an integral component of the final selling price that covers primary transportation cost at 23 locations. The purpose is to ensure uniform selling prices of these products across the country.

State-Owned Enterprises (Governance and Operations) Act, 2023

PSO has been notified as a state-owned enterprise under the subject Act. Through the Act PSO has been made responsible to comply with the SOE Policy. The Act amongst other provisions provide for best practices of corporate governance, ensuring transparency, establishment of Central Monitoring Unit, independent procurement policy and public service obligations.

Geographical Presence

For location details, please refer to paras 1.2 & 1.3 of the Notes to the Unconsolidated Financial Statements.

- Head Office
- Terminals
- Aviation Stations
- Divisional Offices
- Depots
- LPG Plants
- Railway Refuelling Facilities

Major Events

June 19, 2024
People's CEO of the Year Award

August 20, 2024
Meeting with Consul General
(United Arab Emirates)

September 4, 2024
Signing ceremony of Machike-Thallian-Tarujabba
White Oil Pipeline

October 1, 2024
PSO & KPC Strengthen
Strategic Relationship

October 10, 2024
Networking Session with HR Professionals

October 16, 2024
Annual Delivery Plan Meeting

October 24, 2024
Annual General Meeting

November 4, 2024
PSO represents Pakistan at Abu Dhabi International Petroleum Exhibition & Conference (ADIPEC)

November 5, 2024
MoU Signing for Deployment of EV Charging Infrastructure across Pakistan

November 7, 2024
PSO & Pakistan Tennis Federation (PTF) Unite for the Green Energy Concept

November 22, 2024
Hajj Balloting Ceremony

December 18, 2024
Plantation at Pipri Marshalling Yard

Major Events

December 30, 2024
48th Corporate Anniversary Celebration

January 15, 2025
Launch of VIBE Store (Karachi)

January 23, 2025
PSO & Senate Standing Committee discuss Energy Security

February 6, 2025
Inauguration of Asaan Safar (Lahore)

March 20, 2025
Tohfa-E-Ramadan at SOS Village

April 21, 2025
Shaheen Program Certificate Distribution Ceremony

April 30, 2025
Safety Starts Young

May 15, 2025
Pensioners' Association Meeting

May 29, 2025
Ali Pervaiz Malik (Minister Petroleum) visits PSO House

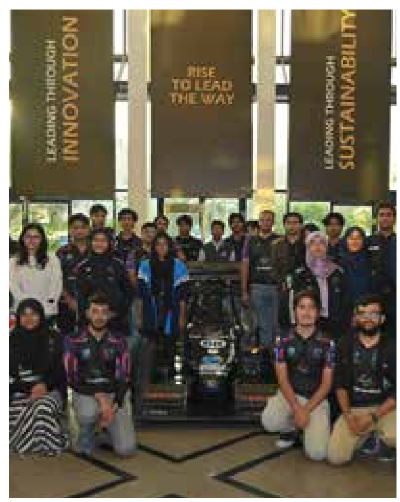
June 13, 2025
Corporate Briefing Session

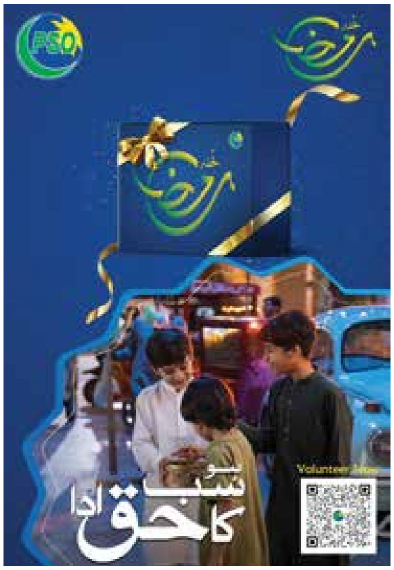
June 24, 2025
Inauguration of EV Charging Station on Lahore-Islamabad Motorway

June 27, 2025
Inauguration of PSO Service Station 88 (Islamabad)

Marketing Initiatives

Scan to enter the world of PSO Marketing




Volunteer Now


PSO
SHAHEEN


PAKISTAN'S FIRST
FULLY SYNTHETIC CK4
DIESEL ENGINE OIL
DEO


PSO
"Octane+ Overdrive"
Free Discount Voucher on purchase of Rs.8,000/- Octane+.
BOUNCE
GiggleTown
SUPER SPACE


BANO BUTT AND
EMAN FAISAL
KHAN
WIN GOLD MEDALS
AT IMMAF ASIAN CHAMPIONSHIP


POWER YOUR JOURNEY TO
NEW ADVENTURES
60
Like
Comment
Send
Share


DEO
بڑی جیت
بڑا جشن
DEO
15W-40


HASSLE-FREE
DELIVERY

Igniting Potential

At PSO, we're the spark that ignites Pakistan's momentum. From aviation and industry to emerging technologies, our nationwide supply chain and cutting-edge infrastructure provide the energy and reliability that power the nation's ambitions.

We're not just a fuel provider; we're a catalyst for growth, uplifting industries, empowering innovators, and fuelling the dreams of individuals. Where ambition meets opportunity, PSO ensures the energy is already in motion.

Integrated Business Model

PSO's integrated business model is advancing with a heightened focus on renewable energy integration, accelerated digitalisation, and storage infrastructure enhancements, strengthening operational resilience and meeting evolving energy requirements.
PSO's industry leadership is built on a steadfast commitment to quality, efficiency, and sustainability.

The company operates a comprehensive supply chain ensuring energy availability across Pakistan, supported by strategic partnerships, technology adoption, and a customer-centric approach that enables reliable petroleum product delivery and infrastructure development.

Intellectual Capital

Inputs

- 48 years of leadership experience
- Information Technology
- Cards business
- licences and copyrights

Activities

- Meeting national energy requirements.
- Strengthening disaster recovery readiness.
- Re-engineering business processes (BPR).
- Accelerating digital transformation.
- Advancing research and development.

Outputs

- Enhanced shareholder value.
- Sustained market leadership.
- Expanded and digitized Non-Fuel Retail (NFR).
- Launch of premium lubricant products meeting global standards.

Human Capital

Inputs

- Career development
- Succession planning
- Talent management
- Employee engagement and motivation
- HR systems and procedures

Activities

- Skill based rotations/ placements
- Succession planning for critical positions
- Career path for high-potential employees
- Continuous professional development
- 16,000+ Learning hours
- Performance based evaluation

Outputs

- Organisational development and competence
- Lower attrition rate
- Exceptional performance
- Ethical leadership

Social and Relationship Capital

Inputs

- Strong relationship with stakeholders
- Shared values and norms
- Sustainable corporate social responsibility
- High-quality assurance
- International long-term contracts

Activities

- Vendor grievance redressal
- Solarising facilities and outlets
- Environmental protection system
- Energy conservation
- HSE, quality checks and audits
- Process safety management drive
- Initiatives through CSR Trust

Outputs

- Amelioration of healthcare, education and community development
- Enablement of underserved communities and socioeconomic well-being
- Quality enforcement
- Improved customer satisfaction

	Inputs	Activities	Outputs
Natural Capital	• Health, safety and environment • Alternate energy - Solar energy	• HSE audits • Energy conservation program • Carbon footprint study • Increased use of White Oil Pipeline (WOP)	• Environment, water, electricity, fuel, waste and carbon footprint considerations • Sustainable practices (solar panels, EV charging facilities) • Renewable projects • HSE culture
Financial Capital	• Largest corporate treasury of Pakistan • Appropriate mix of debt and equity • Strong cash flow cycle in White Oil	• Timely payments to suppliers • Managing collections and payments of over PKR 6.5 trillion per annum • Bank borrowing at competitive rates	• Smooth business operations, amid mounting circular debt and rising international oil prices • Compliance with financial reporting standards • Contribution to national exchequer of PKR 866 billion
Infrastructure Capital	• Geographic presence across the country from Karachi to Sost • Largest retail network • Largest storage capacity in Pakistan • Strong supply chain and distribution network	• Added 107 outlets • Rehabilitated 12 thousand tons of storages • 310 Convenience stores	• Round-the-clock operations • Uninterrupted product supply • Largest OGRA compliant tank lorry fleet

Significant Factors Affecting the External Environment

The business landscape is shaped by external factors that significantly impact organisational success. For PSO, key elements such as geopolitical volatility, economic fluctuations, and shifting consumer behaviour directly influence operations and financial performance.

The fuel industry witnessed increased demand in FY25, driven by stable fuel prices and economic recovery. However, furnace oil demand plummeted 79% for power generation due to the off-grid levy, prompting a shift to grid-based electricity sources like RLNG, hydel, nuclear, and coal.

To provide a brief overview, there are various external factors that are impacting both the industry and PSO:

Political Environment

The oil market faced heightened uncertainty in FY25, driven by persistent instability in the Middle East and escalating geopolitical tensions. These developments had a profound impact on developing economies like Pakistan, exacerbating energy costs and economic challenges.

As a result, the country continued to face elevated energy costs, and a challenging economic environment, all of which added to the cost of doing business and strained fiscal stability.

Economic Environment

PSO's profitability faces pressure from multiple challenges, including higher taxation, increased competition from low-cost international traders, and the influx of goods through the western border. These factors, combined with broader economic headwinds, have led to significant supply-demand imbalances and a decline in gasoline and diesel sales volumes.

Social Environment

Pakistan boasts one of the world's largest labour forces, presenting a significant opportunity for economic growth. However, a notable skill gap has posed a challenge in meeting current demands.

In response, the government has launched proactive initiatives, including developmental and youth entrepreneurial programs, aimed at equipping young people with the skills and knowledge required to compete globally. These efforts are poised to unlock the potential of Pakistan's youth and drive economic progress.

Technological Environment

The fast-paced evolution of the technological landscape is transforming business operations, providing a competitive advantage through innovative solutions. In the petroleum downstream sector, technology is instrumental in enhancing operational efficiency and reducing reliance on human intervention. Additionally, the growing demand for alternative energy sources is expected to significantly influence future energy trends, potentially reducing projected consumption levels.

Natural Environment

Global environmental protection initiatives are encouraging local companies to adopt bold measures to reduce their carbon footprint. The growing preference for clean and green energy among financial and regulatory institutions is further driving companies to accelerate their sustainability efforts.

Legal Environment

PSO operates under the oversight of key regulatory bodies, including the Securities & Exchange Commission of Pakistan (SECP), Oil & Gas Regulatory Authority (OGRA), and Public Procurement Regulatory Authority (PPRA). Demonstrating its commitment to excellence, PSO adheres to the highest compliance standards, meticulously following guidelines and directives set forth by these authorities to ensure transparency, accountability, and regulatory adherence.

The Company’s Response

FY25 presented PSO with complex challenges, including persistent circular debt pressures and moderated fuel demand. In response, the company has proactively submitted actionable proposals to address the circular debt issue, which are currently under review by relevant government authorities.

Despite these challenges, PSO remains committed to resilience and forward readiness. The company is making strategic investments in key areas, including:

- Renewables and sustainable energy solutions
- Fintech and digital transformation
- Talent development and capacity building
- Operational infrastructure and efficiency enhancements
- Technological capabilities and innovation

These investments aim to strengthen PSO's adaptability, sustain performance, and position the company for long-term growth in an evolving energy landscape.

Effect of Seasonality

Our industry experiences seasonal fluctuations that significantly influence sales patterns. Demand for liquid fuels peaks during harvesting and summer seasons, driven by increased agricultural and transportation activities. Conversely, gaseous fuels see higher sales during the winter season, primarily due to increased heating requirements. To effectively navigate these seasonal shifts, we employ flexible operational strategies and adjust our supply chain management to meet evolving customer needs and capitalize on market opportunities.

Significant Events

PSO demonstrated remarkable adaptability and resilience in FY25, navigating complex market dynamics and emerging stronger.

Key developments that influenced the company's performance and strategic direction include:

Before

Circular Debt Reduction: Notable progress in reducing receivables, with significant settlements from the power sector and SNGPL, enhancing financial stability

White Oil Demand Growth: Increased demand driven by higher gasoline and diesel consumption, reflecting strong market fundamentals

Easing Financing Pressures: Moderation in policy rate reduced financing costs, supporting business operations

Oil Price Volatility: Continued fluctuations in international oil prices due to geopolitical factors, requiring agile market responses

Supply Chain Stability: Stable domestic supply chain and successful introduction of premium fuel offerings, including RON-95, driving market growth

Taxation Impact: Ongoing application of super tax posed challenges to profitability, necessitating strategic management

After

Oil Price Volatility Persists: Geopolitical tensions and shifting global supply dynamics continued to drive market uncertainty, with oil prices remaining volatile

Stable Policy Rate: The State Bank of Pakistan maintained a policy rate of 11% as of June 2025, providing stability after earlier adjustments

Inflation Rate Increase: The inflation rate rose to 4.1% in June 2025, up from 3.2% in the previous year, reflecting ongoing economic pressures

SWOT Analysis

By leveraging its strengths, capitalising on emerging opportunities, mitigating weaknesses, and navigating threats with agility, PSO will maintain its competitive edge and drive long-term growth. This strategic approach enables the company to respond effectively to market dynamics, ensure resilience, and achieve sustainable success.

Strengths

- **Market Leadership**
  Pakistan's largest OMC with 48+ years of brand equity and strong public trust
- **Extensive Infrastructure**
  Unmatched storage and distribution capacity (storage of 1.24 million tons) and a retail network of over 3,649 outlets nationwide
- **Import & Supply Capability**
  Leading importer of petroleum products with direct access to international oil markets
- **Financial Scale**
  Largest corporate treasury in the country, enabling strategic investments and liquidity management
- **Government Partnerships**
  Strong relationships with federal entities, ensuring priority in supply arrangements
- **Strategic Investments**
  Diverse portfolio in refining, pipelines, lubricants, and emerging green energy
- **Technology & Innovation**
  Advancements in digitalisation and automation to enhance operational efficiency
- **Crisis Management Capability**
  Proven ability to maintain uninterrupted supply during national emergencies and market disruptions

Weaknesses

- **Outstanding Receivables**
  Significant trapped retained earnings due to circular debt and long-outstanding public sector receivables
- **Regulatory-Driven Delays**
  Lengthy procurement and decision-making processes due to compliance with public sector and PPRA rules
- **Foreign Exchange Exposure**
  Vulnerability to currency depreciation given high reliance on imported petroleum products

Opportunities

- **Energy Transition**
  Expansion into renewables, EV charging infrastructure, and alternative fuels in line with global trends
- **Non-Fuel Retail Growth**
  Potential to enhance and further develop forecourt retailing, convenience stores, and allied services
- **Strategic Projects**
  Investment opportunities in refinery upgrades, petrochemicals, and cross-country oil pipelines
- **Public-Private Partnerships**
  Leverage government collaboration for infrastructure expansion and energy security initiatives
- **Government-to-Government Contracts**
  Secure long-term MoGas supply agreements, ensuring stability of supply and margins

Threats

- **Oil Price Volatility**
  Fluctuations in global crude prices impacting margins and working capital requirements
- **Emerging Competition**
  New OMCs, often backed by global trading houses, intensifying market competition
- **Macroeconomic Instability**
  Economic slowdown, high interest rates, and inflationary pressures affecting consumer demand
- **Supply Chain Disruptions**
  Risks from geopolitical conflicts, shipping constraints, and global energy market instability

Business Objectives and Strategy

PSO's business objectives and strategies are focused on ensuring sustainable growth and maintaining a prominent position in the energy sector. With a primary objective to meet the nation's energy needs while maximising shareholder value, the company has devised a multi-pronged strategy that encompasses sustaining and improving market presence in key portfolios, customer-centricity, diversification and digital transformation enabling Operational Excellence.

By streamlining its supply chain, optimising logistics, and implementing cutting-edge technology and automation, PSO enhances efficiency, reduces costs, and maintains a competitive edge.

The company prioritizes customer satisfaction, striving to provide superior service, develop innovative products, and build strong customer relationships, ultimately driving long-term success and leadership in Pakistan's energy sector.

	Objective	Strategy	Time Horizon
01	**Safe Business Operations**	Effective implementation of HSE policies	Ongoing
02	**Business enhancement and profitability**	Maintaining market leadership market leadership by growing its Lubricants, LPG, and Non-fuel retail businesses while maintaining a strong market share in MoGas and Diesel	Short – Medium term
03	**Reduction in circular debt receivables**	Liaising with the government for settlement of circular debt receivables	Short – Medium term
04	**Process optimisation and digitisation**	Driving operational efficiency and reducing manual intervention by leveraging digital transformation across PSO's business processes	Medium term
05	**Investment and optimisation of human capital**	Building a diversified talent pool of required skill sets	Medium - Long term
06	**Diversification**	Diversifying business portfolio through investments in new ventures	Medium - Long term

Overview and Strategy

Company's Strategy on Market Development, Product and Service Development

PSO's growth strategy is centred on expanding its reach of retail network, enhancing its product range, and delivering superior service. By tapping into new customer segments, adapting to changing consumer preferences, and tailoring solutions to meet evolving demands, PSO aims to drive sustainable growth and maintain its leadership position in Pakistan's oil marketing sector.

The company is committed to strengthening its retail footprint, streamlining supply chain operations, and leveraging digital technologies to deliver a seamless customer experience.

Through continuous investment in research and development, PSO is working to introduce innovative fuel solutions and value-added services, while upholding its reputation for quality and reliability.

PSO's strategic priorities are built around the following pillars:

- **Geographic Reach:** PSO aims to extend its retail network, penetrating new markets and serving a broader customer base. This strategic focus enables the company to increase its market share, enhance brand visibility, and provide convenient access to its products and services.

- **Digital Innovation:** PSO harnesses the power of digital platforms to drive business growth, enhance operational efficiency, and deliver seamless customer experiences. Through digital platforms, including mobile apps, loyalty schemes, and online delivery services, the company enhances operational efficiency, and delivers seamless customer experiences.

- **Portfolio Expansion:** Diversifying offerings with products such as lubricants, and modern convenience stores to create greater value for customers.

- **Quality Leadership:** PSO prioritizes quality leadership, continuously upgrading its product quality to align with customer expectations and industry regulations.

- **Customer Centricity:** PSO places customer satisfaction at the core of its operations. The company delivers reliable and efficient service, trains its staff to respond quickly and effectively to customer needs and concerns, and encourages customer feedback to drive improvements. By prioritising customer centricity, PSO aims to build long-term relationships with its customers and drive business growth.

The Effects of the given Factors on Company Strategy and Resource Allocation

Technological Changes

PSO has undertaken a transformational digital overhaul, embedding automation, data-driven decision-making, and transparency into its core operations. This strategic shift has reshaped how the company allocates resources and defines its long-term priorities.

- **Enterprise Systems Integration:** PSO has strengthened its enterprise resource planning (ERP) by migrating to SAP S/4HANA, building on recent deployments of SAP Ariba, SAP VIM, and SAP Sahulat. These platforms enhance accountability, reduce errors, and improve compliance across procurement, finance, and vendor management, driving smarter cost allocation and operational efficiency.

- **Logistics and Inventory Management:** Advanced technologies like GPS tracking, geo-fencing, and tele-metrics have been integrated into PSO's supply chain strategy, enabling real-time monitoring, predictive analytics, and proactive risk management. This ensures uninterrupted fuel distribution nationwide and optimises resource allocation.

- **Operational Excellence through Automation:** AI-enabled platforms like the Faisalabad Terminal Automation System (FTAS) and Automatic Tank Gauging (ATG) support predictive maintenance, real-time diagnostics, and anomaly detection. This has reduced operational bottlenecks, improved throughput, and redirected resources toward growth-focused initiatives.

- **Customer-Centric Digitalisation:** PSO's digitalisation efforts prioritize customer experience, with solutions like the Fuelink App, WhatsApp chatbot, and digital loyalty/payment platforms. These initiatives require sustained investment in fintech, IT infrastructure, and customer experience, ensuring the company remains aligned with evolving consumer expectations and digital trends.

PSO's strategic resource allocation has undergone a significant shift, driven by investments in innovative technologies. By moving away from traditional manual models, the company has redirected its capital allocation toward technology, safety, and efficiency.

This strategic shift enables PSO to enhance operational efficiency and reduce costs, while also improving customer experience and engagement and empowers the company to drive growth-focused initiatives while staying competitive in a rapidly evolving market.

Sustainability Reporting and Challenges

PSO has embedded sustainability at the heart of its business strategy, aligning its operations with the United Nations' Sustainable Development Goals (SDGs) and driving measurable improvements in resource efficiency and environmental stewardship.

The company complies with National Environmental Quality Standards (NEQS) and has introduced forward-looking initiatives, such as oil-water separators, reverse osmosis plants, and comprehensive waste management systems, contributing directly to clean water and sanitation objectives under SDG 6.

In FY25, PSO launched its first-ever Environmental, Governance, and Social (ESG) Strategy, approved by the BOM, with integrated ESG targets for all business units and leadership to drive action.

The company has made significant strides in waste minimisation, recycling, and efficient resource utilisation, aligning with SDG 12 (Responsible Consumption and Production). Key eco-conscious practices include:

- Utilising recycled plastics in operations
- Reducing paper consumption through digitalisation
- Promoting cleaner fuel alternatives to minimize environmental impact

These initiatives not only reduce waste and conserve resources but also contribute to a more sustainable and environmentally responsible business model.

To address climate change (SDG 13), PSO has invested in vapour recovery systems, large-scale tree plantation drives, and its Zero Carbon Challenge. The rollout of electric vehicle charging stations supports the transition to low-carbon mobility. By strengthening its resilience through robust disaster management and business continuity frameworks, the company ensures preparedness for unforeseen challenges.

By integrating sustainability into every facet of its value chain, PSO reduces its environmental footprint and paves the way for a cleaner, more sustainable energy future for Pakistan. The company's commitment to sustainability drives long-term value creation, supports the well-being of communities, and contributes to a more environmentally conscious future.

Initiatives taken by the Company in Promoting and Enabling Innovation

PSO remains at the forefront of innovation, driving transformative changes across its business segments that reshape the customer experience and propel operational excellence.

A stand-out initiative is the introduction of Blue LPG in Hunza and Gilgit, revolutionising energy accessibility in underserved regions. By leveraging eco-friendly composite cylinders, doorstep delivery, and seamless digital ordering via web and mobile applications, PSO ensures households receive safe, reliable, and affordable energy. This endeavour enhances consumer convenience and stimulates local economic activity and job creation, underscoring the company's commitment to inclusive growth.

In parallel, PSO's nationwide e-commerce transformation is redefining the retail landscape. By integrating its digital platform with the convenience store network, customers can now enjoy real-time product availability, pre-ordering, flexible delivery options, and secure transactions through DIGICASH. This comprehensive digital ecosystem not only deepens customer engagement but also unlocks new revenue streams.

The company's retail strategy has undergone a significant overhaul with the relaunch of Vibe Stores and expansion of the Shop Stop network. Featuring modular store designs, elevated hygiene standards, sophisticated merchandising practices, and digitalized operations like the Vibe App, PSO is setting new benchmarks in modern convenience retail.

Consistent with its digital-first vision, PSO has transformed its Fuelink App into a one-stop platform that integrates fuel and non-fuel services. The enhanced app empowers customers to effortlessly manage LPG cylinders, access personalized lubricant recommendations, schedule car maintenance, plan optimised travel routes, and redeem loyalty rewards.

By converging these diverse services into a single, intuitive hub, PSO further solidifies its customer-centric approach and expands its presence in everyday consumer lifestyles.

Resource Shortages

PSO has demonstrated remarkable resilience and efficiency in managing resource shortages, ensuring a stable supply of petroleum products to meet the nation's growing demands. Despite facing challenges such as declining domestic production and import dependence, PSO has implemented effective strategies to mitigate these issues.

Overview and Strategy

PSO's multi-faceted approach to addressing resource shortages includes:

- **Diversifying Supplier Base:** By expanding its supplier network, PSO has reduced dependence on limited sources, creating a more secure and flexible supply chain that can adapt to changing market conditions.
- **Optimising Resource Utilisation:** The company has implemented initiatives to minimize waste, optimise consumption, and foster a culture of efficiency across all operations, ensuring resources are used judiciously.
- **Embracing Technology and Innovation:** PSO is exploring alternative technologies and innovative solutions to reduce reliance on scarce resources and transition towards more sustainable practices, driving long-term growth and resilience.
- **Enhancing Risk Preparedness:** Comprehensive risk management systems and contingency plans are in place to ensure business continuity in the face of potential shortages, allowing PSO to respond swiftly and effectively to disruptions.
- **Strategic Resource Allocation:** Clear guidelines govern resource allocation, prioritising essential functions and high-growth projects that drive business success and sustainability.

Outcome of Integrated Approach

PSO's integrated approach enables the company to proactively address resource constraints, maintain operational resilience, and safeguard its long-term strategic flexibility.

The Linkage of Strategic Objectives with Company's Overall Mission, Vision and Objectives

PSO has defined strategic objectives that are intricately linked with its overall mission, vision, and objectives. These objectives are designed to drive growth, innovation, and sustainability, ensuring the company's long-term success.

1. **Market Expansion**
   Mission Alignment: PSO aims to proactively expand into untapped markets, broadening its business portfolio, strengthening market presence, and generating sustainable growth by capturing new revenue opportunities and enhancing competitiveness.

   Vision Alignment: By extending access to essential energy solutions, PSO improves quality of life, fuels economic activity, and contributes to a more secure and inclusive energy future for a larger customer base.

2. **Product Diversification**
   Mission Alignment: The company introduces innovative products and services aligned with its diversification agenda, creating fresh revenue channels, boosting customer satisfaction, and reinforcing its market position.

   Vision Alignment: By building a versatile portfolio, PSO meets evolving consumer expectations, anticipates industry shifts, and establishes itself as the preferred partner for comprehensive energy needs.

3. **Operational Excellence**
   Mission Alignment: The company delivers benchmark operational performance by streamlining processes, adopting modern technologies, and fostering a culture of innovation and continuous improvement, resulting in greater efficiency, cost savings, and long-term stakeholder value.

   Vision Alignment: By optimising operations, PSO enhances customer well-being, provides reliable and affordable products, and ensures operational gains translate into economic benefits for communities, contributing to shared prosperity.

4. **Sustainable Development**
   Mission Alignment: PSO embeds responsible practices across the organisation, lowering emissions, adopting green initiatives, and strengthening social responsibility programs, attracting value-driven investors and creating lasting stakeholder benefits.

   Vision Alignment: By incorporating environmental care and social responsibility into all aspects of the business, the company stays true to its purpose of improving lives, shaping a sustainable future, and ensuring resilience in a changing world.

5. **Digital Transformation**
   Mission Alignment: PSO leverages advanced technologies to modernize operations, strengthen customer engagement, and unlock innovative revenue opportunities, ensuring long-term business sustainability and competitiveness.

   Vision Alignment: By enabling customers to seamlessly manage their energy needs through personalized digital platforms, the company enhances convenience, builds stronger relationships, and positions itself as a leader in digital energy solutions.

PSO ensures a cohesive approach to driving growth, innovation, and sustainability enabling the company to deliver long-term value to stakeholders and contribute to the nation's economic development.

Board's Statement on the Significant Plans and Decisions

The BOM of PSO has approved a comprehensive business plan for fiscal year 2026, focusing on strategic initiatives that drive growth, efficiency, and sustainability. Key aspects of the plan include:

Strategic Objectives:

- **Greater Operational Efficiency:** Streamlining processes and leveraging technology to minimize waste and maximize productivity
- **Higher Revenue Generation and Profitability:** Diversifying revenue streams and enhancing profitability through prudent investments
- **Strengthened Competitiveness and Market Leadership:** Building on PSO's market position through strategic initiatives and innovative solutions
- **Improved Returns for Shareholders:** Delivering value to shareholders through sustainable growth and profitability

The BOM anticipates substantial benefits from these decisions, including enhanced operational efficiency, increased revenue and profitability, and improved returns for shareholders. By reinforcing PSO's long-term growth trajectory, the company aims to create sustainable value for all stakeholders.

Board Statement on the Business Plan and Strategic Outlook for the Group

PSO's Business Plan and Strategic Outlook for the Group outlines a path for sustained growth, enhanced competitiveness, and unrivalled market leadership in Pakistan's evolving energy sector.

The management presented capital expenditure (capex) projections for key investment projects across PSO's core business units and wholly owned subsidiaries to the BOM. Cashflow estimates for subsidiaries and major projects were shared, enabling the BOM to assess long-term returns aligned with strategic priorities and management's vision.

The detailed business plan encompasses key financial and operational assumptions, project economics, estimated capital expenditures, and major cash inflows/outflows. Forward-looking projections are indicative and subject to revision with BOM approval as circumstances evolve.

PSO's strategy is anchored on four core pillars:

- **Financial Resilience:** Sustaining robust financial health
- **Innovation & Diversification:** Driving growth through innovation
- **Social Responsibility:** Fostering societal impact
- **Business Growth:** Expanding market position and competitiveness

Key initiatives to bolster operational resilience include:

- Expanding retail footprint and non-fuel retail business
- Investing in infrastructure upgrades for asset reliability
- Driving digital transformation (terminal automation, SAP S/4HANA ERP migration)
- Enhancing logistics efficiency via strategic storage expansion

Performance Measurement

PSO tracks progress via Key Performance Indicators (KPIs):

Financial KPIs

- Market share in Mogas, HSD, and LPG segments
- Realised return on key investments
- EBITDA
- Gross and net profit margins

Non-Financial KPIs

- Zero fatality and major incident targets (HSE)
- Employee engagement and digital training
- New renewable energy projects initiated
- Customer brand recall index
- CO_2 emissions reduction (tons/year)
- New VIBE experience stores launched

The approved plan includes budgets for capital and operating expenses, revenue projections, and investments in strategic and CSR initiatives. KPIs will monitor operational efficiency, profitability, market share, and stakeholder engagement.

The strategic plan effectively balances stakeholder interests, drives shareholder value, and makes significant contributions to Pakistan's energy sector, reflecting PSO's commitment to sustainable growth and national development.

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Composition of Local vs. Imported Material and Sensitivity Analysis

PSO maintains a reliable supply chain by strategically balancing imports with local refinery upliftment. To ensure stability in supply, the company secures imports through a mix of spot transactions, short-term contracts, and long-term agreements. This diversified approach allows PSO to adapt to changing market conditions and meet customer demands efficiently.

The optimal balance between imported and locally sourced products is determined by continuously evaluating various dynamic factors. These include demand patterns, product availability within the country and region, inventory position, international price movements, currency fluctuations, and the availability of banking facilities.

By closely monitoring these developments, PSO adjusts its sourcing strategy to minimize exposure to market volatility and protect profitability. This proactive approach enables the company to respond effectively to market changes, ensuring a stable supply of petroleum products while maintaining financial resilience.

Through its balanced supply chain management, PSO achieves several key objectives. It ensures a consistent supply of petroleum products, mitigates risks associated with market fluctuations, and optimises procurement costs.

Materiality Approach Adopted by the Management

At PSO, the management adopts a comprehensive materiality approach that encompasses both qualitative and quantitative dimensions. A matter is considered material if it has the potential to significantly influence the company's performance or profitability, either on its own or in combination with other factors. This approach ensures that all relevant information is captured and reported, providing stakeholders with a comprehensive understanding of PSO's operations and financial position.

Governance Framework

PSO's materiality approach is governed by a robust framework that includes the Limits of Authority Manual (LAM). The LAM outlines the thresholds for authorising transactions and is approved by the Management and the BOM. This manual is developed in accordance with relevant laws, regulations, and best practices, including the Companies Act, 2017, the Code of Corporate Governance, and the company's Articles of Association.

Disclosure and Transparency

In this annual report, PSO provides disclosures on matters that have a significant bearing on its capacity to generate value over the short, medium, and long term. This ensures that stakeholders have access to timely and accurate information, enabling them to make informed decisions.

International Integrated Reporting Framework

PSO adheres to the International Integrated Reporting Framework, providing a comprehensive overview of its strategy, governance, performance, and prospects in the annual report 2025. This framework enables stakeholders to understand how PSO creates value over the short, medium, and long term.

The annual report 2025 accordingly discloses the following information:

Organisational Overview and External Environment

To ensure clarity and comprehension, it is crucial for readers to understand PSO's operations and the environment in which it functions, the Overview and Strategy section of the annual report serves as the primary reference point. This section presents a detailed profile of the company, outlining its products, core activities, target markets, vision, mission, corporate values, code of conduct, ownership and governance structure, competitive dynamics, market positioning, and geographical reach.

In addition, the report highlights the regulatory framework governing PSO's operations, details of its strategic investments, and a visual presentation of key marketing initiatives, offering valuable insight into the business landscape in which PSO operates.

Governance

The Corporate Governance section of the report outlines the company's governance structure and framework in detail. It highlights key elements such as the organisational leadership structure, the defined roles and responsibilities of the Chairman and Chief Executive Officer, and disclosures relating to BOM remuneration, among other governance matters.

Business Model

The Overview and Strategy section presents a detailed account of our business model for the year, covering its core components

– inputs, activities, processes, and outputs. It reflects how these elements collectively drive value creation and long-term growth. This section also provides shareholders with transparent disclosures on tax contributions and outlines the Corporate Social Responsibility (CSR) initiatives undertaken during the year.

Risks and Opportunities

As part of the Overview section, this Annual Report presents a comprehensive assessment of the key risks and opportunities faced during the year. It details their sources, evaluates their potential impact on the Company's capital, and outlines the specific measures implemented to mitigate risks or capitalize on opportunities for value creation.

Strategy and Resource Allocation

This Annual Report outlines PSO's long-term vision and the strategies in place to achieve it. It clearly defines our strategic objectives, resource allocation priorities, and Key Performance Indicators (KPIs) for the year. The section also highlights any changes to our strategic approach compared to the previous year, reflecting our commitment to continuous improvement and sustainable growth.

Performance

The company's performance is presented in detail within the report to shareholders and financials section. This comprehensive disclosure provides an analysis of the performance of individual products, key performance indicators and measures, ratio analysis, statements of value addition, as well as an in-depth review of the company's overall financial position and results.

Outlook

In addition to other important information, the report to shareholders provides a comprehensive overview of the company's future prospects. It encompasses forward-looking statements, a comparison of performance to last year's forward-looking projections, sources of information and assumptions, as well as an assessment of the company's readiness to tackle potential challenges and uncertainties that may arise in the future.

Basis of Presentation

The annual report provides detailed information about the basis of presentation, which can be found in the about the report section. Additionally, the overview and strategy section elaborate on the materiality approach adopted by the management.

Statement by the Board on Adherence to International Financial Reporting Standards (IFRSs)

The BOM has reviewed and approved the financial statements of the company, confirming that they have been prepared in full compliance with the applicable accounting and reporting standards in Pakistan. These standards include the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB), as notified under the Companies Act, 2017.

In instances where the requirements of IFRSs or Islamic Financial Accounting Standards (IFAS) differ from the provisions or directives issued under the Companies Act, 2017, the company has complied with the latter, as required by law.

Value Creation by the Business Using its Resources

In FY25, PSO sustained its leadership position in the nation's energy sector by strategically utilising its resources to deliver value for the company, its stakeholders, and the country at large. Through efficient deployment of its extensive infrastructure and capabilities, PSO played a pivotal role in supporting Pakistan's economic progress while maintaining its status as a dependable energy provider.

PSO continued to strengthen its retail network, further expanding into underserved areas and enhancing customer accessibility. New convenience stores were introduced, and renewable energy integration advanced through the solarisation of additional retail outlets, accentuating the company's commitment to cleaner energy solutions.

A steadfast dedication to product excellence remained central to PSO's operations. Rigorous quality assurance practices ensured that all offerings met or exceeded international benchmarks, strengthening customer confidence and helping the company consolidate its market share across multiple categories.

PSO accelerated the technological transformation journey, adopting innovative solutions aimed at operational efficiency and environmental stewardship. Key initiatives included terminal automation, precision metering systems, and the wider application of Automated Queue Management Systems (AQMS), which streamlined operations and reduced the company's

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environmental footprint.

Beyond its operational achievements, PSO continued to prioritize social responsibility through the PSO CSR Trust. The company's CSR initiatives spanned healthcare, education, community upliftment, disaster relief, and environmental conservation, benefiting communities nationwide and strengthening stakeholder engagement.

Competitive Landscape and Market Positioning

Pakistan's downstream oil market is highly competitive, with over 40 private oil marketing companies competing for market share. Despite this intense competition, PSO has maintained its market leadership position through strategic infrastructure development, quality service delivery, and a commitment to enhancing the overall customer experience.

The company's extensive network of retail stations and associated infrastructure provides a distinct competitive edge, enabling it to consistently supply high-quality fuels nationwide and nurture deep customer loyalty.

PSO's focus on delivering exceptional value and service has earned it a reputation for reliability and trust among consumers. The company's sustained growth in network development, market share leadership, and profitability reflects its ability to adapt to changing market conditions and regulatory requirements.

With a strong presence in both urban and rural markets, PSO continues to expand its retail outlets and rollout additional convenience stores, further extending its reach and reinforcing its market position.

In the face of potential challenges posed by changes in the operating environment, PSO is well-equipped to respond and is resolute in safeguarding its market leadership. By proactively adapting to regulatory and market shifts, the company remains focused on delivering value and service across its customer base.

The company's commitment to safety practices, quality assurance, and customer satisfaction has enabled it to maintain a loyal customer base and stay ahead of the competition. Through its strategic initiatives and operational excellence, PSO is poised to continue its market leadership and drive growth in the downstream oil sector.

Resource Allocation Plan

PSO remains a cornerstone of Pakistan’s energy framework, with resource allocation forming a vital part of its operational strategy. Guided by principles of balance and efficiency, the company directs its resources to meet the nation's energy requirements while advancing sustainability and supporting economic development.

PSO's comprehensive assessment and strategic foresight enable it to refine its allocation process, taking into account evolving demand trends, market conditions, and the broader energy landscape.

The company's resource allocation plan focuses on infrastructure development, including expanding capacity, replacing and rehabilitating critical assets, conducting feasibility studies, and executing Engineering, Procurement, and Construction (EPC) works for strategic projects.

Significant resources are also allocated for product procurement to ensure a steady and dependable supply of fuel across all sectors. PSO manages operational expenses and financial costs to maintain efficient operations and a stable financial position.

With a disciplined and forward-looking approach, PSO upholds its role as a leading force in the energy sector.

Key Performance Indicators

PSO employs a balanced and disciplined approach to achieve its strategic objectives, with a strong emphasis on key performance indicators (KPIs) that drive growth, profitability, and sustainability.

Market share in the petroleum sector serves as a core performance benchmark, and the company continuously monitors and implements targeted initiatives to protect and strengthen its leadership position. Profitability and growth are equally critical, with PSO striving to maintain an optimal balance between revenue generation and cost efficiency to deliver sustainable financial outcomes and reinforce long-term shareholder value.

In line with its vision for a greener future, PSO actively integrates innovative technologies and environmentally responsible practices into its operations, reflecting its commitment to excellence, innovation, health, safety, environment (HSE), profitability, technological advancement, and organisational development.

The company's performance is managed through a robust and well-structured monitoring framework aligned with its strategic plan, utilising regular business reviews and a comprehensive balanced scorecard approach to track progress across multiple disciplines.

Any variances are promptly identified, analysed, and addressed to keep the company on course. The BOM plays an active role in evaluating progress against defined KPIs, ensuring accountability and a consistent focus on PSO's long-term goals. This structured approach enables PSO to maintain its competitive edge, drive growth, and achieve its strategic objectives.

The Legitimate Needs, Interests of Key Stakeholders and Industry Trends

As a key player in Pakistan's energy sector, PSO recognizes its significant responsibility in meeting the legitimate needs and interests of its stakeholders, including shareholders, employees, and customers.

The company strives to foster a congenial and value-driven relationship with all its stakeholders, protecting their interests through its policies, procedures, and focused approach.

To achieve this, PSO closely monitors and adapts to industry trends and needs, staying abreast of dynamic shifts in the energy sector, such as the growing demand for renewable energy sources, increasing emphasis on environmental sustainability, and evolving customer preferences.

In response to these trends, PSO actively invests in exploring alternative energy solutions and diversifying its energy portfolio to cater to the changing needs of customers while aligning with the global shift towards clean and sustainable energy sources.

The company also focuses on enhancing operational efficiency, adopting advanced technologies, and implementing effective risk management strategies to remain competitive in the market.

Key Resources and Capabilities that provide Sustainable Competitive Advantage

At the heart of PSO’s success lies a unique combination of resources and capabilities that set it apart in the petroleum sector. This distinctive blend of strengths enables the company to maintain its market leadership and deliver value to its customers and stakeholders.

A key component of PSO's advantage is its extensive infrastructure footprint, comprising a vast network of storage depots, terminals, and pipelines strategically located across the country.

This infrastructure enables the efficient distribution of petroleum products to every corner of Pakistan, ensuring uninterrupted supply even in remote areas and allowing the company to serve a broad and diverse customer base more effectively than its peers.

PSO's long-standing relationships with reputable global oil suppliers further strengthen its position, providing a stable and high-quality fuel supply through strategic alliances and long-term procurement agreements.

This reliability secures operations, supports competitive pricing, and enhances market resilience and customer confidence. Technology plays a central role in the company's operational excellence, with advanced systems deployed for inventory control, logistics optimisation, and customer engagement, boosting efficiency, controlling costs, and elevating service quality.

The company's skilled and experienced workforce is another defining asset, with continuous training and professional development empowering employees to innovate, anticipate industry changes, and deliver best-in-class service.

PSO's brand equity, built over more than four decades of trusted service, remains unmatched, with a reputation for reliability and consistent quality fostering deep customer loyalty and creating a significant barrier to entry for competitors.

By integrating its infrastructure scale, strong supplier network, technological capabilities, experienced workforce, and enduring brand trust, PSO continues to strengthen its leadership in the petroleum industry. Through ongoing investment in these areas, the company is well-prepared to sustain its edge in an increasingly competitive market.

Harnessing Technology

As the country's leading energy provider, PSO is harnessing the transformative power of technology to drive innovation, efficiency, and customer satisfaction. The company's commitment to digital excellence is revolutionising the way it operates, enabling it to stay ahead of the curve and set new benchmarks in the energy sector.

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Elevating Communication Infrastructure

The successful transition from Exchange 2016 to Exchange 2019 marks a significant milestone, driven by meticulous planning, precise execution, and rigorous testing. This upgrade unlocks substantial benefits, including:

- Enhanced performance and scalability, powered by SSD caching and optimised resource utilisation, resulting in faster processing speeds and improved system responsiveness

- Robust security, bolstered by the adoption of industry-leading TLS 1.3 and SHA-2 encryption protocols, ensuring top-tier protection for email communications and sensitive data

With Exchange 2019, PSO has secured a reliable, future-ready platform, supported by long-term support, regular security updates, and continuous feature enhancements. This upgrade has transformed the email environment, making it more secure, scalable, and user-centric.

Uninterrupted Connectivity

PSO has achieved a significant breakthrough in network reliability by procuring its own IP pools from APNIC and migrating all web services to these new IPs, routed over two ISPs. This robust architecture utilizes Border Gateway Protocol (BGP) on the company's routers, enabling automatic failover between ISPs and ensuring uninterrupted connectivity.

The new setup eliminates the risks associated with ISP-provided IP pools, which previously required manual migration of applications during changes or outages, resulting in potential downtime. With PSO's own IP pools and dual-ISP routing, applications remain continuously available, even in the event of an ISP failure, guaranteeing zero downtime and a seamless experience for users.

Powering Business Continuity
PSO's critical Information and Communication Technology (ICT) systems, including web services, SAP, intranet, and VPN, achieved 100% uptime, ensuring uninterrupted business operations. This remarkable feat enabled the efficient processing of 270,000 orders and drove PKR 253 billion in sales through the online application over the last six months, underscoring the importance of reliable ICT infrastructure in driving business success.

To ensure uninterrupted business operations, PSO's Disaster Recovery (DR) site has been upgraded to enable automatic failover of IT operations in the event of a disaster or Head Office outage. This upgrade significantly strengthens infrastructure resilience, minimising downtime risks and ensuring continuous access to critical enterprise applications.

Key enhancements implemented at the DR Data Centre include:

Cisco ISE Active-Active Failover for Disaster Recovery
A synchronized active-active Cisco ISE setup has been deployed, with one server at the Head Office and another at the DR site. This ensures continuous availability of network security services, handling authentication requests simultaneously across both sites.

Forti Authenticator licences for Enhanced Access Management and MFA
Forti Authenticator licences have been deployed in an active-active configuration, providing high availability and reliable multi-factor authentication for user access. This strengthens PSO's security framework, requiring more than just passwords for access and ensuring secure authentication even during a disaster.

Cisco 1150 NGFW Upgrade for Advanced Threat Protection
The Internet gateway firewall has been upgraded to Cisco FTD 1150 NGFW, providing robust security against advanced cyber threats, vulnerabilities, and malware. This next-generation firewall supports the safe rollout of new digital services, protecting the corporate network and ensuring business continuity.

These upgrades have significantly enhanced the company's business continuity and security posture, ensuring uninterrupted access to critical applications and systems, even in the event of a disaster or outage.

Harnessing Smart Technology for a Sustainable Future

PSO’s commitment to digital innovation and automation is delivering measurable benefits, driving greater efficiency, agility, and responsiveness across its entire value chain.

Through strategic partnerships and close collaboration with stakeholders, the company is leveraging advanced technologies to champion environmental sustainability, minimize its ecological footprint, and stimulate economic growth.

Enhancing Efficiency with AI & Computer Vision

PSO is leveraging advanced AI-powered Computer Vision technology to revolutionize its operations and deliver superior customer experiences. By analysing digital images, videos, and visual data in real time, PSO extracts actionable insights that enable the company to:

- Elevate customer engagement through personalized services and targeted interactions
- Streamline retail outlet and terminal layout optimisation, improving inventory management and operational efficiency
- Enhance safety measures with automated surveillance, real-time anomaly detection, and strict adherence to safety regulations

This innovative technology empowers the company to build a safer, smarter, and more customer-focused environment, driving operational excellence while setting new benchmarks within the industry.

Accelerating Operational Agility

To strengthen operational agility and responsiveness, PSO has strategically adopted low-code and no-code development platforms, enabling business and technical teams to rapidly design, build, and deploy tailored software solutions without extensive reliance on traditional coding. This modern approach not only reduces development cycles but also accelerates the delivery of digital initiatives that directly support core business objectives.

By embedding these platforms within a structured enterprise governance model, the company ensures that innovation is delivered at scale, while maintaining the highest standards of security, compliance, and system reliability. When combined with Agile methodologies, this approach fosters a culture of continuous improvement, rapid prototyping, and cross-functional collaboration, ensuring technology solutions remain closely aligned with evolving operational and customer needs.

Through this transformation, PSO is enhancing organisational flexibility, empowering employees at every level to contribute to digital innovation, and establishing a sustainable competitive advantage in the fast-evolving energy sector.

Operational Excellence through Automation and Digitisation

PSO is driving operational excellence by accelerating automation and digitisation initiatives that strengthen efficiency, safety, and accuracy across its nationwide network.

The successful rollout of the Faisalabad Terminal Automation System (FTAS) has introduced AI-powered predictive maintenance and intelligent access control, optimising terminal performance and significantly reducing unplanned downtime. At the same time, infrastructure upgrades at Keamari Terminal C have improved logistics efficiency while reinforcing strict compliance with safety protocols.

At the retail level, PSO has deployed Automatic Tank Gauging (ATG) to transform fuel management by enhancing inventory precision and enabling real-time monitoring of tank levels. The system's early-warning anomaly detection minimizes manual errors and ensures uninterrupted service delivery.

With Real-Time Gauging now operational across 96 high-priority tanks, the company leverages centralized dashboards and predictive analytics to enable proactive inventory management and informed, data-driven decision-making.

Elevating Service Delivery

Driving Customer-Centricity Through Digital Innovation
PSO is reimagining the way it engages with customers by leveraging digital innovation to deliver smarter, faster, and more personalized experiences. With a focus on data-driven insights and customer feedback, the company has rolled out two innovative solutions designed to enhance service delivery and strengthen its market presence:

- **LPG Market Survey App:** This platform enables real-time data collection on consumer behaviour, pricing trends, and competitive dynamics, providing PSO with actionable intelligence to guide strategic decisions and strengthen market positioning
- **QR Code-Based Customer Survey App:** Deployed across PSO's nationwide retail network, this solution captures instant customer feedback, evaluates outlet performance, and supports targeted improvements to consistently enhance the customer experience

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By embracing these digital tools, PSO is not only enhancing operational responsiveness but also building deeper connections with customers.

Strengthening Cybersecurity with Next-Generation Solutions

PSO is advancing its digital security framework with the deployment of a comprehensive suite of next-generation cybersecurity solutions designed to safeguard critical infrastructure and protect sensitive information.

Key implementations including DNS-level threat protection, advanced sandboxing technologies, and Privileged Access Management (PAM) have significantly enhanced the company's resilience against sophisticated cyber threats.

These tools are reinforced by a fully operational 24/7 Security Operations Centre (SOC), which ensures continuous monitoring, rapid incident response, and centralized oversight of security events across the enterprise.

Educating and Training Efforts of PSO to Mitigate Cybersecurity Risks

To further strengthen its cybersecurity posture, PSO has implemented organisation-wide training and awareness programs aimed at equipping employees with the knowledge and skills to identify, prevent, and respond to evolving cyber threats. These initiatives play a critical role in building a security-first culture across all levels of the organisation, ensuring alignment with international cybersecurity standards and reducing overall risk exposure.

The program includes:

- **Cybersecurity awareness trainin**g for all employees to build foundational understanding of common threats and safe practices
- **Advanced training** for IT personnel and cybersecurity teams on threat detection, mitigation, and incident response
- **Phishing simulations and tabletop exercises** to evaluate employee readiness and response to real-world attack scenarios
- **Compliance-focused training** for employees handling sensitive data, ensuring adherence to cybersecurity policies and regulatory requirements

Training efforts are specifically tailored to:

- Identifying and reporting suspicious activity
- Safeguarding and securely storing sensitive information
- Implementing best practices in password management and multi-factor authentication
- Ensuring secure use of company systems, devices, and networks

Through regular simulations, hands-on exercises, and continuous learning, PSO ensures its workforce is not only aware of cyber risks but also prepared to respond swiftly and effectively.

The Board's Statement on Implications of Cyber Risks

The BOM of PSO fully acknowledges its responsibility to safeguard the company against cybersecurity threats and to ensure full compliance with all relevant legal and regulatory requirements. As cyber risks continue to grow in complexity and frequency, the BOM recognizes their potential impact on PSO's operations, reputation, and stakeholder confidence.

To proactively address these risks, the BOM commits to the following key responsibilities:

- **Cybersecurity Oversight:** Ensure the implementation of comprehensive and effective cybersecurity strategies to protect PSO's digital assets, infrastructure, and sensitive information
- **Regulatory Compliance:** Oversee adherence to all applicable laws, industry regulations, and cybersecurity standards to ensure PSO remains in full compliance at all times
- **Risk Evaluation:** Regularly assess the legal, regulatory, and operational implications of emerging cyber threats and ensure appropriate mitigation plans are in place
- **Incident Response:** Provide governance and oversight of incident response protocols and crisis management strategies to minimize the impact of any potential breach
- **Executive Accountability:** Hold senior management accountable for the execution of cybersecurity policies, controls, and continuous risk management

In the event of a cybersecurity breach, the BOM will exercise swift and decisive oversight to safeguard the organisation's operations, reputation, and stakeholder trust. Key actions will include:

- Immediate containment and mitigation of the breach to minimize business disruption and reputational impact
- Comprehensive investigation to determine the root cause, scope, and consequences of the incident
- Timely notification of relevant authorities, regulators, and stakeholders in strict compliance with applicable laws and industry standards
- Rigorous review and enhancement of cybersecurity controls, governance frameworks, and incident response protocols to prevent recurrence
- Enforcement of accountability, ensuring corrective actions are taken by responsible parties and security practices are reinforced across the organisation

The BOM remains committed to strengthening PSO's cyber resilience and fostering a secure, compliant, and trustworthy digital environment for all stakeholders.

Optimized Network Management

PSO has executed significant Information and Communication Technology (ICT) upgrades to ensure uninterrupted service delivery and seamless operational continuity across its digital infrastructure.

A key milestone is the deployment of a Zero Downtime ISP Failover Architecture, powered by Border Gateway Protocol (BGP), which enables seamless internet failover and complete ISP independence, eliminating single points of failure.

This initiative has already delivered 100% uptime for critical business systems, supporting the smooth processing of more than 270,000 customer orders within just six months.

In parallel, PSO has modernized its Disaster Recovery (DR) site with a fully integrated active-active failover architecture, guaranteeing automatic system continuity in the event of primary site disruption. The enhanced DR environment incorporates redundant multi-factor authentication (MFA) and next-generation firewall (NGFW) capabilities, significantly strengthening the security, availability, and resilience of PSO's core infrastructure.

Evolving IT Governance

PSO is strengthening its Information Technology Governance framework to ensure strategic alignment, risk management, and operational excellence in an increasingly complex energy landscape.

The company's adaptive governance model effectively manages its technological infrastructure while ensuring that IT initiatives remain closely aligned with broader business objectives. At the same time, it proactively identifies and mitigates potential risks, reinforcing resilience and long-term sustainability.

This governance structure enhances strategic decision-making, transparency, and accountability, while ensuring full compliance with regulatory requirements and adherence to industry best practices. By embedding strong governance principles into the company's operations, PSO safeguards its reputation and strengthens stakeholder trust.

To remain agile in a dynamic business environment, PSO continuously monitors, evaluates, and optimises its IT governance processes, enabling the company to respond swiftly to emerging challenges and capitalize on new opportunities.

A cornerstone of this framework is PSO's comprehensive IT Policy, which emphasizes effective management of system-related risks through stringent controls, including segregation of duties, structured authorisation protocols, and routine audits.

Access to critical systems and sensitive data is further protected through robust password policies, multi-factor authentication, and strict user verification measures, ensuring the highest standards of security and accountability.

Company's Controls and Procedures about its "Early Warning System"

PSO has established a comprehensive Early Warning System (EWS) designed to proactively identify, assess, and respond to cybersecurity risks and incidents with speed and precision. This framework ensures timely detection and disclosure while reinforcing the company's overall cyber resilience.

The system is underpinned by a robust set of controls and procedures, including:

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- Continuous monitoring of cybersecurity threats and vulnerabilities across critical systems
- Regular risk assessments and penetration testing to identify and address potential weaknesses
- Incident response planning and simulation exercises to validate readiness for real-world attack scenarios
- Automated alert mechanisms to detect, flag, and escalate suspicious activities in real time
- Timely reporting of cybersecurity risks and incidents to senior management for informed decision-making

These measures enable PSO to:

- Rapidly detect and evaluate emerging cyber threats
- Accurately assess the severity and potential impact of incidents
- Contain and remediate breaches with minimal disruption
- Meet regulatory disclosure obligations to authorities and stakeholders
- Maintain transparent communication with executive leadership and governance bodies

Through this proactive and structured approach, PSO ensures that the company remains prepared, transparent, and adaptive in the face of evolving digital threats.

Oversight of IT Governance and Cybersecurity Matters and Board's Administration of IT Risk

The PSO BOM exercises comprehensive oversight of IT governance and cybersecurity through its dedicated IT Committee, which plays a pivotal role in safeguarding the company's digital ecosystem and aligning technology initiatives with strategic business priorities. The Committee's responsibilities include:

- Reviewing and endorsing IT risk management frameworks, policies, and strategies
- Monitoring the effectiveness of risk controls and mitigation measures
- Advising the BOM on emerging IT risks, cybersecurity threats, and technological developments
- Ensuring IT initiatives remain fully aligned with the company's long-term strategic objectives

To fulfil its IT risk oversight mandate, the BOM:

- Convenes regular meetings to evaluate IT and cybersecurity matters
- Receives detailed reports from management on risk management activities and cybersecurity programs
- Engages with external experts and consultants to benchmark practices against global standards and anticipate evolving threats
- Provides updates and actionable recommendations to the full BOM on IT governance and cybersecurity oversight

This structured governance model enables the BOM to maintain vigilant, forward-looking, and effective oversight of IT and cybersecurity risks, safeguarding PSO's critical assets, operational integrity, and corporate reputation.

Independent Security Assessment of technology Environment

PSO upholds a rigorous policy of conducting regular, independent, and comprehensive security assessments across its entire technology ecosystem, including third-party integrations. This proactive approach ensures that both the company's internal infrastructure and its external vendors continuously comply with stringent security and risk management standards.

Key elements of this policy include:

- Annual independent security evaluations carried out by leading third-party cybersecurity firms
- Comprehensive assessments encompassing networks, systems, applications, and vendor-related risks

By institutionalising these independent reviews, PSO strengthens its cyber resilience, reinforces regulatory compliance, and safeguards stakeholder trust, while ensuring that its technology environment remains robust, secure, and adaptive to evolving threats.

Transformation Journey Through Business Process Re-Engineering

PSO has embarked on one of its most ambitious transformation programs through a comprehensive Business Process Re-Engineering (BPR) initiative, successfully overhauling high-impact processes across its core value chains, including Fuels, Lubricants, Gaseous Fuels, and the critical Budget-to-Pay cycle.

This journey represents far more than process optimisation; it marks a strategic leap into the digital future. By integrating

Industry 4.0 technologies such as Artificial Intelligence (AI), Robotic Process Automation (RPA), and advanced Data Analytics, PSO has seamlessly embedded digital intelligence into the fabric of its operations.

The initiative has fundamentally reshaped the company's operating model, driving greater transparency, agility, and governance across the enterprise.

With AI and advanced analytics, PSO now harnesses predictive insights for faster, smarter decision-making, while RPA has automated routine workflows, releasing human capital to focus on high-value strategic activities.

Looking ahead, PSO is actively advancing its transformation through blockchain and cloud adoption, ensuring data integrity, faster processing, enhanced accuracy, and improved auditability of transactions and reporting.

These digitally empowered processes are already generating substantial value by elevating customer experiences, streamlining internal efficiencies, reinforcing governance controls, and strengthening enterprise resilience.

ERP System Utilisation: Board Oversight and Strategic Alignment

PSO leverages SAP ECC as its enterprise-wide Enterprise Resource Planning (ERP) platform, ensuring a unified, reliable, and integrated approach to managing its business operations. The ERP system acts as the central nervous system of the organisation, integrating finance, supply chain, human resources, procurement, and inventory management into a single platform.

The BOM provides strategic oversight through dedicated governance forums that review ERP controls, risk management processes, and system enhancements. This oversight ensures that ERP implementation not only supports operational efficiency but also aligns with PSO's long-term business strategy, regulatory compliance requirements, and risk management framework.

During FY25, PSO strengthened its ERP environment through three end-to-end mock upgrade exercises, preparing for its planned transition to SAP S/4HANA in FY26. These exercises validated continuity, tested data migration quality, and enhanced user preparedness, while also reinforcing business continuity and disaster recovery protocols.

Integration of Core Business Functions Through ERP

PSO's ERP platform integrates its core value streams, Procure-to-Pay, Order-to-Cash, Record-to-Report, Plan-to-Produce, and Hire-to-Retire, through unified master data and consistent posting logic. This ensures real-time linkage between operational and financial transactions, enabling seamless reconciliations and transparent reporting.

Complementary systems such as e-procurement, invoice automation, retail and logistics solutions are integrated through secure, governed interfaces, enhancing accuracy and data flow across the enterprise. Looking ahead, the migration to SAP S/4HANA will leverage in-memory computing and real-time analytics to drive smarter, faster decision-making.

Management Support in ERP Implementation and Continuous Improvement

ERP implementation and modernisation are strongly supported by PSO's senior management, who oversee progress through well-defined milestones, resource allocation, and risk management protocols. Cybersecurity and disaster recovery measures are fully embedded into ERP governance, ensuring resilience.

Critical controls such as segregation of duties, role-based access, and change control processes are rigorously applied. All system upgrades and security patches are executed under structured protocols with dual approvals and independent assurance reviews.

User Training and Capacity Building

Recognising employees as key enablers of ERP success, PSO invests in comprehensive training and capacity-building programs. Training is role-specific and delivered via a blended model, including e-learning, hands-on simulations, and train-the-trainer initiatives.

In FY25, training content was aligned with mock upgrade drills, enhancing familiarity with the upcoming SAP S/4HANA environment. For FY26, the program will expand to include Fiori applications, advanced reporting tools, and dashboards, with mandatory User Acceptance Testing (UAT), competency sign-offs, and refresher sessions to ensure sustained proficiency.

Risk Mitigation and Control Framework for ERP Projects

PSO adopts a comprehensive risk control framework to manage ERP-related risks, covering access breaches, data migration errors, cutover risks, vendor dependency, and user adoption challenges.

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Controls include periodic role redesign, stage-gated change processes, reconciliations during trial data conversions, validated cutover plans, and rehearsed roll-back options. Disaster recovery, cybersecurity testing, vendor SLAs, and independent assurance reviews further bolster resilience.

Assessment of System Security, Data Access, and Segregation of Duties

System security is ensured through multi-factor authentication, strict role-based access controls, and periodic security reviews. Sensitive data is safeguarded, and segregation of duties is enforced to prevent conflicts of interest or unauthorized activity.

Key risk areas such as change management and system performance are closely monitored under dual approval processes and routine role audits. Disaster recovery readiness, security penetration testing, and continuous user training further reinforce PSO's robust ERP security framework.

Board Statement on Business Continuity and Disaster Recovery Plan

The BOM of PSO places utmost importance on operational resilience and risk preparedness to ensure business continuity under all circumstances. To safeguard critical operations and sustain uninterrupted service delivery, the company has implemented a comprehensive Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP).

These frameworks are designed to minimize disruption, protect assets, and enable rapid recovery in the event of unforeseen incidents.

Key elements of PSO's business continuity framework include:

- **Disaster Recovery Protocols:** Clearly defined, tested, and regularly updated recovery plans for mission-critical systems and infrastructure to ensure minimal downtime and swift restoration of services
- **Asset Protection:** Extensive insurance coverage for physical assets, facilities, and inventory, providing financial protection against natural disasters, accidents, and other major risks
- **Security Measures:** A multi-layered security framework applied across sensitive and high-risk facilities, subject to continuous monitoring and periodic enhancements in line with emerging threats
- **Emergency Preparedness:** Regular mock drills, tabletop exercises, and simulations at operational sites to strengthen staff readiness and validate the effectiveness of response procedures

The BOM maintains strategic oversight of these resilience measures by reviewing risk management practices, monitoring the results of stress-testing exercises, and ensuring continuous improvements.


PSO

Risk and Opportunity Report

As the country's foremost oil marketing entity and a public sector organisation, PSO maintains a conservative risk appetite when conducting its operations. Risk management remains embedded in the company's strategic framework and daily practices, consistently adding value for its stakeholders, including customers, employees, and shareholders.

PSO's robust risk governance framework, overseen by the BOM, ensures accountability and proactive handling of risks. The Board Finance and Risk Management Committee, under BOM's delegated authority, monitors compliance with the company's risk policy and the overall effectiveness of risk controls, working closely with the executive management team.

Aligned with international standards and business objectives, PSO's risk management policy outlines the identification, assessment, mitigation, and monitoring of risks that could affect corporate goals and values. The policy fosters a strong risk-aware culture across all levels of the organisation.

With evolving market conditions, regulatory changes, and asset aging, the company's risk profile is continuously reassessed.

Key risks identified in PSO's corporate risk radar include:

Liquidity risk

Risk type	Effected Capital	Nature	Source	Likelihood	Magnitude
Financial	Financial	Long-term	External	High	High

How PSO is managing this risk: The circular debt management has remained one of the company's top priorities and PSO has made strides in managing its receivables. In FY25, the company decreased its receivables from the power sector by PKR 20.2 billion and from Sui Northern Gas Pipeline Limited (SNGPL) by PKR 24.7 billion. PSO continues to engage with government stakeholders on a priority basis, pressing for timely settlements and corrective actions to safeguard the company's financial stability.

Uncaptured investment opportunities

Risk type	Effected Capital	Nature	Source	Likelihood	Magnitude
Financial	Financial	Long-term	External	High	High

How PSO is managing this risk: The company's progress on strategic priorities, including product-line expansion, integration, and diversification, continues to be hindered by funds tied up in long-outstanding circular debt receivables. PSO maintains active engagement with the relevant authorities, regularly presenting settlement proposals to the government, which are currently under consideration.

High cost of finance

Risk type	Effected Capital	Nature	Source	Likelihood	Magnitude
Financial	Financial	Mid-term	External	High	High

How PSO is managing this risk: High outstanding receivables continue to impact PSO's financials, with the company incurring significant finance costs on its borrowings. To mitigate this, PSO's treasury department proactively negotiates with lenders to secure borrowings at the most favourable rates, optimising financial management and reducing costs.

No LNG contract at buyer's end

Risk type	Effected Capital	Nature	Source	Likelihood	Magnitude
Strategic	Financial	Mid-term	External	High	High

How PSO is managing this risk: PSO secures a stable supply of LNG through long-term, government-to-government take-or-pay agreements with Qatar Gas. However, the lack of a corresponding sales arrangement with Sui Northern Gas Pipeline Limited (SNGPL) exposes PSO to commercial risk.

To mitigate this, PSO is actively engaging with SNGPL and Sui Southern Gas Company (SSGC) to finalize a tripartite agreement that aligns contractual obligations across the supply chain. Despite slow progress due to SNGPL's resistance, PSO remains committed to resolving the issue through persistent dialogue and stakeholder engagement, ensuring its commercial interests are protected.

Supply-demand imbalances

Risk type	Effected Capital	Nature	Source	Likelihood	Magnitude
Financial	Financial	Long-term	External	High	High

How PSO is managing this risk: Shifts in procurement patterns and opportunistic buying practices by certain private OMCs have been disrupting the balance between fuel demand and supply in the domestic market. These sudden changes often leave gaps that PSO is compelled to fill, incurring substantial carrying and financing costs.

The issue is compounded by limited regulatory enforcement, which fails to deter practices that jeopardize market stability. In parallel, persistent inflows of petroleum products through informal cross-border channels continue to undercut legitimate sales volumes for PSO and other major players.

Such inflows, which can displace a notable portion of local demand, are further incentivised by cost advantages linked to avoided taxes and duties, intensifying competitive pressures and creating a disadvantage for compliant market participants. PSO engages with government stakeholders to address these issues and promote market stability.

Increasing competition affecting market share in retail business

Risk type	Effected Capital	Nature	Source	Likelihood	Magnitude
Strategic	Financial	Long-term	External	High	Medium

How PSO is managing this risk: PSO views the rising competition in the downstream petroleum sector as a catalyst to strengthen its market position through targeted efficiency improvements, operational upgrades, and service innovation. The company continues to modernize its infrastructure, integrate advanced technologies, and enhance customer engagement to deliver superior value.

While new policy measures—such as the bonded warehouse framework—and the anticipated entry of foreign operators may intensify competitive pressures, PSO is proactively refining its business strategies, expanding value-added offerings, and safeguarding its market share. By leveraging its nationwide network, strong brand equity, and long-standing industry expertise, the company remains well-positioned to navigate these market shifts and sustain its leadership in the sector.

Port capacity constraints causing demurrages

Risk type	Effected Capital	Nature	Source	Likelihood	Magnitude
Strategic	Financial	Mid-term	External	High	Medium

How PSO is managing this risk: PSO's reliance on a single oil jetty at FOTCO for handling multi-grade white oil products and furnace oil exports has created operational bottlenecks, resulting in vessel delays and demurrage charges.

To mitigate this, the company is engaging with authorities and stakeholders to explore solutions, including optimising scheduling, improving berth utilisation, and assessing alternative infrastructure options to ease the load on the existing facility and minimize costs.

Foreign exchange rate fluctuations

Risk type	Effected Capital	Nature	Source	Likelihood	Magnitude
Financial	Financial	Long-term	External	High	Low

How PSO is managing this risk: The company imports substantial volume of petroleum products which exposes the company to currency risk on account of rupee devaluation. This risk is largely mitigated through pricing of regulated products, minimising exposure to rupee fluctuations.

Ageing assets increasing reliability risk

Risk type	Effected Capital	Nature	Source	Likelihood	Magnitude
Operational	Infrastructure	Medium	Internal	Medium	Low

How PSO is managing this risk: Ageing assets can significantly increase reliability risks due to physical degradation, loss of performance and obsolescence, potentially leading to equipment failures, safety hazards and economic losses.

To mitigate these risks, PSO is proactively refurbishing and upgrading its assets. The company has refurbished approximately 12,700 tons of existing storage capacity, ensuring optimal functionality and safety, and maintains storage tank availability above 90%.

This strategic approach enables PSO to minimize the risks associated with ageing assets, ensuring a reliable supply chain and safe operations.

Natural and man-made disaster events

Risk type	Effected Capital	Nature	Source	Likelihood	Magnitude
Operational	Human & Infrastructure	Short term	Internal/ External	Low	Medium

How PSO is managing this risk: PSO's operations are susceptible to natural and man-made disasters, such as earthquakes, floods, and terrorist attacks, which can disrupt supply chains, damage infrastructure, and impact national energy security.

To mitigate these risks, the company has implemented a comprehensive risk management strategy, including robust contingency planning, business continuity protocols, and emergency response procedures to ensure prompt recovery and minimize potential disruptions to fuel supplies. A comprehensive disaster recovery framework is in place for critical operations and is regularly tested to validate readiness.

PSO maintains extensive insurance coverage for its assets and inventory, safeguarding against potential disaster-related losses. Robust security protocols are also implemented at high-priority locations, complemented by regular drills and simulation exercises to assess and strengthen the company's emergency preparedness.

Off-spec product may damage brand image

Risk type	Effected Capital	Nature	Source	Likelihood	Magnitude
Operational	Relationship	Mid-term	Internal	Low	Medium

How PSO is managing this risk: Delivering off-spec products can damage PSO's brand image, eroding customer trust and loyalty. To mitigate this risk, PSO prioritizes product quality through robust measures.

The company operates modern petroleum testing laboratories and deploys Mobile Quality Testing Units, ensuring full compliance with national regulatory requirements. Rigorous quality checks are embedded across the supply chain, guaranteeing products meet the highest standards.

Regular precision testing of dispensing equipment at retail outlets further ensures accurate quantities, reinforcing trust and reliability in the PSO brand. By emphasising quality control, PSO protects its reputation and maintains customer confidence.

Information security breach may disrupt operations

Risk type	Effected Capital	Nature	Source	Likelihood	Magnitude
Operational	Infrastructure	Short term	External	Low	Medium

How PSO is managing this risk: An information security breach can severely disrupt PSO's operations, compromising sensitive data and eroding stakeholder trust.

To mitigate this risk, PSO has implemented a robust information security framework with comprehensive controls and a secure operational environment. The company has Disaster Recovery Plan (DRP) sites in place to ensure business continuity, and these systems undergo annual independent testing by specialized IT security firms.

This proactive approach helps identify potential vulnerabilities early and enables the company to implement timely measures, safeguarding critical data and ensuring uninterrupted operations.

Limited Port Infrastructure

Risk type	Effected Capital	Nature	Source	Likelihood	Magnitude
Operational	Infrastructure	Long term	External	Medium	Medium

How PSO is managing this risk: Limited port infrastructure can significantly hinder PSO's supply chain efficiency, potentially disrupting fuel deliveries and impacting national energy security.

To mitigate this risk, PSO engages in proactive collaboration with government authorities to address port limitations and ensure effective management of port activities. The company is spearheading the Oil Infrastructure Project at Hub, Baluchistan, which includes a dedicated jetty to enhance import capabilities. This strategic initiative will be complemented by pipeline connectivity through APL, facilitating efficient product movement to Port Qasim and thereby ensuring long-term supply chain stability and resilience.

Energy Transition to Alternate Source

Risk type	Effected Capital	Nature	Source	Likelihood	Magnitude
Strategic	Financial	Long-term	External	Medium	Medium

How PSO is managing this risk: The global shift towards alternate energy sources poses a significant challenge to traditional energy companies like PSO, as declining demand for fossil fuels could impact long-term business sustainability.

To mitigate this risk, PSO is proactively diversifying its energy portfolio and embracing the energy transition. The company is enhancing its focus on renewable energy through its subsidiary, while collaborating with regulatory authorities to align with national energy policies and explore potential incentives.

PSO is bolstering its research and development capabilities to drive innovation in sustainable energy solutions, positioning itself for success in a rapidly evolving energy landscape.

Adequacy of Capital Structure

PSO's capital structure is robust, providing a strong foundation to absorb potential losses from high-risk assets and ensuring the company's financial stability. To maintain resilience, the capital adequacy is regularly monitored and assessed through periodic evaluations. This proactive approach enables PSO to respond effectively to changing market conditions, mitigate potential risks, and capitalize on growth opportunities while safeguarding its financial health and stakeholder interests.

Sustainability-related Risks and Opportunities

Sustainability-related risks and opportunities significantly impact PSO's access to capital, influencing its financial performance and growth prospects. The company's sustainability performance plays a crucial role in determining its cost of capital, investor appeal, and regulatory compliance.

Risks

- **Increased Cost of Capital:** Subpar sustainability performance can lead to higher borrowing costs due to ESG-related risks. This can result in reduced credit ratings, lower equity valuations, and stricter lending terms, ultimately impacting PSO's capital affordability

- **Reduced Investor Interest:** A weak sustainability profile may deter investors, limiting capital availability for large projects and hindering growth

- **Regulatory Hurdles:** Stringent environmental regulations and carbon pricing can increase operational costs, reducing profitability and investor confidence

- **Reputational Damage:** Negative publicity surrounding environmental or social issues can tarnish PSO's reputation, making it challenging to attract investors and secure favourable capital terms

Opportunities

- **Lower Cost of Capital:** Strong sustainability performance can lead to lower borrowing costs as investors reward companies with robust ESG practices

- **Increased Investor Interest:** PSO can attract a broader investor base and access a wider pool of capital by demonstrating a strong sustainability profile

- **Access to Green Financing:** The company can tap into the growing green finance market, unlocking new capital sources for sustainable projects and initiatives. By prioritising sustainability, PSO can enhance its financial resilience, attract investors, and drive long-term growth

Notice of Meeting

Notice is hereby given that the 49th Annual General Meeting of Pakistan State Oil Company Limited ("the Company") will be held at the Grand Ballroom, Pearl Continental Hotel, Karachi on Friday, October 24, 2025 at 11:00 a.m. as well as through video-conferencing facility to transact the following business:

Ordinary Business:

1. To confirm the minutes of the 48th Annual General Meeting (AGM) held on Thursday, October 24, 2024.

2. To receive, consider and adopt the audited unconsolidated and consolidated financial statements of the Company for the year ended June 30, 2025 together with the Report to the Shareholders and Auditors' Report thereon. As required under section 223(6 & 7) of the Companies Act, 2017 (the "Act") and pursuant to S.R.O 389(I)/2023 dated March 21, 2023, the audited financial statements have been uploaded on company's website and can be accessed through the following link and/or QR code:

   https://psopk.com/en/investors/financial

3. To lay information before the members of the Company for the appointment of M/s. KPMG Taseer Hadi & Co., Chartered Accountants as external auditors of the Company for the year ending June 30, 2026.

4. To approve payment of final cash dividend of Rs. 10 per share i.e. 100% for the year ended June 30, 2025, as recommended by the Board of Management.

By Order of the Board

October 01, 2025
Karachi

Ambreen Ali
Company Secretary

Notes:

1. Closure of Share Transfer Books

The Share Transfer books of the Company will remain closed from October 17, 2025 to October 24, 2025 (both days inclusive). Transfers received in order at the office of the Company's Share Registrar, M/s. CDC Share Registrar Services Limited, CDC House, 99-B, Block-B, S.M.C.H.S., Main Shahrah-e-Faisal, Karachi up to the close of business on October 16, 2025 will be considered in time for the purposes of attending the AGM.

2. Participation in the AGM via physical presence or through video-link facility

a) A member entitled to attend and vote at this meeting may appoint any other member as his/her proxy to attend and vote. A proxy form is enclosed.

b) The instrument appointing a proxy and the power of attorney or other authority under which it is signed or a notarised/attested copy of power of attorney must be deposited at Company's registered office situated at PSO House, Khayaban-e-Iqbal, Clifton, Karachi at least 48 hours before the time of the AGM i.e. latest by Wednesday, October 22, 2025 at 11:00 am.

c) The Company shall also facilitate participation of its shareholders through a video link facility in pursuance to circulars notified by the Securities and Exchange Commission of Pakistan (SECP). The members/proxies interested to participate through video-link are requested to register with the Company at least two days before the time of AGM i.e. by Wednesday, October 22, 2025, 11:00 a.m. by sending an email at info.shares@psopk.com with subject: "Registration for PSO AGM" along with a valid scanned copy of their Computerized National Identity Card (CNIC).

Shareholders are advised to provide the following details for registration:

Folio / CDS A/c No.	Company	Name of Shareholder	CNIC number	Cell number	Email address
	Pakistan State Oil Company Limited				

The meeting link for attending the AGM will be sent to the members at their provided email addresses. Login facility will be opened thirty (30) minutes before the meeting time to enable the participants to join the meeting after the identification process. Shareholders will be able to login and participate in the AGM proceedings after completing all the required formalities.

3. Guidelines for CDC Account Holders

CDC account holders are requested to follow the below mentioned guidelines as laid down by the SECP:

A. For attending the meeting:

i) In case of individuals, the account holder or sub-account holder and/or the person whose securities are in group account and their registration details are uploaded as per the CDC Regulations, shall be required to authenticate his/her identity by showing his/her original valid CNIC or original passport at the time of attending the meeting.

ii) In case of a corporate entity, the Board of Directors' resolution/power of attorney with specimen signature of the nominee shall have to be produced at the time of the meeting (unless shared earlier).

B. For appointing proxies:

i) In case of individuals, the account holder or sub-account holder and/or the person whose securities are in group account and their registration details are uploaded as per the CDC Regulations, shall be required to submit the proxy form accordingly.

ii) The proxy form must be witnessed by two persons whose names, addresses and valid CNIC numbers should be mentioned on the form.

iii) Attested copies of CNIC or the passport of the beneficial owners and the appointed proxies shall have to be furnished with the proxy form.

iv) The Proxy will be required to show his/her original valid CNIC or original passport at the time of the meeting.

v) In case of a corporate entity, the Board of Directors' resolution/power of attorney with specimen signature shall have to be submitted (unless provided earlier) along with the proxy form to the Company.

4. Notification for change in address

Members holding shares in physical form are requested to promptly notify the Company's Share Registrar of any change in their addresses. Shareholders maintaining their shares in electronic form should get their address updated with their participant or CDC Investor Account Services (IAS).

5. Submission of copy of CNIC/NTN (Mandatory)

Individual members who have not yet submitted a photocopy of their valid CNIC to the company or its Share Registrar, are once again requested to provide the same at the earliest, directly to the Company's Share Registrar at the given address. Corporate Entities are requested to provide their National Tax Number (NTN) details. In all cases, shareholders are requested to clearly mention their respective folio number along with the copy of their CNIC/NTN.

6. Updation of Email/Cell Numbers

Further, in compliance with the requirements of Section 119 of the Companies Act, 2017 and Regulation 47 of the Companies Regulations, 2024, all shareholders holding shares in physical or book-entry form are requested to provide their valid email address and mobile number, quoting their folio/CDC account number (as applicable), along with a copy of their valid CNIC, as follows:

- **In case of physical shareholding:** to the Company's Share Registrar, M/s. CDC Share Registrar Services Limited.

- **In case of book-entry form (CDC):** to the shareholder's respective Broker / Participant or to the CDC IAS.

Notice of Meeting

7. Payment of Cash Dividend Electronically (Mandatory)

In accordance with the provisions of Section 242 of the Companies Act, 2017 and Regulation no. 4 of the Companies (Distribution of Dividends) Regulations, 2017, it is mandatory for a listed company to pay cash dividend to its shareholders only through electronic mode directly into bank account designated by the entitled shareholders.

In case of physical shareholding, to receive the dividend directly into their bank account, shareholders are requested to complete the "E-Dividend Mandate Form" available at www.psopk.com and submit it, along with a copy of their valid CNIC, to the Company's Share Registrar.

In case of shares held in the Central Depository System (CDC), the duly completed "E-Dividend Mandate Form" must be submitted directly to the shareholder's respective Broker/Participant or to the CDC IAS.

Please note that in accordance with Section 243 of the Companies Act, 2017 and Regulation 6 of the Companies (Distribution of Dividends) Regulations, 2017, a listed company is entitled to withhold payment of dividend where the necessary information is not provided by the shareholders.

8. Withholding Tax on Dividend Income

The rates of deduction of income tax from dividend payments under the Income Tax Ordinance, 2001 are as follows:

1.	Rate of tax deduction for persons appearing in Active Taxpayer List (ATL)	15%
2.	Rate of tax deduction for persons not appearing in Active Taxpayer List (ATL)	30%

In this regard, all shareholders holding shares jointly are requested to provide, in writing, the shareholding proportions of the Principal Shareholder and the Joint Shareholder(s) in respect of their shareholding, to the Company's Share Registrar, as per the following format:

Folio/CDS Account #	Total Shares	Principal Shareholder		Joint Shareholder	
		Name and CNIC #	Shareholding Proportion (No. of Shares)	Name and CNIC #	Shareholding Proportion (No. of Shares)

Note: Shareholders are requested to provide the required information to the Company's Share Registrar by Thursday, October 16, 2025; failing which, the shares will be deemed to be held equally by the Principal and Joint Shareholder(s).

To avail tax deduction at 15% (instead of 30%), shareholders must ensure their Filer status is updated on the Active Taxpayers List (ATL) available at www.fbr.gov.pk and that their CNIC/Passport (for individuals) or NTN (for corporates) is duly recorded with their respective Participant/IAS or, in case of physical shareholding, with the Company's Share Registrar.

Withholding tax exemption on dividend income shall be allowed only if a valid tax exemption certificate is provided to the Company's Share Registrar by Thursday, October 16, 2025.

9. Electronic Transmission of Annual Report and Notice of AGM

In compliance with Section 223(6) of the Companies Act, 2017, and pursuant to S.R.O. 389(I)/2023 dated March 21, 2023 the Company has electronically transmitted the Annual Report 2025 through weblink, QR enabled code and through email to Members whose email addresses are available with the Company's Share Registrar, M/s. CDC Share Registrar Services Limited.

However, in cases where email addresses are not available with the Company's Share Registrar the printed copies of the notice of AGM containing the QR code and the weblink address to view and download the annual audited financial statements together with the printed Annual Report 2025 have been dispatched.

Notwithstanding the above, the Company will provide hard copies of the Annual Report 2025, to any Member on their request, at their registered address, free of cost, within one (1) week of receiving such request. Members requiring printed copies of Annual Report 2025 may send a request using a "Standard Request Form" placed on the Company's website www.psopk.com.

10. Conversion of Physical Shares into Book Entry Form

Under Section 72(2) of the Companies Act, 2017, all companies are required to replace physical shares with book-entry form. SECP, through its letter dated March 26, 2021, has directed listed companies to pursue shareholders still holding physical shares to convert them into scrip-less form.

Shareholders holding physical shares are therefore requested to open a CDC sub-account with a broker or an Investor Account with CDC to de-materialize their shares. This ensures safe custody and ease of trading, as physical shares are not tradable on the Pakistan Stock Exchange.

11. Prohibition of Gifts:

The SECP, through its Circular No. 2 of 2018 dated February 9, 2018 and S.R.O. 452(I)/2025 dated March 17, 2025, has strictly prohibited companies from distributing gifts at the general meetings.

Powering Momentum

At PSO, we're the heartbeat of Pakistan's ambition. With every station, innovation, and mile covered, we propel the nation's aspirations into reality. Our momentum isn't just about motion; it's about progress, possibility, and potential.

We fuel the rhythm of growth, the pulse of innovation, and the fire that drives Pakistan forward. We're not just powering engines; we're powering the nation's future.

Corporate Governance

Company Information

Board of Management

Chairman (Independent)
Mr. Asif Baigmohamed

Independent Members
Mr. Waheed Ahmed Shaikh
Mr. Mushtaq Malik
Mr. Ahmed Jamal Mir

Ex-Officio Members
Dr. Muhammad Fakhre Alam Irfan
Mr. Usman Ahmed Chaudhry
Mr. Sajjad Azhar
Mr. Shahbaz Tahir Nadeem

Managing Director & Chief Executive Officer
Syed Muhammad Taha

Chief Financial Officer
Ms. Gulzar Khoja

Company Secretary
Ms. Ambreen Ali

Auditors
KPMG Taseer Hadi & Co.
Chartered Accountants

Legal Advisor
Orr, Dignam & Co.
Advocates

Registered Office
Pakistan State Oil Company Limited
PSO House
Khayaban-e-Iqbal, Clifton
Karachi – 75600, Pakistan
UAN: +92 21 111 111 PSO (776)
Website: www.psopk.com

Share Registrar
CDC Share Registrar Services Limited
CDC House, 99-B
Block B, S.M.C.H.S.
Main Shahrah-e-Faisal
Karachi-74400, Pakistan
Tel.: 0800-CDCPL (23275)
Email: info@cdcsrsl.com

Bankers
Allied Bank Limited
Askari Bank Limited
Bank Alfalah Limited
Bank Al Habib Limited
Citibank N.A.
Faysal Bank Limited
Habib Bank Limited
Habib Metropolitan Bank Limited
MCB Bank Limited
Meezan Bank Limited
National Bank of Pakistan
Standard Chartered Bank (Pakistan) Limited
The Bank of Punjab
United Bank Limited

The Board of Management Profiles

Mr. Asif Baigmohamed

Chairman, BOM

Mr. Asif Baigmohamed took up the position of Chairman of the Board of Management of Pakistan State Oil Company Limited on May 29, 2023.

Mr. Baigmohamed is the Group Chief Executive Officer of Baigmohamed Group of Companies and Chief Executive Officer of ABM Investment, a private equity firm with interests in telecom, technology and construction.

Mr. Baigmohamed was previously Chief Executive Officer of Coca-Cola Southern Pakistan. During his tenure, the company received one of the top ten world positions in plant ratings and sales growth. He has also served as Director of Pakistan Petroleum Limited and Pakistan LNG Limited.

Mr. Baigmohamed graduated from Brown University with Honours in Economics and minor in Applied Mathematics. His academic excellence and prowess were acknowledged by his selection into Omicron Delta Epsilon, a prestigious American national honour society for achievement in the field of economics.

Syed Muhammad Taha

MD, CEO & Member, BOM

Syed Taha, capitalizing on his over three decades of cross-industry experience, both local and international, marked the highest ever profits, raising the bar with historic operational and financial performance for two years in a row in fiscal years 2021 & 2022 in the approximately five decades of Pakistan's largest energy icon - PSO.

Under his leadership, the company has gone from strength to strength, maintaining strong volumetric growth in all product lines and steadily increasing market shares across major portfolios. Taha has successfully transformed PSO from an oil marketing business to an agile, integrated & future-ready energy company.

He spearheaded the clean energy revolution in Pakistan, making PSO the first company to introduce Euro 5 fuels in the country while also building scale in low carbon energy alternatives such as EV charging and solarization of locations. He streamlined management and marketing, redesigned the company's internal architecture and unlocked the talent and potential of the organization's human capital with special focus on diversity and inclusion.

Harnessing the power of disruptive and indigenous technologies, he set the wheels for the company's long-term sustainability in motion through business process re-engineering, automation & digitization, diversification and new ventures. He increased focus on infrastructural projects, strategic financial management and high margin products with safety and customer-centricity being underpinning drivers of all initiatives.

Previously, he worked as an Executive Director in Oasis Energy, heading the Program Management Office of Port Harcourt Electricity Distribution Company, Nigeria. Prior to that, as the Chief Distribution Officer at K-Electric Limited, he managed revenues exceeding USD 1.9 billion, catering to 2.4 million customers in Karachi and improving the productivity and effectiveness of 8,000+ employees.

Well known as a visionary strategist and respected for his transformational skills in the energy sector with over two decades of executive level experience, Taha has been a key member of the change management and leadership teams in various organizations where he successfully turned around struggling enterprises into highly profitable concerns. He holds an engineering degree with an MBA from the Institute of Business Administration, Karachi.

Dr. Muhammad Fakhre Alam Irfan

Member, BOM

Dr. Muhammad Fakhre Alam Irfan is a career civil servant with over 31 years of experience in key administrative and policy making positions in the Government of Pakistan. He has been assigned responsibility as Secretary, Ministry of Energy (Power Division).

He has also worked as Secretary, Ministry of Industries and Production, in addition to his responsibilities as Secretary, Ministry of National Food Security & Research, Chief Secretary Government of Sindh, Secretary Ministry of Housing and Works, Secretary National Health Services Regulations and Coordination Division, Secretary Ministry of Poverty Alleviation and Social Safety, Additional Secretary Ministry of Interior.

Dr. Muhammad Fakhre Alam Irfan served as Secretary Revenue and Estate Department Government of Khyber Pakhtunkhwa, as Principal Secretary to Governor Khyber Pakhtunkhwa, Secretary Health Department Khyber Pakhtunkhwa, Commissioner of Malakand and Peshawar, Political Agent North Waziristan and Orakzai, Assistant Commissioner and Assistant Political Agent in Punjab and former FATA.

He has done MBBS from Khyber Medical College, Peshawar and MBA (Public Service) from University of Birmingham, UK.

Mr. Usman Ahmed Chaudhry

Member, BOM

Mr. Usman Ahmed Chaudhry is a senior civil servant from Pakistan Administrative Service having more than 25 years of diverse and rich professional experience.

As a civil servant, he has held several key positions in the government including, among others, the Special Secretary/Finance Secretary Punjab, Special Secretary to Chief Minister Punjab, District Co-ordination Officer in Attock and Bahawalnagar and Programme Director, Punjab Resource Management Programme.

He has also worked extensively with bi-lateral and multi-lateral agencies during his career and these include Foreign, Commonwealth and Development Office (FCDO) of UK Government, the World Bank, Asian Development Bank and UNDP.

He recently served as the Team Leader for the FCDO-funded £31 million Subnational Governance Programme (SNG) in Punjab and was instrumental in driving transformative reforms in the areas of public finance, governance and public policy.

He has also worked in South Sudan where he supported the government in policy and institutional reforms.

Mr. Usman Ahmed Chaudhry completed his BSc in Electrical Engineering from University of Engineering & Technology, Lahore. He also holds a Master in Public Policy (Specialization in Development Policy) degree from Australian National University, Australia. He is currently pursuing his PhD in Public Policy also.

Mr. Sajjad Azhar

Member, BOM

Mr. Sajjad Azhar is an experienced civil servant from Inland Revenue Service of Pakistan (28th Common Training Programme), having more than 22 years of experience in public financial management. He has served as Commissioner Inland Revenue and Additional Commissioner Inland Revenue in various field formations across Pakistan under Federal Board of Revenue.

In addition to his experience of Inland Revenue policy and administration, Mr. Sajjad Azhar has also served on various important assignments in the Federal Secretariat. He has worked as Joint Secretary (Budget), Ministry of Finance, dealing with federal budget formulation, fiscal management, Treasury and Cash management etc.

His other assignments include his incumbency as Joint Secretary (Medium Enterprises Development), Ministry of Industries and Production, where he supervised SME policy formulation and implementation, restructuring of small and medium level SOEs, international linkage creation etc.

Presently, Mr. Sajjad Azhar is serving as Joint Secretary (Corporate Finance), Ministry of Finance dealing with the financial and corporate affairs of SOEs of various sectors including petroleum, power, minerals, aviation etc.

Mr. Sajjad Azhar has also worked as Executive District Officer (Finance & Planning) under the District Governments' devolution plan, thus having worked on provincial and local governments' revenue streams and expenditures, project planning and financing etc.

Mr. Sajjad Azhar, holds a Master's degree in English and a bachelor's in Law from University of the Punjab. He is a graduate of Civil Services Academy, National Institute of Management/ National School of Public Policy.

Mr. Sajjad Azhar has attended a number of international seminars, workshops, visits etc. on various topics of public financial management.

Mr. Shahbaz Tahir Nadeem

Member, BOM

Mr. Shahbaz Tahir Nadeem is a highly experienced civil servant and a member of the Pakistan Administrative Service. He is currently serving as Joint Secretary (Investments/ JVs/ Development) in the Petroleum Division of the Ministry of Energy, Government of Pakistan. In this role, he oversees international cooperation efforts of the division.

He is also acting as the Director General/CEO of the Hydrocarbon Development Institute of Pakistan (HDIP).

Mr. Shahbaz has a diverse educational background, including a Commonwealth Masters in Business Administration, LLB, and B.Sc. in Computer Sciences. He has also completed numerous professional training courses, both locally and internationally.

Mr. Shahbaz has extensive experience in public sector management, having worked in all three tiers of Government in Pakistan. He has served as the Project Director of the KP Investment in Human Capital (World Bank), Director General of the KP Revenue Authority (Finance Department), and Deputy Commissioner in Gilgit, Diamer, and Hunza districts.

In addition to his public sector roles, Mr. Shahbaz has served as a board member for several organizations, including Pakistan LNG Limited, Pakistan Refinery Limited, Saindak Metals, Government Holdings (Private) Limited (GHPL), Pakistan Mineral Development Corporation (PMDC), Inter State Gas Systems (Private) Limited (ISGS), Sui Northern Gas Pipeline Company Limited (SNGPL) and Pakistan Petroleum Limited (PPL).

He has also held board positions for educational institutions and regulatory authorities in Khyber Pakhtunkhwa.

Mr. Shahbaz is committed to public service and has made significant contributions in the fields of general administration, economic development, and multi-tier governance.

Mr. Waheed Ahmed Shaikh

Member, BOM

Mr. Waheed Ahmed Shaikh brings over four decades of exceptional experience in the downstream oil and gas industry, demonstrating expertise across a wide array of areas, including the acquisition, integration, and turnaround of both private and State-Owned Enterprises. A Mechanical Engineer by training from the University of Engineering & Technology, Lahore, Mr. Shaikh also holds an MBA from a prestigious U.S. institution, completed on scholarship.

Mr. Shaikh's career began with distinguished service at Pakistan International Airlines and Pakistan Burmah Shell (PBS), where he played a pivotal role in transforming PBS into one of Pakistan's leading oil marketing companies. His early contributions laid the foundation for his future success.

In Shell Pakistan, Mr. Shaikh served as Supply & Transport Manager and Retail Manager before being recruited as CEO of a struggling lubricant company in Saudi Arabia. Under his leadership, he successfully turned around the business and led the acquisition of Petromin from Aramco, subsequently merging the two companies. As an Executive Board Member of Petromin Corporation, the largest downstream oil business in Saudi Arabia, Mr. Shaikh was instrumental in conceptualizing and expanding Petromin Express, transforming it into the world's fifth-largest lube change retail network.

His remarkable achievements during this period are documented in Amr Al-Dabbagh's book, Omnipreneurship. Following these successes, Mr. Shaikh was promoted to Chief Operating Officer of Dabbagh Group, Saudi Arabia.

Beyond the oil and gas sector, Mr. Shaikh has demonstrated his versatile leadership abilities across various industries. He has served as a Board Member for Supreme Foods, the sole supplier of processed chicken to Burger King in the Middle East, and Red Sea Housing Company, a key supplier of prefabricated housing solutions for oil exploration companies and armed forces in remote locations across 55 countries. Additionally, he served on the board of Greif Plastic, the largest flexible packaging company with manufacturing plants in Türkiye, Ukraine, Romania, and the UK.

Mr. Mushtaq Malik

Member, BOM

Mr. Mushtaq Malik holds Master's degrees in Economics and in Business Administration from Boston University, USA, with specialization in International Business Management and Finance. He has also done an Executive Course in Project Evaluation and Management from Harvard University and has a Marketing Management Diploma from Delft University of Technology Netherland.

Mr. Malik has also attended courses on Macroeconomic Stability and Balance of Payment Management arranged by International Monetary Fund (IMF) at Washington DC and Project Planning, Implementation and Monitoring ADP in Manila. He has worked as Joint Secretary- External Finance (EF) and Additional Secretary (EF), Ministry of Finance. He headed the Board of Investment (BOI) as a Federal Secretary, Pakistan Electronic Media Regulatory Authority (PEMRA) as Chairman and Member, Federal Services Tribunal (FST). He has represented Pakistan at various international forums and has worked as the Economic Minister and Financial Advisor in the Embassy of Pakistan at Washington DC (July 2002 to July 2006).

Currently Mr. Malik also serves on the boards of Hinopak Motors Limited, Cnergyico PK Limited and as Chairman of MM Management Consultants (Private) Limited. Previously, he served on the board of Sindh Insurance Limited.

He has previously served on the boards of Askari Bank Limited, Habib Bank Limited and ECO Bank, Istanbul for six years, five years and two years respectively, and has served for 14 years in the Government of Punjab in various positions such as DG Local Government, Director of Industries and Mineral Development, Secretary Excise and Taxation, Secretary Environment Protection Development, Secretary Population Welfare and Managing Director, Punjab Mineral Development Corporation.

Presently, he is the Project Director of ASPIRE, a World Bank programme with Ministry of the Federal Education. Besides, he is Patron in Chief of the Awan Foundation of Pakistan, an NGO running schools on a no-profit no-loss basis in District Chakwal/Talagang, Punjab.

Mr. Ahmed Jamal Mir

Member, BOM

Mr. Ahmed Jamal Mir is the Managing Director & Chief Executive Officer of Prestige Communications (Pvt.) Ltd., one of Pakistan's leading advertising agencies established in 1960.

A graduate in Economics from the University of California, Los Angeles (UCLA), he assumed leadership of the company in 1986 and has since managed a diverse portfolio of multinational and local clients, including British American Tobacco, Procter & Gamble, Sony, Emirates, GSK, HBL, Jubilee Insurance, Nestle Milkpak and Packages Limited amongst many others.

Mr. Mir is known for fostering strong, long-term partnerships and for strengthening the agency's creative legacy Prestige is credited with delivering several landmark campaigns.

Mr. Mir led Prestige's 20-year affiliation with the Grey Group (WPP) and has collaborated with global networks such as, TD&A DDB, Fortune PromoSeven and APCO. He has held leadership positions including President of the American Business Council (2018–2019), Chairman of the Pakistan Advertising Association, and Director of NIB Bank, and is currently a member of the Executive Committee of the Pakistan–Turkish Business Council (FPCCI). He has also served as Media Consultant for the Pakistan Cricket Board.

In addition to his corporate roles, Mr. Mir actively supports charitable organizations including the Aga Khan University Hospital Annual Fundraising, Lady Dufferin Hospital, Layton Rahmatulla Benevolent Trust, and The Cardiovascular Foundation.

List of Board Members and their Directorships

Sr. No.	Name of Board Member	Other Engagements
1	**Mr. Asif Baigmohamed** Chairman (Independent)	**Chief Executive Officer** 1. ABM Investment **Director** 1. Digital Bridge (Pvt.) Limited 2. ABM Logistics 3. Marina City Developers **Chairman** 1. CERISMA (Private) Limited
2	**Syed Muhammad Taha** MD & CEO (Executive Member)	**Director** 1. Asia Petroleum Limited 2. Pak-Arab Pipeline Company Limited 3. Pakistan Refinery Limited 4. Petroleum Institute of Pakistan
3	**Dr. Muhammad Fakhre Alam Irfan** (Ex-Officio Member)	**Director** 1. Power Holding Limited, Chairman BOD 2. Private Power & Infrastructure Board, Chairman BOD 3. Independent System & Market Operator 4. Public Procurement Regulatory Authority 5. K-Electric Limited
4	**Mr. Usman Ahmed Chaudhry** (Ex-Officio Member)	**Director** 1. Sui Northern Gas Pipeline Limited 2. Sui Southern Gas Company Limited 3. Private Power & Infrastructure Board
5	**Mr. Sajjad Azhar** (Ex-Officio Member)	**Director** 1. Private Power & Infrastructure Board 2. Sui Southern Gas Company Limited 3. Sui Northern Gas Pipeline Limited 4. National Power Parks Management Company (Pvt.) Ltd. 5. Independent System & Market Operator
6	**Mr. Shahbaz Tahir Nadeem** (Ex-Officio Member)	**Director** 1. Pakistan LNG Limited 2. Pakistan Mineral Development Corporation
7	**Mr. Waheed Ahmed Shaikh** (Independent Member)	**Advisor** 1. Petromin Corporation – Saudi Arabia
8	**Mr. Mushtaq Malik** (Independent Member)	**Chairman** 1. MM Management Consultants (Pvt.) Limited **Director** 1. Cnergyico Pk Limited 2. Hinopak Motors Limited 3. Project Coordinator Consultant, ASPIRE (a W.B. Project)
9	**Mr. Ahmed Jamal Mir** (Independent Member)	**Managing Director & CEO** 1. Prestige Communications (Pvt.) Ltd.

Board Committees

Board Audit & Compliance Committee (BACC)

Mr. Mushtaq Malik	Chairman
Mr. Waheed Ahmed Shaikh	Member
Mr. Ahmed Jamal Mir	Member
Mr. Sajjad Azhar	Member
Mr. Shahbaz Tahir Nadeem	Member

The committee shall, among other things, be responsible for recommending to the Board of Management (BOM) the appointment of external auditors by the company's shareholders and shall consider any questions of resignation or removal of external auditors, audit fees and provision by external auditors of any service to the company in addition to audit of its financial statements. In the absence of strong grounds to proceed otherwise, the BOM shall act in accordance with the recommendations of the Board Audit & Compliance Committee in all these matters.

The committee will also assist the Board in overseeing the company's compliance program with respect to: (i) compliance with the laws; and (ii) compliance with the company's Code of Conduct and related policies by employees, officers, directors and other agents and associates of the company.

The terms of reference of the Audit & Compliance Committee shall also include the following

Audit

1. Determination of appropriate measures to safeguard the company's assets;
2. Review of preliminary announcements of results prior to publication;
3. Review of quarterly, half-yearly and annual financial statements of the company, prior to their approval by the BOM, focusing on:
    - Major judgemental areas;
    - Significant adjustments resulting from the audit;
    - The going-concern assumption;
    - Any changes in accounting policies and practices;
    - Compliance with applicable accounting standards; and
    - Compliance with listing regulations and other statutory and regulatory requirements.
4. Facilitating the external audit and discussion with external auditors on major observations arising from interim and final audits and any matter that the auditors may wish to highlight (in the absence of management, where necessary)
5. Review of management letter issued by external auditors and management's response thereto;
6. Ensuring coordination between the internal and external auditors of the company;
7. Review of the scope and extent of internal audit and ensuring that the internal audit function has adequate resources and is appropriately placed within the company;
8. Consideration of major findings of internal investigations and management's response thereto;
9. Ascertaining that the internal control system including financial and operational controls, accounting system and reporting structure are adequate and effective;
10. Review of the company's statement on internal control systems prior to endorsement by the BOM;
11. Instituting special projects, value for money studies or other investigations on any matter specified by the BOM, in consultation with the Chief Executive and to consider remittance of any matter to the external auditors or to any other external body;
12. Determination of compliance with relevant statutory requirements;
13. Monitoring compliance with the best practices of corporate governance and identification of significant violations thereof;
14. Recommending or approving the hiring or removal of the chief internal auditor;
15. Overseeing whistle-blowing policy and protection mechanism and
16. Consideration of any other issue or matter as may be assigned by the BOM.

Compliance

1. Review Code of Conduct and related policies applicable to employees, officers, and directors and other agents and associates of the company at least annually and make recommendations to the Board as appropriate.

Board Committees

2. Provide oversight as needed to ensure that Compliance program effectively prevents and/or detects violations by Company employees, officers, directors and other agents and associates of the company law, regulation, Company policy, special conditions imposed on the company by any licensing authorities and the Code of Conduct.

3. The Whistle blowing unit will report to the Audit & Compliance Committee.

4. Review and evaluate, at least annually, the performance of the Committee, including compliance by the Committee with this Charter.

5. Review and assess, at least annually, the adequacy of this Charter and submit any proposed changes to the Board for approval.

6. Review resources assigned to the Compliance program to assess their adequacy relative to the program's effectiveness.

7. Receive such reports of relevant conduct, misconduct, and other issues as appropriate to the committee.

8. Perform any other activities consistent with this Charter, and the company's By-laws and Certified of Incorporation, as the Committee may deem necessary or appropriate for the fulfilment of its responsibilities under this Charter or as required by applicable law or regulation, or as may be determined by the Board.

9. Do every other act incidental to, arising out of or in connection with, or otherwise related to the authority granted to the Committee hereby or the carrying out of the Committee's duties and responsibilities hereunder.

10. Notwithstanding any of the foregoing, the legal liability of any of the Committee members shall not be greater than that of other members of the Board.

Board Finance & Risk Management Committee (BFRMC)

Mr. Sajjad Azhar	Chairman
Dr. Muhammad Fakhre Alam Irfan	Member
Mr. Usman Ahmed Chaudhry	Member
Mr. Waheed Ahmed Shaikh	Member
Mr. Asif Baigmohamed	Member
Mr. Ahmed Jamal Mir	Member
Syed Muhammad Taha	Member

The Board Finance and Risk Management Committee primarily reviews the financial and operating plans of the company and is responsible for overseeing the risk management activities, approving appropriate risk management procedures and measurement methodologies across the company.

The Finance and Risk Management Committee's scope of work entails carrying out following activities and duties and recommending their findings to the BOM for approval:

1. Reviewing Corporate Strategy, Operational Plans and Long term Projections of the company.

2. Reviewing Proposals / Feasibility Studies prepared by the management of all major projects.

3. Review the proposed annual Business Plan and Budget and endorsing the same for approval of BOM.

4. Identification and management of strategic business risks of the company considering the general economic conditions of the country, competitive realities and scenarios and ensuring that risk management processes and cultures are embedded throughout the company.

5. Providing regular update to the BOM on key risk management issues and its proposed mitigating factors.

6. Considering investments and disinvestments of funds outside normal conduct of business and reviewing cash and fund management policies and procedures.

7. Consideration of any other issue or matter as may be assigned by the BOM.

Board Human Resource & Remuneration Committee (BHRRC)

Mr. Waheed Ahmed Shaikh	Chairman
Mr. Usman Ahmed Chaudhry	Member
Mr. Mushtaq Malik	Member
Mr. Asif Baigmohamed	Member
Syed Muhammad Taha	Member

The committee will be responsible for making recommendations to the Board for maintaining:

- A sound plan of organization for the company.
- An effective employees' development programme.
- Sound compensation and benefits plans, policies and practices designed to attract and retain the caliber of personnel needed to manage the business effectively.

The term of reference of the committee shall also include the following:

1. **Review organization structure periodically to:**
   a. Evaluate and recommend for approval of changes in the organization, functions and relationships affecting management positions equivalent in importance to those on the management position schedule.
   b. Establish plans and procedures that provide an effective basis for management control over company manpower.
   c. Determine appropriate limits of authority and approval procedures for personnel matters requiring decisions at different levels of management.
2. **Review the employees' development system to ensure that it:**
   a. Foresees the company's senior management requirements.
   b. Provides for early identification, development, and succession of key personnel and leadership positions.
   c. Brings forward specific succession plans for senior management positions.
   d. Training and development plans.
3. **Compensation and Benefits:**
   a. Review data of competitive compensation practices and review and evaluate policies and programmes through which the company compensates its employees.
   b. Recommend for approval salary ranges, salaries and other compensation for the CEO and Senior Management/Senior General Managers reporting to the CEO.

Board IT & Innovation Committee (BITIC)

Mr. Shahbaz Tahir Nadeem	Chairman
Dr. Muhammad Fakhre Alam Irfan	Member
Mr. Asif Baigmohamed	Member
Syed Muhammad Taha	Member

The Board IT & Innovation Committee (the Committee) has been set up with the objective of:

1. Building Competitive Advantage for PSO in the Industry using Technology.
2. Automation of all company activities and operations wherever possible primarily enabling controls on processes and flow of information for fast and quality decision making.

The Committee shall primarily set the Automation and Digitalization targets of the company. The Committee shall take whatever steps necessary to ensure implementation of Automation and Digitalization initiatives and progress towards company's Digital Transformation. The Committee shall review, recommend for approval to BOM, monitor and enforce implementation of all IT plans, scope, budgets and keep BOM abreast on progress made on execution of all IT projects.

The Committee's scope of work entails carrying out following activities and duties:

1. Set, Review and Monitor Implementation of Automation and Digital Transformation Goals and Strategy of the company.
2. Review and approve short-term, medium-term and long-term plans to fulfil Company's Automation and Digital Transformation goals.
3. Establish policies and guidelines to ensure security of all IT and Automation systems, use of systems by all relevant management and employees in the company and build accountability, responsibility and ownership.
4. Review Business Plans, Budgets, Project scopes, Technologies and Proposals/Feasibility Studies prepared by the management for all major Automation and Digital Transformation projects, ensuring alignment with corporate strategy, and endorsing the same for approval of BOM.
5. Determine and assign roles and responsibilities of all stakeholders for timely execution of Automation and Digital Integration projects.
6. Review and ensure adequate resources are appropriately placed for the execution of all Automation and Digital Integration initiatives.
7. Review monthly or as the Committee may decide, progress on all Automation and Digital Transformation projects.
8. Provide regular update to the BOM on key Automation and Integration hurdles and its proposed mitigating factors.

Board Committees

9. Review exceptions, if any, presented for information and approval in terms of the Automation and Digital Transformation policy guidelines.
10. As necessary, hold meetings separately with senior management, employees or independent advisors in respect of matters pertaining to a Project to ensure implementation of automation projects.
11. Any other tasks as assigned to the Committee by the BOM and /or referred by other Committees.

Board Procurement Committee (BPC)

Mr. Usman Ahmed Chaudhry	Chairman
Dr. Muhammad Fakhre Alam Irfan	Member
Mr. Mushtaq Malik	Member
Mr. Sajjad Azhar	Member
Mr. Shahbaz Tahir Nadeem	Member

The Terms of reference of the Board Procurement Committee are as follows:

1. Review and approve Procurement Policy Framework and any subsequent changes to the same.
2. Recommend procurement awards for capital and revenue expenditure for amounts in excess of PKR 200 million for local procurement and USD 5 million for foreign procurement (other than product procurement) for approval of the BOM. Awards requiring urgent approval will be approved through circulation to all members.
3. Recommend procurement of spot cargoes of Liquefied Natural Gas (LNG) for approval of the BOM.
4. Provide advice on procurement related matters and approval processes as and when required.

Board Strategy, Diversification and ESG Committee (BSDEC)

Mr. Asif Baigmohamed	Chairman
Dr. Muhammad Fakhre Alam Irfan	Member
Mr. Waheed Ahmed Shaikh	Member
Mr. Ahmed Jamal Mir	Member
Syed Muhammad Taha	Member

I. Strategy & Diversification:

The energy landscape of Pakistan is fast changing and the oil and gas marketing sector in the country has become increasingly competitive over the last few years. In this backdrop, not only oil & gas sector players of the country are required to align themselves with the changing scenario but also additional efforts have to be made by public sector companies to play their due role in the overall development of the energy sector. To effectively address these challenges and sustain progressive growth, the committee has been constituted to formulate business diversification strategy and monitor progress of diversification projects of the company.

- Review company's medium to long-term investment diversification strategy and provide guidance to the management on all matters related to business / risk diversification
- Formulate Strategic Investment Guidelines for the company
- Review proposals on business diversification / investment projects in downstream sector
- Review growth possibilities through new projects in oil and gas sector which includes inter-alia infrastructure development, LNG, LPG, downstream projects, refining etc
- Review feasibility studies for special projects to assess possibilities for prospective business expansion and investment
- Make recommendations to the BOM regarding potential projects and new avenues for diversified investment of the company's capital and financial resources providing attractive returns
- Review and monitor progress of on-going key strategic & diversification projects in line with Board approvals
- Considering new business opportunities as may be referred by the BOM or other stakeholders

II. Environment, Social & Governance (ESG)

The primary purpose of the committee is to recommend to the Board framework and initiatives with respect to ESG while ensuring that these factors are integrated into the company's overall strategy, risk management framework and long-term business objectives. The committee shall also take necessary steps to encourage the company's compliance with national ESG requirements, industry standards and reporting.

1 Responsibilities

The ESG Committee shall be responsible for the following key functions:

1.1.1 Strategy and Oversight

- Review and approve the company's ESG strategy, ensuring alignment with the overall business strategy
- Provide oversight on the implementation of ESG initiatives and monitor progress towards meeting ESG objectives
- Review and recommend to the Board any significant changes to the ESG strategy
- Develop a framework for ESG with minimum capital expenditure and optimum alignment with requirements

1.1.2 Risk Management and Compliance

- Identify and assess current and emerging ESG-related risks and opportunities that may impact the company's business, reputation and stakeholders through a heat-map periodically
- Oversee compliance with applicable ESG regulations, industry standards and reporting framework

- Oversee the development and implementation of risk management processes to address these risks and opportunities
- Proactively monitor the company's ESG-related governance matters

1.1.3 Stakeholder Engagement and Communication

- Ensure that stakeholder concerns (e.g., investors, employees, communities, regulators) regarding ESG issues are identified and addressed
- Engage with key stakeholders, including institutional investors, customers and local communities, to understand their expectations on ESG matters
- Consider stakeholder feedback in the development and review of the ESG strategy

1.1.4 Performance Monitoring and Reporting

- Promote and adapt technological advancements in ESG function to become market leader
- Oversee the development and execution of key performance indicators (KPIs) related to ESG performance
- Approve the annual ESG report, ensuring it aligns with the requirements

1.1.5 Policy and Governance

- Ensure that the Company's governance structures and practices promote transparency, accountability, and ethical behaviour in relation to ESG matters
- Review and approve executive compensation structures to ensure they are aligned with long-term ESG goals
- Review and recommend to the Board updates to the Committee's TOR

1.1.6 Emerging Issues

- Stay informed about emerging ESG trends, requirements and best practices
- Recommend to the Board potential impacts of these developments on business continuity
- Update the Board with adequate knowledge on evolving ESG issues, particularly those with regulatory, financial, or reputational implications

2 Composition and Structure

The Committee should have a composition that reflects a range of expertise and diversity to effectively address ESG issues. The committee's structure should include:

2.1.1 Members

- **Chairperson:** The Chair of the Committee shall be an independent non-executive board member with knowledge of ESG matters
- **Committee Members:** A mix of non-executive board members preferably with knowledge in various ESG domains (e.g., environmental sustainability, social responsibility, corporate governance, legal compliance, finance, etc.). The majority of the members should be independent

2.1.2 Meetings

- The Committee shall meet at least quarterly, with additional meetings scheduled as necessary

3 Transparency and Disclosure

- The Committee shall ensure that its activities are transparent to shareholders and other key stakeholders
- The TORs shall be publicly disclosed ensuring transparency in how ESG governance is structured
- PSO has successfully completed a thorough assessment of the Securities and Exchange Commission of Pakistan's (SECP) ESG disclosure guidelines, undertaken a comprehensive gap analysis, and secured Management's approval for the publication of an annual ESG/Sustainability report, effective from the next financial year

Board's Operating Style and Delegation to Management

The Board is responsible for setting strategic/overall objectives of the company, effective management and control of the company, oversight on all high priority corporate risk matters and ensuring all policies are in place to manage those risks.

The Board has delegated certain responsibilities to its committees for review and recommendations to the Board through their respective Terms of Reference. An agenda or matter that requires Board's approval is first presented to the respective committee by the management. After thorough deliberations, the final recommendations are presented to the Board for approval.

Moreover, the Board has delegated day-to-day management of the affairs of the company to the management through the approved Limits of Authority Manual prepared in line with applicable statutory/legal requirements and best practices.

Role of Chairman and CEO

Chairman of the Board is responsible for ensuring that the Board is working properly and all matters relevant to the governance of the company are considered in Board Meetings. The Chairman conducts the Board meetings and has the responsibility to lead the Board and ensure its effective functioning and continuous development. The Chairman has no involvement in day-to-day operations of the company.

The Managing Director & CEO of the company is responsible for the management of the company in accordance with all statutory obligations and subject to the oversight and directions of the Board. His responsibilities, inter-alia, include implementation of strategies and policies approved by the Board.

Corporate Governance

CEO's Performance Review by the Board

The performance of the Managing Director & CEO is evaluated by the Board on an annual basis based on the business activities performed during the year in line with the corporate strategy. The Board oversees the activities of the company including the corporate performance and advises the management accordingly. A corporate strategy is set out by the company under the supervision of the Managing Director & CEO. The performance thereof is monitored during the year.

Evaluation of Board's Performance

In compliance with the State-Owned Enterprises (SOEs) Policy, the Company carried out the Board's Performance Evaluation for the Fiscal Year 2025 (FY25). This evaluation was conducted in line with the guidelines provided by the Central Monitoring Unit (CMU) of the Finance Division.

Training of the Board Members

As at June 30, 2025, seven (07) BOM members have a certification under SECP's approved Directors' Training Program (DTP) in compliance with the requirement of the DTP under the Regulations and the SOEs Act, 2023.

Orientation of the Board Members

The Board participated in a focused two-day orientation providing an immersive overview of PSO's strategic vision and operations. The sessions featured presentations on key business functions and subsidiaries, effectively fostering informed decision-making and strengthening corporate governance.

Remuneration of Non-executive (Including Independent) Board Members

The Non-executive Board members do not have fixed remuneration per se and are being paid a fixed fee for each meeting attended. The said fees are decided upon by the Board collectively.

Policy for Retention of Fee by an Executive Member

Managing Director & CEO, PSO is the only Executive Member on PSO's Board. He also holds Non-executive directorship in Asia Petroleum Limited, Pakistan Refinery Limited, Pak-Arab Pipeline Company Limited and Petroleum Institute of Pakistan. He is entitled to retain in full the fee received from the above-mentioned entities against his services as Non-executive Director.

Board's View on Diversity

PSO has a diversified and experienced Board of Management duly appointed by the Government of Pakistan. The members possess a mix of professional expertise in leadership, finance, economics, engineering and business management skills covering areas of PSO's business undertakings along with diversified experience from both the Public and Private sectors.

As of June 30, 2025, the Board consisted of 01 Executive Member i.e. the Managing Director & CEO, 04 independent and 04 ex-officio members.

PSO's Board and Management are committed to encouraging diversity and ensuring equal opportunity for individuals based on merit without any external influence or bias in the form of age, gender, ethnicity etc., which make PSO's pool of employees a unique and diversified blend representing all segments of the society.

Company's Policy for Safeguarding of Records

Safety of Records is a critical control procedure which requires attention at all levels. Company has a detailed policy/Standard operating procedure (SOP) in respect of Handling, Retention and destruction of records and documents. The records have been kept at secured places with adequate measures in place. Further, the company has a redefined Information Technology policy that articulates corporate and information security governance, programme management and cyber security management. The company also has a Disaster Recovery Plan which entails necessary backup facilities.

Conflict of Interest Amongst Board Members

Any conflict of interest relating to members of the Board of Management is managed as per provisions of the company law and rules & regulations of SECP and Pakistan Stock Exchange.

Compliance with the Best Practices of the Code of Corporate Governance

Report of the Board Audit & Compliance Committee on adherence to the Code of Corporate Governance, Statement of Compliance with the Code of Corporate Governance and Auditors' Review Report thereon also form part of this report and are annexed.

External Oversight of Various Functions

Internal Controls and systems are the lifeline of an organization. To enhance the credibility of internal controls and systems, external oversight is an important tool that is being used by the management.

Corporate Governance

MD & CEO and Executive Leadership Team is responsible for overall strategic oversight on various functions, decision-making, and resource allocation. Following bodies exist to oversee various strategic, tactical and operational matters of the company:

- **Management Committee (ManCom):** the prime management body responsible for deciding how the organization will be operated as a whole. The ManCom approves, steers and reviews key projects from conceptualization to implementation; reviews annual plans, performance targets, projects and budgets
- **Executive Committee (ExCom):** conducts periodic reviews of various business matters, day to day operational challenges and other related affairs
- **Compensation, Organization & Employee Development Committee (COED):** plays a crucial role in thoroughly examining all facets of HCM encompassing a wide range of areas such as Organizational Development, Employee Progression & Development, Performance Management, Compensation, and HR Governance
- **Health, Safety and Environment (HSE) Committee:** PSO has a comprehensive HSE program in place that aspires to achieve a "Zero Incidents" culture. Through a dedicated committee and proactive management oversight, PSO ensures rigorous adherence to industry-leading safety and environmental standards, driving continuous improvement and minimization of operational risks
- **IT Committee** proactively addresses Technology related challenges and reviews solutions proposed to keep PSO offerings up to mark vis-à-vis global technology standards

Separately various departments are also overseeing respective domains, such as below:

- **Department Heads:** Execute departmental initiatives aligned with PSO's strategic objectives, monitor progress, and report performance
- **Finance Team:** Ensure timely capital allocation and manage funding for capital-intensive projects
- **Supply Chain and Logistics Team:** Oversee infrastructure upgrades, distribution efficiency, and technology implementation
- **HR and Operations:** Lead workforce development programs, digital training, and adoption of new technologies
- **Sustainability and CSR Team:** Implement and track environmental initiatives, manage community projects

Data Collection Methods

PSO employs various data collection methods to ensure accurate tracking of KPIs:

- **ERP System:** Centralized platform for collecting financial, operational, and customer data in real-time
- **Surveys and Feedback Forms:** Customer satisfaction surveys, employee engagement surveys, and feedback from stakeholders
- **IoT Sensors:** For monitoring fuel supply, emissions levels, and operational efficiencies in real-time
- **Third-party Audits:** Independent performance audits for environmental and CSR activities

Reporting Mechanisms

PSO ensures transparency and accountability through regular reporting:

- **Internal Reports:** Monthly and quarterly performance reports to senior management and the Board of Directors
- **Public Reports:** Annual Sustainability Report aligned with global ESG standards, including GRI and UN SDGs
- **Regulatory Reports:** Compliance reports submitted to government bodies like OGRA and SECP, including fuel pricing and environmental impact
- **Investor Reports:** Regular updates and financial statements presented during Annual General Meetings (AGMs)

Review and Updates

The company operates in a dynamic energy landscape influenced by global market fluctuations, regulatory shifts, and national economic priorities. To ensure the business plan remains relevant, responsive, and strategically aligned, PSO has institutionalized a robust review and update mechanism that supports adaptability and long-term sustainability.

Performance Review Schedule: PSO follows a **structured review cycle**, with:

- **Quarterly performance evaluation** to assess progress against key performance indicators (KPIs)
- **Annual reviews** of the corporate business plan, aligned with national energy policies and market forecasts
- **Ad-hoc reviews** in response to significant internal or external developments, such as regulatory changes, economic shifts, or global oil market disruptions
- **Project-specific Reviews:** For major initiatives like infrastructure upgrades, renewable energy projects, and digital transformations

PSO aims to optimize processes and boost efficiency via digital transformation in the medium term. Over the medium to long term, it will invest in human capital, building skilled, diverse talent and drive growth through strategic diversification into new ventures.

Corporate Governance

Board Meetings Held Outside Pakistan

During the year, no board meeting was held outside Pakistan.

Related Parties

Names of related parties / transactions with related parties along with the basis of relationship are disclosed in note 45 to the financial statements.

Contract or arrangements with related parties were in the ordinary course of business and were at arm's length basis.

The normal policies of the company are applicable on related party transactions as well since these are not at any special terms. i.e. are at the same terms as applicable to transactions with other unrelated parties.

Board Members are required to disclose their interest, if any, in related party transactions. During the year no conflicts arose that were required to be monitored / managed by the Board.

Management Responsibility towards 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, the requirements of Companies Act, 2017 (XIX of 2017) and State-Owned Enterprises (Governance and Operations) Act, 2023.

Management is also responsible to implement such internal controls as it determines as necessary to enable the preparation of financial statements that are free from material misstatement.

In preparing the financial statements, management has to make various estimates, assumptions and use judgements that affect the application of accounting policies and reported amounts. The following are areas of significant judgements:

- Valuation of stock in trade
- Valuation / Impairment of Trade debt and other receivables
- Provision for retirement and other service benefits
- Taxation including deferred taxation
- Depreciation /amortization methods and determination of useful lives of items of Property, Plant and Equipment and Intangibles.
- Right of use Assets and corresponding Lease liability

Board of Management is responsible for overseeing the company's financial reporting process and approving the financial statements.

Appointment of the Board including Chairman

The Federal Government controls the management of affairs of the company under the provisions of the Marketing of Petroleum Products (Federal Control) Act, 1974. Accordingly, the Chairman, Managing Director & CEO and all BOM members are appointed by the Federal Government.

Business Plan

PSO develops detailed annual and multi-year capital expenditures budgets and forecasts for infrastructure upgrades, digitalization, and retail network expansion projects aligned with its strategic goals.

The detailed Business plan submitted to Company's Board also covers key financial and operational assumptions, key economics, estimated capital expenditures, and main inflows/outflows by project.

The Board has approved the business plan for PSO encompassing capital expense budget, operating expense budget, revenue, investment in strategic projects, CSR contribution and performance targets for next year.

The decisions are aligned with PSO's strategic direction and are expected to drive significant benefits, including:

- Improved operational efficiency
- Increased revenue and profitability
- Enhanced competitiveness and market position
- Stronger returns on investment for the company's shareholders

The Board is confident that these plans, goals and decisions will enable PSO to achieve its primary objective through long-term success and sustainable value for its stakeholders.

Board statement on the integrity of the systems of internal control and policy

The Board recognizes the critical importance of maintaining a strong and reliable system of internal controls to safeguard the company's assets, ensure accurate financial reporting, and promote ethical business conduct. To oversee this, the Board has instituted a structured process for reviewing the effectiveness of internal controls and the Internal Audit function through the Board Audit & Compliance Committee.

This system of internal controls is well-designed, effectively implemented, and continuously monitored to ensure its adequacy. The Audit & Compliance Committee, in line with its Terms of Reference, has identified opportunities for improvement in areas such as financial and operational controls, accounting processes, and reporting mechanisms, and has made recommendations to strengthen these areas.
PSO's Code of Conduct, along with supporting policies and procedures, is communicated throughout the organization to

instill a culture of integrity and compliance. In cases of any deviation or breach of the Code or internal controls, prompt and appropriate actions are taken, including thorough investigations and corrective measures, to uphold accountability and reinforce the company's ethical standards.

Through ongoing oversight and proactive enhancements, the Board ensures that the internal control environment remains robust, fostering transparency and trust within PSO and among its stakeholders.

Board's Commitment to Upholding the Highest Standards of Ethics and Compliance

At PSO, we remain firmly committed to upholding the highest standards of ethical conduct, sustainable business practices, transparent reporting, and robust corporate governance.

These principles are central to delivering long-term value and success for all our stakeholders.

The Board plays a pivotal role in setting the tone at the top by fostering ethical leadership, steering strategic direction, and providing oversight to ensure responsible and sustainable growth. Board members are actively engaged in meetings, where they review operational performance, shape corporate policies, and ensure full compliance with legal, regulatory, and fiduciary responsibilities.

The Chairman BOM ensures that all discussions and decisions taken during Board meetings are clearly documented and communicated in a timely manner. To support informed and effective decision-making, all financial statements and relevant materials are circulated to Board members in advance of each meeting.

During the fiscal year, the Board convened 13 meetings. In each case, the meeting agendas and supporting documents were shared at least one week in advance, except in cases of urgent meetings, where the notice period was justifiably waived.

Chairman's Significant Commitments

Chairman's significant commitments during the year included:

- Effective conduct of Board meetings and decision making.
- Review of strategies and way forward for further increasing market share in all major product lines.
- Devising a strategic framework for future diversification projects
- Review of the company's progress in strategic infrastructural projects
- Efforts towards recovery of long outstanding receivables.
- Chairman's engagements other than PSO has been disclosed on page no. 79

Declaration by the Board u/s 25(3) of the SOEs Act, 2023

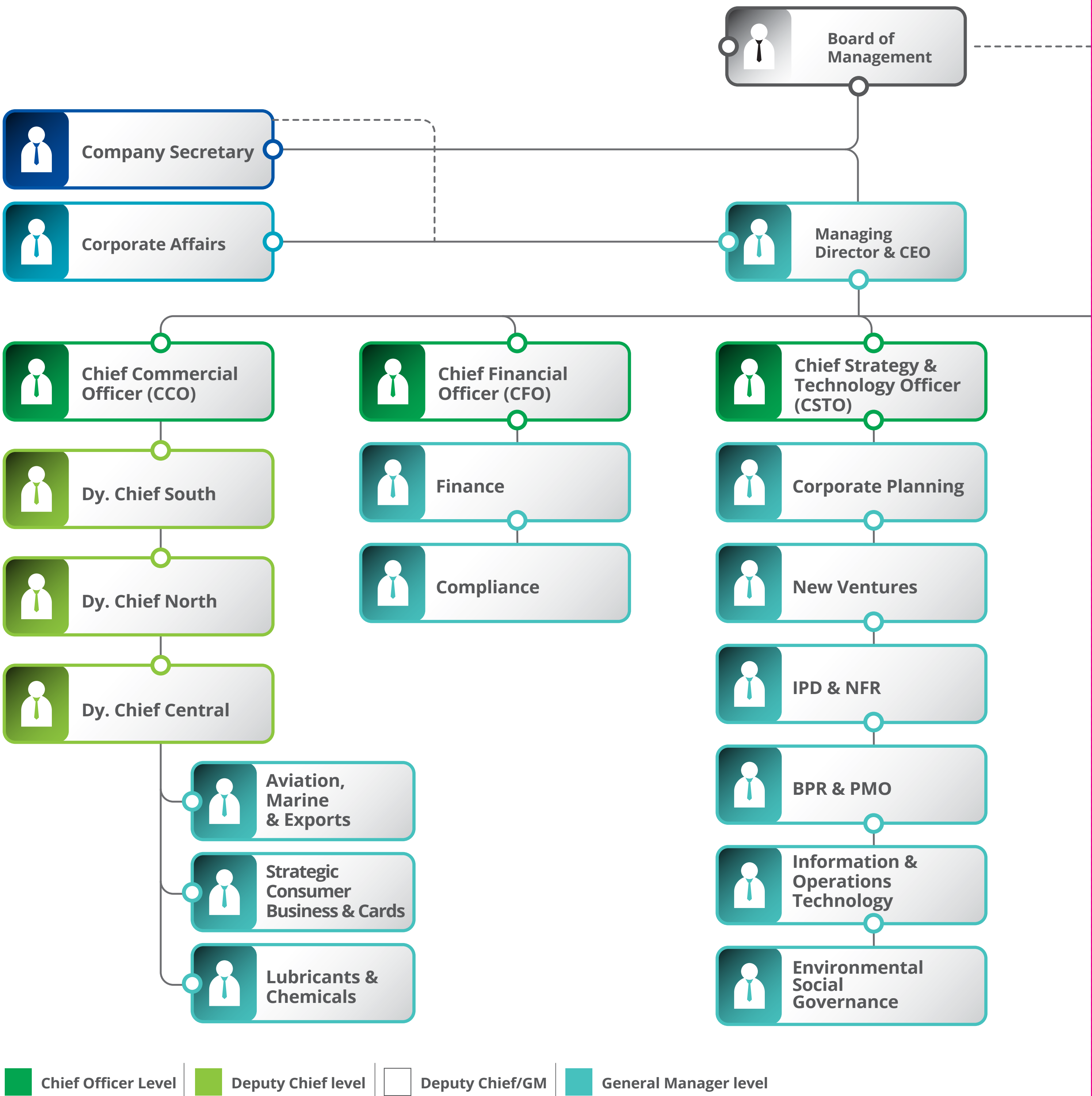
The Board of Management (BOM) is of the opinion that there are reasonable grounds to believe that the Company and its subsidiaries will be able to meet its financial obligations as and when they fall due.

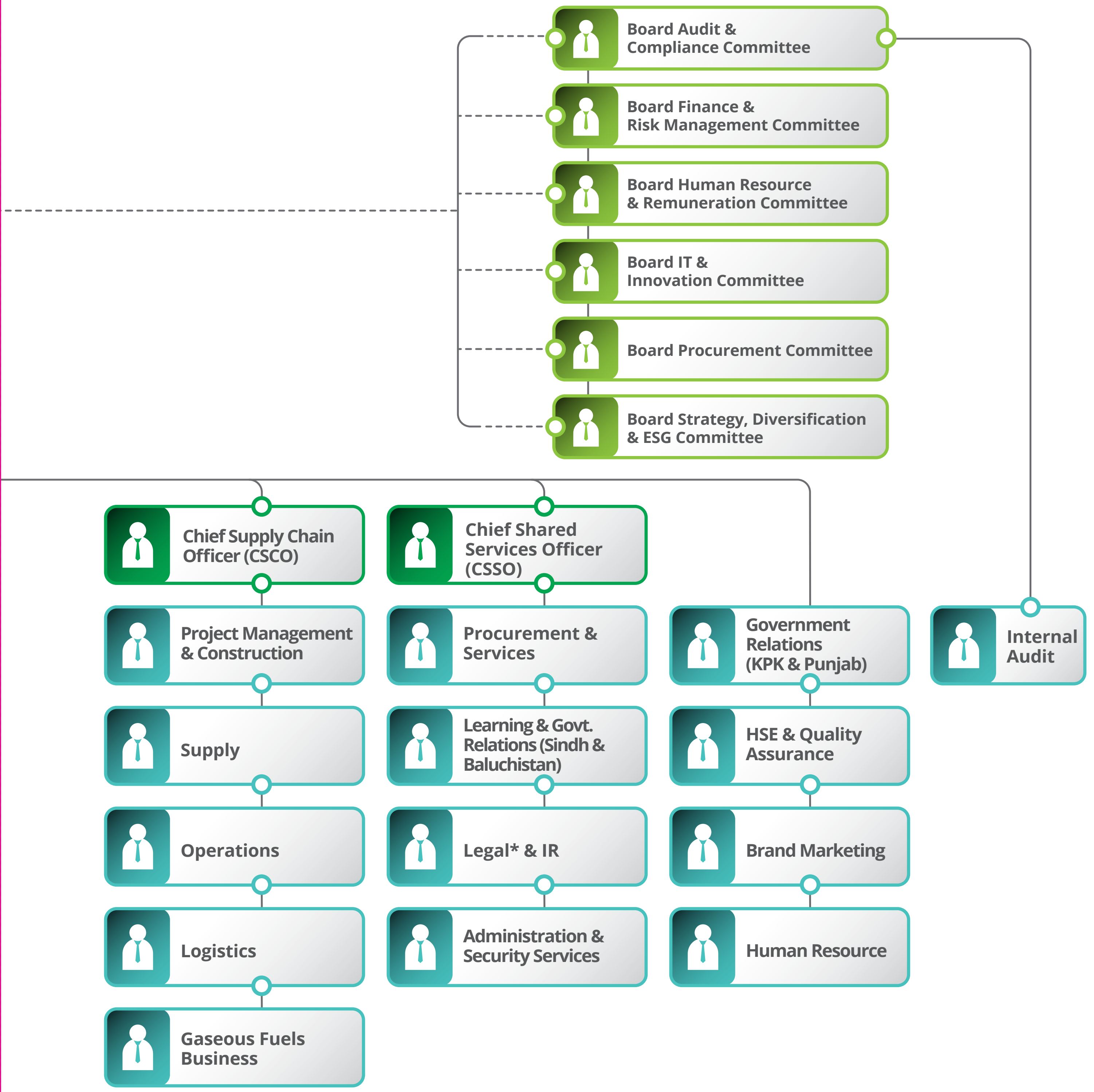
The financial statements have been prepared in compliance with the requirements of the SOEs Act, 2023, Companies Act, 2017, and in accordance with the accounting and reporting standards applicable in Pakistan. The applicable accounting and reporting standards comprise:

International Financial Reporting Standards (IFRS 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 are notified under the Companies Act, 2017; and Provisions of and directives issued under the Companies Act, 2017 and State-Owned Enterprises (Governance and Operations) Act, 2023.

Where provisions of and directives issued under the local laws differ with the requirements of IFRSs, the provisions of and directives issued under the local laws have been followed.

Organizational Structure





***Legal Function reports to MD&CEO directly**

Report of the Board Audit & Compliance Committee

The Board Audit & Compliance Committee (BACC) including its Chairman comprises three independent members and two non-executive members. The Chairman of the Committee is an independent member and has relevant financial/ accounting background.

The Committee met four (04) times during the year ended June 30, 2025 wherein various matters were taken up as per the Terms of Reference (TOR) of the Committee.

Regular attendees at Committee meetings, on the invitation of the Committee, included the Managing Director & Chief Executive Officer, Chief Internal Auditor and Chief Financial Officer (CFO).

The Audit Committee believes that it has carried out responsibilities to the full, in accordance with the Terms of Reference approved by the BOM, which included principally the items mentioned below and the actions taken by the Committee in respect of each of these responsibilities.

Summary of Key Activities:

The key functions performed by the Committee are given below:

Financial Reporting

- The Committee reviewed and recommended for BOM's approval, the draft annual and interim Unconsolidated and Consolidated Financial Statements of the company. The Committee discussed with the CFO and the statutory auditors, the significant changes made in International Financial Reporting Standards, Accounting Policies and Accounting Estimates used in the preparation of Financial Statements along with key audit matters and significant issues in relation to the Financial Statements and their addressal to the satisfaction of statutory auditors
- The Committee also reviewed the Management Letter issued by the statutory auditors wherein control weaknesses were highlighted. Compliance status of highlighted observations by the statutory auditors is also reviewed and corrective measures are discussed / recommended to improve overall control environment

Assessment of Internal Audit Function

- The Committee has an established process to review and ascertain the effectiveness of the Internal Control system and the Internal Audit Function. While carrying out its responsibilities in line with TOR, the Committee recommended various improvements including financial and operational controls, accounting system and reporting structure
- The Chief Internal Auditor has direct access to the Committee. The Committee also met the Chief Internal Auditor in the absence of CEO and CFO in compliance with the requirements of the Code of Corporate Governance
- The Committee reviewed that the Internal Audit function is adequately resourced with suitably, technically qualified and experienced staff for the purpose and are conversant with the policies and procedures of the company
- The Committee reviewed and approved the risk based internal audit plan covering all business activities
- The Committee reviewed the status of planned versus actual audit activities along with major internal audit observations and implementation status of decisions made in the previous Committee meetings. The Committee involved the management in the implementation process with firm deadlines for all action items

Whistle-blowing

As per the Whistle-Blowing Policy approved by BOM, the Committee is entrusted with the responsibility to monitor the effectiveness of the Whistle-Blowing Unit. Reports on the complaints received vis-à-vis the actions taken are presented in the Committee meetings. For the year ended June 30, 2025, one (1) actionable complaint received through Whistle-Blowing Unit, was reviewed and reported by Internal Audit to the Board Audit & Compliance Committee.

Review of Compliance with the Code of Corporate Governance

The Committee places great importance on ensuring compliance with the best practices of the Code of Corporate Governance. In this respect, the Committee annually reviews the company's Compliance with the Code of Corporate Governance. The Committee reviewed the Statement of Compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019 to be published in the Annual Report.

Appointment of Statutory Auditors

- A separate Policy governing audit related and additional services obtained from the Statutory Auditors is in place, which is approved by the Board, and is designed to safeguard Statutory Auditors objectivity and independence. The Committee reviewed the scope of work and fee of all services obtained by Management from the Statutory Auditors of the company in addition to the audit of its Financial Statements

  The statutory auditors or the persons associated with them have not been appointed to provide other services except in accordance with the Act, the Regulations or any other regulatory requirement

- The statutory auditors of the company, M/s KPMG Taseer Hadi & Co. have completed their audit of the company's financial statements and review of the Statement of Compliance with Listed Companies (Code of Corporate Governance) Regulations, 2019 for the financial year ended June 30, 2025. M/s KPMG Taseer Hadi & Co, being eligible, have been recommended for appointment as statutory auditors of the company for the Financial Year ending June 30, 2026
- M/s KPMG Taseer Hadi & Co. have been given a satisfactory rating under the Quality Control Review Program of the Institute of Chartered Accountants of Pakistan (ICAP) and are fully compliant with the International Federation of Accountants (IFAC) Guidelines on Code of Ethics, as adopted by ICAP
- The Committee also met the Statutory Auditors separately in the absence of CEO and CFO to get their feedback on the overall control and governance structure within the company
- The Audit Committee has discussed the audit methodologies being followed by the Statutory Auditors and the observations raised by them in their letter to the Board regarding the financial statements including compliance with the applicable regulations or any other issues

Annual Report

- The company has issued a very comprehensive Annual Report which besides presenting the financial statements and the Member's Report of the company, also discloses other information over and above the regulatory requirements to offer an in-depth understanding about management style, the policies set in place by the company, assessment of company's position, business model, its performance during the year and future prospects/ strategy to various stakeholders of the company
- The information has been disclosed in the form of ratios, trends, graphs, analyses, explanatory notes, statements, etc. The Audit Committee believes that the Annual Report gives a detailed view of how the company has evolved, its state of affairs and future prospects

Evaluation of BACC Performance

In accordance with the requirement of the Listed Companies (Code of Corporate Governance) Regulations, 2019, the evaluation of performance of the Board and its Committees was carried out under self-evaluation mode through third party i.e. Pakistan Institute of Corporate Governance (PICG), an accredited institution by Securities and Exchange Commission of Pakistan (SECP) whereby an online questionnaire is disseminated amongst the Board members for the assessment of their performance. The evaluation exercise is undertaken on an annual basis to enhance effectiveness and better understanding of the roles and responsibilities of the Board.

Mushtaq Malik
Chairman – Board Audit & Compliance Committee

August 19, 2025
Karachi

Statement of Compliance

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

Name of company: Pakistan State Oil Company Limited
Name of the line Ministry: Ministry of Energy (Petroleum Division)
Year Ended: June 30, 2025

This statement is being presented to comply with the Listed Companies (Code of Corporate Governance) Regulations, 2019 ("the Regulations") issued by the Securities and Exchange Commission of Pakistan (SECP) for the purpose of establishing a framework of good governance, whereby a listed company is managed in compliance with the best practices of the Regulations.

Pakistan State Oil Company Limited (the company/PSO) is primarily regulated under the provisions of the Marketing of Petroleum Products (Federal Control) Act, 1974 ("the 1974 Act") which takes precedence over the provisions contained in the Companies Act, 2017 ("the Act"). The Regulations promulgated by the SECP have laid down certain criteria for the election, functioning and responsibilities of the Board of Directors and related administrative matters, the election of the Chairman and the appointment of the Managing Director. However, the said criteria of the Regulations are not considered applicable to the extent of overriding provisions contained in the 1974 Act and Board of Management Regulations, 1974 of the company. The company is managed by the Board of Management (BOM) appointed by the Federal Government under section 7 of the 1974 Act.

In addition to the above, as per Section 3(2) read with Schedule-I of the State-Owned Enterprises (Governance and Operations) Act, 2023 ("SOEs Act, 2023"), PSO is an SOE and endeavours to ensure compliance with the provisions of the SOEs Act, 2023, in addition to its existing statutory framework.

In view of the above, the company applied the principles contained in the Regulations in the following manner:

1. The total number of BOM Members is nine as per the following:
   a. Male: Nine (09)
   b. Female: -
2. The composition of the Board of Management (BOM) as on June 30, 2025 was as follows:

Category	Names	Date of appointment
Independent Members	Mr. Asif Baigmohamed Mr. Ahmed Jamal Mir Mr. Mushtaq Malik Mr. Waheed Ahmed Shaikh	May 29, 2023 May 29, 2023 May 29, 2023 May 29, 2023
Non-Executive / Ex-Officio Members	Mr. Shahbaz Tahir Nadeem Mr. Sajjad Azhar Dr. Muhammad Fakhre Alam Irfan Mr. Zafar Abbas	May 29, 2023 October 21, 2024 April 24, 2025 May 05, 2025
Executive Member	Syed Muhammad Taha	February 26, 2023

3. The BOM members have confirmed that none of them is serving as a director on more than seven listed companies, including this company. Furthermore, they have confirmed that none of them is serving as a director on more than five State-Owned Enterprises simultaneously, including their subsidiaries, under Section 12 (3) of SOEs Act, 2023.
4. Chairman BOM and the Chief Executive Officer (CEO)/MD are separate persons, furthermore, in compliance with Section 15 of the SOEs Act, 2023, their offices are separate and each person has distinct responsibilities.
5. The company has a Code of Conduct in place for its employees and has taken appropriate steps to disseminate the same throughout the company including the company's website www.psopk.com along with supporting policies and procedures including adequate systems and controls for the identification and redressal of grievances arising from unethical practices. Furthermore, in compliance with Section 19 (2) of the SOEs Act, 2023, the Board has developed and implemented a separate Code of Conduct for Board members during the period under review.
6. BOM has developed a vision and mission statement, overall corporate strategy and significant policies of the company. The BOM has ensured that complete record of particulars of the significant policies along with their date of approval and / or updating are maintained by the company.
7. BOM ensured compliance with the law as well as the company's internal rules and procedures relating to procurement, tender regulations, and purchasing and technical standards, when dealing with suppliers of goods and services, in accordance with the Public Procurement Regulatory Authority (PPRA) Rules. Furthermore, in compliance with Section 17 (2) of the SOEs Act, 2023, the company submitted its Procurement Policy, duly approved by the BOM, to the Ministry of Energy for approval by the Federal Government.
8. All the powers of the BOM have been duly exercised and decisions on relevant matters have been taken by the BOM / shareholders as empowered by the relevant provisions of the 1974 Act, the Companies Act, 2017, the SOEs Act, 2023 and these Regulations;
9. The Board of Management (BOM) convened thirteen (13) meetings during the year. The meetings were presided over by the Chairman, BOM. The BOM has complied with the requirements of the 1974 Act, the Companies Act, 2017, the SOEs Act, 2023 and the Regulations with respect to frequency, recording and circulating minutes of meetings of the Board.

10. The responsibility for fixing the remuneration packages of the Managing Director and the Chairman of BOM is the function of the Federal Government under the 1974 Act. Accordingly, this function was performed by the Federal Government. The non-executive/ex-officio BOM members do not have fixed remuneration per se and are being paid a fixed fee for each meeting attended. The said fees are decided upon by the BOM collectively.
11. The company arranged an orientation session for BOM members in June 2025 to enhance their understanding of the company and its operations, thereby enabling them to effectively govern the affairs of the company on behalf of the shareholders.
12. Seven (07) BOM members have a certification under SECP's approved Directors' Training Program (DTP) in compliance with the requirement of the DTP under the Regulations and the SOEs Act, 2023. Mr. Sajjad Azhar was nominated on PSO's BOM on October 21, 2024 and was registered for a DTP for SOEs within six (06) months of nomination, however, due to official engagements he could not attend the program. Accordingly, arrangements for DTP for SOEs for the remaining two (02) members i.e. Dr. Muhammad Fakhre Alam Irfan and Mr. Sajjad Azhar are underway. The following senior management executives of the company have also undergone the Directors' Training Program during the year (i) Mr. Mohsin Mangi (Chief Strategy & Technology Officer) (ii) Mir Shahzad Khan Talpur (GM – HSE & QA).
13. The Board of Management approved the appointment of the company Secretary during the year. There was no change in the position of the Chief Financial Officer and the Head of Internal Audit during the year.
14. The Chief Financial Officer and Chief Executive Officer duly endorsed the financial statements before approval of the Board;
15. The BOM has monitored and assessed the performance of senior management on annual basis and held them accountable for accomplishing objectives, goals and key performance indicators set for this purpose.
16. The BOM has reviewed and approved the related party transactions placed before it after recommendations of the Board Audit & Compliance Committee. A party-wise record of transactions entered into with the related parties during the year has been maintained.
17. The BOM has in place the requisite committees. In line with Regulation 10 (A) regarding the role of the Board and its members to address sustainability risks and opportunities including environmental, social & governance considerations, the BOM approved the terms of reference (TOR) for the Board Environmental, Social & Governance (ESG) Committee during the period under review and added the same to the TORs of the Board Strategy & Diversification Committee renaming it to the Board Strategy, Diversification & ESG Committee (BSDEC). The minutes of the meetings of the committees were circulated to all BOM members. The committees were chaired by the following independent or non-executive Board Members.

Board Audit & Compliance Committee	Mr. Mushtaq Malik Mr. Ahmed Jamal Mir Mr. Waheed Ahmed Shaikh Mr. Sajjad Azhar Mr. Shahbaz Tahir Nadeem	Chairman Member Member Member Member
Board Human Resource & Remuneration Committee	Mr. Waheed Ahmed Shaikh Mr. Asif Baigmohamed Mr. Mushtaq Malik Syed Muhammad Taha	Chairman Member Member Member
Board Procurement Committee	Mr. Zafar Abbas Dr. Muhammad Fakhre Alam Irfan Mr. Mushtaq Malik Mr. Shahbaz Tahir Nadeem Mr. Sajjad Azhar	Chairman Member Member Member Member
Board Finance & Risk Management Committee	Mr. Sajjad Azhar Mr. Asif Baigmohamed Dr. Muhammad Fakhre Alam Irfan Mr. Zafar Abbas Mr. Waheed Ahmed Shaikh Mr. Ahmed Jamal Mir Syed Muhammad Taha	Chairman Member Member Member Member Member Member
Board Information Technology & Innovation Committee	Mr. Shahbaz Tahir Nadeem Mr. Asif Baigmohamed Dr. Muhammad Fakhre Alam Irfan Syed Muhammad Taha	Chairman Member Member Member
Board Strategy, Diversification & Environmental, Social, Governance Committee	Mr. Asif Baigmohamed Dr. Muhammad Fakhre Alam Irfan Mr. Waheed Ahmed Shaikh Mr. Ahmed Jamal Mir Syed Muhammad Taha	Chairman Member Member Member Member

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

18. The BOM has formed Board Audit & Compliance Committee with defined and written terms of reference, having the following members:

Name	Category	Professional Background
Mr. Mushtaq Malik	Independent Chairman	Retired Civil Servant
Mr. Ahmed Jamal Mir	Independent Member	Bachelors in Economics
Mr. Waheed Ahmed Shaikh	Independent Member	Mechanical Engineer & MBA
Mr. Sajjad Azhar	Non-executive/Ex-officio Member	Civil Servant
Mr. Shahbaz Tahir Nadeem	Non-executive/Ex-officio Member	Civil Servant

Statement of Compliance

19. The frequency of meetings of Board Committees held during the financial year was as follows:

Board Sub-Committee	Frequency
Board Audit & Compliance Committee	4
Board Human Resource & Remuneration Committee	4
Board Procurement Committee	5
Board Finance & Risk Management Committee	2
Board Information Technology & Innovation Committee	1
Board Strategy, Diversification & ESG Committee	2

20. The BOM's attendance at the 48th Annual General Meeting convened by the company on October 24, 2024 was as follows:

S. No.	Name	Designation	Attendance
1	Mr. Asif Baigmohamed	Chairman, BOM	In-person
2	Mr. Waheed Ahmed Shaikh	Member, BOM	In-person
3	Mr. Ahmed Jamal Mir	Member, BOM	In-person
4	Mr. Mushtaq Malik	Member, BOM	via video-link
5	Mr. Shahbaz Tahir Nadeem	Member, BOM	via video-link
6	Mr. Sajjad Azhar	Member, BOM	via video-link
7	Syed Muhammad Taha	MD & CEO/Member, BOM	In-person

21. The Report to the Shareholders for the period under review has been prepared in compliance with the requirements of the Companies Act, 2017 as well as the SOEs Act, 2023 and fully describes the salient matters required to be disclosed.

22. The evaluation of the Board's performance, members of the Board and of its committees is carried out annually through a third-party. For FY24, the evaluation framework and formats were customized to align with the requirements and proformas outlined in the SOEs Policy, 2023 and subsequent guidelines issued by the Central Monitoring Unit (CMU), Finance Division. The same will be followed for FY25.

23. The BOM has set up an effective internal audit function which is considered suitably qualified and experienced for the purpose and is conversant with the policies and procedures of the company.

24. The Board Audit & Compliance Committee met the external auditors, at least once a year, without the presence of the Chief Financial Officer, the Head of Internal Audit and other executives. The Board Audit & Compliance Committee met the Head of Internal Audit and other members of the internal audit function, at least once a year, without the presence of Chief Financial Officer and the external auditors.

25. The statutory auditors of the company have confirmed that they have been given a satisfactory rating under the Quality Control Review program of the Institute of Chartered Accountants of Pakistan and registered with Audit Oversight Board of Pakistan, that they and all their partners are in compliance with International Federation of Accountants (IFAC) guidelines on code of ethics as adopted by the Institute of Chartered Accountants of Pakistan and that they and the partners of the firm involved in the audit are not a close relative (spouse, parent, dependent and non-dependent children) of the Chief Executive Officer, Chief Financial Officer, Head of Internal Audit, Company Secretary or Member Board of Management.

26. The statutory auditors or the persons associated with them have not been appointed to provide other services except in accordance with the Act, these Regulations or any other regulatory requirement and the auditors have confirmed that they have observed IFAC guidelines in this regard;

27. This Statement of Compliance underscores Pakistan State Oil Company Limited's unwavering commitment to robust corporate governance, transparent reporting, and adherence to the regulatory landscape thus enhancing stakeholder confidence, ensuring fiscal discipline and contributing effectively to national objectives.

28. We confirm that all requirements of regulations 3, 6, 7, 8, 27,32, 33 and 36 of the Regulations have been complied with except where the requirements are inconsistent with the provisions of the 1974 Act.

Syed Muhammad Taha
Managing Director & CEO

Asif Baigmohamed
Chairman, BOM

August 19, 2025
Karachi

Corporate Governance

KPMG Taseer Hadi & Co.
Chartered Accountants
Sixth Floor, State Life Building, Blue Area
Islamabad, Pakistan
Telephone: +92 (51) 282 3558, Fax +92 (51) 282 2671

Review Report to the Members

On the Statement of Compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019

We have reviewed the enclosed Statement of Compliance with the best practices contained in the Listed Companies (Code of Corporate Governance) Regulations, 2019 (herein referred to as 'Code') prepared by the Board of Management (BOM) of Pakistan State Oil Company Limited (the Company) for the year ended June 30, 2025 to comply with the requirement of regulation 36 of Listed Companies (Code of Corporate Governance) Regulations, 2019 along with the provisions of the State-Owned Enterprises Act, 2023 as referred to in Clause 7 of Chapter 2 of the SOE Policy.

The responsibility for compliance with the Code is that of the BOM of the Company. Our responsibility is to review, to the extent where such compliance can be objectively verified, whether the Statement of Compliance reflects the status of the Company's compliance with the provisions of the Code and report if it does not and to highlight any non-compliance with the requirements of the Code. A review is limited primarily to inquiries of the Company's personnel and review of various documents prepared by the Company to comply with the Code.

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

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

Based on our review, nothing has come to our attention which causes us to believe that the 'Statement of Compliance' does not appropriately reflect the Company's compliance, in all material respects, with the best practices contained in the Code as applicable to the Company for the year ended June 30, 2025 except that certain clauses are considered inapplicable due to overriding provisions of the Marketing of Petroleum Products (Federal Control) Act, 1974 (the 1974 Act) and the Board of Management Regulations, 1974 applicable to the Company, as explained in the enclosed Statement of Compliance.

We draw attention to the Statement of Compliance, which states that the Company is primarily regulated under the provisions of (the 1974 Act) and managed by the BOM appointed by the Federal Government under section 7 of the 1974 Act.

KPMG Taseer Hadi & Co.

KPMG Taseer Hadi & Co.
Chartered Accountants
Islamabad
September 29, 2025

UDIN: CR202510202YeayhQkiA

Attendance at the Board of Management and Board Committee Meetings

For the year ended June 30, 2025

	Names of Members	Board of Management	Board Audit & Compliance Committee	Board Human Resource & Remuneration Committee	Board Procurement Committee	Board Finance & Risk Management Committee	Board IT & Innovation Committee	Board Strategy, Diversification & ESG Committee	Grand Total
		..........No. of meetings attended / No. of meetings held..........							
1	**Mr. Asif Baigmohamed** Chairman, BOM	13/13	-	4/4	-	2/2	-	2/2	21/21
2	**Syed Muhammad Taha** MD & CEO, Executive Member	13/13	-	4/4	-	-	1/1	2/2	20/20
3	**Dr. M. Fakhre Alam Irfan*** Ex-Officio Member Appointed: April 24, 2025	3/13	-	-	-	-	0/1	-	3/14
4	**Mr. Asad Rehman Gilani*** Ex-Officio Member Withdrawn: April 24, 2025	6/13	-	-	1/5	1/2	-	-	8/20
5	**Mr. Ahmed Jamal Mir** Independent Member	13/13	4/4	-	-	2/2	-	1/2	20/21
6	**Mr. Hassan M. Yousufzai*** Ex-Officio Member Withdrawn: April 17, 2025	10/13	-	3/4	3/5	-	-	-	16/22
7	**Mr. Mushtaq Malik** Independent Member	13/13	4/4	4/4	5/5	-	-	-	26/26
8	**Mr. Sajjad Azhar*** Ex-Officio Member Appointed: October 21, 2024	6/13	2/4	-	1/5	1/2	-	-	10/24
9	**Mr. Shahbaz Tahir Nadeem** Ex-Officio Member	13/13	4/4	-	5/5	-	1/1	-	23/23
10	**Mr. Waheed Ahmed Shaikh** Independent Member	13/13	4/4	4/4	4/5	2/2	-	2/2	29/30
11	**Mr. Zafar Abbas*** Ex-Officio Member Appointed: May 5, 2025	2/13	-	-	-	-	-	-	2/13
12	**Mr. Awais Manzur Sumra*** Ex-Officio Member Withdrawn: October 21, 2024	5/13	1/4	-	-	1/2	-	-	7/19

* Number of meetings held during the period when the concerned Board Member was on the Board/Committee.

Statement of Corporate Intent

Statement of Corporate Intent

1. **Name of the State-Owned Enterprise:**

   Pakistan State Oil Company Limited

2. **Incorporated/established on:**

   December 30, 1976

3. **Subsidiaries included in this statement of corporate intent:**

   Pakistan Refinery Limited

   Newly established subsidiaries include:

   i. CERISMA (Private) Limited

   ii. PSO Renewable Energy (Private) Limited

   iii. PSO Venture Capital (Private) Limited

4. **Description of the main business of the state-owned enterprise:**

   Principal activities of the company are procurement, storage, marketing and distribution of petroleum and related products. It also blends and markets various grades of lubricating oils.

5. **Summary of the business goals of the state-owned enterprise:**

   - **Sustainable Business Growth:** PSO's business objectives and strategies are focused on ensuring sustainable growth, increasing market participation in key products, and maintaining a prominent position in the energy sector.

   - **Enhancing value for stakeholders:** The company's primary objective is to meet the energy needs of the nation, while simultaneously maximizing shareholder value. PSO aims for a disciplined approach to financial management, ensuring the company's continued ability to weather economic uncertainties and invest in strategic growth initiatives

   - **Operational Excellence and Digital Transformation:** The company's relentless pursuit of efficiency, safety, and service excellence will persist, driving continuous improvement across all aspects of its operations. Furthermore, company continues to strengthen its digital transformation journey.

   - **Social Responsibility:** PSO's social responsibility remains a priority as it strives to make a positive impact on community development and environmental sustainability.

6. **Summary of the performance measures and benchmarks against the State-Owned Enterprises business goals and its primary objective:**

   - **Sustain business growth by increasing market participation** in key products with a focus on growing Lubricants, LPG businesses, non-fuel retail network, and maintaining share in MoGas and Diesel

   - **The company aims to make capital investments** of PKR 13 billion in the coming year to enhance value for stakeholders by expanding existing portfolio

     - PKR 5 billion worth of investments pertains to enhancing the retail and marketing network.

     - PKR 2.5 billion pertains to digital transformation, automation and optimization of processes

     - PKR 2 billion pertains to investments in infrastructure upgrade, asset reliability enhancement/maintenance and HSE related projects

     - Moreover, diversification into new businesses remains significant such as investment in renewable/alternative energy solutions, and innovative fintech business models

   - **Operational Excellence:** Ensure above 90% availability of operational storages.

   - **Social Responsibility:** Support public charitable projects in the areas of education, healthcare, community building and disaster management especially where PSO operates.

7. **Summary of the strategies of the state-owned enterprise for achieving its business goals and primary objective:**

   - Ensure safe business operations through effective HSE compliance and implementation.

   - PSO is making significant strides in the execution of its long-term corporate strategy by venturing into the dynamic fintech industry with Cerisma (Pvt.) Limited. With the establishment of PSO Renewable Energy (Pvt.) Limited, a pioneering entity, we are dedicated to developing and implementing renewable energy assets and commercial projects in alignment with the government's renewable energy policy.

   - PSO places great emphasis on customer centricity, recognizing that customer satisfaction is crucial for long-term success. Therefore, the company continually endeavours to provide superior customer service, develop innovative products, and build strong relationships with its customer Focus shall be on enhancing Non-Fuel Retail business, by introducing AutoCare facilities to improve lubricant sales, and adding LPG sales platform

- Strive to reduce the receivables from government entities by consistently following-up with relevant departments and pursue implementation of the receivable-equity swap proposals.
- Continuation of operational optimization through business process re-engineering and digital transformation.

8. The current or anticipated borrowing of the state-owned enterprise, including borrowing by a subsidiary

As of June 30, 2025, PSO's borrowings stands at PKR 356 billion, whereas projected borrowings for the next year may vary between PKR 300 billion and PKR 350 billion. PRL's borrowings as of June 30, 2025, stands at PKR 28 billion and is projected to remain within the range of PKR 27 to 30 billion over the following year.

9. The accounting policies that the state-owned enterprise will apply for financial records and reporting

Accounting policies may be viewed in PSO's financial statements available on the company's website: www.psopk.com.

10. Summary indicative balance sheet and profit and loss statement for the state-owned enterprise

Will be provided after approval from the Board of Management.

11. Consolidated summary indicative balance sheet and profit and loss statement for the state-owned enterprise and its subsidiaries as a group:

Will be provided after approval from the Board of Management.

12. The proposed dividend declaration and distribution policy of the state-owned enterprise:

As and when approved by the Board of Management.

13. Description of any public service obligations and their impact on the forecasted financial outcomes of the state-owned enterprise

As the designated importer on behalf of the Government of Pakistan, the company has two sale purchase agreements with Qatar Energy for the import of LNG for onward sale to Sui companies. PSO is selling LNG to SNGPL since 2015 against which SNGPL has not been able to make the timely payments. As at June 30, 2025, the outstanding amount for LNG stands at PKR 310 billion which resulted in cash flow issues and high finance costs.

14. Any other matter directed to be included in this statement by the Federal Government

None.

Corporate Governance

Management Committee (ManCom)

The Management Committee (ManCom) is the organization's primary decision-making authority, tasked with steering the overall strategic and operational direction. ManCom oversees key initiatives from inception to full implementation, providing critical approval, guidance, and review throughout each project's life cycle. It regularly evaluates core business areas—including strategy execution, performance metrics, major initiatives, and budgeting—within the framework of the annual plan. In FY25, ManCom convened 22 meetings to fulfil these responsibilities.

Compensation, Organization & Employee Development Committee (COED)

The Compensation, Organization & Employee Development (COED) Committee plays a crucial role in overseeing all facets of Human Capital Management. Its responsibilities encompass Organizational Development, Employee Progression and Development, Performance Management, Compensation, and HR Governance. The committee ensures that talent strategies are closely aligned with the organization's long-term business objectives and core values. During FY25, the COED Committee held 14 meetings to drive progress on these priorities.

Fuelling Every Step Forward

With the largest distribution network in the country, PSO fuels more than just vehicles, it fuels national movement. Our extensive reach ensures that every corner of the country is connected, empowering mobility and steering economic growth.

We don't just supply energy; we enable possibilities, bridging distances and fostering development. Wherever the journey leads, PSO is the trusted partner that keeps Pakistan moving forward.

Report to Shareholders

The Board of Management presents the comprehensive financial and operational performance of the company for the year ended June 30, 2025. This report highlights the significant achievements and advancements made by PSO during this period.

Global Economic Environment

While the global economy has managed to avoid a full-scale recession, its recovery remains slow and uneven, with growth lagging behind the momentum seen in the immediate post-pandemic period. According to the International Monetary Fund (IMF's) July 2025 World Economic Outlook Update, global growth is projected at 3.0% in CY25 (slightly below CY24's 3.3%) and 3.1% in CY26 both well under the pre-pandemic average of 3.7%.

Advanced economies showed modest improvement driven by a hampered recovery in the US, where real GDP growth is forecasted at 1.9% in CY25 while emerging markets delivered stronger momentum, with growth in CY25 projected at 4.1%, supported by improved activity in China (4.8%) following tariff reductions, driven by robust exports to markets outside the United States, targeted fiscal measures bolstering consumption, and the significant reduction in US–China tariffs.

Inflationary pressures eased significantly. Global headline inflation is expected to decline to 4.2% in CY25 (from 5.6% in 2024) and further to 3.6% in CY26, largely on the back of falling energy and food prices. Core inflation has also moderated, with several central banks expected to begin gradual monetary easing in the second half of 2025.

Global trade volumes are forecasted to grow by 2.6% in CY25. However, momentum is expected to fade into CY26, with growth slowing to 1.9%. A sustained improvement in trade flows is likely contingent on easing financial conditions, particularly monetary loosening in advanced economies, which could support a rebound in cross-border commerce.

Downside risks to the outlook remain elevated. Geopolitical tensions particularly in the Middle East have added risk premiums to oil markets, while uncertainty surrounding tariff policies continues to weigh on global trade and investment sentiment. The pace of the global transition toward net zero emissions has encountered intermittent setbacks, yet opportunities in critical minerals essential for renewable energy and storage technologies remain a potential growth driver for mineral-rich emerging and developing economies.

Pakistan's Economic Review

Pakistan, like several peer economies, faced persistent fiscal and external imbalances in FY25. Instead of pursuing expansionary stimulus, the government maintained strict fiscal–monetary discipline under the IMF Extended Fund Facility. This approach successfully contained macroeconomic volatility and restored confidence, albeit at the expense of near-term growth momentum.

Economic activity remained modest. Real GDP grew by 2.6% below the 3.6% target while per capita income rose to $1,824, a 9.7% increase over the prior year, supported by a stable exchange rate and improved macro stability.

Sectoral performance varied significantly. Agriculture saw modest growth of 0.56% due to lower yields from major crops. In contrast, industry surged 4.7%, driven by a manufacturing rebound. Services grew 2.9%, led by wholesale and retail trade, transportation, and government services.

On the fiscal front, revenue growth and disciplined spending supported consolidation. The fiscal deficit narrowed to 2.6% of GDP, while the primary balance posted a record surplus of 3%. The external account also strengthened, with a current account surplus of $1.9 billion in July–April FY25, reversing the prior year's deficit, supported by record remittances and stable reserves.

Investment remained subdued with the investment-to-GDP ratio at 13.8%, reflecting continued private-sector caution amid tight credit and soft demand.

Looking ahead, the government aims to translate stabilization gains into durable growth. Policy priorities centre on structural reforms, broadening the tax base, rationalising State-Owned Enterprises, and improving financial intermediation to reinforce resilience and sustain inclusive, long-term expansion.

Petroleum Industry Overview

The petroleum industry continues to be the backbone of Pakistan's economy, fulfilling essential energy and mobility needs across households, commerce and industry. The sector staged a strong recovery, driven by a sharp rebound in demand. White oil volumes saw a significant surge, while furnace oil usage declined further as thermal power generation gave way to hydel, LNG, and coal alternatives.

The petroleum industry in Pakistan has demonstrated a significant recovery, driven by a notable increase in white oil consumption of approximately 9%. This growth is attributed to an 8.8% rise in gasoline demand and a 10% increase in diesel consumption, reflecting enhanced economic activity and stabilization of fuel prices. Stringent enforcement measures aimed at curbing undocumented imports from the western border have contributed to this positive trend, emphasising the industry's resilience and responsiveness to market dynamics.

In contrast to white oil, demand for black oil witnessed a significant decline of 26.4% during the year. This downturn was primarily driven by a 26.5% reduction in furnace oil-based power generation, as the sector increasingly transitioned to alternative energy sources.

This strategic shift reflects the industry's ongoing efforts to optimize energy mix and reduce reliance on high-cost fuels.

Total liquid fuel consumption in Pakistan reached approximately 16.4 million tons, reflecting a 6.1% growth over the previous year.

The automotive sector also demonstrated strong momentum, with passenger car sales surging 37.5% YoY to 112,203 units sold in FY25. The total light vehicle sales recorded a 42.5% increase YoY, driven by a resurgence in consumer demand, signalling a positive outlook for the industry.

Geo-political Implication on the Industry

The industry continues to be vulnerable to geopolitical tensions, which can significantly influence global oil prices. While Brent prices have remained stable below $75/bbl despite ongoing regional conflicts, any further escalation could trigger substantial price volatility, potentially pushing prices to $100-130 per barrel.

To mitigate this risk, proactive strategic adjustments in fiscal planning and energy procurement are essential to ensure business continuity and resilience in the face of uncertainty.

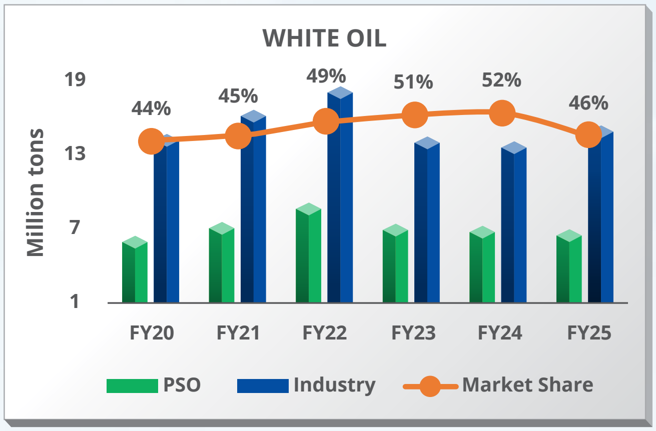

PSO

Company Performance

PSO continued to demonstrate its resilience and market leadership in the energy sector, navigating economic challenges effectively.

In the white oil segment, the company maintained its leadership position and recorded a market share of 45.7%.

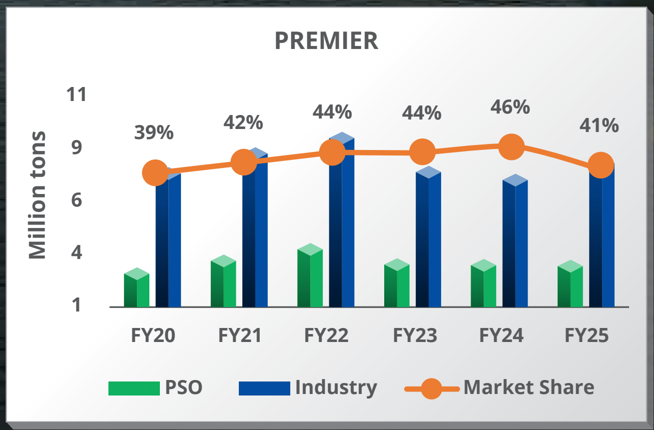
PSO's strategic expansion efforts resulted in the launch of 107 new retail outlets, growing its nationwide network to 3,649 stations. This enhanced footprint ensures PSO's continued accessibility and responsiveness to customer needs across the nation.



MoGas

In FY25, PSO cemented its dominance in the MoGas market, capturing a substantial 40.8% market share that accentuates its strong brand presence and market leadership.

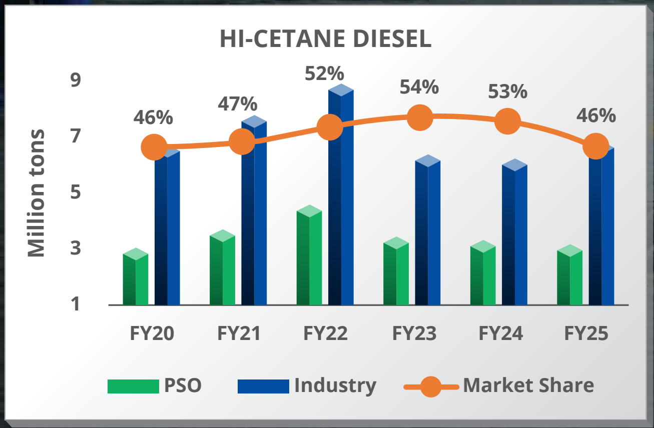
The company sold 3.2 million tons of MoGas during the year, consistently meeting the nation's growing energy demands. This strong performance solidifies PSO's position as market leader in Pakistan's petroleum sector, fuelled by its focus on delivering high-quality products and services.



Diesel

In the highly competitive diesel segment, PSO maintained its market leadership, achieving a 46% market share with sales of 3.1 million tons.

This achievement builds on to the company's resilience and strong market position, allowing it to weather industry challenges including shouldering supply gaps created by other OMCs who could not meet their previous years' import commitments.



Jet Fuel

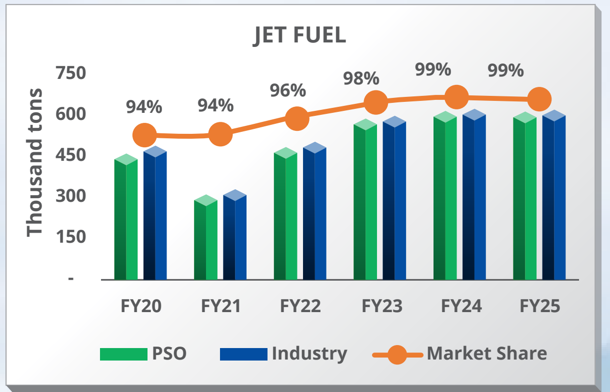
PSO's dominance in the aviation fuel sector remains unparalleled, with a commanding 99% market share and sales of 651,000 tons.

The company's contribution to country's economy is substantial, generating $245 million in foreign exchange reserves through international airline refuelling services and bolstering the country's financial stability.

A notable achievement was the introduction of a mobile jet fuel refuelling facility at New Gwadar International Airport (NGIAP), strengthening the nation's aviation infrastructure.

The company also successfully renewed its Commercial and Technical Support Services Agreements with TotalEnergies Aviation (TEA). These strategic agreements play a pivotal role in sustaining Pakistan's jet fuel operations, ensuring seamless support for international airlines, adherence to global service standards, and continued operational excellence across the aviation sector.

PSO's membership in the Joint Inspection Group (JIG) endorses its position as a leader in aviation fuelling, in compliance to global safety and quality standards.

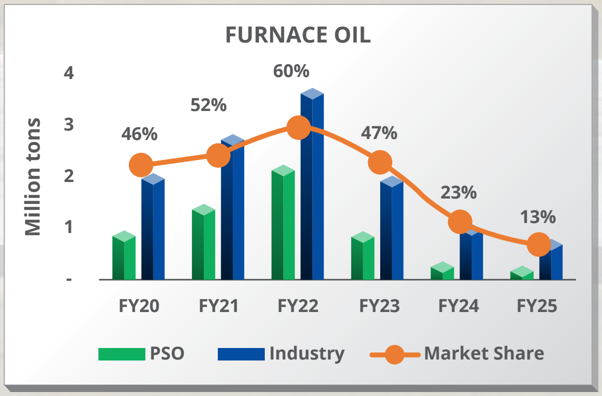


Furnace Oil

The furnace oil industry experienced a significant decline, with consumption decreasing by 26.5%, primarily driven by reduced demand from the power sector. This trend is attributed to the increasing adoption of renewable energy sources, fuelled by rising electricity prices, and a shift in Pakistan's energy mix.

The integration of diverse energy sources, including nuclear, coal, hydro, and renewables, has reduced the country's reliance on furnace oil for power generation.

In this evolving market, total furnace oil sales reached 910,000 tons, with PSO capturing a 13.4% market share through sales of 122,000 tons.



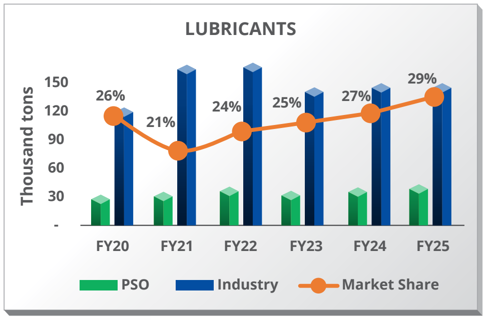
Lubricants

PSO's lubricants business achieved robust growth, driven by a multifaceted strategy that included nationwide mechanic training programs, impactful sales campaigns, enhanced brand visibility initiatives, operational efficiencies, and innovative product development.

Key highlights of the company's performance include a 52% increase in Carient sales and securing OEM approvals for some of the leading global automotive manufacturers and API licenses. Notably, PSO introduced Pakistan's first API SP motorcycle oil, showcasing its commitment to product innovation.

In a modestly growing industry, PSO's sales rose 7.8% to 41,000 tons, significantly outpacing the industry growth rate of 0.5%. This strong performance lifted the company's market share to 29% increase.

Moving forward, PSO will focus on expanding its market reach, driving premium product innovation, and enhancing customer engagement. Future research and development efforts will target advanced formulations, additional OEM approvals, and sustainable manufacturing practices.



PSO's Future Research & Development initiatives

As part of our strategic vision to gain leadership in the Lubricants business, the company's focus on Research & Development ensures its technology remains cutting edge.

Within its lubricants range, PSO is pioneering eco-friendly products that deliver exceptional performance, reduce environmental harm, and meet the dynamic needs of the customers.

By focusing on sustainable practices and advanced technologies, PSO is redefining the future of lubricants and setting new benchmarks through our future Research & Development (R&D) initiatives in motor lubricants.

1. **Sustainable Lubricants:**
   Developing eco-friendly lubricants with reduced environmental impact.

2. **High-Performance Lubricants:**
   Creating advanced lubricants for electric and hybrid vehicles, as well as high-efficiency lubricants for conventional vehicles.

3. **Lubricant Technology Enhancement:**
   Improving lubricant formulations for better fuel efficiency, reduced emissions, and enhanced vehicle performance.

4. **Innovative Solutions:**
   Exploring new technologies for lubricant recycling, reuse, and refining.

PSO is committed to investing in R&D to drive innovation, sustainability, and customer satisfaction.


CARIENT
S-PRO
5W-30
OPTICORE
TECHNOLOGY
SP ILSAC GF-6
FULLY SYNTHETIC
4L

Liquefied Petroleum Gas

The Liquefied Petroleum Gas (LPG) industry is experiencing rapid expansion due to increasing demand in domestic and commercial segments, driven by depleting natural gas. The industry is projected to grow at a rate of 6-8% over next few years, with significant consumption in the HORECA and domestic sectors.

PAK GAS

PAK GAS, our LPG brand, achieved a record annual sales volume of 60,000 metric tons, representing a 22.5% increase over the previous year. Optimized supply chain operations fuelled this remarkable growth, enabling PAK GAS to meet rising demand more efficiently.

Key initiatives included expanding the LPG cylinder exchange facility to 81 PSO retail outlets nationwide, offering customers convenient and safe exchanges at OGRA-regulated prices. PAK GAS also serves industrial and commercial sectors through various delivery modes, prioritizing product quality, timely delivery, safety standards, and customer service.

The brand's network expansion included adding 32 new distributors, 21 industrial/commercial clients, and 2 hospitality partnerships. Today, PAK GAS operates a network of 450+ business partners and 16 LPG storage and filling plants across the country.

PSO has introduced a ground-breaking initiative in the domestic energy sector with the launch of its LPG home delivery service in Karachi.

This service is designed to provide customers with a safe, reliable, and convenient way to access LPG, allowing them to order new cylinders or refills through multiple channels, including the PSO website, Ta'aluq Care Line (0800-03000), or the PSO Fuelink application.

BLUE LPG

PSO launched Blue LPG in Hunza, expanding to Gilgit, to provide clean, safe, and affordable energy to under served households. This initiative ensures direct LPG delivery with high quality, convenience, and consistent supply at competitive prices aligned with OGRA regulations.

Customers access services easily via a mobile app and web platform. Blue LPG uses safe, lightweight composite cylinders for enhanced safety and handling.

By establishing a nationwide utility, PSO aims for 100% energy access, focusing on efficient last-mile delivery to remote areas.

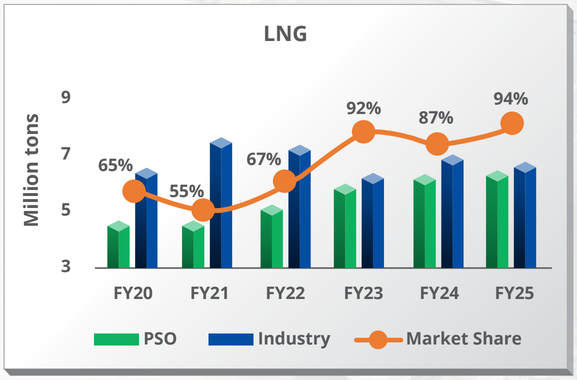
Transforming into a technology-driven energy solutions provider, PSO plans to expand Blue LPG nationwide, promoting energy inclusion and empowering communities with sustainable heating and cooking solutions.

Liquefied Natural Gas

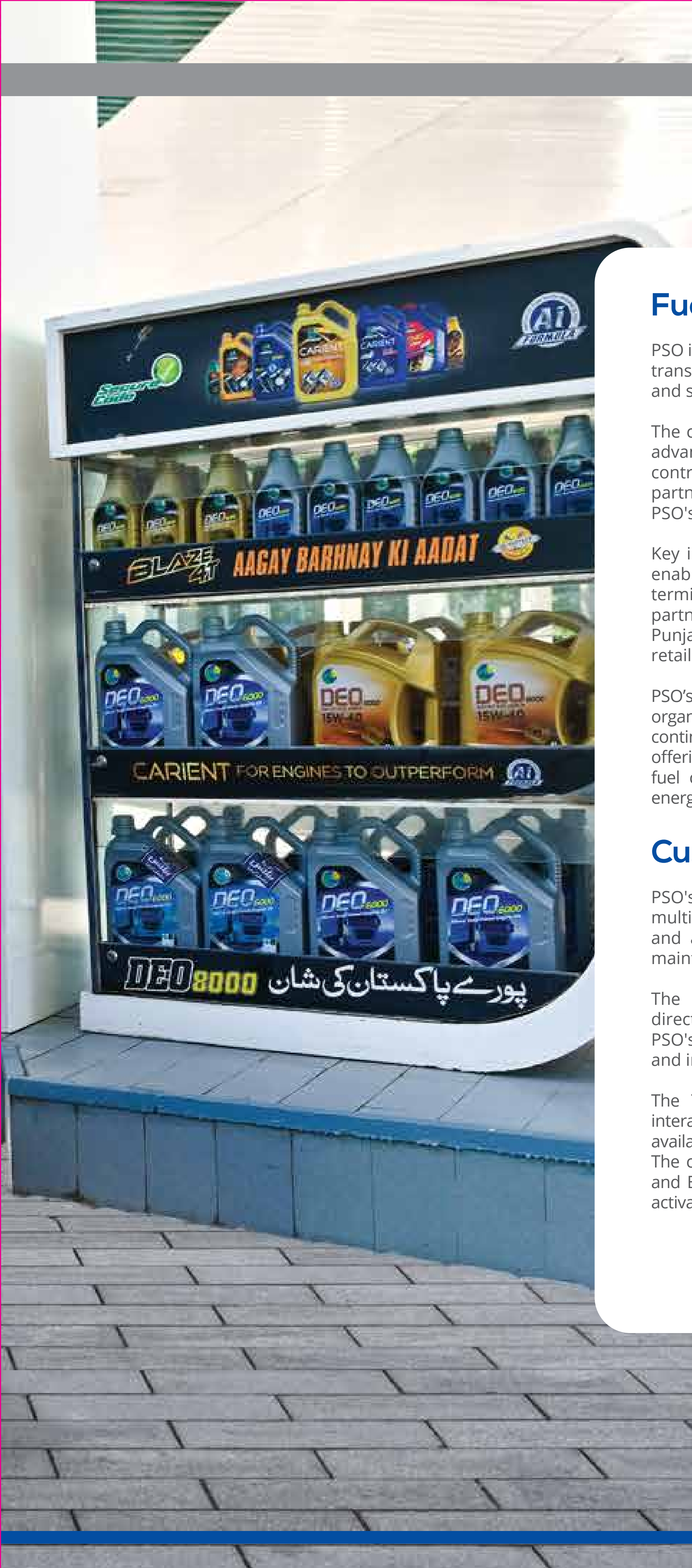
As Pakistan's main Liquefied Natural Gas (LNG) importer, PSO plays a critical role in supporting the nation's energy needs.

The company manages two long-term LNG supply agreements with Qatar Gas, established under a government-to-government framework, ensuring energy stability and progress in Pakistan. These agreements secure 6.75 million tons per annum (MTPA) of LNG until 2031.

Since the partnership began in 2016, PSO and Qatar Energy have maintained a collaborative business relationship. In FY25, PSO imported 109 LNG cargoes, totalling approximately 6.6 million tons, facilitated by efficient supply chain operations and effective stakeholder collaboration.




LoneRider
Barkbusters
MotorcycleBiz



Fuel Cards & Fuelink

PSO is committed to enhancing customer convenience and transforming the refuelling experience through innovation and strategic growth.

The company has modernized its fuel card offerings with advanced features and updated designs, significantly contributing to its retail sales volume. Strategic partnerships and network expansion have strengthened PSO's corporate portfolio.

Key initiatives include collaborations with Faysal Bank to enable acceptance of multiple payment options on a single terminal across PSO's retail network. Additionally, PSO has partnered with the Government of Punjab and the Bank of Punjab to accept Kisan Cards for diesel purchases at its retail outlets, supporting the agricultural community.

PSO’s growing client portfolio reflects the trust of high-profile organisations across various industries. The company continues to expand its footprint across key sectors by offering customized fuel and lubricant solutions, including fuel card issuance for employees and businesses in the energy, banking, textile, agriculture, and technology sectors.

Customer Service

PSO's customer service ecosystem operates through multiple channels, including phone, email, social media, and a dedicated 24/7 web portal for dealers to report maintenance concerns.

The company’s 'Call and Contribute' program enables direct communication between customers, dealers, and PSO's management, facilitating prompt issue resolution and immediate feedback.

The Ta'aluq Care Line handled over 159,677 customer interactions in FY25, providing timely support for lubricant availability, card updates, LPG deliveries, and other services. The company facilitated support for over 29,500 DIGICASH and B2B Fuel Card users, resolving queries related to card activation, closures, and balance/account details.

Non-Fuel Retail

PSO is revolutionizing the retail landscape with its innovative non-fuel retail initiatives, setting new benchmarks and redefining standards in convenience retailing. Through its various initiatives, PSO is enhancing customer experience, driving growth, and expanding its presence in the market.

VIBE Convenience Stores

- Launched 6 new VIBE stores across Pakistan, featuring modular, sustainable designs with SEED Certification by Pakistan Green Building Council (PGBC) and fully digitized operations
- Introduced 2 VIBE Cafés in Karachi and Lahore, offering premium products and personalized service
- Developed the VIBE App, allowing customers to browse and buy products with real-time inventory sync, multiple payment methods, and delivery or store self-pickup options

Asaan Safar

- Elevated the road travel experience by introducing executive rest rooms, convenience stores, and travel merchandising at selected stations
- Seamlessly integrated with the Fuelink App for smart route planning and travel-stop amenities

Auto Care Service

PSO has introduced a modern Auto Care unit in Islamabad, offering comprehensive car care solutions and enhanced convenience. The unit provides a range of services, including car wash, oil and filter changes, tyre services, and a waiting lounge.

Customers can opt for home delivery of lubricants and basic car care products via the Fuelink App, making car maintenance more accessible and convenient.

Strategic Alliances

PSO has made significant expansion in its retail network through strategic partnerships with prominent brands.

As part of its efforts to enhance customer convenience and diversify its offerings, PSO has successfully launched 26 Quick Service Facilities across major cities in Pakistan. These facilities are designed to provide customers with a seamless and efficient experience.

In conjunction with this expansion, PSO has also secured lucrative merchandising agreements with leading companies in the country. These partnerships will enable PSO to broaden its retail offerings, providing customers with access to a wider range of products and services.

By collaborating with renowned brands, PSO aims to create a one-stop-shop experience for its customers.

Shop Stop Network Expansion

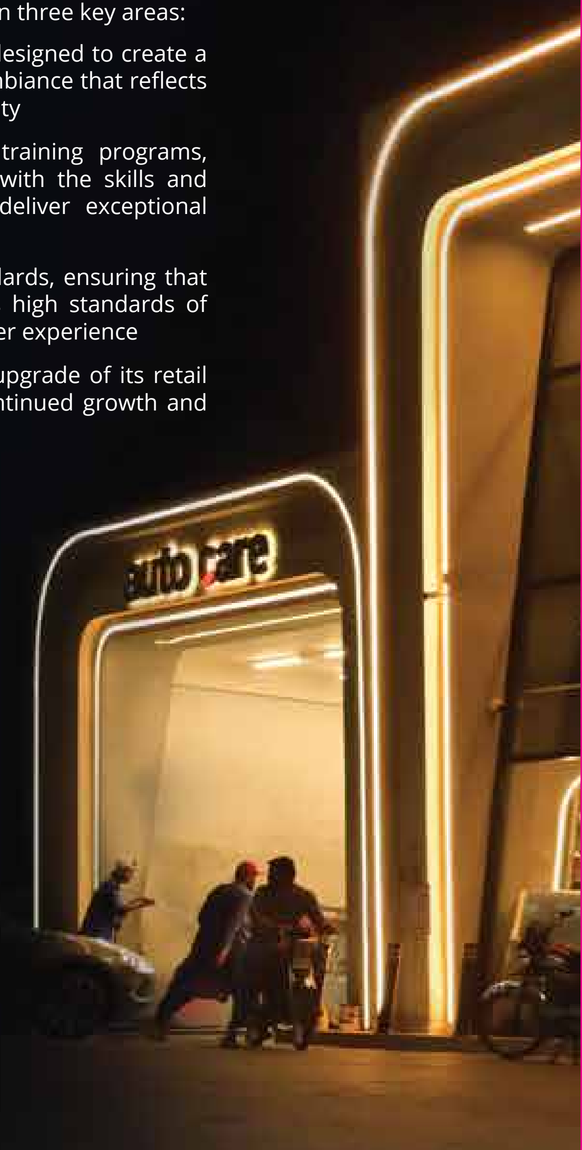
The company has successfully on boarded 99 new shops under an enhanced agreement, increasing its total store count to 310 modern outlets.

A key aspect of this initiative is the roll-out of 25 modern outlets, designed to redefine the retail landscape and set new benchmarks for customer convenience and satisfaction.

To ensure a seamless and engaging customer experience, PSO has focused on three key areas:

- Upgraded store interiors, designed to create a modern and welcoming ambiance that reflects the company's brand identity
- Comprehensive operator training programs, aimed at equipping staff with the skills and knowledge necessary to deliver exceptional customer service
- Rigorous compliance standards, ensuring that all stores adhere to PSO's high standards of quality, safety, and customer experience

This strategic expansion and upgrade of its retail network positions PSO for continued growth and success in the market.




vibe
THE COFFEE BEAN & TEA LEAF
THE COFFEE BEAN &

Supply Chain

In line with national energy demands, the company efficiently managed product sourcing, ensuring optimal stock levels across the country. As a leading oil marketing company, PSO ensured the integrity of the national energy supply chain through strategic imports and local procurement, meeting nationwide demand for petroleum products.

In response to shifting industry dynamics, the company swiftly rationalized imports and local sourcing, ensuring operational continuity, minimizing inventory risks, and protection against potential financial exposure.

During the planned shut-down of PARCO, the country's largest refinery, and an unexpected surge in demand for Jet fuel and HSD, PSO ensured uninterrupted fuel availability during the critical Khareef agricultural season, averting a potential crisis.

The company also bridged a substantial aviation fuel shortfall by securing record-high jet fuel imports, navigating complex logistics under challenging circumstances.

PSO strengthened its strategic international collaborations by finalizing long-term supply agreements with key partner countries under G2G agreements. The company secured a significant supply agreement with State Oil Company of Azerbaijan Republic (SOCAR), enhancing and diversifying its fuel supply chain.

In the MoGas RON-95 market, PSO led the way with a 133% increase in sales volumes from the previous year, driven by optimal sourcing strategies. The company introduced medium-range (MR) cargo imports for RON-95 and RON-92, optimizing costs, logistics, and achieving economies of scale, which further bolstered supply efficiency and market competitiveness.

By embracing technological advancements, PSO successfully integrated automation and digitization in its supply value chain, markedly enhancing operational efficiency and accelerating turnaround times. This transformative initiative positions the company for sustained success in a rapidly evolving industry.


11000 Ltrs

Operations

PSO advanced its infrastructure capabilities, improving reliability, availability, and efficiency while prioritizing safety and operational excellence.

Enhanced Safety and Assurance

PSO has implemented several initiatives to ensure the integrity of its storage facilities and operational safety. Notably, the company has:

- Extended the lifespan of 7 existing tanks at key locations, including Daulatpur, Sihala, Mehmoodkot, and Lubricant Manufacturing Plant A (LMPA), through comprehensive rehabilitation efforts
- Conducted integrity assessments on 29 tanks nationwide, ensuring compliance with global standards and enabling timely maintenance
- Upgraded fire fighting systems and installed fall arrestor systems at various installations to enhance safety protocols

Technological Advancements and Efficiency Improvements

PSO continues to leverage technology to drive operational efficiency and excellence.

Key initiatives include:

- Deployed radar gauging systems on storage tanks, achieving 95% coverage across primary storage terminals
- Implemented advanced metering systems for tank/truck filling at key installations, ensuring accurate and efficient operations
- Modified piping at Keamari Terminal A (KTA) and Sihala to resolve bottlenecks and enhance product filling efficiency

Operational Excellence

PSO demonstrated its operational agility and expertise in navigating complex port dynamics, securing emergency berthing for 2 vessels at Keamari and achieving substantial demurrage savings. The company successfully handled 3 consecutive cargo operations at the same location, showcasing its ability to manage high-volume logistics.

In a significant milestone, PSO successfully berthed and offloaded the inaugural RON 95 ocean vessel at Zulfiqarabad Oil Terminal, strategically positioning itself to meet the growing demand for premium fuel in the market.

PSO set a new benchmark by efficiently handling the largest-ever cargo receipt in Keamari terminal's history, unlocking opportunities for greater efficiency, cost savings, and highlighting the company's ability to drive value through innovative logistics solutions.

Strategic Customer Partnerships

PSO has successfully launched fuelling operations for Pakistan Railways under a long-term contract, expanding its value proposition to a key strategic customer across 8 strategic locations: Karachi Cantt, Karachi PMY, Lahore, Rawalpindi, Yusufwala, Multan, Faisalabad, and Samasatta.

With modern filling and receipt systems in place, the company ensures efficient operations and creates a new long-term revenue stream.

Technology

PSO continued to advance its sustainability and digital transformation goals in FY25. A major step was the adoption of a new procurement policy prioritizing Energy Star-rated equipment, laying the foundation for broader integration of environmentally responsible practices across support functions.

In parallel, PSO accelerated its digital transformation, embracing Industry 4.0 principles to enhance operational agility, elevate the customer experience, and reinforce service excellence. With a strong focus on digital resilience, innovation, and data-driven decision-making, PSO's technology initiatives are set to deliver lasting value for the company and its stakeholders.

Key highlights include:

Faisalabad Terminal Automation System (FTAS)

This flagship project leverage's AI-powered automation for predictive maintenance, real-time diagnostics, and intelligent access control. FTAS has significantly reduced manual processes, improved throughput, and elevated safety standards—positioning the terminal as a model for autonomous energy infrastructure

Keamari Terminal C Automation

Strategic enhancements have improved safety compliance, increased visibility into operations, and optimised logistics work flows. The result: faster vehicle turnaround, better monitoring, and stronger risk management across key logistics areas.

Automatic Tank Gauging (ATG)

Introduced to improve inventory accuracy and retail fuel management, the ATG system enables real-time tank monitoring, trend analysis, and proactive anomaly detection. After successful pilots at MG Motor outlet (Karachi), a nationwide roll-out is in progress—boosting forecasting precision and replenishment efficiency.

Real-Time Gauging System

Deployed across 96 high-priority tanks, this system centralizes fluid level, density, and flow data while using predictive analytics and automated safety alerts to optimize inventory control and enable swift, informed decisions across the supply chain.

CMMS v2 – Service Sphere

PSO upgraded its Computerized Maintenance Management System with a more intuitive interface, enhanced performance, and advanced complaint management tools. Available 24/7 via the Sahulat App, the system empowers retail dealers to log and track issues efficiently, improving service quality and response times.

Board Statement For IT, AI Strategy, Compliance, Data Privacy, Cybersecurity, and Incident Response Management

The BOM recognizes that robust information technology (IT) systems, effective internal controls, and a forward-looking artificial intelligence (AI) strategy are essential enablers of sustainable business performance, operational efficiency, and comprehensive risk management.

A clear commitment is maintained to ensuring that the company's IT infrastructure and AI-related initiatives adhere to international best practices, ethical principles, and all applicable legal and regulatory requirements, with particular emphasis on data privacy, cybersecurity, and digital compliance.

Oversight and Governance

The BOM retains ultimate accountability for the integrity, reliability, and security of the company's digital and data ecosystems. This responsibility is discharged through:

- Ensuring that comprehensive IT governance frameworks and internal controls are in place to safeguard the confidentiality, integrity, and availability of information assets
- Monitoring the development and implementation of the company's AI strategy to ensure responsible, transparent, and compliant deployment aligned with ethical and regulatory standards
- Reviewing periodic reports from management, internal audit, and external experts to assess the effectiveness of cybersecurity measures, data governance, and AI applications

Legal and Regulatory Compliance

Strict adherence is maintained to all applicable national and international laws, regulations, and standards relating to data privacy, cybersecurity, and digital ethics. The BOM ensures that management:

- Monitors and responds to evolving regulatory requirements
- Implements company-wide training programs to strengthen data protection awareness and cyber risk preparedness
- Conducts regular audits and assessments to identify, address, and mitigate potential vulnerabilities

Incident Response and Breach Management

In the event of a data breach, cybersecurity incident, or AI-related risk, established protocols require that:

- The BOM and relevant committees are notified without delay
- Post-incident reviews are conducted to identify root causes and reinforce protective measures
- Stakeholder communications, including required regulatory disclosures, are managed in a transparent and timely manner to maintain trust and compliance

Commitment to Continuous Improvement

The BOM is committed to fostering a culture of technological innovation, vigilance, and continuous improvement across all aspects of IT governance, cybersecurity, and AI deployment. Through ongoing engagement with management and expert advisors, the company is positioned to responsibly leverage emerging technologies for long-term value creation while safeguarding the interests of all stakeholders.

Human Resource Development

PSO recognizes the critical role of its workforce in driving organisational growth and delivering long-term value for stakeholders. Investing in employee development remains a key strategic priority.

To support talent acquisition efforts, PSO participated in career and placement fairs at various educational institutions, actively promoting the company and engaging with prospective talent.

As of June 30, 2025, the company employs a total of 2,199 individuals, with a reasonable level of gender diversity.

PSO continues to embed diversity and inclusion into its organisational priorities, with a clear focus on elevating women into leadership roles and nurturing a workplace culture where all employees feel valued.

Female inductions during the year stood at 17%, reaffirming the company's commitment to strengthening gender representation across all levels.

To build organisational capability, a structured role clarification and critical position identification initiative was undertaken for senior management (DGM level and above).

Succession Planning

The company's succession planning is a strategic initiative that ensures business continuity by identifying and developing future leaders from within the organization. Through training, mentorship, and growth opportunities, PSO builds a vigorous leadership pipeline, enabling a seamless transition of key roles and minimizing disruptions to maintain organizational stability. This approach drives long-term success and competitiveness in the petroleum industry, allowing PSO to achieve its strategic objectives and build a strong leadership foundation for sustained business growth.

Mercer Assessment

As part of its broader talent evaluation efforts, PSO utilizes a well-established international assessment platform to evaluate employees across various dimensions, including personality traits, cognitive abilities, and technical knowledge.

Depending on the nature of the role, assessments may also include psychometric tools such as numerical reasoning, verbal reasoning, and case study exercises.

For senior management roles, Mercer assessments have been used to examine professional capabilities and performance indicators. The same framework is also applied to assess employees being considered for advancement, in line with company policy, to promote a transparent and merit-oriented process.

Gender Pay Gap Analysis

In compliance of SECP Circular No. 10 of 2024 dated April 17

Mean gender pay gap	(A-B)/A * 100	-35.9%
Median gender pay	(C-D)/C * 100	-1.2%

Description	PKR Per hour	
Mean of Female Employee	1,546	B
Mean of Male Employee	1,138	A
Median of Female Employees	869	D
Median of Male Employees	859	C

Digitization and Transformation

In pursuit of enhanced digital capabilities within HR operations, PSO has initiated the implementation of SAP Success Factors. The first phase will include the deployment of key modules such as employee central, on boarding, and performance & goal management.

This initiative aims to optimize employee data management, streamline HR work flows, enhance the employee experience, and reinforce alignment between individual performance and organisational goals.

With a focus on advancing employee health and optimizing service delivery, the company has enlisted a turnkey medical services provider to manage the outsourcing and digitalization of Outpatient (OPD) and Inpatient (IPD) healthcare services.

This strategic initiative is designed to enhance access to quality medical care, significantly reduce reimbursement turnaround times, and provide a more streamlined, digitally enabled, and employee-centric healthcare experience.

Handling Organisational Expansion

To facilitate organisational expansion and support emerging business units, a customized policy framework was developed and implemented for new ventures. This included the successful introduction of the Secondment and Recruitment Policy for PSO Renewable Energy and Cerisma.

The framework is designed to ensure smooth talent mobility, uphold governance in workforce transitions, and establish clear recruitment guidelines aligned with the strategic goals of these new entities.

Talent and Organisational Development

Driven by the goal to proactively close performance gaps and foster continuous improvement, a structured Employee Performance Improvement Plan (PIP) framework was developed and successfully implemented. This initiative provides targeted support, sets clear performance expectations, and defines time lines to ensure measurable progress.

In FY25, the Learning Department successfully delivered a diverse portfolio of functional and technical learning programs, along with professional certification opportunities, catering to both management and non-management employees across the country.

Over 2,200 employees participated in various structured learning initiatives, collectively achieving more than 28,000 learning hours. These efforts reflect our ongoing commitment to capability building, continuous development, and fostering a high-performance culture across the company.

Culture, Engagement and Diversity, Equity, and Inclusion (DE&I)

The company recognizes that a strong culture, high employee engagement, and a commitment to DE&I are essential to driving business success. PSO's culture is built on a foundation of integrity, innovation, and teamwork, empowering the employees to deliver exceptional results and create value for the customers and stakeholders.

Through strategic initiatives and programs, the company fosters a workplace environment that is inclusive, engaging, and supportive of diverse perspectives, backgrounds, and experiences.

Chairman's Excellence Award

The Chairman's Excellence Award recognizes and rewards innovation across the company. This year, short-listed nominees presented their ideas to senior leadership, and the winners were honoured with shields for their outstanding contributions.

Wellness Sessions for Women

As part of PSO's commitment to empowering women talent, a series of impactful initiatives were held throughout the year including Women's Day celebrations, Breast Cancer Awareness programs, and day-care moms' check-ins. These sessions encouraged dialogue, career sharing, and professional networking among participants.

Professional Development Workshops

PSO offered a range of workshops and training programs to support the growth and development of its employees. Some notable initiatives include:

Breaking Barriers Workshop

A tailored workshop for women in leadership, led by international Executive Coach Arshy Ahmed, which empowered participants to challenge limiting narratives and reinforced their learning.

HR Connect Sessions

Interactive sessions with employees across all levels, including women, on-site staff, trainees, and sales teams, to address their concerns and ensure they felt heard, valued, and engaged.

Women in Networking

A dynamic session that brought together women leaders and entrepreneurs to connect, inspire, and empower one another, promoting collective growth and impactful relationships.

Performance Management

The company remains committed to optimizing performance management and recognizing high-potential talent. A robust recognition program for high performers and development initiatives for mid-tier performers were implemented to enhance capabilities and drive business success.

Recognizing the importance of employee well-being, PSO organized nutrition clinics and awareness sessions on terminal illnesses and fitness, underscoring its commitment to supporting the health and productivity of its workforce.

Notably, PSO was honoured with the Global Diversity, Equity, and Inclusion Benchmarks (GDEIB) Award in the "Advancement & Retention" category, solidifying its position as an inclusive organisation in 2025.

Commitment to a Safe and Inclusive Workplace

PSO prioritizes creating a work environment that is safe, secure, and respectful for all employees. The company maintains a Zero-tolerance Policy strictly prohibiting harassment and discrimination in any form, and any such behaviour is considered serious misconduct under PSO's Code of Conduct.

PSO ensures prompt and thorough investigations into all complaints, taking swift and decisive action to address any wrongdoing and hold individuals accountable.

In accordance with the Protection against Harassment of Women at the Workplace Act, 2010, the company has established a robust Inquiry Committee to investigate complaints and implement corrective measures in a fair, transparent, and timely manner.

PSO encourages employees to report incidents without fear of retaliation, fostering a workplace culture that values dignity, equality, and professionalism.

Anti-Harassment Policy: Safeguarding the Rights and Well-being of Our Employees

PSO's Anti-Harassment Policy ensures that all employees are treated with respect and fairness, and have the right to work in a secure workplace.

1. Purpose

The purpose of this policy is to create and maintain an inclusive, diverse, and equitable environment at PSO that promotes gender balance at all levels. This would be achieved by continuing meritocratic criteria in all recruitments and promotion activities, taking necessary measures for retention, professional development for all employees to achieve conducive and harmonious work environment, reduce bias and discrimination in any form whilst ensuring compliance.

2. Scope

The policy is applicable to all PSO Management employees.

Policy Statement

3.1. Gender-Inclusive Recruitment

3.1.1. Ensure job descriptions are gender-neutral and free from biased language.

3.1.2. Encourage diverse short lists for roles to include qualified female candidates where possible.

3.1.3. Hiring managers to be educated on unconscious bias and inclusive hiring practices.

3.1.4. Advertisements to continue with "an equal opportunity employer".

3.1.5. All Departments to have Gender Diversity KPIs to monitor the Gender Diversity agenda where Department scorecard to reflect the target set at the start of every year for ensuring compliance.

3.1.6. Conscious efforts should be made to gradually decrease gender disparity in the workplace.

3.1.7. Interview panel should preferably be gender inclusive.

3.2. Equitable Promotion Practices

3.2.1. Continue to ensure that the performance evaluation criteria is merit based and devoid of any potential biases.

3.2.2. Continue to adhere to transparent practices for promotions thereby ensuring equal opportunity to women workforce for promotion opportunities.

3.2.3. Promotion to have regular check-ins to re-affirm that decisions are in line with gender parity and equal opportunity for all management levels.

3.3. Retention and Skill Development practices

3.3.1. Review / Assess avenues that provide learning and development opportunities, up-skilling programs, forums especially for women.

3.3.2. Review exit interview surveys from women employees to identify the reasons for separation and to take necessary measures for retention and career growth.

3.3.3. Flexible work environment to be considered.

3.3.4. Continue to facilitate transportation for female staff.

3.3.5. Conduct regular sessions with women employees for maintaining network and support.

3.4. Harassment Committee for grievance mechanisms, bias reporting, discrimination and / or harassment at workplace

3.4.1. The company reinforces its commitment to zero tolerance in cases of harassment.

3.4.2. In order to ensure a safe, inclusive and respectful work environment, conduct regular harassment awareness/gender sensitization sessions especially for awareness of all employees in order to ensure a safe, inclusive and respectful work environment.

3.4.3. Communication regarding Harassment Committee be made available on intranet.

3.4.4. Ensure the harassment policy/Act is accessible on employee portal/intranet and well-communicated.

3.4.5. Ensure harassment investigations are completed promptly, preferably within 60 days.

3.4.6. Ensure no victimization or retaliation occurs during or after the complaint process. The complainant has the right to red flag in such cases.

3.5 Employee Welfare Initiatives

3.5.1. The company pledges to continue and enhance on benefits as part of a broader Gender Inclusivity & Support framework at PSO through:

a) Provision of work from home facility, where required.

b) Post maternity return to work support from Department & HR.

c) Enhancing retention of female employees within policy guidelines.

d) Support of working mothers through the day care facility.

e) Ensure safety and convenience through facilitating in transportation.

f) Regular Women connect sessions may be arranged for feedback mechanism.

g) Regular trainings for all employees on unconscious bias, inclusive language and different forms of harassment.

Disclosure on Company's Periodic Review of Sustainability and DE&I Strategies and Performance

Sustainable, inclusive, and responsible operations are fundamental to enduring business resilience and value creation.

The BOM positions sustainability and diversity, equity, and inclusion (DE&I) as strategic imperatives, ensuring they are embedded across all levels of the company. Guided by Environmental, Social, and Governance (ESG) principles, these priorities are advanced to align with both global frameworks and national development objectives.

Strategic Disclosure and Transparency

Sustainability and DE&I strategies, priorities, and performance targets are disclosed through regular reporting and stakeholder communications. These disclosures reinforce organisational accountability and demonstrate alignment with recognized sustainability standards and national goals.

Priorities and Targets

Strategic priorities include:

- Reducing the environmental footprint through responsible energy management and carbon reduction initiatives
- Promoting workforce diversity and fostering an inclusive organisational culture
- Ensuring equitable access to opportunities, leadership positions, and professional growth
- Supporting community development and social advancement through responsible corporate citizenship

Measurable targets are established for each priority area to guide implementation and monitor progress.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Promotion and Implementation

To embed sustainability and DE&I principles:

- Dedicated programs and awareness initiatives are deployed across all functions to integrate inclusive values and sustainable practices into daily operations
- Internal policies are regularly reviewed to ensure alignment with evolving ESG standards and global best practices
- Leadership accountability mechanisms are in place to reinforce ownership and commitment to these priorities

Performance Monitoring and Oversight

The BOM, in collaboration with relevant management committees, conducts periodic reviews of performance against established sustainability and DE&I targets. Oversight is supported through regular reporting and performance dashboards, enabling:

- Evaluation of the effectiveness of initiatives
- Identification and re-mediation of gaps or challenges
- Advancement of continuous improvement through strategic guidance

Commitment to Sustainable and Inclusive Growth

The company remains committed to advancing sustainability and DE&I as core business imperatives. Through transparent disclosure, rigorous accountability, and purposeful action, these priorities are pursued to deliver lasting value for stakeholders, safeguard environmental resources, and contribute positively to society and future generations.

Whistle Blowing Policy

PSO emphasizes transparency, accountability, and ethical conduct throughout its operations. To uphold these values, a robust whistle-blowing policy empowers and safeguards individuals who report potential wrongdoing or unethical behaviour within the company.

This policy offers a secure and confidential avenue for employees, contractors, suppliers, and other stakeholders to voice concerns about misconduct, including fraud, corruption, or legal/regulatory violations.

PSO fosters a culture of openness where individuals feel comfortable speaking up, and is committed to conducting thorough and impartial investigations into all reported matters. Recognizing the vital role whistle-blowers play in safeguarding company integrity, PSO offers them necessary support and protection. By actively promoting a speak-up culture, the company strives to cultivate an environment where ethical behaviour is not just preached but religiously practiced.

Business Principles and Ethics Policy

PSO's Business Principles and Ethics Policy is the cornerstone of its corporate culture. It provides clear guidelines for ethical and professional conduct expected from all employees. This policy reflects the company's commitment to the highest ethical standards.

It ensures alignment with the company's core values and prioritizes PSO's interests over any personal gain of its employees. Adherence to these principles is not just about maintaining integrity; it fosters a culture of trust and transparency within the company. This robust framework empowers employees to make sound ethical decisions, safeguarding PSO's reputation as a trusted and responsible corporate entity.

Conflict of Interest Policy

The company's policy is designed to proactively identify specific situations that could potentially conflict with the company's interests. In order to maintain transparency and uphold the principles of fairness and impartiality in its decision-making processes, PSO conducts an annual review to update and maintain records of any potential conflicts.

This practice guarantees that the employees are well-informed and equipped to address and resolve any conflicts that may arise. By consistently reviewing and addressing potential conflicts, PSO ensures a harmonious and ethical work environment, where all decisions are made with integrity and in the best interests of the company.


PSO
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Environmental Social Governance

PSO is accelerating its commitment to Environmental, Social, and Governance (ESG) principles, embedding sustainability at the core of its business strategy. By integrating ESG considerations into its operations, the company is driving responsible growth, balancing economic performance with environmental stewardship and social responsibility.

Establishment of ESG Governance and Policy Framework

PSO has established a dedicated ESG Department and formulated a comprehensive ESG Policy, aligned with industry leaders, international best practices, Pakistan's Nationally Determined Contributions (NDC 3.0), and the United Nations Sustainable Development Goals (SDGs).

To reinforce ESG governance, a Board-level ESG Committee has been constituted, ensuring that sustainability considerations are embedded within the company's strategic decision-making processes.

Awareness and Capacity Building

To embed ESG principles across the company, dedicated ESG awareness sessions were conducted for PSO's management to foster a culture of sustainability and responsible leadership.

Environmental Initiatives and Renewable Energy Expansion

PSO expanded its renewable energy portfolio, achieving a total installed solar capacity of 818kW. This infrastructure is expected to generate approximately 1 million kilowatt-hours (kWh) of clean energy annually—offsetting around 750 metric tons of CO_2 emissions, which is equivalent to the carbon absorption of nearly 34,000 mature trees.

As part of its long-term sustainability goals, the company remains focused on significantly scaling up its solar energy capacity in the coming years.

A large-scale tree plantation initiative resulted in the planting of 20,000 trees, furthering PSO's commitment to afforestation and the enhancement of biodiversity.

Comprehensive energy audits were carried out across 6 key operational sites to establish baseline consumption metrics and identify opportunities for improved energy efficiency.

Clean Transportation and Net Zero Progress

In a decisive step toward promoting low-carbon transportation, PSO signed an agreement with HUBCO Green and BYD to establish a comprehensive electric vehicle (EV) charging network across the country.

This collaboration is set to advance the adoption of EVs in Pakistan while aligning with PSO's long-term goal of achieving net-zero carbon emissions aiming to contribute to a cleaner environment, reduced greenhouse gas emissions, and a more sustainable transportation ecosystem.

Sustainable Retail Transformation

PSO continued to modernize its retail network with the inauguration of 6 sustainable Vibe stores, each thoughtfully designed to minimize carbon impact, enhance resource efficiency, and promote environmental resilience. Key sustainability features of the Vibe Stores include:

- **Utilization of Recycled and Sustainable Building Materials:** The construction utilized recycled aggregates and locally sourced sustainable materials, resulting in a significant reduction in embodied carbon
- **Zero Plaster Finish:** All surfaces were designed using zero plaster techniques, eliminating the need for conventional plastering and paint, reducing not only chemical use and waste, but also lowering ongoing maintenance requirements
- **Performance Glass Installations:** Energy-efficient, high-performance glass was installed to enhance daylight penetration and limit heat ingress, thereby lowering cooling requirements and improving overall indoor comfort
- **Eco-Friendly Refrigeration Systems:** All refrigeration units utilize R-32 refrigerant gas, a low global warming potential (GWP) alternative which enhances energy efficiency and significantly reduces environmental impact compared to traditional refrigerants

These sustainability innovations have significantly reduced operational energy consumption and emissions throughout the stores' life cycle. In recognition of these efforts, the Pakistan Green Building Council (PGBC) awarded 2 of the newly launched Vibe stores its highest green building rating—a milestone in PSO's commitment to greener retail operations.

The nationwide expansion of Vibe Stores will continue, with future phases incorporating even more advanced sustainable design features.

Sustainable Procurement

A notable initiative includes the digitization of 1 million documents, enabling the recycling of all paper materials and reducing the company's environmental footprint.

PSO's dedication to sustainable practices has also earned recognition from the Chartered Institute of Procurement & Supply (CIPS), with the company being honoured in the Ethical Procurement and Supply category.

Social

PSO is dedicated to uplifting underprivileged communities and fostering socio-economic development in its operational areas.

Through a range of targeted initiatives, the company provides critical support to those in need, including educational programs that promote literacy and skills development, healthcare services that improve access to quality medical care, and community development projects that drive economic empowerment and social progress.

By investing in the well-being and prosperity of local communities, PSO aims to create a lasting positive impact on society, enhance the quality of life for its stakeholders, and contribute to the country's broader development goals.

Health and Safety

PSO places the highest importance on the health, safety, and well-being of its employees, contractors, customers, and the wider community by maintaining a comprehensive HSE Management System. The company upholds responsible and ethical business practices with a strong focus on Corporate Social Responsibility (CSR). To support these values, PSO has outlined the following commitments:

- Cultivate an inclusive and diverse workplace where every individual is respected and valued
- Uphold human rights in alignment with internationally recognized standards
- Support the growth and development of local communities through targeted investments
- Participate in charitable initiatives to generate positive societal impact
- Maintain the highest standards of ethical conduct to foster integrity and trust

Through these commitments, PSO aims to build a company that not only achieves business excellence but also makes meaningful contributions to society through its sustainable and impactful efforts.

Governance

PSO understands the significance of good governance practices and has implemented robust systems and processes to ensure transparency, accountability, and ethical conduct. The company adheres to strict compliance standards, promoting fair business practices and fostering trust among its stakeholders.

Business Ethics Policy

- Bribery and Corruption
- Conflict of Interest
- Confidentiality
- Public activities
- Proper recording of funds, assets, receipts, disbursements
- Relationship and dealing with govt. officials, media, suppliers, consultants, agents, intermediaries and other parties
- Workplace harassment
- Anti-trust laws, etc.
- Code of Conduct
- Financial/annual report disclosure
- Compliance of PSX and SECP Rules and Regulations


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PSO's advancement in ESG reflects a deliberate strategy rooted in global best practices. Through the integration of ESG principles, the company is focused on generating enduring value for its shareholders, customers, and society as a whole.

Our Strategy to Manage and Monitor Supply Chain Disruption due to ESG Incidents

PSO acknowledges that disruptions in the supply chain caused by ESG issues could adversely affect its operations and reputation.

The company recognizes that its supply chain is exposed to various ESG risks, including:

Environmental Risks: Climate change, natural disasters, and resource depletion

Social Risks: Labour disputes, community unrest, and human rights violations, health & safety matters

Governance Risks: Corruption, bribery, business ethics & principles non-compliance, and regulatory non-compliances

To monitor and mitigate these risks, PSO has implemented the following strategies:

- **Risk Assessment and Identification:** Conducting regular assessments to identify potential ESG-related risks and vulnerabilities in the supply chain
- **Supplier Engagement and Due Diligence:** Engaging with suppliers to ensure they adhere to PSO's ESG standards and conducting due diligence to assess their compliance

- **Monitoring and Reporting:** Establishing a robust monitoring system to track ESG incidents and disruptions in the supply chain, and reporting on progress and challenges
- **Contingency Planning:** Developing contingency plans to mitigate the impact of ESG-related disruptions on the supply chain
- **Stakeholder Collaboration:** Collaborating with stakeholders, including suppliers, customers, and NGOs, to share best practices and address common ESG challenges
- **Capacity Building:** Providing training and capacity-building programs for suppliers and internal stakeholders to enhance their understanding of ESG issues and management practices

PSO strives to reduce potential disruptions, safeguard its business partners and the public, and uphold its reputation to ensure long-term sustainability.

Health, Safety, and Environment (HSE)

At PSO, HSE are fundamental values embedded in every aspect of operations. The company upholds the highest safety standards to ensure the well-being of employees, contractors, and stakeholders, with a clear focus on achieving the ultimate vision of Zero Incidents – Goal Zero.

Under the guidance of the Leadership Team and HSE Steering Committee, the robust HSE Management System (HSE-MS) is continuously enhanced to drive HSE performance, cultivate a proactive safety culture, and promote continuous improvement across the company.

HSE Audits and Inspections

Boasting the largest network of 3,649 retail outlets, and embracing a risk-based approach, the company significantly scaled-up its HSE audit footprint by inspecting 1,570+ retail outlets. Audits were conducted at terminals, depots, aviation stations, divisional offices, and LPG plants, deploying safety standards across nationwide operations.

PSO enhanced its web-based retail inspection app by integrating mobile auditing capabilities, real-time data capture, and advanced dashboard reporting to significantly improve traceability and compliance reporting.

To further strengthen the auditing framework, the company conducted third-party inspections of Company Operated Retail Outlets (CORO) in major cities, ensuring adherence to OGRA S.R.O. regulations for retail outlets and NFPA standards.

Process Safety Management (PSM)

At PSO, Process Safety Management (PSM) remains a cornerstone of HSE excellence. Over the past year, more than 60 Management of Change (MOC) cases were thoroughly reviewed and implemented, ensuring all operational changes underwent rigorous HSE risk assessments and were executed with the highest safety standards.

Close collaboration among Operational, Projects, and HSE teams facilitated the effective deployment of critical PSM systems, including Permit to Work, Risk Assessment, Energy Isolation, Emergency Response, and Contractor Safety Management across major projects. These efforts contributed to zero fatal accidents and lost time incidents (LTIs) during the year, supporting PSO in achieving 38.6 million safe man-hours by the end of FY25.

PSO further expanded its ISO 45001 certifications to 6 additional sites—KTB, Daulatpur, Quetta, Kotlajam, Kundian, and Habibabad. The certification scope was also broadened to include aviation, lubricants, gaseous fuels facilities, and the head office, bringing the total number of certified locations to 21.

To strengthen emergency preparedness, Major Accident Emergency Response Plan (MAERP) drills were conducted at key locations such as Keamari, Shikarpur, and Machike. These exercises involved active participation from Rescue 1122, police, fire brigades, and other oil marketing companies (OMCs), validating PSO's emergency response capabilities and fostering cross-industry collaboration.

Advancing its digital transformation agenda, PSO developed an in-house e-HSE Management System using Oracle APEX. This cross-platform solution integrates core HSE functions such as Audit Management and is enhanced with live dashboards, AI-powered analytics, and map-based visualization.

The system enables faster decision-making, streamlined compliance tracking, and smarter HSE governance, representing a significant leap forward in data-driven safety management.

Employee Engagement Programs & Capability Enhancement Recognizing that a strong HSE culture drives performance, PSO placed significant focus on employee engagement during FY25.

From Awareness to Action Program

Regular virtual engagements with facility in charges and business managers encouraged open dialogue and ongoing feedback, while on-site sessions reinforced SOPs across retail and operational sites.

An initiative designed to sharpen hazard identification and risk assessment skills among technical teams, strengthening frontline readiness. Dedicated well-being sessions were held at PSO House and key sites, assessing physical and mental health indicators through screenings and interactive evaluations—underscoring our belief that health is vital to sustainable performance.

PSO celebrated World Occupational Health and Safety Day under dual themes of "AI & Digitization at Work" and "Home & Children Safety," featuring awareness drives, safety walks, plantation activities, and a children's road safety theatre for underprivileged schools.


PSO

Based on Kiken Yochi Training (KYT), a program was introduced in collaboration with Atlas Honda to enhance hazard perception and safe driving behaviours.

The company celebrated world environment day with the theme "Beat Plastic Pollution", focusing on plastic reduction, GHG accounting, and sustainability through awareness sessions and plantation drives.

Exceptional contributions across the company were recognized, supporting a culture of accountability and proactive safety. In total, PSO delivered over 4,000 HSE training hours, engaging employees, contractors, and dealer staff—reinforcing safety as a shared responsibility at every level.

Road Safety Management

Road safety remains a key priority for PSO, given the scale of its nationwide logistics network. In FY25, the company strengthened its Road Safety Management Program through enhanced training, monitoring, and technology integration. Over 9,000 Tank Lorries underwent third-party inspections, while more than 8,000 drivers received advanced defensive driving training focusing on hazard anticipation, speed control, and fatigue management.

To support safe driving practices, PSO launched pilot deployments of dash-cams and Anti-Fatigue Detection Devices (AFDDs), enhancing real-time monitoring of driver behaviour and alerting operators in cases of drowsiness or distraction.

The Advanced TL Tracking System continued to provide insights on location, route deviations, speed, seatbelt usage, and posture—allowing proactive safety enforcement.

PSO also refined its HSE Scorecard for cartage contractors, linking safety KPIs to performance evaluations and encouraging continuous improvement. Additionally, a joint campaign with OMCs promoted 2/3-wheeler fuelling safety through on-ground awareness and educational outreach.

Quality Assurance

Ensuring product integrity at every step, Quality Assurance (QA) plays a pivotal role in maintaining PSO's high standards for customer satisfaction and brand reliability. Backed by the industry's largest QA infrastructure, PSO operates 12 state-of-the-art laboratories and 25 Mobile Quality Testing Units (MQTUs), delivering rigorous quality control across the national supply chain.

QA operations are conducted in strict compliance with national regulatory frameworks (OGRA, MoE (PD), etc.) and international testing protocols (ASTM, API, IP, etc.). In FY25, PSO's stationary laboratories analysed approximately 93,816 samples of petroleum products and developed 2,495 tailored fuel and lubricant blends to meet evolving market demands.

The KTA Laboratory received an "Excellent" rating from the Total Energies International aviation fuel testing program, reflecting PSO's commitment to precision and international quality standards.

MQTUs remained instrumental in ensuring product quality and quantity at the consumer interface. Over the year, more than 16,128 QA inspections were conducted across retail outlets, depots, and installations nationwide, reinforcing trust and operational transparency. The deployment of MQTUs also played a key role in resolving customer concerns through the Ta'aluq platform, enhancing responsiveness and service experience.

To further ensure quantity assurance, over 9,098 tank lorries were calibrated at 4 major terminals including Zulfiqarabad Oil Terminal, Mehmoodkot, Machike, and Tarujabba.

Sustainability

In FY25, the company completed a third-party verified Carbon Footprint Baseline Study of its end-to-end supply chain—from product receipt at KTA to retail dispensing. Covering Scope 1, 2, and 3 emissions, the study was endorsed by a certified Carbon Auditing Professional (CAP) and forms the basis of PSO's GHG reduction strategy.

A comprehensive roadmap was developed, outlining short-term optimizations, medium-term renewable shifts, and long-term investments in carbon capture and cleaner technologies, aligning with national and global ESG goals.

In parallel with these efforts, PSO continued expanding its green footprint through:

- Further expanding solar energy systems at operational facilities and retail outlets, reducing reliance on fossil-based electricity
- Execution of environmental and energy audits of PSO House, identifying opportunities for energy efficiency
- Continuous monitoring of environmental parameters, aligning with the National Environmental Quality Standards (NEQS) for air emissions and effluents

PSO's Environmental initiatives by focusing on 3R's (Reduce, Reuse and Recycle)

PSO is committed to minimizing its ecological footprint through the 3R's approach: Reduce, Reuse, and Recycle. The company's goal is to conserve resources, reduce waste, and promote sustainable practices across its operations, aligning with the United Nations' Sustainable Development Goals (SDGs).

PSO adheres to National Environmental Quality Standards (NEQS) and implements proactive measures like oil-water separators, RO plants, and waste management procedures to ensure clean water and sanitation (SDG 6).

Through sustainable production and consumption initiatives (SDG 12), PSO has achieved notable results, including reduced waste, increased recycling, and optimized resource utilization. The company has adopted eco-friendly practices, such as using recycled plastic, minimizing paper usage, and promoting cleaner fuels. One notable initiative is creating sustainable plastic road from recycled plastic waste from lubricant packs.

To address climate change (SDG 13), PSO has installed vapour recovery systems, launched tree plantation drives, and introduced the Zero Carbon Challenge. PSO offers electric vehicle charging stations, demonstrating its forward-thinking approach to minimizing environmental impact.

PSO's initiatives align with the UN's SDGs, including ensuring clean water and sanitation (SDG 6), promoting sustainable production and consumption (SDG 12), and reducing greenhouse gas emissions (SDG 13). The company's responsible practices are reflected through certifications such as ISO 45001 reinstating PSO's relentless pursuit of excellence in sustainability, environmental stewardship, and social responsibility.

Technological Innovation focused towards Sustainability

PSO is driving technological innovation to achieve sustainability through various initiatives. The company is at the forefront of creating a more sustainable future through advanced solutions and forward-thinking designs, transforming the way it operates and interacts with the environment with a focus on technology.

Key Initiatives

PSO is implementing solar energy projects to deliver energy efficiency and reduce operational costs, promoting a cleaner environment.

The company has signed an agreement with HUBCO Green and BYD to establish a comprehensive electric vehicle charging network across Pakistan, advancing the adoption of electric vehicles and reducing carbon footprint.

PSO is undergoing significant digital transformation, including the development of a national e-commerce platform and fintech subsidiary, Cerisma, which has secured approval for an Electronic Money Institution license.

The company has digitized 1 million documents, recycled all paper materials and reduced its environmental footprint.
PSO is leveraging technology to optimize operations, including predictive waste management and smart waste management systems, to minimize waste and reduce environmental impact.

The company is actively expanding the white oil pipeline network from Lahore to Peshawar, improving efficiency, safety, and cost effectiveness while minimizing environmental impact.

PSO is leading the way in green products with its range of eco-friendly offerings, including Euro 5 Fuels, which are designed to minimize environmental impact while delivering exceptional performance. These advanced fuels utilize molecular technology to optimize engine efficiency, reduce harmful emissions, and promote cleaner air quality.

Benefits

- Reduced carbon footprint and greenhouse gas emissions
- Improved energy efficiency and operational costs
- Enhanced customer experience through digital services
- Increased recycling rates and waste management efficiency
- Contribution to Pakistan's economic resilience and growth
- Minimized environmental impact through sustainable practices and green products

Commitment to Sustainability

PSO's commitment to sustainability is evident in every aspect of its business. The company believes that technology and sustainability go hand-in-hand and is dedicated to leading the charge towards a greener, more responsible future. By integrating sustainability into its operations and product portfolio, PSO is poised to make a lasting impact on the environment and society.

Corporate Social Responsibility

Rooted in its core values, the PSO CSR Trust remains steadfast in driving positive impact across communities nationwide. In FY25, the Trust allocated PKR 500 million to strategic focus areas, including healthcare, education, community development, disaster management, and environmental conservation.

Education

PSO is deeply committed to advancing education, empowering approximately 7,750 underprivileged students across all levels, with a focused commitment to ensuring inclusivity for children with disabilities.

Healthcare & Clean Water Access

PSO has significantly enhanced community well-being in Mehmoodkot, Muzaffargarh Punjab), through the establishment of a fully functional Primary Healthcare Unit and a Reverse Osmosis (RO) Water Filtration Plant. These initiatives have provided free medical consultations, medicines, and laboratory tests to over 25,000 individuals, while delivering clean drinking water to more than 45,000 families.

In addition, the company has supported healthcare access by partnering with esteemed institutions across Pakistan to procure advanced medical equipment and finance treatments for underprivileged patients. The company has offered vital support to those affected by heart disease, cancer, dialysis, mental health disorders, thalassemia, and other serious health challenges.

Community Development & Disaster Relief

In partnership with an NGO, PSO CSR Trust established a free IT training centre in Balochistan, aiming to empower approximately 5,000 underprivileged youth by equipping them with digital skills to enhance employability and foster long-term regional development.

Amid escalating economic hardship during Ramadan, PSO distributed essential ration bags to 25,000 vulnerable families across the country. The company also extended support to its contractor employees by providing 3,000 ration bags to workers at PSO operational sites, ensuring that they and their families had access to basic necessities during this challenging time.

Environment

Committed to environmental stewardship, the company has undertaken impactful initiatives to promote sustainability and combat climate change.

Approximately 10,000 trees and plants were planted over two acres along the Lyari Expressway, enhancing air quality, regulating temperature, supporting wildlife habitats, and improving community well-being through environmental restoration and beautification.

The afforestation efforts at Pipri Marshalling Yard witnessed enthusiastic participation from employees and senior management, collectively fostering a greener and more sustainable environment.

Board Statement for adoption of Best Practices for CSR and its Effectiveness

The BOM of PSO affirms the conviction that enduring business success is inextricably linked to the prosperity of the communities served, the stewardship of the environment, and the integrity of governance practices. Corporate Social Responsibility (CSR) is recognized as an integral component of the company's strategic priorities and operational framework.

In alignment with this commitment, the BOM formally adopts and endorses the integration of glob ally recognized CSR best practices into PSO's business model. This strategic decision reflects the understanding that responsible corporate conduct is both a moral obligation and a source of competitive advantage—strengthening stakeholder confidence, fostering innovation, and enabling sustainable value creation.

Core Pillars of CSR Implementation

CSR initiatives shall be aligned with PSO's corporate objectives and national development priorities, ensuring material impact in areas such as education, healthcare, environmental sustainability, and community development.

1. **Governance and Accountability**

   A robust governance framework, under the oversight of the CSR Committee, will ensure effective program design, execution, monitoring, and evaluation, maintaining transparency, compliance, and accountability.

2. **Stakeholder Engagement**

   Proactive engagement with key stakeholders—including local communities, employees, customers, regulatory authorities, and civil society organisations—will ensure that CSR initiatives address genuine needs and deliver sustainable outcomes.

3. **Impact Measurement**

   The effectiveness of CSR programs will be assessed through defined performance indicators and periodic impact evaluations, ensuring efficient resource allocation and measurable social and environmental benefits.

4. **Transparency and Reporting**

   CSR activities will be disclosed in accordance with globally recognized reporting standards, such as the Global Reporting Initiative (GRI), reinforcing stakeholder trust and accountability.

Forward Outlook

The BOM acknowledges that CSR is an ongoing strategic commitment requiring continuous review, adaptation, and enhancement to address evolving societal needs, environmental imperatives, and stakeholder expectations.

By embedding sustainability and social responsibility into the core of operations, PSO reinforces its position as a responsible and forward-looking corporate entity while driving inclusive growth, safeguarding environmental resources, and delivering enduring value to all stakeholders.

Procurement, Waste and Emissions

PSO places a strong emphasis on managing and reporting its procurement, waste management, and emissions policies with transparency and efficiency.

In procurement, the company has developed a robust system grounded in fair competition, transparency, and integrity. Certified by CIPS UK for Corporate Ethical Procurement & Supply, PSO demonstrates a strong dedication to ethical procurement practices.

The company follows a rigorous supplier and vendor selection process to ensure partnerships with qualified and reliable entities. This approach not only guarantees the quality and dependability of products and services but also fosters a level playing field for all stakeholders.

As a public sector entity, PSO also complies with the regulations set forth by the Public Procurement Regulatory Authority (PPRA).

In parallel, PSO actively addresses emissions to reduce its environmental impact by continuously enhancing emission reduction measures, exploring innovative solutions, and investing in clean energy alternatives.

One key strategy implemented involves minimizing the trans-shipment of petroleum products via tank lorries, which reduces emissions, mitigates transportation risks, and optimizes transportation costs for consumers. In FY25, approximately 49% of PSO's upcountry MoGas volume was transported through the WOP system.

PSO ensures the exclusive use of Oil and Gas Regulatory Authority (OGRA)-compliant tank lorries, which meet stringent safety and operational standards. This practice not only guarantees safe and efficient fuel transportation but also helps reduce wastage, emissions, and risks to human life and company assets.

The company's management and reporting of procurement and emissions policies reflect a firm focus on sustainability and responsible business conduct. By prioritizing fairness, environmental stewardship, and transparency, PSO continues to set industry standards while positively impacting societal and environmental well-being.

Board's Statement about the company's Strategic Objectives and the Intended Impact

PSO remains firmly committed to achieving sustainable growth while maintaining its leadership position in the national energy landscape. The company's core objective is to reliably meet Pakistan's energy needs while maximizing long-term shareholder value through strategic expansion, operational excellence, and future-ready innovation.

PSO's multi-pronged strategy is anchored in diversification, digital transformation, and sustainability—designed to future-proof the business, enhance efficiency, and create shared value for all stakeholders.

1. **Sustain Business Growth through Market Expansion**

   Objective: Expand market share in high-potential segments such as Lubricants, LPG, and the non-fuel retail network, while retaining a strong foothold in core products like MoGas and Diesel.

Intended Impact: Increased revenue streams, improved profitability, and a more balanced business portfolio resilient to market volatility.

2. **Enhance Infrastructure and Asset Reliability**

   Objective: Continue investing in infrastructure upgrades and reliability enhancement across the supply chain to ensure efficiency, safety, and service excellence.

   Intended Impact: Operational continuity, reduced maintenance costs, enhanced safety compliance, and long-term asset value preservation.

3. **Accelerate Digital Transformation for Operational Excellence**

   Objective: Leverage business process re-engineering and advanced digital technologies to streamline operations and improve decision-making.

   Intended Impact: Greater operational agility, improved productivity, cost efficiencies, and enhanced service delivery.

4. **Diversify into New Growth Areas**

   Objective: Explore and invest in emerging sectors such as renewable energy, fintech, and infrastructure development to broaden the company's revenue base.

   Intended Impact Mitigation of traditional fuel dependency, positioning PSO as a key player in Pakistan's energy transition, and capturing new market opportunities.

PSO's supply chain optimization, logistics streamlining, and automation initiatives continue to drive operational efficiency, lower costs, and strengthen the company's competitive edge. These measures, coupled with a commitment to continuous improvement, are central to achieving scalable, sustainable performance.

At the heart of the company's strategy lies a strong emphasis on customer-centricity. By delivering superior service, fostering innovation, and building lasting customer relationships, PSO ensures that evolving consumer needs remain central to its growth journey.

PSO's strategic direction is not only aligned with its corporate purpose but also designed to generate measurable impact—supporting national energy security, enabling economic progress, and delivering sustained financial returns to its shareholders.

Sustainability-Related Risks and Opportunities and their Impact on Financial Performance

As the energy sector undergoes rapid evolution, PSO recognizes that sustainability-related risks have significant implications for its financial performance. Climate change, regulatory shifts, and evolving stakeholder expectations present both challenges and opportunities for strategic growth.

To mitigate potential risks, such as carbon pricing and stricter emissions regulations, PSO is integrating sustainability into its strategic planning and investment decisions.

PSO is prioritizing initiatives that enhance energy efficiency, improve supply chain resilience, and align with national and global sustainability goals. These efforts not only mitigate risks but also future-proof the business in a transitioning energy market. By embedding sustainability into its business model, PSO aims to deliver robust, risk-adjusted returns while contributing to national development and environmental stewardship.

PSO's strategic focus on renewable energy, digital transformation, and green technologies positions the company to capture value in emerging markets. Sustainable practices drive cost optimization, operational resilience, and stakeholder confidence, ultimately enhancing financial performance.

PSO's Four-Pillar Core Content

At the company, our commitment to sustainable growth, transparency, and responsible business practices is reflected in a comprehensive framework built around four core pillars; Governance, Strategy, Risk Management, and Metrics & Targets. These pillars reinforce our corporate operations and reporting, enabling us to navigate a complex energy landscape, proactively manage risks, and deliver lasting value to our shareholders and stakeholders.

1. **Governance**

   Governance forms the foundation of PSO's integrity, with a strong structure that promotes transparency, ethical conduct, and regulatory compliance. The Board of Management and specialized committees, including Audit, HR, Risk, and Sustainability, provide oversight and ensure practical decision-making in the long-term interest of stakeholders.

2. **Strategy**

   Strategy is forward-looking and aligned with Pakistan's energy security priorities and global sustainability goals, including the UN SDGs. We focus on energy diversification, digital transformation, infrastructure development, and customer-centric innovation, supported by a commitment to operational excellence and resilience.

3. **Risk Management**

   Risk Management is embedded in our corporate culture through a comprehensive Enterprise Risk Management framework. This proactive approach helps identify and mitigate financial, operational, environmental, and geopolitical risks, enabling informed decision-making and protecting stakeholder value.

4. **Metrics & Targets**

   Metrics & Targets allow us to measure performance transparently across financial, operational, social, and environmental dimensions. Regular monitoring and reporting ensure accountability and continuous improvement toward sustainable growth.

   Together, these pillars provide a cohesive framework that drives PSO's pursuit of excellence, resilience, and long-term value creation for shareholders and the nation.

HSE (Corporate)	Target FY25	Performance FY25
Fatality (own/ contractor)	0	0
Oil spill>10 liters	0	7
Major fire incidents	0	1
Loss time injury frequency (ltif)	0	0
Total Recordable Incident (TRIR)	0.20	0.13

Sustainability Related Risks and Opportunities throughout PSO's Value Chain

PSO recognizes that sustainability-related risks and opportunities are embedded across every stage of its value chain—from procurement and refining to distribution, retail, and end-user engagement.

Key risks include exposure to climate-related regulations, supply chain disruptions, environmental compliance obligations, and evolving stakeholder expectations. To mitigate these risks, PSO is enhancing its operational resilience through energy-efficient technologies, emissions reduction measures, and stricter environmental controls.

At the same time, the transition to a low-carbon economy presents significant opportunities for innovation and long-term value creation. PSO is actively exploring growth areas such as renewable energy, sustainable mobility solutions, and digital transformation to reduce its environmental footprint and respond to shifting market dynamics.

By integrating sustainability into its core business functions, PSO aims to future-proof its operations, strengthen stakeholder trust, and deliver sustainable financial performance.

PSO's Climate Related Risks and Opportunities

PSO recognizes that climate change presents both physical and transitional risks that can impact its operations, supply chain, and long-term business viability. To address these risks, the company is implementing adaptive strategies that enhance resilience, reduce emissions, and drive growth.

Managing Physical Risks

PSO is strengthening its facilities and supply chain operations to mitigate the impact of extreme weather events and temperature fluctuations. The company is enhancing risk management protocols and incorporating climate considerations into business continuity planning to ensure operational resilience.

Capitalizing on Opportunities

The global transition to low-carbon energy presents PSO with new growth opportunities. The company is exploring investments in renewable energy, sustainable fuels, and energy-efficient technologies, aligning its business model with national and international climate goals. Initiatives such as EV charging stations, VIBE stores, and low-emission fuels are part of the company's commitment to cleaner energy solutions.

Operational Resilience and Sustainability

PSO is launching infrastructure upgrades, including storage tank rehabilitation, supply chain automation, and tank lorry modernization, to improve fuel efficiency and reduce emissions. The company is also investing in health, safety, and environmental management systems, and fostering a strong safety and sustainability culture through regular HSE Day celebrations, Climate & Safety trainings, and awareness initiatives.

Proactive Climate Action

By integrating climate-related measures into its operations, PSO is proactively managing risks while unlocking opportunities for innovation, operational efficiency, and long-term value creation. The company's commitment to sustainability and environmental responsibility is driving resilience, growth, and success in a rapidly evolving energy landscape.

Strategic Initiatives

PSO is committed to sustainable growth and business diversification, with a focus on strengthening value creation for stakeholders. The company has undertaken several strategic initiatives to achieve this vision.

Fintech

PSO is expanding its footprint in the fintech space through its subsidiary, CERISMA (Pvt.) Limited, which has received in-principal approval for an Electronic Money Institution (EMI) license. This initiative will enable the company to build a robust digital ecosystem, leveraging its extensive retail network and nationwide customer base.

Renewable Energy

PSO is accelerating its renewable energy ambitions through its wholly owned subsidiary, PSO Renewable Energy (Pvt.) Limited. The company is investing in solar power projects across its facilities and retail stations, contributing to a more sustainable and diversified energy portfolio.

White Oil Pipeline Extension

To enhance regional fuel connectivity and strengthen Pakistan's energy infrastructure, PSO is collaborating with Frontier Works Organisation (FWO) on a white oil pipeline project to bridge the final segment between central Punjab and the Khyber Pakhtunkhwa region. Significant progress has been made on the Front-End Engineering Design (FEED), marking a key step toward the project's implementation.

EV Charging Infrastructure

As part of its long-term vision to be the energy provider of choice for both conventional and electric vehicles, PSO is actively expanding its footprint in the electric vehicle (EV) ecosystem. Its planned interventions span 4-wheeler segments, supporting the country's transition toward cleaner mobility solutions.

To accelerate growth in the 4-wheeler EV segment, the company has partnered with HUBCO Green (Private) Limited, a subsidiary of Hub Power Holdings Limited. Under this strategic collaboration, the two companies will jointly develop, install, and operate a nationwide EV charging network. PSO has already begun deployment, with chargers installed at key retail outlets across Pakistan.

International Energy Trading Company

PSO, in collaboration with the State Oil Company of the Azerbaijan Republic (SOCAR), is set to establish a strategic international trading company in Singapore — one of the world's leading global energy trading hubs. This landmark joint venture aims to enhance energy procurement, operational efficiency, and foster long-term trade partnerships.

The initiative is poised to strengthen Pakistan's oil supply chain, support the development of its pipeline infrastructure, and deepen bilateral energy cooperation between Pakistan and Azerbaijan. By leveraging Singapore's strategic position in global markets, the collaboration will also enable Pakistan to capitalize on international trading opportunities and bolster its energy security.

Financial Performance

PSO has delivered a strong financial performance despite the significant challenges in FY25, posed by the economic conditions in the country and volatility in the international market. The company posted profit after tax of PKR 20.9 billion (FY24: PKR 15.9 billion) translating into earnings per share (EPS) of PKR 44.5 (FY24: PKR 33.8). On a consolidated basis, the group collectively posted profit after tax of PKR 16.4 billion (FY24: PKR 18.3 billion) for the year, translating into an EPS of PKR 35 (FY24: PKR 39).

The circular debt management has remained one of the company's top priorities and PSO has made strides in managing its receivables. The overall trade receivables of the company have reduced from PKR 488 billion, as of June 30, 2024 to PKR 437 billion. as of June 30, 2025. In FY25, receivables from power sector have reduced by PKR 20.2 billion and receivables from SNGPL have reduced by PKR 24.7 billion.

PSO has achieved a substantial 36% reduction in finance costs, driven by proactive management of average receivables and declining discount rates. The company is spearheading efforts to resolve the circular debt issue, collaborating closely with the government to develop a comprehensive solution that mitigates financial risks and ensures long-term sustainability.

A contrasting challenge has emerged in the form of increasing sales tax receivables, primarily due to the zero-rating of sales tax on supplies to foreign-going vessels. Meanwhile, the purchase of jet fuel incurs sales tax, creating an imbalance. Unlike previous periods, the company can no longer offset this imbalance against sales tax from other products, as major POL products are currently zero-rated for sales tax.

The company is actively pursuing the resolution of this issue with the Government. International oil prices saw a downward trend in FY25 compared to an upward movement in FY24. PSO has been successful in managing the price volatility with careful and effective management of the supply chain and inventory levels.

Considering PSO's performance, the BOM has announced a 100% cash dividend (equivalent to PKR 10 per share), resulting in an overall pay-out of PKR 4.7 billion. The company has transferred PKR 0.5 billion (FY24: PKR 0.4 billion) to PSO venture capital fund.

Strategy to Overcome Liquidity Challenges and Management of Debts

In order to effectively address liquidity challenges and manage its debts, the company is implementing the following measures:

- PSO maintains constant engagement with the Government of Pakistan (GoP) and key customers, including the power sector, Pakistan International Airlines (PIA), and Sui Northern Gas Pipelines Limited (SNGPL), to resolve circular debt issues and prevent further accumulation of receivables
- To effectively manage liquidity requirements, PSO has adopted prudent practices in managing working capital needs and ensured the availability of sufficient credit lines to support the company's financing needs. As of June 30, 2025, the company had access to a total facility limit of PKR 573.93 billion from banks
- The company places a strong emphasis on cash customers, recognizing their importance in maintaining financial stability and prompt payments
- PSO is proactively exploring new business models and lines of operation to expand its reach and diversify revenue streams, enhancing its financial resilience

Payment of Debts

PSO effectively managed its long-term outstanding circular debt in FY25 through strategic actions and prudent measures. The company successfully paid off its debts, demonstrating its commitment to financial discipline and responsibility.

With proactive measures in place, PSO is confident in its ability to meet all future financial obligations, both locally and internationally, in a timely manner.

Operational Profitability / Losses

PSO is well-positioned for sustained success, driven by strategic initiatives that prioritize market share expansion, high-margin product focus, optimized finance costs, innovative business models, and rigorous cost management.

By executing these key strategies, the company is confident in its ability to fuel growth, enhance performance, and navigate future challenges with agility and resilience.

Other Matters

Changes in The Board of Management

During the year, following changes were made in the composition of the Board of Management:

- Mr. Zafar Abbas was nominated on the Board on May 5, 2025 in place of Mr. Hassan Mehmood Yousufzai who retired on April 17, 2025 upon attaining superannuation
- Dr. Muhammad Fakhre Alam Irfan was nominated on the Board on April 24, 2025 in place of Mr. Asad Rehman Gilani

The Board wishes to place on record its appreciation for the valuable services rendered by the outgoing Members, Mr. Hassan Mehmood Yousufzai and Mr. Asad Rehman Gilani and welcome the new Members.

PSO has 4 subsidiaries. PSO holds 63.6% shares in Pakistan Refinery Limited. The company's 100% owned subsidiaries are Cerisma (Private) Limited, PSO Renewable Energy (Private) Limited and PSO Venture Capital (Private) Limited. All these subsidiaries have been incorporated and are conducting their operations within Pakistan with head offices based in Karachi.

Associates and Subsidiary Companies

Pakistan Refinery Limited – Subsidiary Company

Pakistan Refinery Limited (PRL) was established in May 1960 as a public limited company in Pakistan and is now listed on the Pakistan Stock Exchange. Strategically located on the coastal belt of Karachi, Pakistan, the refinery has been specifically designed to cater to the country's diverse fuel needs by processing both imported and domestic crude oil. Currently, PSO holds a significant 63.6% equity stake in PRL, further strengthening the partnership and its commitment towards meeting Pakistan's energy needs.

Cerisma (Private) Limited – Subsidiary Company

Cerisma (Private) Limited is a fully owned subsidiary of PSO. The company's primary focus lies in the establishment, management, ownership, administration, and operation of an electronic money institution (EMI) in accordance with EMI Regulations. Cerisma' s main place of business is located in Sindh, Pakistan.

PSO Renewable Energy (Private) Limited – Subsidiary Company

PSO Renewable Energy (Private) Limited was established as a wholly owned subsidiary. The company's primary focus is on engaging in the renewable energy sector, encompassing manufacturing, processing, and installation. The company's main base of operations is located in Sindh, Pakistan.

PSO Venture Capital (Private) Limited – Subsidiary Company

PSO Venture Capital (Private) Limited was incorporated as a wholly owned subsidiary. The principal activity of this entity is to carry out the business of a private fund management company and to provide private equity and venture capital fund management services. The registered office of the company is situated in Sindh, Pakistan.

Asia Petroleum Limited – Associated Company

Asia Petroleum Limited (APL) was established in Pakistan as an unlisted public limited company. The company was principally established to transport "Residual Fuel Oil" to the Hub Power Company Limited located at Hub, Balochistan. PSO holds a 49% equity stake in APL.

Pak Grease Manufacturing Company (Private) Limited – Associated Company

Pak Grease Manufacturing Company Limited (PGMCL) was established in Pakistan on March 10, 1965 as a privately held company with the purpose of producing and distributing high-quality petroleum grease products. Notably, PGMCL has forged a strategic partnership with PSO, one of the leading energy companies, which holds a significant 22% equity stake in PGMCL.

Compliance of Financial Accounting and Reporting Standards

The Board has approved the financial statements of the company that fully comply with the accounting and reporting standards as applicable in Pakistan. The accounting and reporting standards applicable in Pakistan comprise:

- International Financial Reporting Standards (IFRSs) 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 are notified under the Companies Act, 2017; and
- Provisions of and directives issued under the Companies Act, 2017 and State-Owned Enterprises (Governance and Operations) Act, 2023

Where provisions of and directives issued under the local laws differ with the requirements of IFRSs or IFAS, the provisions of and directives issued under the local laws have been followed.

Auditors

The external auditors identified certain matters due to their significant impact on the audit of the financial statements for the year 2025. These matters include:

- Overdue trade receivable due to inter-corporate circular debt issue
- Recognition of revenue

  The Board of Management has approved the appointment of KPMG Taseer Hadi & Co., Chartered Accountants as the auditors for the company for the FY ending on June 30, 2026, based on the recommendation of the Board Audit & Compliance Committee.

Credit Rating

According to the latest ratings provided by VIS Credit Rating Company Limited, the ratings for PSO are as follows:

Short term A1+

Long term AA+

The company successfully maintained its stable outlook and rating by virtue of prudent financial management policies and effective controls.

Contribution to the National Exchequer

PSO plays a leading role in driving national progress by generating new employment opportunities, boosting exports, and making meaningful contributions through its Corporate Social Responsibility initiatives as highlighted in the following table:

	2024-25	2023-24
	PKR. In Billion	
Sales Tax	191	204
Custom Duty	120	147
Petroleum Levy	513	503
Other duties & Taxes	42	28
Total	**866**	**882**

PSO is dedicated to upholding its commitment to tax compliance. The company takes great pride in ensuring that all taxes, duties, levies, and other financial obligations are promptly paid in accordance with the statutory deadlines.

Contribution to the Economy

PSO stands at the forefront of national progress, contributing through:

	2024-25
New Employment	157 Employees
Exports (PKR)	5,413 million
CSR Contribution (PKR)	500 million

GoP Policies and Impact

PSO operates within a regulated framework, with petroleum product prices and specifications determined by the government. In alignment with global efforts to reduce carbon footprint, the GoP is formulating policies aimed at moderating petroleum demand in the medium to long term.

As a significant contributor to tax revenue, the petroleum sector's taxation policies have a direct impact on PSO's operations.

Risk Management

As a public sector entity, PSO adopts a prudent risk management approach, prioritizing the safeguarding of financial integrity, regulatory compliance, and stakeholder trust. Our conservative risk posture ensures stability, protects national interests, and supports long-term sustainability.

A thorough risk assessment has been conducted, identifying potential threats to our business model, future performance, solvency, and liquidity. Our risk management framework, policies, and tolerance levels are comprehensively outlined in our detailed Risk and Opportunity Report, providing transparency and insight into our risk mitigation strategies.

Corporate and Financial Reporting Framework

PSO's BOM is fully cognizant of its responsibilities as outlined in the Listed Companies (Code of Corporate Governance) Regulations, 2019 issued by the Securities and Exchange Commission of Pakistan. In recognition of PSO's commitment to upholding high standards of corporate governance and continuously improving, the following comments are made:

- Compliance has been made with the relevant principles of corporate governance
- The financial statements, prepared by the management of the company, present fairly its state of affairs, the result of its operations, cash flows, statement of comprehensive income and changes in equity
- Proper books of account of the company have been maintained
- Appropriate accounting policies have been consistently applied in preparation of financial statements and accounting estimates are based on reasonable and prudent judgment
- International Financial Reporting Standards, as applicable in Pakistan, have been followed in the preparation of financial statements and departure, if any, has been adequately disclosed
- The system of internal controls is sound in design and has been effectively implemented and monitored
- The non-executive BOM members do not have fixed remuneration and are being paid a fixed fee for each meeting attended. The fees are determined collectively by the entire BOM
- There are no significant doubts upon the company's ability to continue as a going concern
- There has been no material departure from the best practices of corporate governance, as outlined in the Listed Companies (Code of Corporate Governance) Regulations, 2019
- Key operating and financial data of last six years in a summarized form is annexed.

The following is the value of investment of provident, pension and gratuity funds (as per unaudited financial statements as of June 30, 2025)

Fund	PKR in Million.
PSOCL Management Employees' Pension Fund	8,093
PSOCL Workers' Staff Pension Fund	7,329
PSOCL Defined Contribution Pension fund	7,442
PSOCL Staff Provident Fund	4,067
PSOCL Employees' Provident Fund	2,166
PSOCL Employees' Gratuity Fund	8,659

- During the year, 31 meetings of the Board of Management and its sub-committees were held and the attendance by each member is given on Page No. 99.
- As on June 30, 2025, the composition of the Board was as follows:

Total number of Board Members:

Male: 09

Female: -

Composition

Category	Name
Independent Members	• Mr. Asif Baigmohamed • Mr. Ahmed Jamal Mir • Mr. Mushtaq Malik • Mr. Waheed Ahmed Shaikh
Non-Executive Members	• Dr. Muhammad Fakhre Alam Irfan • Mr. Zafar Abbas • Mr. Sajjad Azhar • Mr. Shahbaz Tahir Nadeem
Executive Members	• Syed Muhammad Taha

The names of members of the Board Committees are given on pages no. 81 to 85.

The pattern of shareholding is annexed on page no.369 to 373.

Remuneration package of BOM members, Managing Director and CEO has been disclosed in note 35.2 to the unconsolidated financial statements.

Page no. 53 of the report include important disclosures by the Board regarding the utilization of Enterprise Resource Planning (ERP), as well as cyber security measures and associated risks on Page no. 52.

Company's Performance Against Forward-Looking Disclosures Made Last Year

Maintaining the highest level of efficiency and safety in its business operations throughout the country

At PSO, HSE is deeply ingrained in the company's operational DNA, reflecting PSO's commitment to protecting people, assets, and the environment. In FY25, PSO achieved a remarkable milestone of zero fatalities and Lost Time Incidents (LTIs), reinforcing its "Goal Zero" vision.

To drive HSE excellence, the company delivered over 4,000 hours of training, actively enforced Process Safety Management through 60+ Management of Change cases, and launched a comprehensive E-HSE Management System powered by dashboards and AI. Furthermore, PSO expanded its ISO 45001 certification to six additional sites, bringing the total to 21 certified facilities company-wide.

Maintaining market share in Gasoline and Diesel, as well as upholding a strong focus on the growth of the Lubricants and LPG businesses

PSO maintained its dominance in the downstream segment, holding a 45.7% market share in white oil despite economic challenges. The company sustained strong positions in gasoline and diesel, with market shares of 40.8% and 46%, respectively, and sales volumes reaching 3.2 million tons and 3.1 million tons.

Notably, PSO's lubricants business grew 7.8% year-over-year, reaching 41,000 tons and increasing market share to 29%. The Pak Gas LPG business also recorded significant growth, with sales surging 22.5% to a record 60,000 metric tons. This growth was supported by the expansion of PSO's LPG network to 81 exchange outlets, with over 450 business partners and 16 plants nationwide.

Reducing receivables from government entities to improve financial stability

The company made significant strides in addressing liquidity constraints, notably reducing trade receivables from PKR 488 billion to PKR 437 billion. Key reductions included PKR 20.2 billion from the power sector and PKR 24.7 billion from SNGPL.

These efforts, coupled with lower discount rates, yielded a substantial 36% decrease in finance costs. PSO remains committed to proactive engagement with the government and key stakeholders to resolve circular debt issues and implement solutions that prevent future receivables accumulation, thereby ensuring long-term financial stability.

Increasing the capacity and reliability of its asset infrastructure to prepare for future demand

To ensure reliability and efficiency, PSO invested in upgrading its asset infrastructure. Key initiatives included integrity assessments of 29 tanks, rehabilitation of major storage units, and upgrades to fire fighting and fall arrestor systems at multiple installations.

The company also achieved 95% coverage of primary storage tanks with radar gauging systems and removed operational bottlenecks through piping modifications at Keamari and Sihala. Furthermore, PSO demonstrated its logistical capabilities by managing multiple large cargoes and successfully handling the first-ever RON-95 ocean vessel discharge at ZOT.

Improving the LNG business through the execution of tripartite agreement with SNGPL and SSGC

While formal tripartite agreement progress remained limited, PSO ensured uninterrupted LNG operations through robust coordination with stakeholders.

The company successfully managed 109 LNG cargoes during the year, amounting to 6.6 million tons. This performance was backed by PSO's long-term contracts with Qatar Energy and the company's capability to maintain a smooth supply chain throughout FY25.

Continuing to enhance operational efficiencies by embracing Business Process Re-engineering (BPR) and digital transformation

FY25 saw major advancements in digital integration across PSO's value chain. Tank gauging, metering, and terminal automation were deployed across major installations, improving real-time monitoring and analytics.

The launch of QR-based surveys, customer apps, and automated feedback tools enhanced transparency. Backed by a 100% uptime IT infrastructure and active disaster recovery, PSO ensured digital resilience, supply chain agility, and service excellence throughout its operations.

Nurturing talent to make them future ready through structured learning programs

PSO prioritizes employee development through comprehensive learning initiatives, wellness programs, and digital transformation. In the past year, over 30 targeted training programs were delivered across various employee tiers, equipping them with essential skills for future success.

The company also leveraged technology, implementing SAP Success Factors for core HR modules and digitizing medical services through new vendors. This commitment to growth and development earned PSO recognition for "Advancement & Retention" at the GDEIB Awards.

PSO fosters an inclusive culture through initiatives like "Breaking Barriers" and "Women in Networking", ensuring employees' voices are heard and valued in policy development.

Forging partnerships and collaborations on strategic projects that will drive the business forward

PSO is advancing key collaborations to drive business growth and energy security. Notably, the company has completed the Front-End Engineering Design (FEED) for the white oil pipeline project with FWO, with ongoing tariff negotiations.

PSO has formed a joint venture with Hubco Green and BYD to expand its electric vehicle (EV) ecosystem. These strategic partnerships ensure long-term energy security, positioning the company for sustainable growth and success.

Forward-Looking Statement

At the heart of Pakistan's energy landscape, PSO remains committed to its vision of being the nation's foremost energy provider. The company recognizes the dynamic nature of the global and local energy sector and is well-prepared to address emerging challenges and capitalize on transformative opportunities. Through strategic foresight, operational resilience, and customer-centric innovation, PSO aims to sustain its leadership position while driving meaningful progress in the energy sector.

The company continues to take proactive steps in addressing structural challenges, particularly the persistent issue of circular debt. PSO has tabled well-defined proposals to the Government of Pakistan, which remain under active consideration. While progress is incremental, the company remains optimistic about a comprehensive resolution in collaboration with key stakeholders. The reduction of trade receivables during FY25 is a testament to PSO's commitment and engagement. Resolving circular debt is vital to ensuring the company's long-term financial sustainability and unlocking shareholder value.

Looking ahead to FY26, PSO anticipates a challenging business environment, with potential headwinds including currency volatility, regulatory pressures, and fragile consumer demand. External supply chain disruptions, pricing volatility, and fiscal constraints remain sources of concern. The company is committed to navigating these challenges with prudence and agility.

To future-proof the company and strengthen stakeholder confidence, PSO will focus on key areas, including:

- **Maintaining Financial Strength:** PSO will emphasize disciplined capital allocation, optimize its cost structure, and ensure liquidity through effective receivables management and portfolio rationalization
- **Operational Excellence:** The company will deepen efficiencies across the value chain by enhancing infrastructure reliability, embracing technology, and upholding the highest HSE standards across its nationwide operations
- **Innovation and Diversification:** Building on its strong foundation in fuels and logistics, PSO will expand into cleaner energy solutions, digital ecosystems, and fintech ventures that align with global energy transitions and customer expectations
- **Social Responsibility:** The company remains dedicated to inclusive growth by uplifting communities, investing in sustainability, and continuing its support for healthcare, education, and environmental protection through its CSR Trust

Through these concerted efforts, PSO remains confident in its ability to deliver on its promises, adapt to emerging energy paradigms, and play a transformative role in powering Pakistan's sustainable future.

Source of Information and Assumption

The company has sourced information from a wide array of credible and authoritative references, including publications from esteemed bodies such as the Government of Pakistan, the Pakistan Automobile Manufacturers Association, and the Pakistan Economic Survey. In addition, PSO has drawn on insights from globally respected institutions, including the International Monetary Fund, to obtain accurate and up-to-date global economic indicators.

We extend our heartfelt gratitude to our shareholders, customers, business partners, and employees for their steadfast trust, loyalty, and support. We also acknowledge with appreciation the guidance and confidence extended by the Government of Pakistan, particularly the Ministry of Energy (Petroleum Division).

As we look ahead, PSO remains committed to driving innovation, excellence, and sustainable growth—striving to reach new milestones and set even higher benchmarks for success.

Syed Muhammad Taha
Managing Director & CEO

Asif Baigmohamed
Chairman

August 19, 2025
Karachi

Awards and Accolades

MAP 39th Corporate Excellence Awards

Achieving consecutive triumphs at the 39th Corporate Excellence Awards 2024, PSO attained the 1st position in the Oil & Gas Marketing Companies sector presented by the Management Association of Pakistan (MAP) for excellence in leadership, governance, customer focus and other key areas.

ICAP Best Corporate Report 2023 Award

Building on its legacy of excellence, PSO secured 2nd position for the Best Corporate Report Award 2023 in the Fuel and Energy Sector, presented by the Joint Committee of the Institute of Chartered Accountants of Pakistan (ICAP) and the Institute of Cost and Management Accountants of Pakistan (ICMAP).

South Asian Federation of Accountants (SAFA) Award

The company was honoured with the Gold Award for Best Presented Annual Report 2023 in the Public Sector category by the South Asian Federation of Accountants (SAFA). This prestigious recognition highlights the company's excellence in financial reporting, standing out among leading regional submissions from across South Asia.

HR Pinnacle Award 2025

In recognition of his outstanding leadership and strategic foresight that have driven PSO's growth and innovation in the energy sector, the company's Managing Director & CEO, Syed Muhammad Taha, was honoured with the prestigious People's CEO of the Year Award at the HR Pinnacle Awards.

Effie Awards

Marking another milestone, PSO won 2 Silver Effie Awards in the Effie Awards 2025, with the Conquer with Carient Campaign winning in both the Automotive and Renaissance categories. These recognitions demonstrate PSO's ability to create and execute successful campaigns that deliver measurable business results and resonate with its target audience.

Pakistan Digital Awards

PSO was honoured with 2 prestigious awards at the Pakistan Digital Awards 2025, for Best CSR Campaign and Best High-Impact Campaign. The company's Tofha-e-Ramadan and Shaheen Campaign, led the way in achieving these awards, creating positive change through powerful storytelling and meaningful action.

Global Diversity, Equity & Inclusion Benchmarks (GDEIB) Awards

PSO was awarded the Global DEI Benchmarks Award 2025 for Excellence in Advancement and Retention, recognizing the company's efforts to nurturing its people's growth, well-being, and success.

Dragons of Asia Award

PSO proudly secured 3 prestigious Dragons of Asia Awards, winning the Gold Dragon for Innovative Idea and Concept, the Silver Dragon for Cause, Environment and Sustainability, and the prestigious Black Dragon Award for its Blue LPG campaign, "Jiyo Naye Andaaz Se." These honours highlight PSO's dedication to delivering innovative energy solutions that create meaningful social and environmental impact.

Propelling Movement

With a network as connected as it is vast, spanning across land, sea and air - PSO connects Pakistan's potential to progress.

We power industries that build the nation, fuel transport that moves the nation forward, and enable aviation that connects the world. In every drop of fuel, every logistical move, PSO propels nation's dreams into reality.

Financials

Ratios and Analysis

For the year ended June 30, 2025

Dupont Analysis

	FY 2025	FY 2024	
Tax Burden / Efficiency (Net Income / PBT)	39.61%	38.30%	The slight improvement in the tax burden ratio reflects that a higher percentage of pre-tax income is being retained as net income due to a more favourable effective tax rate.
Interest Burden / Efficiency (PBT / EBIT)	61.02%	44.18%	The interest burden ratio increased due to lower finance costs on account of decreased borrowings and average interest rates.
Operating Income Margin (EBIT / Sales)	2.75%	2.62%	The increase in operating margin reflects that gross profit growth outpaced operating expense increases, signaling stronger expense control and enhanced operational profitability.
Asset Turnover (Sales / Assets)	3.09	3.67	The asset turnover ratio declined slightly due to decrease in sales value mainly due to price variance.
Leverage Ratio (Assets / Equity)	4.07	4.21	The decline in the leverage ratio primarily reflects effective management of receivables and inventory.
Return on Equity (ROE)	8.35%	6.86%	The increase in ROE reflects PSO's enhanced operational efficiency and strategic management of assets, leading to higher profitability.

Note: Profit before tax has been taken as profit before taxation, minimum tax differential and final taxes.

Ratios and Analysis

For the year ended June 30, 2025

MARKET SHARE INFORMATION

The product wise market shares of the Company along with analysis is disclosed in Company's Performance section of the Report to the Shareholders. The market share data has been obtained from Oil Companies Advisory Council (OCAC) that is an independent source.

SHARE PRICE SENSITIVITY ANALYSIS

PSO is a public listed Company and accordingly its shares are traded on Pakistan Stock Exchange. The Company's profitability and performance is exposed to various internal and external factors which can significantly alter the bottom line of the Company and ultimately the share price. Most of these factors are however external, which are beyond the control of the Company's management. The Company's market price was Rs. 377.53 as at year end. Change of 1% in market price will result in change in market capitalization by Rs. 1.77 bn.

The Company's share price may respond (but not limited) to the following events and changes in business environment:

a. **Sales Volume**
   Company's sales volume is primarily dependent on the GDP growth rate and overall economic conditions prevailing in the country. Extent of business activity, smuggling, change in energy mix of the Country and price volatility are important factors that will affect sales volume and will ultimately be reflected in the share price of the Company.

b. **International Oil Prices**
   The trend of International Oil Prices impacts the financial performance of the Company and consequently the share price. Increasing trend of oil prices may improve the Company's financial performance and vice versa. However, price trend impacts the Company's performance in combination with stock in hand and sales situation.

c. **Margin Revisions**
   The margins of the Company on its major products are regulated by government. Any decisions in respect of increase / decrease in margins or deregulation of margins can impact the share price of the Company.

d. **Circular Debt**
   The Company's share price is highly sensitive to any development on the circular debt issue (especially relating to the Gas sector) prevailing in the Country. The Government's action with respect to circular debt resolution has previously led to share price increase and on the contrary, circular debt pile up has negatively impacted the share price. Accordingly, the decisions taken by the government in this respect are expected to impact share price of the Company.

e. **Bank Borrowings & Finance Cost**
   Increase in bank borrowings will lead to higher finance cost and ultimately reduce the bottom line and have a negative impact on the share price of the Company. Further, due to substantial borrowings, PSO's share price is sensitive to any increase or decrease in discount rates announced in the monetary policy statement by the Government of Pakistan.

Ratios and Analysis

For the year ended June 30, 2025

f. Rupee devaluation

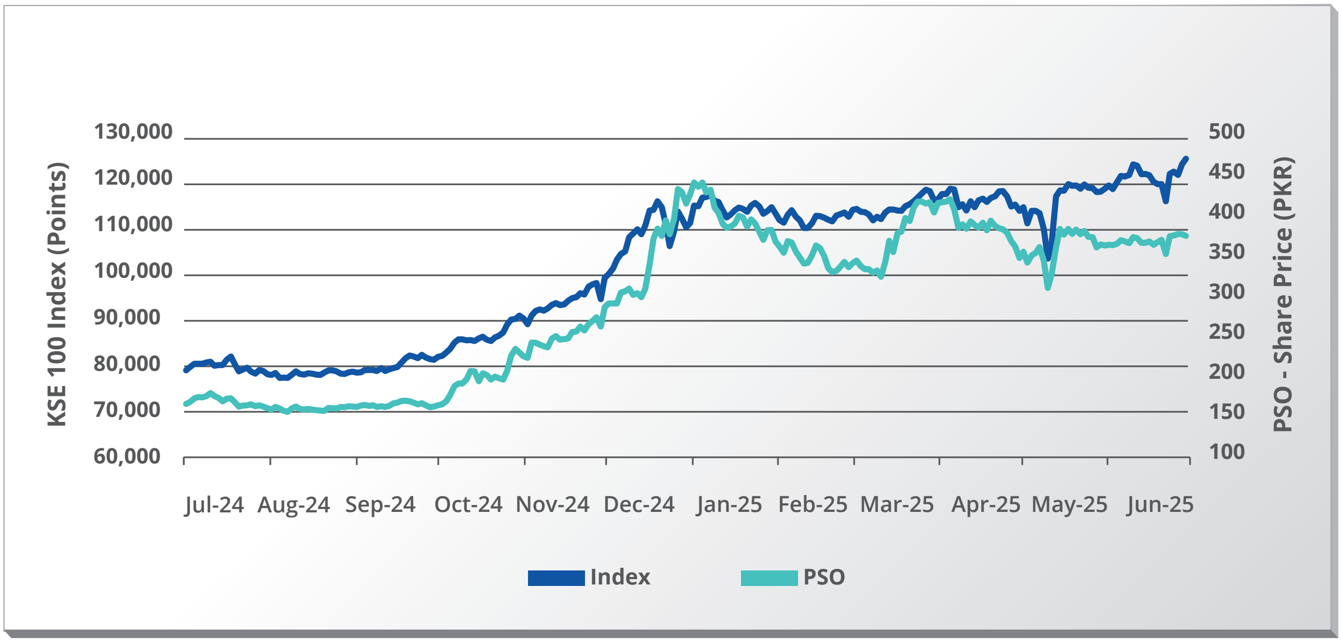
The Company imports majority of the total petroleum products imported in the Country, which exposes the Company to currency risk on account of Rupee devaluation. However, currency risks are generally covered in pricing of its regulated products.

g. Diversification

Any concrete development on diversification into new projects by the Company may lead to a positive impact on its share price.

h. Government Policies and Regulations

Any change in government policies and regulations including on the taxation front relating to oil marketing sector may affect the Company's share price; positively or negatively, depending on whether the policy is in favour of or against the industry.



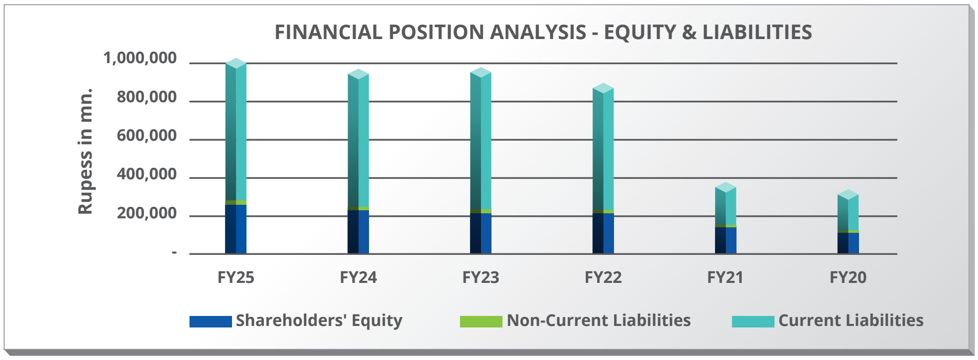
Ratios and Analysis

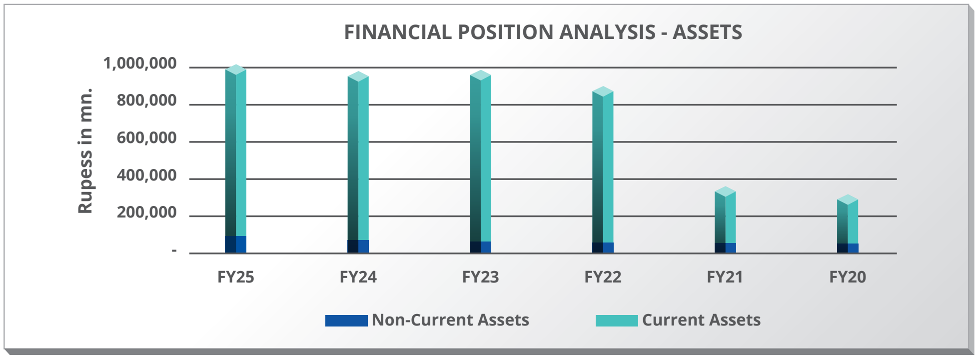
For the year ended June 30, 2025

Analysis of Financial Position

Rupees in mn.

	2025	2024	2023	2022	2021	2020
Shareholders' Equity	**250,291**	231,309	216,560	215,649	139,978	113,061
Non-Current Assets	**81,430**	68,126	60,047	53,624	51,297	49,611
Current Assets	**937,648**	906,322	923,349	845,830	327,962	293,261
Non-Current Liabilities	**23,740**	18,001	18,491	16,548	12,239	12,461
Current Liabilities	**745,047**	725,139	748,345	667,258	227,043	217,350





Analysis

As of June 30, 2025, variation as compared to June 30, 2024 is as follows:

- Shareholders' equity increased by 8.21% compared to last year, primarily driven by rising retained earnings. This growth enhances the Company's financial stability and capacity to fund future expansion.
- Non-current assets increased by 19.53% compared to last year, primarily due to strategic investments in operating assets, subsidiaries, and an increase in the fair value of long-term investment (PAPCO). These initiatives underscore the Company's commitment to long-term growth, diversification, and value enhancement, positioning it for sustained growth and improved financial performance in the future.
- Current assets increased by 3.46% compared to last year, primarily driven by short-term investments, reflecting strategic deployment of surplus funds. Additionally, improved efficiency in receivables management contributed to enhanced recoveries and cash flows, strengthening the Company's liquidity position and supporting overall working capital efficiency.
- Current liabilities increased by 2.75% compared to last year, primarily due to higher accounts payable, reflecting the Company's strategic approach to managing working capital. By optimizing payables alongside minimizing short-term borrowings and using shorter-tenure financing, the Company is enhancing its financial flexibility and reducing interest expenses.
- Non-current liabilities increased by 31.88% compared to last year, primarily driven by higher lease liabilities as a result of addition in new sites and an increase in retirement benefit obligations as determined through actuarial valuations.

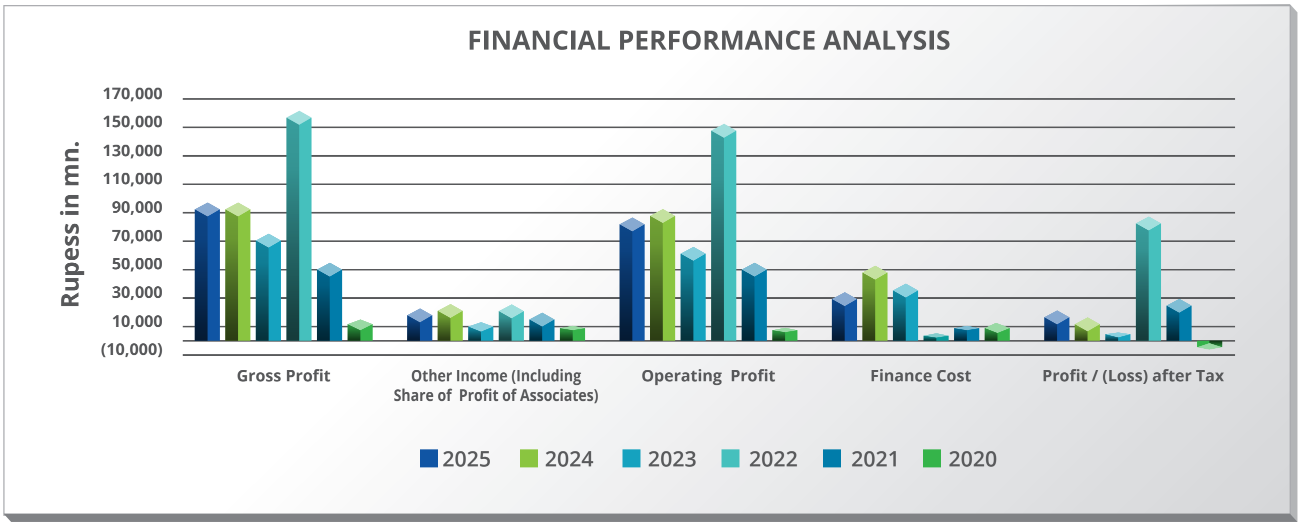
Ratios and Analysis

For the year ended June 30, 2025

Analysis of Financial Performance
Past and Current Performance

Rupees in mn.

	2025	2024	2023	2022	2021	2020
Gross Sales	**3,384,192**	3,806,811	3,605,464	2,697,061	1,424,249	1,302,037
Net Sales	**3,149,389**	3,571,750	3,391,112	2,451,581	1,204,247	1,108,358
Gross Profit	**96,710**	96,661	74,847	160,995	54,609	12,227
Other Income (Including Share of Profit of Associates)	**22,445**	25,187	12,648	25,507	19,408	10,755
Marketing & Administrative Expenses	**28,509**	24,815	20,478	16,812	14,890	14,638
Other Expenses	**4,135**	3,908	2,317	17,114	4,829	51
Operating Profit	**86,197**	92,129	65,560	151,882	53,717	7,749
Finance Cost	**33,718**	52,338	40,335	4,721	10,242	13,427
Profit / (Loss) Before Tax	**52,793**	41,417	24,366	147,855	44,056	(5,134)
Profit / (Loss) After Tax	**20,911**	15,863	5,662	86,223	29,139	(6,466)
Earning Before Interest, Taxes, Depreciation & Amortization (EBITDA)	**91,331**	97,458	67,601	154,819	56,053	9,907



Analysis

In FY25, the Company reported a profit after tax of Rs. 20.9 bn, primarily driven by the following contributing factors:

- Gross Sales stood at Rs. 3.4 trillion, compared to Rs. 3.8 trillion in FY24, primarily reflecting price normalisation in the global and local markets. Despite this adjustment, the Company maintained its strong market position across key segments.
- Gross Profit remained stable at Rs. 96.7 bn, in line with the previous year, reflecting consistent margins on white and black oil products and effective cost management strategies.
- Other Income amounted to Rs. 22.4 bn, moderated compared to FY24 primarily due to lower interest income and a decline in the share of profit from associates.
- Operating profit totalled Rs. 86.2 bn in FY25, reflecting a decline of 6.4% from Rs. 92.1 bn in FY24, mainly driven by inflationary impact on administrative and marketing expenses, coupled with a decline in other income.
- Finance costs decreased substantially by 35.6% to Rs. 33.7 bn, compared to Rs. 52.3 bn in FY24, due to significantly lower interest rates and reduced average borrowings, contributing positively to overall profitability.

Ratios and Analysis

For the year ended June 30, 2025

Analysis of Performance Against Target

Gross Profit

The Company's gross profit fell slightly short of budgeted expectations, primarily because regulated margins were not increased by government as anticipated.

Higher Other Income

Other income exceeded expectations by a wide margin, largely attributable to strong dividend inflows.

Operating Costs

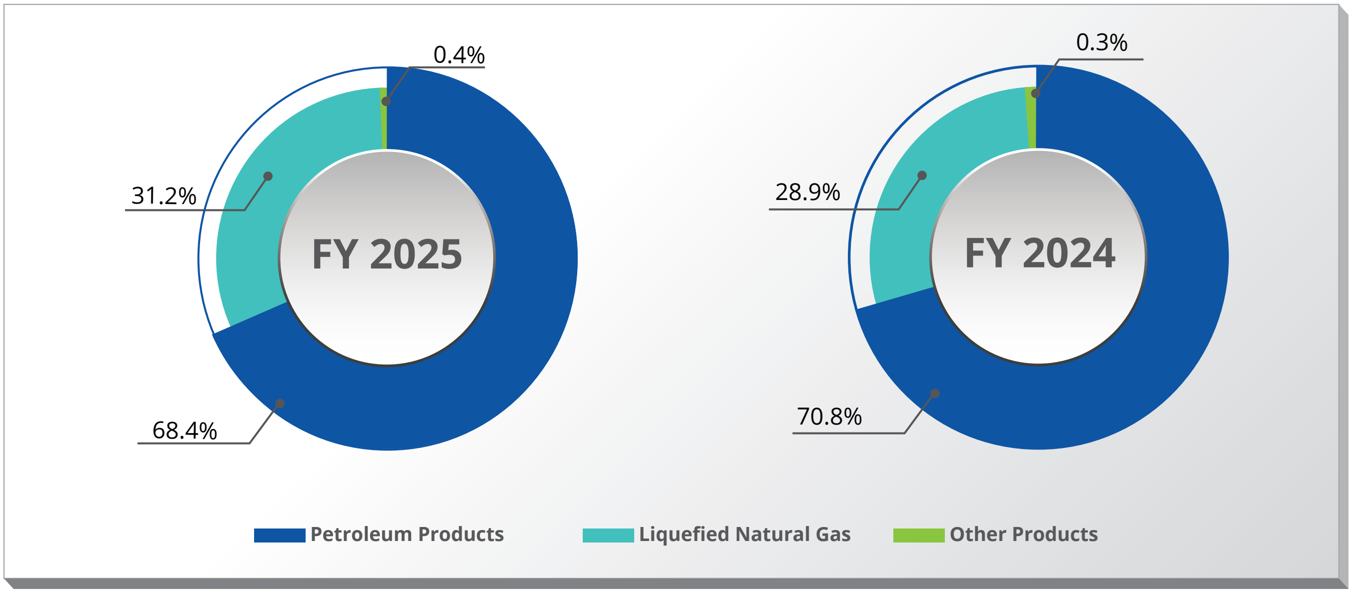
Operating costs remained impressively within budget, highlighting management efficiency and cost management.

Finance Costs

Finance costs remained within budget, driven by successfully capitalizing on lower interest rates and strategically reducing average borrowings.

Segmental Review of Business Performance

PSO's financial statements comprises three reportable segments namely Petroleum products, Liquefied Natural Gas and Others. The net sales revenue is divided into these categories as follows:



Business Segment

PSO maintained its leadership position in the energy sector. The Petroleum Products segment remained the principal driver of the Company's performance, contributing Rs. 24 bn to net profit in FY25.

The LNG segment reported a net loss of Rs. 8 bn in FY25, reflecting a notable improvement compared to the Rs. 28 bn loss in FY24. The loss was primarily attributable to finance costs associated with outstanding receivables from SNGPL.

A detailed breakdown of segmental performance is provided in Note 42 to the financial statements.

Non-Business Segment

In addition to its core operations, PSO continued to demonstrate its commitment to Corporate Social Responsibility, reinforcing its position as a responsible corporate citizen through initiatives in education, healthcare, and environmental sustainability with an allocation of Rs. 500 mn towards CSR activities during FY25 compared to Rs. 350 mn in FY24. Further details are provided on page 152 of the Report to Shareholders.

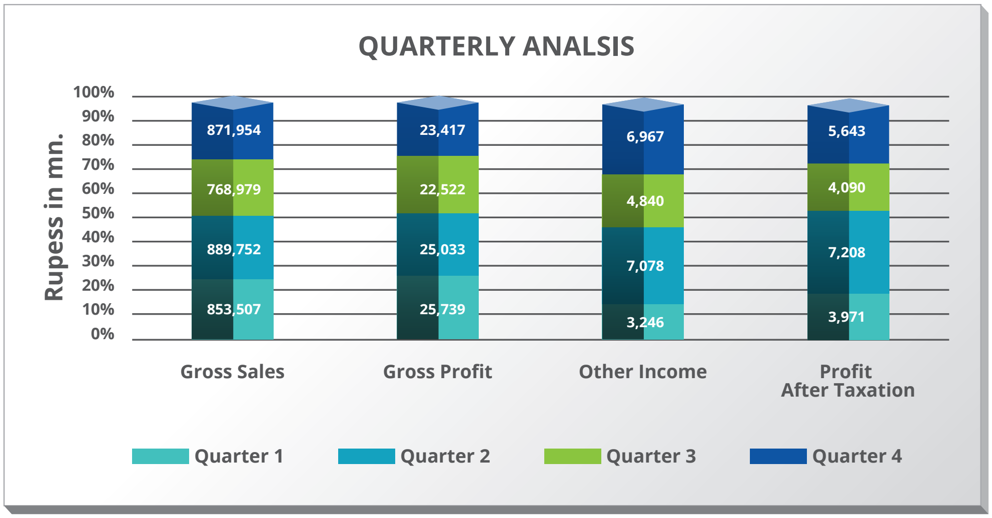
Ratios and Analysis

For the year ended June 30, 2025

Analysis of Results in Interim Period

Rupees in mn.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	FY 2025
Gross Sales	853,507	889,752	768,979	871,954	**3,384,192**
Gross Profit	25,739	25,033	22,522	23,417	**96,710**
Other Income	3,246	7,078	4,840	6,967	**22,131**
Operating Cost	(7,106)	(8,515)	(8,438)	(8,585)	**(32,644)**
Finance Cost	(10,424)	(8,776)	(7,665)	(6,854)	**(33,718)**
Share of Profit of Associates - Net of Tax	255	399	189	(529)	**314**
Profit Before Taxation	11,710	15,219	11,447	14,417	**52,793**
Taxation	(7,739)	(8,011)	(7,357)	(8,774)	**(31,881)**
Profit After Taxation	3,971	7,208	4,090	5,643	**20,911**



Gross Sales

Gross sales was highest in second quarter, driven by highest quarterly sale volumes and favorable price movement.

Gross Profit

Gross profit was highest in first quarter, reflecting higher volumes and higher margins on certain products.

Other Income

Other income was higher in second and last quarter, mainly due to receipt of dividend income and financial income pertaining to line-fill cost.

Finance Cost

Finance cost was highest in the first quarter primarily due to elevated interest rates and highest average borrowings during that period. The decline in subsequent quarters mainly reflects the downward trend in interest rates.

Profit After Tax

Profit after tax was highest in second quarter, primarily driven by higher other income alongside reduced finance costs.

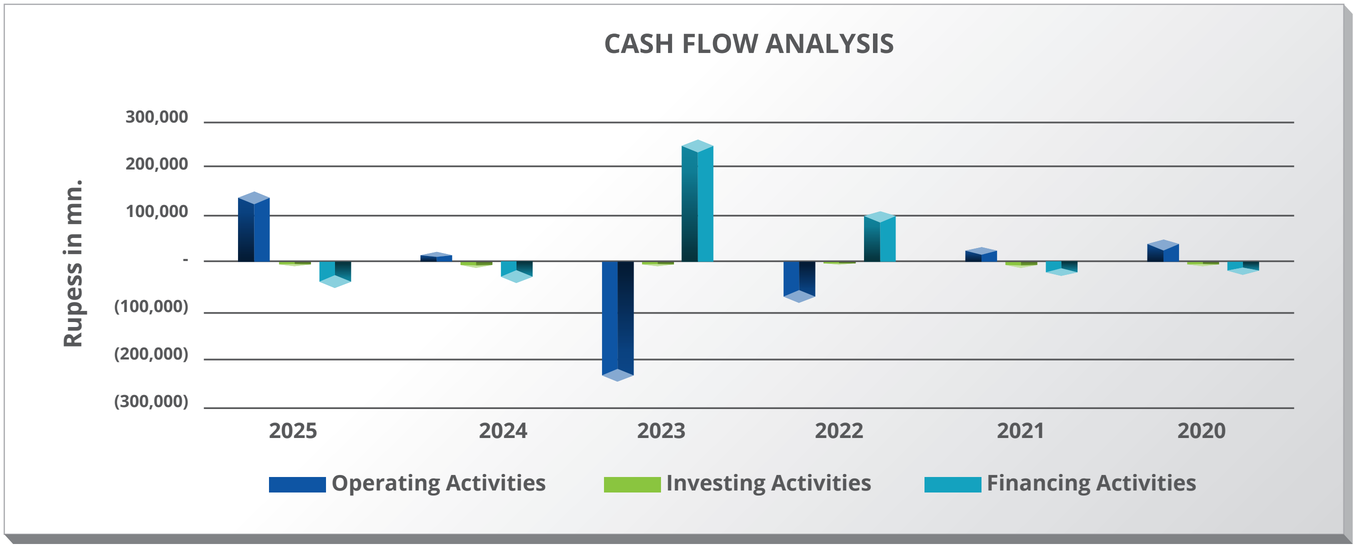
Ratios and Analysis

For the year ended June 30, 2025

Summary of Cashflow Statement

Rupees in mn.

	2025	2024	2023	2022	2021	2020
Cash And Cash Equivalents at the Beginning of the Year	**(1,671)**	25,808	12,061	(5,917)	(881)	(16,468)
Net Cash Inflow / (Outflow) from Operating Activities	**149,047**	13,707	(241,282)	(80,974)	17,766	48,260
Net Cash Outflow from Investing Activities	**(4,169)**	(7,550)	(4,353)	(2,090)	(5,294)	(4,843)
Net Cash (Outflow) / Inflow from Financing Activities	**(43,191)**	(33,636)	259,382	101,042	(17,507)	(27,830)
	101,687	(27,479)	13,748	17,977	(5,036)	15,587
Cash And Cash Equivalents at the End of the Year	**100,016**	(1,671)	25,808	12,061	(5,917)	(881)



Analysis

The cash flow statement for the past six years highlights the following fluctuations in the Company's cash flows:

Operating Activities

Operating cash flows reached its highest level in FY25 compared to last few years, increasing significantly mainly due to effective management of trade receivables and inventory, which reduced working capital requirements. Higher trade payables further supported this strong performance.

Investing Activities

Negative cash flows from investing activities reflect the Company's continued investments in assets and strategic diversification initiatives, underscoring its commitment to expanding the operational base and strengthening long-term growth prospects.

Financing Activities

Financing cash flows turned negative, reflecting the Company's focused recovery drive, which reduced receivables and created financial capacity for debt repayment.

Direct Cash Flow Statement

For the year ended June 30, 2025

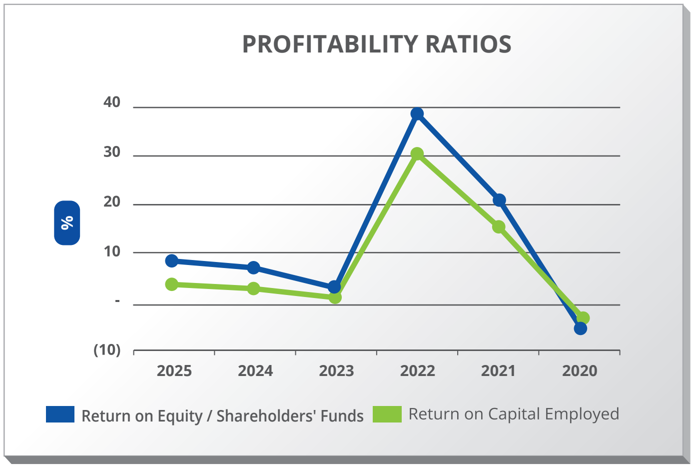
	2025	2024
	------------------ (Rupees in '000) ------------------	
Cash Flows From Operating Activities		
Receipts from customers	**3,435,601,158**	3,814,187,100
Cash paid to supplier, services providers and employees	**(3,210,572,573)**	(3,718,246,817)
WPPF paid	**(2,953,704)**	1,883,007
Taxes paid	**(37,186,498)**	(25,315,159)
Finance costs paid	**(34,851,935)**	(57,320,349)
Retirement and other service benefits paid	**(989,253)**	(1,480,489)
Net Cash Generated From Operating Activities	**149,047,195**	13,707,293
Cash Flows From Investing Activities		
Capital expenditure	**(6,170,814)**	(6,110,165)
Proceeds from disposal of operating assets	**137,537**	66,705
Investment in subsidiaries	**(1,084,718)**	(2,556,661)
Dividends received	**2,949,169**	1,049,990
Net Cash Used in From Investing Activities	**(4,168,826)**	(7,550,131)
Cash Flows From Financing Activities		
Short-term borrowings - net	**(36,073,498)**	(28,402,406)
Lease payments	**(2,507,280)**	(1,772,593)
Dividends paid	**(4,610,408)**	(3,461,478)
Net Cash Used in From Financing Activities	**(43,191,186)**	(33,636,477)
Net Increase / (Decrease) in Cash and Cash Equivalents	**101,687,183**	(27,479,315)
Cash and cash equivalents at beginning of the year	**(1,670,822)**	25,808,493
Cash and Cash Equivalents at End of the Year	**100,016,361**	(1,670,822)

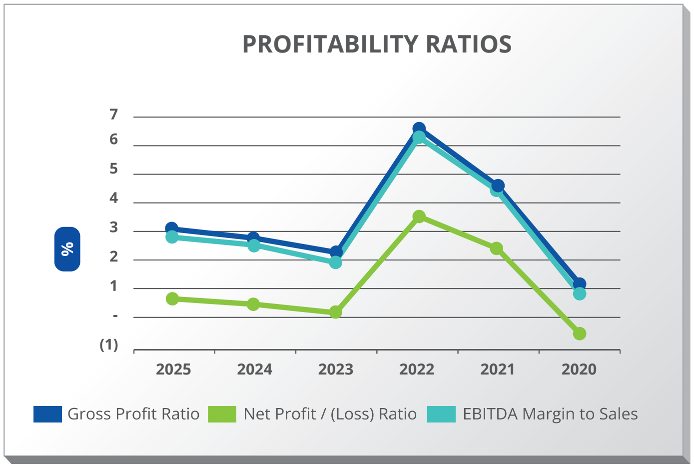
Ratios and Analysis

For the year ended June 30, 2025

Profitability Ratios

		2025	2024	2023	2022	2021	2020
Gross Profit Ratio	%	**3.07**	2.71	2.21	6.57	4.53	1.10
Net Profit / (Loss) Ratio	%	**0.66**	0.44	0.17	3.52	2.42	(0.58)
EBITDA Margin to Sales	%	**2.90**	2.73	1.99	6.32	4.65	0.89
Return on Equity / Shareholders' Funds	%	**8.35**	6.86	2.61	39.98	20.82	(5.72)
Return on Capital Employed	%	**3.37**	2.49	1.12	30.39	15.52	(3.19)
Operating Leverage Ratio	%	**65.34**	843.00	(150.28)	174.74	6,411.86	1,725.19
Equity / Shareholders' Funds	Rs. in mn.	**250,291**	231,309	216,560	215,649	139,978	113,061
Return on Investment	%	**5.65**	5.66	2.35	23.95	18.32	5.82
Total Shareholder Return	%	**135.57**	47.65	(31.27)	(19.33)	47.49	(6.77)





Analysis

As of June 30, 2025, variation as compared to June 30, 2024 is as follows:

Gross Profit Ratio & Net Profit Ratio

The gross profit and net profit ratios improved during the year, primarily supported by higher sales volumes / margins of Lubricants, Jet A1 and HOBC, and further reinforced by reduced finance costs.

EBITDA Margin to Sales & Return on Shareholders' Equity

The EBITDA margin to sales improved in FY25, reflecting stronger operational performance and effective cost control. Return on Shareholders' Equity (ROE) also recorded a significant increase, underscoring the substantial improvement in earnings.

Return on Capital Employed & Operating Leverage Ratio

Return on Capital Employed (ROCE) increased in the current year, reflecting improved profitability and more efficient utilization of capital. The Operating Leverage Ratio in FY25 indicates stable cost behavior and a consistent relationship between sales and Earnings Before Interest and Tax (EBIT).

Shareholders' Funds & Total Shareholder Return

Shareholders’ funds strengthened during the year, due to realization of profits. The shareholders’ return was highest in last six years which underscores the substantial value created for shareholders' in FY25.

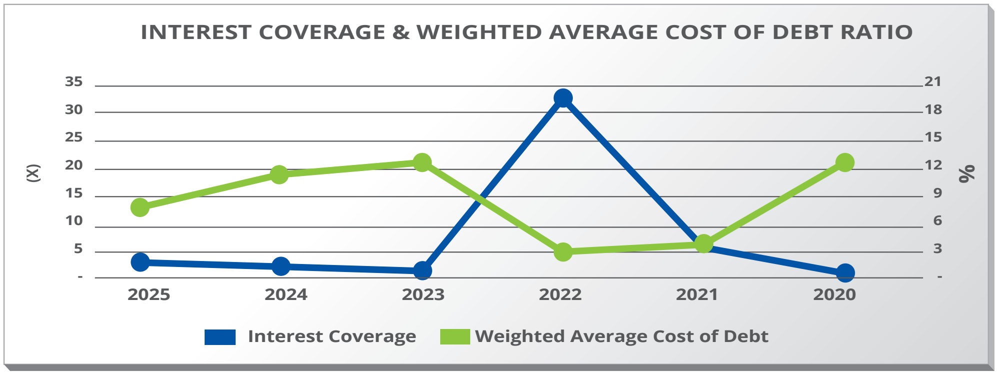
Ratios and Analysis

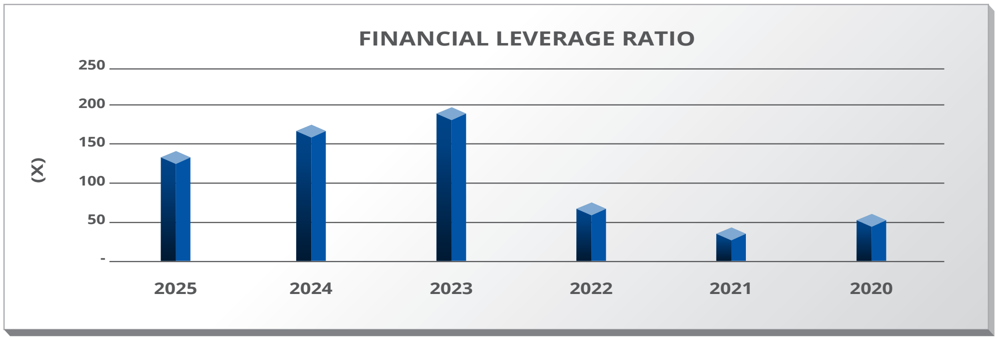
For the year ended June 30, 2025

Capital Structure Ratios

		2025	2024	2023	2022	2021	2020
Interest Cover Ratio	(x)	**2.57**	1.79	1.60	32.32	5.30	0.62
Net Assets Per Share	Rs.	**533.13**	492.70	461.28	459.34	298.16	240.83
Financial Leverage Ratio	(x)	**143.00**	175.00	196.00	73.00	41.00	59.00
Weighted Average Cost of Debt	%	**7.73**	11.31	12.97	3.01	3.69	13.19
Economic Value Addition	Rs in mn.	**(12,318)**	(8,968)	(23,748)	42,536	17,648	(14,660)

Note: D/E ratio has not been calculated as the Company has no long-term debt.





Analysis

As of June 30, 2025, variation as compared to June 30, 2024 is as follows:

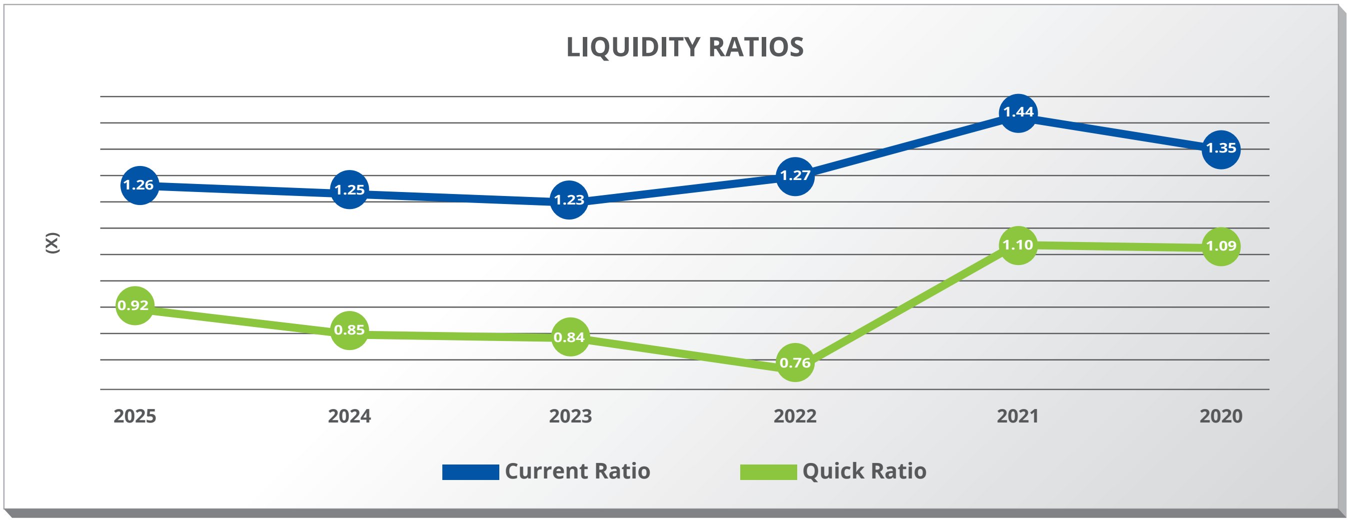
- The interest cover ratio improved in FY25, due to stronger operating profitability, reduced finance costs and enhanced earnings capacity to service debt obligations.
- The increase in net assets per share reflects growth in shareholders' equity, supported by retained earnings, solid profitability, and prudent capital management, reinforcing financial stability and long-term value creation.
- The reduction in the financial leverage ratio is attributable to debt repayments made during the year, thereby mitigating the Company's financial risk profile.
- The decline in the weighted average cost of debt during FY25 is driven by improved borrowing conditions and a strategic move towards more cost-efficient debt financing.

Ratios and Analysis

For the year ended June 30, 2025

Liquidity Ratios

		2025	2024	2023	2022	2021	2020
Cash to Current Liabilities	(x)	**0.13**	(0.002)	0.03	0.02	(0.03)	(0.004)
Cash Flow from Operating Activities	(x)	**0.20**	0.02	(0.32)	(0.12)	0.08	0.21
Cash Flow from Operations to Sales	(x)	**0.05**	0.004	(0.07)	(0.03)	0.01	0.04
Cash Flow to Capital Expenditure	(x)	**24.15**	2.24	(47.40)	(24.29)	3.19	15.77
Cash Flow Coverage Ratio	(x)	**0.42**	0.03	(0.57)	(0.52)	0.32	0.73
Current Ratio	(x)	**1.26**	1.25	1.23	1.27	1.44	1.35
Quick Ratio	(x)	**0.92**	0.85	0.84	0.76	1.10	1.09
Free Cash Flows to the Firm	Rs. in mn.	**21,499**	27,322	16,413	10,232	7,100	26,941
Free Cash Flows to the Equity Holders	Rs. in mn.	**43,768**	33,771	(255,623)	(98,350)	19,136	65,755



Analysis

As of June 30, 2025, variation as compared to June 30, 2024 is as follows:

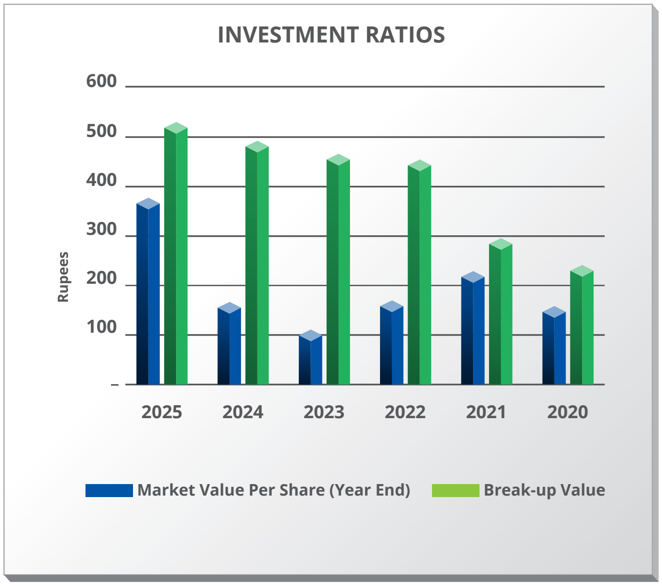
- During FY25, the cash to current liabilities ratio improved, reflecting higher liquidity, driven by increased cash reserves following the repayment of short-term borrowings.
- A notable improvement in cash flow from operating activities was observed during the year, largely attributable to effective inventory management and decline in trade receivables.
- In line with increased cash flow from operating activities, the cash flow from operations to sales ratio and the cash flow to capital expenditure ratio improved significantly compared to the previous year.
- The cash flow coverage ratio showed significant improvement, signaling better coverage of cash commitments, primarily resulting from stronger operating cash flows compared to the prior year.
- The current and quick ratios improved, underscoring the Company's better liquidity position.
- A positive Free Cash Flow to the Firm reflects robust financial health, indicating the Company's ability to generate sufficient operational cash flow to support its capital expenditures and investments.
- The rise in Free Cash Flow to the Equity holders can be attributed chiefly to enhanced operational cash flow, lower debt servicing obligations, and strategic investment decisions.

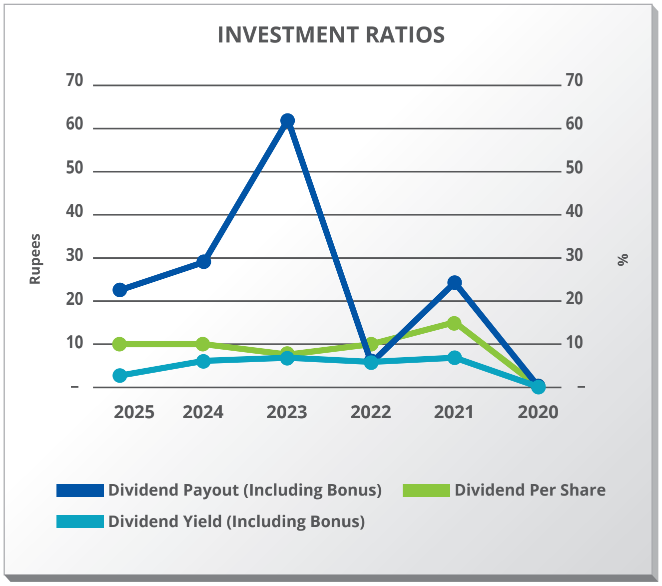
Ratios and Analysis

For the year ended June 30, 2025

Investment Ratios

		2025	2024	2023	2022	2021	2020
Earning / (Loss) Per Share (Basic & Diluted)	Rs.	**44.54**	33.79	12.06	183.66	62.07	(13.77)
Market Value Per Share (Year End)	Rs.	**377.53**	166.21	111.01	171.84	224.25	158.20
Highest Price	Rs.	**445.20**	217.22	192.82	231.30	259.32	216.90
Lowest Price	Rs.	**154.89**	109.96	99.03	155.63	159.35	114.00
Break-up Value Per Share	Rs.	**533.13**	492.70	461.28	459.34	298.16	240.83
Price-to-Earnings Ratio (P/E)	(x)	**8.48**	4.92	9.20	0.94	3.61	(11.49)
Price-to-Book Ratio	(x)	**0.71**	0.34	0.24	0.37	0.75	0.66
Dividend Per Share	Rs.	**10.00**	10.00	7.50	10.00	15.00	-
Dividend Pay-out (Including Bonus)	%	**22.45**	29.60	62.19	5.44	24.17	-
Dividend Yield (Including Bonus)	%	**2.65**	6.02	6.76	5.82	6.69	-
Dividend Cover Ratio (Including Bonus)	(x)	**4.45**	3.38	1.61	18.37	4.14	-





Analysis

As of June 30, 2025, variation as compared to June 30, 2024 is as follows:

Earnings Per Share (EPS) & Market Value Per Share

The EPS increased to Rs. 44.54 in FY25 from Rs. 33.79 in FY24, reflecting robust profitability and operational efficiency. This improvement contributed to the market price per share rising to Rs. 377.53, indicating strengthened investor confidence.

Price-to-Earnings (P/E) & Price-to-Book Ratios

The P/E Ratio improved to 8.48 in FY25 from 4.92 in FY24, reflecting increased investor optimism driven by stronger earnings growth and improved market sentiment.

The stock's Price-to-Book Ratio of 0.71 reflects a market valuation considerably lower than its net asset value, implying undervaluation.

Dividend Analysis

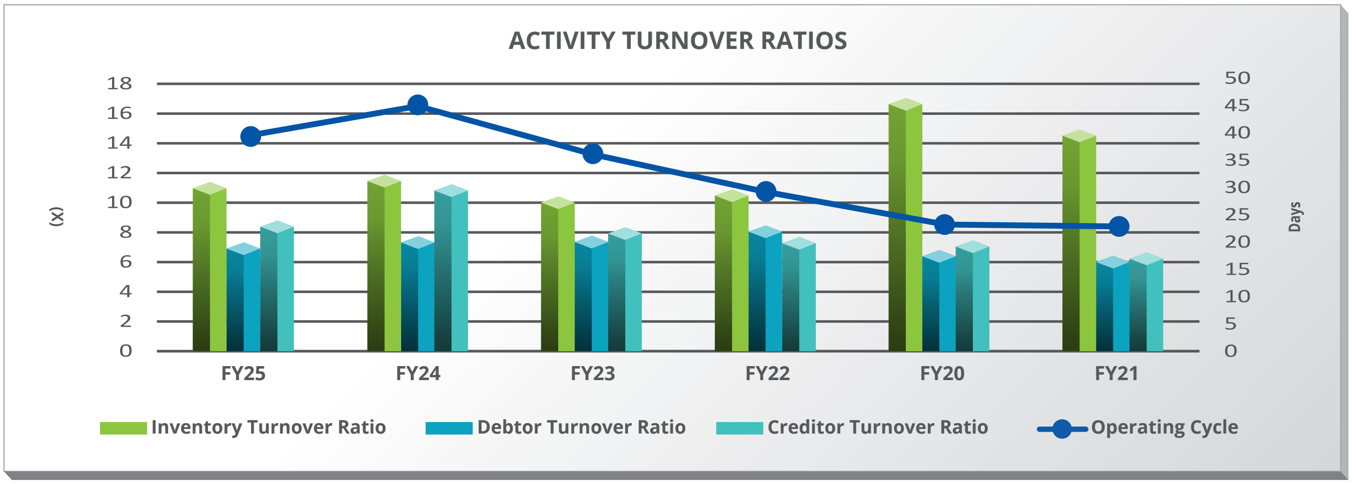
PSO declared Rs. 10/- dividend per share in FY25, supported by a robust dividend cover ratio of 4.45, demonstrating a prudent balance between rewarding shareholders and funding sustainable growth.

Ratios and Analysis

For the year ended June 30, 2025

Activity / Turnover Ratios

		2025	2024	2023	2022	2021	2020
Inventory Turnover Ratio	(x)	**11.31**	11.95	10.46	10.89	16.88	14.93
No. of Days in Inventory	Days	**33.00**	31.00	35.00	34.00	22.00	25.00
Debtor Turnover Ratio	(x)	**7.31**	7.74	7.78	8.28	6.83	6.25
No. of Days in Receivables	Days	**50.00**	48.00	47.00	45.00	54.00	58.00
Creditor Turnover Ratio	(x)	**8.69**	11.24	8.15	7.72	7.43	6.49
No. of Days in Creditors	Days	**42.00**	33.00	45.00	48.00	50.00	57.00
Total Asset Turnover Ratio	(x)	**3.40**	3.89	3.83	4.22	3.94	3.43
Fixed Asset Turnover Ratio	(x)	**141.43**	184.24	207.09	178.31	116.81	142.18
Operating Cycle	Days	**41.00**	46.00	37.00	31.00	26.00	26.00



Analysis

As of June 30, 2025, variation as compared to June 30, 2024 is as follows:

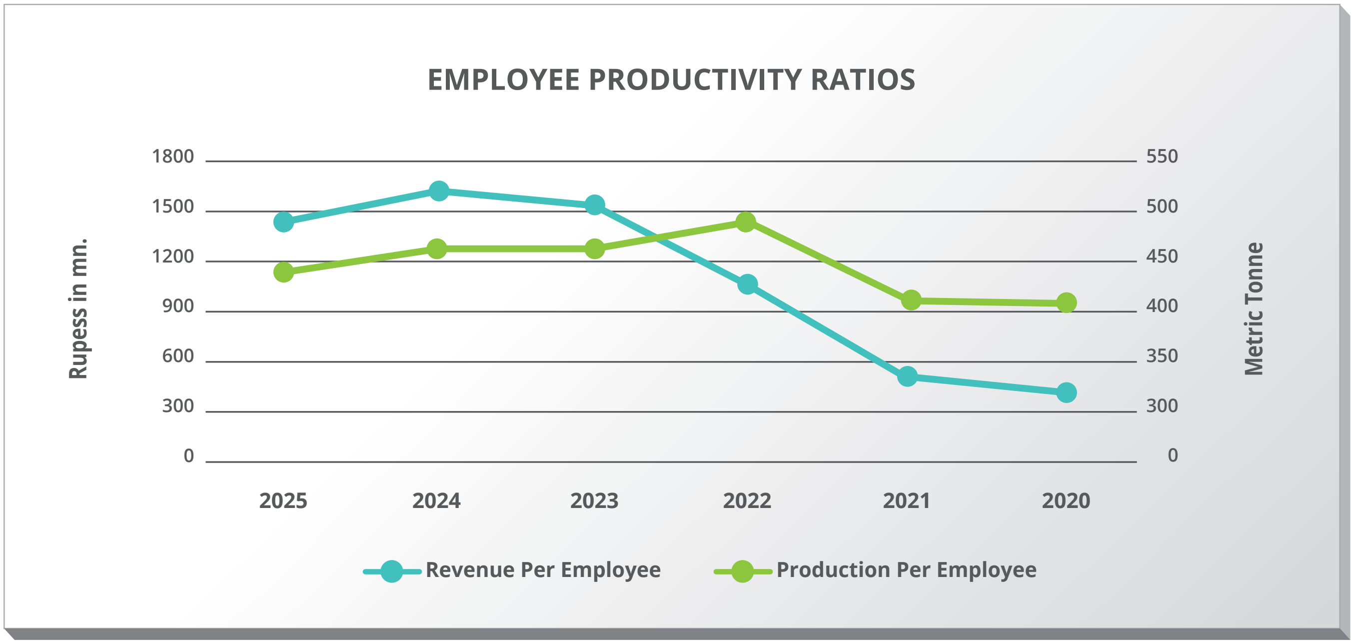
- The inventory turnover ratio remains strong, with 11.31 in FY25 reflecting the Company's efficient conversion of inventory into sales, reducing holding costs and minimizing obsolescence risk.
- A debtor turnover ratio of 7.31 in FY25 indicates robust collection processes, ensuring healthy cash flow. The Company's ability to collect receivables efficiently is reflected in the consistent ratio above 7 over recent years.
- The creditor turnover ratio of 8.69 in FY25 highlights the Company's prudent management of payables. The Company effectively balances supplier relationships with cash flow needs by optimizing payment cycles.
- The operating cycle of 41 days in FY25, shows imporvement from last year and remains within an efficient range, showcasing the Company's capability to manage the overall process from inventory purchase to receivables collection effectively.
- The total asset turnover ratio of 3.40 in FY25 demonstrates efficient utilization of the Company's assets to generate sales indicating solid operational efficiency. The ratio has declined from FY24 due to reduction in international oil prices during FY25.

Ratios and Analysis

For the year ended June 30, 2025

Employee Productivity Ratios

		2025	2024	2023	2022	2021	2020
Production Per Employee	Metric Tonne	**439**	461	461	484	416	411
Revenue Per Employee	Rs in mn.	**1,432**	1,619	1,526	1,085	503	441
Staff Turnover Ratio	(x)	**0.08**	0.07	0.05	0.06	0.06	0.05



Analysis

As of June 30, 2025, variation as compared to June 30, 2024 is as follows:

- Production per employee declined slightly from prior year, primarily due to a strategic increase in headcount to support future growth, enhance capabilities, and build operational resilience.
- Revenue per employee has decreased due to reduction in revenue on account of decreased in international oil prices during FY25.

Ratios and Analysis

For the year ended June 30, 2025

Other Ratios

		2025	2024	2023	2022	2021	2020
Plant Availability Ratio	(x)	**1.22**	1.39	1.40	1.23	1.16	1.16
Customer Satisfaction Index	%	**83**	74	62	74	70	70

Analysis

As of June 30, 2025, variation as compared to June 30, 2024 is as follows:

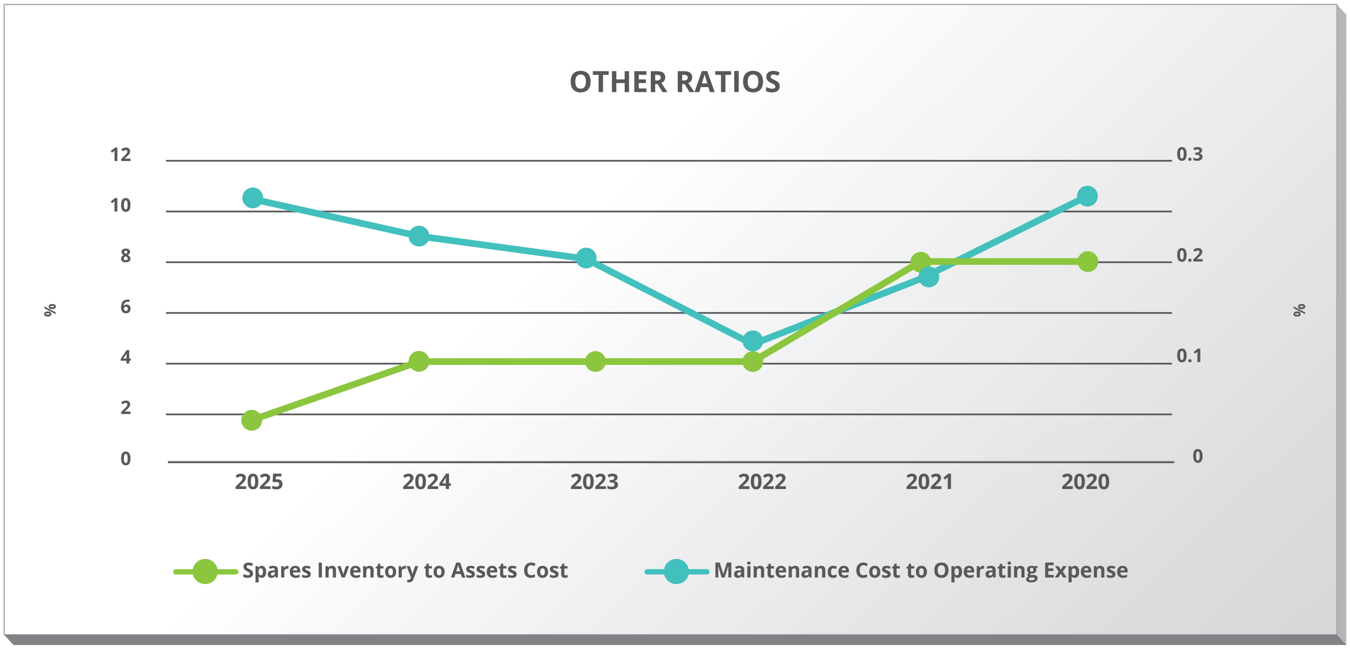
- Plant Availability Ratio remains above 1, with a slight moderation reflecting optimized scheduling and higher operational demands.
- Customer Satisfaction Index is monitored based on Customer Responses.

Ratios and Analysis

For the year ended June 30, 2025

Other Ratios

		2025	2024	2023	2022	2021	2020
Spares Inventory to Assets Cost	%	**0.04**	0.1	0.1	0.1	0.2	0.2
Maintenance Cost to Operating Expense	%	**10.5**	9.0	8.1	4.7	7.3	10.6



Analysis

As of June 30, 2025, variation as compared to June 30, 2024 is as follows:

- Spare Inventory as percentage of asset cost has declined reflecting improved inventory management.
- Maintenance cost as percentage of operating expenses has increased this year on account of various budgeted maintenance activities undertaken this year.

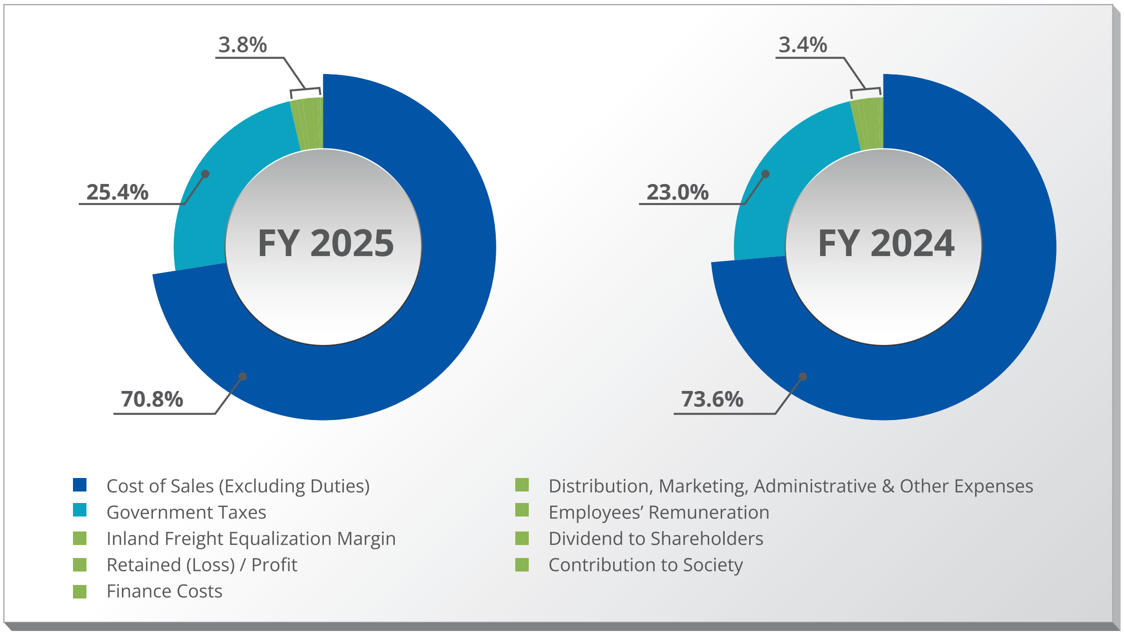
Ratios and Analysis

For the year ended June 30, 2025

Statement of Value Additions

Rupees in mn.

	2025	%	2024	%
Wealth Generated				
Sales (Net of discount / allowances)	3,382,405	99.34	3,806,793	99.34
Other income (including share of profit of associates)	22,445	0.66	25,187	0.66
	3,404,850	100.00	3,831,980	100.00
Distribution of Wealth				
Cost of sales (excluding duties)	2,408,915	70.75	2,821,283	73.62
Government taxes	866,027	25.44	882,289	23.02
Inland freight equalization margin	42,134	1.24	31,484	0.82
Retained profit	16,217	0.48	12,342	0.32
Finance costs	33,718	0.99	52,338	1.37
Distribution, marketing, administrative expenses & other expenses	18,101	0.53	15,733	0.41
Employees' remuneration	14,543	0.43	12,640	0.33
Dividend to shareholders	4,695	0.14	3,521	0.09
Contribution to society	500	0.01	350	0.01
	3,404,850	100.00	3,831,980	100.00



Economic Value Added

	2025	2024
Cost of Capital		
Capital Employed	274,031	249,310
Weighted Average Cost of Capital (WACC)	17%	18%
Economic Value Added		
Net Operating Profit After Tax (NOPAT)	34,267	35,908
Less: Cost of Capital	46,585	44,876
Economic Value Added	(12,318)	(8,968)

Ratios and Analysis

For the year ended June 30, 2025

Vertical and Horizontal Analysis - Statement of Financial Position

Vertical Analysis

	2025	2024	2023	2022	2021	2020
	Percentage (%)					
Property, plant and equipment	**2.4**	2.3	1.9	1.7	3.7	2.9
Right-of-use assets	**1.2**	0.8	0.7	0.7	1.4	1.4
Intangibles	**0.1**	0.0	0.0	0.0	0.0	0.0
Long-term investments	**1.9**	1.6	1.1	1.4	4.3	4.7
Long-term loans, advances and other receivables	**0.4**	0.1	0.1	0.0	0.1	0.1
Long-term deposits and prepayments	**0.1**	0.0	0.0	0.0	0.1	0.1
Deferred tax asset - net	**1.9**	2.2	2.2	2.0	3.5	5.0
Retirement benefits	**0.0**	0.0	0.0	0.0	0.4	0.2
Total Non-Current assets	**8.0**	7.0	6.1	6.0	13.5	14.5
Stores, spares and loose tools	**0.0**	0.1	0.1	0.1	0.2	0.2
Stock-in-trade	**24.6**	29.7	29.8	38.0	20.8	16.7
Trade debts	**42.9**	50.1	50.4	47.9	58.1	57.5
Loans and advances	**0.1**	0.1	0.1	0.1	0.1	0.1
Short-term deposits and prepayments	**0.1**	0.0	0.1	0.0	0.1	0.7
Other receivables	**14.1**	12.0	10.5	6.4	5.0	6.9
Taxation - net	**0.2**	0.0	0.0	0.0	1.4	2.3
Short-term investments	**4.6**	0.0	0.0	0.0	0.0	0.0
Cash and bank balances	**5.3**	1.1	2.9	1.5	0.8	1.1
Total Current assets	**92.0**	93.0	93.9	94.0	86.5	85.5
TOTAL ASSETS	**100.0**	100.0	100.0	100.0	100.0	100.0
EQUITY AND LIABILITIES						
Equity						
Share capital	**0.5**	0.5	0.5	0.5	1.2	1.4
Reserves	**24.1**	23.3	21.5	23.5	35.7	31.6
Total Share holders' Equity	**24.6**	23.7	22.0	24.0	36.9	33.0
Non-current liabilities	**2.3**	1.8	1.9	1.8	3.2	3.6
Current liabilities	**37.7**	31.8	31.3	54.9	44.2	43.1
Trade and other payables	**34.9**	41.4	43.0	17.3	14.8	19.4
Short-term borrowings	**0.2**	0.5	1.2	0.1	0.1	0.4
Accrued interest / mark-up	**0.1**	0.1	0.1	0.1	0.2	0.1
Provisions	**0.1**	0.1	0.0	0.1	0.2	0.0
Current portion of lease liabilities	**0.0**	0.4	0.3	1.5	0.4	0.4
Taxation - net	**0.2**	0.2	0.2	0.2	0.0	0.0
Unclaimed and unpaid dividend	**73.1**	74.4	76.1	74.2	59.9	63.4
Total Current liabilities	**100.0**	100.0	100.0	100.0	100.0	100.0
TOTAL EQUITY AND LIABILITIES						

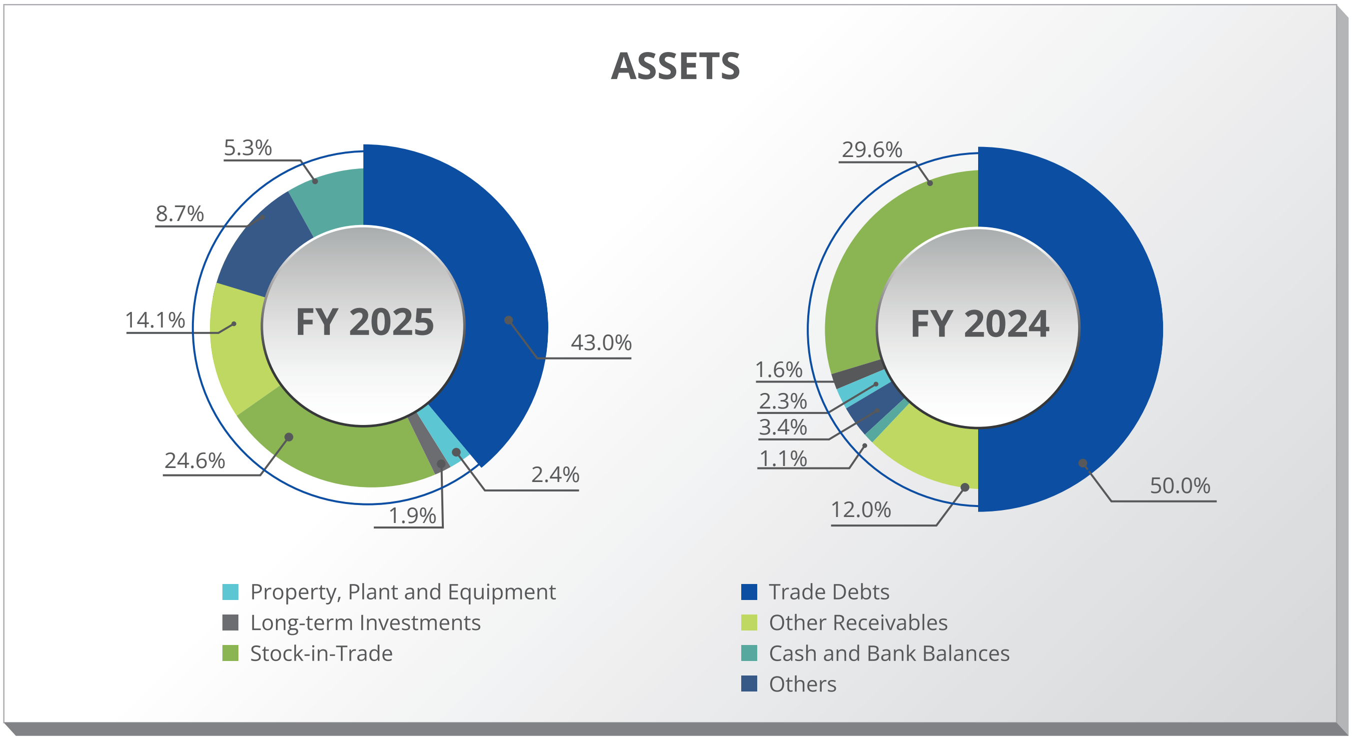
Horizontal Analysis

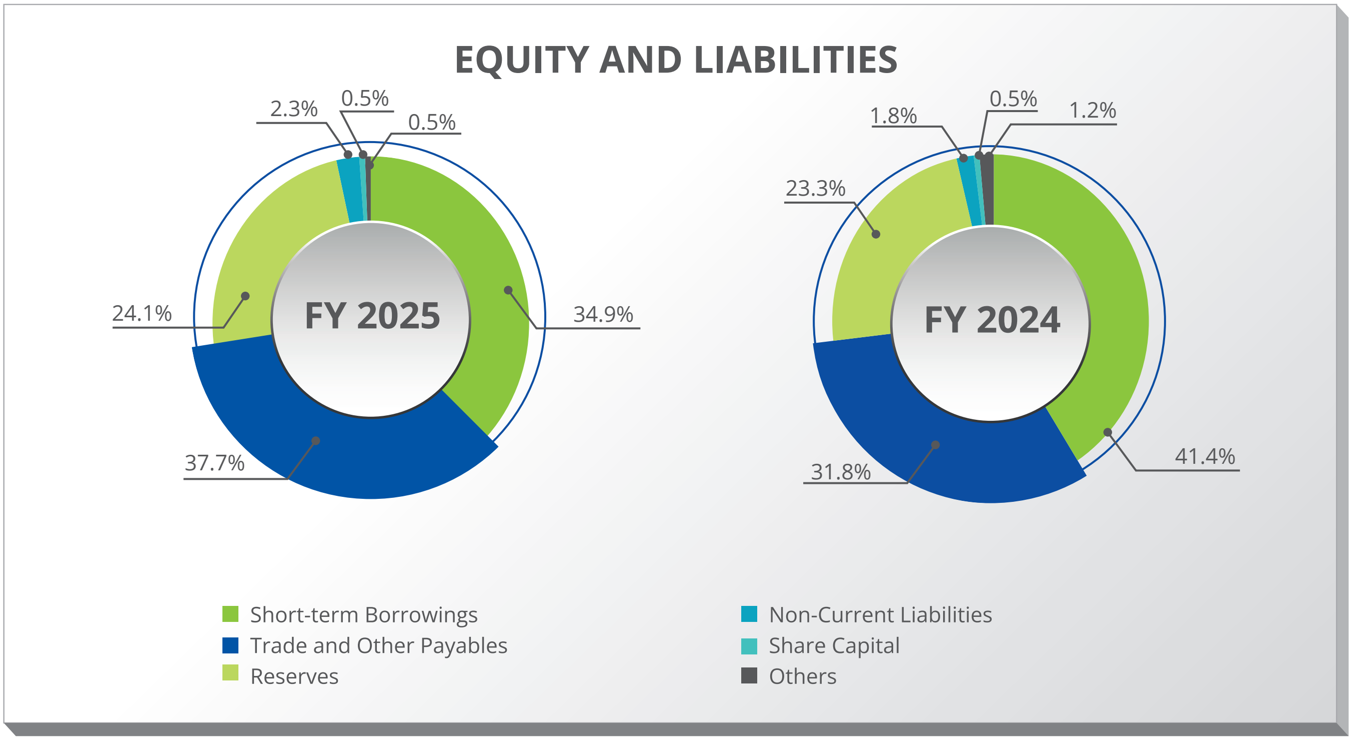
	2025	2024	2023	2022	2021	2020
	Percentage (%)					
Property, plant and equipment	**246**	221	187	157	142	100
Intangibles	**1,017**	398	289	303	185	100
Total Non-Current assets	**164**	137	121	108	103	100
Stock-in-trade	**439**	505	511	597	138	100
Trade debts	**222**	248	252	219	112	100
Other receivables	**605**	490	434	242	80	100
Cash and bank balances	**1,381**	274	741	356	74	100
Total Share holders' Equity	**221**	205	192	191	124	100
Non-current liabilities	**191**	144	148	133	98	100
Trade and other payables	**260**	210	208	334	113	100
Short-term borrowings	**536**	607	636	235	84	100
Total Current liabilities	**343**	334	344	307	104	100
Total Equity And Liabilities	**297**	284	287	262	111	100

Ratios and Analysis

For the year ended June 30, 2025

Vertical Analysis - Statement of Financial Position





Ratios and Analysis

For the year ended June 30, 2025

Comment on Vertical and Horizontal Analysis

Total Non-Current Assets

The increase in non-current assets, underscores the Company's forward-looking strategy, with targeted investments in core operational assets and expansion through subsidiaries designed to strengthen long-term profitability and enhance shareholder value.

Stock-in-Trade

Stock-in-trade declined compared to the prior year as PSO strengthened inventory management, to optimize stock levels, enhance liquidity, and lower holding costs. Stock levels have been adjusted over time in line with local demand and international price movements.

Trade Debts

Trade debts have historically remained high due to the ongoing circular debt issue. Nevertheless, these declined compared to the previous year, marking a positive development for the Company. Ongoing engagement with SNGPL and relevant authorities contributed to a reduction in receivables from SNGPL in FY25.

Shareholders' Equity

Shareholders' equity has more than doubled since FY20, reflecting robust growth. Alongside maintaining a stable proportion of equity to total assets, this demonstrates a strong capital base that underpins the Company's ongoing investments, expansion initiatives, and long-term value creation for shareholders.

Trade and Other Payables

Trade and other payables have risen over the years due to higher foreign payables, currency depreciation, and circular debt. Through proactive payables management and short-term financing, the Company continues to enhance liquidity and reduce interest expenses.

Ratios and Analysis

For the year ended June 30, 2025

Vertical and Horizontal Analysis - Statement of Profit or Loss

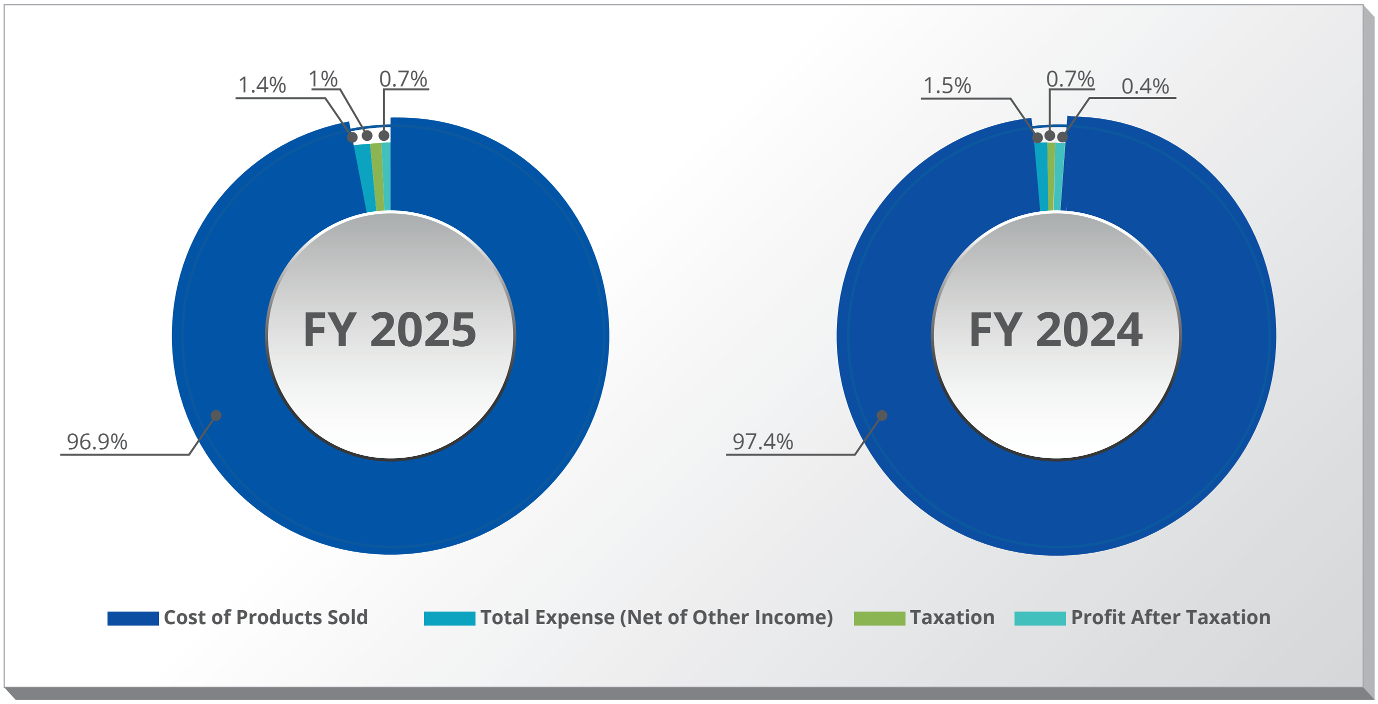
	2025	2024	2023	2022	2021	2020
	Percentage (%)					
Net Sales	**100**	100	100	100	100	100
Cost of Products Sold	**(96.9)**	(97.3)	(97.8)	(93.4)	(95.5)	(98.9)
Gross Profit	**3.1**	2.7	2.2	6.6	4.5	1.1
Other Income (Including Share of Profit of Associates - Net of Tax)	**0.7**	0.7	0.4	1.0	1.6	1.0
Administrative & Marketing Expenses	**(0.9)**	(0.7)	(0.6)	(0.7)	(1.2)	(1.3)
Other Expenses	**(0.1)**	(0.1)	(0.1)	(0.7)	(0.4)	(0.0)
Total Operating Costs	**(1.0)**	(0.8)	(0.7)	(1.4)	(1.6)	(1.3)
Profit From Operations	**2.7**	2.6	1.9	6.2	4.5	0.7
Finance Costs	**(1.1)**	(1.5)	(1.2)	(0.2)	(0.9)	(1.2)
Profit / (Loss) Before Taxation	**1.7**	1.2	0.7	6.0	3.7	(0.5)
Taxation	**(1.0)**	(0.7)	(0.6)	(2.5)	(1.2)	(0.1)
Profit / (Loss) After Taxation	**0.7**	0.4	0.2	3.5	2.4	(0.6)

Horizontal Analysis

	2025	2024	2023	2022	2021	2020
	Percentage (%)					
Net Sales	**284**	322	306	221	109	100
Cost Of Products Sold	**278**	317	303	209	105	100
Gross Profit	**791**	791	612	1,317	447	100
Other Income (Including Share of Profit of Associates - Net of Tax)	**209**	234	118	237	180	100
Administrative & Marketing Expenses	**195**	165	140	115	102	100
Other Expenses	**8,134**	7,688	4,558	33,669	9,499	100
Total Operating Costs	**222**	191	155	231	134	100
Profit From Operations	**1,043**	1,130	780	1,840	655	100
Finance Costs	**251**	390	300	35	76	100
Profit / (Loss) Before Taxation	**1,028**	807	475	2,880	858	100
Taxation	**2,394**	1,919	1,405	4,629	1,120	100
Profit / (Loss) After Taxation	**323**	245	88	1,334	451	100

Ratios and Analysis

For the year ended June 30, 2025



Comments on Horizontal and Vertical Analysis

Net Sales Revenue

The Company has seen notable growth in net sales, especially in the later years, with sales increasing over 200% from FY20 to FY25, driven by strong business expansion, enhanced market presence, and increase in prices.

Cost of Product Sold & Gross Profit

Over the years, the Company's cost of products sold has broadly moved in line with sales trends. The Company's gross profit grew over 700% from FY20 to FY25, driven by improved margins and enhanced operational efficiencies, reinforcing profitability and long-term shareholder value.

Other Income

Other income has varied over the years. The Company eraned substantial other income in FY25 primarily driven by increase in income from short-term placements, higher dividend income, and the recovery of financial charges related to line-fill costs.

Operating Costs

Operating costs have risen over the years to account for inflationary adjustments, yet these have consistently remained in line with the approved budgets, reflecting disciplined cost management.

Finance Cost

A key challenge over the years has been managing finance costs amid circular debt. Finance costs have decreased in FY25 from last year due to reduction in interest rates and average borrowing levels.

Profit / (Loss) After Tax

Despite financial and economic challenges, the Company successfully improved its net profitability in FY25, driven by higher sales, stronger gross profit, disciplined cost management, and enhanced operational efficiencies, thereby reinforcing long-term value creation for shareholders.

Ratios and Analysis

For the year ended June 30, 2025

INDICATORS AND PERFORMANCE MEASURES

The performance of the Company is gauged by the senior management through various indicators and performance measures. The following are critical indicators:

- Market share
- Earnings per share
- Gross Profit
- Profit after Tax excluding extraordinary items
- Debtors' turnover
- Cash flows from Operating activities

These indicators will continue to be relevant in the future as these are critical for the evaluation of the performance.

Methods / Assumptions Used to Compile the Indicators

Market Share

Market share of Company's liquid fuels are determined on the basis of OCAC data – independent source.

Earnings Per Share

Earnings per share ratio is calculated with reference to the requirements of International Accounting Standards. The Company has no dilutive effects on the Basic Earnings per share.

Gross Profit

The Company presents gross profit reflecting operational gains and losses, while also tracking it by product line and region to monitor segment and regional performance.

Debtors' Turnover

This ratio is calculated by the Company on the basis of the average values at the relevant balance sheet date.

Taxes and Dividends

PSO takes pride in being a tax-compliant company and ensures that all taxes, duties, levies, and related obligations are discharged within statutory deadlines. The Company has no overdue or outstanding statutory liabilities.

During FY25, the Company deposited Rs. 1,055,041,340 with the Federal Government on account of the final dividend for the financial year ended June 30, 2024, as approved by the members at the 48th Annual General Meeting held on October 24, 2024.

For FY25, based on the year's profitability, the Board of Management has declared a final cash dividend of Rs. 10/- per share. Going forward, while profitability remains a key factor, the Company's future dividend declarations will also be influenced by its liquidity position, which in turn is closely linked to developments on the circular debt front.

Unconsolidated Financial Statements

INDEPENDENT AUDITOR'S REPORT

To the Members of Pakistan State Oil Company Limited

Report on the Audit of Unconsolidated Financial Statements

Opinion

We have audited the annexed unconsolidated financial statements of **Pakistan State Oil Company Limited** (the Company), which comprise the unconsolidated statement of financial position as at June 30, 2025, and the unconsolidated statement of profit or loss, the unconsolidated statement of comprehensive income, the unconsolidated statement of changes in equity, the unconsolidated statement of cash flows for the year then ended, and notes to the unconsolidated financial statements, including a summary of material accounting policies and other explanatory information, and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purpose of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the unconsolidated statement of financial position, the unconsolidated statement of profit or loss, the unconsolidated statement of other comprehensive income, the unconsolidated statement of changes in equity and the unconsolidated statement of cash flows together with the notes forming part thereof conform with the accounting and reporting standards as applicable in Pakistan and give the information required by the Companies Act, 2017 (XIX of 2017), in the manner so required and respectively give a true and fair view of the state of the Company's affairs as at June 30, 2025 and of the profit and other comprehensive 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 Auditors' Responsibilities for the Audit of the Unconsolidated Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants as adopted by the Institute of Chartered Accountants of Pakistan (the Code) and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

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

Following are the Key audit matters:

Key Audit Matters	How the Matter was Addressed in Our Audit
Overdue trade receivable due to inter-corporate circular debt issue (Refer note 13 to the unconsolidated financial statements)	
As at June 30, 2025, the Company's overdue trade receivable from customers due to circular debt issue amounted to Rs. 330,128 million which includes Rs. 67,998 million and Rs. 262,130 million from related parties, GENCO Holding Company Limited (GENCO) and Sui Northern Gas Pipelines Company Limited (SNGPL) respectively. The Government of Pakistan is committed, hence, continuously pursuing for satisfactory settlement of inter-corporate circular debt issue. However, the progress has been slower than expected resulting in accumulation of the Company's receivable. The Company is also actively pursuing the	Our audit procedures in respect of receivables, amongst others, included the following: • Testing, on a sample basis, receivable ageing report classification within the appropriate ageing bracket with underlying invoices; • Obtaining, on a sample basis, direct confirmation from customers and tested reconciliations where differences were identified. In case of no replies from customers, performed alternate procedures;

INDEPENDENT AUDITOR'S REPORT

Key Audit Matters	How the Matter was Addressed in Our Audit
Government of Pakistan to get budgetary allocation for release of past due price differential claims. The Company has recognised a specific provision of Rs. 347 million and considers the remaining past due amounts to be fully recoverable because the Government of Pakistan has been assuming the responsibility to settle the inter-corporate circular debt in the energy sector of Pakistan. Interest on delayed payments from customers is recognised by the Company on receipt basis. We considered the matter as a key audit matter due to significance of the past due amounts and significant judgements made by management regarding recoverability of the past due amounts and recognition of interest on delayed payments by the customers.	• Inspecting correspondence with the customers and relevant government authorities and held discussions with the Company and Board Audit and Compliance Committee of the Board of Management (BOM) to assess their views on the timing of settlement and recoverability of trade debts overdue because of inter-corporate circular debt issue and price differential claims overdue from the Government of Pakistan; • Discussing with the Company, events during the year and steps taken by management for settlement of the overdue trade debts and price differential claims and inspected minutes of meetings of the BOM and Board Audit and Compliance Committee of the BOM; • Evaluating the management assessment on impairment of overdue receivable due to intercorporate circular debt issue. • Assessing the reasonableness of management's judgment relating to recoverability of interest on delayed payments from customers ;and • Evaluating the adequacy of disclosure including disclosure of significant judgement made in the financial statements in accordance with the requirements of the accounting and reporting standards as applicable in Pakistan.
Recognition of Revenue (Refer note 31 to the unconsolidated financial statements) The Company recognises revenue at the transaction price which the Company expects to be entitled to, after deducting sales tax, discounts and applicable levies. The Company carries out sale of regulated products on prices notified by Oil and Gas Regulatory Authority (OGRA) which are subject to policy clarification from the Federal Government. Sale of certain de-regulated products is carried out at the margin-based price mechanism and the Company recognises revenue at a point in time when control of product is transferred to customers. Control, depending on contractual terms, is considered to be transferred either when the product is directly uplifted by customer from terminal or when it is delivered by the Company at customer premises. We considered recognition of revenue as a key audit matter due to the regulatory nature of pricing, significance of amounts requiring significant time and resources to audit due to magnitude, inherent risk of material misstatement and revenue being a key economic indicator of the Company.	Our audit procedures to assess the recognition, amongst others, included the following: • Obtaining an understanding of the process relating to recognition of revenue , and testing design, implementation and operating effectiveness of the relevant controls over revenue recognition; • Assessing the appropriateness of the Company's accounting policy for recognition of sales and compliance of the policy with International Financial Reporting Standard (IFRS 15 - "Revenue from Contracts with Customers"); • Verifying on a sample basis, the revenue transactions recorded during the reporting period with the underlying supports including sales invoices, delivery challans, relevant sales contract and customer acknowledgement to determine whether the related revenue was recorded in the appropriate financial reporting period; • Testing on a sample basis, notifications of OGRA for petroleum products price and the Company's margin based price determination for regulated and de-regulated products respectively;

INDEPENDENT AUDITOR'S REPORT

Key Audit Matters	How the Matter was Addressed in Our Audit
	• Testing sales transactions, on a sample basis, just before year end to determine whether the revenue is recorded in the appropriate accounting period; • Testing journal entries posted to revenue account during the year by drawing a sub-population meeting certain specific risk based criteria and comparing the details of such journal entries with the underlying documentation and accounting records ; and • Evaluating the adequacy of the disclosures made in the unconsolidated financial statements in accordance with requirements of accounting and reporting standards as applicable in Pakistan.

Information Other than the Unconsolidated and Consolidated Financial Statements and Auditors' Report Thereon

Management is responsible for the other information. The other information comprises of Chairman's Review, Managing Director & CEO's Letter to Shareholders and financial performance included in the Company's annual report for the year ended June 30, 2025 but does not include the unconsolidated and consolidated financial statements and our auditor's report thereon.

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

In connection with our audit of the unconsolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the unconsolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Board of Management for the Unconsolidated Financial Statements

Management is responsible for the preparation and fair presentation of the unconsolidated financial statements in accordance with the accounting and reporting standards as applicable in Pakistan and the requirements of Companies Act, 2017 (XIX of 2017), State-Owned Enterprises (Governance and Operations) Act, 2023 and for such internal control as management determines is necessary to enable the preparation of unconsolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

Board of Management is responsible for overseeing the Company's financial reporting process.

Auditors' Responsibilities for the Audit of the Unconsolidated Financial Statements

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

INDEPENDENT AUDITOR'S REPORT

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

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

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

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

Report on Other Legal and Regulatory Requirements

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

a) proper books of account have been kept by the Company as required by the Companies Act, 2017 (XIX of 2017);

b) the unconsolidated statement of financial position, the unconsolidated statement of profit or loss, the unconsolidated statement of comprehensive income, the unconsolidated statement of changes in equity and the unconsolidated statement of cash flows together with the notes thereon have been drawn up in conformity with the Companies Act, 2017 (XIX of 2017), State-Owned Enterprises (Governance and Operations) Act, 2023 and are in agreement with the books of account and returns;

c) investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company's business; and

d) zakat deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980), was deducted by the Company and deposited in the Central Zakat Fund established under section 7 of that Ordinance.

The engagement partner on the audit resulting in this independent auditor's report is Inam Ullah Kakra.

Islamabad

Date: September 29, 2025

UDIN: AR202510202gy7uwHlsZ

KPMG Taseer Hadi & Co.

KPMG Taseer Hadi & Co.
Chartered Accountants

Unconsolidated Statement of Financial Position

As at June 30, 2025

	Note	2025	2024
		(Rupees in '000)	
ASSETS			
Non-Current Assets			
Property, plant and equipment	4	**24,570,679**	22,113,904
Right-of-use assets	5	**11,991,799**	7,698,640
Intangibles	6	**843,194**	330,116
Long-term investments	7	**19,449,277**	15,155,487
Long-term loans, advances and other receivables	8	**4,469,965**	969,328
Long-term deposits	9	**555,203**	340,597
Deferred tax asset - net	10	**19,549,716**	21,518,375
		81,429,833	68,126,447
Current Assets			
Stores, spares and loose tools	11	**423,040**	848,534
Stock-in-trade	12	**250,909,180**	288,983,146
Trade debts	13	**437,453,104**	488,202,267
Loans and advances	14	**896,810**	616,746
Short-term deposits and prepayments	15	**1,350,934**	326,600
Other receivables	16	**143,907,015**	116,619,112
Taxation - net		**1,711,323**	-
Short-term investments	17	**46,999,504**	-
Cash and bank balances	18	**53,997,293**	10,725,374
		937,648,203	906,321,779
Net assets in Bangladesh	19	**-**	-
TOTAL ASSETS		**1,019,078,036**	974,448,226
EQUITY AND LIABILITIES			
Equity			
Share capital	20	**4,694,734**	4,694,734
Reserves	21	**245,596,457**	226,614,182
		250,291,191	231,308,916
Non-Current Liabilities			
Retirement and other service benefits	22	**10,775,583**	9,711,308
Lease liabilities	23	**12,464,605**	7,686,751
Deferred income - Government grant	24	**100,000**	100,000
Other payable	25	**399,453**	502,699
		23,739,641	18,000,758
Current Liabilities			
Trade and other payables	26	**383,705,027**	309,830,355
Short-term borrowings	27	**356,064,240**	403,553,498
Accrued interest / mark-up	27.5	**2,388,282**	4,958,369
Provisions	28	**639,413**	639,413
Current portion of lease liabilities	23	**545,102**	532,440
Taxation - net		**-**	4,003,663
Unclaimed dividend	29	**1,705,140**	1,620,814
		745,047,204	725,138,552
TOTAL LIABILITIES		**768,786,845**	743,139,310
TOTAL EQUITY AND LIABILITIES		**1,019,078,036**	974,448,226
CONTINGENCIES AND COMMITMENTS	30		

The annexed notes 1 to 52 form an integral part of these unconsolidated financial statements.

Syed Muhammad Taha	Mushtaq Malik	Gulzar Khoja
Managing Director & CEO	**Member - Board of Management**	**Chief Financial Officer**

Unconsolidated Statement of Profit or Loss

For the year ended June 30, 2025

	Note	2025	2024
		(Rupees in '000)	
Net sales	31	**3,149,389,439**	3,571,750,306
Cost of products sold	32	**(3,052,679,352)**	(3,475,089,547)
Gross Profit		**96,710,087**	96,660,759
Other income	33	**22,130,657**	23,561,296
Operating Costs			
Distribution and marketing expenses	34	**(21,077,696)**	(17,888,867)
Administrative expenses	35	**(7,431,703)**	(6,296,286)
Other expenses	36	**(4,134,807)**	(3,908,028)
		(32,644,206)	(28,093,181)
Finance costs	37	**(33,718,202)**	(52,337,942)
Share of profit of associates - net of tax	7.8.3	**314,404**	1,625,761
Profit Before Taxation, Minimum Tax Differential and Final Taxes		**52,792,740**	41,416,693
Minimum tax differential	38.3	**(11,389,765)**	(11,592,988)
Final taxes	38.4	**(375,000)**	(128,072)
		(11,764,765)	(11,721,060)
Profit Before Taxation		**41,027,975**	29,695,633
Taxation	38	**(20,116,529)**	(13,833,081)
Profit For the Year		**20,911,446**	15,862,552
		(Rupees)	
Earnings Per Share - Basic and Diluted	39	**44.54**	33.79

The annexed notes 1 to 52 form an integral part of these unconsolidated financial statements.

Syed Muhammad Taha
Managing Director & CEO

Mushtaq Malik
Member - Board of Management

Gulzar Khoja
Chief Financial Officer

Unconsolidated Statement of Comprehensive Income

For the year ended June 30, 2025

	Note	2025	2024
		(Rupees in '000)	
Profit for the year		**20,911,446**	15,862,552
Other Comprehensive Income / (Loss):			
Items That Will Not Be Subsequently Reclassified to Profit or Loss:			
Share of actuarial gain on remeasurement of staff retirement benefits of associates - net of tax	7.8.3	**6,286**	1,738
Unrealised gain on remeasurement of equity investment classified as fair value through other comprehensive income (FVOCI)	7.3	**3,536,633**	565,122
Taxation thereon		**(1,379,287)**	(220,714)
		2,157,346	344,408
Actuarial gain on remeasurement of retirement and other service benefits	22.1.6	**781,521**	2,620,797
Taxation thereon		**(179,590)**	(559,436)
		601,931	2,061,361
		2,765,563	2,407,507
Total Comprehensive Income For the Year		**23,677,009**	18,270,059

The annexed notes 1 to 52 form an integral part of these unconsolidated financial statements.

Syed Muhammad Taha	Mushtaq Malik	Gulzar Khoja
Managing Director & CEO	**Member - Board of Management**	**Chief Financial Officer**

Unconsolidated Statement of Changes in Equity

For the year ended June 30, 2025

		Reserves						
		Capital Reserves		Revenue Rserves				
	Share Capital	Surplus on Vesting of Net Assets	Unrealised Gain / (Loss) on Remeasurement of FVOCI Investments	General Reserve	PSO Venture Capital Fund	Un-Appropriated Profit	Sub-Total	Total
	(Rupees in '000)							
Balance as at July 01, 2023	4,694,734	3,373	1,909,133	25,282,373	1,722,212	182,948,082	211,865,173	216,559,907
Total Comprehensive Income For the Year								
Profit for the year	-	-	-	-	-	15,862,552	15,862,552	15,862,552
Profit for the year transferred to venture capital reserve	-	-	-	-	414,167	(414,167)	-	-
Reclassification of reserves	-	-	-	-	(1,721,661)	1,721,661	-	-
Other Comprehensive Income For the Year								
Unrealised gain on remeasurement of equity investment classified as FVOCI - net of tax	-	-	344,408	-	-	-	344,408	344,408
Actuarial gain on remeasurement of retirement and other service benefits - net of tax	-	-	-	-	-	2,061,361	2,061,361	2,061,361
Share of actuarial gain on remeasurement of staff retirement benefits of associates - net of tax	-	-	-	-	-	1,738	1,738	1,738
	-	-	344,408	-	-	2,063,099	2,407,507	2,407,507
Transactions with the Owners of the Company								
Distributions								
Final dividend for the year ended June 30, 2023 at Rs. 7.5/- per share	-	-	-	-	-	(3,521,050)	(3,521,050)	(3,521,050)
Total Distributions	-	-	-	-	-	(3,521,050)	(3,521,050)	(3,521,050)
Balance as at June 30, 2024	4,694,734	3,373	2,253,541	25,282,373	414,718	198,660,177	226,614,182	231,308,916
Balance as at July 01, 2024	4,694,734	3,373	2,253,541	25,282,373	414,718	198,660,177	226,614,182	231,308,916
Total Comprehensive Income For the Year								
Profit for the year	-	-	-	-	-	20,911,446	20,911,446	20,911,446
Profit for the year transferred to venture capital reserve	-	-	-	-	527,927	(527,927)	-	-
Reclassification of reserves	-	-	-	-	(414,718)	414,718	-	-
Other Comprehensive Income For the Year								
Unrealised gain on remeasurement of equity investment classified as FVOCI - net of tax	-	-	2,157,346	-	-	-	2,157,346	2,157,346
Actuarial gain on remeasurement of retirement and other service benefits - net of tax	-	-	-	-	-	601,931	601,931	601,931
Share of actuarial gain on remeasurement of staff retirement benefits of associates - net of tax	-	-	-	-	-	6,286	6,286	6,286
	-	-	2,157,346	-	-	608,217	2,765,563	2,765,563
Transactions with the Owners of the Company								
Distributions								
Final dividend for the year ended June 30, 2024 at Rs. 10/- per share	-	-	-	-	-	(4,694,734)	(4,694,734)	(4,694,734)
Total Distributions	-	-	-	-	-	(4,694,734)	(4,694,734)	(4,694,734)
Balance as at June 30, 2025	4,694,734	3,373	4,410,887	25,282,373	527,927	215,371,897	245,596,457	250,291,191

The annexed notes 1 to 52 form an integral part of these unconsolidated financial statements.

Syed Muhammad Taha
Managing Director & CEO

Mushtaq Malik
Member - Board of Management

Gulzar Khoja
Chief Financial Officer

Unconsolidated Statement of Cash Flows

For the year ended June 30, 2025

	Note	2025	2024
		(Rupees in '000)	
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	40	**225,790,124**	98,001,421
Long-term loans, advances and other receivables		**(3,500,637)**	(208,284)
Long-term deposits and prepayments		**(214,606)**	30,153
Taxes paid		**(37,186,498)**	(25,315,159)
Finance costs paid		**(34,851,935)**	(57,320,349)
Retirement and other service benefits paid		**(989,253)**	(1,480,489)
Net Cash Generated From Operating Activities		**149,047,195**	13,707,293
CASH FLOWS FROM INVESTING ACTIVITIES			
Capital expenditure		**(6,170,814)**	(6,110,165)
Proceeds from disposal of property, plant and equipment	4.2	**137,537**	66,705
Investment in subsidiaries		**(1,084,718)**	(2,556,661)
Dividends received		**2,949,169**	1,049,990
Net Cash Used in Investing Activities		**(4,168,826)**	(7,550,131)
CASH FLOWS FROM FINANCING ACTIVITIES			
Short-term borrowings - net	27.8	**(36,073,498)**	(28,402,406)
Lease payments	23	**(2,507,280)**	(1,772,593)
Dividend paid	29	**(4,610,408)**	(3,461,478)
Net Cash Used in Financing Activities		**(43,191,186)**	(33,636,477)
Net Increase / (Decrease) in Cash and Cash Equivalents		**101,687,183**	(27,479,315)
Cash and cash equivalents at beginning of the year		**(1,670,822)**	25,808,493
Cash and Cash Equivalents at End of the Year	41	**100,016,361**	(1,670,822)

The annexed notes 1 to 52 form an integral part of these unconsolidated financial statements.

Syed Muhammad Taha	Mushtaq Malik	Gulzar Khoja
Managing Director & CEO	**Member - Board of Management**	**Chief Financial Officer**

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

1. LEGAL STATUS AND NATURE OF BUSINESS

1.1 Pakistan State Oil Company Limited ("the Company") is a public company incorporated in Pakistan in 1976 and is listed on the Pakistan Stock Exchange Limited. The registered office of the Company is located at PSO House, Khayaban-e-Iqbal, Clifton, Karachi. The principal activities of the Company are procurement, storage and marketing of petroleum and related products. It also blends and markets various kinds of lubricating oils.

1.2 The business units of the Company includes the following:

Business Units	Address	Geographical Location
Head Office	PSO House, Khayaban-e-Iqbal, Clifton, Karachi.	Sindh
Lubes Manufacturing Plant	National Refinery Limited, Korangi, Karachi. Keamari Oil Terminal, Keamari, Karachi.	Sindh

1.3 Regional marketing, sales offices and invoicing points are located across the country. The Company owns retail operation sites and sites operated through dealers across Pakistan, the details of which is impracticable to disclose in these unconsolidated financial statements as required under the 4th Schedule to the Companies Act, 2017.

1.4 The Board of Management (BoM) nominated by the Federal Government under Section 7 of the Marketing of Petroleum Products (Federal Control) Act, 1974 ("the Act") manages the affairs of the Company. The provisions of the Act shall have effect notwithstanding anything contained in the Companies Act, 2017 or any other law for the time being in force or any agreement, contract, Memorandum or Articles of Association of the Company.

1.5 These unconsolidated financial statements are the separate financial statements of the Company in which investment in subsidiaries have been accounted for at cost less accumulated impairment losses, if any.

2. BASIS OF PREPARATION

2.1 Statement of compliance

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

- International Financial Reporting Standards (IFRS) 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 (ICAP) as notified under the Companies Act, 2017; and
- Provisions of and directives issued under the Companies Act, 2017 and State-Owned Enterprises (Governance and Operations) Act, 2023.

Where provisions of and directives issued under the local laws differ with the requirements of IFRS or IFAS, the provisions of and directives issued under the local laws have been followed.

2.2 Basis of measurement

These unconsolidated financial statements have been prepared under the historical cost convention, except for the following:

- Financial assets at fair value through other comprehensive income; and
- Obligations in respect of retirements and other service benefits.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

2.3 Functional and presentation currency

These unconsolidated financial statements are presented in Pakistani Rupees which is the Company's functional and presentation currency. All financial information is presented in PKR.

2.4 Accounting estimates, assumptions and judgements

The preparation of these unconsolidated financial statements in conformity with accounting and reporting standards, as applicable in Pakistan, requires management to make estimates, assumptions and use judgement that affect the application of Company's accounting policies and the reported amount of assets, liabilities, income and expenses.

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other relevant factors, including reasonable expectations of future events that are believed to be reasonable under current circumstances. Revisions to accounting estimates are recognised prospectively commencing from the period of revision. The estimates, assumptions and judgements made by the management in the application of accounting and reporting standards as applicable in Pakistan, that are relevant to the financial statements that may result in adjustments in subsequent years are as follows:

2.4.1 Property, plant and equipment and intangibles (Refer notes: 4 & 6)

The Company reviews appropriateness of the method of depreciation / amortisation, useful lives and residual values used in the calculation of depreciation / amortisation of property, plant and equipment and intangible assets respectively on an annual basis. Further, where applicable, an estimate of recoverable amount of assets is made for possible impairment at each reporting date.

2.4.2 Right-of-use assets and corresponding lease liability (Refer notes: 5 & 23)

Where the Company cannot readily determine the interest rate implicit in the lease, it uses its Incremental Borrowing Rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Company would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value of the right-of-use asset in a similar economic environment.

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

The Company has several lease contracts that include extension and termination options. The Company applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Company reassesses the lease term if there is a significant event or change in circumstances that is within its control that affects its ability to exercise or not to exercise the option to renew or to terminate (e.g., construction of significant leasehold improvements or significant customisation of the leased asset).

2.4.3 Impairment of stock-in-trade (Refer note: 12)

The Company reviews the net realisable value of stock-in-trade to assess any diminution in the respective carrying values at each reporting date. Net realisable value is determined with reference to estimated selling price less estimated expenditure to make the sales.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

2.4.4 Provision for impairment on financial assets

Financial assets covered under IFRS 9 - 'Financial Instruments' (IFRS 9): (Refer note: 3.12.1)

The Company uses default rates based on credit rating of customers from which receivables are due, probability weighted cash flow projection for customers for which credit rating is not available and provision matrix for large portfolio of customers which have similar characteristics to calculate Expected Credit Losses (ECL) for trade receivables, contract assets and other receivables.

The default rates are benchmarked and adjusted for forward looking information, cash flow projections are discounted using original effective interest rates, and the rates in provision matrix are based on days past due for various customer segments that have similar loss patterns. The provision matrix is initially based on the Company's historical observed default rates which is then adjusted for forward looking information.

The assessment of the correlation between historical observed default rates and the projection of cash flows from customers, forecast economic conditions and resulting ECL is a significant estimate. The amount of ECL is sensitive to changes in circumstances and of forecast economic conditions. The Company's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

Financial assets covered under IAS 39 - 'Financial Instruments: Recognition and Measurement' (IAS 39)

The Securities and Exchange Commission of Pakistan (SECP) has deferred applicability of ECL model in respect of financial assets due directly / ultimately from Government of Pakistan (GoP) till June 30, 2025. Accordingly, the Company reviews the recoverability of its trade debts, lease receivables and investments that are due directly / ultimately from GoP to assess whether there is any objective evidence of impairment as per requirements of IAS 39 'Financial Instruments: Recognition and Measurement' at each reporting date.

The Company has overdue receivables on account of inter-corporate circular debt. These overdue balances are receivable from gas supply and power companies. The GoP is committed, hence continuously pursuing for satisfactory settlement of inter-corporate circular debt issue. However, the progress is slower than expected resulting in accumulation of Company's debts. Inter-corporate circular debt in Pakistan arises due to delayed payments in the energy sector supply chain; GoP either directly or through its direct / indirect ownership of entities within energy sector supply chain is at the core of circular debt issue.

Settlement of the Company's receivables is slower than the contractual terms primarily because circular debt is a macro economic level issue in Pakistan and its level at any given time is dependent on policies and / or priorities of the GoP, the level of subsidies offered by GoP to certain domestic and industrial consumers, exchange rate fluctuations, global crude oil prices and certain other systemic issues within energy sector (tariffs, losses, non / delayed recoveries).

The Company's assessment of objective evidence of impairment with respect to over due amounts on account of inter-corporate circular debt takes into account commitment made by the GoP, contractual rights to receive compensation for delayed payments and plans of the GoP to address the issue of inter-corporate circular debt.

2.4.5 Income taxes (Refer notes: 10 & 38)

Significant judgement is required in determining the provision for income taxes and deferred tax asset and liability. There are few transactions and calculations for which ultimate tax determination is uncertain as these matters are being contested at various legal forums. The Company recognises liabilities for anticipated tax issues based on estimates of whether additional taxes will be due taking into account decisions / judgement of appellate authorities on similar tax issues in the past. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred tax assets and liabilities in the period in which

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such determination is made. The recognition of deferred tax is also made taking into account these judgements and the best estimate of future results of the Company.

2.4.6 Provision for retirement and other service benefit obligations (Refer note: 22)

The present value of these obligations depends on a number of factors and is being calculated on actuarial basis using a number of assumptions. Any changes in these assumptions will impact the carrying amount of these obligations. The present values of these obligations and the underlying assumptions are disclosed in note 22 to these unconsolidated financial statements.

2.4.7 Valuation of un-quoted equity investment other than subsidiaries and associates (Refer note: 7)

The fair value of un-quoted equity investment other than subsidiaries and associates is calculated using cash flow projections which are discounted using the required rate of return. These cash flow projections and required rate of return calculation involves number of assumptions as disclosed in note 7.2 of these unconsolidated financial statements. Any changes in these assumptions will impact the carrying amount of the investment.

2.4.8 Contingencies (Refer note: 30)

The assessment of contingencies inherently involves the exercise of significant judgements as the outcome of future events cannot be predicted with certainty. The Company, based on availability of latest information, estimates the value of contingent liabilities, which may differ on the occurrence / non-occurrence of uncertain future event(s).

2.5 New or amendments / interpretations to existing standards, interpretations and forthcoming requirements

The Company has adopted the amendment to IAS 1 - Classification of liabilities as current or non-current which became effective from the current year.

The adoption of this amendment to the approved accounting and reporting standard did not have any material effect on these unconsolidated financial statements.

2.6 Standards, amendments and interpretations to accounting and reporting standards that are not yet effective

The following accounting and reporting standards as applicable in Pakistan and the amendments and interpretations thereto will be effective for accounting periods beginning on or after July 01, 2025. The Company is currently in the process of assessing the impact of these amendments and interpretations.

- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28) amend accounting treatment on loss of control of business or assets. The amendments also introduce new accounting for less frequent transactions that involves neither cost nor full step-up of certain retained interests in assets that are not businesses. The effective date for these changes has been deferred indefinitely until the completion of a broader review. Early adoption continues to be permitted.
- Lack of Exchangeability (amendments to IAS 21) clarify:
  - when a currency is exchangeable into another currency; and
  - how a company estimates a spot rate when a currency lacks exchangeability.

  Further, Companies will need to provide new disclosures to help users assess the impact of using an estimated exchange rate on the financial statements. These disclosures might include:

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

- the nature and financial impacts of the currency not being exchangeable;
- the spot exchange rate used;
- the estimation process; and
- risks to the Company because the currency is not exchangeable.

The amendments apply for annual reporting periods beginning on or after January 01, 2025. Earlier application is permitted.

- Amendments to the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures:
- Financial Assets with ESG-Linked features:

Under IFRS 9, it was unclear whether the contractual cash flows of some financial assets with ESG-linked features represented Solely Payments of Principal and Interest (SPPI). This could have resulted in financial assets with ESG-linked features being measured at fair value through profit or loss.

Although the new amendments are more permissive, they apply to all contingent features, not just ESG-linked features. While the amendments may allow certain financial assets with contingent features to meet the SPPI criterion, companies may need to perform additional work to prove this. Judgement will be required in determining whether the new test is met.

The amendments introduce an additional SPPI test for financial assets with contingent features that are not related directly to a change in basic lending risks or costs – e.g., where the cash flows change depending on whether the borrower meets an ESG target specified in the loan contract.

The amendments also include additional disclosures for all financial assets and financial liabilities that have certain contingent features that are:

- not related directly to a change in basic lending risks or costs; and
- are not measured at fair value through profit or loss.

The amendments apply for reporting periods beginning on or after January 01, 2026. Companies can choose to early-adopt these amendments (including the associated disclosure requirements), separately from the amendments for the recognition and derecognition of financial assets and financial liabilities.

- Recognition / derecognition requirements of financial assets / liabilities by Electronic Payments:

The amendments to IFRS 9 clarify when a financial asset or a financial liability is recognised and derecognised and provide an exception for certain financial liabilities settled using an electronic payment system. Companies generally derecognise their trade payables on the settlement date (i.e., when the payment is completed). However, the amendments provide an exception for the derecognition of financial liabilities. The exception allows the Company to derecognise its trade payables before the settlement date, when it uses an electronic payment system that meets all of the following criteria:

- no practical ability to withdraw, stop or cancel the payment instruction;
- no practical ability to access the cash to be used for settlement as a result of the payment instruction; and
- the settlement risk associated with the electronic payment system is insignificant.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

The amendments apply for reporting periods beginning on or after January 01, 2026. Earlier application is permitted.

Other related amendments:

Contractually Linked Instruments (CLIs) and non-recourse features:

The amendments clarify the key characteristics of CLIs and how they differ from financial assets with non-recourse features. The amendments also include factors that a company needs to consider when assessing the cash flows underlying a financial asset with non-recourse features (the 'look through' test).

Disclosures on investments in equity instruments:

The amendments require additional disclosures for investments in equity instruments that are measured at fair value with gains or losses presented in other comprehensive income.

The amendments apply for reporting periods beginning on or after January 01, 2026. Earlier application is permitted.

Annual Improvements to IFRS Accounting Standards – Amendments to:

- IFRS 1 First-time Adoption of International Financial Reporting Standards;
- IFRS 7 Financial Instruments: Disclosures and it's accompanying guidance on implementing IFRS 7;
- IFRS 9 Financial Instruments;
- IFRS 10 Consolidated Financial Statements; and
- IAS 7 Statement of Cash flows

The amendments to IFRS 9 address:

- a conflict between IFRS 9 and IFRS 15 Revenue from Contracts with Customers over the initial measurement of trade receivables:

  Under IFRS 15, a trade receivable may be recognised at an amount that differs from the transaction price – e.g., when the transaction price is variable. Conversely, IFRS 9 requires that companies initially measure trade receivables without a significant financing component at the transaction price. The IASB has amended IFRS 9 to require companies to initially measure a trade receivable without a significant financing component at the amount determined by applying IFRS 15; and

- how a lessee accounts for the derecognition of a lease liability under paragraph 23 of IFRS 9:

  When lease liabilities are derecognised under IFRS 9, the difference between the carrying amount and the consideration paid is recognised in profit or loss.

  The amendment on trade receivables may require some companies to change their accounting policy.

  The amendments apply for annual reporting periods beginning on or after January 01, 2026. Earlier application is permitted.

  The amendment on derecognition of lease liabilities applies only to lease liabilities extinguished on or after the beginning of the annual reporting period in which the amendment is first applied.

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- Contracts Referencing Nature-dependent Electricity – (Amendments to IFRS 9 and IFRS 7) address the challenges faced by Companies in applying IFRS 9 Financial Instruments to contracts referencing nature-dependent electricity – sometimes referred to as renewable power purchase agreements (PPAs). The IASB has also added new disclosure requirements for certain PPAs to IFRS 7 Financial Instruments: Disclosures.

The amendments include guidance on:

- The 'own-use' exemption for purchasers of electricity under such PPAs; and

- Hedge accounting requirements for companies that hedge their purchases or sales of electricity using PPAs.

The amendments for the own-use exemption:

- Existing IFRS 9 guidance left ambiguity on whether PPAs could qualify for the own-use exemption (i.e., not accounted for as derivatives).

- The amendments allow a company to apply the own-use exemption to PPAs if the company has been, and expects to be, a net-purchaser of electricity for the contract period.

- The amendments apply retrospectively using facts and circumstances at the beginning of the reporting period of initial application, without requiring prior periods to be restated.

The amendments for hedge accounting:

- Virtual PPAs and other PPAs that do not meet the own-use exemption are accounted for as derivatives and measured at FVTPL. Hedge accounting under IFRS 9 can help reduce volatility by reflecting how PPAs hedge future electricity purchases or sales, but applying it presents challenges. A key issue arises from a mismatch between the P50 estimate used to measure the PPA and the P90 estimate required for the highly probable hedged transaction, which may prevent hedge accounting qualification. Subject to certain conditions, the amendments permit designation of a variable nominal volume of forecasted renewable electricity sales or purchases as the hedged transaction, rather than a fixed volume based on P90 estimates. This variable volume reflects what is expected to be delivered by the referenced generation facility, supporting an economic offset and enabling hedge accounting. A P50 estimate indicates the volume of energy production expected to be exceeded with 50 percent probability. A P90 estimate indicates the volume of energy production expected to be exceeded with 90 percent probability.

- The amendments apply prospectively to new hedging relationships designated on or after the date of initial application. They also allow companies to discontinue an existing hedging relationship if the same hedging instrument is designated under the new requirements.

The new disclosure requirements:

A company may apply the own-use exemption to certain PPAs under the amendments and therefore would not recognise these PPAs in its statement of financial position. Where this is the case, a company is required to disclose further information such as:

- contractual features exposing the company to variability in electricity volume and risk of oversupply;

- estimated future cash flows from unrecognised contractual commitments to buy electricity in appropriate time bands;

- qualitative information about how the company assessed whether a contract might become onerous; and

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

- qualitative and quantitative information about the costs and proceeds associated with purchases and sales of electricity, based on the information used for the 'net-purchaser' assessment.

  In addition, for PPAs designated in a cash flow hedging relationship, companies need to disaggregate the information disclosed about terms and conditions by risk category.

  The amendments apply for reporting periods beginning on or after January 01, 2026. Early application is permitted.

- State-Owned Enterprises (SOEs)

  State-Owned Enterprises (Governance and Operations) Act, 2023 (SOE Act) came into effect on January 31, 2023. Section 25 (2) read with Section 3 of SOE requires entities falling within its scope to prepare financial statements in accordance with IFRS Accounting Standards issued by International Accounting Standards Board (IASB) . SOE Act requires such SOEs to ensure complete compliance with IFRS Accounting Standards, within a period of three years from coming into effect of SOE Act. Consequently, the financial statements for the year ending June 30, 2026 of the Company will be required to comply with the requirements of IFRS Accounting Standards as issued by IASB. This transition will require certain changes in the way certain items are required or presented in the statement of financial position, statement of profit or loss, statement of comprehensive income, statement of cash flows and statement of changes in equity, material accounting policy information and related notes to the financial statements.

2.7 Share based payments and Benazir Employees Stock Option Scheme

Amendments to IFRS 2 Share-based payment – Group cash-settled share-based payment transactions became effective from July 01, 2010 which require an entity receiving goods or services (receiving entity) in either an equity-settled or a cash-settled share-based payment transaction to account for such transaction in its separate or individual unconsolidated financial statements.

On August 14, 2009, the Government of Pakistan (GoP) launched Benazir Employees' Stock Option Scheme ('the Scheme') for employees of certain State-Owned Enterprises (SOEs) and non State-Owned Enterprises (non SOEs) where GoP holds significant investments. The scheme is applicable to permanent and contractual employees who were in the employment of these entities on the date of launch of the Scheme, subject to completion of five years vesting period by all contractual employees and by permanent employees in certain instances.

The Scheme provides for a cash payment to employees on retirement or termination based on the price of shares of respective entities. To administer this scheme, GoP shall transfer 12% of its investment in such SOEs and non SOEs to a Trust Fund to be created for the purpose by each of such entities. The eligible employees would be allocated units by each Trust Fund in proportion to their respective length of service, and on retirement or termination such employees would be entitled to receive such amounts from Trust Funds in exchange for the surrendered units as would be determined based on market price for listed entities or breakup value for non-listed entities. The shares relating to the surrendered units would be transferred back to GoP.

The Scheme also provides that 50% of dividend related to shares transferred to the respective Trust Fund would be distributed amongst the unit holder employees. The balance 50% dividend would be transferred by the respective Trust Fund to the Central Revolving Fund managed by the Privatisation Commission of Pakistan for payment to employees against surrendered units. The deficit, if any, in Trust Funds to meet the re-purchase commitment would be met by GoP.

The Scheme, developed in compliance with the above stated GoP policy of empowerment of employees of SOEs need to be accounted for by the covered entities, including the Company, under the provisions of amended IFRS 2.

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For the year ended June 30, 2025

However, keeping in view the difficulties that may be faced by the entities covered under the Scheme, the SECP vide SRO 587(I)/2011 dated June 07, 2011; on receiving representations from some of entities covered under the Scheme and after having consulted the Institute of Chartered Accountants of Pakistan (ICAP), granted exemption to such entities from the application of IFRS 2 to the Scheme. Further, in response to this letter, as per the Ministry of Privatization letter dated May 08, 2019, Ministry has advised to initiate case for winding up of the Scheme. In response to this letter Trustees of the Scheme have requested parent ministry for directions / clarification on winding up. The Honourable Supreme Court of Pakistan in its short order dated October 22, 2020, stated in the cases filed by other companies declared that Benazir Employees Stock Option Scheme (BESOS) is unconstitutional and ultra-vires. The Ministry of Energy (Petroleum Division) through its letter reference F.No. 8(9)/2014/BESOS/D-III (Volume-IV) dated November 25, 2020 directed the Company while referring Finance's Division letter no. F.2 (39) - NTR/2-2-F dated November 19, 2020 to deposit the accrued BESOS amounts in Federal Consolidated Fund. The Company now awaits the specific instructions from the Ministry of Energy (Petroleum Division) regarding the winding up of the Trust, after which it shall take the requisite corporate actions for the transfer of 3.04% shareholding back to the Federal Government and related actions for liquidation of the Trust and crediting the Trust funds in the Federal Consolidated Fund.

3. MATERIAL ACCOUNTING POLICY INFORMATION

The material accounting policies applied in the preparation of these unconsolidated financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

3.1 Property, plant and equipment

These are stated at cost less accumulated depreciation and accumulated impairment losses, if any, except freehold land which is stated at cost and capital work-in-progress which is stated at cost less accumulated impairment losses, if any.

Cost in relation to certain fixed assets, including capital work-in-progress, signifies historical cost and financial charges on borrowings for financing the projects which takes substantial time for completion, until such projects are available for their intended use. Fixed assets under capital work-in-progress are classified to the appropriate categories of property, plant and equipment, when completed and ready for intended use.

Depreciation is charged to profit or loss using straight-line method so as to write-off the historical cost of the assets over their estimated useful lives at the rates given in note 4.1 to these unconsolidated financial statements. Depreciation on additions is charged when the asset is available for use till the disposal of the asset. Assets' residual value, useful lives and method of depreciation and rates are reviewed, and adjusted prospectively, if appropriate on an annual basis at each reporting date. An asset's carrying amount is written down immediately to its recoverable amount if the asset’s carrying amount is greater than its estimated recoverable amount. Subsequent costs are included in the asset’s carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised.

Maintenance and normal repairs are charged to profit or loss. The gain or loss on disposal or retirement of an asset represented by the difference between the sale proceeds and the carrying amount of the asset is recognised as an income or expense.

3.2 Right-of-use asset

The right-of-use asset is initially measured based on the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less

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any lease incentive received. The right-of-use asset is depreciated on a straight-line method over the lease term as this method most closely reflects the expected pattern of consumption of future economic benefits. The right-of-use asset is reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The Company does not recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The lease payments associated with these leases are recognised as an expense on a straight-line basis over the lease term.

3.3 Intangibles

An intangible asset is recognised if it is probable that the future economic benefits that are attributable to the asset will flow to the Company and that the cost of such asset can also be measured reliably.

Generally, costs associated with developing or maintaining computer software programmes are recognised as an expense as incurred. However, costs that are directly associated with identifiable software and have probable economic benefits exceeding one year, are recognised as an intangible asset. Direct costs include the purchase cost of software and related overhead cost. Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses, if any.

Intangible asset is amortised and charged to profit or loss when such asset is available for use on straight-line basis over its useful economic life. The estimated useful life and amortisation method are reviewed on an annual basis at each reporting period, with the effect of any change in estimate being accounted for on prospective basis.

3.4 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

i) Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition and subsequently measured at amortised cost, fair value through other comprehensive income (FVOCI) or fair value through profit or loss (FVPL).

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Company's business model for managing them. With the exception of trade receivables and contract assets, the Company initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables and contract assets are measured at the transaction price determined under IFRS 15 'Revenue from Contracts with Customers'.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are SPPI on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. The Company's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Company

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

commits to purchase or sell the asset.

Subsequent measurement

For purposes of subsequent measurement, the Company classifies its financial assets into following categories:

- Financial assets at amortised cost (debt instruments);
- Financial assets designated at Fair Value through Other Comprehensive Income (FVOCI) with no recycling of cumulative gains and losses upon derecognition (equity instruments); and
- Financial assets at Fair Value through Profit or Loss (FVPL).

Financial assets at amortised cost (debt instruments)

The Company measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the Effective Interest Rate (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets designated at FVOCI (equity instruments)

Upon initial recognition, the Company can elect to classify irrevocably its equity investments as equity instruments designated at FVOCI when they meet the definition of equity under IAS 32 'Financial Instruments: Presentation' and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised as other income in profit or loss when the right of payment has been established. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

Financial assets at FVPL

Financial assets at FVPL include financial assets held for trading, financial assets designated upon initial recognition at FVPL, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at FVOCI, as described above, debt instruments may be designated at FVPL on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at FVPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

This category also includes derivative instruments and listed equity investments which the Company had not irrevocably elected to classify at FVOCI. Dividends on equity investments are also recognised as other income in profit or loss when the right of payment has been established.

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For the year ended June 30, 2025

The Company has not designated any financial asset as at FVPL.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Company's statement of financial position) when:

- The rights to receive cash flows from the asset have expired, or
- The Company has transferred its right to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Company has transferred its rights to receive cash flows from an asset or has entered into a 'pass-through' arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership.

When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Company could be required to repay.

ii) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at FVPL, loans and borrowings, trade payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

Subsequent measurement

Financial liabilities at FVPL

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss. Gains or losses on liabilities held for trading are recognised in profit or loss. Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in IFRS 9 are satisfied. The Company has not designated any financial liability as at FVPL.

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Financial liabilities at amortized cost

After initial recognition, borrowings and payables are subsequently measured at amortized cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in profit or loss.

Borrowings are classified as current liabilities unless the Company has an unconditional right to defer the settlement of the liability for at least twelve months after the reporting date. Exchange gains and losses arising in respect of borrowings in foreign currency are added to the carrying amount of the borrowing.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

iii) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

3.5 Investment in associates

Associates are all entities over which the Company has significant influence but not control, generally represented by a shareholding of 20% or more but less than 50% of the voting rights. Significant influence is the power to participate in the financial and operating policies and decision of investees. Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost.

The Company's share of its associates' post acquisition profits or losses is recognised in profit or loss and its share in associates' post acquisition comprehensive income is recognised in other comprehensive income. Cumulative post acquisition movements are adjusted against the carrying value of the investments. Dividends received from associates reduce the carrying amount of the investment. When the Company's share of losses in associate equals or exceeds its interest in the associate including any other long-term unsecured receivable, the Company does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

When an FVOCI investment is converted into associated company, the balance in the surplus on revaluation of related asset is transferred to unappropriated profit. Gain on transaction between the Company and its associate are eliminated to the extent of the Company's interest in associates.

The carrying amount of the investment is tested for impairment, by comparing its recoverable amount (higher of value- in-use or fair value less costs to sell) with its carrying amount and loss, if any, is recognised in profit or loss.

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3.6 Investment in subsidiaries

Investment in subsidiaries is stated at cost less accumulated impairment losses, if any.

3.7 Stores, spares and loose tools

These are valued at moving average cost less accumulated impairment losses, if any, except for items in-transit which are stated at invoice value plus other charges incurred thereon till the reporting date. Cost comprises invoice value and other direct costs but excludes borrowing cost. Provision is made for obsolete / slow moving items where necessary and is recognised in profit or loss.

3.8 Stock-in-trade

Stock-in-trade is valued at the lower of average cost or cost on First-In-First-Out (FIFO) basis and net realisable value except for stock-in-transit which is stated at cost (invoice value) plus other charges incurred thereon till the reporting date. The cost formula is dependent on the nature of the stock categories but the same formula is applied to all items of a similar nature. Cost comprises invoice value, charges like excise, custom duties, etc., and other direct costs.

Provision is made for obsolete / slow moving stocks where necessary and recognised in profit or loss. Net realisable value is the estimated selling price in the ordinary course of business less estimated costs necessary to be incurred in order to make a sale.

3.9 Deposits, advances and other receivables

Deposits, advances and other receivables are stated initially at fair value and subsequently measured at amortised cost using the EIR method.

Exchange gains or losses arising in respect of deposits, advances and other receivables in foreign currency are added to their respective carrying amounts and charged to profit or loss.

3.10 Short-term Investments

The Company purchases securities under agreement to resale whereby securities are purchased under contractual arrangements that require the counter-party to repurchase the same securities at a fixed price on a future date. These transactions are accounted for as secured lending arrangements. The amounts paid are recognised as financial assets at amortized cost, and the difference between the purchase price and repurchase price is recognised as interest income over the term of the agreement using the EIR method.

3.11 Cash and cash equivalents

Cash and cash equivalents include cash in hand, with banks in current and deposit accounts, cheques in hand, demand draft, highly liquid investments and running finance under mark-up arrangements. Highly liquid investments are shown within short-term investments under current assets on the statement of financial position. Running finances under mark-up arrangements are shown within short-term borrowings under current liabilities on the statement of financial position.

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3.12 Impairment

3.12.1 Impairment of financial assets

Financial assets covered under IFRS 9

The Company recognises an allowance for Expected Credit Losses (ECL) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECL is recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For financial assets other than trade debts and contract assets, the Company applies general approach in calculating ECL. It is based on difference between the contractual cashflows due in accordance with the contract and all the cashflows that the Company expects to receive discounted at the approximation of the original effective interest rate. The expected cashflows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

For trade debts and contract assets, the Company applies a simplified approach where applicable in calculating ECL. Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECL at each reporting date. The Company has established a provision matrix for large portfolio of customers having similar characteristics and default rates based on the credit rating of customers from which receivables are due that is based on the Company's historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

IFRS 9 requires incorporating future economic conditions into the measurement of ECL. Future economic conditions are incorporated by adjusting estimates of PD to reflect expectations about the stage of economic cycle expected to be prevalent in the economy as-and-when default is expected to arise in the future. The macroeconomic factors considered were GDP, CPI and exchange rate which were selected based on regression analysis of historical default rate and macroeconomic indicators and based on the results of the analysis two out of three macroeconomic factors were considered to be the most suitable factors based on highest correlation with default rate. The GDP, CPI and exchange rate forecast were sourced from World Economic Outlook Database of "International Monetary Fund" which was used to determine forward looking Point in Time PDs (PiT PDs). In compliance with IFRS 9, GDP, CPI and exchange rate were forecasted considering scenarios indicating movement of both indicators under base case, best case, and worst case simulations. Base case forecasts were sensitized using a scaling factor of 5 years standard deviation to determine better and worst-case scenarios. It was assumed that forecast is a normal distribution. As per normal distribution property the base, better and worst would have 68%, 16% and 16% chances of likelihood.

The Company considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Company may also consider a financial asset to be in default when internal or external information indicates that the Company is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

Financial assets covered under IAS 39

The SECP through SRO 1784(I)/2024 dated November 04, 2024 has granted exemption from application of ECL method under IFRS 9 ‘Financial Instruments’ on financial assets due from GoP in respect of circular debt for the financial years ending on or before December 31, 2025, provided that the Company shall follow relevant requirements of IAS 39 'Financial Instruments: Recognition and Measurement' in respect of above referred financial assets during the exemption period. Consequently, the Company has not recorded impact of aforesaid ECL on trade debts of SNGPL and GENCO in these unconsolidated financial statements based on the exemption granted from SECP in this respect. It was noted that concerns expressed by companies regarding practical limitations in determining ECL on debts due from Government, due to uncertain cash recovery patterns of circular debt, carry weight. In accordance with the exemption granted by SECP, ECL has not been recognised in respect of financial assets due directly / ultimately from GoP (i.e., SNGPL and GENCO) in the unconsolidated financial statements based on the clarification received from SECP. The Company expects same exemption for another one year from SECP.

Financial assets, on which ECL model is not applicable as per the aforesaid notification of SECP, are assessed at each reporting date to determine whether there is any objective evidence that it is impaired. A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of that asset. Individually significant financial assets are tested for impairment on an individual basis. The remaining financial assets are assessed collectively in groups that share similar credit risk characteristics.

All impairment losses are recognised in statement of profit or loss . An impairment loss is reversed if the reversal can be related objectively to an event accruing after the impairment loss was recognised. For financial asset carried at cost, the impairment loss is measured as the difference between the asset’s carrying amount and the present value of estimated future cash flows discounted at current market rate of return for a similar financial asset. Such impairment losses will not be reversed in subsequent periods. For financial asset carried at amortised cost, the amount of impairment loss recognised is difference between carrying amount and present value of estimated cash flows, discounted at effective interest rate.

3.12.2 Non-financial assets

The carrying amounts of non-financial assets are assessed at each reporting date to ascertain whether there is any indication of impairment. If such an indication exists, the asset's recoverable amount is estimated to determine the extent of impairment loss, if any. An impairment loss is recognised, as an expense in profit or loss. The recoverable amount is the higher of an asset's fair value less cost to disposal and value-in-use. Value-in-use is ascertained through discounting of the estimated future cash flows using a discount rate that reflects current market assessments of the time value of money and the risk specific to the assets for which the estimate of future cash flow have not been adjusted. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

An impairment loss is reversed if there is a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the assets carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised previously. Reversal of an impairment loss is recognised immediately in profit or loss.

3.13 Share capital

Ordinary shares are classified as equity and are recorded at their face value. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

3.14 Retirement and other service benefits

3.14.1 Defined benefit plans

Pension funds

The Company operates approved funded defined benefit pension schemes separately for permanent management and non-management employees except for those employees who joined the Company after December 31, 2012. The scheme is administrated by the Trustees nominated under the Trust Deed. The schemes provide pension based on the employees' last drawn salary. Pensions are payable for life and thereafter 50% to surviving spouses and / or dependent children. Provisions are made to cover the obligations under the scheme on the basis of actuarial recommendations. The actuarial valuations are carried using the 'Projected Unit Credit Method'. The amount recognised in the statement of financial position represents the present value of defined benefit obligations as reduced by the fair value of the plan assets. Actuarial gain or loss (remeasurements) are immediately recognised as other comprehensive income / (loss) as they occur. Current service costs and any past service costs together with net interest cost are charged to profit or loss.

Gratuity funds

The Company also operates an approved funded defined benefit gratuity scheme for all its permanent employees. The scheme is administrated by the Trustees nominated under the Trust Deed. The scheme provides for a graduated scale of benefits dependent on the length of service of the employee on terminal date, subject to the completion of minimum qualifying period of service. Gratuity is based on employees' last drawn salary. Provisions are made to cover the obligations under the scheme on the basis of actuarial recommendations. The actuarial valuations are carried out using the 'Projected Unit Credit Method'. Actuarial gain or loss (remeasurements) are immediately recognised in other comprehensive income / (loss) as they occur. The amount recognised in the statement of financial position represents the present value of defined benefit obligations as reduced by the fair value of the plan assets. Current service costs and any past service costs together with net interest cost are charged to profit or loss.

Medical benefits

The Company also provides post retirement defined medical benefits to its permanent employees except for those management and non-management employees who joined the Company after July 01, 2001. Under the unfunded scheme all such employees, their spouses and dependents are entitled to the benefits. Provisions are made to cover the obligations under the scheme on the basis of actuarial recommendations. The actuarial valuations are carried out using the 'Projected Unit Credit Method'. Actuarial gains or losses (remeasurements) are immediately recognised in other comprehensive income / (loss) as they occur. The amount recognised in the statement of financial position represents the present value of defined benefit obligations. Current service costs and any past service costs together with net interest cost are charged to profit or loss.

Compensated absences

The Company provides for compensated absences on the basis of actuarial valuation carried out in accordance with the requirements of IAS 19 'Employees Benefits'. Actuarial valuation of the scheme is carried out every year. Compensated absences are based on employees' last drawn salary.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

3.14.2 Defined contribution plan

Provident funds

The Company also operates an approved funded defined contributory provident fund separately for its management and non-management employees. Equal monthly contributions are made both by the Company and the employee at the rate of 8.33% per annum of the basic salary. In addition, employees have the option to contribute at the rate of 16.66% per annum, however, the Company's contribution remains at the rate of 8.33% per annum.

Pension funds

The Company also operates an approved funded defined contributory pension fund separately for its management and non-management employees. Monthly contribution is made by the Company at the rate of 9.47% per annum of the gross salary.

3.15 Lease liabilities

At inception of a contract, the Company assesses whether a contract is, or contains, a lease based on whether the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Company.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease, or if that rate cannot be readily determined, the Company's incremental borrowing rate.

Lease payments include fixed payments less any incentive received, variable lease payment that are based on an index or a rate, amounts expected to be payable by the lessee under residual value guarantees, the exercise price of a purchase option and if the lessee is reasonably certain to exercise that option, payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option, less any lease incentives receivable. The extension and termination options are incorporated in determination of lease term only when the Company is reasonably certain to exercise these options.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease liability is subsequently measured at amortised cost using the EIR method. It is remeasured when there is a change in future lease payments arising from a change in fixed lease payments or an index or rate, change in the Company's estimate of the amount expected to be payable under a residual value guarantee. The corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit and loss if the carrying amount of right-of-use asset has been reduced to zero.

The Company has several lease contracts that include extension and termination options. The Company applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Company reassesses the lease term if there is a significant event or change in circumstances that is within its control that affects its ability to exercise or not to exercise the option to renew or to terminate.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

When there is a change in scope of a lease, or the consideration for a lease, that was not part of the original terms and conditions of the lease is accounted for as a lease modification. The lease modification is accounted for as a separate lease if modification increases the scope of lease by adding the right-of-use one or more underlying assets and the consideration for lease increases by an amount that is commensurate with the stand-alone price for the increase in scope adjusted to reflect the circumstances of the particular contracts, if any. When the lease modification is not accounted for as a separate lease, the lease liability is remeasured and corresponding adjustment is made to right-of-use asset.

3.16 Provisions

Provisions are recognised when the Company has present obligation (legal or constructive obligation) as a result of a past event, it is probable that outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of obligation. Provisions are reviewed at each reporting date and adjusted to reflect current best estimate.

The amount recognised as provision is the best estimate of consideration required to settle the present obligation at the end of reporting period, taking into account the risk and uncertainties surrounding the obligation.

3.17 Taxation

3.17.1 Current

Provision for current taxation is based on the taxable income for the year determined in accordance with the prevailing law for taxation on income. The charge for current tax is calculated using prevailing tax rates. The charge for current tax also includes adjustments for prior years or otherwise considered necessary for such years. Current tax is charged to profit or loss except to the extent it relates to items recognised in other comprehensive income / (loss).

3.17.2 Deferred

Deferred tax is accounted for using the balance sheet liability method on all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the unconsolidated financial statements. Deferred tax liabilities are generally recognised for all taxable temporary differences including on investments in associates and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences, unabsorbed depreciation, unused tax losses and tax credits can be utilised. Deferred tax assets are remeasured at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised. Deferred tax is calculated at the rates that are expected to apply to the period when the differences are expected to reverse, based on tax rates that have been enacted or substantively enacted by the reporting date. Deferred tax is charged or credited to profit or loss except to the extent it relates to items recognised as other comprehensive income / (loss).

3.17.3 Minimum and final taxes

Minimum taxes are calculated on the gross amount taxable under the minimum tax regime of Income Tax Ordinance, 2001. The amount calculated on taxable income is recognised as current tax expense and any amount in excess of the current tax expense is recognised as minimum tax differential and these are accounted for as levies.

Final taxes are calculated on the gross amount taxable under the Final Tax Regime of Income Tax Ordinance, 2001. The amount calculated on gross taxable amounts is recognised as final tax and these are accounted for as levies.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

3.18 Foreign currency transactions and translations

Transactions in foreign currencies are converted into Rupees at the rates of exchange prevailing on the date of the transactions. Monetary assets and liabilities in foreign currencies are translated into Rupees at rates prevailing at the statement of financial position date. Foreign currency gains and losses are recognised in the statement of profit or loss. Foreign exchange differences arising from trading transactions are included in the results of operating activities whereas exchange differences on financing activities are included in finance cost.

3.19 Revenue recognition

The Company recognises revenue at a point-in-time when control of product is transferred to customer. Control, depending on contractual terms, is considered to be transferred either when the product is directly uplifted by customer from terminal or when it is delivered by the Company at customer premises.

The Company generally enters into an agreement with its customers for supply of petroleum products, including delivery of product. As the transportation of product coincides with actual delivery, sale of product and transportation is considered single performance obligation. The credit limits in contract with customers ranges from 2 to 90 days.

3.20 Other income

Other income is recognised to the extent it is probable that economic benefit will flow to the Company and the amount can be measured reliably. Other income is measured at fair value of the consideration received or receivable and recognised on following basis:

- Dividend income on equity investment is recognised when the Company's right to receive the dividend is established.
- Mark-up / interest on debt securities, return on deposits and other financial assets are recognised on time proportion basis using effective interest rate method.
- Handling, storage and other services income is recognised when the services have been rendered.
- Mark-up receivable on delayed payments is recognised on receipt basis.
- Return on deposits and other financial assets is recognised on accrual basis.
- Financial charges on line-fill cost is recognised on accrual basis.

3.21 Segment reporting

Segment reporting is based on the operating (business) segments of the Company. An operating segment is a component of the Company that engages in business activities from which it may earn revenue and incur expenses. An operating segment's operating results are reviewed regularly by the Management Committee of the Company to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

Segment results that are reported to the BoM includes items directly attributable to a segment as well as those that can be allocated on a reasonable basis. The business segments are engaged in providing products or services which are subject to risk and rewards which differ from the risk and rewards of other segments. Segments reported are Petroleum products, Liquefied Natural Gas (LNG) and others.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

3.22 Interest in joint arrangements

Joint arrangements are arrangements in which the Company has contractually agreed sharing of control, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control. Joint arrangements are classified as joint operations or joint ventures depending upon the rights and obligations arising from the joint arrangement.

The Company classifies a joint arrangement as joint operations when the Company has the rights to the assets, and obligations for the liabilities of the arrangement in relation to the joint operations. The Company classifies a joint arrangement as a joint venture when the Company has rights to the net assets of the arrangement.

The Company currently has joint operations as follows:

- In December 2004, the Company entered into an unincorporated joint arrangement with Shell Pakistan Limited and Total Parco Marketing Limited, for establishment and installation of storage facilities relating to petroleum products at Mehmoodkot. The Company has a 62.1% share in the joint arrangement.

- In March 2015, the Company entered into an unincorporated joint arrangement with Attock Petroleum Limited (APL) for establishment, operation and maintenance of a fuel farm and to operate and maintain the hydrant refueling system at the New Islamabad International Airport. Each party has a 50% share in this joint arrangement.

The Company recognises its direct right to the assets, liabilities, revenues and expenses of joint operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses. These have been incorporated in these unconsolidated financial statements under the appropriate line items.

The Company currently does not have any joint venture.

3.23 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 or loss 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.

3.24 Contingencies

Contingencies are disclosed when Company has possible obligation that arises from past event and whose existence will be confirmed only by occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company, or a present obligation that arises from past event but is not recognised because it is not probable that an outflow of resourses embodying economic benefit will be required to settle the obligation or, when amount of obligation cannot be measured with sufficient reliability.

	Note	2025	2024
4. PROPERTY, PLANT AND EQUIPMENT			
Operating assets	*4.1*	**22,063,026**	18,211,319
Capital work-in-progress	*4.4*	**2,507,653**	3,902,585
		24,570,679	22,113,904

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

4.1 Operating assets

(Amounts in Rs. '000)

	Land		Building		Tanks and pipelines	Service and filling stations (Note 4.1.2)	Plant and machinery	Furniture and fittings	Vehicles and other rolling stock	Office equipment	Railway sidings	Gas cylinders / regulators (Note 4.1.2)	Total
	Freehold	Leasehold	On freehold land	On leasehold land									
As at July 01, 2023													
Cost	943,896	110,921	1,342,638	2,024,968	10,105,256	13,551,916	6,000,206	502,235	2,370,281	1,425,231	97,555	439,001	38,914,104
Accumulated depreciation	-	(31,792)	(740,652)	(1,137,259)	(4,906,741)	(9,769,959)	(4,481,988)	(372,284)	(1,731,993)	(1,140,153)	(78,698)	(164,733)	(24,556,252)
Net book value	943,896	79,129	601,986	887,709	5,198,515	3,781,957	1,518,218	129,951	638,288	285,078	18,857	274,268	14,357,852
Year ended June 30, 2024													
Opening net book value	943,896	79,129	601,986	887,709	5,198,515	3,781,957	1,518,218	129,951	638,288	285,078	18,857	274,268	14,357,852
Additions / transfers	50,633	-	118,680	24,688	2,205,584	2,040,396	925,193	80,581	299,621	395,295	-	88,316	6,228,987
Disposals (Note 4.2)													
Cost	-	-	-	(279)	(9,345)	(122,260)	(21,958)	(8,578)	(70,315)	(11,136)	-	-	(243,870)
Accumulated depreciation	-	-	-	279	9,236	121,851	21,958	8,445	62,621	11,128	-	-	235,517
	-	-	-	-	(109)	(409)	-	(133)	(7,695)	(8)	-	-	(8,353)
Write offs													
Cost	-	-	(2,379)	(9,724)	(40,688)	(942,182)	(90,237)	(35,499)	(1)	(108,864)	(496)	-	(1,230,069)
Depreciation	-	-	2,379	9,724	40,688	942,182	90,237	35,499	1	108,864	496	-	1,230,069
	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation charge (Note 4.1.1)	-	(1,263)	(42,727)	(77,851)	(731,524)	(699,352)	(336,040)	(35,621)	(184,276)	(207,475)	(4,435)	(46,603)	(2,367,167)
Closing net book value	994,529	77,866	677,939	834,546	6,672,466	5,122,593	2,107,371	174,778	745,938	472,889	14,422	315,981	18,211,319
As at July 01, 2024													
Cost	994,529	110,921	1,458,939	2,039,653	12,260,807	14,527,871	6,813,204	538,740	2,599,586	1,700,526	97,059	527,317	43,669,152
Accumulated depreciation	-	(33,055)	(781,000)	(1,205,107)	(5,588,341)	(9,405,278)	(4,705,833)	(363,961)	(1,853,647)	(1,227,637)	(82,637)	(211,336)	(25,457,833)
Net book value	994,529	77,866	677,939	834,546	6,672,466	5,122,593	2,107,371	174,778	745,938	472,889	14,422	315,981	18,211,319
Year ended June 30, 2025													
Opening net book value	**994,529**	**77,866**	**677,939**	**834,546**	**6,672,466**	**5,122,593**	**2,107,371**	**174,778**	**745,938**	**472,889**	**14,422**	**315,981**	**18,211,319**
Additions / transfers	**162,284**	**-**	**134,331**	**255,808**	**2,071,957**	**1,672,599**	**1,315,106**	**27,086**	**644,366**	**368,329**	**-**	**169,579**	**6,821,445**
Disposals (Note 4.2)													
Cost	**-**	**-**	**-**	**(900)**	**(12,947)**	**(141,167)**	**(59,016)**	**(8,203)**	**(60,332)**	**(46,366)**	**-**	**(41,607)**	**(370,538)**
Accumulated depreciation	**-**	**-**	**-**	**900**	**12,490**	**140,454**	**58,732**	**7,959**	**35,912**	**45,770**	**-**	**31,821**	**334,038**
	-	**-**	**-**	**-**	**(457)**	**(713)**	**(284)**	**(244)**	**(24,420)**	**(596)**	**-**	**(9,786)**	**(36,500)**
Depreciation charge (Note 4.1.1)	**-**	**(1,263)**	**(49,382)**	**(76,248)**	**(962,674)**	**(798,478)**	**(447,023)**	**(41,336)**	**(217,627)**	**(274,692)**	**(4,435)**	**(60,080)**	**(2,933,238)**
Closing net book value	**1,156,813**	**76,603**	**762,888**	**1,014,106**	**7,781,292**	**5,996,001**	**2,975,170**	**160,284**	**1,148,258**	**565,930**	**9,987**	**415,694**	**22,063,026**
As at June 30, 2025													
Cost	**1,156,813**	**110,921**	**1,593,270**	**2,294,561**	**14,319,817**	**16,059,303**	**8,069,294**	**557,623**	**3,183,620**	**2,022,489**	**97,059**	**655,289**	**50,120,059**
Accumulated depreciation	**-**	**(34,318)**	**(830,382)**	**(1,280,455)**	**(6,538,525)**	**(10,063,302)**	**(5,094,124)**	**(397,338)**	**(2,035,362)**	**(1,456,559)**	**(87,072)**	**(239,595)**	**(28,057,033)**
Net book value	**1,156,813**	**76,603**	**762,888**	**1,014,106**	**7,781,292**	**5,996,001**	**2,975,170**	**160,284**	**1,148,258**	**565,930**	**9,987**	**415,694**	**22,063,026**
Annual rate of depreciation (%)	**-**	**1-7**	**5-10**	**5-10**	**5-20**	**5-33**	**5-33**	**7-33**	**17-20**	**7-33**	**7-10**	**10**	

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

		Note	2025	2024
4.1.1	**Depreciation charge for the year has been allocated as follows:**			
	Cost of products sold	*32.2*	**44,464**	36,159
	Distribution and marketing expenses	*34*	**2,512,893**	2,053,645
	Administrative expenses	*35*	**375,881**	277,363
			2,933,238	2,367,167

4.1.2 Service and filling stations include cost of Rs. 14,417,262 (2024: Rs. 13,869,542) incurred by the Company on underground storage tanks, dispensing units, other equipment, construction and related work. It also includes cost incurred on modernisation and development under the "New Vision Scheme" on approximately 2,334 (2024: 2,250) out of the total 3,649 (2024: 3,580) retail filling stations of dealers and consumer sites. In view of large number of outlets and consumer sites, the management considers it impracticable to disclose particulars of assets not in the possession of the Company as required under the Fourth Schedule to the Companies Act, 2017. Further, gas cylinders costing Rs. 655,289 (2024: Rs. 527,314) are not in possession of the Company.

4.1.3 Included in operating assets are assets having net book value of Rs. 1,194,298 (2024: Rs. 1,252,041) in respect of Company's share in the joint operation. Certain assets relating to joint operation in New Islamabad International Airport (NIIAP) are not in the possession or name of the Company aggregating to Rs. 175,802 (2024: Rs. 207,214). The possession of these assets at NIIAP is with Attock Petroleum Limited. In view of large number of assets, the Company considered it impracticable to disclose particulars of assets not in the possession of the Company as required under the Fourth Schedule to the Companies Act, 2017.

4.2 The details of operating assets disposed off during the year are as follows:

	Cost	Accumulated depreciation	Net book value	Sale proceeds	Gain	Mode of disposal	Particulars of buyers
Vehicle	2,856	1,901	955	955	-	Company Policy	Mr. Khawja Haris Ex. Employee
Vehicle	2,767	1,891	876	922	46	Company Policy	Mr. Amir Zaib
Vehicle	3,314	1,543	1,771	1,880	109	Company Policy	Mr. Aamir Munaf Ex. Employee
Vehicle	5,880	2,538	3,342	3,538	196	Company Policy	Mr. Rashid Umer Ex. Employee
Vehicle	4,025	1,607	2,418	2,485	67	Company Policy	Mr. Wajeeh Ahmed Ex. Employee
Vehicle	4,025	1,207	2,818	2,952	134	Company Policy	Mr. Ch. Naseer Ahmed
Vehicle	4,932	2,215	2,717	2,717	-	Company Policy	Mr. Imran Khan Ex. Employee
Vehicle	4,927	1,966	2,961	3,042	81	Company Policy	Ms. Shaista S. Sumar

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

	Cost	Accumulated depreciation	Net book value	Sale proceeds	Gain	Mode of disposal	Particulars of buyers
Vehicle	6,123	2,653	3,470	3,572	102	Company Policy	Mr. Moin Balki Ex. Employee
Vehicle	5,146	2,058	3,088	3,173	85	Company Policy	Mr. Amir Qayyum Ex. Employee
Items having book value of less than Rs.500 each	326,543	314,459	12,084	112,301	100,217		
June 30, 2025	**370,538**	**334,038**	**36,500**	**137,537**	**101,037**		
June 30, 2024	243,870	235,517	8,353	66,705	58,352		

4.3 The details of immovable fixed assets (i.e., land) are as follows:

Description of Location	Addresses	Total Area of Land Square Yards
Installations		
Machike Installation	Sargodha Road, Sheikhupura	199,771
Mehmood Kot Terminal	Railway Station, Mehmood Kot, Multan	111,048
Morgah Installation	Caltex Road, New Lalazar, Rawalpindi	14,913
Pipri Installation (ZOT)	National Highway, Pipri	460,647
Shikarpur Installation	Deh Ali Murad Kalhoro, Taluka Kanpur, Distt. Shikarpur	261,965
Depots		
Chitral Depot	Mastuj-Dir Road, Chitral	13,790
Chakpirana Depot	Chakpirana, G.T Road, Lala Moosa	104,091
Daulatpur Depot	Daulatpur, Distt. Nawabshah	140,360
Faqirabad Depot	Lawrancepur, Distt. Attock	112,984
Lalpir Depot	Deh Khuhawar & Gujrat, Tehsil Kot Addu Distt. Muzafargarh	157,179
Habibabad Depot	Near Railway crossing, Habibabad, Distt. Kasur	199,620
Khuzdar Depot	Main R.C.D. Highway Road, Khuzdar	48,400
Kohat Depot	13-KM, Kohat / Rawalpindi Road, Kohat	56,507
Kotlajam Depot	Kotlajam, Distt. Bhakkar	48,400
New Faisalabad Depot	Village Karari, Chak No 190 RB, Tehsil Saddar, Distt. Faisalabad	100,611
New Hyderabad Depot	Deh Senhwar, Taluka Distt. Hyderabad	248,050
Pasni Depot	Pasni Gawadar Road, Opposite Airport Road, Girani	96,800
Quetta Depot 'C'	Chaman Road,Quetta Cantt.	30,008
Sangi Depot	Deh Mehranpure, Taluka Pano Akil	48,400
Serai Naurang Depot	Village Nar Hafizabad Tehsil, Distt. Bannu	48,521
Taru Jabba Depot	G.T Road, Peshawar	127,715
Division Offices		
Lahore Division	8, Edward Road, Lahore	10,000
RM Office	House # 2-A, 9th Aveneue, F-8/1, Islamabad	778
Retail Outlets		
Chowerangi Service Station	Nazimabad Chowrangi, Karachi.	743
Diamond Fuel Station	Jamrud Road, Peshawar	1,785
Garden Petroleum Station	Opp. Fatima Jinnah Girls High School, Nishter Road, Karachi	1,056
Madni Petroleum Services	College Road, Peshawar	1,194
PSO Service Station	Block-A, North Nazimabad, Karachi	1,000
Pak Service Station	Sukkur City, Opposite Hira Medical Center, Sukkur	833
PSO Service Station	3A, The Mall, Rawalpindi	870
PSO Service Station	Diplomatic Enclave, Islamabad	2,000
D-12 Filling Station	Plot # 29 - Sector D12 Markaz, Islamabad	2,222

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

Description of Location	**Addresses**	**Total Area of Land Square Yards**
Others		
Bin Qasim Pak Saudia	South Western Zone, Port Qasim Authority, Karachi	116,160
Computer Institute, Badin	PSO Computer Institute, Badin	4,840
Jamshoro Land	Deh Morho Jabbal, Taluka Kotri Distt. Dadu	968,000
LPG Plant, Lahore	Miles Shakapura Road, Shadra, Lahore	29,040
PSO House	PSO House, Clifton, Karachi	6,535
Skardu Land (Refer note 24)	Thorgo, Skardu	235,950
Railway Marshalling Yard, Pipri	South Western Zone, Port Qasim Authority, Karachi	484,000

4.3.1 In view of large number of buildings and other immoveable assets, the Company considered it impracticable to disclose particulars of such assets of the Company as required under the Fourth Schedule of the Companies Act, 2017.

		Note	2025	2024
4.4	**Capital work-in-progress**			
	Tanks and pipelines		**826,484**	1,576,700
	Service and filling stations		**265,198**	330,024
	Plant and machinery		**60,658**	89,007
	Furniture, fittings and equipment		**161,500**	131,998
	Advance to suppliers and contractors		**27,524**	123,663
	Capital spares		**1,166,289**	1,651,193
		4.4.1 & 4.4.2	**2,507,653**	3,902,585
4.4.1	Movement in capital work-in-progress is as follows:			
	Balance at beginning of the year		**3,902,585**	4,282,708
	Additions during the year		**5,426,513**	5,848,864
	Transfers during the year to operating assets	*4.1*	**(6,821,445)**	(6,228,987)
			(1,394,932)	(380,123)
	Balance at end of the year		**2,507,653**	3,902,585

4.4.2 Includes capital work-in-progress amounting to Rs. 12,841 (2024: Rs. 45,908) in respect of Company's share in joint operation.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

	Note	2025	2024
5. RIGHT-OF-USE ASSETS			
Balance as at July 01			
Cost		**10,977,283**	9,011,248
Accumulated depreciation		**(3,278,643)**	(2,112,971)
Net book value		**7,698,640**	6,898,277
Movement during the year			
Opening net book value		**7,698,640**	6,898,277
Additions		**3,480,579**	802,165
Change due to modifications		**2,468,360**	1,188,565
Less: Depreciation charge	*5.1*	**(1,655,780)**	(1,166,206)
Less: Disposals made			
Cost		**-**	(24,695)
Accumulated depreciation		**-**	534
		-	(24,161)
Closing net book value		**11,991,799**	7,698,640
Balance as at June 30			
Cost		**16,926,222**	10,977,283
Accumulated depreciation		**(4,934,423)**	(3,278,643)
Net book value		**11,991,799**	7,698,640

5.1 Depreciation charge for the year has been allocated as follows:

	Note	2025	2024
Distribution and marketing expenses	*34*	**1,643,410**	1,072,266
Administrative expenses	*35*	**12,370**	93,940
		1,655,780	1,166,206

5.2 The right-of-use assets comprise land and office premises acquired on lease by the Company for its operations. The Company has also entered into lease of pipelines and tank lorries, however, these do not constitute right-of-use assets on account of variable payments not linked to index or rate.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

	Note	2025	2024
6. INTANGIBLES			
Net carrying value			
Balance at beginning of the year		**330,116**	239,282
Additions at cost		**744,301**	261,301
Amortisation charge for the year	*6.1 & 35*	**(231,223)**	(170,467)
Balance at end of the year		**843,194**	330,116
Gross carrying value			
Cost	*6.2*	**1,892,059**	1,147,758
Accumulated amortisation		**(1,048,865)**	(817,642)
Net book value		**843,194**	330,116

6.1 The cost is being amortised over the period of 3 to 5 years.

6.2 Intangibles include ERP System (SAP), anti-virus softwares and other office related softwares.

	Note	2025	2024
7. LONG-TERM INVESTMENTS			
Investment held at Fair Value through Other Comprehensive Income (FVOCI)			
In an unquoted company			
- Pak-Arab Pipeline Company Limited (PAPCO) Equity held: 12% (2024: 12%) No. of shares: 8,640,000 (2024: 8,640,000) of Rs. 100/- each	*7.2 & 7.3*	**8,094,954**	4,558,321
Investment in subsidiaries - at cost			
In a quoted company			
- Pakistan Refinery Limited (PRL) Equity held 63.56% (2024: 63.56%) No. of shares: 400,459,028 (2024: 400,459,028) of Rs. 10/- each	*7.4*	**4,890,680**	4,890,680
In unquoted companies			
- Cerisma (Private) Limited (CPL) Equity held 100% (2024: 100%) No. of shares: 499,999 (2024: 499,999) of Rs. 10/- each	*7.5.1*	**615,000**	315,000
- PSO Renewable Energy (Private) Limited (PSORE) Equity held 100% (2024: 100%) No. of shares: 999,999 (2024: 999,999) of Rs. 10/- each	*7.6.1*	**905,000**	535,000

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

	Note	2025	2024
- PSO Venture Capital (Private) Limited (PSOVC) Equity held 100% (2024: 100%) No. of shares: 147,799,999 (2024: 147,799,999) of Rs. 10/- each	7.7.1	**2,136,379**	1,721,661
Investment in associates			
In unquoted companies			
- Asia Petroleum Limited (APL) Equity held: 49% (2024: 49%) No. of shares: 46,058,570 (2024: 46,058,570) of Rs. 10/- each	7.8	**2,760,718**	3,085,483
- Pak Grease Manufacturing Company (Private) Limited (PGMCL) Equity held: 22% (2024: 22%) No. of shares: 686,192 (2024: 686,192) of Rs. 10/- each	7.8	**46,546**	49,342
		2,807,264	3,134,825
		19,449,277	15,155,487

7.1 The principal place of business of all the investees is in Karachi.

7.2 Investment in PAPCO has been carried at FVOCI as it is a strategic investment of the Company. Accordingly, the Company has carried out an exercise to ascertain the fair value of investment as at the year end using the discounted cash flow technique (Level 3). The following major assumptions and inputs were used by the management to determine the aforesaid fair value:

	2025	2024
- Discount rate	**16.48% - 16.55%**	19.79% - 20.21%
- Growth rate of terminal value	**6%**	6%

Based on the above fair valuation exercise, the Company has recorded an unrealised gain (net of tax) of Rs. 2,157,346 (2024: Rs. 344,408) in other comprehensive income for the year.

	2025	2024
7.3 Movement of investment classified as FVOCI		
Balance at beginning of the year	**4,558,321**	3,993,199
Remeasurement gain recognised as other comprehensive income	**3,536,633**	565,122
Balance at end of the year	**8,094,954**	4,558,321

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

		2025	2024
7.3.1	Sensitivity to unobservable inputs:		
	- Discount rate (1% increase)	**(607,911)**	(345,851)
	- Discount rate (1% decrease)	**741,815**	402,405
	- Growth rate of terminal value (1% increase)	**442,769**	243,718
	- Growth rate of terminal value (1% decrease)	**(365,640)**	(210,771)

7.4 PRL was incorporated as a public limited company in May 1960 and is listed on the Pakistan Stock Exchange. The principal activity of PRL is production and sale of petroleum products.

7.5 CPL was incorporated on September 29, 2022 as a private limited company. The principal activity of CPL is to set-up, manage, own, administer and run Electronic Money Institution (EMI) under EMI Regulations.

7.5.1 Includes Rs. 610,000 (2024: Rs. 310,000) paid to CPL as advance against issue of shares.

7.6 PSORE was incorporated on December 02, 2022 as a private limited company. The principal activity of PSORE is to carry on businesses of renewable energy, its manufacturing, processing and installation thereof.

7.6.1 Includes Rs. 895,000 (2024: Rs. 525,000) paid to PSORE as advance against issue of shares.

7.7 PSOVC has been incorporated on April 05, 2023 as a private limited company. The principal activity of PSOVC is to carry on business of private equity and venture capital fund management services.

7.7.1 Includes Rs. 658,379 (2024: Rs. 243,661) paid to PSOVC as advance against issue of shares.

7.8 Investments in associates

7.8.1 APL was incorporated in Pakistan as an unlisted public limited company in July 1994. The principal activity of APL is to transfer Residual Fuel Oil (RFO) to Hub Power Company Limited (HUBCO).

7.8.2 PGMCL was incorporated in Pakistan as a private limited company in March 1965. The principal activity of PGMCL is to manufacture and sell petroleum grease products.

7.8.3 Movement of investment in associates

	2025			2024		
	APL	PGMCL	Total	APL	PGMCL	Total
Balance at beginning of the year	**3,085,483**	**49,342**	**3,134,825**	2,325,836	37,005	2,362,841
Share of profit / (loss) of associates - net of tax:						
- current year - unaudited	**385,149**	**1,105**	**386,254**	1,509,314	15,788	1,525,102
- adjustment for last year profit / (loss) based on prior year audited financial statements	**(71,779)**	**(71)**	**(71,850)**	100,790	(131)	100,659
	313,370	**1,034**	**314,404**	1,610,104	15,657	1,625,761
Share of actuarial gain / (loss) on remeasurement of staff retirement benefits of associates - net of tax	**6,685**	**(399)**	**6,286**	1,627	111	1,738
Dividend income	**(644,820)**	**(3,431)**	**(648,251)**	(852,084)	(3,431)	(855,515)
Balance at end of the year	**2,760,718**	**46,546**	**2,807,264**	3,085,483	49,342	3,134,825

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

7.8.4 The summarised financial information of the associates, based on their unaudited financial statements is as follows:

	2025		2024	
	APL	PGMCL	APL	PGMCL
	---------- (Un-audited) ----------			
Revenue	**808,371**	**298,083**	4,424,134	470,893
Profit after taxation for the year	**786,018**	**5,024**	3,080,233	71,763
Total comprehensive income	**786,018**	**5,024**	3,080,233	71,763
Non-current assets	**976,855**	**78,704**	1,248,355	71,429
Current assets	**9,345,077**	**171,443**	11,208,578	212,961
	10,321,932	**250,147**	12,456,933	284,390
Non-current liabilities	**(33,675)**	**(10,314)**	(188,751)	(10,670)
Current liabilities	**(4,654,138)**	**(28,256)**	(5,971,279)	(49,433)
	(4,687,813)	**(38,570)**	(6,160,030)	(60,103)
Net assets	**5,634,119**	**211,577**	6,296,903	224,286
7.8.5 Reconciliation of carrying amount of investment				
Net assets	**5,634,119**	**211,577**	6,296,903	224,286
Company's holding in %	**49%**	**22%**	49%	22%
Company's share of investment in associate	**2,760,718**	**46,546**	3,085,483	49,342
Carrying amount of investment	**2,760,718**	**46,546**	3,085,483	49,342

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

		Note	2025	2024
8.	**LONG-TERM LOANS, ADVANCES AND OTHER RECEIVABLES**			
	Loans - considered good			
	Executives*	8.1 & 8.2	**674,454**	659,161
	Employees	8.2	**798,145**	559,740
	Subsidiary	8.5	**3,150,000**	-
			4,622,599	1,218,901
	Current portion shown under current assets	14	**(438,569)**	(357,558)
			4,184,030	861,343
	Advances - considered good (secured)			
	Employees	8.4	**139,668**	140,097
	Others		**51,857**	-
	Current portion shown under current assets	14	**(55,248)**	(51,650)
			136,277	88,447
	Other receivables			
	- Considered good		**149,658**	19,538
	- Considered doubtful		**8,143**	8,143
			157,801	27,681
	Provision for impairment		**(8,143)**	(8,143)
			4,469,965	969,328
8.1	**Reconciliation of carrying amount of long-term loans to executives*:**			
	Balance at beginning of the year		**659,161**	386,360
	Disbursements made during the year		**226,505**	406,700
	Repayments made during the year		**(211,212)**	(133,899)
	Balance at end of the year		**674,454**	659,161

*These represent executives as prescribed under the Companies Act, 2017.

8.2 These represent interest free loans to executives and employees for purchase of motor cars, motor cycles, house building, marriage, umrah and others, in accordance with the Company's policy. Loans for purchase of motor cars and motor cycles are secured against the respective assets, and all other loans are also secured against entitlements. These loans are recoverable in monthly installments over a period of twenty months to sixty months. Loans to executives and employees have not been discounted as the amount involved is not significant to these unconsolidated financial statements.

8.3 The maximum aggregate amount of loans due from executives and employees at the end of any month during the year was Rs. 1,472,599 (2024: Rs. 1,359,455).

8.4 These represent interest free advances against housing assistance given to employees for purchase and construction of residential property in accordance with the Company's policy. These advances are secured against respective assets and are recovered through monthly deduction of house allowance until complete repayment is made.

8.5 This represents loan given to Pakistan Refinery Limited (subsidiary) to settle the final Front-End Engineering Design (FEED) payments. The tenure of the loan is 3.5 years including 3 years grace period, payable in equal monthly installments in last six months.

The loan carries mark-up at a rate equal to the higher of the Company's borrowing cost or KIBOR plus premium of 0.35% per annum payable on quarterly basis. The loan is secured by way of First Pari Passu hypothecation charge over fixed assets and current assets, and mortgage properties of the subsidiary.

The Company may at its sole discretion have the right to convert the loan amount and markup or any part thereof into equity after necessary regulatory and legal approvals.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

9. LONG-TERM DEPOSITS

These include interest free deposits amounting to Rs. 143,314 (2024: Rs. 137,712) paid to related parties.

10. DEFERRED TAX ASSET - NET

	Balance as at June 30, 2024	Charge for the year		Balance as at June 30, 2025
		Profit or loss	Other comprehensive income	
Taxable temporary difference in respect of:				
Accelerated tax depreciation	1,845,063	**689,782**	-	**2,534,845**
Investment in associates under equity method	661,935	**(83,462)**	-	**578,473**
Equity investment held as FVOCI	1,440,781	-	**1,379,287**	**2,820,068**
Lease Liability	963,892	**472,139**	-	**1,436,031**
Deductible temporary difference in respect of:				
Tax amortisation	(5,906)	**(5,641)**	-	**(11,547)**
Right-of-use assets	(1,278,671)	**(666,109)**	-	**(1,944,780)**
Impairment of stores and spares	(31,221)	**(38,225)**	-	**(69,446)**
Impairment on trade debts	(1,271,321)	**257,355**	-	**(1,013,966)**
Impairment on other receivables	(3,589,746)	**2,131,843**	-	**(1,457,903)**
Retirement and other service benefits	(3,489,181)	**(580,388)**	**179,590**	**(3,889,979)**
Excise, taxes and other duties	(28,404)	-	-	**(28,404)**
Liabilities offered for taxation	(16,732,421)	**(1,767,512)**	-	**(18,499,933)**
Others	(3,175)	-	-	**(3,175)**
	(21,518,375)	**409,782**	**1,558,877**	**(19,549,716)**

	Note	2025	2024
10.1 Movement in deferred tax asset - net is as follows:			
Balance at beginning of the year		**21,518,375**	21,875,045
- recognised in profit or loss	*38*	**(409,782)**	423,480
- recognised in other comprehensive income		**(1,558,877)**	(780,150)
Balance at end of the year		**19,549,716**	21,518,375
11. STORES, SPARES AND LOOSE TOOLS			
Stores, spares and loose tools		**601,106**	928,587
Provision for obsolete / slow moving	*11.1*	**(178,066)**	(80,053)
		423,040	848,534
11.1 The movement in provision for obsolete / slow moving is as follows:			
Balance at beginning of the year		**80,053**	136,342
Provision recognised / (reversed) during the year	*36*	**98,013**	(56,289)
Balance at end of the year		**178,066**	80,053

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

	Note	2025	2024
12. STOCK-IN-TRADE			
Raw and packing material		**6,497,376**	7,848,586
Petroleum and other products (gross)	*12.1 & 12.3*	**99,729,746**	100,744,545
Less: Stock held on behalf of third parties	*12.2*	**(5,915,133)**	(5,398,779)
		100,311,989	103,194,352
In pipeline system of Pak-Arab Pipeline Company Limited and Pak-Arab Refinery Company Limited - net of loss		**86,290,288**	124,586,891
		186,602,277	227,781,243
Add: Charges incurred thereon		**64,306,903**	61,201,903
	32	**250,909,180**	288,983,146

12.1 Includes stock-in-transit amounting to Rs. 34,754,596 (2024: Rs. 21,228,003) and stock (net of provision) held by:

	2025	2024
Cnergyico PK Limited	**11,867**	12,437

12.2 Includes stock held-in-trust on behalf of third parties, net of storage, handling and other charges amounting to Rs. 23,730 (2024: Rs. 23,730). This also includes stock held on behalf of related parties amounting to Rs. 507 (2024: Rs. 607).

12.3 Includes stock amounting to Rs. 3,122,231 held by Pakistan Refinery Limited (PRL), a related party.

	Note	2025	2024
13. TRADE DEBTS			
Considered good			
- Due from Government agencies and autonomous bodies			
- Secured	*13.1*	**844,976**	708,723
- Unsecured	*13.2*	**400,959,319**	429,345,087
		401,804,295	430,053,810
- Due from other customers			
- Secured	*13.1*	**4,405,990**	5,274,148
- Unsecured	*13.2*	**31,242,819**	52,874,309
		35,648,809	58,148,457
		437,453,104	488,202,267
Considered doubtful		**2,599,913**	3,259,798
Trade debts - gross		**440,053,017**	491,462,065
Provision for impairment	*13.2 & 13.3*	**(2,599,913)**	(3,259,798)
Trade debts - net		**437,453,104**	488,202,267

13.1 These debts are secured by way of security deposits and bank guarantees.

13.2 These debts include an aggregate amount of Rs. 378,394,700 (2024: Rs. 420,498,555) due from GENCO Holding Company Limited (GENCO) and Sui Northern Gas Pipelines Company Limited (SNGPL) on account of inter-corporate circular debt. These include past due trade debts of Rs. 67,997,879 (2024: Rs. 70,617,958), Rs. Nil (2024: Rs. 14,802,218) and Rs. 262,129,951 (2024: Rs. 286,063,645) from GENCO, HUBCO and SNGPL respectively, based on the agreed credit terms. The Company carries a specific provision of Rs. 346,975 (2024: Rs. 346,975) against these debts and does not

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

consider the remaining aggregate past due balance of Rs. 329,780,855 (2024: Rs. 371,136,846) as doubtful based on measures being undertaken by the Government of Pakistan (GoP) to resolve circular debt issue. The Company is committed, hence continuously pursuing for satisfactory settlement of inter-corporate circular debt issue. The Company considers this amount to be fully recoverable because the GoP had assumed the responsibility to settle the inter-corporate circular debt in the energy sector.

		Note	2025	2024
13.3	The movement in provision for impairment during the year is as follows:			
	Balance at beginning of the year		**3,259,798**	2,939,979
	(Reversal) / provision during the year - net		**(659,885)**	319,819
	Balance at end of the year		**2,599,913**	3,259,798
13.3.1	Provision for impairment has been recognised against trade debts as follows:			
	Related parties	*13.6.2*	**842,259**	1,223,074
	Other customers		**1,757,654**	2,036,724
			2,599,913	3,259,798

13.4 As at June 30, 2025, trade debts aggregating to Rs. 91,188,178 (2024: Rs. 111,783,394) are neither past due nor impaired. The remaining trade debts aggregating to Rs. 346,264,926 (2024: Rs. 376,418,872) are past due but not impaired. The ageing analysis of these past due trade debts is as follows:

	2025	2024
Upto 3 months	**272,708,628**	288,807,642
3 months to 6 months	**6,640,341**	4,253,131
6 months to 1 year	**189,906**	687,614
Over 1 year	**66,726,051**	82,670,485
	346,264,926	376,418,872

13.5 The details of trade debts due from related parties are as follows:

	Maximum aggregate outstanding at the end of any month		Balance as at June 30	
Related Parties	2025	2024	2025	2024
GENCO	**70,617,958**	71,720,501	**67,997,879**	70,617,958
SNGPL	**340,176,246**	445,793,612	**310,396,821**	335,078,379
Pakistan International Airlines Corporation	**15,792,281**	15,810,951	**13,658,738**	15,726,996
K-Electric Limited	**2,934,610**	2,817,955	**9,733**	2,754,321
Pakistan Railways	**5,517,608**	5,603,493	**5,077,977**	5,176,156
Oil & Gas Development Corporation Limited	**1,273,926**	713,099	**743,903**	713,099
Pakistan Petroleum Limited	**94,751**	96,413	**33,859**	11,374
Sui Southern Gas Company Limited	**12,771**	24,743	**12,424**	8,062
WAPDA Foundation	**83,122**	201,769	**67,699**	73,096
Civil Aviation Authority	**3,167**	2,647	**276**	-
Pakistan National Shipping Corporation	**2,021**	2,021	**-**	-
			397,999,309	430,159,441

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

13.6 The details of past due or impaired trade debts from related parties are as follows:

Name	Up to 6 months	More than 6 months	Total 2025	Total 2024
Related Parties				
GENCO	-	67,997,879	67,997,879	70,617,958
SNGPL	262,129,951	-	262,129,951	286,063,645
Pakistan International Airlines Corporation	13,658,738	-	13,658,738	13,837,289
Pakistan Railways	197,124	1,587,949	1,785,073	1,656,325
Oil & Gas Development Corporation Limited	-	-	-	38,181
Pakistan Petroleum Limited	-	-	-	279
Pakistan National Shipping Corporation	-	-	-	2,021
	275,985,813	69,585,828	345,571,641	372,215,698
Provision for impairment (notes 13.6.1 & 13.6.2)			(842,259)	(1,223,074)
			344,729,382	370,992,624

13.6.1 The movement in provision for impairment against due from related parties during the year is as follows:

	Note	2025	2024
Balance at beginning of the year		1,223,074	851,302
(Reversal) / provision during the year - net		(380,815)	371,772
Balance at end of the year	*13.6.2*	842,259	1,223,074

13.6.2 The provision for impairment has been recognised in respect of following related parties:

	2025	2024
GENCO	346,975	346,975
Pakistan International Airlines Corporation	495,284	871,034
Oil & Gas Development Corporation Limited	-	3,044
Pakistan National Shipping Corporation	-	2,021
	842,259	1,223,074

14. LOANS AND ADVANCES

	Note	2025	2024
Secured			
Loans and advances to executives and employees			
- Current portion of long-term loans and advances, including Rs. 266,252 (2024: Rs. 227,885) to executives	*8*	493,817	409,208
- Short-term loans and advances		357,782	167,384
		851,599	576,592
Unsecured			
Advance to suppliers		44,272	38,607
Advance for Company-owned filling stations		939	1,547
		45,211	40,154
		896,810	616,746

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For the year ended June 30, 2025

(Amounts in Rs. '000)

	Note	2025	2024
15. SHORT-TERM DEPOSITS AND PREPAYMENTS			
Deposits - interest free			
Duty and development surcharge		**101,904**	18,653
Deposit against court orders		**57,506**	57,506
		159,410	76,159
Prepayments		**1,191,524**	250,441
		1,350,934	326,600
16. OTHER RECEIVABLES			
Due from GoP, a related party, on account of:			
- Price differential claims (PDC)	*16.1*	**2,235,972**	2,235,972
- Unfavourable exchange differences on FE-25 borrowings	*16.2*	**64,649,766**	57,651,324
Excise, Petroleum Development Levy (PDL), and other taxes - due from related party	*16.3*	**225,435**	259,793
Sales tax refundable - due from related party		**74,191,380**	55,653,531
		141,302,553	115,800,620
Provision for impairment	*16.4*	**(2,457,407)**	(2,202,919)
		138,845,146	113,597,701
Handling and hospitality charges		**689,172**	689,122
Product claims - insurance and other - considered doubtful		**90,201**	90,201
Provision for impairment	*16.4*	**(90,201)**	(90,201)
		-	-
Others			
- Considered good		**4,372,697**	2,332,289
- Considered doubtful		**1,190,606**	6,911,357
		5,563,303	9,243,646
Provision for impairment	*16.4*	**(1,190,606)**	(6,911,357)
		4,372,697	2,332,289
	16.5 & 16.7	**143,907,015**	116,619,112

16.1 Price differential claims due from GoP

This represents PDC receivable from the GoP. These claims arose as various products were supplied to certain customers at price below cost by PSO, on different occasions at the instructions of GoP, with the differential amount to be borne by the Government. The Company has actively pursued these long outstanding claims from the GoP, with the GoP releasing partial payments against the same.

16.2 As at June 30, 2025, net unfavourable amount of foreign exchange difference of Rs. 64,649,766 (2024: Rs. 57,651,324) was receivable on foreign currency borrowings (FE-25), obtained under the directives of MoF - GoP. These exchange differences are to be settled in accordance with the instructions provided by the MoF - GoP. The Company recognises exchange differences arising on such borrowings as payable (in case of exchange gains) and receivable (in case of exchange losses) to / from GoP. As per letter dated November 27, 2013 from Finance Division, MoF - GoP shall defray extra cost and risks to be borne by the Company in respect of these long / extended term borrowing arrangements i.e., the Company would not bear any exchange differences on such borrowings.

16.3 This comprises various refund claims related to FED, PDL and other taxes, currently pending at different forums.

16.4 As at June 30, 2025, receivables aggregating to Rs. 3,738,214 (2024: Rs. 9,204,477) were deemed to be impaired and outstanding for more than 90 days, and hence, provision for impairment has been recognised as follows:

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(Amounts in Rs. '000)

	Note	2025	2024
Receivable from GoP		**2,457,407**	2,202,919
Product claims		**90,201**	90,201
Other receivables		**1,190,606**	6,911,357
	16.4.1	**3,738,214**	9,204,477

16.4.1 The movement of provision for impairment is as follows:

	2025	2024
Balance at beginning of the year	**9,204,477**	9,262,958
Provision recognised during the year	**254,489**	-
Reversal of provision made during the year	**(5,720,752)**	(58,481)
	(5,466,263)	(58,481)
Balance at end of the year	**3,738,214**	9,204,477

16.5 Includes receivables of Rs. 139,944,697 (2024: Rs. 136,580,182) due from associates and related parties.

16.6 Financial assets aggregating to Rs. 5,061,869 (2024: Rs. 2,115,956) were past due but not impaired. The ageing analysis of these past due receivables is as follows:

	2025	2024
Up to 3 months	**4,440,041**	300,896
3 to 6 months	**75,468**	15,011
More than 6 months	**546,360**	1,800,049
	5,061,869	2,115,956

16.7 Includes receivables amounting to Rs. 4,000 (2024: Rs.292,846) from related parties which are past due but not impaired:

	Maximum aggregate outstanding at the end of any month	Up to 6 months	More than 6 months	Total 2025	Total 2024
Government of Pakistan	**2,461,407**	**-**	**2,461,407**	**2,461,407**	2,495,765
Provision for impairment (note 16.7.1)				**(2,457,407)**	(2,202,919)
Net receivable from related parties				**4,000**	292,846

16.7.1 The movement of provision for impairment against due from GoP, related party is as follows:

	2025	2024
Balance at beginning of the year	**2,202,919**	2,202,919
Provision recognised during the year	**254,489**	-
Balance at end of the year	**2,457,407**	2,202,919

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For the year ended June 30, 2025

(Amounts in Rs. '000)

17. SHORT-TERM INVESTMENTS

The Company has investments in Pakistan Investment Bonds (PIBs) under agreement to resale with different banks. These repurchase agreements carry mark-up at rates ranging from 10.48% to 13.28% per annum (2024: Nil) with the holding period ranging from 4 to 14 days. These resale arrangement are secured against the Pakistan Investment Bonds (PIBs) amounting to Rs. 46,999,504 (2024: Rs. Nil).

18. CASH AND BANK BALANCES

	Note	2025	2024
Cash in hand		**15,480**	13,358
Cash at banks in:			
- current accounts	*18.1*	**3,118,385**	2,885,191
- saving accounts	*18.2*	**50,863,428**	7,826,825
		53,981,813	10,712,016
	18.3	**53,997,293**	10,725,374

18.1 Includes Rs. 494,250 (2024: Rs. 486,050) kept in a separate bank account in respect of security deposits received from the customers. These security deposits do not carry any interest.

18.2 These balances carry interest / mark-up ranging from 2.78% to 11.90% (2024: 11% to 20.50%) per annum.

18.3 These include balances of Rs. 2,122,989 (2024: Rs. 807,480) kept in bank accounts under Islamic mode. These carry profit ranging from 2.78% to 7.19% (2024: 11.01% to 12.05%).

19. NET ASSETS IN BANGLADESH

	2025	2024
Property, plant and equipment - at cost	**46,968**	46,968
Accumulated depreciation	**(16,056)**	(16,056)
	30,912	30,912
Capital work-in-progress	**809**	809
Trade debts	**869**	869
Long-term loans relating to assets in Bangladesh	**(4,001)**	(4,001)
	28,589	28,589
Provision for impairment	**(28,589)**	(28,589)
	-	-

19.1 The Company has no control over these assets and has maintained these in its records at the position as it was in 1971.

20. SHARE CAPITAL

20.1 Authorised capital

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

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

20.2 Issued, subscribed and paid-up capital

2025	2024		Note	2025	2024
---- (Number of shares) ----					
		Ordinary shares of Rs. 10/- each			
3,000,000	3,000,000	- Issued for cash		**30,000**	30,000
		- Issued against shares of the			
7,694,469	7,694,469	amalgamated companies		**76,945**	76,945
458,778,831	458,778,831	- Issued as bonus shares		**4,587,789**	4,587,789
469,473,300	469,473,300		*20.3*	**4,694,734**	4,694,734

20.3 These fully paid ordinary shares carry one vote per share and right to dividend.

20.4 As at June 30, 2025, 1,215,648 ordinary shares of Rs. 10/- each (2024: 1,215,648 ordinary shares) relate to withholding tax on bonus shares. These were not released by the Company to the Government Treasury based on constitutional petitions filed by the shareholders with the Honourable High Court of Sindh.

20.5 As at June 30, 2025, associated undertakings - Government of Pakistan and PSOCL Employees Empowerment Trust held 119,767,702 ordinary shares (2024: 119,767,702 ordinary shares) of Rs. 10/- each.

21. RESERVES

	Note	2025	2024
Capital reserves			
Surplus on vesting of net assets	*21.1*	**3,373**	3,373
Unrealised gain on remeasurement of FVOCI investment		**4,410,887**	2,253,541
		4,414,260	2,256,914
Revenue reserves			
General reserve		**25,282,373**	25,282,373
PSO venture capital fund	*21.2*	**527,927**	414,718
Un-appropriated profit		**215,371,897**	198,660,177
		241,182,197	224,357,268
		245,596,457	226,614,182

21.1 This represents surplus arising on vesting of net assets of Esso Oil Marketing business in Pakistan under the Esso Undertakings (Vesting) Act, 1976.

21.2 The BoM unanimously approved the creation of PSO venture capital fund in financial year 2022 to make investments as per the directives of the BoM. Based on the above, the Company has transferred Rs. 527,927 (2024: Rs. 414,167) to venture capital reserve.

22. RETIREMENT AND OTHER SERVICE BENEFITS

	2025	2024
Medical benefits	**8,720,345**	7,742,177
Compensated absences	**452,680**	439,753
Gratuity	**972,471**	1,275,721
Pension	**630,087**	253,657
	10,775,583	9,711,308

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(Amounts in Rs. '000)

22.1 The details of employee retirement and other service benefit obligations based on actuarial valuations carried out by an independent actuary as at June 30, 2025 under the Projected Unit Credit Method are as follows:

		Note	Gratuity fund		Pension funds		Medical benefits	
			2025	2024	**2025**	2024	**2025**	2024
22.1.1	**Financial position reconciliation**							
	Present value of defined benefit obligations	*22.1.2*	**9,734,697**	9,610,754	**16,177,441**	14,286,795	**8,720,345**	7,742,177
	Fair value of plan assets	*22.1.3 & 22.1.9*	**(8,762,226)**	(8,335,033)	**(15,547,354)**	(14,033,138)	**-**	-
	Net liability at end of the year	*22.1.8*	**972,471**	1,275,721	**630,087**	253,657	**8,720,345**	7,742,177
22.1.2	**Movement in present value of defined benefit obligations**							
	Present value of defined benefit obligations at beginning of the year		**9,610,754**	9,186,851	**14,286,795**	11,935,063	**7,742,177**	6,889,529
	Current service cost	*22.1.4*	**413,571**	393,018	**606,733**	421,829	**153,674**	156,989
	Past service cost	*22.1.4*	**17,368**	-	**16,600**	-	**212,284**	75,401
	Interest cost		**1,279,151**	1,373,173	**1,964,589**	1,847,080	**1,062,169**	1,069,279
	Benefits paid during the year		**(947,926)**	(936,583)	**(508,034)**	(415,149)	**(310,505)**	(200,916)
	Remeasurement: Actuarial (gain) / loss		**(638,221)**	(405,705)	**(189,242)**	497,972	**(139,454)**	(248,105)
	Present value of defined benefit obligations at end of the year		**9,734,697**	9,610,754	**16,177,441**	14,286,795	**8,720,345**	7,742,177
22.1.3	**Movement in fair value of plan assets**							
	Fair value of plan assets at beginning of the year		**8,335,033**	6,830,022	**14,033,138**	10,386,929	**-**	-
	Expected return on plan assets		**1,119,352**	1,059,240	**1,946,461**	1,650,575	**-**	-
	Contributions made by the Company		**268,602**	727,213	**248,350**	600,965	**-**	-
	Benefits paid during the year		**(947,926)**	(936,583)	**(508,034)**	(415,149)	**-**	-
	Remeasurement: Actuarial (loss) / gain		**(12,835)**	655,141	**(172,561)**	1,809,818	**-**	-
	Fair value of plan assets at end of the year		**8,762,226**	8,335,033	**15,547,354**	14,033,138	**-**	-
22.1.4	**Expense recognised in profit or loss**							
	Current service cost		**413,571**	393,018	**606,733**	421,829	**153,674**	156,989
	Past service cost		**17,368**	-	**16,600**	-	**212,284**	75,401
	Net interest expense / (income)		**159,799**	313,933	**18,128**	196,505	**1,062,169**	1,069,279
	Expense for the year		**590,738**	706,951	**641,461**	618,334	**1,428,127**	1,301,669
22.1.5	**Actual return on plan assets**		**858,553**	1,714,381	**1,773,900**	3,460,393	**-**	**-**
22.1.6	**Remeasurement (gain) / loss recognised in other comprehensive income / (loss)**							
	Actuarial (gain) / loss on defined benefit obligation	*22.1.7*	**(638,221)**	(405,705)	**(189,242)**	497,972	**(139,454)**	(248,105)
	Actuarial loss / (gain) on fair value of plan assets		**12,835**	(655,141)	**172,561**	(1,809,818)	**-**	-
	Remeasurement (gain) / loss		**(625,386)**	(1,060,846)	**(16,681)**	(1,311,846)	**(139,454)**	(248,105)
22.1.7	**The actuarial (gain) / loss on defined benefit obligation occurred on account of following:**							
	- Financial assumptions		**(2,248)**	117,425	**(237,746)**	1,602,928	**(18,204)**	(21,352)
	- Experience adjustments		**(635,973)**	(523,130)	**48,504**	(1,104,955)	**(121,250)**	(226,753)
			(638,221)	(405,705)	**(189,242)**	497,972	**(139,454)**	(248,105)
22.1.8	**Net recognised liability / (asset)**							
	Net liability / (asset) at beginning of the year		**1,275,721**	2,356,829	**253,657**	1,548,134	**7,742,177**	6,889,529
	Expense recognised in profit or loss	*22.1.4*	**590,738**	706,951	**641,461**	618,334	**1,428,127**	1,301,669
	Contributions made / benefits paid by the Company		**(268,602)**	(727,213)	**(248,350)**	(600,965)	**(310,505)**	(200,916)
	Remeasurement loss / (gain) recognised in other comprehensive (loss) / income	*22.1.6*	**(625,386)**	(1,060,846)	**(16,681)**	(1,311,846)	**(139,454)**	(248,105)
	Net liability / (asset) at end of the year		**972,471**	1,275,721	**630,087**	253,657	**8,720,345**	7,742,177

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		Gratuity fund		Pension funds	
		2025	**2024**	**2025**	**2024**
22.1.9	**Plan assets comprise of following**				
	Pakistan Investment Bonds	**6,427,405**	6,271,498	**11,902,912**	11,934,509
	Treasury Bills	**2,064,974**	1,737,454	**2,085,376**	613,383
	Quoted Shares	**-**	-	**1,013,064**	822,606
	Cash and cash equivalents	**206,084**	72,659	**433,090**	70,363
	Other receivables / (payables) - net	**63,763**	253,422	**112,912**	592,277
	Fair value of plan assets at end of the year	**8,762,226**	8,335,033	**15,547,354**	14,033,138

22.1.10 Plan assets include the Company's ordinary shares with a fair value of Rs. 292,520 (2024: Rs. 128,714).

22.1.11 The principal assumptions used in the actuarial valuations carried out as of June 30, 2025, using the 'Projected Unit Credit' method, are as follows:

	Gratuity fund		Pension funds		Medical benefits		Compensated absences	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Discount rate per annum (%)	**12.50**	14.00	**12.50**	14.00	**12.50**	14.00	**12.50**	14.00
Expected per annum rate of return on plan assets (%)	**14.00**	14.00	**12.50**	14.00	**-**	-	**-**	-
Expected per annum rate of increase in future salaries (%)	**11.50**	13.50	**11.50**	15.00	**-**	-	**11.50**	15.00
Expected per annum rate of increase in medical costs (%):								
- active employees	**-**	-	**-**	-	**12.50**	14.00	**-**	-
- pensioners	**-**	-	**-**	-	**12.50**	14.00	**-**	-
Indexation of pension (%)	**-**	-	**8.75**	10.50	**-**	-	**-**	-
Expected mortality rate	**SLIC (2001-05) Ultimate Mortality table**	SLIC (2001-05) Ultimate Mortality table	**SLIC (2001-05) Ultimate Mortality table**	SLIC (2001-05) Ultimate Mortality table	**SLIC (2001-05) Ultimate Mortality table**	SLIC (2001-05) Ultimate Mortality table	**SLIC (2001-05) Ultimate Mortality table**	SLIC (2001-05) Ultimate Mortality table
Expected withdrawal rate	**Low**	Low	**Low**	Low	**Low**	Low	**Low**	Low

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

Salary increase risks

The most common type of retirement benefit is one where the benefit is linked with final salary. The risk arises when the actual increases are higher than expectation and impacts the liability accordingly.

Withdrawal risks

The risk of actual withdrawals varying with the actuarial assumptions can impose a risk to the benefit obligation. The movement of the liability can go either way.

Investment risks

The risk arises when the actual performance of the investments is lower than expectation and thus creating a shortfall in the funding objectives.

Longevity risks

The risk arises when the actual lifetime of retirees is longer than expectation. The risk is measured at the plan level over the entire retiree population.

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In case of the funded plans, the investment positions are managed by Asset-Liability Matching (ALM) framework to ensure that 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 risks has not been changed from previous periods. Investments are well diversified and a large portion of plan assets in 2025 consists of Regular Income Certificates, Pakistan Investment Bonds, Mutual Funds, Treasury Bills and Quoted Shares.

22.1.13 The expected return on plan assets was determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as at the reporting date. Expected return on equity investments reflect long-term real rates of return experienced in the market.

22.1.14 Expected contributions to gratuity fund, pension funds and medical benefits for the year ending June 30, 2026 are Rs. 528,134, Rs. 335,438 and Rs. 1,204,161 respectively.

22.1.15 Historical information of staff retirement benefits

	2025	2024	2023	2022	2021
Pension Plan Funded					
Present value of defined benefit obligation	**16,177,441**	14,286,795	11,935,063	10,152,754	8,799,781
Fair value of plan assets	**(15,547,354)**	(14,033,138)	(10,386,929)	(9,472,860)	(9,918,245)
Net liability / (asset) at end of the year	**630,087**	253,657	1,548,134	679,894	(1,118,464)
Gratuity Plans Funded					
Present value of defined benefit obligation	**9,734,697**	9,610,754	9,186,851	8,411,645	7,399,005
Fair value of plan assets	**(8,762,226)**	(8,335,033)	(6,830,022)	(6,522,029)	(7,738,302)
Net liability / (asset) at end of the year	**972,471**	1,275,721	2,356,829	1,889,616	(339,297)

22.1.16 Defined contribution plans

An amount of Rs. 464,148 (2024: Rs. 453,900) has been charged during the year in respect of defined contribution plan maintained by the Company.

22.1.17 Sensitivity analysis for actuarial assumptions

The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions is:

	Gratuity fund	Pension funds	Medical benefits
Discount rate (1% increase)	**9,104,880**	**14,298,179**	**7,684,366**
Discount rate (1% decrease)	**10,444,340**	**18,493,608**	**9,988,057**
Future salary rate (1% increase)	**10,477,920**	**16,776,801**	-
Future salary rate (1% decrease)	**9,065,080**	**15,631,044**	-
Future pension rate (1% increase)	-	**17,894,141**	-
Future pension rate (1% decrease)	-	**14,710,493**	-
Medical cost trend rate (1% increase)	-	-	**9,828,890**
Medical cost trend rate (1% decrease)	-	-	**7,783,176**

If longevity increases by 1 year, obligation increases by Rs. 1,643 (2024: 14,250)

The sensitivity analysis is based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method (present value of defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) is

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applied as when calculating the liability for gratuity, pension and medical benefits recognised within the statement of financial position. There has been no change in assumptions and methods used in preparing the sensitivity analysis from prior year.

22.1.18 The expected return on plan assets is based on the market expectations and depends upon the asset portfolio of the funds, at the beginning of the year.

22.1.19 The expected maturity analysis of undiscounted retirement benefit liability is as follows:

	Gratuity Fund	Pension Funds	Medical Benefits
Less than a year	**1,127,682**	**5,090,011**	**296,147**
Between 1-2 years	**784,074**	**7,010,668**	**263,422**
Between 2-3 years	**991,543**	**7,142,165**	**313,912**
Between 3-4 years	**1,220,961**	**10,628,506**	**277,179**
Between 4-5 years	**1,386,092**	**12,043,628**	**336,315**
Between 6-10 years	**6,330,135**	**54,984,548**	**1,813,895**
Over 10 years	**20,976,657**	**112,018,089**	**247,196**

23. LEASE LIABILITIES

	Note	2025	2024
Balance at beginning of the year		**8,219,191**	7,094,642
Other Changes:			
Additions during the year		**3,480,579**	802,165
Accretion of interest	*37*	**1,348,857**	925,807
Lease contracts modified during the year		**2,468,360**	1,188,565
Less: Disposal during the year		**-**	(19,395)
		7,297,796	2,897,142
Less: Lease rentals paid		**(2,507,280)**	(1,772,593)
Balance at end of the year		**13,009,707**	8,219,191
Less: Current portion shown under current liability		**(545,102)**	(532,440)
		12,464,605	7,686,751

23.1 The Company has recognised charge of Rs. 6,008,300 (2024: 5,593,039) relating to those variable lease payments, which do not form a part of leases.

23.2 The expected maturity analysis of undiscounted lease payments are as follows:

	2025	2024
Less than a year	**2,062,437**	1,470,583
Between 1-5 years	**10,991,168**	6,333,894
Over 5 years	**13,925,219**	11,504,271

24. DEFERRED INCOME - GOVERNMENT GRANT

The Company received grant of Rs. 100,000 in financial year 2022 from Government of Gilgit Baltisitan (GoGB) for establishment of bulk oil depot at Skardu.

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25. OTHER PAYABLE

Balance relates to wharfage payable to Port Qasim Authority (PQA), a related party on account of import of LNG by the Company. As per the directions of Ministry of Finance - Economic Affairs Division outstanding wharfage has to be paid in 10 equal installments without interest over a period of 10 years. The Company has recognised this liability at amortised cost at inception rate prevailing at the time of determining the liability.

26. TRADE AND OTHER PAYABLES

	Note	2025	2024
Local creditors	*26.1 & 26.2*	**34,772,740**	47,127,400
Foreign creditors	*26.1 & 26.3*	**141,641,287**	145,857,794
		176,414,027	192,985,194
Security deposits	*26.4*	**10,256,789**	9,181,368
Accrued expenses and other liabilities	*26.5, 26.6 & 26.7*	**148,315,989**	72,787,190
Subscription money payable		**15,000**	15,000
Payable to provident funds		**10,184**	24,575
Due to OMCs and refineries		**205,398**	205,424
Inland Freight Equalisation Margin (IFEM) including freight equalization payable		**17,318,229**	13,947,870
Advances - unsecured			
- from customers	*26.8*	**10,785,121**	8,030,189
- against equipment		**1,615**	1,615
		10,786,736	8,031,804
Taxes and other government dues			
- Excise, taxes and other duties		**18,090,696**	10,931,930
- Income tax deducted at source		**549,650**	222,472
		18,640,346	11,154,402
Workers' Profit Participation Fund	*26.9*	**238,318**	353,703
Workers' Welfare Fund		**1,079,630**	831,494
Others		**424,381**	312,331
		383,705,027	309,830,355

26.1 The average credit period on imports is 30 days on White Oil, 60 days on Black Oil and ranges between 14 to 16 days on Liquefied Natural Gas (LNG). On local purchases, the Company is availing 13 to 14 days credit. Thereafter, interest is charged in accordance with the terms of agreement on the outstanding balance.

26.2 This includes amounts payable to the following related parties:

	2025	2024
Pak-Arab Refinery Company Limited	**18,924,158**	27,197,506
Pakistan Refinery Limited	**12,534,605**	6,334,330
Cnergyico PK Limited	**703,557**	337,283
	32,162,320	33,869,119

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26.3 This includes amount of Rs. 37,417,812 (2024: Rs. 38,425,773) in respect of import of LNG.

26.4 Security deposits include deposits received by the Company under the terms of related agreements and are as follows:

	Note	2025	2024
Dealers	*26.4.2*	**1,448,852**	1,336,803
Equipment	*26.4.3*	**770,178**	702,054
Cartage contractors	*26.4.4*	**1,825,442**	1,802,763
Card holders	*26.4.5*	**4,787,241**	4,294,326
Suppliers	*26.4.5*	**1,297,805**	922,183
Others	*26.4.5*	**127,271**	123,239
		10,256,789	9,181,368

26.4.1 Security deposits include:

	Note	2025	2024
Utilisable / utilised in business	*26.4.1.1*	**9,762,539**	8,695,318
Others	*26.4.1.2*	**494,250**	486,050
		10,256,789	9,181,368

26.4.1.1 The amount is fully utilised in business in accordance with requirement of written agreements and in terms of section 217 of the Companies Act, 2017.

26.4.1.2 The amount is kept in separate bank accounts as per terms of agreement.

26.4.2 These represent interest-free deposits from dealers for the performance of their service as defined in the dealership agreements. The deposits are refundable on termination of dealership agreements and are payable on demand.

26.4.3 These represent interest-free deposits from customers against Liquefied Petroleum Gas (LPG) equipments. The deposits are refundable on the return of equipment and are payable on demand.

26.4.4 These represent interest bearing and interest-free deposits from contractors against the cartage contracts for transportation of petroleum products. The deposits are refundable on cancellation of contracts.

26.4.5 These represent non-interest bearing security deposits and are repayable on termination of contract / performance of the services.

	2025	2024
26.5 This includes amount payable to the following related parties:		
Pakistan National Shipping Corporation	**-**	2,070,487
Government of Pakistan	**72,204,729**	12,569

26.6 Includes amount due to various related parties on account of insurance premium, late payment surcharge, pipeline and other charges aggregating to Rs. 30,499,678 (2024: Rs. 30,726,807).

26.7 Includes current portion of wharfage payable to related party amounting to Rs. 103,245 (2024: Rs. 91,150).

26.8 These represents advances received from customers against supply of petroleum products which are recognised as revenue when the performance obligation is satisfied.

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		Note	2025	2024
26.9	**Workers' Profit Participation Fund**			
	Balance at beginning of the year		**353,703**	10,006
	Allocation for the year	*36*	**2,838,319**	2,226,704
			3,192,022	2,236,710
	Payments during the year		**(2,953,704)**	(1,883,007)
	Balance at end of the year		**238,318**	353,703
27.	**SHORT-TERM BORROWINGS**			
	From National Bank of Pakistan - Related party			
	Short-term finances in foreign currency	*27.1*	**121,212,275**	127,365,193
	From other than related party			
	Short-term finances			
	- local currency	*27.3 & 27.7*	**36,488,000**	60,500,000
	- foreign currency	*27.1*	**197,383,529**	203,292,109
			233,871,529	263,792,109
	Finances under mark-up arrangements	*27.3 & 27.6*	**980,436**	12,396,196
		27.2 , 27.4 & 27.5	**356,064,240**	403,553,498

27.1 The rate of mark-up for these facilities range from Re. 0.13 to Re. 0.21 (2024: Re. 0.17 to Re. 0.38) per Rs. 1,000 per day. This facility is secured by way of trust receipts of the Company. These finances have been obtained on the directives of MoF via letter dated September 09, 2015.

27.2 The total facility limit of various financing facilities available from banks aggregate to Rs. 573,934,804 (2024: Rs. 508,301,086) out of which Rs. 217,870,564 (2024: Rs. 104,747,588) remained unutilised as of reporting date. These facilities are secured by way of floating / pari passu charge on the Company's stocks, receivables and trust receipts.

27.3 The rate of mark-up on short-term finance facility is Re. 0.03 to Re. 0.31 (2024: Re. 0.55 to Re. 0.60) per Rs. 1,000 per day. These facilities are renewable subject to payment of repurchase price on specified dates.

27.4 These finances have been obtained for working capital requirements.

27.5 As at June 30, 2025, accrued interest / mark-up on short-term borrowings and finances under mark-up arrangement amounted to Rs. 2,388,282 (2024: Rs. 4,958,369), which includes Rs. 903,039 (2024: Rs. 655,877) due to National Bank of Pakistan - a related party.

27.6 As at June 30, 2025, finances under markup arrangement includes Rs. Nil (2024: Rs. 6,968,342) due to National Bank of Pakistan - a related party.

27.7 These include short-term finances amounting to Rs. 6,000,000 (2024: Rs. 22,500,000) from bank accounts under Islamic mode.

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		2025	2024
27.8	Movement in short-term and foreign currency loan:		
	Balance at beginning of the year	**391,157,302**	419,559,708
	Loans obtained during the year	**181,971,867**	490,334,927
	Loans repaid during the year	**(218,045,365)**	(518,737,333)
		(36,073,498)	(28,402,406)
	Balance at end of the year	**355,083,804**	391,157,302

28. PROVISIONS

These represent provisions for certain legal claims raised by the regulatory authorities against the Company. The outcome of these legal claims are uncertain but they are not expected to give rise to material obligations beyond those provided for.

	2025	2024
Claim raised by regulatory authorities	**386,949**	386,949
Infrastructure development cess	**252,464**	252,464
	639,413	639,413

29. UNCLAIMED DIVIDEND

	2025	2024
Balance at beginning of the year	**1,620,814**	1,561,242
Other changes - dividend for the year	**4,694,734**	3,521,050
Payments made during the year	**(4,610,408)**	(3,461,478)
Balance at end of the year	**1,705,140**	1,620,814

30. CONTINGENCIES AND COMMITMENTS

30.1 Contingencies

The Company has contingent liabilities in respect of unrecognised late payment surcharge, pending tax matters and other legal claims in the ordinary course of business.

30.1.1 Income tax

30.1.1.1 The taxation officer passed assessment orders dated May 28, 2010, May 31, 2010, August 31, 2010 and January 29, 2011 in respect of Tax Years 2005 to 2008 and made certain disallowances and additions resulting in total tax demand of Rs. 1,513,951. These orders were later rectified and amended to Rs. 831,811. The appeal against Tax Year 2008 is pending before the High Court of Sindh (SHC). During the year ended June 30, 2019, the Appellate Tribunal Inland Revenue (ATIR) passed an order in respect of Tax Year 2005 which was in favour of the Company except one point on which the Company has filed reference before SHC. During the year ended June 30, 2020, ATIR has passed orders in respect of Tax Year 2006 and 2007 which were mostly in favour of the Company. The Company obtained the effect of ATIR orders from taxation authorities for the Tax Years 2005 to 2007 after which demand is reduced to Rs. 169,744. Based on views of the tax advisor, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Company. Accordingly, no provision has been made in these unconsolidated financial statements.

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30.1.1.2 The taxation officer passed assessment orders dated January 31, 2012, April 06, 2012 and May 31, 2012 in respect of Tax Years 2009 to 2011 and made certain disallowances and additions resulting in total tax demand of Rs. 4,598,246. The Company filed appeals against these orders before Commissioner Inland Revenue (Appeals) [CIR (Appeals)] who decided certain matters in favour of the Company. During the year ended June 30, 2013, the Company received revised orders showing an aggregate demand of Rs. 740,871 after taking into effect for matters decided in favour of the Company by the CIR (Appeals). The Company has filed appeals before the ATIR for remaining points adjudicated against the Company by the CIR (Appeals) which are pending for hearing. Based on the views of tax advisor of the Company, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Company. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.1.3 Assistant Commissioner Inland Revenue (ACIR) through his orders dated January 29, 2013 and January 28, 2014 made certain additions and disallowances in respect of Tax Year 2012 and 2013 respectively raising total tax demand of Rs. 3,096,173. The Company had filed appeals against the said orders before the CIR (Appeals), whereby most of the matters have been decided in favour of the Company. For remaining issues, the Company has filed appeals before the ATIR. Based on the views of tax advisor of the Company, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Company. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.1.4 The ACIR through his orders dated February 09, 2015 and March 22, 2016 made certain additions and disallowances in respect of Tax Year 2014 and 2015 respectively, thereby creating total tax demand of Rs. 35,992,978. The orders were later rectified and amended to Rs. 3,619,899. Further, through computerised balloting, the Company was selected for audit of Tax Year 2014 by the Federal Board of Revenue (FBR) and another demand of Rs. 53,023 was created by FBR for Tax Year 2014. The Company has filed appeals against these orders before the CIR (Appeals) which were decided partially against the Company in FY 2018 except for audit case of Tax Year 2014 which was remanded back by CIR (Appeals) to the assessing officer for verification and effect. The Company has filed appeals before ATIR against these CIR (Appeals) orders. During the year 2019, the Company has received an appeal effect on aforesaid CIR (Appeals) orders from Tax authorities after which the demand has been amended to Rs. 2,585,773. The Company received another appeal effect from taxation authorties for the Tax Year 2014 after which demand is reduced to Rs. 2,532,750. Based on the views of tax advisor of the Company, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Company. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.1.5 The ACIR through his assessment orders dated February 27, 2017 for Tax Year 2016 and assessment order dated December 29, 2017 and February 28, 2018 for Tax Year 2017, made certain additions and disallowances, thereby creating total tax demand of Rs. 2,685,964. The Company filed appeals against these orders before the CIR (Appeals). The appeal relating to Tax Year 2016 has been decided by CIR (Appeals) in FY 2018, whereby few issues have been decided in favour of the Company. The Company had received an appeal effect for the Tax Year 2016 on aforesaid CIR (Appeals) order from tax authorities after which the aforesaid demand has been reduced to Rs. 2,685,818. For remaining issues, the Company has filed appeals before ATIR. Based on the views of tax advisor of the Company, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Company. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.1.6 The ACIR through his order dated January 31, 2019 made certain additions and disallowances in respect of Tax Year 2018 and raised tax demand of Rs. 207,773. The Company filed an appeal against aforesaid order before CIR (Appeals) which was decided against the Company. Appeal against the said order has been filed before the ATIR by the Company. Based on the views of tax advisor of the Company, the management believes that the matters will ultimately be decided in favour of the Company. Accordingly, no provision has been made in these unconsolidated financial statements.

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30.1.1.7 The Additional Commissioner Inland Revenue (AdCIR) through his order dated September 30, 2020 made certain additions and disallowances in respect of Tax Year 2019 and raised tax demand of Rs. 411,567. The Company filed an appeal before CIR (Appeals) which was decided against the Company. Appeal against the said order has been filed before the ATIR by the Company. Based on the views of tax advisor of the Company, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Company. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.1.8 The AdCIR through his order dated June 28, 2022 made certain additions and disallowances in respect of Tax Year 2021 and raised tax demand of Rs. 3,014,870. The Company filed appeal before CIR (Appeals) on July 26, 2022. Taxation authorities further amended the aforesaid order to Rs. 3,520,201 by including WWF demand. The Company filed appeal before CIR (Appeals) which was partially decided against the Company. The Company received an appeal effect for the Tax Year 2021 on aforesaid CIR (Appeals) order from tax authorities after which the aforesaid demand has been reduced to Rs. 3,477,249. For the remaining issues, the Company appealed to the ATIR which was decided against the Company. Later on, the Company filed application before Alternate Dispute Resolution Committee (ADRC) which was subsequently dissolved as no decision was made by ADRC within the statutory time limit of sixty days as per sub-section 11 of section 134A of the Income Tax Ordinance, 2001. The Company has filed reference before Sindh High Court for the Tax Year 2021. The Company has also filed petition before Islamabad High Court and challenged the constitution of ADRC under section 134A of the Income Tax Ordinance, 2001 which is pending. Based on the views of legal counsel of the Company, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Company. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.1.9 The AdCIR through his order dated May 29, 2023 made certain additions and disallowances in respect of Tax Year 2022 and raised tax demand of Rs. 2,557,721 by including WWF. The Company filed an appeal before CIR (Appeals) which was decided against the Company. Appeal against the said order has been filed before the ATIR by the Company. Based on the views of tax advisor of the Company, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Company. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.1.10 The AdCIR issued an order dated March 28, 2024, for Tax Year 2023, making amendments and additions that resulted in a total tax demand of Rs. 1,486,065. The Company appealed to the CIR (Appeals) which was subsequently ruled against the Company. Following this, the Company submitted an application to the ADRC which is decided against the Company. The Company has also filed petition before Islamabad High Court and challenged the constitution of ADRC under section 134A of the Income Tax Ordinance, 2001 which is pending. Based on the views of tax advisor, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Company. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.1.11 The AdCIR issued an order dated April 01, 2024, for Tax Year 2020, making certain amendments and additions that resulted in a total tax demand of Rs. 59,435. The Company appealed to the CIR (Appeals), who subsequently ruled against the Company. Following this, the Company submitted an application to the ADRC which is decided against the Company. The Company has also filed petition before Islamabad High Court and challenged the constitution of ADRC under section 134A of the Income Tax Ordinance, 2001 which is pending. Based on the views of tax advisor, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Company. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.1.12 The AdCIR passed an order dated March 26, 2025, in respect of Tax Year 2024, making certain amendments and additions, resulting in a total tax demand of Rs. 568,165. The Company has filed a petition before the Islamabad High Court (IHC) challenging the said order. The IHC has suspended the operation of the order and merged the case with the main appeal, in which the constitutionality of the ADRC under Section 134A of the Income Tax Ordinance, 2001 has been challenged. The matter is currently pending adjudication. Based on the opinion of the tax advisor, the management believes that it is more likely than not that the matter will ultimately be decided in the Company's favour. Accordingly, no provision has been made in these unconsolidated financial statements.

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30.1.2 Sales tax

30.1.2.1 A sales tax order-in-original No. 01/2010 dated March 30, 2010 was issued by Deputy Commissioner Inland Revenue (DCIR), FBR in respect of sales tax audit of the Company for the tax years 2004 to 2007. Under the said order, a demand of Rs. 883,864 was raised on account of certain transactions and default surcharge of Rs. 512,172 was imposed. The ATIR decided the case in favour of the Company. However, the tax department has filed an appeal against the aforesaid decision of the ATIR in the SHC which is pending for hearing. Based on the views of tax and legal advisor, the management believes that it is more likely than not that the matter will ultimately be decided in favour of the Company. Accordingly, no provision has been made for the said matters in these unconsolidated financial statements.

30.1.2.2 The DCIR passed an order dated July 02, 2019 in respect of sales tax audit for Tax Year 2010 giving rise to demand of Rs. 3,586,018 along with penalty of Rs. 179,300 and default surcharge to be calculated at the time of settlement of demand. The Company appealed against this order before CIR (Appeals), who has annulled the order and has decided the case in the Company's favour through an order dated September 9, 2019. Aggreived by the order of CIR (Appeals), tax department filed an appeal against this order to Appellate Tribunal which has also decided the matter vide its Order dated April 23, 2025 in favour of the Company by upholding previous order of CIR (Appeals). Based on the views of tax advisor of the Company, the management believes that it is more likely than not that the matter even if further challenged by the tax department before the court will ultimately be decided in the Company's favour. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.2.3 The DCIR has passed an order dated July 04, 2019 on the matter of non-charging of sales tax on supply of fuel to vessels and aircrafts proceeding outside Pakistan for the year 2014 to 2015. The aforesaid order resulted in demand of sales tax of Rs. 4,579,596 along with penalty of Rs. 228,979 and default surcharge to be calculated at the time of settlement of demand. The Company appealed against this order before CIR (Appeals), who has annulled the order and has decided the case in Company's favour in an order dated September 09, 2019. Aggreived by the order of CIR (Appeals), tax department filed an appeal against this order to Appellate Tribunal which has also decided the matter vide its order dated May 19, 2025 by upholding previous order of CIR (Appeals). Based on the views of tax advisor of the Company, the management believes that it is more likely than not that the matter even if further challenged by the tax department before the court will ultimately be decided in the Company's favour. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.2.4 A sales tax order No. 01/2012 dated January 16, 2013 was issued by the DCIR (Adjudication), FBR in respect of delayed payment of sales tax due in sales tax return for March 2011. Under the said order, demand of Rs. 437,305 was raised which comprised default surcharge of Rs. 82,265 and penalty of Rs. 355,040 on late payment. The Company filed an appeal against the said order before CIR (Appeals) which was decided against the Company. The Company, accordingly, filed an appeal against the aforesaid order of CIR (Appeals) before the ATIR which vide its order dated September 13, 2013 upheld the imposition of default surcharge, however, vacated penalty imposed for de novo consideration by adjudicating authority. The matter of penalty was again decided against the Company by adjudicating officer and later on by the CIR (Appeals) vide its order dated September 29, 2015 against which the Company has filed an appeal before the ATIR on February 18, 2016. Further, the Company has also filed an appeal before the SHC against the first order of ATIR, which is pending for hearing. Based on the views of tax and legal advisors of the Company, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Company. Accordingly, no provision in this respect has been made in these unconsolidated financial statements.

30.1.2.5 The DCIR passed an order dated July 03, 2019 in respect of non-payment of sales tax on PDC / subsidies giving rise to demand of sales tax of Rs. 33,855,642 alongwith penalty of Rs. 33,855,642 and default surcharge to be calculated at the time of settlement of demand. The Company appealed against this order before CIR - Appeals, who has annulled the order and decided the case in Company's favour in an order dated September 09, 2019. Aggreived by the order of

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CIR (Appeals), tax department filed an appeal against this order to Appellate Tribunal which has also decided the matter vide its order dated May 30, 2025 by uphoding previous order of CIR (Appeals). Based on the views of tax advisor of the Company, the management believes that it is more likely than not that the matter even if further challenged by the tax department before the court will ultimately be decided in the Company's favour. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.2.6 Punjab Revenue Authority (PRA) has issued an order dated September 18, 2017, received on November 30, 2017, against the Company demanding Rs. 2,258,235 along-with penalty and default surcharge on alleged non-recovery of Punjab sales tax on alleged commission paid to petroleum dealers. The Company does not agree with the stance of PRA as the Authority erroneously assumed the dealer's margin allowed to petroleum dealers through OGRA's price notification as "dealer's commission". The Company further collects general sales tax on such dealer's margin and submits the same to Government treasury with monthly sales tax return. Accordingly, levy of Punjab service sales tax on the alleged commission would lead to double imposition of sales tax on dealer's margin. The Company challenged the order in Lahore High Court, which duly granted stay against the subject tax demand. Further, in consultation with legal advisor, an appeal has also been filed with Commissioner - Appeals PRA against the subject order. Commissioner - Appeals PRA in his appellate order dated September 05, 2018 decided the case against the Company while waiving levy of penalty thereon. The Company filed an appeal with Appellate Tribunal PRA, which set-aside the impugned order and remanded it back to Commissioner-Appeals, PRA for deciding it afresh, in the order dated December 09, 2019. During the year, Commissioner-Appeals, PRA in pursuance to the directives of Appellate Tribunal, PRA passed the order against the Company. The Company has challenged the order of Commissioner-Appeals, PRA before Appellate Tribunal, PRA based on factual and legal plane which is now pending for hearing. Based on the view of tax and legal advisors, the management believes that it is more likely than not that the matter will ultimately be decided in the Company's favour. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.2.7 PRA has issued two orders dated April 10, 2018, against the Company demanding Rs. 571,933 alongwith penalty and default surcharge on alleged non-recovery of Punjab sales tax on account of distribution, marketing and administrative expenses as illustrated in Annual Audited Accounts of 2014-15 and 2015-16. The orders were raised on an unsubstantiated assumption that distribution, marketing and administrative expenses disclosed by the Company in its financial statements of aforementioned periods are completely taxable and pertains solely to the province of Punjab. Commissioner-Appeals, PRA has upheld the alleged demand against which the Company filed appeal with Appellate Tribunal - Appeal PRA against the subject orders, which has set-aside the matter and remanded the case back to the adjudication officer with specified directions vide its order dated February 04, 2025. Company has challenged the said order before Lahore High Court via filing of Reference. Based on the views of tax and legal advisor of the Company, the management believes that it is more likely than not that the matter will ultimately be decided in the Company's favour. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.2.8 PRA has issued a Show Cause Notice dated October 01, 2019 demanding Rs. 8,839,550 claiming certain components of petroleum price (e.g., dealer's margin, OMC margin and IFEM) as subject to levy of Punjab Sales Tax. The Company did not agree with the view of PRA as the whole price of POL products is subject to levy of general sales tax, being part of value of supply. The Company challenged the said Show Cause Notice, against which the LHC has duly granted stay. Based on the views of tax and legal advisor of the Company, the management believes that it is more likely than not that the matter will ultimately be decided in the Company's favour. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.2.9 The BRA issued a recovery notice dated June 14, 2024, claiming that Rs. 68,000 was paid short by PSO on account of withholding tax from July 01, 2018, to December 30, 2021. The Company disagreed with the view of short payment of withholding tax, and after several meetings with the Commissioner of the BRA, the matter was remanded back to the officer. According to our tax consultant, the issue will be resolved based on the verification of payment evidence with

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the officer. Sufficient evidence has been provided to the consultant for verification and is likely to be resolved in favor of the Company.

30.1.3 Other tax matters

30.1.3.1 The Deputy Director / Sr. Excise and Taxation Officer (ETO) C.M.D.I, Karachi Port Trust (KPT) had issued a demand notice of Rs. 6,438,869 on account of Sindh Maintenance & Development Infrastructure Cess (SMDIC) in respect of POL products consignments imported by PSO during the period July 01, 2016 to November 15, 2019 at Keamari. The Company challenged the aforesaid notice in SHC, which dismissed PSO's and all other 487 identical appeals and ordered that the The Sindh Development and Maintenance of Infrastructure Cess Act, 2017, promulgated retrospectively, is a valid law within the competence of the Provincial Legislature. Aggrieved by the decision, PSO, in consultation with lawyer, filed an appeal before the Honorable Supreme Court of Pakistan (SCP) against the SHC's above order dated June 04, 2021. The SCP vide Judgement dated September 01, 2021, has suspended SHC's Judgement dated June 04, 2021 (Impugned Judgement) and granted interim relief and directed that till further orders, operation of the Impugned Judgement will be suspended and also restrained the respondents i.e., Excise & Taxation department, Government of Sindh for recovery of impugned infrastructure cess levy as mentioned above. Based on the views of its legal advisor, the management believes that it is more likely than not that the matter will ultimately be decided in the Company's favour. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.3.2 The Deputy Commissioner, SRB passed an order dated June 28, 2024 in respect of Tax Year 2023 and demanded Rs. 550,202 on account of Sindh Workers Welfare Fund. The Company has filed an appeal before SRB Commissioner (Appeals), based on the views of tax advisor, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Company. Accordingly, no provision has been made in these unconsolidated financial statements.

30.1.4 Other legal claims

30.1.4.1 As at June 30, 2025, certain legal cases amounting to Rs. 7,343,384 (2024: Rs. 7,066,545) have been filed against the Company. However, based on the advice of legal advisors of the Company, the management believes that the outcome of these cases would be decided in Company's favor.

30.1.4.2 Claims against the Company not acknowledged as debts amount to Rs. 16,909,893 (2024: Rs. 14,511,625) other than as mentioned in note 30.1.4.1 to these unconsolidated financial statements.

30.1.4.3 The Company's share in associates' contingencies in respect of various tax and legal matters as at year end is Rs. 1,523,232 (2024: Rs. 120,227).

		Note	2025	2024
30.2	**Commitments**			
30.2.1	Capital expenditures contracted for but not yet incurred		**7,521,653**	5,182,282
30.2.2	Letters of credit	*30.2.6*	**11,433,314**	47,275,342
30.2.3	Bank guarantees		**4,356,229**	3,462,338
30.2.4	Standby letters of credit		**86,224,324**	65,414,068
30.2.5	Cheque given as Guarantee		**26,739,525**	32,164,674

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

30.2.6 The Company has total unutilised facility limit against letters of credit aggregating to Rs. 104,200,000 (2024: Rs. 204,722,000) as of reporting date.

31. NET SALES

	Note	2025	2024
Gross sales	*31.1 & 31.2*	**3,384,192,110**	3,806,810,751
- Discount / allowances		**(1,786,811)**	(17,866)
- Sales tax		**(190,881,810)**	(203,558,236)
- Inland Freight Equalization Margin (IFEM)		**(42,134,050)**	(31,484,343)
		(234,802,671)	(235,060,445)
Net sales		**3,149,389,439**	3,571,750,306

31.1 This represent revenue from contracts with customers.

31.2 Includes export sales amounting to Rs. 5,413,925 (2024: Rs. 9,523,302).

32. COST OF PRODUCTS SOLD

	Note	2025	2024
Opening stock		**288,983,146**	292,626,142
Purchases made during the year		**3,014,605,386**	3,471,446,551
		3,303,588,532	3,764,072,693
Closing stock	*12*	**(250,909,180)**	(288,983,146)
		3,052,679,352	3,475,089,547

32.1 Purchases includes cost incurred on manufacturing of lubricants amounting to Rs. 18,340,002 (2024: Rs. 17,083,044).

32.2 Purchases includes depreciation amounting to Rs. 44,464 (2024: Rs. 36,159).

33. OTHER INCOME

	Note	2025	2024
Income from financial assets			
Reimbursement of financial charges on line fill cost		**5,899,006**	8,572,632
Interest / mark-up received on delayed payments		**864,874**	4,877,422
Interest income on short-term placements		**3,105,593**	-
Interest / mark-up on saving accounts	*33.1*	**2,104,147**	3,267,803
Mark-up on loan to subsidiary	*8.5*	**91,842**	-
Dividend income	*33.2*	**2,300,918**	194,475
		14,366,380	16,912,332
Income from non-financial assets			
Handling, storage and other services		**4,310,242**	4,267,975
Income from Compressed Natural Gas (CNG) operators		**94,465**	68,632
Income from non-fuel retail business		**389,367**	310,703
Income from retail outlets - net		**278,148**	308,786
Scrap sales		**60,454**	21,756
Gain on disposal of property, plant and equipment	*4.2*	**101,037**	58,352
Penalties and other recoveries		**585,701**	780,636
Reversal of impairment on financial assets		**430,257**	-
Reversal of provision against stores, spares and loose tools	*11.1*	**-**	56,289
Others		**1,514,606**	775,835
		7,764,277	6,648,964
		22,130,657	23,561,296

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

33.1 Includes mark-up of Rs. 147,333 (2024: Rs. 180,710) from bank accounts under Islamic mode.

33.2 This represents dividends received from Pak-Arab Pipeline Company Limited and Pakistan Refinery Limited which are related parties.

34. DISTRIBUTION AND MARKETING EXPENSES

	Note	2025	2024
Salaries, wages and benefits	*35.1*	**10,414,885**	9,009,083
Transportation costs		**287,597**	533,980
Depreciation on property, plant and equipment	*4.1.1*	**2,512,893**	2,053,645
Depreciation on right-of-use assets	*5.1*	**1,643,410**	1,072,266
Security and other services		**707,131**	629,328
Rent, rates and taxes		**106,918**	66,841
Repairs and maintenance		**2,509,770**	2,071,319
Insurance		**239,894**	250,606
Travelling and office transport		**619,791**	502,206
Printing and stationery		**39,410**	28,935
Communication		**52,194**	39,148
Utilities		**504,980**	531,079
Storage and technical services		**141,179**	4,536
Sales promotion and advertisement		**1,197,966**	976,214
Fees and subscription		**99,678**	119,681
		21,077,696	17,888,867

35. ADMINISTRATIVE EXPENSES

	Note	2025	2024
Salaries, wages and benefits	*35.1*	**4,128,199**	3,631,208
Depreciation on property, plant and equipment	*4.1.1*	**375,881**	277,363
Depreciation on right-of-use assets	*5.1*	**12,370**	93,940
Amortisation	*6*	**231,223**	170,467
Security and other services		**66,013**	61,413
Rent, rates and taxes		**8,357**	19,788
Repairs and maintenance		**903,604**	525,644
Insurance		**287,033**	260,834
Travelling and office transport		**152,387**	151,789
Printing and stationery		**15,911**	15,083
Communication		**45,699**	43,730
Utilities		**161,149**	156,480
Storage and technical services		**195,575**	168,934
Legal and professional		**257,138**	310,452
Auditors' remuneration	*35.3*	**28,745**	15,010
Contribution towards expenses of Board of Management		**46,793**	32,670
Donations	*35.4*	**500,000**	350,000
Fees and subscription		**15,626**	11,481
		7,431,703	6,296,286

35.1 Salaries, wages and benefits also include charge of Rs. 105,640 (2024: Rs. 90,240) in respect of Company's staff compensated absences. It also includes charge for gratuity, pension and medical benefits as mentioned in note 22.1.4 to these unconsolidated financial statements.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

35.2 Remuneration of Managing Director, Directors and Executives

35.2.1 The aggregate charge for the year in respect of remuneration and benefits to the Managing Director and Executives are as follows:

	2025		2024	
	Managing Director	Executives	Managing Director	Executives
Managerial remuneration	**30,612**	**2,060,334**	25,559	1,819,644
Housing and utilities	**16,836**	**1,163,688**	14,058	1,027,123
Performance bonus	**8,218**	**503,245**	6,863	441,147
Retirement benefits	**6,167**	**926,822**	4,780	1,067,955
Leave encashment	**-**	**27,800**	-	23,746
Other allowances and benefits	**19,171**	**2,734,168**	16,140	1,636,343
	81,004	**7,416,057**	67,400	6,015,958
Number, including those who worked part of the year	**1**	**775**	1	698

35.2.2 The amount charged in respect of fee to 10 (2024: 10) non-executive directors aggregated to Rs. 41,250 (2024: Rs. 27,200).

35.2.3 In addition, the Managing Director and certain executives are provided with free use of company maintained cars. Further, the Managing Director and executives are also entitled to avail medical facilities and other benefits as per the Company's policy.

35.3 Auditors' remuneration

	2025	2024
Fee for the:		
Audit of consolidated financial statements	**1,845**	1,495
Audit of unconsolidated financial statements	**4,513**	3,657
Review of half yearly financial information	**1,805**	1,463
Tax certifications	**9,699**	4,770
Other certifications	**9,222**	2,130
Out of pocket expenses	**1,661**	1,495
	28,745	15,010

35.4 All donations are made to Corporate Social Responsibility (CSR) trust which is an independent entity responsible for payment of donations.

35.5 During the year, no donation has been paid to any donee / party in which any director of the Company is interested.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

	Note	2025	2024
36. OTHER EXPENSES			
Workers' Profit Participation Fund	*26.9*	**2,838,319**	2,226,704
Workers' Welfare Fund		**1,135,328**	890,682
Exchange loss on foreign currency transactions - net		**63,147**	529,304
Provision of impairment on financial assets		**-**	261,338
Provision against stores, spares and loose tools	*11.1*	**98,013**	-
		4,134,807	3,908,028
37. FINANCE COSTS			
Interest / mark-up on short-term borrowings in:			
- local currency		**4,412,106**	8,569,038
- foreign currency	*37.1*	**24,937,618**	38,158,757
		29,349,724	46,727,795
Mark-up on bank accounts under Islamic mode		**2,438,946**	3,374,624
Late payment surcharge and other bank charges		**501,871**	1,220,234
		2,940,817	4,594,858
		32,290,541	51,322,653
Finance cost on wharfage liability		**78,804**	89,482
Finance cost on lease liabilities	*23*	**1,348,857**	925,807
	37.2	**33,718,202**	52,337,942

37.1 Includes mark-up amounting to Rs. 3,870,624 (2024: Rs. 5,686,624) on facilities under Islamic mode and Rs. 21,066,994 (2024: Rs. 32,472,133) on facilities under conventional mode.

37.2 Includes mark-up and bank charges amounting to Rs. 10,546,792 (2024: Rs. 13,922,834) on facilities obtained from National Bank of Pakistan - a related party.

	Note	2025	2024
38. TAXATION			
Current			
- for the year		**19,995,259**	16,308,969
- for prior years - (net)		**(288,512)**	(2,052,408)
		19,706,747	14,256,561
Deferred	*10.1*	**409,782**	(423,480)
		20,116,529	13,833,081

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

		2025	2024
38.1	**Relationship between accounting profit and taxation**		
	Accounting profit before taxation, minimum tax differential and final taxes	**52,792,740**	41,416,693
	Tax at the applicable tax rate of 29% (2024: 29%)	**15,309,895**	12,010,841
	Tax effect of:		
	- Final tax regime and income subject to lower tax rate	**25,804**	(563,612)
	- Adjustments relating to prior years	**(288,512)**	(2,052,408)
	- Super tax	**5,070,419**	4,140,505
	- Others	**(1,077)**	297,755
		20,116,529	13,833,081
	Effective tax rate %	**38**	33

38.2 Reconciliation of current tax charged as per tax laws for the year, with current tax recognised in the profit or loss account, is as follows:

	Note	2025	2024
Current tax liability for the year as per applicable tax laws	*38.5*	**31,760,024**	28,030,029
Portion of current tax liability as per tax laws, representing income tax under IAS 12		**(19,995,259)**	(16,308,969)
Portion of current tax computed as per tax laws, representing levy in terms of requirements of IFRIC 21 / IAS 37		**(11,764,765)**	(11,721,060)
Difference		**-**	-

38.3 This represents portion of minimum tax paid under section 148 of the Income Tax Ordinance, 2001 (ITO, 2001), representing levy in terms of requirements of IFRIC 21 / IAS 37.

38.4 This represents final taxes paid under section 150 of the Income Tax Ordinance, 2001 (ITO, 2001), representing levy in terms of requirements of IFRIC 21 / IAS 37, and includes super tax thereon.

38.5 The aggregate of minimum / final tax and income tax, amounting to Rs. 31,760,024 represents tax liability of the Company calculated under the relevant provisions of the Income Tax Ordinance, 2001.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

		2025	2024
39. EARNINGS PER SHARE - BASIC AND DILUTED			
There is no dilutive effect on the basic earnings per share of the Company, which is based on:			
Profit for the year		**20,911,446**	15,862,552
		(Number of shares)	
Weighted average number of ordinary shares in issue		**469,473,300**	469,473,300
		(Rupees)	
Earnings per share - basic and diluted		**44.54**	33.79

40. CASH GENERATED FROM OPERATIONS	Note	2025	2024
Profit before taxation, minimum tax differential and final taxes		**52,792,740**	41,416,693
Adjustments for:			
Depreciation of property, plant and equipment	*4.1.1*	**2,933,238**	2,367,167
Depreciation of right-of-use assets	*5*	**1,655,780**	1,166,206
Amortisation of intangibles	*6*	**231,223**	170,467
Loss on termination of leases		**-**	4,766
(Reversal) / provision for impairment on trade debts - net	*13.3*	**(659,885)**	319,819
Reversal of impairment against doubtful other receivables - net	*16.4.1*	**(5,466,263)**	(58,481)
Provision / (reversal) for impairment against stores, spares and loose tools	*11.1*	**98,013**	(56,289)
Provision for retirement and other services benefits		**2,835,049**	2,626,954
Gain on disposal of operating assets	*33*	**(101,037)**	(58,352)
Share of profit from associates - net of tax	*7.8.3*	**(314,404)**	(1,625,761)
Dividend income	*33*	**(2,300,918)**	(194,475)
Interest on lease payments	*37*	**1,348,857**	925,807
Finance costs	*37*	**32,369,345**	51,412,135
		32,628,998	56,999,963
Changes in:			
Stores, spares and loose tools		**327,481**	79,627
Stock-in-trade		**38,073,966**	3,642,996
Trade debts		**51,409,048**	7,376,349
Loans and advances		**(280,064)**	(47,262)
Short-term deposits and prepayments		**(1,024,334)**	878,294
Other receivables		**(21,821,640)**	(13,336,383)
Trade and other payables		**73,683,929**	991,144
		140,368,386	(415,235)
		225,790,124	98,001,421

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

	Note	2025	2024
41. CASH AND CASH EQUIVALENTS			
Cash and cash equivalents include:			
- Cash and bank balances	*18*	**53,997,293**	10,725,374
- Short-term investments	*17*	**46,999,504**	-
- Finances under mark-up arrangements	*27*	**(980,436)**	(12,396,196)
		100,016,361	(1,670,822)

42. SEGMENT INFORMATION

42.1 Segment wise results are as follows:

	2025				2024			
	Petroleum Products	LNG	Others	Total	Petroleum Products	LNG	Others	Total
	(Rupees in millions)							
Net sales	**2,155,500**	**982,256**	**11,633**	**3,149,389**	2,528,617	1,033,886	9,247	3,571,750
Cost of products sold	**(2,088,028)**	**(953,457)**	**(11,194)**	**(3,052,679)**	(2,458,196)	(1,008,227)	(8,667)	(3,475,090)
Gross profit	**67,472**	**28,799**	**439**	**96,710**	70,421	25,659	580	96,660
Other income	**12,167**	**-**	**9,964**	**22,131**	16,864	-	6,697	23,561
Administrative, distribution and marketing expenses	**(25,546)**	**(2,221)**	**(742)**	**(28,509)**	(20,223)	(3,350)	(612)	(24,185)
Other charges	**(3,177)**	**(111)**	**(847)**	**(4,135)**	(4,605)	1,223	(526)	(3,908)
Operating cost	**(28,723)**	**(2,332)**	**(1,589)**	**(32,644)**	(24,828)	(2,127)	(1,138)	(28,093)
Finance costs	**(8,718)**	**(25,000)**	**-**	**(33,718)**	(12,564)	(39,774)	-	(52,338)
Share of profit of associates - net of tax	**-**	**-**	**314**	**314**	-	-	1,626	1,626
Profit / (loss) before taxation, minimum tax differential and final taxes	**42,198**	**1,467**	**9,128**	**52,793**	49,893	(16,242)	7,765	41,416
Minimum tax differential	**(53)**	**(11,337)**	**-**	**(11,390)**	-	(11,593)	-	(11,593)
Final taxes	**-**	**-**	**(375)**	**(375)**	(128)	-	-	(128)
Profit / (loss) before taxation	**42,145**	**(9,870)**	**8,753**	**41,028**	49,765	(27,835)	7,765	29,695
Taxation	**(18,360)**	**1,439**	**(3,196)**	**(20,117)**	(11,976)	-	(1,856)	(13,833)
Profit / (loss) for the year	**23,785**	**(8,431)**	**5,557**	**20,911**	37,789	(27,835)	5,909	15,863

42.2 As referred in note 3.21 to these unconsolidated financial statements, the expenses have been allocated based on the sales volume in metric tonnes, which is in line with the basis of reporting to Management Committee.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

42.3 Net sales in LNG segment relates to single customer.

42.4 Receivable and payable balances pertaining to LNG segment have been disclosed in notes 13.5 and 26.3, respectively. Moreover, majority of the remaining assets and liabilities pertains to the petroleum segment.

42.5 Out of total sales of the Company, 99.8% (2024: 99.7%) relates to customers in Pakistan. Further, all non-current assets of the Company as at June 30, 2025 are located in Pakistan.

42.6 The Company sells its products to dealers, government agencies and autonomous bodies, independent power projects and other corporate customers. Sales to five major customers of the Company are approximately 38% during the year ended June 30, 2025 (2024: 39%).

42.7 Out of total gross sales of the Company, sales amounting to Rs. 1,159,692,105 (2024: Rs. 1,218,172,715) relates to circular debt customers.

43. FINANCIAL INSTRUMENTS BY CATEGORY

	Note	2025	2024
43.1 Financial assets as per statement of financial position			
Fair value through other comprehensive income			
- Long-term investment - Pak-Arab Pipeline Company Limited	7	**8,094,954**	4,558,321
At amortised cost			
- Loans and advances	8 & 14	**5,269,707**	1,457,473
- Deposits		**714,613**	416,756
- Trade debts	13	**437,453,104**	488,202,267
- Other receivables		**5,065,869**	3,054,464
- Short-term investments	17	**46,999,504**	-
- Cash and bank balances	18	**53,997,293**	10,725,374
		549,500,090	503,856,334
		557,595,044	508,414,655
43.2 Financial liabilities as per statement of financial position			
At amortised cost			
- Lease liabilities	23	**13,009,707**	8,219,191
- Trade and other payables		**333,937,697**	272,638,545
- Unclaimed dividend	29	**1,705,140**	1,620,814
- Accrued interest / mark-up	27.5	**2,388,282**	4,958,369
- Short-term borrowings	27	**356,064,240**	403,553,498
		707,105,066	690,990,417

43.3 Fair values of financial assets and liabilities

A fair value measurement assumes that the asset or liability is exchanged in an orderly transaction between market participants to sell the asset or transfer the liability at the measurement date under current market conditions.

The carrying values of all financial assets and liabilities reflected in these unconsolidated financial statements approximate their fair values.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

Fair value estimation

The Company discloses the financial instruments carried at fair value in the statement of financial position in accordance with the following fair value hierarchy:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).
- Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

As at June 30, 2025, except for the Company's investment in Pak-Arab Pipeline Company Limited, none of the financial instruments are carried at fair value. The valuation technique and assumptions used in fair valuation are disclosed in note 7.2 of these unconsolidated financial statements.

44. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

44.1 Financial risk factors

Introduction and overview

The Company has exposure to the following risks from financial instruments:

- market risk
- credit risk
- liquidity risk
- operational risk

This note presents information about the Company's exposure to each of the above risks, the Company's objectives, policies and processes for measuring and managing risk, fair value of financial instruments and the Company's management of capital.

Financial risk factors and risk management framework

The Company’s overall risk management programme focuses on having cost effective funding as well as to manage financial risk to minimize earnings volatility and provide maximum return to shareholders.

The Company's objective in managing risk is the creation and protection of shareholders' value. Risk is inherent in the Company's activities but it is managed through monitoring and controlling activities which are based on limits established by the internal controls set on different activities of the Company by the Board of Management through specific directives. These controls and limits reflect the business strategy and market environment of the Company as well as the level of the risk that the Company is willing to accept.

The Company’s finance department oversees the management of the financial risk reflecting changes in the market conditions and also the Company's risk taking activities, and provide assurance that these activities are governed by appropriate policies and procedures and that the financial risks are identified, measured and managed in accordance with the Company's policies and risk appetite.

Notes to the Unconsolidated Financial Statements

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(Amounts in Rs. '000)

(a) Market risk

Market risk is the risk that the value of the financial instrument may fluctuate as a result of changes in market interest rates, foreign exchange rates or the equity prices due to a change in credit rating of the issuer or the instrument, change in market sentiments, speculative activities, supply and demand of securities and liquidity in the market. There has been no change in the Company's exposure to market risk or the manner in which this risk is managed and measured except for the fair valuation of the Company's Investment in Pak-Arab Pipeline Company Limited.

Under market risk the Company is exposed to currency risk, interest rate risk and other price risk (equity price risk).

(i) Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company imports petroleum products, LNG, chemicals and is exposed to currency risk, primarily with respect to foreign creditors for purchase of aforementioned products denominated in US Dollars (US$ or USD).

	USD '000		PKR	
	2025	**2024**	**2025**	**2024**
Trade payables	**498,798**	523,563	**141,641,287**	145,857,794
Advances	**3,071**	2,630	**872,057**	732,684

The following significant rates were applied during the year:

	Average rates		Spot rate	
	2025	**2024**	**2025**	**2024**
USD to PKR	**279.57**	283.47	**283.97**	278.59

The Company has incurred exchange losses of Rs. 9,932,997 (2024: Rs. 3,215,672) and Rs. 63,147 (2024: Rs. 529,304) that have been recognised as part of cost of products sold and other expenses respectively. Exchange losses recognised as part of cost of products sold have been recovered through the pricing mechanism.

Further, the Company has also availed foreign currency borrowing (FE-25) as of June 30, 2025. However, there is no foreign currency risk involved on these borrowings as detailed in note 16.2 of these unconsolidated financial statements.

The Company has limited exposure to foreign currency risks, and any fluctuations in exchange rates are not expected to have a material financial impact on the Company.

(ii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Company's interest rate risk arises from local creditors, security deposits and short-term borrowings amounting to Rs. 340,204,652 (2024: Rs. 443,093,473). These are benchmarked to variable rates which exposes the Company to cash flow interest rate risk only.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

	Note	Carrying amount 2025	2024
Variable rate instruments			
Financial assets			
- Saving accounts	*18*	**50,863,428**	7,826,825
Financial liabilities			
- Short-term borrowings	*27*	**(356,064,240)**	(403,553,498)
- Local creditors	*26*	**(34,772,740)**	(47,127,400)
- Security deposits		**(231,100)**	(239,400)
		(391,068,080)	(450,920,298)
Net financial liabilities at variable interest rates		**(340,204,652)**	(443,093,473)

Cash flow sensitivity analysis for variable rate instrument

A change of 100 basis points in interest rates at the year end would have increased or decreased the profit for the year and shareholder's equity by Rs. 2,075,248 (2024: Rs. 2,702,870). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis as performed in 2024.

(iii) Equity price risk

Equity price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from currency risk or interest rate risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

As at June 30, 2025, the Company's investment in Pak-Arab Pipeline Company Limited is measured at fair value. Sensitivity related to risks have been disclosed in note 7.3.1.

(b) Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss, without taking into account the fair value of any collateral. Concentration of credit risk arises when a number of counter parties are engaged in similar business activities or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentration of credit risk indicates the relative sensitivity of the Company's performance to developments affecting a particular industry.

The Risk Management function is regularly conducting detailed analysis on sectors / industries. Keeping in view short-term and long-term outlook of each sector, management has taken into consideration the factors while calculating expected credit losses against trade debts and other receivables.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

Credit risk arises from balances with banks and financial institutions, trade debts, loans, advances, deposits and other receivables. The credit risk on liquid fund is limited because the counter parties are banks with reasonably high credit rating. The maximum exposure to credit risk before any credit enhancement is given below:

	Statement of financial position	Maximum exposure	Statement of financial position	Maximum exposure
	2025		2024	
Financial assets at amortised cost				
- Loans and advances	**5,269,707**	**2,119,707**	1,457,473	1,457,473
- Deposits	**714,613**	**714,613**	416,756	416,756
- Trade debts	**437,453,104**	**54,154,413**	488,202,267	62,067,816
- Other receivables	**5,065,869**	**7,523,276**	3,054,464	3,021,411
- Bank balances	**53,981,813**	**53,981,813**	10,712,016	10,712,016
- Short-term investments	**46,999,504**	**46,999,504**	-	-
	549,484,610	**165,493,326**	503,842,976	77,675,472

Significant concentration of credit risk is on amounts due from Government agencies and autonomous bodies amounting to Rs. 401,804,295 (2024: Rs. 430,053,810). Credit risk on private sector other than retail sales is covered to the maximum possible extent through legally binding contracts and the Company does not expect these companies to fail to meet their obligations. The Company attempts to control credit risk by monitoring credit exposures, limiting transactions with specific customers and continuing assessment of credit worthiness of customers. Sales to dealers are settled in cash or using short-term financial instruments. However, some of the Company’s trade debts are secured by way of bank guarantees and security deposits.

Loans, advances, other receivables and deposits, as mentioned in notes 8, 9 & 14 are neither past due nor impaired.

Based on the past experience, past track records of recoveries and forward looking information, the Company believes that the past due amount included in above trade debts (net of existing provision) do not require any further provision or impairment testing.

The credit quality of the Company's bank balances can be assessed with reference to external credit ratings as follows:

Bank	Date of Rating	Rating agency	Rating	
			Short-term	Long-term
Allied Bank Limited	June 2025	PACRA	A1+	AAA
Askari Bank Limited	June 2025	PACRA	A1+	AA+
Bank Alfalah Limited	June 2025	PACRA	A1+	AAA
Bank Al-Habib Limited	June 2025	PACRA	A1+	AAA
Citibank N.A. - Pakistan Branches	June 2025	Moody's	P-1	Aa3
Faysal Bank Limited	June 2025	PACRA	A1+	AA
Habib Bank Limited	June 2025	VIS	A1+	AAA
Habib Metropolitan Bank Limited	June 2025	PACRA	A1+	AA+
MCB Bank Limited	June 2025	PACRA	A1+	AAA
Meezan Bank Limited	June 2025	VIS	A1+	AAA
National Bank of Pakistan	June 2025	PACRA	A1+	AAA
Standard Chartered Bank (Pakistan) Limited	June 2025	PACRA	A1+	AAA
United Bank Limited	June 2025	VIS	A1+	AAA
The Bank of Punjab	June 2025	PACRA	A1+	AA+

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

Settlement risk

Settlement risk is the risk of loss due to the failure of an entity to honour its obligations to deliver cash or other assets as contractually agreed on sale. The risk is addressed more or less in accordance with the parameters set out in the credit risk management above.

(c) Liquidity risk

Liquidity risk represents the risk that the Company will encounter difficulties in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities. Due to dynamic nature of the business the Company maintains flexibility in funding by maintaining committed credit lines available.

The Company's liquidity management involves projecting cash flows and considering the level of liquid assets necessary to meet the financial liabilities, monitoring of liquidity ratios and maintaining debt financing plans.

The following are the contractual maturities of financial liabilities, including estimated interest payments.

Maturity analysis of financial liabilities

The table below analyses the Company's financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date and represents the undiscounted cash flows.

	Contractual maturity Up to three months	
	2025	**2024**
Financial liabilities		
Trade and other payables	**333,937,697**	272,638,545
Unclaimed dividend	**1,705,140**	1,620,814
Accrued interest / mark-up	**2,388,282**	4,958,369
Short-term borrowings	**356,064,240**	403,553,498
	694,095,359	682,771,226

In respect of above, there were no liabilities with remaining contractual maturity of more than three months from reporting date. Unclaimed dividend is payable as per stipulated time. Further, maturity analysis of lease liabilities has been disclosed in note 23 to these unconsolidated financial statements.

(d) Operational risk

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the processes, technology and infrastructure supporting the Company's activities, either internally within the Company or externally at the Company's service providers, 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 operation behaviour. Operational risks arise from all of the Company's activities.

Business Continuity Plans for respective areas are in place and tested. Work-from-Home capabilities have been enabled for staff where required, while ensuring adequate controls to ensure that the Company's information assets are adequately protected from emerging cyber threats.

The Company's objective is to manage operational risk so as to balance limiting of financial losses and damage to its reputation while achieving its business objective and generating returns for investors.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

Primary responsibility for the development and implementation of controls over operational risk rests with the management of the Company. This responsibility encompasses the controls in the following areas:

- requirements for appropriate segregation of duties between various functions, roles and responsibilities;
- 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;
- ethical and business standards;
- risk mitigation, including insurance where this is effective; and
- operational and qualitative track record of the plant and equipment supplier and related service providers.

44.2 Capital risk management

The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide adequate returns to shareholders and to benefit other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. The Company is not subject to any externally imposed capital requirements.

The Company manages its capital structure and makes adjustment to it in the light of changes in economic conditions. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders or issue new shares.

The capital structure of the Company consist of net debt consistent with other companies in the industry, the Company monitors the capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowing less cash and bank balances and investment with lenders. Total capital is calculated as sum of equity shown in statement of financial position and net debt.

The gearing ratios as at June 30, 2025 and June 30, 2024 are as follows:

	Note	2025	2024
Short-term borrowings	*27*	**356,064,240**	403,553,498
Bank balances and investment with lenders		**(100,981,317)**	(10,712,016)
Net debt		**255,082,923**	392,841,482
Total equity		**250,291,191**	231,308,916
Total capital		**505,374,114**	624,150,398
Gearing ratio		**50.47%**	62.94%

The Company finances its operations through equity, borrowings and management of working capital with a view to maintaining an appropriate mix between various sources of finance to minimise risk.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

45. TRANSACTIONS WITH RELATED PARTIES

45.1 Following are the related parties with whom the Company had entered into transactions or had agreements and / or arrangements in place during the year:

Name of related parties	Direct shareholding	Relationship
Government of Pakistan	22.47%	Controlling Authority
Pak-Arab Refinery Company Limited	N/A	Government related entity
K-Electric Limited	N/A	Government related entity / Common Directorship
Pakistan International Airline Corporation Limited	N/A	Government related entity
Karachi Port Trust	N/A	State owned / controlled entities
Civil Aviation Authority	N/A	State owned / controlled entities
Pakistan Railways	N/A	State owned / controlled entities
National Insurance Company Limited	N/A	State owned / controlled entities
National Bank of Pakistan	N/A	State owned / controlled entities
Pakistan Steel Mills Corporation (Pvt.) Limited	N/A	State owned / controlled entities
PSO Employees Empowerment Trust	3.04%	State owned / controlled entities
WAPDA Foundation	N/A	State owned / controlled entities
Pakistan Refinery Limited	63.56%	Subsidiary
Cerisma (Private) Limited	100%	Subsidiary
PSO Renewable Energy (Private) Limited	100%	Subsidiary
PSO Venture Capital (Private) Limited	100%	Subsidiary
Pak Grease Manufacturing Company (Private) Limited	22%	Associate
Asia Petroleum Limited	49%	Associate
Retirement benefit funds namely: 1. Pension funds 2. Gratuity fund and 3. Provident fund	N/A	Post employment benefits
PSO CSR Trust	N/A	Trust Controlled by KMP
Board of Management	N/A	Charged with governance
Pak-Arab Pipeline Company Limited	12%	Government related entity/ Common Directorship
Water and Power Development Authority	N/A	Government related entity
Genco Holding Company Limited	N/A	Government related entity
Sui Northern Gas Pipelines Limited	N/A	Government related entity / Common Directorship
Sui Southern Gas Company Limited	N/A	Government related entity / Common Directorship
Oil Companies Advisory Council	N/A	Government related entity
Oil and Gas Development Company Limited	N/A	Government related entity / Common Directorship
Pakistan Petroleum Limited	N/A	Government related entity / Common Directorship
Oil and Gas Regulatory Authority (OGRA)	N/A	Regulatory Authority - Government related entity
Federal tax authorities	N/A	Regulatory Authorities - Government related entity
Public Procurement Regulatory Authority	N/A	Regulatory Authority / Common Directorship
Private Power & Infrastructure Board	N/A	Regulatory Authority / Common Directorship
Pakistan Mineral Development Corporation	N/A	Government related entity / Common Directorship
Pakistan National Shipping Corporation	N/A	Government related entity
Port Qasim Authority (PQA)	N/A	Government related entity
ABM Investment	N/A	Common Directorship
Digital Bridge (Pvt.) Limited	N/A	Common Directorship
ABM Logistics	N/A	Common Directorship
Marina City Developers	N/A	Common Directorship
Independent System & Market Operator	N/A	Common Directorship
Prestige Communications (Pvt.) Ltd.	N/A	Common Directorship
MM Management Consultants (Pvt.) Limited	N/A	Common Directorship
Hinopak Limited	N/A	Common Directorship
Petromen Corporation - Saudi Arabia	N/A	Common Directorship
Faisalabad Electric Supply Company	N/A	Government related entity
Islamabad Electric Supply Company	N/A	Government related entity
National Power Parks Management Company (Pvt.) Ltd	N/A	Common Directorship

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

Name of Related parties	Direct Shareholding	Relationship
Power Holding (Private) Limited	N/A	Government related entity / Common Directorship
Petroleum Institute of Pakistan	N/A	Common Directorship
Saudi Pak Investment Company	N/A	Common Directorship
Mari Energies Limited	N/A	Common Directorship
Saindak Metals Limited	N/A	Common Directorship
Cnergyico PK Limited	N/A	Common Directorship
Pakistan LNG Limited	N/A	Government related entity / Common Directorship
Pakistan LNG Terminals Limited	N/A	Government related entity
Gulzar G Khoja	N/A	Key management personnel
Abdus Sami	N/A	Key management personnel
Rashid Umer Siddiqui	N/A	Key management personnel
Mohsin Ali Mangi	N/A	Key management personnel
Shah Mujadad Uddin Jawad	N/A	Key management personnel
Asif Aslam Khan	N/A	Key management personnel
Raja Imranullah Khan	N/A	Key management personnel
Mansoor Ismail	N/A	Key management personnel
Nadeem Afridi	N/A	Key management personnel
S Khawar Abbas Jillani	N/A	Key management personnel
Asad Raza Faiz	N/A	Key management personnel
Syed Moinuddin Balkhi	N/A	Key management personnel
Babar Hamid Chaudhary	N/A	Key management personnel
Muhammad Ali	N/A	Key management personnel
Muhammad Zeeshan Hyder	N/A	Key management personnel
Mir Shahzad Khan Talpur	N/A	Key management personnel
Brig. (R) Rizwan Ahmed	N/A	Key management personnel
Syed Sajjad	N/A	Key management personnel
Shamail Sharaf Shah	N/A	Key management personnel
Raja Muhammad Faisal Abdullah	N/A	Key management personnel
Ghulam Murtaza Sheikh	N/A	Key management personnel
Ayesha Afzal	N/A	Key management personnel
Iyshah Faizan	N/A	Key management personnel
Om Perkash	N/A	Key management personnel
Irfan Raouf Malik	N/A	Key management personnel
Nida Yousuf	N/A	Key management personnel
Shaista S. Sumar	N/A	Key management personnel
Amir Zaib	N/A	Key management personnel
Ambreen Ali	N/A	Key management personnel
Abdul Lateef Bawany	N/A	Key management personnel
Nimra Wasim	N/A	Key management personnel
Syed Muhammad Taha	N/A	Key management personnel / Director
Asad Rehman Gilani	N/A	Director
Hassan Mehmood Yousufzai	N/A	Director
Asif Baigmohamed	N/A	Director
Ahmed Jamal Mir	N/A	Director
Awais Manzur Sumra	N/A	Director
Mushtaq Malik	N/A	Director
Shahbaz Tahir Nadeem	N/A	Director
Waheed Ahmed Shaikh	N/A	Director
Zafar Abbas	N/A	Director
Muhammad Fakhre Alam Irfan	N/A	Director
Sajjad Azhar	N/A	Director

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

45.2 Related parties comprise of subsidiaries, associates, retirement benefit funds, state owned / controlled entities, GoP and its related entities, and key management personnel. Details of transactions with the related parties during the year are in accordance with accounting and reporting standards. The transactions with related parties other than those disclosed elsewhere in these unconsolidated financial statements, are as follows:

Name of related parties and relationship with the Company	Nature of transactions	2025	2024
Subsidiaries			
- Pakistan Refinery Limited	Purchases	**198,865,103**	177,808,593
	Dividend received	**800,918**	-
	Interest income	**91,842**	-
- PSO Renewable Energy (Private) Limited	Payments made on behalf of subsidiary	**30,908**	16,726
- PSO Venture Capital (Private) Limited	Payments made on behalf of subsidiary	**38,377**	6,257
- Cerisma (Private) Limited	Payments made on behalf of subsidiary	**59,274**	12,009
Associates			
- Pak Grease Manufacturing Company (Private) Limited	Purchases	**88,597**	24,995
	Dividend received	**3,431**	3,431
- Asia Petroleum Limited	Income facility charges	**175,885**	644,483
	Pipeline charges	**10,787**	-
	Dividend received	**644,819**	759,646
Retirement benefit funds			
- Pension funds	Charge for the year	**641,461**	618,334
	Contributions	**406,276**	600,965
- Gratuity fund	Charge for the year	**590,738**	706,951
	Contributions	**497,138**	727,213
- Contributory pension funds	Charge for the year	**230,452**	231,617
	Contributions	**230,452**	231,617
- Provident funds	Charge for the year	**233,697**	222,283
	Contributions	**233,697**	222,283
Key management personnel	Managerial remuneration	**318,524**	258,008
	Housing and utilities	**175,188**	141,904
	Performance bonus	**85,750**	67,693
	Other allowances and benefits	**318,984**	246,023
	Retirement benefits	**121,503**	111,669
	Vehicles having net book value of Rs. 10,649 (2024: Rs. 3,497) transferred under employee car scheme (sale proceeds)	**11,074**	3,497

45.3 **Related parties by virtue of GoP holdings**

The Federal Government of Pakistan directly holds 22.47% of the Company's issued share capital and is entitled to appoint members of the Board of Management under the provisions of the Marketing of Petroleum Products (Federal Control) Act, 1974, for the management of the affairs of the Company. The Company, therefore, considers that the GoP is in a position to exercise control over it and therefore, regards the GoP and its various bodies as related parties for the purpose of the disclosures in respect of related parties.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

The Company has availed the exemption available to it under its reporting framework, and therefore has not provided detailed disclosures of its transactions with GoP related entities, except for transactions stated below, which the Company considers are significant:

		2025	2024
- Government of Pakistan	Dividend paid	**1,055,041**	791,281
	Price differential claim received	**-**	7,061,448
- PSOCL Employees Empowerment Scheme	Dividend paid to the trust	**142,636**	106,977
- Board of Management	Contribution	**46,793**	32,670
- Pak-Arab Pipeline Company Limited	Pipeline charges	**8,270,787**	7,979,319
	Dividend received	**1,500,000**	194,475
- Distribution Companies (DISCOs)	Utility charges	**357,881**	268,805
- GENCO	Gross sales	**448,454**	1,766,436
- Pakistan Petroleum Limited	Gross sales	**878,456**	304,575
	Purchases	**40,290**	69,755
- Oil and Gas Development Company	Gross sales	**6,987,074**	6,173,614
	Purchases	**2,241,760**	3,612,200
- Pakistan International Airlines Corporation Limited	Gross sales	**37,905,049**	51,642,091
	Purchases	**7,471**	11,322
- Pakistan Railways	Gross sales	**36,961,531**	34,474,769
- Pak-Arab Refinery Company Limited	Purchases	**494,403,104**	630,214,531
	Pipeline charges	**1,724,597**	1,604,598
- Cnergyico PK Limited	Purchases	**-**	6,026,865
- Petroleum Institute of Pakistan	Services received	**24,353**	33,565
- Sui Northern Gas Pipeline Limited	Gross sales	**1,158,521,213**	1,216,406,279
- K-Electric Limited	Gross sales	**11,133,822**	20,885,004
	Income facility charges	**6,394**	8,959
	Utility charges	**276,733**	297,828

The transactions described below are collectively but not individually significant to these unconsolidated financial statements and therefore have been described below:

(i) The Company sells petroleum products to various government bodies in the normal course of its business and has banking relationship with institutions controlled by GoP. As an Oil Marketing Company, Oil and Gas Regulatory Authority (OGRA) is the regulatory authority of the Company.

(ii) The Company collects income tax, sales tax, federal excise duty and petroleum levy in capacity of withholding agent on behalf of GoP. The Company also pays various taxes and duties to different regulatory authorities including Federal Board of Revenue and custom authorities.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

(iii) The Company incurs rental charges in respect of storage facilities at Keamari terminal and at various airports which are paid to Karachi Port Trust and Civil Aviation Authority, respectively. The Company also utilises port facilities of Port Qasim Authority and Karachi Port Trust.

(iv) The Company has obtained insurance cover for its inventory and fixed assets from National Insurance Company Limited.

(v) The Company utilises carriage services of Pakistan National Shipping Corporation and Pakistan Railway for movement of its petroleum products. The Company also uses pipeline of Pak-Arab Refinery Company Limited and Pak-Arab Pipeline Company Limited for delivery / movement of its product.

(vi) The Company obtains utility services from Civil Aviation Authority, K-Electric, Sui Northern Gas Pipelines Limited and Sui Southern Gas Company Limited on account of utility charges.

(vii) The Company has obtained various financing facilities from National Bank of Pakistan.

(viii) The Company also pays dividend to various government related entities who are shareholders of the Company.

45.4 The status of outstanding receivables from and payables to related parties as at June 30, 2025 are included in respective notes to these unconsolidated financial statements.

45.5 Contributions to staff retirement benefit funds are in accordance with the terms of the service rules. Remuneration of key management personnel are in accordance with the terms of the employment / appointment. Other transactions with the related parties are carried out at agreed terms.

45.6 Dividend income is recorded on the basis of dividend / rates declared by the related party. Dividend paid is recorded on the basis of rates declared by the Company.

45.7 All the transactions with directors have been disclosed in the note 35.2 to these unconsolidated financial statements.

46. PROVIDENT FUND RELATED DISCLOSURES

The investments out of the provident funds have been made in accordance with the provisions of Section 218 of the Companies Act, 2017 and the conditions specified there under.

47. EVENTS AFTER THE REPORTING DATE

The Board of Management in its meeting held on August 19, 2025 proposed (i) a final cash dividend of Rs. 10 per share amounting to Rs. 4,694,734, (ii) Nil % Bonus shares (Nil shares) for approval of the members at the Annual General Meeting.

48. CAPACITY AND ACTUAL PERFORMANCE

	Metric Tonne	
	2025	**2024**
Available capacity	**70,000**	70,000
Actual production	**44,792**	41,918

The above pertains to lube manufacturing plant of the Company and the production is carried out as per sales demand.

Notes to the Unconsolidated Financial Statements

For the year ended June 30, 2025

	2025	2024
49. NUMBER OF EMPLOYEES		
Total employees as at June 30	**2,199**	2,206
Average number of employees during the year	**2,199**	2,223

50. CORRESPONDING FIGURES

Corresponding figures have been rearranged and reclassified, wherever considered necessary for the purposes of better presentation, the effects of which are not considered material.

51. GENERAL

The figures have been rounded off to nearest thousand Rupees unless otherwise stated.

52. DATE OF AUTHORISATION FOR ISSUE

These unconsolidated financial statements were approved and authorised for issue on August 19, 2025 by the Board of Management.

Syed Muhammad Taha	**Mushtaq Malik**	**Gulzar Khoja**
Managing Director & CEO	**Member - Board of Management**	**Chief Financial Officer**

Consolidated Financial Statements

INDEPENDENT AUDITOR'S REPORT

To the Members of Pakistan State Oil Company Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the annexed consolidated financial statements of **Pakistan State Oil Company Limited** and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at June 30, 2025, and the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of material accounting policies and other explanatory information.

In our opinion, consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at June 30, 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with the accounting and reporting standards as applicable in Pakistan.

Basis for Opinion

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

Key Audit Matters

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

Following are the key audit matters:

Key Audit Matters	How the Matter was Addressed in Our Audit
Overdue trade receivable due to inter-corporate circular debt issue (Refer note 14 to the consolidated financial statements) As at 30 June 2025, the Group's overdue trade receivable from customers due to circular debt issue amounted to Rs. 330,128 million which includes Rs. 67,998 million and Rs. 262,130 million from related parties, GENCO Holding Company Limited (GENCO) and Sui Northern Gas Pipelines Company Limited (SNGPL) respectively. The Government of Pakistan is committed, hence, continuously pursuing for satisfactory settlement of inter-corporate circular debt issue. However, the progress has been slower than expected resulting in accumulation of the Group's receivable. The Group is also actively pursuing the Government of Pakistan to get budgetary allocation for release of past due price differential claims.	Our audit procedures in respect of receivables, amongst others, included the following: • Testing, on a sample basis, receivable aging report classification within the appropriate aging bracket with underlying invoices; • Obtaining, on a sample basis, direct confirmation from customers and tested reconciliations where differences were identified. In case of no replies from customers, performed alternate procedures; • Inspecting correspondence with the customers and relevant government authorities and held discussions with the Group and Board Audit and Compliance Committee of the Board of Management (BOM) to assess their views on the timing of settlement and recoverability of trade debts overdue because of inter-corporate circular debt issue and price differential claims overdue from the Government of Pakistan;

INDEPENDENT AUDITOR'S REPORT

Key Audit Matters	How the Matter was Addressed in Our Audit
The Group has recognised a specific provision of Rs. 347 million and considers the remaining past due amounts to be fully recoverable because the Government of Pakistan has been assuming the responsibility to settle the inter-corporate circular debt in the energy sector of Pakistan. Interest on delayed payments from customers is recognised by the Group on receipt basis. We considered the matter as a key audit matter due to significance of the past due amounts and significant judgements made by management regarding recoverability of the past due amounts and recognition of interest on delayed payments by the customers.	• Discussing with the Group, events during the year and steps taken by management for settlement of the overdue trade debts and price differential claims and inspected minutes of meetings of the BOM and Board Audit and Compliance Committee of the BOM; • Evaluating the management assessment on impairment of overdue receivable due to intercorporate circular debt issue. • Assessing the reasonableness of management's judgment relating to recoverability of interest on delayed payments from customers ;and • Evaluating the adequacy of disclosure including disclosure of significant judgement made in the financial statements in accordance with the requirements of the accounting and reporting standards as applicable in Pakistan.
Recognition of Revenue (Refer note 33 to the consolidated financial statements) The Group recognises revenue at the transaction price which the Group expects to be entitled to, after deducting sales tax, discounts and applicable levies. The Group carries out sale of regulated products on prices notified by Oil and Gas Regulatory Authority (OGRA) which are subject to policy clarification from the Federal Government. Sale of certain de-regulated products is carried out at the margin-based price mechanism and the Group recognises revenue at a point in time when control of product is transferred to customers. Control, depending on contractual terms, is considered to be transferred either when the product is directly uplifted by customer from terminal or when it is delivered by the Group at customer premises. We considered recognition of revenue as a key audit matter due to the regulatory nature of pricing, significance of amounts requiring significant time and resources to audit due to magnitude, inherent risk of material misstatement and revenue being a key economic indicator of the Group.	Our audit procedures to assess the recognition, amongst others, included the following: • Obtaining an understanding of the process relating to recognition of revenue , and testing design, implementation and operating effectiveness of the relevant controls over revenue recognition; • Assessing the appropriateness of the Group's accounting policy for recognition of sales and compliance of the policy with International Financial Reporting Standard (IFRS 15 - "Revenue from Contracts with Customers"); • Verifying on a sample basis, the revenue transactions recorded during the reporting period with the underlying supports including sales invoices, delivery challans, relevant sales contract and customer acknowledgement to determine whether the related revenue was recorded in the appropriate financial reporting period; • Testing on a sample basis, notifications of OGRA for petroleum products price and the Group's margin based price determination for regulated and de-regulated products respectively; • Testing sales transactions, on a sample basis, just before year end to determine whether the revenue is recorded in the appropriate accounting period; • Testing journal entries posted to revenue account during the year by drawing a sub-population meeting certain specific risk based criteria and comparing the details of such journal entries with the underlying documentation and accounting records ; and • Evaluating the adequacy of the disclosures made in the consolidated financial statements in accordance with requirements of accounting and reporting standards as applicable in Pakistan.

INDEPENDENT AUDITOR'S REPORT

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

Management is responsible for the other information. The other information comprises of Chairman's Review, Managing Director & CEO's Letter to Shareholders and financial performance included in the Company's annual report for the year ended June 30, 2025 but does not include the consolidated and unconsolidated financial statements and our auditor's reports thereon.

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

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and the Board of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting and reporting standards as applicable in Pakistan and Companies Act, 2017, (XIX of 2017), State-Owned Enterprises (Governance and Operations) Act, 2023 and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

Board of Management is responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

INDEPENDENT AUDITOR'S REPORT

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

The engagement partner on the audit resulting in this independent auditor's report is Inam Ullah Kakra.

KPMG Taseer Hadi & Co.

KPMG Taseer Hadi & Co.
Chartered Accountants

Islamabad

Date: September 29, 2025

UDIN: AR202510202t4noLElwG

Consolidated Statement of Financial Position

As at June 30, 2025

	Note	2025	2024
		(Rupees in '000)	
ASSETS			
Non-Current Assets			
Property, plant and equipment	5	**49,795,119**	46,301,737
Right-of-use assets	6	**12,068,765**	7,798,076
Intangibles	7	**893,547**	356,396
Long-term investments	8	**10,954,653**	7,749,044
Long-term loans, advances and other receivables	9	**1,330,524**	977,968
Long-term deposits	10	**577,885**	363,179
Deferred tax asset - net	11	**20,485,888**	21,177,388
Retirement and other service benefits	23	**8,728**	18,272
		96,115,109	84,742,060
Current Assets			
Stores, spares, chemicals and loose tools	12	**2,591,505**	3,105,007
Stock-in-trade	13	**269,026,520**	316,796,844
Trade debts	14	**444,113,690**	492,939,166
Loans and advances	15	**1,134,758**	1,294,979
Short-term deposits and prepayments	16	**1,524,334**	475,359
Other receivables	17	**169,347,739**	139,574,962
Taxation - net		**2,476,971**	-
Short-term Investments	18	**48,384,628**	4,200,895
Cash and bank balances	19	**60,896,001**	20,389,901
		999,496,146	978,777,113
Net assets in Bangladesh	20	**-**	-
TOTAL ASSETS		**1,095,611,255**	1,063,519,173
EQUITY AND LIABILITIES			
Equity			
Share capital	21	**4,694,734**	4,694,734
Reserves	22	**252,169,469**	237,623,356
Equity attributable to the owners of the Holding Company		**256,864,203**	242,318,090
Non-controlling interest		**6,070,659**	8,714,439
		262,934,862	251,032,529
Non-Current Liabilities			
Retirement and other service benefits	23	**11,138,066**	10,095,577
Long-term borrowings	24	**9,200,000**	3,000,000
Lease liabilities	25	**12,588,181**	7,808,476
Deferred income - Government grant	26	**100,000**	100,000
Other payable	27	**399,453**	502,699
		33,425,700	21,506,752
Current Liabilities			
Trade and other payables	28	**421,742,515**	349,837,545
Short-term borrowings	31	**371,537,732**	428,997,487
Accrued interest / mark-up	31.5	**3,044,627**	5,424,511
Provisions	30	**639,413**	639,413
Current portion of lease liabilities	25	**557,290**	562,008
Taxation - net		**-**	3,878,261
Unclaimed dividend	29	**1,729,116**	1,640,667
		799,250,693	790,979,892
TOTAL LIABILITIES		**832,676,393**	812,486,644
TOTAL EQUITY AND LIABILITIES		**1,095,611,255**	1,063,519,173
CONTINGENCIES AND COMMITMENTS	32		

The annexed notes 1 to 54 form an integral part of these consolidated financial statements.

Syed Muhammad Taha	Mushtaq Malik	Gulzar Khoja
Managing Director & CEO	**Member - Board of Management**	**Chief Financial Officer**

Consolidated Statement of Profit or Loss

For the year ended June 30, 2025

	Note	2025	2024
		(Rupees in '000)	
Net sales	33	**3,318,783,840**	3,742,081,969
Cost of products sold	34	**(3,221,632,883)**	(3,630,817,899)
Gross Profit		**97,150,957**	111,264,070
Other income	35	**24,365,022**	28,290,100
Operating Costs			
Distribution and marketing expenses	36	**(21,955,481)**	(18,585,450)
Administrative expenses	37	**(9,012,463)**	(7,699,698)
Other expenses	38	**(6,584,375)**	(10,777,861)
		(37,552,319)	(37,063,009)
Finance costs	39	**(37,413,932)**	(55,967,767)
Share of profit from associates - net of tax	8.3.3	**315,687**	1,645,162
Profit Before Taxation, Minimum Tax Differential and Final Taxes		**46,865,415**	48,168,556
Minimum tax differential	40.3	**(13,215,722)**	(11,603,465)
Final taxes	40.4	**(375,000)**	(473,330)
		(13,590,722)	(12,076,795)
Profit Before Taxation		**33,274,693**	36,091,761
Taxation	40	**(19,032,776)**	(16,441,586)
Profit for the Year		**14,241,917**	19,650,175
Profit Attributable to:			
Owners of the Holding Company		**16,444,491**	18,326,723
Non-controlling interest		**(2,202,574)**	1,323,452
		14,241,917	19,650,175
		(Rupees)	
Earnings Per Share - Basic and Diluted	41	**35.03**	39.04

The annexed notes 1 to 54 form an integral part of these consolidated financial statements.

Syed Muhammad Taha	Mushtaq Malik	Gulzar Khoja
Managing Director & CEO	**Member - Board of Management**	**Chief Financial Officer**

Consolidated Statement Of Comprehensive Income

For the year ended June 30, 2025

	Note	2025	2024
		(Rupees in '000)	
Profit for the year		**14,241,917**	19,650,175
Other Comprehensive Income:			
Items That Will Not be Subsequently Reclassified to Profit or Loss:			
Share of actuarial gain on remeasurement of staff retirement benefits of associates - net of tax	*8.3.3*	**5,791**	1,876
Unrealised gain on remeasurement of equity investment classified as fair value through other comprehensive income (FVOCI)	*8.2.1*	**3,536,633**	565,122
Taxation thereon		**(1,379,287)**	(220,714)
		2,157,346	344,408
Actuarial gain on remeasurement of retirement and other service benefits	*23.1.6 & 23.2.1.7*	**830,747**	2,772,558
Taxation thereon		**(179,590)**	(559,436)
		651,157	2,213,122
		2,814,294	2,559,406
Total Comprehensive Income For the Year		**17,056,211**	22,209,581
Total Comprehensive Income Attributable to:			
Owners of the Holding Company		**19,240,847**	20,830,827
Non-controlling interest		**(2,184,636)**	1,378,754
		17,056,211	22,209,581

The annexed notes 1 to 54 form an integral part of these consolidated financial statements.

Syed Muhammad Taha	Mushtaq Malik	Gulzar Khoja
Managing Director & CEO	**Member - Board of Management**	**Chief Financial Officer**

Consolidated Statement of Changes in Equity

For the year ended June 30, 2025

	Share Capital	Surplus on Vesting of Net Assets	Special Reserve	Unrealised Gain on Remeasurement of FVOCI Investments	General Reserve	PSO Venture Capital Fund	Un-Appropriated Profit	Sub-Total	Non - Controlling Interest	Total
		Reserves								
		Capital Reserves			Revenue Reserves					
	---------- (Rupees in '000) ----------									
Balance as at July 01, 2023	4,694,734	3,373	9,556,610	1,909,133	25,282,373	1,722,212	181,839,878	220,313,579	7,335,685	232,343,998
Total Comprehensive Income For the Year										
Profit for the year	-	-	-	-	-	-	18,326,723	18,326,723	1,323,452	19,650,175
Profit for the year transferred to venture capital reserve	-	-	-	-	-	414,167	(414,167)	-	-	-
Reclassification of reserves	-	-	(9,556,610)	-	-	(1,721,661)	11,278,271	-	-	-
Other Comprehensive Income										
Unrealised gain on remeasurement of equity investment classified as FVOCI - net of tax	-	-	-	344,408	-	-	-	344,408	-	344,408
Actuarial gain on remeasurement of retirement and other service benefits - net of tax	-	-	-	-	-	-	2,157,820	2,157,820	55,302	2,213,122
Share of actuarial gain on remeasurement of the staff retirement benefits of associates - net of tax	-	-	-	-	-	-	1,876	1,876	-	1,876
	-	-	-	344,408	-	-	2,159,696	2,504,104	55,302	2,559,406
Transactions with the Owners of the Company										
Distributions										
Final dividend for the year ended June 30, 2023 at Rs. 7.5/- per share	-	-	-	-	-	-	(3,521,050)	(3,521,050)	-	(3,521,050)
Balance as at June 30, 2024	4,694,734	3,373	-	2,253,541	25,282,373	414,718	209,669,351	237,623,356	8,714,439	251,032,529
Balance as at July 01, 2024	**4,694,734**	**3,373**	**-**	**2,253,541**	**25,282,373**	**414,718**	**209,669,351**	**237,623,356**	**8,714,439**	**251,032,529**
Total Comprehensive Income For the year										
Profit for the year	**-**	**-**	**-**	**-**	**-**	**-**	**16,444,491**	**16,444,491**	**(2,202,574)**	**14,241,917**
Profit for the year transferred to venture capital reserve	**-**	**-**	**-**	**-**	**-**	**527,927**	**(527,927)**	**-**	**-**	**-**
Reclassification of reserves	**-**	**-**	**-**	**-**	**-**	**(414,718)**	**414,718**	**-**	**-**	**-**
Other Comprehensive Income										
Unrealised gain on remeasurement of equity investment classified as FVOCI - net of tax	**-**	**-**	**-**	**2,157,346**	**-**	**-**	**-**	**2,157,346**	**-**	**2,157,346**
Actuarial gain on remeasurement of retirement and other service benefits - net of tax	**-**	**-**	**-**	**-**	**-**	**-**	**633,219**	**633,219**	**17,938**	**651,157**
Share of actuarial gain on remeasurement of the staff retirement benefits of associates - net of tax	**-**	**-**	**-**	**-**	**-**	**-**	**5,791**	**5,791**	**-**	**5,791**
	-	**-**	**-**	**2,157,346**	**-**	**-**	**639,010**	**2,796,356**	**17,938**	**2,814,294**
Transactions with the Owners of the Company										
Distributions										
Dividends paid to non-controlling interests	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(459,144)**	**(459,144)**
Final dividend for the year ended June 30, 2024 at Rs. 10/- per share	**-**	**-**	**-**	**-**	**-**	**-**	**(4,694,734)**	**(4,694,734)**	**-**	**(4,694,734)**
Balance as at June 30, 2025	**4,694,734**	**3,373**	**-**	**4,410,887**	**25,282,373**	**527,927**	**221,944,909**	**252,169,469**	**6,070,659**	**262,934,862**

The annexed notes 1 to 54 form an integral part of these consolidated financial statements.

Syed Muhammad Taha
Managing Director & CEO

Mushtaq Malik
Member - Board of Management

Gulzar Khoja
Chief Financial Officer

Consolidated Statement of Cash Flows

For the year ended June 30, 2025

	Note	2025	2024
		(Rupees in '000)	
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	42	**232,800,280**	107,599,470
Long-term loans, advances and other receivables		**(352,556)**	(209,884)
Long-term deposits and prepayments		**(214,706)**	28,753
Taxes paid		**(39,846,107)**	(28,792,059)
Finance costs paid		**(38,332,137)**	(60,941,876)
Retirement and other service benefits paid		**(1,153,935)**	(1,776,705)
Net Cash Generated From Operating Activities		**152,900,839**	15,907,699
CASH FLOWS FROM INVESTING ACTIVITIES			
Capital expenditure		**(8,876,777)**	(9,465,047)
Proceeds from disposal of property, plant and equipment	5.2	**195,069**	72,391
Dividends received		**2,152,502**	1,054,241
Net Cash Used in Investing Activities		**(6,529,206)**	(8,338,415)
CASH FLOWS FROM FINANCING ACTIVITIES			
Long-term borrowings - obtained during the year	24	**8,700,000**	2,500,000
Long-term borrowings - repaid during the year	24	**(1,500,000)**	-
Short-term borrowings - net	31.6	**(47,043,995)**	(29,091,014)
Lease payments	25	**(2,540,845)**	(1,800,755)
Dividends paid	29	**(5,065,429)**	(3,461,478)
Net Cash Used in Financing Activities		**(47,450,269)**	(31,853,247)
Net Increase / (Decrease) in Cash and Cash Equivalents		**98,921,364**	(24,283,963)
Cash and cash equivalents at beginning of the year		**7,993,705**	32,277,668
Cash and Cash Equivalents at End of the Year	43	**106,915,069**	7,993,705

The annexed notes 1 to 54 form an integral part of these consolidated financial statements.

Syed Muhammad Taha	Mushtaq Malik	Gulzar Khoja
Managing Director & CEO	**Member - Board of Management**	**Chief Financial Officer**

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

1. GROUP LEGAL STATUS AND NATURE OF BUSINESS

The Group consists of Pakistan State Oil Company Limited ("the Holding Company"), Pakistan Refinery Limited, Cerisma (Private) Limited, PSO Renewable Energy (Private) Limited and PSO Venture Capital (Private) Limited ("the Subsidiary Companies"). Brief profiles of the Holding Company and the Subsidiary Companies are given below:

1.1 Pakistan State Oil Company Limited

1.1.1 The Holding Company is a public company incorporated in Pakistan in 1976, and is listed on the Pakistan Stock Exchange Limited. The registered office of the Holding Company is located at PSO House, Khayaban-e-Iqbal, Clifton, Karachi. The principal activities of the Holding Company are procurement, storage and marketing of petroleum and related products. It also blends and markets various kinds of lubricating oils.

1.1.2 The business units of the Holding Company includes the following:

Business Units	Geographical Location
Head Office	PSO House, Khayaban-e-Iqbal, Clifton, Karachi.
Lubes Manufacturing Plant	National Refinery Limited, Korangi, Karachi. Keamari Oil Terminal, Keamari, Karachi.

Regional marketing, sales offices and invoicing points are located across the country. The Holding Company owns retail operation sites and sites operated through dealers across Pakistan, the details of which is impracticable to disclose in these consolidated financial statements as required under the Fourth Schedule to the Companies Act, 2017.

1.1.3 The Board of Management (BoM) nominated by the Federal Government under section 7 of the Marketing of Petroleum Products (Federal Control) Act, 1974 ("the Act") manages the affairs of the Holding Company. The provisions of the Act shall have effect notwithstanding anything contained in the Companies Act, 2017 or any other law for the time being in force or any agreement, contract, Memorandum or Articles of Association of the Holding Company.

1.2 Pakistan Refinery Limited

1.2.1 The Subsidiary Company was incorporated in Pakistan as a public limited company in May 1960 and is listed on the Pakistan Stock Exchange. The Subsidiary Company is engaged in the production and sale of petroleum products. As on June 30, 2025 the Holding Company controls 63.56% (2024: 63.56%) shares of the Subsidiary Company.

1.2.2 The business units of the Subsidiary Company include the following:

Business Units	Geographical Location
Head Office & Refinery Complex	Korangi Creek Road, Karachi.
Storage tanks	Keamari, Karachi.

1.3 Cerisma (Private) Limited

A wholly owned subsidiary named Cerisma (Private) Limited (Cerisma) was incorporated on September 29, 2022 as private limited company. The principal activity of Cerisma is to set-up, manage, own, administer and run Electronic Money Institution (EMI) under EMI Regulations. As at June 30, 2025, the Holding Company has subscribed to 499,999 shares of Cerisma. The principal place of business for Cerisma is in Sindh, Pakistan.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

1.4 PSO Renewable Energy (Private) Limited

A wholly owned subsidiary named PSO Renewable Energy (Private) Limited (PSORE) was incorporated on December 02, 2022 as private limited company. The principal activity of PSORE is to carry on businesses of renewable energy, its manufacturing, processing and installation thereof. As at June 30, 2025, the Holding Company has subscribed to 999,999 shares of PSORE. The principal place of business for PSORE is in Sindh, Pakistan.

1.5 PSO Venture Capital (Private) Limited

A wholly owned subsidiary named PSO Venture Capital (Private) Limited (PSOVC) was incorporated on April 05, 2023 as private limited company. The principal activity of PSOVC is to carry on business of private equity and venture capital fund management services. As at June 30, 2025, the Holding Company has subscribed to 147,799,999 shares of PSOVC. The principal place of business for PSOVC is in Sindh, Pakistan.

1.6 These financial statements denote the consolidated financial statements of the Group. Separate financial statements of the Holding Company and its subsidiaries have been presented separately.

2. BASIS OF PREPARATION

2.1 Statement of compliance

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

- International Financial Reporting Standards (IFRS) 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 (ICAP) as notified under the Companies Act, 2017; and
- Provisions of and directives issued under the Companies Act, 2017 and State Owned Enterprises (Governance and Operations) Act, 2023.

Where provisions of and directives issued under the local laws differ from the IFRS and IFAS, the provisions of and directives issued under the local laws have been followed.

2.2 Basis of measurement

These consolidated financial statements have been prepared on the basis of historical cost convention, except for the following:

- Financial assets at fair value through profit or loss and fair value through other comprehensive income; and
- Obligations in respect of retirements and other service benefits.

2.3 Basis of consolidation

Subsidiary is an entity over which the Group has control. Control is achieved when the group is exposed, or has rights, to variable returns from its involvement with the investee and has ability to affect those returns through its power over the investee. Generally, there is presumption that a majority of voting rights result in control.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more elements of control.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

Subsidiary is consolidated from the date on which the Group obtains control, and continue to be consolidated until the date when such control ceases. Income and expenses of a subsidiary acquired or disposed off during the year are included in profit or loss from the date the Group gains control until the date the Group ceases to control the subsidiary.

The financial statements of the Subsidiary Company are prepared for the same reporting period as the Holding Company, using consistent accounting policies. The accounting policies of the Subsidiary Company have been changed to conform with accounting policies of the Holding Company, where required.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date; any gains or losses arising from such remeasurement are recognised in profit or loss.

Identifiable assets acquired, liabilities assumed and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date, irrespective of the extent of any non-controlling interest. The excess of cost of acquisition is recorded as goodwill, however, if the cost of acquisition is less than fair value of the net assets of the subsidiary acquired, the difference is recognised directly in the profit or loss.

The assets, liabilities, income and expenses of the Subsidiary Company are consolidated on a line by line basis and carrying value of investments held by the Holding Company is eliminated against the Subsidiary Company's shareholders’ equity in the consolidated financial statements.

All intra-group balances, transactions and unrealised gains and losses resulting from intra-group transactions and dividends within the Group are eliminated in full.

Non-Controlling Interest (NCI) is that part of the net results of operations and of net assets of subsidiary attributable interest which are not owned by the Group. The Group measures NCI on proportionate basis of the net assets of subsidiary company.

When the ownership of a subsidiary is less than hundred percent, a NCI exists. The NCI is allocated its share of the total comprehensive income for the year, even if that results in a deficit balance.

The Group treats transactions with NCI that do not result in loss of control as transactions with equity owners of the Group. The difference between fair value of any consideration paid / received and the relevant share acquired / disposed off of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses to NCI are also recorded in equity.

If the Group loses control over a subsidiary, it derecognises the assets (including goodwill) and liabilities of the subsidiary, carrying amount of any NCI, other components of equity, and recognises fair value of consideration received, any investment retained, surplus or deficit in profit or loss, and reclassifies the Holding Company share of components previously recognised in other comprehensive income to profit or loss account, or retained earnings, as appropriate.

2.4 Functional and presentation currency

These consolidated financial statements are presented in Pakistani Rupees which is the Group's functional and presentation currency. All financial information is presented in PKR.

2.5 Accounting estimates, assumptions and judgements

The preparation of these consolidated financial statements in conformity with accounting and reporting standards, as applicable in Pakistan, requires management to make estimates, assumptions and use judgement that affect the application of company's accounting policies and the reported amount of assets, liabilities, income and expenses.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other relevant factors, including reasonable expectations of future events that are believed to be reasonable under current circumstances. Revisions to accounting estimates are recognised prospectively commencing from the period of revision. The estimates, assumptions and judgements made by the management in the application of accounting and reporting standards as applicable in Pakistan, that are relevant to the financial statements that may result in adjustments in subsequent years are as follows:

2.5.1 Property, plant and equipment and intangibles

The Group reviews appropriateness of the method of depreciation / amortisation, useful lives and residual values used in the calculation of depreciation / amortisation of property, plant and equipment and intangible assets on an annual basis. Further, where applicable, an estimate of recoverable amount of assets is made for possible impairment at each reporting date.

2.5.2 Right-of-use assets and corresponding lease liability

Where the Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its Incremental Borrowing Rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value of the right-of-use asset in a similar economic environment.

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

The Holding Company has several lease contracts that include extension and termination options. The Holding Company applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control that affects its ability to exercise or not to exercise the option to renew or to terminate (e.g., construction of significant leasehold improvements or significant customisation of the leased asset).

2.5.3 Impairment of stock-in-trade

The Group reviews the net realisable value of stock-in-trade to assess any diminution in the respective carrying values at each reporting date. Net realisable value is determined with reference to estimated selling price less estimated expenditure to make the sales.

2.5.4 Provision for impairment on financial assets

Financial assets covered under IFRS 9 - 'Financial Instruments' (IFRS 9)

The Group uses default rates based on credit rating of customers from which receivables are due, probability weighted cash flow projection for customers for which credit rating is not available and provision matrix for large portfolio of customers which have similar characteristics to calculate Expected Credit Losses (ECL) for trade receivables and other receivables.

The default rates are benchmarked and adjusted for forward looking information, cash flow projections are discounted using original effective interest rates, and the rates in provision matrix are based on days past due for various customer segments that have similar loss patterns. The provision matrix is initially based on the Group's historical observed default rates which is then adjusted for forward looking information.

Notes to the Consolidated Financial Statements

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The assessment of the correlation between historical observed default rates and the projection of cash flows from customers, forecast economic conditions and ECL is a significant estimate. The amount of ECL is sensitive to changes in circumstances and of forecast economic conditions. The Group’s historical credit loss experience and forecast of economic conditions may also not be representative of customer’s actual default in the future.

Financial assets covered under IAS 39 - 'Financial Instruments: Recognition and Measurement' (IAS 39)

The Securities and Exchange Commission of Pakistan (SECP) has deferred applicability of ECL model in respect of financial assets due directly / ultimately from Government of Pakistan (GoP) till June 30, 2025. Accordingly, the Group reviews the recoverability of its trade debts, lease receivables and investments that are due directly / ultimately from GoP to assess whether there is any objective evidence of impairment as per requirements of IAS 39 'Financial Instruments: Recognition and Measurement' at each reporting date.

The Group has overdue receivables on account of inter-corporate circular debt. These overdue balances are receivable from gas supply and power companies. The GoP is committed, hence continuously pursuing for satisfactory settlement of inter-corporate circular debt issue. However, the progress is slower than expected resulting in accumulation of Group's debts. Inter-corporate circular debt in Pakistan arises due to delayed payments in the energy sector supply chain; GoP either directly or through its direct / indirect ownership of entities within energy sector supply chain is at the core of circular debt issue.

Settlement of the Group's receivables is slower than the contractual terms primarily because circular debt is a macro economic level issue in Pakistan and its level at any given time is dependent on policies and / or priorities of the GoP, the level of subsidies offered by GoP to certain domestic and industrial consumers, exchange rate fluctuations, global crude oil prices and certain other systemic issues within energy sector (tariffs, losses, non / delayed recoveries).

The Group's assessment of objective evidence of impairment with respect to over due amounts on account of inter-corporate circular debt takes into account commitment made by the GoP, contractual rights to receive compensation for delayed payments and plans of the GoP to address the issue of inter-corporate circular debt.

2.5.5 Income taxes

Significant judgement is required in determining the provision for income taxes and deferred tax asset and liability. There are few transactions and calculations for which ultimate tax determination is uncertain as these matters are being contested at various legal forums. The Group recognises liabilities for anticipated tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred tax assets and liabilities in the period in which such determination is made.

The recognition of deferred tax is also made, by taking into account, these judgements and the best estimates of future results of the Group.

2.5.6 Provision for retirement and other service benefit obligations

The present value of these obligations depends on a number of factors and is being calculated on actuarial basis using a number of assumptions. Any changes in these assumptions will impact the carrying amount of these obligations. The present values of these obligations and the underlying assumptions are disclosed in note 23 to these consolidated financial statements.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

2.5.7 Valuation of un-quoted equity investment other than associates

The fair value of un-quoted equity investment other than associates is calculated using cash flow projections which are discounted using the required rate of return. These cash flow projections and required rate of return calculation involves number of assumptions as disclosed in note 8.2 of these consolidated financial statements. Any changes in these assumptions will impact the carrying amount of the investment.

2.5.8 Contingencies

The assessment of contingencies inherently involves the exercise of significant judgements as the outcome of future events cannot be predicted with certainty. The Group, based on availability of latest information, estimates the value of contingent liabilities, which may differ on the occurrence / non-occurrence of uncertain future event(s).

2.6 New or amendments / interpretations to existing standards, interpretations and forthcoming requirements

The Group has adopted the amendment to IAS 1 - Classification of liabilities as current or non-current which became effective from the current year.

The adoption of this amendment to the approved accounting and reporting standard did not have any material effect on these consolidated financial statements.

2.7 Standards, amendments and interpretations to accounting and reporting standards that are not yet effective

The following accounting and reporting standards as applicable in Pakistan and the amendments and interpretations thereto will be effective for accounting periods beginning on or after July 01, 2025. The Group is currently in the process of assessing the impact of these amendments and interpretations.

- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28) amend accounting treatment on loss of control of business or assets. The amendments also introduce new accounting for less frequent transactions that involves neither cost nor full step-up of certain retained interests in assets that are not businesses. The effective date for these changes has been deferred indefinitely until the completion of a broader review. Early adoption continues to be permitted.

- Lack of Exchangeability (amendments to IAS 21) clarify:

  - when a currency is exchangeable into another currency; and

  - how a company estimates a spot rate when a currency lacks exchangeability.

  Further, companies will need to provide new disclosures to help users assess the impact of using an estimated exchange rate on the financial statements. These disclosures might include:

  - the nature and financial impacts of the currency not being exchangeable;

  - the spot exchange rate used;

  - the estimation process; and

  - risks to the company because the currency is not exchangeable.

  The amendments apply for annual reporting periods beginning on or after January 01, 2025. Earlier application is permitted.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

- Amendments to the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures:

- Financial Assets with ESG-Linked features:

Under IFRS 9, it was unclear whether the contractual cash flows of some financial assets with ESG-linked features represented SPPI. This could have resulted in financial assets with ESG-linked features being measured at fair value through profit or loss.

Although the new amendments are more permissive, they apply to all contingent features, not just ESG-linked features. While the amendments may allow certain financial assets with contingent features to meet the SPPI criterion, companies may need to perform additional work to prove this. Judgement will be required in determining whether the new test is met.

The amendments introduce an additional SPPI test for financial assets with contingent features that are not related directly to a change in basic lending risks or costs – e.g., where the cash flows change depending on whether the borrower meets an ESG target specified in the loan contract.

The amendments also include additional disclosures for all financial assets and financial liabilities that have certain contingent features that are:

- not related directly to a change in basic lending risks or costs; and

- are not measured at fair value through profit or loss.

The amendments apply for reporting periods beginning on or after January 01, 2026. Companies can choose to early-adopt these amendments (including the associated disclosure requirements), separately from the amendments for the recognition and derecognition of financial assets and financial liabilities.

- Recognition / derecognition requirements of financial assets / liabilities by Electronic Payments:

The amendments to IFRS 9 clarify when a financial asset or a financial liability is recognised and derecognised and provide an exception for certain financial liabilities settled using an electronic payment system. Companies generally derecognise their trade payables on the settlement date (i.e., when the payment is completed). However, the amendments provide an exception for the derecognition of financial liabilities. The exception allows the company to derecognise its trade payables before the settlement date, when it uses an electronic payment system that meets all of the following criteria:

- no practical ability to withdraw, stop or cancel the payment instruction;

- no practical ability to access the cash to be used for settlement as a result of the payment instruction; and

- the settlement risk associated with the electronic payment system is insignificant.

The amendments apply for reporting periods beginning on or after January 01, 2026. Earlier application is permitted.

- Other related amendments:

Contractually Linked Instruments (CLIs) and non-recourse features:

The amendments clarify the key characteristics of CLIs and how they differ from financial assets with non-recourse features. The amendments also include factors that a company needs to consider when assessing the cash flows underlying a financial asset with non-recourse features (the 'look through' test).

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

Disclosures on investments in equity instruments:

The amendments require additional disclosures for investments in equity instruments that are measured at fair value with gains or losses presented in other comprehensive income.

The amendments apply for reporting periods beginning on or after January 01, 2026. Earlier application is permitted.

Annual Improvements to IFRS Accounting Standards – Amendments to:

- IFRS 1 First-time Adoption of International Financial Reporting Standards;
- IFRS 7 Financial Instruments: Disclosures and it's accompanying guidance on implementing IFRS 7;
- IFRS 9 Financial Instruments;
- IFRS 10 Consolidated Financial Statements; and
- IAS 7 Statement of Cash flows

The amendments to IFRS 9 address:

- a conflict between IFRS 9 and IFRS 15 Revenue from Contracts with Customers over the initial measurement of trade receivables:

  Under IFRS 15, a trade receivable may be recognised at an amount that differs from the transaction price – e.g., when the transaction price is variable. Conversely, IFRS 9 requires that companies initially measure trade receivables without a significant financing component at the transaction price. The IASB has amended IFRS 9 to require companies to initially measure a trade receivable without a significant financing component at the amount determined by applying IFRS 15; and

- how a lessee accounts for the derecognition of a lease liability under paragraph 23 of IFRS 9:

  When lease liabilities are derecognised under IFRS 9, the difference between the carrying amount and the consideration paid is recognised in profit or loss.

  The amendment on trade receivables may require some companies to change their accounting policy.

  The amendments apply for annual reporting periods beginning on or after January 01, 2026. Earlier application is permitted.

  The amendment on derecognition of lease liabilities applies only to lease liabilities extinguished on or after the beginning of the annual reporting period in which the amendment is first applied.

- Contracts Referencing Nature-dependent Electricity – (Amendments to IFRS 9 and IFRS 7) address the challenges faced by Companies in applying IFRS 9 Financial Instruments to contracts referencing nature-dependent electricity – sometimes referred to as renewable power purchase agreements (PPAs). The IASB has also added new disclosure requirements for certain PPAs to IFRS 7 Financial Instruments: Disclosures.

  The amendments include guidance on:

  - The 'own-use' exemption for purchasers of electricity under such PPAs; and
  - Hedge accounting requirements for companies that hedge their purchases or sales of electricity using PPAs.

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For the year ended June 30, 2025

The amendments for the own-use exemption:

- Existing IFRS 9 guidance left ambiguity on whether PPAs could qualify for the own-use exemption (i.e., not accounted for as derivatives).

- The amendments allow a company to apply the own-use exemption to PPAs if the company has been, and expects to be, a net-purchaser of electricity for the contract period.

- The amendments apply retrospectively using facts and circumstances at the beginning of the reporting period of initial application, without requiring prior periods to be restated.

The amendments for hedge accounting:

- Virtual PPAs and other PPAs that do not meet the own-use exemption are accounted for as derivatives and measured at FVTPL. Hedge accounting under IFRS 9 can help reduce volatility by reflecting how PPAs hedge future electricity purchases or sales, but applying it presents challenges. A key issue arises from a mismatch between the P50 estimate used to measure the PPA and the P90 estimate required for the highly probable hedged transaction, which may prevent hedge accounting qualification. Subject to certain conditions, the amendments permit designation of a variable nominal volume of forecasted renewable electricity sales or purchases as the hedged transaction, rather than a fixed volume based on P90 estimates. This variable volume reflects what is expected to be delivered by the referenced generation facility, supporting an economic offset and enabling hedge accounting. A P50 estimate indicates the volume of energy production expected to be exceeded with 50 percent probability. A P90 estimate indicates the volume of energy production expected to be exceeded with 90 percent probability.

- The amendments apply prospectively to new hedging relationships designated on or after the date of initial application. They also allow companies to discontinue an existing hedging relationship if the same hedging instrument is designated under the new requirements.

The new disclosure requirements:

A company may apply the own-use exemption to certain PPAs under the amendments and therefore would not recognise these PPAs in its statement of financial position. Where this is the case, a company is required to disclose further information such as:

- contractual features exposing the company to variability in electricity volume and risk of oversupply;

- estimated future cash flows from unrecognised contractual commitments to buy electricity in appropriate time bands;

- qualitative information about how the company assessed whether a contract might become onerous; and

- qualitative and quantitative information about the costs and proceeds associated with purchases and sales of electricity, based on the information used for the 'net-purchaser' assessment.

  In addition, for PPAs designated in a cash flow hedging relationship, companies need to disaggregate the information disclosed about terms and conditions by risk category.

  The amendments apply for reporting periods beginning on or after January 01, 2026. Early application is permitted.

- State Owned Enterprises (SOEs)

  State-Owned Enterprises (Governance and Operations) Act, 2023 (SOE Act) came into effect on January 31, 2023. Section 25 (2) read with Section 3 of SOE requires entities falling within its scope to prepare financial statements in accordance with IFRS Accounting Standards issued by International Accounting Standards Board (IASB) . SOE

Notes to the Consolidated Financial Statements

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Act requires such SOEs to ensure complete compliance with IFRS Accounting Standards, within a period of three years from coming into effect of SOE Act. Consequently, the financial statements for the year ending June 30, 2026 of the Company will be required to comply with the requirements of IFRS Accounting Standards as issued by IASB. This transition will require certain changes in the way certain items are required or presented in the statement of financial position, statement of profit or loss, statement of comprehensive income, statement of cash flows and statement of changes in equity, material accounting policy information and related notes to the financial statements.

2.8 Share based payments and Benazir Employees Stock Option Scheme

Amendments to IFRS 2 Share-based payment – Group cash-settled share-based payment transactions became effective from July 01, 2010 which require an entity receiving goods or services (receiving entity) in either an equity-settled or a cash-settled share-based payment transaction to account for such transaction in its separate or individual consolidated financial statements.

On August 14, 2009, the Government of Pakistan (GoP) launched Benazir Employees' Stock Option Scheme ('the Scheme') for employees of certain State-Owned Enterprises (SOEs) and non State-Owned Enterprises (non SOEs) where GoP holds significant investments. The scheme is applicable to permanent and contractual employees who were in the employment of these entities on the date of launch of the Scheme, subject to completion of five years vesting period by all contractual employees and by permanent employees in certain instances.

The Scheme provides for a cash payment to employees on retirement or termination based on the price of shares of respective entities. To administer this scheme, GoP shall transfer 12% of its investment in such SOEs and non SOEs to a Trust Fund to be created for the purpose by each of such entities. The eligible employees would be allocated units by each Trust Fund in proportion to their respective length of service, and on retirement or termination such employees would be entitled to receive such amounts from Trust Funds in exchange for the surrendered units as would be determined based on market price for listed entities or breakup value for non-listed entities. The shares relating to the surrendered units would be transferred back to GoP.

The Scheme also provides that 50% of dividend related to shares transferred to the respective Trust Fund would be distributed amongst the unit holder employees. The balance 50% dividend would be transferred by the respective Trust Fund to the Central Revolving Fund managed by the Privatisation Commission of Pakistan for payment to employees against surrendered units. The deficit, if any, in Trust Funds to meet the re-purchase commitment would be met by GoP.

The Scheme, developed in compliance with the above stated GoP policy of empowerment of employees of SOEs need to be accounted for by the covered entities, including the Company, under the provisions of amended IFRS 2. However, keeping in view the difficulties that may be faced by the entities covered under the Scheme, the SECP vide SRO 587(I)/2011 dated June 07, 2011; on receiving representations from some of entities covered under the Scheme and after having consulted the Institute of Chartered Accountants of Pakistan (ICAP), granted exemption to such entities from the application of IFRS 2 to the Scheme. Further, in response to this letter, as per the Ministry of Privatization letter dated May 08, 2019, Ministry has advised to initiate case for winding up of the Scheme. In response to this letter Trustees of the Scheme have requested parent ministry for directions / clarification on winding up. The Honourable Supreme Court of Pakistan in its short order dated October 22, 2020, stated in the cases filed by other companies declared that Benazir Employees Stock Option Scheme (BESOS) is unconstitutional and ultra-vires. During the year, the Ministry of Energy (Petroleum Division) through its letter reference F.No. 8(9)/2014/BESOS/D-III (Volume-IV) dated November 25, 2020 directed the Company while referring Finance's Division letter no. F.2 (39) - NTR/2-2-F dated November 19, 2020 to deposit the accrued BESOS amounts in Federal Consolidated Fund. The Group now awaits the specific instructions from the Ministry of Energy (Petroleum Division) regarding the winding up of the Trust, after which it shall take the requisite corporate actions for the transfer of 3.04% shareholding back to the Federal Government and related actions for liquidation of the Trust and crediting the Trust Funds in the Federal Consolidated Fund.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

3. MATERIAL ACCOUNTING POLICY INFORMATION

The material accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

3.1 Property, plant and equipment

These are stated at cost less accumulated depreciation and accumulated impairment losses, if any, except freehold land which is stated at cost and capital work-in-progress including major spare parts and stand-by equipments, which are stated at cost less accumulated impairment losses, if any.

Cost in relation to certain fixed assets, including capital work-in-progress, signifies historical cost and financial charges on borrowings for financing the projects which takes substantial time for completion, until such projects are available for their intended use. Fixed assets under capital work-in-progress are classified to the appropriate categories of property, plant and equipment, when completed and ready for intended use.

Major spare parts and stand-by equipment qualify for recognition as property, plant and equipment when an entity expects to use them during more than one year. Transfers are made to relevant operating assets category as and when such items are available for use.

Depreciation is charged to profit or loss using straight-line method so as to write-off the historical cost of the assets over their estimated useful lives at the rates given in note 5.1 to these consolidated financial statements. Depreciation on additions is charged when the asset is available for use upto when the asset is disposed. Assets' residual value, useful lives and method of depreciation and rates are reviewed, and adjusted prospectively, if appropriate on an annual basis at each reporting date. An asset's carrying amount is written down immediately to its recoverable amount if the asset’s carrying amount is greater than its estimated recoverable amount. Subsequent costs are included in the asset’s carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised.

Maintenance and normal repairs are charged to profit or loss. The gain or loss on disposal or retirement of an asset represented by the difference between the sale proceeds and the carrying amount of the asset is recognised as an income or expense.

3.2 Right-of-use asset

The right-of-use asset is initially measured based on the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentive received. The right-of-use asset is depreciated on a straight-line method over the lease term as this method most closely reflects the expected pattern of consumption of future economic benefits. The right-of-use asset is reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The Group does not recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The lease payments associated with these leases are recognised as an expense on a straight-line basis over the lease term.

3.3 Intangibles

An intangible asset is recognised if it is probable that the future economic benefits that are attributable to the asset will flow to the Group and that the cost of such asset can also be measured reliably.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

Generally, costs associated with developing or maintaining computer software programmes are recognised as an expense as incurred. However, costs that are directly associated with identifiable software and have probable economic benefits exceeding one year, are recognised as an intangible asset. Direct costs include the purchase cost of software and related overhead cost. Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses, if any.

Intangible asset is amortised and charged to profit or loss when such asset is available for use on straight-line basis over its useful economic life. The estimated useful life and amortisation method are reviewed on an annual basis at each reporting period, with the effect of any change in estimate being accounted for on prospective basis.

3.4 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

i) Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition and subsequently measured at amortised cost, fair value through other comprehensive income (OCI) or fair value through profit or loss (FVPL).

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables, the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables are measured at the transaction price determined under IFRS 15 'Revenue from Contracts with Customers'.

In order for a financial asset to be classified and measured at amortised cost or FVOCI, it needs to give rise to cash flows that are SPPI on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

Subsequent measurement

For purposes of subsequent measurement, the Group classifies its financial assets into following categories:

- Financial assets at amortised cost (debt instruments);
- Financial assets designated at Fair Value through OCI (FVOCI) with no recycling of cumulative gains and losses upon derecognition (equity instruments); and
- Financial assets at Fair Value through Profit or Loss (FVPL).

Notes to the Consolidated Financial Statements

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Financial assets at amortised cost (debt instruments)

The Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and

- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the Effective Interest Rate (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets designated at FVOCI (equity instruments)

Upon initial recognition, the Group can elect to classify irrevocably its equity investments as equity instruments designated at FVOCI when they meet the definition of equity under IAS 32 'Financial Instruments: Presentation', and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised as other income in profit or loss when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in other comprehensive income. Equity instruments designated at FVOCI are not subject to impairment assessment.

Financial assets at FVPL

Financial assets at FVPL include financial assets held for trading, financial assets designated upon initial recognition at FVPL, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at FVOCI, as described above, debt instruments may be designated at FVPL on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at FVPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

This category also includes derivative instruments and listed equity investments which the Group had not irrevocably elected to classify at FVOCI. Dividends on listed equity investments are also recognised as other income in profit or loss when the right of payment has been established.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group’s statement of financial position) when:

- The rights to receive cash flows from the asset have expired, or

- The Group has transferred its rights to receive cash flows from an asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a ‘pass-through’ arrangement and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

When the Group has transferred its rights to receive cash flows from an asset or has entered into a 'pass-through' arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership.

When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

ii) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at FVPL, loans and borrowings, trade payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

Subsequent measurement

Financial liabilities at FVPL

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss. Gains or losses on liabilities held for trading are recognised in profit or loss. Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in IFRS 9 are satisfied. The Group has not designated any financial liability as at FVPL.

Financial liabilities at amortised cost

After initial recognition, borrowings and payables are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in profit or loss.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer the settlement of the liability for at least twelve months after the reporting date. Exchange gains and losses arising in respect of borrowings in foreign currency are added to the carrying amount of the borrowing.

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Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

iii) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

3.5 Investment in associates

Associates are all entities over which the Group has significant influence but not control, generally represented by a shareholding of 20% or more but less than 50% of the voting rights. Significant influence is the power to participate in the financial and operating policies and decision of investees. Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost.

The Group’s share of its associates’ post acquisition profits or losses is recognised in profit or loss and its share in associates' post acquisition other comprehensive income is recognised in the Group's other comprehensive income. Cumulative post acquisition movements are adjusted against the carrying value of the investments. Dividends received from associates reduce the carrying amount of the investment. When the Group’s share of losses in associate equals or exceeds its interest in the associate including any other long-term unsecured receivable, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

When FVOCI investment is converted into associated company, the balance in the surplus on revaluation of related asset is transferred to un-appropriated profit. Gain on transaction between the Group and its associate are eliminated to the extent of the Group's interest in associates.

The carrying amount of the investment is tested for impairment, by comparing its recoverable amount (higher of value-in-use and fair value less costs to sell) with its carrying amount and loss, if any, is recognised in the profit or loss.

3.6 Stores, spares, chemicals and loose tools

These are valued at moving average cost less accumulated impairment losses, if any, except for items in-transit which are stated at invoice value plus other charges incurred thereon till the reporting date. Cost comprises invoice value and other direct costs but excludes borrowing cost. Provision is made for obsolete / slow moving items where necessary and is recognised in profit or loss.

3.7 Stock-in-trade

Stock-in-trade is valued at the lower of average cost or cost on First-In-First-Out (FIFO) basis, and net realisable value except for stock-in-transit which is stated at cost (invoice value) plus other charges incurred thereon till the reporting date. The cost formula is dependent on the nature of the stock categories but the same formula is applied to all items of a similar nature. Cost comprises invoice value, charges like excise, custom duties, etc., and other direct costs.

Provision is made for obsolete / slow moving stocks where necessary and recognised in profit or loss. Net realisable value is the estimated selling price in the ordinary course of business less estimated costs of completion and costs necessary to be incurred in order to make a sale.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

3.8 Deposits, advances, and other receivables

Deposits, advances, and other receivables are stated initially at fair value and subsequently measured at amortised cost using the EIR method.

Exchange gains or losses arising in respect of deposits, advances and other receivables in foreign currency are added to their respective carrying amounts and charged to profit or loss.

3.9 Short-term investments

The Group purchases securities under agreement to resale whereby securities are purchased under contractual arrangements that require the counter-party to repurchase the same securities at a fixed price on a future date. These transactions are accounted for as secured lending arrangements. The amounts paid are recognised as financial assets at amortized cost, and the difference between the purchase price and repurchase price is recognised as interest income over the term of the agreement using the EIR method.

3.10 Cash and cash equivalents

Cash and cash equivalents include cash in hand, with banks in current and deposit accounts, cheques in hand, demand draft, highly liquid investments and running finance under mark-up arrangements. Highly liquid investments are shown within short-term investments under current assets on the statement of financial position. Running finances under mark-up arrangements are shown within short-term borrowings under current liabilities on the statement of financial position.

3.11 Impairment

3.11.1 Impairment of financial assets

Financial assets covered under IFRS 9

The Group recognises an allowance for ECL for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECL is recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For financial assets other than trade debts, the Group applies general approach in calculating ECL. It is based on difference between the contractual cashflows due in accordance with the contract and all the cashflows that the Group expects to receive discounted at the approximation of the original effective interest rate. The expected cashflows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

For trade debts, the Group applies a simplified approach where applicable in calculating ECL. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECL at each reporting date. The Group has established a provision matrix for large portfolio of customers having similar characteristics and default rates based on the credit rating of customers from which receivables are due that is based on the Group's historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

IFRS 9 requires incorporating future economic conditions into the measurement of ECL. Future economic conditions are incorporated by adjusting estimates of PD to reflect expectations about the stage of economic cycle expected to be prevalent in the economy as-and-when default is expected to arise in the future. The macroeconomic factors considered were GDP, CPI and exchange rate which were selected based on regression analysis of historical default rate and macroeconomic indicators and based on the results of the analysis two out of three macroeconomic factors were considered to be the most suitable factors based on highest correlation with default rate. The GDP, CPI and exchange rate forecast were sourced from World Economic Outlook Database of “International Monetary Fund” which was used to determine forward looking Point in Time PDs (PiT Pds). In compliance with IFRS 9, GDP, CPI and exchange rate were forecasted considering scenarios indicating movement of both indicators under base case, best case, and worst case simulations. Base case forecasts were sensitized using a scaling factor of 5 years standard deviation to determine better and worst-case scenarios. It was assumed that forecast is a normal distribution. As per normal distribution property the base, better and worst would have 68%, 16% and 16% chances of likelihood.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Financial assets covered under IAS 39

The SECP through SRO 1784(I)/2024 dated November 04, 2024 has granted exemption from application of Expected Credit Losses (ECL) method under IFRS 9 ‘Financial Instruments’ on financial assets due from GoP in respect of circular debt till financial years ending on or before December 31, 2025, provided that the Group shall follow relevant requirements of IAS 39 'Financial Instruments: Recognition and Measurement' in respect of above referred financial assets during the exemption period. Consequently, the Holding Company has not recorded impact of aforesaid ECL on trade debts of SNGPL and GENCO in these consolidated financial statements based on the exemption granted from SECP in this respect. It was noted that concerns expressed by companies regarding practical limitations in determining ECL on debts due from Government, due to uncertain cash recovery patterns of circular debt, carry weight. In accordance with the exemption granted by SECP, ECL has not been recognised in respect of financial assets due directly / ultimately from GoP (i.e., SNGPL and GENCO) in the consolidated financial statements based on the clarification received from SECP. The Holding Company expects same exemption for another one year from SECP.

Financial assets, on which ECL model is not applicable as per the aforesaid notification of SECP, are assessed at each reporting date to determine whether there is any objective evidence that it is impaired. A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of that asset. Individually significant financial assets are tested for impairment on an individual basis. The remaining financial assets are assessed collectively in groups that share similar credit risk characteristics.

All impairment losses are recognised in statement of profit or loss. An impairment loss is reversed if the reversal can be related objectively to an event accruing after the impairment loss was recognised. For financial asset carried at cost, the impairment loss is measured as the difference between the asset’s carrying amount and the present value of estimated future cash flows discounted at current market rate of return for similar financial assets. Such impairment loss will not be reversed in subsequent periods. For financial assets carried at amortised cost, the amount of impairment loss recognised is difference between carrying amount and present value of estimated cash flows, discounted at effective interest rate.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

3.11.2 Non-financial assets

The carrying amounts of non-financial assets are assessed at each reporting date to ascertain whether there is any indication of impairment. If such an indication exists, the asset's recoverable amount is estimated to determine the extent of impairment loss, if any. An impairment loss is recognised, as an expense in profit or loss. The recoverable amount is the higher of an asset's fair value less cost to disposal and value-in-use. Value-in-use is ascertained through discounting of the estimated future cash flows using a discount rate that reflects current market assessments of the time value of money and the risk specific to the assets for which the estimate of future cash flow have not been adjusted. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

An impairment loss is reversed if there is a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised previously. Reversal of an impairment loss is recognised immediately in profit or loss.

3.12 Share capital

Ordinary shares are classified as equity and are recorded at their face value. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

3.13 Retirement and other service benefits

3.13.1 Defined benefit plans

Pension funds

The Group operates approved funded defined benefit pension schemes separately for permanent management and non-management employees except for those employees who joined the Group after December 31, 2012. The scheme is administrated by the Trustees nominated under the Trust Deed. The schemes provide pension based on the employees' last drawn salary. Pensions are payable for life and thereafter 50% to surviving spouses and / or dependent children. Provisions are made to cover the obligations under the scheme on the basis of actuarial recommendations. The actuarial valuations are carried using the 'Projected Unit Credit Method'. The amount recognised in the statement of financial position represents the present value of defined benefit obligations as reduced by the fair value of the plan assets. Actuarial gain or loss (remeasurements) are immediately recognised as other comprehensive income / (loss) as they occur. Current service costs and any past service costs together with net interest cost are charged to profit or loss.

Gratuity funds

The Group also operates approved funded defined benefit gratuity schemes for all its eligible permanent employees. The scheme is administrated by the Trustees nominated under the Trust Deed. The scheme provides for a graduated scale of benefits dependent on the length of service of the employee on terminal date, subject to the completion of minimum qualifying period of service. Gratuity is based on employees' last drawn salary. Provisions are made to cover the obligations under the Scheme on the basis of actuarial recommendations. The actuarial valuations are carried out using the 'Projected Unit Credit Method'. Actuarial gains or losses (remeasurements) are immediately recognised in other comprehensive income / (loss) as they occur. The amount recognised in the financial position represents the present value of defined benefit obligations as reduced by the fair value of the plan assets. Current service costs and any past service costs together with net interest cost are charged to profit or loss.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

Medical benefits

The Holding Company also provides post retirement medical benefits to its permanent employees except for those management and non-management employees who joined the Holding Company after July 01, 2001. Under the unfunded scheme all such employees, their spouses and dependents are entitled to the benefits. Provisions are made to cover the obligations under the scheme on the basis of actuarial recommendations. The actuarial valuations are carried out using the 'Projected Unit Credit Method'. Actuarial gains or losses (remeasurements) are immediately recognised in other comprehensive income / (loss) as they occur. The amount recognised in the financial position represents the present value of defined benefit obligations. Current service costs and any past service costs together with net interest cost are charged to profit or loss.

Compensated absences

The Group provides for compensated absences on the basis of actuarial valuation carried out in accordance with the requirements of IAS 19 'Employees Benefits'. Actuarial valuation of the scheme is carried out every year. Compensated absences are based on employees' last drawn salary.

3.13.2 Defined contribution plan

Provident funds

The Group also operates an approved funded contributory provident funds for its eligible employees. Equal monthly contributions are made both by the Group and the employee at the rate of 8.33% and 10% per annum of the basic salary by the Holding Company and the Subsidiary Company, respectively. In addition, employees of the Holding Company have the option to contribute at the rate of 16.66% per annum, however, the Holding Company's contribution remains at the rate of 8.33% per annum.

Pension funds

The Holding Company also operates an approved funded contributory pension fund separately for its management and non-management employees. Monthly contribution is made by the Holding Company at the rate of 9.47% per annum of the gross salary.

3.14 Lease liability

At inception of a contract, the Group assesses whether a contract is, or contains, a lease based on whether the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease, or if that rate cannot be readily determined, the Group's incremental borrowing rate.

Lease payments include fixed payments less any incentive received, variable lease payment that are based on an index or a rate, amounts expected to be payable by the lessee under residual value guarantees, the exercise price of a purchase option and if the lessee is reasonably certain to exercise that option, payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option, less any lease incentives receivable. The extension and termination options are incorporated in determination of lease term only when the Group is reasonably certain to exercise these options.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

The lease liability is subsequently measured at amortised cost using the EIR method. It is remeasured when there is a change in future lease payments arising from a change in fixed lease payments or an index or rate, change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option. The corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit and loss if the carrying amount of right-of-use asset has been reduced to zero.

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control that affects its ability to exercise or not to exercise the option to renew or to terminate.

When there is a change in scope of a lease, or the consideration for a lease, that was not part of the original terms and conditions of the lease is accounted for as a lease modification. The lease modification is accounted for as a separate lease if modification increases the scope of lease by adding the right-of-use one or more underlying assets and the consideration for lease increases by an amount that is commensurate with the stand-alone price for the increase in scope adjusted to reflect the circumstances of the particular contracts, if any. When the lease modification is not accounted for as a separate lease, the lease liability is remeasured and corresponding adjustment is made to right-of-use asset.

3.15 Unclaimed dividend

The Group recognises unclaimed dividend which was declared and remained unclaimed by the shareholders from the date it was due and payable.

3.16 Provisions

Provisions are recognised when the Group has present obligation (legal or constructive obligation) as a result of a past event, it is probable that outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of obligation. Provisions are reviewed at each reporting date and adjusted to reflect current best estimate.

The amount recognised as provision is the best estimate of consideration required to settle the present obligation at the end of reporting period, taking into account the risk and uncertainties surrounding the obligation.

3.17 Taxation

3.17.1 Current

Provision for current taxation is based on the taxable income for the year determined in accordance with the prevailing law for taxation on income. The charge for current tax is calculated using prevailing tax rates. The charge for current tax also includes adjustments for prior years or otherwise considered necessary for such years. Current tax is charged to profit or loss except to the extent it relates to items recognised in other comprehensive income / (loss).

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

3.17.2 Deferred

Deferred tax is accounted for using the balance sheet method on all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred tax liabilities are generally recognised for all taxable temporary differences including on investments in associates and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences, unabsorbed depreciation, unused tax losses and tax credits can be utilized. Deferred tax assets are remeasured at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised. Deferred tax is calculated at the rates that are expected to apply to the period when the differences are expected to reverse, based on tax rates that have been enacted or substantively enacted by the reporting date. Deferred tax is charged or credited to profit or loss except to the extent it relates to items recognised in other comprehensive income / (loss).

3.17.3 Minimum and final taxes

Minimum taxes are calculated on the gross amount taxable under the minimum tax regime of Income Tax Ordinance, 2001. The amount calculated on taxable income is recognised as current tax expense and any amount in excess of the current tax expense is recognised as minimum tax differential and these are accounted for as levies.

Final taxes are calculated on the gross amount taxable under the Final Tax Regime of Income Tax Ordinance, 2001. The amount calculated on gross taxable amounts is recognised as final tax and these are accounted for as levies.

3.18 Foreign currency transactions and translations

Transactions in foreign currencies are converted into Rupees at the rates of exchange prevailing on the date of the transactions. Monetary assets and liabilities in foreign currencies are translated into Rupees at rates prevailing at the statement of financial position date. Foreign currency gains and losses are recognised in the statement of profit or loss. Foreign exchange differences arising from trading transactions are included in the results of operating activities whereas exchange differences on financing activities are included in finance cost.

3.19 Revenue recognition

The Group recognises revenue at a point-in-time when control of product is transferred to customer. Control, depending on contractual terms, is considered to be transferred either when the product is directly uplifted by customer from terminal or when it is delivered (in case of export on FOB basis, at the time when the products are shipped to customer) or it is pumped in the customer's tanks or at customer premises.

The Group generally enters into an agreement with its customers for supply of petroleum products, including delivery of product. As the transportation of product coincides with actual delivery, sale of product and transportation is considered single performance obligation. The credit limits in contract with customers ranges from 2 to 90 days.

3.20 Other income

Other income is recognised to the extent it is probable that economic benefit will flow to the Group and the amount can be measured reliably. Other income is measured at fair value of the consideration received or receivable and recognised on following basis:

- Dividend income on equity investment is recognised when the Company's right to receive the dividend is established.

- Mark-up / interest on debt securities, return on deposits and other financial assets are recognised on time proportion basis using effective interest rate method.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

- Handling, storage and other services income is recognised when the services have been rendered.
- Mark-up receivable on delayed payment is recognised on receipt basis.
- Return on deposits and other financial assets is recognised on accrual basis.
- Financial charges on line-fill cost is recognised on accrual basis.

3.21 Segment reporting

Segment reporting is based on the operating (business) segments of the Group. An operating segment is a component of the Group that engages in business activities from which it may earn revenue and incur expenses. An operating segment's operating results are reviewed regularly by the Management Committee of the Holding Company to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

Segment results that are reported to the BoM includes items directly attributable to a segment as well as those that can be allocated on a reasonable basis. The business segments are engaged in providing products or services which are subject to risk and rewards which differ from the risk and rewards of other segments. Segments reported are Petroleum products, Liquefied Natural Gas (LNG), Refining operations and others.

3.22 Interest in joint arrangements

Joint arrangements are arrangements in which the Group has contractually agreed sharing of control, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control. Joint arrangements are classified as joint operations or joint ventures depending upon the rights and obligations arising from the joint arrangement.

The Group classifies a joint arrangement as joint operations when the Group has the rights to the assets, and obligations for the liabilities of the arrangement in relation to the joint operations. The Group classifies a joint arrangement as a joint venture when the Group has rights to the net assets of the arrangement.

The Group currently has joint operations as follows:

- In December 2004, the Holding Company entered into an unincorporated joint arrangement with Shell Pakistan Limited and Total Parco Marketing Limited, for establishment and installation of storage facilities relating to petroleum products at Mehmoodkot. The Holding Company has a 62.1% share in the joint arrangement.
- In March 2015, the Holding Company entered into an unincorporated joint arrangement with Attock Petroleum Limited (APL) for establishment, operation and maintenance of a fuel farm and to operate and maintain the hydrant refueling system at the New Islamabad International Airport. Each party has a 50% share in this joint arrangement.

The Group recognises its direct right to the assets, liabilities, revenues and expenses of joint operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses. These have been incorporated in these consolidated financial statements under the appropriate line items.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

The Group currently does not have any joint venture.

3.23 Government Grant

Government grants are recognised at the fair value of the consideration received. A grant without specified future performance conditions is recognised in income when the grant proceeds are received. A grant that imposes specified future performance conditions is recognised in statement of profit or loss when all those conditions are met. Government grants received before the income recognition criteria are satisfied are presented as a separate liability in the statement of financial position. Government grants are recognised in the statement of profit or loss on a systematic basis over the periods in which the entity recognises as expenses the related costs for which the grants are intended to compensate. Further, the Group does not recognise those forms of government assistance for which a reasonable value cannot be placed.

3.24 Dividend and appropriation to reserves

Dividend and appropriation to reserves are recognised in the consolidated financial statements in the period in which these are approved.

3.25 Earnings per share

The Group presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Holding 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 of the Holding Company and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares.

3.26 Contingencies

Contingencies are disclosed when the Group has possible obligations that arises from past events and whose existence will be confirmed only by occurrence or non-occurrence of one or more uncertain future events not wholly within the control of entity, or a present obligation that arises from past event but is not recognised because it is not probable that an outflow of resourses embodying economic benefit will be required to settle the obligation or, when amount of obligation cannot be measured with sufficient reliability.

4. NON - CONTROLLING INTEREST

4.1 The following table summarises the information relating to the Group's subsidiary (PRL), before any intra-group eliminations:

	2025	2024
Non-current assets	**35,363,724**	30,776,943
Current assets	**72,577,202**	77,407,706
Non-current liabilities	**(12,836,061)**	(4,142,480)
Current liabilities	**(68,500,641)**	(74,471,505)
Net assets	**26,604,224**	29,570,664
Share of NCI @ 36.44% (2024: 36.44%)	**9,694,579**	10,775,550

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

		2025	2024
4.2	Net turnover and profit after tax from the acquired business are as follows:		
	Net turnover	**310,351,355**	305,539,679
	(Loss) / profit for the year	**(4,659,666)**	4,061,635
	Other comprehensive income	**2,953,226**	151,761
	Profit allocated to NCI @ 36.44% (2024: 36.44%)	**(1,697,982)**	1,480,060
	OCI allocated to NCI @ 36.44% (2024: 36.44%)	**1,076,156**	55,302
4.3	Cash and cash equivalents of Subsidiary (PRL)		
	Cash flows from operating activities	**(3,640,075)**	1,070,290
	Cash flows from investing activities	**2,357,175**	(3,074,890)
	Cash flows from financing activities (Dividends to NCI: Rs. 459,144 (2024: Rs. Nil))	**(2,825,881)**	2,471,838
	Net (Decrease) / Increase in Cash and Cash Equivalents	**(4,108,781)**	467,238

		Note	2025	2024
5.	**PROPERTY, PLANT AND EQUIPMENT**			
	Operating assets	*5.1*	**44,145,996**	40,219,169
	Capital work-in-progress	*5.4*	**5,649,123**	6,082,568
			49,795,119	46,301,737

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

5.1 Operating assets

(Amounts in Rs. '000)

	Land		Building		Tanks and pipelines	Service and filling stations (note 5.1.2)	Plant and machinery	Furniture and fittings	Vehicles and other rolling stock	Office equipments	Railway sidings	Gas cylinders / regulators (note 5.1.2)	Total
	Freehold	Leasehold	On freehold land	On leasehold land									
As at July 01, 2023													
Cost	10,236,693	110,921	1,351,392	2,184,962	14,474,601	13,838,010	21,418,948	846,674	2,597,341	1,490,029	97,555	439,000	69,086,126
Accumulated depreciation	-	(31,792)	(744,427)	(1,207,508)	(7,512,587)	(9,967,163)	(9,818,234)	(412,844)	(1,775,892)	(1,194,308)	(78,698)	(164,733)	(32,908,186)
Net book value	10,236,693	79,129	606,965	977,454	6,962,014	3,870,847	11,600,714	433,830	821,449	295,721	18,857	274,267	36,177,940
Year ended June 30, 2024													
Opening net book value	10,236,693	79,129	606,965	977,454	6,962,014	3,870,847	11,600,714	433,830	821,449	295,721	18,857	274,267	36,177,940
Additions	50,633	-	118,680	37,381	2,210,901	2,040,396	2,425,455	80,581	372,233	535,501	-	88,316	7,960,077
Disposals (note 5.2)													
Cost	-	-	-	(279)	(9,345)	(122,260)	(21,958)	(8,578)	(86,719)	(11,136)	-	-	(260,275)
Accumulated depreciation	-	-	-	279	9,236	121,851	21,958	8,445	76,791	11,128	-	-	249,688
	-	-	-	-	(109)	(409)	-	(133)	(9,928)	(8)	-	-	(10,587)
Write offs													
Cost	-	-	(2,379)	(9,724)	(40,688)	(942,182)	(90,237)	(35,499)	(1)	(108,864)	(496)	-	(1,230,070)
Depreciation	-	-	2,379	9,724	40,688	942,182	90,237	35,499	1	108,864	496	-	1,230,070
	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation charge (note 5.1.1)	-	(1,263)	(42,727)	(84,676)	(1,109,032)	(699,352)	(1,410,221)	(35,621)	(217,461)	(256,870)	(4,435)	(46,603)	(3,908,261)
Closing net book value	10,287,326	77,866	682,918	930,159	8,063,774	5,211,482	12,615,948	478,657	966,293	574,344	14,422	315,980	40,219,169
As at July 01, 2024													
Cost	10,287,326	110,921	1,467,693	2,212,340	16,635,469	14,813,964	23,732,208	883,178	2,882,854	1,905,530	97,059	527,316	75,555,858
Accumulated depreciation	-	(33,055)	(784,775)	(1,282,181)	(8,571,695)	(9,602,482)	(11,116,260)	(404,521)	(1,916,561)	(1,331,186)	(82,637)	(211,336)	(35,336,689)
Net book value	10,287,326	77,866	682,918	930,159	8,063,774	5,211,482	12,615,948	478,657	966,293	574,344	14,422	315,980	40,219,169
Year ended June 30, 2025													
Opening net book value	**10,287,326**	**77,866**	**682,918**	**930,159**	**8,063,774**	**5,211,482**	**12,615,948**	**478,657**	**966,293**	**574,344**	**14,422**	**315,980**	**40,219,169**
Additions	**162,284**	**-**	**134,331**	**285,418**	**2,071,959**	**1,672,599**	**2,806,281**	**47,773**	**759,122**	**431,252**	**-**	**169,579**	**8,540,598**
Disposals (note 5.2)													
Cost	**-**	**-**	**-**	**(900)**	**(12,947)**	**(141,167)**	**(213,238)**	**(8,203)**	**(96,679)**	**(46,366)**	**-**	**(41,607)**	**(561,107)**
Accumulated depreciation	**-**	**-**	**-**	**900**	**12,490**	**140,454**	**164,952**	**7,959**	**65,459**	**45,770**	**-**	**31,821**	**469,805**
	-	**-**	**-**	**-**	**(457)**	**(713)**	**(48,286)**	**(244)**	**(31,220)**	**(596)**	**-**	**(9,786)**	**(91,302)**
Write offs													
Cost	**-**	**-**	**-**	**-**	**-**	**-**	**(3,886)**	**(28,471)**	**1,652**	**-**	**-**	**-**	**(34,009)**
Depreciation	**-**	**-**	**-**	**-**	**-**	**-**	**3,886**	**28,351**	**1,652**	**-**	**-**	**-**	**33,889**
	-	**-**	**-**	**-**	**-**	**-**	**-**	**(120)**	**-**	**-**	**-**	**-**	**(120)**
Depreciation charge (note 5.1.1)	**-**	**(1,263)**	**(54,176)**	**(88,877)**	**(1,226,316)**	**(798,478)**	**(1,492,242)**	**(52,466)**	**(268,231)**	**(475,785)**	**(4,435)**	**(60,080)**	**(4,522,349)**
Closing net book value	**10,449,610**	**76,603**	**763,073**	**1,126,700**	**8,908,960**	**6,084,890**	**13,881,701**	**473,600**	**1,425,964**	**529,215**	**9,987**	**415,693**	**44,145,996**
As at June 30, 2025													
Cost	**10,449,610**	**110,921**	**1,602,024**	**2,496,858**	**18,694,481**	**16,345,396**	**26,321,365**	**894,277**	**3,543,645**	**2,290,416**	**97,059**	**655,288**	**83,501,340**
Accumulated depreciation	**-**	**(34,318)**	**(838,951)**	**(1,370,158)**	**(9,785,521)**	**(10,260,506)**	**(12,439,664)**	**(420,677)**	**(2,117,681)**	**(1,761,201)**	**(87,072)**	**(239,595)**	**(39,355,344)**
Net book value	**10,449,610**	**76,603**	**763,073**	**1,126,700**	**8,908,960**	**6,084,890**	**13,881,701**	**473,600**	**1,425,964**	**529,215**	**9,987**	**415,693**	**44,145,996**
Annual rate of depreciation (%)	**-**	**1-7**	**5-10**	**5-20**	**5-20**	**5-50**	**5-33**	**7-33**	**17-25**	**5-33**	**7-10**	**10**	

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

		Note	2025	2024
5.1.1	Depreciation charge for the year has been allocated as follows:			
	Cost of products sold	*34.2*	**1,340,713**	1,277,677
	Distribution and marketing expenses	*36*	**2,630,888**	2,198,630
	Administrative expenses	*37*	**550,748**	431,954
			4,522,349	3,908,261

5.1.2 Service and filling stations include cost of Rs. 14,417,262 (2024: Rs. 13,869,542) incurred by the Group on underground storage tanks, dispensing units, other equipment, construction and related work. It also includes cost incurred on modernisation and development under the "New Vision Scheme" on approximately 2,334 (2024: 2,250) out of the total 3,649 (2024: 3,580) retail filling station of dealers and consumer sites. In view of large number of outlets and consumer sites, the Group considers it impracticable to disclose particulars of assets not in the possession of the Group as required under the Fourth Schedule to the Companies Act, 2017. Furthermore, gas cylinders amounting to Rs. 655,287 (2024: Rs. 527,314) are not in possession of the Group.

5.1.3 Included in operating assets are assets having net book value of Rs. 1,194,298 (2024: Rs. 1,252,041) in respect of Group's share in the joint operation. Certain assets relating to joint operation in New Islamabad International Airport are not in the possession of the Group having net book value of Rs. 175,802 (2024: Rs. 207,214), respectively. The possession of these assets is with Attock Petroleum Limited. In view of large number of assets, the Group considers it impracticable to disclose particulars of assets not in the possession of the Group as required under the Fourth Schedule to the Companies Act, 2017.

5.2 The details of operating assets disposed off during the year are as follows:

	Cost	Accumulated depreciation	Net book value	Sale proceeds	Gain	Mode of disposal	Particulars of buyers
Vehicle	2,856	1,901	955	955	-	Group Policy	Mr. Khawja Haris Ex. Employee
Vehicle	2,767	1,891	876	922	46	Group Policy	Mr. Amir Zaib
Vehicle	3,314	1,543	1,771	1,880	109	Group Policy	Mr. Aamir Munaf Ex. Employee
Vehicle	5,880	2,538	3,342	3,538	196	Group Policy	Mr. Rashid Umer Ex. Employee
Vehicle	4,025	1,607	2,418	2,485	67	Group Policy	Mr. Wajeeh Ahmed Ex. Employee
Vehicle	4,025	1,207	2,818	2,952	134	Group Policy	Mr. Ch.Naseer Ahmed
Vehicle	4,932	2,215	2,717	2,717	-	Group Policy	Mr. Imran Khan Ex. Employee
Vehicle	4,927	1,966	2,961	3,042	81	Group Policy	Ms. Shaista S. Sumar
Vehicle	6,123	2,653	3,470	3,572	102	Group Policy	Mr. Moin Balki Ex. Employee
Vehicle	5,146	2,058	3,088	3,173	85	Group Policy	Mr. Amir Qayyum Ex. Employee

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

	Cost	Accumulated depreciation	Net book value	Sale proceeds	Gain	Mode of disposal	Particulars of buyers
Vehicle	5,132	1,454	3,678	3,678	-	Group Policy	Mr. Ali Raza Bodla
Vehicle	4,062	2,708	1,354	1,354	-	Group Policy	Mr. Abdul Majid
Items having book value of less than Rs.500/- each	507,918	446,064	61,854	164,801	102,947		
June 30, 2025	**561,107**	**469,805**	**91,302**	**195,069**	**103,767**		
June 30, 2024	260,275	249,688	10,587	72,391	61,805		

5.3 The details of immovable fixed assets (i.e., land) are as follows:

Description of Location	Addresses	Total area of land square yards
Installations		
Machike Installation	Sargodha Road, Sheikhupura	199,771
Mehmood Kot Terminal	Railway Station, Mehmood Kot, Multan	111,048
Morgah Installation	Caltex Road, New Lalazar, Rawalpindi	14,913
Pipri Installation (ZOT)	National Highway, Pipri	460,647
Shikarpur Installation	Deh Ali Murad Kalhoro, Taluka Kanpur, Distt. Shikarpur	261,965
Depots		
Chitral Depot	Mastuj-Dir Road, Chitral	13,790
Chakpirana Depot	Chakpirana, G.T Road, Lala Moosa	104,091
Daulatpur Depot	Daulatpur, Distt. Nawabshah	140,360
Faqirabad Depot	Lawrancepur, Distt. Attock	112,984
Lalpir Depot	Deh Khuhawar & Gujrat, Tehsil Kot Addu Distt. Muzafargarh	157,179
Habibabad Depot	Near Railway Crossing, Habibabad, Distt. Kasur	199,620
Khuzdar Depot	Main R.C.D. Highway Road, Khuzdar	48,400
Kohat Depot	13-KM, Kohat / Rawalpindi Road, Kohat	56,507
Kotlajam Depot	Kotlajam, Distt. Bhakkar	48,400
New Faisalabad Depot	Village Karari, Chak No 190 RB, Tehsil Saddar, Distt. Faisalabad	100,611
New Hyderabad Depot	Deh Senhwar, Taluka Distt. Hyderabad	248,050
Pasni Depot	Pasni Gawadar Road, Opposite Airport Road, Girani	96,800
Quetta Depot 'C'	Chaman Road, Quetta Cantt	30,008
Sangi Depot	Deh Mehranpure, Taluka Pano Akil	48,400
Serai Naurang Depot	Village Nar Hafizabad Tehsil, Distt. Bannu	48,521
Taru Jabba Depot	G.T Road, Peshawar	127,715
Refinery		
Refinery Complex*	Naclass No. 24, Deh Dih, Tappo Landhi, Taluka Karachi, District Karachi	968,000
Division Office		
Lahore Division	8, Edward Road, Lahore	10,000
RM Office	House # 2-A, 9th Aveneue, F-8/1, Islamabad	778

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

Description of Location	Addresses	Total area of land square yards
Retail Outlets		
Cowerangi Service Station	Nazimabad Chowrangi, Karachi	743
Diamond Fuel Station	Jamrud Road, Peshawar	1,785
Garden Petroleum Station	Opp. Fatima Jinnah Girls High School, Nishter Road, Karachi	1,056
Madni Petroleum Services	College Road, Peshawar	1,194
PSO Service Station	Block-A North Nazimabad, Karachi	1,000
Pak Service Station	Sukkur City, Opposite Hira Medical Center, Sukkur	833
PSO Service Station	3A, The Mall, Rawalpindi	870
PSO Service Station	Diplomatic Enclave, Islamabad	2,000
CDA Land	Plot # 29, Sector D-12 Markaz Islamabad	2,222
Others		
Bin Qasim Pak Saudia	South Western Zone, Port Qasim Authority, Karachi	116,160
Computer Institute, Badin	PSO Computer Institute, Badin	4,840
Jamshoro Land	Deh Morho Jabbal, Taluka Kotri Distt. Dadu	968,000
LPG Plant, Lahore	Miles Shakapura Road, Shadra, Lahore	29,040
Skardu Land (Refer note 26)	Thorgo, Skardu	235,950
PSO House	PSO House, Clifton, Karachi	6,535
Railway Marshalling Yard, Pipri	South Western Zone, Port Qasim Authority, Karachi	484,000

* This includes 4,840 and 23,861 square yards of land leased to President of Pakistan and M/s Burshane LPG Ltd (Burshane) respectively.

5.3.1 In view of large number of buildings and other immoveable assets, the Group considers it impracticable to disclose particulars of such assets of the Group as required under the Fourth Schedule to the Companies Act, 2017.

	Note	2025	2024
5.4 Capital work-in-progress			
Tanks and pipelines		**868,031**	1,841,734
Service and filling stations		**265,198**	330,024
Plant and machinery		**2,265,140**	1,338,260
Office equipments, furniture and fittings		**260,194**	198,397
Vehicles and other rolling stock		**-**	165
Advance to suppliers and contractors for tanks and pipelines		**141,549**	224,448
Capital spares		**1,849,011**	2,149,540
	5.4.1	**5,649,123**	6,082,568
5.4.1 Movement in capital work-in-progress is as follows:			
Balance at beginning of the year		**6,103,061**	4,876,237
Additions during the year		**8,110,871**	9,186,901
Transfers during the year to operating assets		**(8,540,598)**	(7,960,077)
		5,673,334	6,103,061
Provision for impairment	*5.4.2*	**(24,211)**	(20,493)
Balance at end of the year		**5,649,123**	6,082,568

5.4.2 During the year, net charge of Rs. 3,718 (2024: net reversal of Rs. 3,337) was recorded as provision for impairment.

5.4.3 Includes capital work-in-progress amounting to Rs. 12,841 (2024: 45,908) in respect of Holding Company's share in joint operation.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

		Note	2025	2024
6.	**RIGHT-OF-USE ASSETS**			
	Balance as at July 01			
	Cost		**11,156,268**	9,190,233
	Accumulated depreciation		**(3,358,192)**	(2,176,610)
	Net book value		**7,798,076**	7,013,623
	Movement during the year			
	Opening net book value		**7,798,076**	7,013,623
	Additions		**3,480,579**	802,165
	Change due to modifications during the year		**2,461,071**	1,188,565
	Less: Depreciation charge for the year	*6.1*	**(1,670,961)**	(1,182,116)
	Less: Disposals during the year			
	Cost		**-**	24,695
	Accumulated depreciation		**-**	(534)
			-	24,161
	Closing net book value		**12,068,765**	7,798,076
	Balance as at June 30			
	Cost		**17,079,918**	11,156,268
	Accumulated depreciation		**(5,029,153)**	(3,358,192)
	Net book value		**12,068,765**	7,798,076
6.1	Depreciation charge for the year has been allocated as follows:			
	Cost of products sold	*34.2*	**15,181**	15,910
	Distribution and marketing expenses	*36*	**1,643,410**	1,072,266
	Administrative expenses	*37*	**12,370**	93,940
			1,670,961	1,182,116

6.2 The right-of-use assets mainly comprise lands and office premises acquired on lease by the Group for its operations. The Group have also entered into lease of pipelines, and tank lorries, however, these do not form a part of right-of-use assets on account of variable payments not linked to index or rate.

		Note	2025	2024
7.	**INTANGIBLES**			
	Net carrying value			
	Net book value at beginning of the year		**356,396**	253,973
	Additions at cost		**769,744**	274,809
	Amortisation charge for the year	*7.3*	**(232,593)**	(172,386)
	Net book value at end of the year		**893,547**	356,396
	Gross carrying value			
	Cost	*7.2*	**1,968,050**	1,198,306
	Accumulated amortisation		**(1,074,503)**	(841,910)
	Net book value		**893,547**	356,396

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

7.1 The cost is being amortised over a period of 3 to 5 years.

7.2 Intangibles include ERP System - SAP, anti-virus softwares and other office related softwares.

7.3 Amortisation charge for the year has been allocated as follows:

	Note	2025	2024
Cost of products sold	*34.2*	**1,370**	1,919
Administrative expenses	*37*	**231,223**	170,467
		232,593	172,386

8. LONG-TERM INVESTMENTS

	Note	2025	2024
Investment held at Fair Value through Other Comprehensive Income (FVOCI)			
In an unquoted company			
- Pak-Arab Pipeline Company Limited (PAPCO) Equity held: 12% (2024: 12%) No. of shares: 8,640,000 (2024: 8,640,000) of Rs. 100/- each	*8.2*	**8,094,954**	4,558,321
Investment in associates			
In unquoted companies			
- Asia Petroleum Limited Equity held: 49% (2024: 49%) No. of shares: 46,058,570 (2024: 46,058,570) of Rs.10/- each	*8.3*	**2,760,718**	3,085,482
- Pak Grease Manufacturing Company (Private) Limited Equity held: 49.26% (2024: 49.26%) No. of shares: 1,536,593 (2024: 1,536,593) of Rs. 10/- each	*8.3*	**98,981**	105,241
		2,859,699	3,190,723
		10,954,653	7,749,044

8.1 The principal place of business of all the investees is Karachi.

8.2 Investment in PAPCO has been carried at FVOCI as it is a strategic investment of the Group. Accordingly, the Group has carried out an exercise to ascertain the fair value of investment as at the year end using the discounted cash flow technique (Level 3). The following major assumptions and inputs were used by the management to determine the aforesaid fair value:

	2025	2024
- Discount rate	**16.48% - 16.55%**	19.79% - 20.21%
- Growth rate of terminal value	**6%**	6%

Based on the above fair valuation exercise, the Group has recorded an unrealised gain (net of tax) of Rs. 2,157,346 (2024: Rs. 344,408) in other comprehensive income for the year.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

		2025	2024
8.2.1	**Movement of investment classified as FVOCI**		
	Balance at beginning of the year	**4,558,321**	3,993,199
	Remeasurement gain recognised as other comprehensive income	**3,536,633**	565,122
	Balance at end of the year	**8,094,954**	4,558,321
8.2.2	**Sensitivity to unobservable inputs:**		
	- Discount rate (1% increase)	**(607,911)**	(345,851)
	- Discount rate (1% decrease)	**741,815**	402,405
	- Growth rate of terminal value (1% increase)	**442,769**	243,718
	- Growth rate of terminal value (1% decrease)	**(365,640)**	(210,771)

8.3 Investments in associates

8.3.1 Asia Petroleum Limited (APL) was incorporated in Pakistan as an unlisted public limited company in July 1994. The principal activity of APL is to transfer Residual Fuel Oil (RFO) to Hub Power Company Limited (HUBCO).

8.3.2 Pak Grease Manufacturing Company (Private) Limited (PGMCL) was incorporated in Pakistan as a private limited company in March 1965. The principal activity of PGMCL is to manufacture and sell petroleum grease products.

8.3.3 Movement of investment in associates

	2025			2024		
	APL	PGMCL	Total	APL	PGMCL	Total
Balance at beginning of the year	**3,085,482**	**105,241**	**3,190,723**	2,325,836	77,615	2,403,451
Share of profit / (loss) of associates - net of tax:						
- current year - unaudited	**385,149**	**2,475**	**387,624**	1,509,314	35,350	1,544,664
- adjustment for last year (loss) / profit based on prior year audited financial statements	**(71,778)**	**(159)**	**(71,937)**	100,789	(291)	100,498
	313,371	**2,316**	**315,687**	1,610,103	35,059	1,645,162
Share of actuarial gain / (loss) on remeasurement of staff retirement benefits of associates - net of tax	**6,685**	**(894)**	**5,791**	1,627	249	1,876
Dividend income	**(644,820)**	**(7,682)**	**(652,502)**	(852,084)	(7,682)	(859,766)
Balance at end of the year	**2,760,718**	**98,981**	**2,859,699**	3,085,482	105,241	3,190,723

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

8.3.4 The summarised financial information of the associates, based on their financial statements is as follows:

	2025		2024	
	APL	PGMCL	APL	PGMCL
	---------- (Un-audited) ----------			
Revenue	808,371	298,083	4,424,134	470,893
Profit after tax for the year	786,018	5,024	3,080,233	71,763
Total comprehensive income	786,018	5,024	3,080,233	71,763
Non-current assets	976,855	78,704	1,248,355	71,429
Current assets	9,345,077	171,443	11,208,578	212,961
	10,321,932	250,147	12,456,933	284,390
Non-current liabilities	(33,675)	(10,314)	(188,751)	(10,670)
Current liabilities	(4,654,138)	(28,256)	(5,971,279)	(49,433)
	(4,687,813)	(38,570)	(6,160,030)	(60,103)
Net assets	5,634,119	211,577	6,296,903	224,286

8.3.5 **Reconciliation of carrying amount of investment**

	APL 2025	PGMCL 2025	APL 2024	PGMCL 2024
Net assets (Note 8.3.4)	5,634,119	211,577	6,296,903	224,286
Group's Holding in % (Note 8)	49%	49.26%	49%	49.26%
Group share of investment in associate	2,760,718	104,223	3,085,482	110,483
Fair value adjustment upon acquisition of PRL	-	(5,242)	-	(5,242)
Carrying amount of investment	2,760,718	98,981	3,085,482	105,241

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

	Note	2025	2024
9. LONG-TERM LOANS, ADVANCES AND OTHER RECEIVABLES			
Loans - considered good			
Executives*	9.1	**674,454**	659,160
Employees		**819,699**	578,448
	9.2	**1,494,153**	1,237,608
Current portion shown under current assets		**(449,564)**	(367,625)
		1,044,589	869,983
Advances - considered good (secured)			
Employees	9.4	**139,668**	140,097
Others		**51,857**	
Current portion shown under current assets		**(55,248)**	(51,650)
		136,277	88,447
Other receivables			
- Considered good		**149,658**	19,538
- Considered doubtful		**8,143**	8,143
		157,801	27,681
Provision for impairment		**(8,143)**	(8,143)
		149,658	19,538
		1,330,524	977,968
9.1 Reconciliation of carrying amount of loans to executives*:			
Balance at beginning of the year		**659,160**	386,361
Disbursements		**226,506**	406,700
Repayments		**(211,212)**	(133,901)
Balance at end of the year		**674,454**	659,160

* These represent executives as prescribed under the Companies Act, 2017.

9.2 These represent interest free loans to executives and employees for purchase of motor cars, motor cycles, house building, marriage, umrah and others, in accordance with the Group's policy. Loans for purchase of motor cars and motor cycles are secured against the respective assets, and all other loans are secured against entitlements. These loans are recoverable in monthly installments over a period of twenty months to sixty months. Loans to executives and employees have not been discounted as the amount involved is not significant to these consolidated financial statements.

9.3 The maximum aggregate amount of loans due from executives and employees at the end of any month during the year was Rs. 1,494,153 (2024: Rs. 1,359,455).

9.4 These represent interest free advances against housing assistance given to employees for purchase and construction of residential property in accordance with the Holding Company's policy. These advances are secured against respective assets and are recovered through monthly deduction of house allowance until complete repayment is made.

10. LONG-TERM DEPOSITS

These include interest free deposits amounting to Rs. 153,475 (2024: Rs. 147,873) paid to related parties.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

11. DEFERRED TAX ASSET - NET

	Opening Balance	Charge for the year		Closing Balance
		Profit or loss	Other comprehensive income	
Taxable temporary difference in respect of:				
Accelerated tax depreciation	2,897,507	**207,549**	-	**3,105,056**
Investment in associates accounted for under equity method	677,006	**(84,327)**	-	**592,679**
Equity investment held as FVOCI	1,440,781	-	**1,379,287**	**2,820,068**
Right-of-use asset	929,451	**(663,401)**	-	**266,050**
Tax amortisation	(5,906)	**(5,641)**	-	**(11,547)**
Deductible temporary difference in respect of:				
Impairment of Stores and spares	4,798	**(41,032)**	-	**(36,234)**
Fair value of net assets acquired on acquisition	(21,549)	-	-	**(21,549)**
Provision for slow moving products	(51,992)	-	-	**(51,992)**
Impairment on trade debts	(1,271,321)	**257,355**	-	**(1,013,966)**
Impairment on other Receivables	(3,589,746)	**2,131,843**	-	**(1,457,903)**
Retirement and other service benefits	(3,489,180)	**(580,387)**	**179,590**	**(3,889,977)**
Excise, taxes and other duties	(28,403)	-	-	**(28,403)**
Liabilities offered for taxation	(16,732,420)	**(1,767,512)**	-	**(18,499,932)**
Recoupable carried forward tax loss	-	**(793,963)**		**(793,963)**
Recoupable ACT	(669,088)	-	-	**(669,088)**
Lease liabilities	(1,264,150)	**472,139**	-	**(792,011)**
Others	(3,176)	-	-	**(3,176)**
	(21,177,388)	**(867,377)**	**1,558,877**	**(20,485,888)**

	Note	2025	2024
11.1 Movement in deferred tax asset - net is as follows:			
Balance at beginning of the year		**21,177,388**	22,196,404
- recognised in profit or loss	*40*	**867,377**	(238,866)
- recognised in other comprehensive (loss) / income		**(1,558,877)**	(780,150)
Balance at end of the year		**20,485,888**	21,177,388

12. STORES, SPARES, CHEMICALS AND LOOSE TOOLS

	Note	2025	2024
Stores, spares, chemicals and loose tools		**2,817,729**	3,226,020
Provision for impairment	*12.1*	**(226,224)**	(121,013)
		2,591,505	3,105,007
12.1 The movement in provision for impairment during the year is as follows:			
Balance at beginning of the year		**121,013**	196,263
Provision recognised / (reversed) during the year		**105,211**	(75,250)
Balance at end of the year		**226,224**	121,013

Notes to the Consolidated Financial Statements

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(Amounts in Rs. '000)

	Note	2025	2024
13. STOCK-IN-TRADE			
Raw and packing material		**21,246,250**	22,988,892
Petroleum and other products (gross)	*13.1*	**103,098,212**	113,417,937
Stock held on behalf of third parties	*13.2*	**(5,915,133)**	(5,398,779)
		118,429,329	131,008,050
In pipeline system of Pak-Arab Pipeline Company Limited and Pak-Arab Refinery Limited		**86,290,288**	124,586,891
		204,719,617	255,594,941
Charges incurred thereon		**64,306,903**	61,201,903
	34	**269,026,520**	316,796,844

13.1 Includes stock-in-transit amounting to Rs. 34,764,596 (2024: Rs. 21,238,003) and stocks (net of provision) held by:

	2025	2024
Cnergyico PK Limited	**11,867**	12,437

13.2 Includes stock held-in-trust on behalf of third parties, net of storage, handling and other charges amounting to Rs. 23,730 (2024: Rs. 23,730).

13.3 As at June 30, 2025 stock of finished products has been written down by Rs. 27,400 (2024: 380,567) to arrive at their net realisable value.

	Note	2025	2024
14. TRADE DEBTS			
Considered good			
- Due from Government agencies and autonomous bodies			
- Secured	*14.1*	**844,976**	708,723
- Unsecured	*14.3*	**400,959,320**	429,345,087
		401,804,296	430,053,810
- Due from other customers			
- Secured	*14.1*	**4,405,990**	5,274,148
- Unsecured	*14.2 & 14.3*	**37,903,404**	57,611,208
		42,309,394	62,885,356
		444,113,690	492,939,166
Considered doubtful		**2,734,805**	3,394,690
Trade debts - gross		**446,848,495**	496,333,856
Provision for impairment	*14.4*	**(2,734,805)**	(3,394,690)
Trade debts - net		**444,113,690**	492,939,166

14.1 These debts are secured by way of security deposits and bank guarantees.

14.2 This also include trade debts on account of export sales made by the Subsidiary Company amounting to Rs. 1,310,000 (2024: Rs. 1,540,000).

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

14.3 These debts include an aggregate amount of Rs. 378,394,700 (2024: Rs. 420,498,555) due from GENCO Holding Company Limited (GENCO) and Sui Northern Gas Pipelines Company Limited (SNGPL) on account of inter-corporate circular debt. These include past due trade debts of Rs. 67,997,879 (2024: Rs. 70,617,958), Rs. Nil (2024: Rs. 14,802,218) and Rs. 262,129,951 (2024: Rs. 286,063,645) from GENCO, HUBCO and SNGPL respectively, based on the agreed credit terms. The Group carries a specific provision of Rs. 346,975 (2024: Rs. 346,975) against these debts and does not consider the remaining aggregate past due balance of Rs. 329,780,855 (2024: Rs. 371,136,846) as doubtful based on measures being undertaken by the Government of Pakistan (GoP) to resolve circular debt issue. The Group is committed, hence continuously pursuing for satisfactory settlement of inter-corporate circular debt issue. The Group considers this amount to be fully recoverable because the GoP has been assuming the responsibility to settle the inter-corporate circular debt in the energy sector.

	2025	2024
14.4 The movement in provision for impairment during the year is as follows:		
Balance at beginning of the year	**3,394,690**	3,074,871
(Reversal) / provision during the year - net	**(659,885)**	319,819
Balance at end of the year	**2,734,805**	3,394,690
14.4.1 Provision for impairment has been recognised against trade debts as follows:		
Related parties	**842,259**	1,223,074
Other customers	**1,892,546**	2,171,616
	2,734,805	3,394,690

14.5 As at June 30, 2025, trade debts aggregating to Rs. 97,839,253 (2024: Rs. 122,321,277) are neither past due nor impaired. The remaining debts aggregating to Rs. 346,274,437 (2024: Rs. 370,617,889) are past due but not impaired. The ageing analysis of these past due trade debts is as follows:

	2025	2024
Up to 3 months	**272,745,320**	282,949,540
3 to 6 months	**6,622,305**	4,253,131
6 months to 1 year	**186,637**	744,733
Over 1 year	**66,720,176**	82,670,485
	346,274,438	370,617,889

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

14.6 The details of trade debts due from related parties are as follows:

	Maximum aggregate outstanding at the end of any month		Balance as at June 30	
	2025	**2024**	**2025**	**2024**
Related Parties				
GENCO	**70,617,958**	71,720,501	**67,997,879**	70,617,958
SNGPL	**340,176,246**	445,793,612	**310,396,821**	335,078,379
Pakistan International Airlines Corporation	**15,792,281**	15,810,951	**13,658,738**	15,726,996
K-Electric Limited	**2,934,610**	2,817,955	**9,733**	2,754,321
Pakistan Railways	**5,517,608**	5,603,493	**5,077,977**	5,176,156
Oil & Gas Development Corporation Limited	**1,273,926**	713,099	**743,903**	713,099
Pakistan Petroleum Limited	**94,751**	96,413	**33,859**	11,374
Sui Southern Gas Company Limited	**12,771**	24,743	**12,424**	8,062
WAPDA Foundation	**83,122**	201,769	**67,699**	73,096
Civil Aviation Authority	**3,167**	2,647	**276**	-
Pakistan National Shipping Corporation	**2,021**	2,021	**-**	-
			397,999,309	430,159,441

14.7 The details of past due or impaired trade debts from related parties are as follows:

Name	Up to 6 months	More than 6 months	Total 2025	Total 2024
Related Parties				
GENCO	**-**	**67,997,879**	**67,997,879**	70,617,958
Sui Northern Gas Pipeline Limited	**262,129,951**	**-**	**262,129,951**	286,063,645
Pakistan International Airlines Corporation	**13,658,738**	**-**	**13,658,738**	13,837,289
Pakistan Railways	**197,124**	**1,587,949**	**1,785,073**	1,656,325
Oil & Gas Development Corporation Limited	**-**	**-**	**-**	38,181
Pakistan Petroleum Limited	**-**	**-**	**-**	279
Pakistan National Shipping Corporation	**-**	**-**	**-**	2,021
	275,985,813	**69,585,828**	**345,571,641**	372,215,698
Provision for impairment (notes 14.7.1 & 14.7.2)			**(842,259)**	(1,223,074)
			344,729,382	370,992,624

14.7.1 The movement in provision for impairment against due from related parties during the year is as follows:

	Note	**2025**	**2024**
Balance at beginning of the year		**1,223,074**	851,302
(Reversal) / provision during the year - net		**(380,815)**	371,772
Balance at end of the year	*14.7.2*	**842,259**	1,223,074

14.7.2 The provision for impairment has been recognised in respect of following related parties:

GENCO	**346,975**	346,975
Pakistan International Airlines Corporation	**495,284**	871,034
Oil & Gas Development Corporation Limited	**-**	3,044
Pakistan National Shipping Corporation	**-**	2,021
	842,259	1,223,074

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(Amounts in Rs. '000)

	Note	2025	2024
15. LOANS AND ADVANCES			
Secured			
Loans and advances to executives and employees			
- Current portion of long-term loans and advances, including Rs. 266,252 (2024: Rs. 227,885) to executives		**498,895**	416,266
- Short-term loans and advances		**357,782**	167,384
		856,677	583,650
Unsecured			
Advance to suppliers		**277,142**	709,782
Advance for the Holding Company - owned filling stations		**939**	1,547
		278,081	711,329
		1,134,758	1,294,979
16. SHORT-TERM DEPOSITS AND PREPAYMENTS			
Deposits - interest free			
Duty and development surcharge		**101,904**	18,653
Deposit against court orders		**57,506**	57,506
Trade deposits		**132,189**	111,024
		291,599	187,183
Prepayments		**1,232,735**	288,176
		1,524,334	475,359
17. OTHER RECEIVABLES			
Due from GoP, a related party, on account of:			
- Price differential claims (PDC)	*17.1*	**2,235,972**	2,235,972
Unfavourable exchange differences on FE-25 borrowings due from GoP - a related party	*17.2*	**73,944,826**	66,426,515
Excise, Petroleum Development Levy (PDL), and other taxes - due from a related party	*17.3*	**225,435**	259,793
- Sales tax refundable - due from related party		**76,373,280**	55,711,435
		152,779,513	124,633,715
Provision for impairment	*17.4*	**(2,457,407)**	(2,202,919)
		150,322,106	122,430,796
Handling and hospitality charges		**689,172**	689,122
Receivable from refineries	*17.5*	**3,201,850**	4,505,305
Insurance and other claims		**90,201**	90,201
Provision for impairment - considered doubtful	*17.4*	**(90,201)**	(90,201)
		-	-
Others			
- Considered good		**15,134,611**	11,949,739
- Considered doubtful		**1,190,606**	6,911,357
		16,325,217	18,861,096
Provision for impairment	*17.4*	**(1,190,606)**	(6,911,357)
		15,134,611	11,949,739
	17.6 & 17.8	**169,347,739**	139,574,962

Notes to the Consolidated Financial Statements

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17.1 Price differential claims due from GoP

This represents PDC receivable from the GoP. These claims arose as various products were supplied to certain customers at price below cost by the Holding Company on different occasions at the instructions of GoP, with the differential amount to be borne by the Government of Pakistan. The Holding Company has actively pursued these long outstanding claims from the GoP, with the GoP releasing partial payments against the same.

17.2 As at June 30, 2025, net unfavourable amount of foreign exchange difference of Rs. 73,944,826 (2024: Rs. 66,426,515) was receivable on foreign currency borrowings (FE-25), obtained under the directives of MoF - GoP. These exchange differences are to be settled in accordance with the instructions provided by the MoF - GoP. The Group recognises exchange differences arising on such borrowings as payable (in case of exchange gains) and receivable (in case of exchange losses) to / from GoP.

17.3 This comprises various refund claims related to FED, PDL and other taxes, currently pending at different forums.

17.4 As at June 30, 2025, receivables aggregating to Rs. 3,738,214 (2024: Rs. 9,204,477) were deemed to be impaired and outstanding for more than 90 days, and hence, provision for impairment has been recognised as follows:

	Note	2025	2024
Receivable from GoP		**2,457,407**	2,202,919
Product claims		**90,201**	90,201
Other receivables		**1,190,606**	6,911,357
	17.4.1	**3,738,214**	9,204,477

17.4.1 The movement of provision for impairment is as follows:

	2025	2024
Balance at beginning of the year	**9,204,477**	9,262,958
Provision recognised during the year	**254,489**	-
Reversal of provision during the year	**(5,720,752)**	(58,481)
	(5,466,263)	(58,481)
Balance at end of the year	**3,738,214**	9,204,477

17.5 This includes Rs. 3,184,000 (2024: Rs. 4,491,000) amount due from Pak-Arab Refinery Limited (PARCO) - (related party) to the Subsidiary Company in respect of sharing of crude oil, freight and other charges. Due to the short-term nature of other receivables, their carrying amount is considered to be the same as their fair value.

17.6 Includes receivables of Rs. 154,595,692 (2024: Rs.149,846,373) due from related parties.

17.7 Financial assets aggregating to Rs. 8,245,869 (2024: Rs.6,631,631) were past due but not impaired. The ageing analysis of these past due receivables is as follows:

	2025	2024
Up to 3 months	**4,440,041**	325,571
3 to 6 months	**3,259,468**	4,506,011
More than 6 months	**546,360**	1,800,049
	8,245,869	6,631,631

Notes to the Consolidated Financial Statements

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17.8 Includes Rs. 3,188,000 (2024: Rs. 4,783,846) receivable from related parties which are past due but not impaired:

	Maximum aggregate outstanding at the end of any month	Up to 6 months	More than 6 months	Total 2025	Total 2024
Related parties					
Government of Pakistan	**2,461,407**	**-**	**2,461,407**	**2,461,407**	2,495,765
Pak-Arab Refinery Limited	**3,184,000**	**3,184,000**	**-**	**3,184,000**	4,491,000
	5,645,407	**3,184,000**	**2,461,407**	**5,645,407**	6,986,765
Provision for impairment (note 17.8.1)				**(2,457,407)**	(2,202,919)
Net receivable from related parties				**3,188,000**	4,783,846

17.8.1 The movement of provision for impairment against due from GoP, related party is as follows:

	2025	2024
Balance at beginning of the year	**2,202,919**	2,202,919
Provision recognised during the year	**254,488**	-
Balance at end of the year	**2,457,407**	2,202,919

18. SHORT-TERM INVESTMENTS

Includes investments by the Holding Company in Pakistan Investment Bonds (PIBs) under agreement to resale with different banks. These repurchase agreements carry mark-up at rates ranging from 10.48% to 13.28% per annum (2024: Nil) with the holding period ranging from 4 to 14 days. These resale arrangements are secured against the Pakistan Investment Bonds (PIBs) amounting to Rs. 46,999,500 (2024: Rs. Nil). It also includes short-term investments by the Subsidiary Company (PRL) in treasury bills measured at fair value through profit or loss. Fair values of these investments are determined using repurchase price and carry interest yields ranging from 10.92% to 10.94%. These treasury bills will be matured latest by November 27, 2025.

The investment in Government treasury bills are valued on observable inputs, including quoted prices for similar instruments or other market data (Level 2 in fair value hierarchy).

19. CASH AND BANK BALANCES

	Note	2025	2024
Cash in hand		**15,776**	13,510
Cash at banks in:			
- current accounts	*19.1*	**4,234,281**	6,521,061
- saving accounts	*19.2*	**56,645,944**	13,855,330
		60,880,225	20,376,391
	19.3	**60,896,001**	20,389,901

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

19.1 Includes Rs. 494,250 (2024: Rs. 949,905) kept in a separate bank account in respect of security deposits received from the customers. These balances do not carry any interest.

19.2 These balances carry interest / mark-up ranging from 2.78% to 11.90% (2024: 11% to 20.50%) per annum.

19.3 These include balances of Rs. 2,140,442 (2024: Rs. 807,480) kept in bank accounts under Islamic mode. These carry profit ranging from 2.78% to 7.19% (2024: 11.01% to 12.05%).

20. NET ASSETS IN BANGLADESH

	2025	2024
Property, plant and equipment - at cost	**46,968**	46,968
Accumulated depreciation	**(16,056)**	(16,056)
	30,912	30,912
Capital work-in-progress	**809**	809
Trade debts	**869**	869
Long-term loans relating to assets in Bangladesh	**(4,001)**	(4,001)
	28,589	28,589
Provision for impairment	**(28,589)**	(28,589)
	-	-

20.1 The Group has no control over these assets and has maintained these in its records at the position as it was in 1971.

21. SHARE CAPITAL

21.1 Authorised capital

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

21.2 Issued, subscribed and paid-up capital

2025	2024		Note	2025	2024
-------- (Number of shares) --------					
		Ordinary shares of Rs. 10/- each			
3,000,000	3,000,000	- Issued for cash		**30,000**	30,000
7,694,469	7,694,469	- Issued against shares of the amalgamated companies		**76,945**	76,945
458,778,831	458,778,831	- Issued as bonus shares		**4,587,789**	4,587,789
469,473,300	469,473,300		*21.3*	**4,694,734**	4,694,734

21.3 These fully paid ordinary shares carry one vote per share and right to dividend.

21.4 As at June 30, 2025, 1,215,648 ordinary shares of Rs. 10/- each (2024: 1,215,648 ordinary shares) relate to withholding tax on bonus shares. These were not released by the Holding Company to the Government Treasury based on constitutional petitions filed by the shareholders with the Honourable High Court of Sindh.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

21.5 As at June 30, 2025, associated undertakings - Government of Pakistan and PSOCL Employees Empowerment Trust held 119,767,702 ordinary shares (2024: 119,767,702 ordinary shares) of Rs. 10/- each.

22. RESERVES

	Note	2025	2024
Capital reserves			
Surplus on vesting of net assets	*22.1*	**3,373**	3,373
Unrealised gain on remeasurement of FVOCI investment		**4,410,887**	2,253,541
		4,414,260	2,256,914
Revenue reserves			
General reserve		**25,282,373**	25,282,373
PSO venture capital fund	*22.2*	**527,927**	414,718
Un-appropriated profit		**221,944,909**	209,669,351
		247,755,209	235,366,442
		252,169,469	237,623,356

22.1 This represents surplus arising on vesting of net assets of Esso Oil Marketing business in Pakistan under the Esso Undertakings (Vesting) Act, 1976.

22.2 The BoM unanimously approved the creation of PSO venture capital fund to make investments as per the directives of the BoM. Based on the above, the Company has transferred Rs. 527,927 (2024: Rs. 414,167) to venture capital reserve.

23. RETIREMENT AND OTHER SERVICE BENEFITS

	2025	2024
Subsidiary Company (PRL)		
Non management Gratuity Scheme	**(8,728)**	(18,272)
Retirement and other benefits - Asset	**(8,728)**	(18,272)
Gratuity	**972,471**	1,275,721
Pension	**630,087**	253,657
Medical benefits	**8,720,345**	7,742,177
Compensated absences	**452,680**	439,753
	10,775,583	9,711,308
Subsidiary Company (PRL)		
Management Pension Scheme	**173,114**	237,509
Non management Pension Scheme	**134,623**	95,623
Management Gratuity Scheme	**54,746**	51,137
	362,483	384,269
Retirement and other benefits Liability	**11,138,066**	10,095,577
Retirement and other benefits - Net Liability	**11,129,338**	10,077,305

23.1 The details of employee retirement and other service benefit obligations based on actuarial valuations carried out by an independent actuary as at June 30, 2025 under the Projected Unit Credit Method for the Holding Company are as follows:

Notes to the Consolidated Financial Statements

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(Amounts in Rs. '000)

		Note	Gratuity Funds		Pension Funds		Medical Benefits	
			2025	2024	2025	2024	2025	2024
23.1.1	**Financial position reconciliation**							
	Present value of defined benefit obligations	23.1.2	**9,734,697**	9,610,754	**16,177,441**	14,286,795	**8,720,345**	7,742,177
	Fair value of plan assets	23.1.3 & 23.1.9	**(8,762,226)**	(8,335,033)	**(15,547,354)**	(14,033,138)	**-**	-
	Net liability at end of the year	23.1.8	**972,471**	1,275,721	**630,087**	253,657	**8,720,345**	7,742,177
23.1.2	**Movement in present value of defined benefit obligations**							
	Present value of defined benefit obligations at beginning of the year		**9,610,754**	9,186,851	**14,286,795**	11,935,063	**7,742,177**	6,889,529
	Current service cost	23.1.4	**413,571**	393,018	**606,733**	421,829	**153,674**	156,989
	Past service cost	23.1.4	**17,368**	-	**16,600**	-	**212,284**	75,401
	Interest cost		**1,279,151**	1,373,173	**1,964,589**	1,847,080	**1,062,169**	1,069,279
	Benefits paid during the year		**(947,926)**	(936,583)	**(508,034)**	(415,149)	**(310,505)**	(200,916)
	Remeasurement: Actuarial (gain) / loss		**(638,221)**	(405,705)	**(189,242)**	497,972	**(139,454)**	(248,105)
	Present value of defined benefit obligations at end of the year		**9,734,697**	9,610,754	**16,177,441**	14,286,795	**8,720,345**	7,742,177
23.1.3	**Movement in fair value of plan assets**							
	Fair value of plan assets at beginning of the year		**8,335,033**	6,830,022	**14,033,138**	10,386,929	**-**	-
	Expected return on plan assets		**1,119,352**	1,059,240	**1,946,461**	1,650,575	**-**	-
	Contributions made by the Holding Company		**268,602**	727,213	**248,350**	600,965	**-**	-
	Benefits paid during the year		**(947,926)**	(936,583)	**(508,034)**	(415,149)	-	-
	Remeasurement: Actuarial (loss) / gain		**(12,835)**	655,141	**(172,561)**	1,809,818	**-**	-
	Fair value of plan assets at end of the year		**8,762,226**	8,335,033	**15,547,354**	14,033,138	**-**	-
23.1.4	**Expense recognised in profit or loss**							
	Current service cost		**413,571**	393,018	**606,733**	421,829	**153,674**	156,989
	Past service cost		**17,368**	-	**16,600**	-	**212,284**	75,401
	Net interest expense		**159,799**	313,933	**18,128**	196,505	**1,062,169**	1,069,279
	Expense for the year		**590,738**	706,951	**641,461**	618,334	**1,428,127**	1,301,669
23.1.5	**Actual return on plan assets**		**858,553**	1,714,381	**1,773,900**	3,460,393	**-**	-
23.1.6	**Remeasurement (gain) / loss recognised in other comprehensive (income) / loss**							
	Actuarial (gain) / loss on defined benefit obligation	23.1.7	**(638,221)**	(405,705)	**(189,242)**	497,972	**(139,454)**	(248,105)
	Actuarial (gain) / loss on fair value of plan assets		**12,835**	(655,141)	**172,561**	(1,809,818)	**-**	-
	Remeasurement (gain) / loss		**(625,386)**	(1,060,846)	**(16,681)**	(1,311,846)	**(139,454)**	(248,105)
23.1.7	**The actuarial (gain) / loss occurred on defined benefit obligation on account of following:**							
	- Financial assumptions		**(2,248)**	117,425	**(237,746)**	1,602,927	**(18,204)**	(21,352)
	- Experience adjustments		**(635,973)**	(523,130)	**48,504**	(1,104,955)	**(121,250)**	(226,753)
			(638,221)	(405,705)	**(189,242)**	497,972	**(139,454)**	(248,105)
23.1.8	**Net recognised liability / (asset)**							
	Net liability at beginning of the year		**1,275,721**	2,356,829	**253,657**	1,548,134	**7,742,177**	6,889,529
	Expense recognised in profit or loss		**590,738**	706,951	**641,461**	618,334	**1,428,127**	1,301,669
	Contributions made by the Holding Companu / Benefits Paid		**(268,602)**	(727,213)	**(248,350)**	(600,965)	**(310,505)**	(200,916)
	Remeasurement (gain) / loss recognised in other comprehensive (income) / loss		**(625,386)**	(1,060,846)	**(16,681)**	(1,311,846)	**(139,454)**	(248,105)
	Net liability / (asset) at end of the year		**972,471**	1,275,721	**630,087**	253,657	**8,720,345**	7,742,177

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	Gratuity Funds		Pension Funds	
	2025	**2024**	**2025**	**2024**
23.1.9 Plan assets comprise of following:				
Pakistan Investment Bonds	**6,427,405**	6,271,498	**11,902,912**	11,934,509
Treasury Bills	**2,064,974**	1,737,454	**2,085,376**	613,383
Quoted Shares	**-**	-	**1,013,064**	822,606
Cash and cash equivalents	**206,084**	72,659	**433,090**	70,363
Other receivables / (payables) - net	**63,763**	253,422	**112,912**	592,277
Fair value of plan assets at end of the year	**8,762,226**	8,335,033	**15,547,354**	14,033,138

23.1.9.1 Plan assets include the Company's ordinary shares with a fair value of Rs. 292,520 (2024: Rs. 128,714).

23.1.10 The principal assumptions used in the actuarial valuations carried out as of June 30, 2025, using the 'Projected Unit Credit' method for the Holding Company are as follows:

	Gratuity Funds		Pension Funds		Medical Benefits		Compensated Absences	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Discount rate per annum (%)	**12.50**	14.00	**12.50**	14.00	**12.50**	14.00	**12.50**	14.00
Expected per annum rate of return on plan assets (%)	**14.00**	14.00	**12.50**	14.00	**-**	-	**-**	-
Expected per annum rate of increase in future salaries (%)	**11.50**	13.50	**11.50**	15.00	**-**	-	**11.50**	15.00
Expected per annum rate of increase in medical costs (%):								
- active employees	**-**	-	**-**	-	**12.50**	14.00	**-**	-
- pensioners	**-**	-	**-**	-	**12.50**	14.00	**-**	-
Indexation of pension (%)	**-**	-	**8.75**	10.50	**-**	-	**-**	-
Expected mortality rate	**SLIC (2001-05) Ultimate Mortality table**	SLIC (2001-05) Ultimate Mortality table	**SLIC (2001-05) Ultimate Mortality table**	SLIC (2001-05) Ultimate Mortality table	**SLIC (2001-05) Ultimate Mortality table**	SLIC (2001-05) Ultimate Mortality table	**SLIC (2001-05) Ultimate Mortality table**	SLIC (2001-05) Ultimate Mortality table
Expected withdrawal rate	**Low**	Low	**Low**	Low	**Low**	Low	**Low**	Low

23.1.11 The plan exposes the Group to the actuarial risk such as:

Salary increase risks

The most common type of retirement benefit is one where the benefit is linked with final salary. The risk arises when the actual increases are higher than expectation and impacts the liability accordingly.

Withdrawal risks

The risk of actual withdrawals varying with the actuarial assumptions can impose a risk to the benefit obligation. The movement of the liability can go either way.

Investment risks

The risk arises when the actual performance of the investments is lower than expectation and thus creating a shortfall in the funding objectives.

Longevity risks

The risk arises when the actual lifetime of retirees is longer than expectation. The risk is measured at the plan level over the entire retiree population.

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In case of the funded plans, the investment positions are managed by Asset-Liability Matching (ALM) framework to ensure that 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 risks has not been changed from previous periods. Investments are well diversified and a large portion of plan assets in 2025 consists of Regular Income Certificates, Pakistan Investment Bonds, Mutual Funds, Treasury Bills and Quoted Shares.

23.1.12 The expected return on plan assets was determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as at the reporting date. Expected return on equity investments reflect long-term real rates of return experienced in the market.

23.1.13 Expected contributions to gratuity funds, pension funds and medical benefits for the year ending June 30, 2026 are Rs. 528,134, Rs. 335,438 and Rs. 1,204,161 respectively.

23.1.14 Historical information of staff retirement benefits

	2025	2024	2023	2022	2021
Pension Plan Funded					
Present value of defined benefit obligation	**16,177,441**	14,286,795	11,935,063	10,152,754	8,799,781
Fair value of plan assets	**(15,547,354)**	(14,033,138)	(10,386,929)	(9,472,860)	(9,918,245)
Net liability / (asset) at end of the year	**630,087**	253,657	1,548,134	679,894	(1,118,464)
Gratuity Plans Funded					
Present value of defined benefit obligation	**9,734,697**	9,610,754	9,186,851	8,411,645	7,399,005
Fair value of plan assets	**(8,762,226)**	(8,335,033)	(6,830,022)	(6,522,029)	(7,738,302)
Net liability / (asset) at end of the year	**972,471**	1,275,721	2,356,829	1,889,616	(339,297)

23.1.15 Defined contribution plans

An amount of Rs. 464,148 (2024: Rs. 453,900) has been charged during the year in respect of defined contribution plan maintained by the Company.

23.1.16 Sensitivity analysis for actuarial assumptions

The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions is:

	Gratuity Funds	Pension Funds	Medical Benefits
Discount rate (1% increase)	9,104,880	14,298,179	7,684,366
Discount rate (1% decrease)	10,444,340	18,493,608	9,988,057
Future salary rate (1% increase)	10,477,920	16,776,801	-
Future salary rate (1% decrease)	9,065,080	15,631,044	-
Future pension rate (1% increase)	-	17,894,141	-
Future pension rate (1% decrease)	-	14,710,493	-
Medical cost trend rate (1% increase)	-	-	9,828,890
Medical cost trend rate (1% decrease)	-	-	7,783,176

If longevity increases by 1 year, obligation increases by Rs. 1,643 (2024: 14,250)

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The sensitivity analysis is based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method (present value of defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) is applied as when calculating the liability for gratuity, pension and medical benefits recognised within the statement of financial position. There has been no change in assumptions and methods used in preparing the sensitivity analysis from prior year.

23.1.17 The expected return on plan assets is based on the market expectations and depends upon the asset portfolio of the funds, at the beginning of the year.

23.1.18 The expected maturity analysis of undiscounted retirement benefit liability is as follows:

	Gratuity Funds	Pension Funds	Medical Benefits
Less than a year	**1,127,682**	**5,090,011**	**296,147**
Between 1-2 years	**784,074**	**7,010,668**	**263,422**
Between 2-3 years	**991,543**	**7,142,165**	**313,912**
Between 3-4 years	**1,220,961**	**10,628,506**	**277,179**
Between 4-5 years	**1,386,092**	**12,043,628**	**336,315**
Between 6-10 years	**6,330,135**	**54,984,548**	**1,813,895**
Over 10 years	**20,976,657**	**112,018,089**	**247,196**

23.2 The details of employee retirement and other service benefit obligations based on actuarial valuations carried out by an independent actuary as at June 30, 2025 under the Projected Unit Credit Method for Pakistan Refinery Limited (PRL) are as follows:

23.2.1.1 PRL operates recognised funded gratuity and pension schemes (the Schemes) for its eligible management and non-management employees. Actuarial valuation of these Schemes is carried out every year and the latest actuarial valuation was carried out as at June 30, 2025, using the Projected Unit Credit Method, details of which as per the actuarial valuation are stated in note 23.2.1.10.

23.2.1.2 Assets of these schemes are held in separate trusts (the Funds), which are governed by local regulations which mainly include Trust Act, 1882; the Companies Act, 2017; Income Tax Rules, 2002 and the Rules under the trust deeds. Responsibility for governance of the Funds, including investment decisions and contribution schedules, lies with the Board of Trustees. PRL appoints the trustees and all trustees are employees of the Company.

Notes to the Consolidated Financial Statements

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(Amounts in Rs. '000)

		Pension Schemes				Gratuity Schemes			
		Management		Non-Management		Management		Non-Management	
		2025	2024	2025	2024	2025	2024	2025	2024
23.2.1.3	**Statement of financial position**								
	Present value of defined benefit obligation at June 30 - note 23.2.1.4	**2,509,357**	2,090,365	**467,437**	356,325	**407,217**	346,042	**127,878**	112,533
	Fair value of plan assets at June 30 - note 23.2.1.5	**(2,336,243)**	(1,852,856)	**(332,814)**	(260,702)	**(352,471)**	(294,905)	**(136,606)**	(130,805)
	Deficit / (surplus)	**173,114**	237,509	**134,623**	95,623	**54,746**	51,137	**(8,728)**	(18,272)
23.2.1.4	**Movement in the present value of defined benefit obligation**								
	Opening balance	**2,090,365**	1,846,774	**356,325**	308,814	**346,042**	282,607	**112,533**	99,312
	Benefits paid by the plan	**(177,370)**	(111,073)	**(23,347)**	(11,086)	**(66,743)**	(26,683)	**(14,571)**	(3,786)
	Benefits payable to outgoing members	**-**	-	**-**	-	**(3,975)**	-	**-**	-
	Current service cost	**63,444**	64,342	**11,264**	10,599	**29,923**	24,765	**3,802**	3,644
	Past service cost	**-**	(123,231)	**36,341**	-	**-**	22,811	**-**	-
	Interest cost	**300,495**	296,029	**51,282**	50,145	**50,280**	46,077	**15,762**	16,082
	Remeasurement on obligation	**232,423**	117,524	**35,572**	(2,147)	**51,690**	(3,535)	**10,352**	(2,719)
	Closing balance	**2,509,357**	2,090,365	**467,437**	356,325	**407,217**	346,042	**127,878**	112,533
23.2.1.5	**Movement in the fair value of plan assets**								
	Opening balance	**1,852,856**	1,379,471	**260,702**	185,279	**294,905**	236,927	**130,805**	118,417
	Contributions paid into the plan	**101,134**	143,065	**25,941**	31,262	**36,964**	31,649	**643**	-
	Benefits paid by the plan	**(177,370)**	(111,073)	**(23,347)**	(11,086)	**(66,743)**	(26,683)	**(14,571)**	(3,786)
	Benefits payable from the fund	**-**	-	**-**	-	**(3,975)**	-	**-**	-
	Interest income	**262,805**	217,306	**36,605**	29,482	**43,239**	39,193	**18,278**	18,961
	Remeasurement of plan assets	**296,818**	224,087	**32,913**	25,765	**48,081**	13,819	**1,451**	(2,787)
	Closing balance	**2,336,243**	1,852,856	**332,814**	260,702	**352,471**	294,905	**136,606**	130,805
23.2.1.6	**Expense recognised in statement of profit or loss and other comprehensive income**								
	Current service cost	**63,444**	64,342	**11,264**	10,599	**29,923**	24,765	**3,802**	3,644
	Past service cost	**-**	(123,231)	**36,341**	-	**-**	22,811	**-**	-
	Net interest cost / (income)	**37,690**	78,723	**14,677**	20,663	**7,041**	6,884	**(2,516)**	(2,879)
	Expense recognised in statement of profit or loss and other comprehensive income	**101,134**	19,834	**62,282**	31,262	**36,964**	54,460	**1,286**	765
23.2.1.7	**Remeasurement recognised in other comprehensive income**								
	Remeasurement of present value of defined benefit obligation	**232,423**	117,524	**35,572**	(2,147)	**51,690**	(3,535)	**10,352**	(2,719)
	Remeasurement of fair value of plan assets	**(296,818)**	(224,087)	**(32,913)**	(25,765)	**(48,081)**	(13,819)	**(1,451)**	2,787
	Remeasurements	**(64,395)**	(106,563)	**2,659**	(27,912)	**3,609**	(17,354)	**8,901**	68

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		Pension Schemes				Gratuity Schemes			
		Management		Non-Management		Management		Non-Management	
		2025	2024	2025	2024	2025	2024	2025	2024
23.2.1.8	**Net recognised liability / (asset)**								
	Net liability at the beginning of the year	**237,509**	467,303	**95,623**	123,535	**51,137**	45,680	**(18,272)**	(19,105)
	Expense recognised in statement of profit or loss and other	**101,134**	19,834	**62,282**	31,262	**36,964**	54,460	**1,286**	765
	Contribution made to the fund during the year	**(101,134)**	(143,065)	**(25,941)**	(31,262)	**(36,964)**	(31,649)	**(643)**	-
	Remeasurements recognised in other comprehensive income	**(64,395)**	(106,563)	**2,659**	(27,912)	**3,609**	(17,354)	**8,901**	68
	Recognised liability / (asset) as at June 30	**173,114**	237,509	**134,623**	95,623	**54,746**	51,137	**(8,728)**	(18,272)
23.2.1.9	**Major categories / composition of plan assets are as follows:**								
	Equity securities	**27.58%**	25.18%	**23.14%**	20.99%	**25.97%**	26.93%	**0.00%**	0.00%
	Debt securities	**65.99%**	56.47%	**71.80%**	71.80%	**62.27%**	62.81%	**98.77%**	93.40%
	Others	**6.43%**	18.34%	**5.06%**	7.21%	**11.76%**	10.25%	**1.23%**	6.60%
23.2.1.10	**Actuarial assumptions**								
	Discount rate at June 30	**11.75%**	14.75%	**11.75%**	14.75%	**11.75%**	14.75%	**11.75%**	14.75%
	Future salary increases								
	- One time salary increase	**N/A**	N/A	**15.00%**	N/A	**N/A**	N/A	**15.00%**	N/A
	- First year following the valuation	**15.00%**	12.00%	**7.00%**	7.00%	**15.00%**	12.00%	**7.00%**	7.00%
	- Second year following the valuation	**12.25%**	14.75%	**11.75%**	14.75%	**12.25%**	14.75%	**11.75%**	14.75%
	- Third year following the valuation	**12.25%**	0.00%	**11.75%**	14.75%	**12.25%**	14.75%	**11.75%**	14.75%
	Expected retirement age	**60 years**	60 years	**60 years**	60 years	**60 years**	60 years	**60 years**	60 years
	Pension increase rate								
	- First year following the valuation	**5.00%**	5.00%	**5.00%**	5.00%				
	- Long-term pension increase rate	**5.00%**	7.50%	**5.00%**	7.50%				

23.2.1.11 Mortality was assumed to be SLIC (2001-05) table.

PRL ensures that the investment positions are managed under 'Liability Driven Investment Approach' that has been developed to achieve long-term investments that are in line with the obligations under the retirement benefit scheme. Within this framework, the objective is to match assets to the retirement benefit obligations by investing in long-term securities with maturities that match the benefit payments as they fall due. The retirement benefit funds have appointed a third party advisor who monitors how the duration and the expected yield of the investments are matching the expected cash outflows arising from the retirement benefit plan obligations. The Company has not changed the process used to manage its risk from previous periods. The Company does not use derivatives to manage its risk. Investments are diversified, such that the failure of any single investment would not have a material impact on the overall level of assets. A large portion of assets for the year ended June 30, 2025 consists of Government securities.

The expected return on plan assets has been determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as at statement of financial position date.

The Subsidiary Company's contributions to gratuity and pension funds for the year ending June 30, 2026 is expected to be Rs. 51,840 and Rs. 123,470 respectively.

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23.2.1.12 Sensitivity analysis for actuarial assumptions

The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions is:

	Impact on defined benefit obligation		
	Change in assumption	**Increase in assumption**	**Decrease in assumption**
Discount rate at June 30	0.50%	(157,011)	170,381
Future salary increases	0.50%	72,173	(69,001)
Future pension increases	0.50%	(443,342)	(620,555)

The above sensitivity analysis are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at end of the reporting period) has been applied as when calculating the gratuity and pension benefit liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous year.

23.2.1.13 Historical information

	2025	**2024**	**2023**	**2022**	**2021**
Management Pension Fund					
Present value of defined benefit obligation	**2,509,357**	2,090,365	1,846,774	1,764,747	1,575,208
Fair value of plan assets	**(2,336,243)**	(1,852,856)	(1,379,471)	(1,298,844)	(1,308,268)
Deficit in the plan	**173,114**	237,509	467,303	465,903	266,940
Experience adjustments					
Loss / (gain) on obligation	**232,423**	117,524	(116,966)	49,879	(103,344)
Gain / (loss) on plan assets	**296,818**	224,087	(118,366)	(148,477)	(23,804)
Non-Management Pension Fund					
Present value of defined benefit obligation	**467,437**	356,325	308,814	257,305	254,664
Fair value of plan assets	**(332,814)**	(260,702)	(185,279)	(173,952)	(157,096)
Deficit in the plan	**134,623**	95,623	123,535	83,353	97,568
Experience adjustments					
Loss / (gain) on obligation	**35,572**	(2,147)	24,121	(22,933)	2,453
Gain / (loss) on plan assets	**32,913**	25,765	(16,061)	(8,718)	1,573
Management Gratuity Fund					
Present value of defined benefit obligation	**407,217**	346,042	282,607	249,485	208,084
Fair value of plan assets	**(352,471)**	(294,905)	(236,927)	(211,992)	(195,041)
	54,746	51,137	45,680	37,493	13,043

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	2025	2024	2023	2022	2021
Experience adjustments					
Loss / (gain) on obligation	**51,690**	(3,535)	(4,763)	15,596	(1,128)
Loss / (gain) on plan assets	**48,081**	13,819	(12,950)	(8,854)	3,520
Non-Management Gratuity Fund					
Present value of defined benefit obligation	**127,878**	112,533	99,312	82,568	84,105
Fair value of plan assets	**(136,606)**	(130,805)	(118,417)	(115,152)	(109,685)
Surplus in the plan	**(8,728)**	(18,272)	(19,105)	(32,584)	(25,580)
Experience adjustments					
Gain / (loss) on obligation	**10,352**	(2,719)	9,638	(9,512)	4,981
Gain / (loss) on plan assets	**1,451**	(2,787)	(4,690)	(1,611)	304

23.2.1.14 The weighted average duration of the plans are as follows:

	No. of years
Management Pension fund	9.84
Non-management Pension fund	9.98
Management Gratuity fund	6.20
Non-management Gratuity fund	5.86

23.2.1.15 All investments in collective investment schemes, listed equity and listed debt securities out of provident fund have been made in accordance with the provisions of section 218 of the Companies Act, 2017 and the conditions specified there under.

24. LONG-TERM BORROWINGS

	Note	2025	2024
Diminishing Musharika / long-term borrowing	*24.1*	**11,700,000**	4,500,000
Less: Current portion of Diminishing Musharika / long-term borrowing		**(2,500,000)**	(1,500,000)
		9,200,000	3,000,000

24.1 Movement in long-term borrowings is as follows:

	Note	2025	2024
Balance at beginning of the year		**4,500,000**	2,000,000
Add: Loans obtained			
Long term loan	*24.2*	**6,000,000**	1,000,000
Diminishing Musharika	*24.3*	**2,700,000**	1,500,000
		8,700,000	2,500,000
Less: Loans repaid			
Diminishing Musharika repaid	*24.4*	**(1,500,000)**	-
Balance at end of the year	*24.5*	**11,700,000**	4,500,000

24.2 During the year, the Subsidiary Company (PRL) obtained a Syndicated Term Finance loan of Rs. 6,000,000 at a mark-up of 3 month KIBOR + 0.75% per annum from the Bank of Punjab for a tenor of 3.5 years (including 3 years grace period). The loan is repayable in six equal monthly installments commencing from 37th month from drawdown date, whereas markup is to be paid on a quarterly basis. The loan is secured by way of First Pari Passu hypothecation charge over present and future fixed assets (excluding land and buildings).

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24.3 This represents Rs. 2,700,000 diminshing musharika obtained by PRL during the year under mark-up arrangement through Faysal Bank Limited. The loan carries mark-up of 3 months KIBOR + 0.1% per annum for a tenor of 1.5 years and is repayable under bullet mode at maturity. The loan is secured by way of hypothecation of property, plant and equipment (excluding land and buildings).

24.4 This represents Rs. 1,500,000 diminshing musharika obtained last year under mark-up arrangement through Faysal Bank Limited repaid during the current financial year.

24.5 It includes Rs. 2,700,000 financing obtained by PRL under islamic financing arrangement and Rs. 9,000,000 obtained under conventional long-term financing.

		Note	2025	2024
24.6	The expected maturity analysis of undiscounted payments is as follows:			
	Less than a year		**3,779,147**	2,434,975
	Between 1-5 years		**10,408,400**	3,610,750
	Over 5 years		**-**	-
25.	**LEASE LIABILITIES**			
	Balance at beginning of the year		**8,370,484**	7,255,856
	Other changes:			
	Additions during the year		**3,480,579**	802,165
	Accretion of interest	*39*	**1,374,182**	944,048
	Lease contracts modified during the year		**2,461,071**	1,188,565
	Less: Disposal during the year		**-**	(19,395)
			7,315,832	2,915,383
	Less: Lease rentals paid		**(2,540,845)**	(1,800,755)
	Balance at end of the year		**13,145,471**	8,370,484
	Less: Current portion shown under current liability		**(557,290)**	(562,008)
			12,588,181	7,808,476

25.1. The Holding Company has recognised a charge of Rs. 6,008,300 (2024: 5,593,039) for those variable lease payments, which do not form a part of leases in accordance with IFRS 16.

25.2 The expected maturity analysis of undiscounted lease payments are as follows:

	2025	2024
Less than a year	**2,097,676**	1,498,597
Between 1-5 years	**11,150,646**	6,469,264
Over 5 years	**13,936,463**	11,551,914

26. DEFERRED INCOME - GOVERNMENT GRANT

The Holding Company has received grant of Rs. 100,000 (2024: Rs. 100,000) from Government of Gilgit Baltisitan (GoGB) for establishment of bulk oil depot at Skardu.

27. OTHER PAYABLE

Balance relates to wharfage payable to Port Qasim Authority (PQA) on account of import of LNG by the Holding Company. As per the directions of Ministry of Finance - Economic Affairs Division outstanding wharfage has to be paid in 10 equal installments without interest over a period of 10 years. The Holding Company has recognsied this liability at amortised cost at the rate prevailing at the time of determining the liability.

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28. TRADE AND OTHER PAYABLES	Note	2025	2024
Local creditors	28.1 & 28.2	**30,343,589**	49,611,700
Foreign creditors	28.1 & 28.3	**164,730,349**	165,156,762
		195,073,938	214,768,462
Security deposits	28.4	**10,256,789**	9,181,368
Retention money		**8,359**	115,884
Accrued expenses and other liabilities	28.5 to 28.7	**149,196,304**	74,889,616
Payable to the Government	28.8	**9,774,253**	9,666,903
Payabe to Escrow account	28.10	**5,557,178**	1,276,630
Surplus price differential payable		**2,978,696**	4,744,412
Payable to provident funds		**10,184**	24,575
Due to OMCs and refineries		**205,398**	205,424
Inland Freight Equalization Margin (IFEM) including freight equalization payable from GoP (related party)		**17,318,229**	13,947,870
Advances - unsecured			
- from customers	28.9	**10,983,223**	8,486,236
- against equipments		**1,615**	1,615
		10,984,838	8,487,851
Taxes and other government dues			
- Excise, taxes and other duties		**18,090,696**	10,931,930
- Income tax deducted at source		**557,393**	169,557
		18,648,089	11,101,487
Workers' Welfare Fund		**1,053,908**	988,059
Workers' Profits Participation Fund	28.12	**238,318**	114,372
Others		**438,034**	324,632
		421,742,515	349,837,545

28.1 The average credit period on imports is 30 days on White Oil and Crude, 60 days on Black Oil and ranges between 14 to 21 days on Liquefied Natural Gas (LNG). On local purchases, the Holding Company is availing 13 to 14 days credit, thereafter, interest is charged in accordance with the terms of agreement on the outstanding balance.

28.2 This includes amounts payable to the following related parties:

	2025	2024
Pak-Arab Refinery Company Limited	**18,925,318**	29,807,202
K-Electric Limited	**1,904**	-
Oil and Gas Development Company Limited	**3,947,832**	3,573,180
Government Holdings (Pvt) Limited	**582,131**	624,946
Pakistan Petroleum Limited	**38,940**	143,400
Mari Energies Limited	**89,119**	13,049
Pakistan National Shipping Corporation	**322,851**	-
Cnergyico PK Limited	**703,557**	337,283
	24,611,652	34,499,060

28.3 This includes amount of Rs. 37,417,812 (2024: Rs. 38,425,773) in respect of import of LNG.

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28.4 Security deposits includes deposits received by the Holding Company under the terms of related agreements and are as follows:

	Note	2025	2024
Dealers	*28.4.2*	**1,448,852**	1,336,803
Equipments	*28.4.3*	**770,178**	702,054
Cartage contractors	*28.4.4*	**1,825,442**	1,802,763
Card holders	*28.4.5*	**4,787,241**	4,294,326
Suppliers	*28.4.5*	**1,297,805**	922,183
Others	*28.4.5*	**127,271**	123,239
		10,256,789	9,181,368

28.4.1 Security deposits include:

	Note	2025	2024
Utilisable / utilised in business	*28.4.1.1*	**9,762,539**	8,695,318
Others	*28.4.1.2*	**494,250**	486,050
		10,256,789	9,181,368

28.4.1.1 The amount is fully utilised in business in accordance with requirement of written agreements and in terms of section 217 of the Companies Act, 2017.

28.4.1.2 The amount is kept in separate bank accounts as per terms of agreement.

28.4.2 These represent interest-free deposits from dealers for the performance of their service as defined in the dealership agreements. The deposits are refundable on termination of dealership agreements and are payable on demand.

28.4.3 These represent interest-free deposits from customers against Liquefied Petroleum Gas (LPG) equipments. The deposits are refundable on the return of equipments and are payable on demand.

28.4.4 These represent interest bearing and interest-free deposits from contractors against the cartage contracts for transportation of petroleum products. The deposits are refundable on cancellation of these contracts.

28.4.5 These represent non-interest bearing security deposits and are repayable on termination of contract / performance of the services.

28.5 This includes amount payable to the following related parties:

	2025	2024
Pakistan National Shipping Corporation	**-**	2,070,487
Government of Pakistan	**72,204,729**	12,569

28.6 Includes amount due to various related parties on account of insurance premium, late payment surcharge, pipeline and other charges aggregating to Rs. 23,779,686 (2024: Rs. 24,006,815).

28.7 Includes current portion of wharfage payable to related party amounting to Rs. 103,245 (2024: Rs. 91,150).

28.8 This represents GoP's share in the value of local crude purchased and petroleum levy on sale of petroleum products by PRL.

28.9 These represent advances received from customers against supply of petroleum products which are recognised as revenue when the performance obligation is satisfied.

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	2025	2024
28.10 Movement of incremental incentives during the year is as follows:		
Opening balance	**1,276,630**	**-**
Incremental incentives generated during the period	**9,472,724**	9,369,485
Incremental incentives to be deposited in IFEM pool	**-**	(3,490,577)
Incremental incentives transferred to joint Escrow Account	**(5,192,176)**	(4,602,278)
Closing balance payable to joint Escrow Account - not due	**5,557,178**	1,276,630

28.11 During the year ended June 30, 2024, the GoP announced and notified the Pakistan Oil Refining Policy for Existing / Brownfield Refineries, 2023 (the Policy) on August 09 and 17, 2023 respectively. As per the Policy, the refineries were allowed incremental incentives at the rate of 2.5% on HSD and 10% on MS for a period of six years from the date of notification of the Policy to upgrade and produce environmental friendly fuels as per EURO V specifications.

The incentives collected during a month are required to be deposited within 10 days of subsequent month in an interest bearing Escrow Account maintained with National Bank of Pakistan to be jointly operated with OGRA. To be eligible for the incentives provided in the Policy, the refineries were required to enter into an Upgrade Agreement with OGRA within 3 months of the date of notification of the policy (subsequently extended by 60 days). PRL successfully executed the Upgrade Agreement with OGRA on November 15, 2023 and opened joint Escrow Account in accordance with the Policy on November 30, 2023.

Later the Government revised the Policy that was notified on February 23, 2024 and amended following provisions of the original Policy:

- incentive period increased from six years to seven years from the date of signing of Upgrade Agreement and opening of Joint Escrow Account;
- maximum capping of incremental incentives increased from 25% to 27.5% of project cost;
- refineries were allowed 7.5% deemed duty on HSD for 20 years from the date of commissioning of upgrade project; and
- introduction of force majuere clause and amendments in arbitration clauses.

The revised policy gives the rights to a refinery who have already executed Upgrade Agreement under original Policy to opt for the amended provisions / incentives of the revised Policy by executing a supplemental to the Upgrade Agreement. PRL is in the process of finalisation of Supplemental Upgrade and Escrow Account Agreements with OGRA.

The incremental incentives under the Policy will be recognised after the Final Investment Decision (FID) on the project. Balance in joint Escrow Account as at June 30, 2025 was as follows:

	2025	2024
Opening balance	4,767,605	-
Incremental incentives transferred to Escrow Account during the period	5,192,176	4,602,278
Interest earned on incremental incentives (net of withholding tax)	909,272	165,327
Closing balance	**10,869,053**	4,767,605

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		2025	2024
28.12	**Workers' Profit Participation Fund**		
	Balance at beginning of the year	**114,372**	182,399
	Allocation for the year	**2,838,319**	2,587,980
		2,952,691	2,770,379
	Payments during the year	**(2,714,373)**	(2,656,007)
	Balance at end of the year	**238,318**	114,372
29.	**UNCLAIMED DIVIDEND**		
	Balance at beginning of the year	**1,640,667**	1,581,095
	Other changes - dividend for the year	**5,153,878**	3,521,050
		6,794,545	5,102,145
	Payments made during the year	**(5,065,429)**	(3,461,478)
	Balance at end of the year	**1,729,116**	1,640,667

30. PROVISIONS

These represent provisions for certain legal claims raised by the regulatory authorities against the Group. The outcome of these legal claims are uncertain but they are not expected to give rise to material obligations beyond those provided for:

	Note	2025	2024
Claim raised by regulatory authorities		**386,949**	386,949
Infrastructure development cess		**252,464**	252,464
		639,413	639,413

31. SHORT-TERM BORROWINGS

	Note	2025	2024
From National Bank of Pakistan - Related party			
Short-term finances in foreign currency	*31.1*	**121,212,275**	127,365,193
From other than related party			
Short-term finances			
- local currency	*31.3*	**36,488,000**	60,500,000
- foreign currency	*31.1*	**210,357,021**	227,236,098
		246,845,021	287,736,098
Current portion of long-term borrowing	*24*	**2,500,000**	1,500,000
Finances under mark-up arrangements	*31.3*	**980,436**	12,396,196
	31.2 , 31.4 & 31.5	**371,537,732**	428,997,487

31.1 The rate of mark-up for these facilities range from Re. 0.13 to Re. 0.21 (2024: Re. 0.17 to Re. 0.38) per Rs. 1,000 per day. This facility is secured by way of trust receipts of the Holding Company. These finances have been obtained on the directives of MoF via letter dated September 09, 2015.

31.2 The total facility limit of various financing facilities available from banks aggregate to Rs. 691,831,804 (2024: Rs. 541,995,075) out of which Rs. 298,707,564 (2024: Rs. 114,497,588) remained unutilised as of reporting date. These facilities are secured by way of floating / pari passu charge on Group's stocks, receivable and trust receipts.

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31.3 The rate of mark-up on short-term finance facility is Re. 0.03 to Re. 0.31 (2024: Re. 0.55 to Re. 0.60) per Rs. 1,000 per day. These facilities are renewable subject to payment of repurchase price on specified dates.

31.4 These finances have been obtained for working capital requirements.

31.5 As at June 30, 2025, accrued interest / mark-up on short-term borrowings and finances under mark-up arrangement amounted to Rs. 3,044,627 (2024: Rs. 5,424,511), which includes Rs. 903,039 (2024: Rs. 655,877) due to National Bank of Pakistan, a related party.

31.6 Movement in short term and foreign currency loans:

	2025	2024
Balance at beginning of the year	**415,101,291**	444,192,305
Loans obtained during the year	**231,399,780**	488,834,927
Loans repaid during the year	**(278,443,775)**	(517,925,941)
	(47,043,995)	(29,091,014)
Balance at end of the year	**368,057,296**	415,101,291

32. CONTINGENCIES AND COMMITMENTS

32.1 Contingencies

The Group has contingent liabilities in respect of unrecognised late payment surcharge, pending tax matters and other legal claims in the ordinary course of business.

32.1.1 Late payment surcharge (Subsidiary Company)

Claims amounting to Rs. 3,668,498 (2024: Rs. 3,663,329) in respect of delayed payment charges are not recognised on the understanding that these will be payable only when the Group will fully realise delayed payment charges due from its customers. Charges claimed by the Group against delayed payments by the customers, due to circular debt situation, are recognised on receipt basis as the ultimate outcome of the matter and amount of settlement cannot be presently determined.

32.1.2 Income tax

Holding Company

32.1.2.1 The taxation officer passed assessment orders dated May 28, 2010, May 31, 2010, August 31, 2010 and January 29, 2011 in respect of Tax Years 2005 to 2008 and made certain disallowances and additions resulting in total tax demand of Rs. 1,513,951. These orders were later rectified and amended to Rs. 831,811. The appeal against Tax Year 2008 is pending before the High Court of Sindh (SHC). During the year ended June 30, 2019, the Appellate Tribunal Inland Revenue (ATIR) passed an order in respect of Tax Year 2005 which was in favour of the Holding Company except one point on which the Holding Company has filed reference before SHC. During the year ended June 30, 2020, ATIR has passed orders in respect of Tax Year 2006 and 2007 which were mostly in favour of the Holding Company. The Holding Company obtained the effect of ATIR orders from taxation authorities for the Tax Years 2005 to 2007 after which demand is reduced to Rs. 169,744. Based on views of the tax advisor, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Holding Company. Accordingly, no provision has been made in these consolidated financial statements.

32.1.2.2 The taxation officer passed assessment orders dated January 31, 2012, April 06, 2012 and May 31, 2012 in respect of Tax Years 2009 to 2011 and made certain disallowances and additions resulting in total tax demand of Rs. 4,598,246. The Holding Company filed appeals against these orders before Commissioner Inland Revenue (Appeals) [CIR

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(Appeals)] who decided certain matters in favour of the Holding Company. During the year ended June 30, 2013, the Holding Company received revised orders showing an aggregate demand of Rs. 740,871 after taking into effect for matters decided in favour of the Holding Company by the CIR (Appeals). The Holding Company has filed appeals before the ATIR for remaining points adjudicated against the Holding Company by the CIR (Appeals) which are pending for hearing. Based on the views of tax advisor, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Holding Company. Accordingly, no provision has been made in these consolidated financial statements.

32.1.2.3 Assistant Commissioner Inland Revenue (ACIR) through his orders dated January 29, 2013 and January 28, 2014 made certain additions and disallowances in respect of Tax Year 2012 and 2013 respectively raising total tax demand of Rs. 3,096,173. The Holding Company had filed appeals against the said orders before the CIR (Appeals), whereby most of the matters have been decided in favour of the Holding Company. For remaining issues, the Holding Company has filed appeals before the ATIR. Based on the views of tax advisor of the Holding Company, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Holding Company. Accordingly, no provision has been made in these consolidated financial statements.

32.1.2.4 The ACIR through his orders dated February 09, 2015 and March 22, 2016 made certain additions and disallowances in respect of Tax Year 2014 and 2015 respectively, thereby creating total tax demand of Rs. 35,992,978. The orders were later rectified and amended to Rs. 3,619,899. Further, through computerised balloting, the Holding Company was selected for audit of Tax Year 2014 by the Federal Board of Revenue (FBR) and another demand of Rs. 53,023 was created by FBR for Tax Year 2014. The Holding Company has filed appeals against these orders before the CIR (Appeals) which were decided partially against the Holding Company in 2018 except for audit case of Tax Year 2014 which was remanded back by CIR (Appeals) to the assessing officer for verification and effect. The Holding Company has filed appeals before ATIR against these CIR (Appeals) orders. During the year 2019, the Holding Company has received an appeal effect on aforesaid CIR (Appeals) orders from tax authorities after which the demand has been amended to Rs. 2,585,773. During the period, the Holding Company received another appeal effect from taxation authorities for the Tax Year 2014 after which demand is reduced to Rs. 2,532,750. Based on the views of tax advisor, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Holding Company. Accordingly, no provision has been made in these consolidated financial statements.

32.1.2.5 The ACIR through his assessment orders dated February 27, 2017 for Tax Year 2016; and assessment order dated December 29, 2017 and February 28, 2018 for Tax Year 2017, made certain additions and disallowances, thereby creating total tax demand of Rs. 2,685,964. The Holding Company filed appeals against these orders before the CIR (Appeals). The appeal relating to Tax Year 2016 has been decided by CIR (Appeals) in 2018, whereby few issues have been decided in favour of the Holding Company. The Holding Company had received an appeal effect for the Tax Year 2016 on aforesaid CIR (Appeals) order from tax authorities after which the aforesaid demand has been reduced to Rs. 2,685,818. For remaining issues, the Holding Company has filed appeals before ATIR. Based on the views of tax advisor, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Holding Company. Accordingly, no provision has been made in these consolidated financial statements.

32.1.2.6 The ACIR through his order dated January 31, 2019 made certain additions and disallowances in respect of Tax Year 2018 and raised tax demand of Rs. 207,773. The Holding Company filed an appeal against aforesaid order before CIR (Appeals) which was decided against the Holding Company. Appeal against the said order has been filed before the ATIR by the Holding Company. Based on the views of tax advisor, the management believes that the matters will ultimately be decided in favour of the Holding Company. Accordingly, no provision has been made in these consolidated financial statements.

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32.1.2.7 The Additional Commissioner Inland Revenue (AdCIR) through his order dated September 30, 2020 made certain additions and disallowances in respect of Tax Year 2019 and raised tax demand of Rs. 411,567. The Holding Company filed an appeal before CIR (Appeals) which was decided against the Holding Company. Appeal against the said order has been filed before the ATIR by the Holding Company. Based on the views of tax advisor of the Holding Company, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Holding Company. Accordingly, no provision has been made in these consolidated financial statements.

32.1.2.8 The AdCIR through his order dated June 28, 2022 made certain additions and disallowances in respect of Tax Year 2021 and raised tax demand of Rs. 3,014,870. The Holding Company filed appeal before CIR (Appeals) on July 26, 2022. Taxation authorities further amended the aforesaid order to Rs. 3,520,201 by including WWF demand. The Holding Company filed appeal before CIR (Appeals) which was partially decided against the Company. The Holding Company received an appeal effect for the Tax Year 2021 on aforesaid CIR (Appeals) order from tax authorities after which the aforesaid demand has been reduced to Rs. 3,477,249. For the remaining issues, the Holding Company appealed to the Appellate Tribunal Inland Revenue (ATIR), which decided against the Company. Later on, the Company filed application before Alternate Dispute Resolution Committee (ADRC) which was subsequently dissolved as no decision was made by ADRC within the statutory time limit of sixty days as per sub-section 11 of section 134A of the Income Tax Ordinance, 2001. The Holding Company has filed reference before Sindh High Court for the Tax Year 2021. The Holding Company has also filed petition before Islamabad High Court and challenged the constitution of ADRC under section 134A of the Income Tax Ordinance, 2001 which is pending. Based on the views of legal counsel of the Holding Company, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Holding Company. Accordingly, no provision has been made in these consolidated financial statements.

32.1.2.9 The AdCIR through his order dated May 29, 2023 made certain additions and disallowances in respect of Tax Year 2022 and raised tax demand of Rs. 2,557,721 by including WWF. The Holding Company has filed appeal before CIR (Appeals) which was decided against the Company. Appeal against the said order has been filed before the ATIR by the Holding Company. Based on the views of tax advisor, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Holding Company. Accordingly, no provision has been made in these consolidated financial statements.

32.1.2.10 The AdCIR issued an order dated March 28, 2024, for Tax Year 2023, making amendments and additions that resulted in a total tax demand of Rs. 1,486,065. The Holding Company appealed to the CIR (Appeals), who subsequently ruled against the Holding Company. Following this, the Holding Company submitted an application to the ADRC which is decided against the Holding Company. The Holding Company has also filed petition before Islamabad High Court (IHC) and challenged the constitution of ADRC under section 134A of the Income Tax Ordinance, 2001 which is pending. Based on the views of tax advisor, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Holding Company. Accordingly, no provision has been made in these consolidated financial statements.

32.1.2.11 The AdCIR issued an order dated April 01, 2024, for Tax Year 2020, making certain amendments and additions that resulted in a total tax demand of Rs. 59,435. The Holding Company appealed to the CIR (Appeals), who subsequently ruled against the Holding Company. Following this, the Holding Company submitted an application to the ADRC which is decided against the Company. The Company has also filed petition before IHC and challenged the constitution of ADRC under section 134A of the Income Tax Ordinance, 2001 which is pending. Based on the views of tax advisor, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Holding Company. Accordingly, no provision has been made in these consolidated financial statements.

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32.1.2.12 The AdCIR passed an order dated March 26, 2025, in respect of Tax Year 2024, making certain amendments and additions, resulting in a total tax demand of Rs. 568,165. The Holding Company has filed a petition before the IHC challenging the said order. The IHC has suspended the operation of the order and merged the case with the main appeal, in which the constitutionality of the ADRC under Section 134A of the Income Tax Ordinance, 2001 has been challenged. The matter is currently pending adjudication. Based on the opinion of the tax advisor, the management believes that it is more likely than not that the matter will ultimately be decided in the Holding Company's favour. Accordingly, no provision has been made in these consolidated financial statements.

32.1.3 Sales tax and Custom Duty

Holding Company

32.1.3.1 A sales tax order-in-original No. 01/2010 dated March 30, 2010 was issued by Deputy Commissioner Inland Revenue (DCIR), FBR in respect of sales tax audit of the Holding Company for the Tax Years 2004 to 2007. Under the said order, a demand of Rs. 883,864 was raised on account of certain transactions and default surcharge of Rs. 512,172 was imposed. The ATIR decided the case in favour of the Holding Company. However, the tax department has filed an appeal against the aforesaid decision of the ATIR in the SHC which is pending for hearing. Based on the views of tax and legal advisors, the management believes that it is more likely than not that the matter will ultimately be decided in favour of the Holding Company. Accordingly, no provision has been made for the said matters in these consolidated financial statements.

32.1.3.2 The DCIR passed an order dated July 02, 2019 in respect of sales tax audit for Tax Year 2010 giving rise to demand of Rs. 3,586,018 along with penalty of Rs. 179,300 and default surcharge to be calculated at the time of settlement of demand. The Holding Company appealed against this order before CIR (Appeals), who has annulled the order and has decided the case in the Holding Company's favour through an order dated September 09, 2019. Tax department has filed an appeal, against this order, to appellate tribunal. Based on the views of tax advisor, the management believes that it is more likely than not that the matter will ultimately be decided in the Holding Company's favour. Accordingly, no provision has been made in these consolidated financial statements.

32.1.3.3 The DCIR has passed an order dated July 04, 2019 on the matter of non-charging of sales tax on supply of fuel to vessels and aircrafts proceeding outside Pakistan for the Tax Year 2015. The aforesaid order resulted in demand of sales tax of Rs. 4,579,596 along with penalty of Rs. 228,979 and default surcharge to be calculated at the time of settlement of demand. The Holding Company appealed against this order before CIR (Appeals), who has annulled the order and has decided the case in Holding Company's favour in an order dated September 09, 2019. Tax department has filed an appeal, against this order, to ATIR. Based on the views of tax advisor, the management believes that it is more likely than not that the matter will ultimately be decided in the Holding Company's favour. Accordingly, no provision has been made in these consolidated financial statements.

32.1.3.4 A sales tax order No. 01/2012 dated January 16, 2013 was issued by the DCIR (Adjudication), FBR in respect of delayed payment of sales tax due in sales tax return for March 2011. Under the said order, demand of Rs. 437,305 was raised which comprised default surcharge of Rs. 82,265 and penalty of Rs. 355,040 on late payment. The Holding Company filed an appeal against the said order before CIR (Appeals) which was decided against the Holding Company. The Holding Company, accordingly, filed an appeal against the aforesaid order of CIR (Appeals) before the ATIR which vide its order dated September 13, 2013 upheld the imposition of default surcharge, however, vacated penalty imposed for de novo consideration by adjudicating authority. The matter of penalty was again decided against the Holding Company by adjudicating officer and later on by the CIR (Appeals) vide its order dated September 29, 2015 against which the Holding Company has filed an appeal before the ATIR on February 18, 2016. Further, the Holding Company has also filed an appeal before the SHC against the first order of ATIR, which is pending for hearing. Based on the views of tax and legal advisors, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Holding Company. Accordingly, no provision has been made in these consolidated financial statements.

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32.1.3.5 The DCIR passed an order dated July 03, 2019 in respect of non-payment of sales tax on PDC / subsidies giving rise to demand of sales tax of Rs. 33,855,642 along with penalty of Rs. 33,855,642 and default surcharge to be calculated at the time of settlement of demand. The Holding Company appealed against this order before CIR (Appeals), who has annulled the order and decided the case in Holding Company's favour in an order dated September 09, 2019. Tax department has filed an appeal, against this order, to ATIR. Based on the views of tax advisor, the management believes that it is more likely than not that the matter will ultimately be decided in the Holding Company's favour. Accordingly, no provision has been made in these consolidated financial statements.

32.1.3.6 Punjab Revenue Authority (PRA) has issued an order dated September 18, 2017, received on November 30, 2017, against the Holding Company demanding Rs. 2,258,235 along with penalty and default surcharge on alleged non-recovery of Punjab Sales Tax on Services (PST) on alleged commission paid to petroleum dealers. The Holding Company does not agree with the stance of PRA as the Authority erroneously assumed the dealer's margin allowed to petroleum dealers through OGRA's price notification as "dealer's commission". The Holding Company further collects general sales tax on such dealer's margin and submits the same to Government treasury with monthly sales tax return. Accordingly, levy of PST on the alleged commission would lead to double imposition of sales tax on dealer's margin. The Holding Company challenged the order in Lahore High Court (LHC), which duly granted stay against the subject tax demand. Further, in consultation with legal advisor, an appeal has also been filed with Commissioner - Appeals PRA against the subject order. Commissioner -Appeals PRA in his appellate order dated September 05, 2018 decided the case against the Holding Company while waiving levy of penalty thereon. The Holding Company filed an appeal with Appellate Tribunal PRA, which set-aside the impugned order and remanded it back to Commissioner - Appeals PRA for deciding it afresh, in the order dated December 09, 2019. Based on the view of tax and legal advisors, the management believes that it is more likely than not that the matter will ultimately be decided in the Holding Company's favour. Accordingly, no provision has been made in these consolidated financial statements.

32.1.3.7 PRA has issued two orders dated April 10, 2018, against the Holding Company demanding Rs. 571,933 along with penalty and default surcharge on alleged non-recovery of PST on account of distribution, marketing and administrative expenses as illustrated in Annual Audited Accounts of 2014-15 and 2015-16. The orders were raised on an unsubstantiated assumption that distribution, marketing and administrative expenses disclosed by the Holding Company in its financial statements of aforementioned periods are completely taxable and pertain solely to the province of Punjab. Commisioner - Appeals (PRA) has upheld the appeal against which the Holding Company has filed appeal with Appellate Tribunal - Appeal PRA against the subject orders, which is still pending. Based on the views of tax and legal advisors, the management believes that it is more likely than not that the matter will ultimately be decided in the Holding Company's favour. Accordingly, no provision has been made in these consolidated financial statements.

32.1.3.8 PRA has issued a Show Cause Notice dated October 01, 2019 demanding Rs. 8,839,550 claiming certain components of petroleum price (e.g. dealer's margin, OMC margin and IFEM) as subject to levy of PST. The Holding Company did not agree with the view of PRA as the whole price of POL products is subject to levy of General Sales Tax (GST), being part of value of supply. The Holding Company challenged the said Show Cause Notice, against which the LHC has duly granted stay. Based on the views of tax and legal advisors, the management believes that it is more likely than not that the matter will ultimately be decided in the Holding Company's favour. Accordingly, no provision has been made in these consolidated financial statements.

32.1.3.9 The Balochistan Revenue Authority (BRA) issued a recovery notice dated June 14, 2024, claiming that Rs. 68,000 was paid short by the Holding Company on account of withholding tax from July 01, 2018 to December 30, 2021. The Holding Company disagreed with the view of short payment of withholding tax, and after several meetings with the Commissioner of the BRA, the matter was remanded back to the officer. Based on the views of tax and legal advisors, the management believes that it is more likely than not that the matter will ultimately be decided in the Holding Company's favour. Accordingly, no provision has been made in these consolidated financial statements.

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32.1.4 Other matters

Holding Company

32.1.4.1 The Deputy Director / Sr. Excise and Taxation Officer (ETO) C.M.D.I, Karachi Port Trust (KPT) had issued a demand notice of Rs. 6,438,869 on account of Sindh Maintenance & Development Infrastructure Cess (SMDIC) in respect of POL products consignments imported by PSO during the period July 01, 2016 to November 15, 2019 at Keamari. The Holding Company challenged the aforesaid notice in SHC, which dismissed PSO's and all other 487 identical appeals and ordered that the Sindh Development and Maintenance of Infrastructure Cess Act, 2017, promulgated retrospectively, is a valid law within the competence of the Provincial Legislature. Aggrieved by the decision, PSO, in consultation with lawyer, filed an appeal before the Honorable Supreme Court of Pakistan (SCP) against the SHC's above order dated June 04, 2021. The SCP vide Judgement dated September 01, 2021, has suspended SHC’s Judgement dated June 04, 2021 (Impugned Judgement) and granted interim relief and directed that till further orders, operation of the Impugned Judgement will be suspended and also restrained the respondents i.e., Excise & Taxation department, Government of Sindh for recovery of impugned infrastructure cess levy as mentioned above. Based on the views of its legal advisor, the management believes that it is more likely than not that the matter will ultimately be decided in the Holding Company’s favour. Accordingly, no provision has been made in these consolidated financial statements.

32.1.4.2 The Deputy Commissioner, SRB passed an order dated June 28, 2024 in respect of Tax Year 2023 and demanded Rs. 550,202 on account of Sindh Workers Welfare Fund. The Holding Company has filed an appeal before SRB Commissioner (Appeals), based on the views of tax advisor, the management believes that it is more likely than not that the matters will ultimately be decided in favour of the Holding Company. Accordingly, no provision has been made in these consolidated financial statements.

32.1.5 Other legal claims (Holding and Subsidiary Company)

32.1.5.1 As at June 30, 2025 certain legal cases amounting to Rs. 7,343,384 (2024: Rs. 7,085,203) have been filed against the Group. However, based on the advice of its legal advisors, the management believes that it is more likely than not that the matters will ultimately be decided in the favour of the Holding Company.

32.1.5.2 Claims against the Group not acknowledged as debts amount to Rs. 16,909,893 (2024: Rs. 14,511,625) other than as mentioned in note 32.1.1 and 32.1.5.1 to these consolidated financial statements

32.1.5.3 The Group's share in associates' contingencies in respect of various tax and legal matters as at year end is Rs. 1,528,892 (2024: Rs. 125,887).

32.2 Commitments

32.2.1 Commitments in respect of capital expenditures contracted for but not as yet incurred is as follows:

		Note	2025	2024
	Capital expenditures contracted for but not yet incurred		**11,068,946**	6,705,721
32.2.2	Letters of credit	*32.2.6*	**49,655,314**	79,946,342
32.2.3	Bank guarantees		**5,520,909**	3,586,968

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

		2025	2024
32.2.4	Standby letters of credit	**86,224,324**	65,414,068
32.2.5	Cheque given as Guarantee	**26,739,525**	32,164,674

32.2.6 The Group has total unutilised facility limit against letters of credit aggregating to Rs. 166,740,000 (2024: Rs. 221,312,000) as of reporting date.

		Note	2025	2024
33.	**NET SALES**			
	Gross sales	*33.1 & 33.2*	**3,559,884,843**	3,986,977,239
	- Discounts / allowances		**(2,330,568)**	(313,459)
	- Sales tax		**(196,636,385)**	(213,097,468)
	- Inland Freight Equalization Margin (IFEM)		**(42,134,050)**	(31,484,343)
			(241,101,003)	(244,895,270)
	Net sales		**3,318,783,840**	3,742,081,969

33.1 This represents revenue from contracts with customers.

33.2 Includes export sales amounting to Rs. 56,150,368 (2024: Rs. 32,068,207).

33.3 Sales of regulated products are based on prices notified by OGRA which are subject to policy clarification from the Federal Government. Sales of certain de-regulated products are based on prices set under notifications of the MoE.

		Note	2025	2024
34.	**COST OF PRODUCTS SOLD**			
	Opening stock		**316,796,844**	326,106,697
	Purchases made during the year	*34.1 & 34.2*	**3,173,862,559**	3,621,508,046
			3,490,659,403	3,947,614,743
	Closing stock	*13*	**(269,026,520)**	(316,796,844)
			3,221,632,883	3,630,817,899

34.1 Includes cost incurred by the Group on refining of crude oil and manufacturing of lubricants amounting to Rs. 308,618,092 (2024: Rs. 290,689,576) and Rs. 18,340,002 (2024: Rs.17,083,044), respectively.

34.2 Includes depreciation of property, plant & equipment, amortisation of intangibles and right-of-use assets amounting to Rs. 1,357,264 (2024: Rs. 1,295,506).

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

35. OTHER INCOME

	Note	2025	2024
Income from financial assets			
Interest / mark-up received on delayed payments		**870,339**	4,912,364
Interest income on short-term placements		**4,145,245**	1,551,192
Reimbursement of financial charges on line fill cost		**5,899,006**	8,572,632
Interest / mark-up on saving accounts	*35.2*	**3,605,833**	6,178,330
Dividend income from FVOCI investments	*35.1*	**1,500,000**	194,475
		16,020,423	21,408,993
Income from non-financial assets			
Handling, storage and other services		**4,408,926**	4,290,752
Income from Compressed Natural Gas (CNG) operators		**94,465**	68,632
Income from non-fuel retail business		**389,367**	310,703
Income from retail outlets - net		**278,148**	308,786
Reversal of provision against stores, spares and loose tools	*12.1*	**-**	75,250
Reversal of impairment on financial assets		**430,256**	-
Scrap sales		**158,115**	21,609
Gain on disposal of property, plant and equipment	*5.2*	**103,767**	61,805
Penalties and other recoveries		**585,701**	780,636
Others		**1,895,854**	962,934
		8,344,599	6,881,107
		24,365,022	28,290,100

35.1 This represents dividend received from Pak-Arab Pipeline Company Limited - a related party.

35.2 Includes mark-up of Rs. 147,333 (2024: Rs. 180,710) from bank accounts under Islamic mode.

36. DISTRIBUTION AND MARKETING EXPENSES

	Note	2025	2024
Salaries, wages and benefits	*37.1*	**10,607,406**	9,125,191
Transportation costs		**504,299**	711,330
Depreciation on property, plant and equipment	*5.1.1*	**2,630,888**	2,198,630
Depreciation on right-of-use assets	*6.1*	**1,643,410**	1,072,266
Security and other services		**734,355**	643,189
Rent, rates and taxes		**272,370**	151,723
Repairs and maintenance		**2,574,824**	2,136,526
Insurance		**289,685**	307,943
Travelling and office transport		**628,964**	506,784
Printing and stationery		**39,449**	28,935
Communication		**52,194**	39,148
Utilities		**529,395**	552,418
Storage and technical services		**141,179**	4,536
Sales promotion and advertisement		**1,199,291**	976,214
Fees and subscription		**106,078**	128,110
Other expenses		**1,694**	2,507
		21,955,481	18,585,450

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

37. ADMINISTRATIVE EXPENSES

	Note	2025	2024
Salaries, wages and benefits	*37.1*	**4,945,447**	4,245,012
Depreciation on property, plant and equipment	*5.1.1*	**550,748**	431,954
Depreciation on right-of-use assets	*6.1*	**12,370**	93,940
Amortisation	*7.3*	**231,223**	170,467
Security and other services		**88,497**	78,718
Rent, rates and taxes		**24,907**	72,856
Repairs and maintenance		**1,050,564**	640,181
Insurance		**346,314**	336,929
Travelling and office transport		**182,659**	281,378
Printing, stationery and advertisements		**29,139**	50,333
Communication		**59,277**	60,388
Utilities		**162,697**	156,480
Storage and technical services		**195,575**	168,934
Legal and professional		**403,004**	412,342
Auditors' remuneration	*37.3*	**58,871**	32,787
Contribution towards expenses of Board of Management / Board of Directors		**46,793**	32,670
Donations	*37.4*	**549,611**	395,183
Fees and subscription		**74,767**	39,146
		9,012,463	7,699,698

37.1 Salaries, wages and benefits also include charge of Rs. 105,640 (2024: Rs. 90,240) in respect of Holding Company's staff compensated absences. It also includes charge for gratuity, pension and medical benefits as mentioned in note 23 to these consolidated financial statements.

37.2 Remuneration of Managing Director, Directors and Executives

37.2.1 The aggregate charge for the year in respect of remuneration and benefits to the Managing Director and Executives are as follows:

	Managing Director	Executives	Managing Director	Executives
	2025		2024	
Managerial remuneration	**30,612**	**2,602,366**	25,559	2,272,107
Housing and utilities	**16,836**	**1,393,432**	14,058	1,213,981
Performance bonus	**8,218**	**687,341**	6,863	556,068
Retirement benefits	**6,167**	**1,050,654**	4,780	1,170,600
Leave encashment	**-**	**100,181**	-	77,270
Other allowances and benefits	**19,171**	**2,875,692**	16,140	1,754,129
	81,004	**8,709,666**	67,400	7,044,155
Number, including those who worked part of the year	**1**	**915**	1	816

37.2.2 The amount charged in respect of fee to 10 (2024: 10) non-executive directors aggregated to Rs. 41,250 (2024: Rs. 27,200).

37.2.3 In addition, the Managing Director and certain executives are provided with free use of the Group maintained cars. Further, the Managing Director and Executives are also entitled to avail medical facilities and other benefits as per the respective policies of the Holding Company and the Subsidiary Companies. In addition, certain executives of PRL are provided furnished accommodation within refinery premises according to their respective terms of employment.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

37.3	**Auditors' remuneration**	**2025**	**2024**
	Fee for the:		
	Audit of consolidated financial statements	**1,845**	1,495
	Audit of unconsolidated financial statements	**14,754**	16,357
	Review of half yearly financial information	**2,765**	2,263
	Tax certifications	**16,494**	7,595
	Other certifications	**18,238**	3,270
	Out of pocket expenses	**4,775**	1,807
		58,871	32,787

37.4 All donations of the Holding Company are made to Corporate Social Responsibility (CSR) Trust which is an independent entity responsible for payment of donations. Donations of Rs. 49,612 were made by PRL to Indus Hospital for the provision of free medical services to deserving patients, and to the Institute of Business Administration and The Citizens Foundation to support quality education. It also includes contributions to Karwan-e-Hayat, Behbud Association, Goread.pk, and the Pakistan Hindu Council. During the year, no donations have been paid to any donee / party in which any director of the Holding company or Subsidiary companies are interested.

38. OTHER EXPENSES

	Note	2025	2024
Research cost on refinery upgradation	*38.1*	**2,497,303**	6,195,857
Workers' Profit Participation Fund	*28.12*	**2,838,319**	2,587,980
Workers' Welfare Fund		**1,135,328**	1,047,537
Provision of impairment on financial assets		**-**	261,339
Exchange loss arising on currency transactions - net		**8,029**	685,091
Provision against stores, spares, chemicals and loose tools including capital stores		**105,211**	-
Others		**185**	57
		6,584,375	10,777,861

38.1 This represents costs incurred in respect of planning phase and other related studies for future upgradation and expansion of refinery.

39. FINANCE COSTS

	Note	2025	2024
Interest / mark-up on short-term borrowings in:			
- local currency		**4,591,797**	8,591,925
- foreign currency	*39.1*	**26,880,583**	40,922,096
		31,472,380	49,514,021
Mark-up on bank accounts under Islamic mode		**2,438,946**	3,374,624
Markup on long term loans		**1,360,721**	817,192
Late payment surcharge and other charges		**688,899**	1,228,400
		4,488,566	5,420,216
		35,960,946	54,934,237
Finance cost on wharfage liability		**78,804**	89,482
Finance cost on lease liabilities	*25*	**1,374,182**	944,048
	39.2	**37,413,932**	55,967,767

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

39.1 Includes mark-up amounting to Rs. 4,109,977 (2024: Rs. 5,856,402) on facilities under Islamic mode and Rs. 22,770,606 (2024: Rs. 35,065,694) on facilities under conventional mode.

39.2 Includes mark-up and bank charges amounting to Rs. 10,547,284 (2024: Rs. 13,922,834) on facilities obtained from National Bank of Pakistan - a related party.

40. TAXATION

	Note	2025	2024
Current			
- for the year		**20,188,665**	18,471,975
- for prior years - (net)		**(288,512)**	(2,269,255)
		19,900,153	16,202,720
Deferred	*11.1*	**(867,377)**	238,866
	40.1	**19,032,776**	16,441,586

40.1 Relationship between accounting profit and taxation

	2025	2024
Accounting profit before taxation, minimum tax differential and final taxes	**46,865,415**	48,168,556
Tax at the applicable tax rate of 29% (2024: 29%)	**13,590,970**	13,968,881
Tax effect of:		
- Final tax regime and income subject to lower tax rate	**547,923**	(452,246)
- Adjustments relating to prior years	**(288,512)**	(2,269,255)
- Super tax	**4,846,002**	4,797,373
- Others	**336,393**	396,833
	19,032,776	16,441,586
Effective tax rate	**41%**	34%

40.2 Reconciliation of current tax charged as per tax laws for the year, with current tax recognised in the profit and loss account, is as follows:

	Note	2025	2024
Current tax liability for the year as per applicable tax laws	*40.5*	**33,779,387**	30,548,770
Portion of current tax liability as per tax laws, representing income tax under IAS 12		**(20,188,665)**	(18,471,975)
Portion of current tax computed as per tax laws, representing levy in terms of requirements of IFRIC 21 / IAS 37		**(13,590,722)**	(12,076,795)
Difference		**-**	-

40.3 This represents portion of minimum tax paid under section 148 of the Income Tax Ordinance (ITO, 2001), representing levy in terms of requirements of IFRIC 21 / IAS 37.

40.4 This represents final taxes paid under section 150 of the Income Tax Ordinance, 2001 (ITO, 2001), representing levy in terms of requirements of IFRIC 21 / IAS 37, and includes super tax thereon.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

40.5 The aggregate of minimum / final tax and income tax, amounting to Rs. 33,779,387 represents tax liability of the Company calculated under the relevant provisions of the Income Tax Ordinance, 2001.

41. EARNINGS PER SHARE - BASIC AND DILUTED

	2025	2024
There is no dilutive effect on the basic earnings per share of the Holding Company, which is based on:		
Profit for the year attributable to the owners of the Holding Company	**16,444,491**	18,326,723
	--------------(Number of shares)--------------	
Weighted average number of ordinary shares in issue during the year	**469,473,300**	469,473,300
	--------------------- (Rupees) ---------------------	
Earnings per share - basic and diluted	**35.03**	39.04

42. CASH GENERATED FROM OPERATIONS

	Note	2025	2024
Profit before taxation, minimum tax differential and final taxes		**46,865,415**	48,168,556
Adjustments for:			
Depreciation of property, plant and equipment	*5.1.1*	**4,522,349**	3,908,261
Depreciation of right-of-use assets	*6.1*	**1,670,961**	1,182,116
Amortisation of intangibles	*7*	**232,593**	172,386
Provision for write down to net realisable value	*13*	**27,400**	380,567
Loss on termination of leases		**-**	4,766
(Reversal) / provision for impairment on trade debts - net	*14.4*	**(659,885)**	319,819
Reversal for impairment against doubtful other receivables - net	*17.4.1*	**(5,466,263)**	(58,481)
Provision / (reversal) for impairment against stores, spares, chemicals and loose tools	*12.1*	**105,211**	(75,250)
Provision for retirement and other services benefits		**3,036,715**	2,823,515
Gain on disposal of operating assets	*35*	**(103,767)**	(61,805)
Share of profit from associates - net of tax	*8.3.3*	**(315,687)**	(1,645,162)
Dividend income from FVOCI Investment	*35*	**(1,500,000)**	(194,475)
Interest on lease payments	*39*	**1,374,182**	944,048
Finance costs	*39*	**36,039,750**	55,023,719
		38,963,559	62,724,024
Changes in:			
- Stores, spares, chemicals and loose tools		**408,291**	(381,334)
- Stock-in-trade		**47,742,924**	8,929,286
- Trade debts		**49,485,361**	12,709,447
- Loans and advances		**160,221**	(691,377)
- Short-term deposits and prepayments		**(1,048,975)**	866,707
- Other receivables		**(24,306,514)**	(27,426,977)
- Short-term investments		**2,815,771**	(4,200,895)
- Trade and other payables		**71,714,227**	6,902,033
		146,971,306	(3,293,110)
		232,800,280	107,599,470

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

43. CASH AND CASH EQUIVALENTS

Cash and cash equivalents includes:

	Note	2025	2024
- Cash and bank balances	*19*	**60,896,001**	20,389,901
- Short-term investments	*18*	**46,999,504**	-
- Finances under mark-up arrangements	*31*	**(980,436)**	(12,396,196)
		106,915,069	7,993,705

44. SEGMENT INFORMATION

44.1 Segment wise results are as follows:

	2025						2024					
	Petroleum Products	LNG	Refining Operation	Others	Intergroup Elimination	Total	Petroleum Products	LNG	Refining Operation	Others	Intergroup Elimination	Total
	(Rupees in millions)											
Net Sales	2,155,500	982,256	310,351	11,634	(140,957)	3,318,784	2,528,617	1,033,886	305,540	9,247	(135,208)	3,742,082
Cost of products sold	(2,088,028)	(953,457)	(308,618)	(11,195)	139,665	(3,221,633)	(2,458,196)	(1,008,227)	(290,690)	(8,667)	134,962	(3,630,818)
Gross profit	67,472	28,799	1,733	439	(1,292)	97,151	70,421	25,659	14,850	580	(246)	111,264
Other income	12,167	-	2,652	10,439	(893)	24,365	16,864	-	4,431	6,995	-	28,290
Administrative, distribution and marketing expenses	(25,546)	(2,221)	(2,264)	(937)	-	(30,968)	(20,223)	(3,350)	(2,034)	(678)	-	(26,285)
Other expenses	(3,177)	(111)	(2,450)	(846)	-	(6,584)	(4,605)	1,223	(6,870)	(526)	-	(10,778)
Operating cost	(28,723)	(2,332)	(4,714)	(1,783)	-	(37,552)	(24,828)	(2,127)	(8,904)	(1,204)	-	(37,063)
Profit from operations	50,916	26,467	(329)	9,095	(2,185)	83,964	62,457	23,532	10,377	6,371	(246)	102,491
Finance costs	(8,718)	(25,000)	(3,788)	-	92	(37,414)	(12,564)	(39,774)	(3,630)	-	-	(55,968)
Share of profit of associates - net of tax	-	-	-	316	-	316	-	-	19	1,626	-	1,645
Profit / (loss) before taxation, minimum tax differential and final taxes	42,198	1,467	(4,117)	9,411	(2,094)	46,865	49,893	(16,242)	6,766	7,997	(246)	48,168
Minimum tax differential	(53)	(11,337)	(1,826)	-	-	(13,216)	-	(11,593)	(10)	-	-	(11,603)
Final taxes	-	-	-	(375)	-	(375)	(128)	-	(345)	-	-	(473)
	(53)	(11,337)	(1,826)	(375)	-	(13,591)	(128)	(11,593)	(355)	-	-	(12,076)
Profit / (loss) before taxation	42,145	(9,870)	(5,943)	9,036	(2,094)	33,275	49,765	(27,835)	6,411	7,997	(246)	36,092
Taxation	(18,360)	1,439	1,188	(3,300)	-	(19,033)	(11,976)	-	(2,534)	(1,932)	-	(16,442)
Profit / (loss) for the year	23,785	(8,431)	(4,755)	5,736	(2,094)	14,242	37,789	(27,835)	3,877	6,065	(246)	19,650

44.2 As referred in note 3.21 to these consolidated financial statements, the expenses have been allocated based on the sales volume in metric tons, which is in line with the basis of reporting to Management Committee.

44.3 Net sales in LNG segment relates to single customer.

44.4 Receivables and payables balances pertaining to LNG segment have been disclosed in notes 14.6 and 28.3 respectively. Moreover, majority of the remaining assets and liabilities pertains to the petroleum segment.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

44.5 Out of total sales of the Group, 98.2% (2024: 99.2%) relates to customers in Pakistan. Further, all non-current assets of the Group as at June 30, 2025 are located in Pakistan.

44.6 The Group sells its products to dealers, OMCs, government agencies and autonomous bodies, independent power projects and other corporate customers. Sales to five major customers of the Group are approximately 37% during the year ended June 30, 2025 (2024: 34%).

44.7 Out of total gross sales of the Group, sales amounting to Rs. 1,159,692,105 (2024: Rs. 1,218,172,715) relates to circular debt customers.

45. FINANCIAL INSTRUMENTS BY CATEGORY

	Note	2025	2024
45.1 Financial assets as per statement of financial position			
Fair value through other comprehensive income			
- Long-term investments - Pak-Arab Pipeline Company Limited	*8*	**8,094,954**	4,558,321
Fair value through profit or loss			
- Short-term Investments - Treasury Bills	*18*	**1,385,124**	4,200,895
At amortised cost			
- Loans and advances		**2,050,924**	1,473,171
- Deposits		**869,484**	550,362
- Trade debts	*14*	**444,113,690**	492,939,166
- Other receivables		**19,029,633**	17,177,219
- Short-term Investments	*18*	**46,999,504**	-
- Cash and bank balances	*19*	**60,896,001**	20,389,901
		573,959,236	532,529,819
		583,439,314	541,289,035
45.2 Financial liabilities as per statement of financial position			
At amortised cost			
- Long-term borrowings	*24*	**9,200,000**	3,000,000
- Lease liabilities	*25*	**13,145,471**	8,370,484
- Trade and other payables		**372,250,296**	296,637,424
- Unclaimed dividend	*29*	**1,729,116**	1,640,667
- Accrued interest / mark-up	*31.5*	**3,044,627**	5,424,511
- Short-term borrowings	*31*	**371,537,732**	428,997,487
		770,907,242	744,070,573

45.3 **Fair values of financial assets and liabilities**

A fair value measurement assumes that the asset or liability is exchanged in an orderly transaction between market participants to sell the asset or transfer the liability at the measurement date under current market conditions.

The carrying values of all financial assets and liabilities reflected in these consolidated financial statements approximate their fair values.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

Fair value estimation

The Group discloses the financial instruments carried at fair value in the statement of financial position in accordance with the following fair value hierarchy:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).
- Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

As at June 30, 2025, except for the Holding Company's investment in Pak-Arab Pipeline Company Limited and Subsidiary's (PRL) investment in Treasury Bills, none of the financial instruments are carried at fair value. The valuation technique and assumptions used in fair valuation are disclosed in note 8.2 and 18 of these consolidated financial statements.

46. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

46.1 Financial risk factors

Introduction and overview

The Group has exposure to the following risks from financial instruments:

- market risk
- credit risk
- liquidity risk
- operational risk

This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk, fair value of financial instruments and the Group's management of capital.

Financial risk factors and risk management framework

The Group’s overall risk management programme focuses on having cost effective funding as well as to manage financial risk to minimise earnings volatility and provide maximum return to shareholders.

The Group's objective in managing risk is the creation and protection of shareholders' value. Risk is inherent in the Group's activities but it is managed through monitoring and controlling activities which are based on limits established by the internal controls set on different activities of the Group by the Board of Management of the Holding Company and Board of Directors of the Subsidiary Company through specific directives. These controls and limits reflect the business strategy and market environment of the Group as well as the level of the risk that the Group is willing to accept.

The Group’s finance department oversees the management of the financial risk reflecting changes in the market conditions and also the Group's risk taking activities, and provide assurance that these activities are governed by appropriate policies and procedures and that the financial risks are identified, measured and managed in accordance with the Group's policies and risk appetite.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

(a) Market risk

Market risk is the risk that the value of the financial instrument may fluctuate as a result of changes in foreign exchange rates, market interest rates or the equity prices due to a change in credit rating of the issuer or the instrument, change in market sentiments, speculative activities, supply and demand of securities and liquidity in the market. There has been no change in the Group's exposure to market risk or the manner in which this risk is managed and measured except for the fair valuation of Group's Investment in Pak-Arab Pipeline Company Limited.

Under market risk the Group is exposed to currency risk, interest rate risk and other price risk (equity price risk).

(i) Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group imports crude oil, petroleum products, LNG, chemicals and is exposed to currency risk, primarily with respect to foreign creditors for purchase of aforementioned products denominated in US Dollars (US$ or USD).

	USD'000		PKR	
	2025	**2024**	**2025**	**2024**
Trade payables	**580,108**	592,838	**164,730,349**	165,156,762
Advances	**3,071**	2,630	**872,057**	732,684
	Average rates		**Spot rate**	
	2025	**2024**	**2025**	**2024**
USD to PKR	**279.57**	283.47	**283.97**	278.59

The Group has incurred exchange losses of Rs. 11,831,045 (2024: Rs. 3,763,294) and Rs. 15,227 (2024: Rs. 685,091) that have been recognized as part of cost of products sold and other expenses respectively. Exchange losses recognized as part of cost of products sold have been recovered through the pricing mechanism.

Further, the Group has also availed foreign currency borrowing (FE-25) as of June 30 2025. However, there is no foreign currency risk involved on these borrowings as detailed in note 17.2 to these consolidated financial statements.

The Group has limited exposure to foreign currency risks, and any fluctuations in exchange rates are not expected to have a material financial impact on the Group.

(ii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Group's interest rate risk arises from local creditors, security deposits, borrowings and running finance facilities amounting to Rs. 481,848,587 (2024: Rs. 525,527,988). These are benchmarked to variable rates which exposes the Group to cash flow interest rate risk only.

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

	Carrying amount	
	2025	**2024**
Variable rate instruments		
Financial assets		
- Saving accounts	**56,645,944**	13,855,330
Financial liabilities		
- Long-term borrowings	**(9,200,000)**	(3,000,000)
- Short-term borrowings	**(371,537,732)**	(428,997,487)
- Local creditors	**(30,343,589)**	(49,611,700)
- Security deposits	**(231,100)**	(239,400)
	(411,312,421)	(481,848,587)
Net financial liabilities at variable interest rates	**(354,666,477)**	(467,993,257)

Cash flow sensitivity analysis for variable rate instrument

A change of 100 basis points in interest rates at the year end would have increased or decreased the profit for the year and shareholder's equity by Rs. 2,163,466 (2024: Rs. 2,854,759). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis as performed in 2024.

(iii) Equity price risk

Equity price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from currency risk or interest rate risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

As at June 30, 2025, Group's investment in Pak-Arab Pipeline Company Limited is measured at fair value. Sensitivity related to risks have been disclosed in note 8.2.2.

(b) Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss, without taking into account the fair value of any collateral. Concentration of credit risk arises when a number of counter parties are engaged in similar business activities or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentration of credit risk indicates the relative sensitivity of the Group's performance to developments affecting a particular industry.

Credit risk arises from balances with banks and financial institutions, trade debts, loans, advances, deposits and other receivables. The credit risk on liquid fund is limited because the counter parties are banks with reasonably high credit rating. The maximum exposure to credit risk before any credit enhancement is given below:

	Statement of financial position	Maximum exposure	Statement of financial position	Maximum exposure
	2025		**2024**	
Financial assets at amortised cost				
- Loans and advances	**2,050,924**	**2,050,924**	1,473,171	1,473,171
- Deposits	**869,484**	**869,484**	550,362	550,362
- Trade debts	**444,113,690**	**60,814,999**	492,939,166	66,804,715
- Other receivables	**19,029,633**	**19,025,633**	17,177,219	17,144,166
- Bank balances	**60,880,225**	**60,880,225**	20,376,391	20,376,391
	526,943,956	**143,641,265**	532,516,309	106,348,805

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

Significant concentration of credit risk is on amounts due from Government agencies and autonomous bodies amounting to Rs. 401,804,296 (2024: Rs. 430,053,810). Credit risk on private sector other than retail sales is covered to the maximum possible extent through legally binding contracts. The Group attempts to control credit risk by monitoring credit exposures, limiting transactions with specific customers and continuing assessment of credit worthiness of customers. Sales to dealers are settled in cash or using short-term financial instruments. However, some of the Group's trade debts are secured by way of bank guarantees and security deposits.

Loans, advances, deposits, and other receivables as mentioned in notes 9, 10, 15, 16 and 17 other than those provided in these notes are neither past due nor impaired.

Based on the past experience, past track record of recoveries and forward looking information, the Group believes that the past due amount included in above trade debts (net of existing provision) do not require any further provision or impairment testing.

The credit quality of the Group's bank balances can be assessed with reference to external credit ratings as follows:

Bank	Date of Rating	Rating agency	Rating	
			Short term	Long term
Allied Bank Limited	June 2025	PACRA	A1+	AAA
Askari Bank Limited	June 2025	PACRA	A1+	AA+
Bank Alfalah Limited	June 2025	PACRA	A1+	AAA
Bank Al-Habib Limited	June 2025	PACRA	A1+	AAA
Citibank N.A. - Pakistan Branches	June 2025	Moody's	P-1	Aa3
Faysal Bank Limited	June 2025	PACRA	A1+	AA
Habib Bank Limited	June 2025	VIS	A1+	AAA
Habib Metropolitan Bank Limited	June 2025	PACRA	A1+	AA+
MCB Bank Limited	June 2025	PACRA	A1+	AAA
Meezan Bank Limited	June 2025	VIS	A1+	AAA
National Bank of Pakistan	June 2025	PACRA	A1+	AAA
Standard Chartered Bank (Pakistan) Limited	June 2025	PACRA	A1+	AAA
United Bank Limited	June 2025	VIS	A1+	AAA
Soneri Bank Limited	June 2025	PACRA	A1+	AA-
The Bank of Punjab	June 2025	PACRA	A1+	AA+
JS Bank Limited	June 2025	PACRA	A1+	AA
MCB Islamic Bank Limited	June 2025	PACRA	A1	A+
Bank of China - Pakistan Operations	June 2025	SP Global	A-1	A

Settlement risk

Settlement risk is the risk of loss due to the failure of an entity to honour its obligations to deliver cash or other assets as contractually agreed on sale. The risk is addressed more or less in accordance with the parameters set out in the credit risk management above.

(c) Liquidity risk

Liquidity risk represents the risk that the Group will encounter difficulties in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities. Due to dynamic nature of the business the Group maintains flexibility in funding by maintaining committed credit lines available.

The Group's liquidity management involves projecting cash flows and considering the level of liquid assets necessary to meet the financial liabilities, monitoring of liquidity ratios and maintaining debt financing plans.

Notes to the Consolidated Financial Statements

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(Amounts in Rs. '000)

The following are the contractual maturities of financial liabilities, including estimated interest payments.

Maturity analysis of financial liabilities

The table below analyses the Group's financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date and represents the undiscounted cash flows.

	Contractual maturity Up to three months	
	2025	2024
Financial liabilities		
Trade and other payables	**372,250,296**	296,637,424
Unclaimed dividend	**1,729,116**	1,640,667
Accrued interest / mark-up	**3,044,627**	5,424,511
Short-term borrowings	**371,537,732**	428,997,487
	748,561,771	732,700,089

In respect of above, there were no liabilities with remaining contractual maturity of more than three months from reporting date. Further, maturity analysis of long-term borrowings and lease liabilities has been disclosed in note 24 and 25 respectively to the consolidated financial statements.

(d) Operational risk

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the processes, technology and infrastructure supporting the Group's activities, either internally within the Group or externally at the Group's service providers, 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 operation behaviour. Operational risks arise from all of the Group's activities along with refinery segment.

Business Continuity Plans for respective areas are in place and tested. Work-from-Home capabilities have been enabled for staff where required, while ensuring adequate controls to ensure that Group's information assets are adequately protected from emerging cyber threats.

The Group's objective is to manage operational risk so as to balance limiting of financial losses and damage to its reputation while achieving its business objective and generating returns for investors.

Primary responsibility for the development and implementation of controls over operational risk rests with the management of the Group. This responsibility encompasses the controls in the following areas:

- requirements for appropriate segregation of duties between various functions, roles and responsibilities;
- 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;
- ethical and business standards;
- risk mitigation, including insurance where this is effective; and
- operational and qualitative track record of the plant and equipment supplier and related service providers.

Notes to the Consolidated Financial Statements

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(Amounts in Rs. '000)

46.2 Capital risk management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide adequate returns to shareholders and to benefit other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. The Group is not subject to any externally imposed capital requirements.

The Group manages its capital structure and makes adjustment to it in the light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders or issue new shares.

The capital structure of the Group consist of net debt consistent with other companies in the industry, the Group monitors the capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings less cash and bank balances with lenders. Total capital is calculated as sum of equity shown in statement of financial position and net debt.

The gearing ratios as at June 30, 2025 and June 30, 2024 were as follows:

	Note	2025	2024
Long-term borrowings	*24*	**9,200,000**	3,000,000
Short-term borrowings	*31*	**371,537,732**	428,997,487
Cash and bank balances with lenders		**(60,880,225)**	(20,376,391)
Net debt		**319,857,507**	411,621,096
Total equity		**262,934,862**	251,032,529
Total capital		**582,792,369**	662,653,625
Gearing ratio		**54.88%**	62.12%

The Group finances its operations through equity, borrowings and management of working capital with a view to maintaining an appropriate mix between various sources of finance to minimise risk.

47. TRANSACTIONS WITH RELATED PARTIES

47.1 Following are the related parties with whom the Group had entered into transactions or had agreements and / or arrangements in place during the year:

Name of Related parties	Direct Shareholding	Relationship
Government of Pakistan	22.47%	Controlling Authority
Pak-Arab Refinery Company Limited	N/A	Government related entity
K-Electric Limited	N/A	Government related entity / Common Directorship
Pakistan International Airlines Corporation Limited	N/A	Government related entity
Karachi Port Trust	N/A	State owned / controlled entities
Civil Aviation Authority	N/A	State owned / controlled entities
Pakistan Railways	N/A	State owned / controlled entities
National Insurance Company Limited	N/A	State owned / controlled entities
National Bank of Pakistan	N/A	State owned / controlled entities
Pakistan Steel Mills Corporation (Pvt.) Limited	N/A	State owned / controlled entities
PSO Employees Empowerment Trust	3.04%	State owned / controlled entities
WAPDA Foundation	N/A	State owned / controlled entities

Notes to the Consolidated Financial Statements

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Name of Related parties	Direct Shareholding	Relationship
Pak Grease Manufacturing Company (Private) Limited	49.26%	Associate
Asia Petroleum Limited	49%	Associate
Retirement benefit funds namely: 1. Pension funds 2. Gratuity funds 3. Provident funds	N/A	Post employment benefits
PSO CSR Trust	N/A	Trust Controlled by KMP
Board of Management	N/A	Charged with governance
Pak-Arab Pipeline Company Limited	12.5%	Government related entity/ Common Directorship
Water and Power Development Authority	N/A	Government related entity
Genco Holding Company Limited	N/A	Government related entity / Common Directorship
Sui Northern Gas Pipelines Limited	N/A	Government related entity / Common Directorship
Sui Southern Gas Company Limited	N/A	Government related entity
Oil Companies Advisory Council	N/A	Government related entity
Oil and Gas Development Company	N/A	Government related entity
Pakistan Petroleum Limited	N/A	Government related entity / Common Directorship
Oil and Gas Regulatory Authority (OGRA)	N/A	Regulatory Authority - Government related entity
Federal tax authorities	N/A	Regulatory Authorities - Government related entity
Public Procurement Regulatory Authority	N/A	Regulatory Authority / Common Directorship
Private Power & Infrastructure Board	N/A	Regulatory Authority / Common Directorship
Pakistan Mineral Development Corporation	N/A	Government related entity / Common Directorship
Pakistan National Shipping Corporation	N/A	Government related entity
Port Qasim Authority (PQA)	N/A	Government related entity
ABM Investment	N/A	Government related entity
Digital Bridge (Pvt.) Limited	N/A	Common Directorship
ABM Logistics	N/A	Common Directorship
Marina City Developers	N/A	Common Directorship
Independent System & Market Operator	N/A	Common Directorship
Prestige Communications (Pvt.) Ltd.	N/A	Common Directorship
MM Management Consultants (Pvt.) Limited	N/A	Common Directorship
Hinopak Limited	N/A	Common Directorship
Petromen Corporation - Saudi Arabia	N/A	Common Directorship
Faisalabad Electric Supply Company	N/A	Government related entity
Islamabad Electric Supply Company	N/A	Government related entity
National Power Parks Management Company (Pvt.) Ltd	N/A	Common Directorship
Power Holding (Private) Limited	N/A	Government related entity / Common Directorship
Saudi Pak Investment Company	N/A	Common Directorship
Mari Energies Limited	N/A	Common Directorship
Saindak Metals Limited	N/A	Common Directorship
Petroleum Institute of Pakistan	N/A	Common Directorship
Cnergyico PK Limited	N/A	Common Directorship
Pakistan LNG Limited	N/A	Government related entity / Common Directorship
Pakistan LNG Terminals Limited	N/A	Government related entity
Gas & Oil Pakistan Limited	N/A	Associated Company
Meezan Bank Limited	N/A	Associated Company
Overseas Investors Chamber of Commerce and Industry	N/A	Associated Company
Flow Petroleum (Private) Limited	N/A	Associated Company
Taj Gasoline Private Limited	N/A	Associated Company
Gulzar G Khoja	N/A	Key management personnel
Abdus Sami	N/A	Key management personnel
Rashid Umer Siddiqui	N/A	Key management personnel
Mohsin Ali Mangi	N/A	Key management personnel

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

Name of Related parties	Direct Shareholding	Relationship
Shah Mujadad Uddin Jawad	N/A	Key management personnel
Asif Aslam Khan	N/A	Key management personnel
Raja Imranullah Khan	N/A	Key management personnel
Mansoor Ismail	N/A	Key management personnel
Nadeem Afridi	N/A	Key management personnel
S Khawar Abbas Jillani	N/A	Key management personnel
Asad Raza Faiz	N/A	Key management personnel
Syed Moinuddin Balkhi	N/A	Key management personnel
Babar Hamid Chaudhary	N/A	Key management personnel
Muhammad Ali	N/A	Key management personnel
Muhammad Zeeshan Hyder	N/A	Key management personnel
Mir Shahzad Khan Talpur	N/A	Key management personnel
Brig. (R) Rizwan Ahmed	N/A	Key management personnel
Syed Sajjad	N/A	Key management personnel
Shamail Sharaf Shah	N/A	Key management personnel
Raja Muhammad Faisal Abdullah	N/A	Key management personnel
Ghulam Murtaza Sheikh	N/A	Key management personnel
Ayesha Afzal	N/A	Key management personnel
Iyshah Faizan	N/A	Key management personnel
Om Perkash	N/A	Key management personnel
Irfan Raouf Malik	N/A	Key management personnel
Nida Yousuf	N/A	Key management personnel
Shaista S. Sumar	N/A	Key management personnel
Amir Zaib	N/A	Key management personnel
Ambreen Ali	N/A	Key management personnel
Abdul Lateef Bawany	N/A	Key management personnel
Nimra Wasim	N/A	Key management personnel
Syed Muhammad Taha	N/A	Key management personnel / Director
Asad Rehman Gilani	N/A	Director
Hassan Mehmood Yousufzai	N/A	Director
Asif Baigmohamed	N/A	Director
Ahmed Jamal Mir	N/A	Director
Awais Manzur Sumra	N/A	Director
Mushtaq Malik	N/A	Director
Shahbaz Tahir Nadeem	N/A	Director
Waheed Ahmed Shaikh	N/A	Director
Zafar Abbas	N/A	Director
Muhammad Fakhre Alam Irfan	N/A	Director
Sajjad Azhar	N/A	Director

Notes to the Consolidated Financial Statements

For the year ended June 30, 2025

(Amounts in Rs. '000)

47.2 Related parties comprise of associates, retirement benefit funds, state owned / controlled entities, GoP and its related entities, and key management personnel. Details of transactions with the related parties during the year is in accordance with accounting and reporting standards. The transactions with related parties other than those disclosed elsewhere in these consolidated financial statements, are as follows:

Name of related parties and relationship with the Company	Nature of transactions	2025	2024
Associates			
- Pak Grease Manufacturing Company (Private) Limited	Purchases	**88,597**	24,995
	Dividend received	**7,683**	7,683
- Asia Petroleum Limited	Income facility charges	**175,885**	644,483
	Pipeline charges	**10,787**	-
	Dividend received	**644,819**	759,646
Retirement benefit funds			
- Pension Funds - Holding Company	Charge for the year	**641,461**	618,334
	Contributions	**406,276**	600,965
- Gratuity Funds - Holding Company	Charge for the year	**590,738**	706,951
	Contributions	**497,138**	727,213
- Provident Funds - Holding Company	Charge for the year	**233,697**	222,283
	Contributions	**233,697**	222,283
- Contributory Pension Funds - Holding Company	Charge for the year	**230,452**	231,617
	Contributions	**230,452**	231,617
- Management Pension Fund - Subsidiary	Charge for the year	**101,134**	19,834
	Contributions	**98,640**	143,065
- Non Management Pension Fund - Subsidiary	Charge for the year	**62,282**	31,262
	Contributions	**25,941**	31,262
- Management Gratuity Fund - Subsidiary	Charge for the year	**36,964**	54,460
	Contributions	**36,964**	31,649
- Non Management Gratuity Fund - Subsidiary	Charge for the year	**1,286**	765
	Contributions	**643**	-
- Management Provident Fund - Subsidiary	Charge for the year	**121,067**	116,385
	Contributions	**121,067**	116,385
Key management personnel	Managerial remuneration	**692,186**	515,865
	Housing and utilities	**175,188**	141,904
	Performance bonus	**85,750**	67,693
	Other allowances and benefits	**335,648**	253,762
	Retirement benefits	**151,155**	127,568
	Vehicles having net book value of Rs.10,649 (2024: Rs. 3,497) transferred under employee car scheme (sale proceeds)	**11,848**	3,497

Notes to the Consolidated Financial Statements

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(Amounts in Rs. '000)

47.3 Related parties by virtue of GoP holdings

The Federal Government of Pakistan directly holds 22.47% of the Holding Company's issued share capital and is entitled to appoint members of the Board of Management under the provisions of the Marketing of Petroleum Products (Federal Control) Act, 1974, for the management of the affairs of the Holding Company. The Holding Company, therefore, considers that the GoP is in a position to exercise control over it and therefore, regards the GoP and its various bodies as related parties for the purpose of the disclosures in respect of related parties.

The Group has availed the exemption available to it under its reporting framework, and therefore has not provided detailed disclosures of its transactions with GoP related entities, except for transactions stated below, which the group considers are significant:

Name of related parties and relationship with the Group	Nature of transactions	2025	2024
- Government of Pakistan	Dividend paid	1,055,041	791,281
	Price differential claim received	-	7,061,448
- PSOCL Employees Empowerment Scheme	Dividend paid to the trust	142,636	106,977
- Board of Management	Contribution	46,793	32,670
- Pak-Arab Pipeline Company Limited	Pipeline charges	8,270,787	7,979,319
	Dividend received	1,500,000	194,475
- Distribution Companies (DISCOs)	Utility charges	357,881	268,805
- Gas & Oil Pakistan Limited	Gross sales	7,766,051	2,278,965
- Oil and Gas Development Company Limited	Gross sales	6,987,074	6,173,614
	Purchases	16,815,824	3,612,200
- Pakistan Petroleum Limited	Gross sales	878,456	-
	Purchases	236,489	69,755
- GENCO	Gross Sales	448,454	1,766,436
- Pakistan International Airlines Corporation Limited	Gross Sales	37,905,049	51,642,091
	Purchases	7,471	11,322
- Pakistan Railways	Gross sales	36,961,531	34,474,769
- Pak-Arab Refinery Company Limited	Gross Sales	22,529,706	32,407,018
	Purchases	511,073,943	662,899,559
	Pipeline charges	1,724,597	1,604,598
	Services rendered	21,866	21,866
- Sui Northern Gas Pipelines Limited	Gross Sales	1,158,521,213	1,216,406,279

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(Amounts in Rs. '000)

Name of related parties and relationship with the Group	Nature of transactions	2025	2024
- Cnergyico PK Limited	Purchases	-	6,026,865
	Gross Sales	1,096,830	7,207,427
- Petroleum Institute of Pakistan	Services received	36,078	14,902
- K-Electric Limited	Gross Sales	11,133,822	20,885,004
	Income facility charges	6,394	8,959
	Utility charges	276,733	297,828

The transactions described below are collectively but not individually significant to these consolidated financial statements and therefore have been described below:

(i) The Group sells petroleum products to various government bodies in the normal course of its business and has banking relationship with institutions controlled by GoP. As an Oil Marketing Group, Oil and Gas Regulatory Authority (OGRA) is the regulatory authority of the Group.

(ii) The Group collects income tax, sales tax, federal excise duty and petroleum levy in capacity of withholding agent on behalf of GoP. The Group also pays various taxes and duties to different regulatory authorities including Federal Board of Revenue.

(iii) The Group incurs rental charges in respect of storage facilities at Keamari terminal and at various airports which are paid to Karachi Port Trust and Civil Aviation Authority, respectively. The Group also utilises port facilities of Port Qasim Authority and Karachi Port Trust.

(iv) The Group has obtained insurance cover for its inventory and fixed assets from National Insurance Company Limited.

(v) The Group utilises carriage services of Pakistan Railway for movement of its petroleum products.

(vi) The Group obtains utility services from Civil Aviation Authority, Sui Northern Gas Pipelines Limited and Sui Southern Gas Company Limited on account of utility charges.

(vii) The Group has obtained various financing facilities from National Bank of Pakistan.

(viii) The Group also pays dividend to various government related entities who are shareholders of the Group.

47.4 The status of outstanding receivables from and payables to related parties as at June 30, 2025 are included in respective notes to these consolidated financial statements.

47.5 Contributions to staff retirement benefit funds are in accordance with the terms of the service rules. Remuneration of key management personnel are in accordance with the terms of the employment / appointment. Other transactions with the related parties are carried out at agreed terms.

47.6 Dividend income is recorded on the basis of dividend / rates declared by the related party. Dividend paid is recorded on the basis of rates declared by the Group.

47.7 All the transactions with directors have been disclosed in the note 37.2 to these consolidated financial statements.

Notes to the Consolidated Financial Statements

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(Amounts in Rs. '000)

48. PROVIDENT FUND RELATED DISCLOSURES

The investments out of the provident funds have been made in accordance with the provisions of Section 218 of the Companies Act, 2017 and the conditions specified there under.

49. EVENTS AFTER THE REPORTING DATE

The Board of Management of the Holding Company in its meeting held on August 19, 2025 proposed (i) a final cash dividend of Rs. 10/- per share amounting to Rs. 4,694,734, (ii) Nil % Bonus shares (Nil shares) for approval of the members at the Annual General Meeting.

50. CAPACITY AND ACTUAL PERFORMANCE

	Lube Manufacturing Plant		Crude Refining Plant	
	---- Metric Tonne ----			
	2025	2024	2025	2024
	(Note 50.1)		(Note 50.2)	
Available capacity	**70,000**	70,000	**2,133,705**	2,133,705
Actual production	**44,792**	41,918	**1,713,410**	1,482,468

50.1 The above pertains to production from Lube manufacturing plant of the Group and the production is carried out as per sales demand.

50.2 The production from the Crude refining plant of the Group is carried at the level which gives optimal yield of products.

51. NUMBER OF EMPLOYEES

	2025	2024
Total employees as at June 30	**2,496**	2,490
Average number of employees during the year	**2,490**	2,505

52. CORRESPONDING FIGURES

Corresponding figures have been rearranged and reclassified, wherever considered necessary for the purposes of better presentation, the effects of which are not considered material.

53. GENERAL

The figures have been rounded off to nearest thousand Rupees unless otherwise stated.

54. DATE OF AUTHORISATION FOR ISSUE

These consolidated financial statements were approved and authorised for issue on August 19, 2025 by the Board of Management.

Syed Muhammad Taha	Mushtaq Malik	Gulzar Khoja
Managing Director & CEO	**Member - Board of Management**	**Chief Financial Officer**

Growing With Purpose

In a world that's constantly shifting, we don't just adapt – we innovate, we lead, and we shape the future. At PSO, we're driven by a clear vision: to propel Pakistan forward with purpose and precision. From embracing digital transformation to pioneering cleaner energy solutions, our evolution is guided by resilience, direction, and a commitment to meaningful growth.

Our growth isn't measured solely by numbers – it's reflected in the positive impact we create, the lives we touch, and the purpose we fulfill. With every step forward, we're not just evolving; we're elevating the nation.

Stakeholders' Information

Stakeholders' Engagement Policy

PSO cultivates trust with its stakeholders by embracing a transparent and open communication approach, understanding that clear and consistent messaging is vital to nurturing strong relationships and a positive reputation.

These stakeholder communications are carefully aligned with regulatory requirements, striking a balance between transparency and the safeguarding of sensitive corporate information.

Stakeholders' Identification and Engagement

A stakeholder is any party that has a stake or interest in a company's activities, performance, or future. This includes both internal stakeholders, such as employees and shareholders, and external stakeholders, like customers, suppliers, partners, and regulatory authorities. Stakeholders can either affect or be affected by the company's business, making their engagement and consideration crucial to its success.

PSO recognizes the significance of its stakeholder relationships and adopts a comprehensive approach to identify, engage, and manage these connections. By leveraging various channels, touch points, and research studies, the company ensures strong, collaborative relationships that yield win-win outcomes for both PSO and its stakeholders.

Through a combination of formal and informal interactions, the company maintains regular and periodic open dialogue with its diverse stakeholder community, which includes but is not limited to:

Government of Pakistan

As the majority shareholder, the Government of Pakistan holds a significant stake in PSO. It actively participates in decision-making processes, provides policy direction, and ensures the company's compliance with regulatory frameworks.

Employees

The company fosters a culture of open communication and collaboration through its open-door policy, encouraging continuous interaction among employees at all levels. A highly motivated and competent workforce is the cornerstone of PSO's human resource strategy, driving business success.

The company prioritizes regular employee engagement, recognizing its significance in boosting performance and achieving strategic objectives. To support its employees' well-being, PSO has invested in a state-of-the-art health and recreation club and a fully equipped medical centre. Additionally, the company focuses on employee development through training programs and cross-functional engagements, empowering its employees to grow professionally and contribute to the company's success.

Customers

The customer service department at PSO provides top-tier support, ensuring prompt resolution of customer complaints and queries. Customer satisfaction is paramount, driving the company's long-term success and sustainability.

PSO's customer portfolio includes dealers, distributors, and industries, with whom the company engages in an ongoing dialogue. Regular conferences and forums facilitate open communication, enabling PSO to understand customer expectations, gather feedback, and adapt its offerings to meet their needs.

Suppliers

The company's continued growth is attributed, in part, to its strategic alliances with reputable and reliable suppliers. Through continuous engagement, including vendor conferences, pre-bid meetings, and informal discussions, PSO nurtures these relationships, ensuring alignment with its business needs and promoting an environment that drives mutual success.

Shareholders

PSO focuses on building and maintaining strong relationships with its shareholders through transparent communication and active engagement. To facilitate informed investment, the company maintains a transparent and up-to-date online presence, providing easy access to relevant information on its website.

Quarterly and annual financial statements, as well as notices, are promptly uploaded to the stock exchange website. PSO encourages shareholder participation in Annual General Meetings and briefing sessions, providing a platform for investors to raise questions, express concerns, and share valuable insights. This collaborative approach enables PSO to leverage shareholder expertise, address areas for improvement, and refine its strategies to achieve optimal performance and drive long-term success.

Banks

The treasury department engages in regular discussions with premier banks to identify optimal borrowing and trade financing solutions, capitalizing on its well-established connections with the country's top financial players. While substantial receivables from the Power Sector and SNGPL necessitate occasional bank borrowings, PSO's robust banking relationships facilitate advantageous negotiations, resulting in reduced interest rates, superior financing terms, and exceptional customer service, which collectively enhance the company's EPS.

Regulators

PSO operates within a highly regulated market, necessitating ongoing engagement with key stakeholders, including OGRA, ministries, and other regulatory bodies across local, provincial, and federal levels.

To ensure effective collaboration, the company's senior management maintains regular, high-level dialogue with government officials, addressing various issues pertinent to the company and the broader oil industry. This strategic engagement enables PSO to provide valuable insights and input, influencing regulatory directives and shaping the policy landscape to support the company's interests and industry growth.

Media

As a key driver of success, media management has become an essential component of PSO's communications strategy. The company maintains a strong media presence through a multi-channel approach, utilizing press releases, TVCs, social media, and its website to share its achievements, financial results, CSR activities, and corporate news with the public. This proactive engagement generates awareness, builds brand equity, and reinforces PSO's reputation as a responsible and innovative industry leader.

Analysts

PSO conducts comprehensive briefing sessions to share in-depth information on its financial results and address analysts' questions on performance and future growth prospects. By engaging with analysts, the management acknowledges their influential role in shaping investor sentiment and market expectations.

These sessions provide PSO with valuable market intelligence, competitor analysis, and fresh perspectives, ultimately supporting informed decision-making, attracting potential investors, and enhancing the company's reputation among stakeholders.

Analysts' and Corporate Briefings

PSO and this BOM are committed to keeping stakeholders well-informed about the company. Keeping stakeholders educated helps minimize speculation and misinformation. To support this goal, the company follows a policy of holding regular Analysts' Briefings and Corporate Briefing Sessions

During the briefing session conducted in FY25 a range of important topics were discussed which included Company's Brief, company's operational and financial highlights, Group's financial highlights and PSO's future outlook.

The detailed presentation was followed up by question and answers session. Following is the summary of important discussions that took place during the briefing session:

- Reasons for decline in market share and PSO's future strategy in this respect
- Future expectations of Dividends
- Impact of International price movements on Company's profitability

Board Initiatives via Corporate Briefing Sessions

The BOM of PSO places great emphasis on transparent communication and active engagement with stakeholders. To strengthen trust, promote accountability, and ensure stakeholders remain well-informed, the Board undertook the following initiatives during the year:

- Adopted a formal corporate briefing policy to provide periodic updates on key developments, ensuring consistency and reliability of disclosures

  Delivered timely and transparent insights into the company's operational, financial, and strategic performance
- Facilitated open and constructive dialogue by providing stakeholders with a platform to ask questions, share feedback, and express concerns on significant matters
- Enhanced stakeholder understanding of the company's business environment, thereby reducing uncertainty and mitigating risks of misinformation or misinterpretation

Through these initiatives, the BOM reaffirmed its commitment to stakeholder engagement as a cornerstone of PSO's governance framework, fostering mutual trust, strengthening relationships, and supporting long-term sustainable value creation.

Corporate Benefits to Shareholders

PSO remains committed to delivering sustained, long-term value to its shareholders through a strategic focus on operational excellence, financial resilience, innovation, and diversification.

Building on this strategic foundation, PSO achieved significant milestones in FY25, including a 127.1% increase in market price of the company's shares and a proposed 100% dividend payout subject to approval at the upcoming Annual General Meeting.

Also, PSO's strong financial health is underscored by an impressive Total Shareholder Return (TSR) of 135.6% for the year, positioning it as a high-performing investment opportunity.

Resolution of Concerns Raised at the Last AGM

Safeguarding and maximizing the shareholders' value is an important goal of the company. Our Annual General Meeting is one of the most effective ways to engage our shareholders, wherein all queries and concerns of our shareholders are addressed and their advice for future actions is encouraged.

During the last AGM, all queries were responded to in detail and no matters of concern requiring further deliberation were raised.

Encouragement of the Shareholders to Attend the General Meetings

PSO actively encourages its shareholders to participate in the general meetings, recognizing the value of their attendance. To ensure transparency and compliance, the notice of these meetings is circulated well within the regulatory time frame.

The company publishes the notice in prominent Urdu and English newspapers that reach a large audience across the nation. As part of its commitment to keeping shareholders informed, PSO diligently updates the company's website with all relevant notices pertaining to the general meetings.

Presence of Chairman of Board Audit & Compliance Committee at AGM

The Chairman Board Audit & Compliance Committee attended the AGM for FY24 to answer questions on the committee's activities, matters within the scope of the committee's responsibilities and any other related question.

Redressal of Investors' Grievances

The Company Secretariat actively engages with investors by promptly addressing their queries, responding to their requests for information, and resolving their grievances through PSO's Share Registrar.

Investors' Relations Section on PSO's Website

The company disseminates information to its investors and shareholders through a mix of information exchange platforms, including its corporate website, maintained in both English and Urdu Languages under the applicable regulatory framework. The website is updated regularly to provide detailed and latest company information including but not limited to financial highlights, investor information, dividend and other requisite information

Pattern of Shareholding

As at June 30, 2025

No. of Shareholders	Having Shares From	Having Shares To	Shares Held
11,529	1	100	381,896
8,039	101	500	2,260,268
3,576	501	1,000	2,821,090
5,742	1,001	5,000	13,804,356
1,207	5,001	10,000	8,720,422
442	10,001	15,000	5,535,417
255	15,001	20,000	4,505,511
158	20,001	25,000	3,624,175
109	25,001	30,000	3,047,333
62	30,001	35,000	2,021,716
82	35,001	40,000	3,103,062
43	40,001	45,000	1,836,509
45	45,001	50,000	2,196,438
44	50,001	55,000	2,303,917
25	55,001	60,000	1,462,775
16	60,001	65,000	998,740
18	65,001	70,000	1,235,081
18	70,001	75,000	1,310,774
16	75,001	80,000	1,261,824
15	80,001	85,000	1,243,250
13	85,001	90,000	1,141,154
12	90,001	95,000	1,110,655
27	95,001	100,000	2,666,764
6	100,001	105,000	611,526
7	105,001	110,000	755,165
5	110,001	115,000	561,647
7	115,001	120,000	827,569
3	120,001	125,000	366,378
4	125,001	130,000	511,016
4	130,001	135,000	536,718
5	135,001	140,000	691,294
3	140,001	145,000	427,158
5	145,001	150,000	743,787
5	150,001	155,000	759,487
4	155,001	160,000	628,760
3	160,001	165,000	489,617
2	165,001	170,000	337,500
2	170,001	175,000	346,300
3	175,001	180,000	536,507
1	180,001	185,000	182,413
4	185,001	190,000	747,387
1	190,001	195,000	190,391

Pattern of Shareholding

As at June 30, 2025

No. of Shareholders	Having Shares From	To	Shares Held
10	195,001	200,000	1,994,106
3	200,001	205,000	604,890
2	205,001	210,000	418,000
6	210,001	215,000	1,271,080
1	215,001	220,000	216,750
4	220,001	225,000	897,150
2	225,001	230,000	453,000
1	230,001	235,000	233,108
4	235,001	240,000	950,354
3	245,001	250,000	745,000
2	250,001	255,000	503,484
1	255,001	260,000	260,000
1	260,001	265,000	262,975
3	265,001	270,000	803,036
1	270,001	275,000	274,000
1	275,001	280,000	279,500
1	285,001	290,000	290,000
3	295,001	300,000	897,600
5	305,001	310,000	1,536,466
2	310,001	315,000	629,815
1	315,001	320,000	316,556
3	320,001	325,000	962,250
1	325,001	330,000	330,000
3	330,001	335,000	1,000,218
1	335,001	340,000	337,600
1	340,001	345,000	345,000
2	345,001	350,000	700,000
1	355,001	360,000	360,000
1	360,001	365,000	360,800
1	375,001	380,000	380,000
1	380,001	385,000	384,179
2	390,001	395,000	783,618
1	405,001	410,000	410,000
1	430,001	435,000	433,583
1	435,001	440,000	437,049
1	440,001	445,000	443,558
2	445,001	450,000	898,934
1	450,001	455,000	455,000
1	455,001	460,000	456,500
1	460,001	465,000	461,698
1	465,001	470,000	466,188
1	475,001	480,000	479,146

Pattern of Shareholding

As at June 30, 2025

No. of Shareholders	Having Shares From	Having Shares To	Shares Held
1	505,001	510,000	510,000
1	520,001	525,000	525,000
1	525,001	530,000	527,294
1	540,001	545,000	542,868
3	545,001	550,000	1,647,250
2	585,001	590,000	1,177,767
1	595,001	600,000	600,000
1	600,001	605,000	602,511
1	620,001	625,000	621,924
1	625,001	630,000	630,000
1	630,001	635,000	631,447
1	645,001	650,000	649,319
1	650,001	655,000	652,345
2	655,001	660,000	1,312,531
1	665,001	670,000	667,959
1	670,001	675,000	670,060
1	685,001	690,000	687,514
1	730,001	735,000	735,000
1	745,001	750,000	750,000
1	760,001	765,000	760,544
1	785,001	790,000	786,200
1	790,001	795,000	793,624
1	795,001	800,000	800,000
1	820,001	825,000	821,455
1	895,001	900,000	900,000
1	920,001	925,000	921,295
1	935,001	940,000	938,004
2	1,005,001	1,010,000	2,016,000
1	1,025,001	1,030,000	1,027,955
1	1,035,001	1,040,000	1,039,264
1	1,040,001	1,045,000	1,044,352
1	1,045,001	1,050,000	1,050,000
1	1,145,001	1,150,000	1,150,000
1	1,165,001	1,170,000	1,165,633
1	1,215,001	1,220,000	1,215,674
1	1,265,001	1,270,000	1,269,537
1	1,315,001	1,320,000	1,315,700
1	1,330,001	1,335,000	1,331,023
1	1,335,001	1,340,000	1,336,086
1	1,365,001	1,370,000	1,366,047
1	1,375,001	1,380,000	1,379,290
1	1,405,001	1,410,000	1,409,001

Pattern of Shareholding

As at June 30, 2025

No. of Shareholders	Having Shares From	Having Shares To	Shares Held
1	1,415,001	1,420,000	1,417,307
1	1,465,001	1,470,000	1,469,862
1	1,505,001	1,510,000	1,506,399
1	1,550,001	1,555,000	1,551,517
1	1,585,001	1,590,000	1,589,817
1	1,615,001	1,620,000	1,619,029
1	1,645,001	1,650,000	1,648,343
1	1,665,001	1,670,000	1,669,308
1	1,755,001	1,760,000	1,755,325
1	1,905,001	1,910,000	1,909,647
1	1,960,001	1,965,000	1,960,286
1	2,380,001	2,385,000	2,384,762
1	2,475,001	2,480,000	2,476,650
1	2,500,001	2,505,000	2,505,000
2	2,520,001	2,525,000	5,045,968
1	2,745,001	2,750,000	2,750,000
1	2,820,001	2,825,000	2,822,798
1	3,005,001	3,010,000	3,007,940
1	3,265,001	3,270,000	3,265,504
1	3,770,001	3,775,000	3,771,651
1	4,020,001	4,025,000	4,021,750
1	4,320,001	4,325,000	4,321,392
1	4,355,001	4,360,000	4,359,000
1	4,735,001	4,740,000	4,737,158
1	5,120,001	5,125,000	5,124,901
1	5,240,001	5,245,000	5,240,995
1	10,145,001	10,150,000	10,148,193
1	10,715,001	10,720,000	10,719,463
1	11,995,001	12,000,000	12,000,000
1	14,260,001	14,265,000	14,263,568
1	27,135,001	27,140,000	27,136,862
1	34,465,001	34,470,000	34,467,883
1	37,755,001	37,760,000	37,757,477
1	105,500,001	105,505,000	105,504,134
31,734			**469,473,300**

Pattern of Shareholding

As at June 30, 2025

Shareholders' Categories

	No. of Shareholders	No. of Shares Held	%
Members - Board of Management, Chief Executive Officer and their spouse and minor children	-	-	-
Associated companies, undertakings and related parties:			
Government of Pakistan	1	105,504,134	22.47
GoP's indirect holding:- PSOCL Employees Empowerment Trust	1	14,263,568	3.04
NIT and ICP	4	34,713,088	7.40
Banks, Development Financial Institutions, Non-Banking Financial Institutions	31	53,492,946	11.39
Insurance Companies	20	21,235,487	4.52
Modarabas and Mutual Funds	103	84,715,905	18.05
Shareholders holding 10% or more voting rights:	-	-	-
General Public:			
Resident	30,046	97,481,949	20.76
Non-resident	1,086	1,106,475	0.24
Others:			
Non-Resident Companies	74	14,895,540	3.17
Public Sector Companies & Corporations and Joint Stock Companies	171	18,452,168	3.93
Employee Trusts / Funds etc.	197	23,612,040	5.03
	31,734	**469,473,300**	**100.00**

Shareholders' and Investors' Information

Annual General Meeting

The annual shareholders' meeting will be held at 11:00 am on October 24, 2025 at Grand Ballroom, Pearl Continental Hotel, Karachi.

Managing Director & CEO's Interview

MD & CEO's presentation regarding PSO's performance, business overview, strategy and outlook may be viewed on the company's website https://www.psopk.com/en/investors/financial.

Shareholders' Enquiries

Enquiries about the shareholding, dividends should be directed either to Company's Registered Office or Share Registrar at the following address:

M/s. CDC Share Registrar Services Limited, CDC House, 99-B, Block 'B', S.M.C.H.S., Main Shahrah-e-Faisal, Karachi-74400.
Tel: (Toll Free) 0800-CDCPL (23275)
Fax: (92-21) 34326053
Email: info@cdcsrsl.com
Website: www.cdcsrsl.com

Quarterly Reports

The company publishes interim reports at the end of the first, second and third quarters of the financial year. The interim reports for the preceding year can be accessed at PSO's website (http://www.psopk.com) or printed copies may be obtained by writing to the Company Secretary.

Annual Report

PSO's Annual Report serves as a comprehensive overview of the company's performance throughout the year, while offering valuable insights into the future prospects.

The Annual Report may be downloaded from the company's website (http://www.psopk.com) or printed copies may be obtained by writing to the Company Secretary.

Stock Exchange Listing

Pakistan State Oil's shares are traded on Pakistan Stock Exchange. The symbol code for dealing in shares of Pakistan State Oil Company Limited is "PSO".

Glossary

As Low as Reasonably Practical (ALARP)
Automated Teller Machines (ATMs)
Automobile Track Services Pakistan (ATS)
Board of Management (BoM)
Business to business (B2B)
Business to consumer (B2C)
Calendar Year (CY)
Capital expenditure (Capex) Chief Executive Officer (CEO)
Company owned and company operated (CoCo)
Compressed Natural Gas (CNG)
Corporate Social Responsibility (CSR)
Collective Bargaining Agent (CBA)
Earnings before interest, taxes, depreciation and amortization (EBITDA)
Economic Coordination Committee (ECC)
Environment Social Governance (ESG)
Enterprise resource planning (ERP)
Financial Year (FY)
Fleet management tank lorries (FMTL)
Furnace Oil (FO)
Government of Pakistan (GoP)
Gross Domestic Product (GDP) Gross profit (GP)
Habib Bank Limited (HBL)
Heavy diesel engine oil (HDEO)
Health, safety and environment (HSE)
Hi-Cetane Diesel/High Speed Diesel (HSD) Human Resource (HR)
Incident response plan (IRP)
Independent Power Producers (IPPs)
Industrial Relations (IR)
Information Technology (IT)
International Monetary Fund (IMF)
IT disaster recovery plan (IT DRP)
Jet Fuel (JP-1)
Keamari Korangi Link Pipeline (KKLP)
Keamari Terminal A (KTA)
Key Performance Indicator (KPI)
Liquefied Natural Gas (LNG)
Liquefied Natural Gas (LNG)
Liquefied Petroleum Gas (LPG)
Lubricant Manufacturing Terminal (LMT)
Managing Director (MD)
Memorandum of Understanding (MoU)
Million British Thermal Unit (MMBTU)
Ministry of Energy (MoE)
Mobile quality testing units (MQTUs)
Motor Gasoline (MoGas)
Mobile quality testing units (MQTUs)
National Bank of Pakistan (NBP)
National environmental quality standards (NEQS)
National Examination Board in Occupational Safety and Health (NEBOSH)
National Highways Authority (NHA)
National Highways & Motorway Police (NH&MP)
National Command and Operation Centre (NCOC)
Near field communication (NFC)
Net profit (NP)
Oil Companies Advisory Council (OCAC)
Oil & Gas Regulatory Authority (OGRA)
Oil Marketing Company (OMC)
Pakistan Investment Bonds (PIBs)
Pakistani Rupee (PKR.)
Pakistan State Oil (PSO)
Pakistan Stock Exchange Limited (PSX)
Passenger car motor oil (PCMO)
Price Earnings Ratio (P/E)
Profit after tax (PAT)
Premier Motor Gasoline (PMG) Quarter (Qtr)
Quick Response (QR)
Research octane number (RON)
Securities & Exchange Commission of Pakistan (SECP) Secure Sockets Layer (SSL)
US Dollar (USD)
User experience (UX) User interface (UI)
Vendor Invoice Management System (VIMS) White Oil Pipeline (WOP)
Zulfiqarabad Oil Terminal (ZOT)

Feedback

Our commitment to maintaining the highest levels of transparency and accountability has been instrumental in driving our success in annual reporting. We welcome any questions or concerns you may have regarding the contents of this report and encourage you to contact us using the following information:

Tell: +92 21 111 111 776 (PSO), Ext.: 2845 | Ta'aluq Care Line: 0800-03000 | Website : www.psopk.com
Email: brand.management@psopk.com

ایفی(EFFIE)ایوارڈز

ایک اور سنگِ میل کے طور پر، پی ایس او نے ایفی ایوارڈز 2025ء میں دو سلور ایفی ایوارڈز جیتے، جہاں Carient with Conquer مہم نے آٹوموٹیو اور Renaissance دونوں زمروں میں کامیابی حاصل کی۔ یہ اعزازات پی ایس او کی کامیاب مہمات تخلیق اور پیش کرنے کی صلاحیت کو ظاہر کرتے ہیں، جو قابلِ پیمائش کاروباری نتائج فراہم کرتی ہیں اور ٹارگٹڈ سامعین کے ساتھ مؤثر طور پر منسلک ہوتی ہیں۔

پاکستان ڈیجیٹل ایوارڈز

پی ایس او کو پاکستان ڈیجیٹل ایوارڈز 2025ء میں دو باوقار ایوارڈز سے نوازا گیا، جن میں بہترین سی ایس آر مہم اور بہترین ہائی امپیکٹ مہم شامل ہیں۔ کمپنی کی تحفۂ رمضان اور شاہین مہم نے ان ایوارڈز کے حصول میں نمایاں کردار ادا کیا، مؤثر قصہ گوئی اور بامعنی اقدامات کے ذریعے مثبت تبدیلی پیدا کی۔

گلوبل ڈائیورسٹی، ایکویٹی اور انکلوژن بینچ مارک (جی ڈی ای آئی بی) اوارڈز

پی ایس او کو 2025ء کے گلوبل DEI بنچ مارکس ایوارڈ برائے in Excellence Retention and Advancement سے نوازا گیا، جس کے ذریعے کمپنی کی اپنی ٹیم کی ترقی، فلاح و بہبود اور کامیابی کو فروغ دینے کی کوششوں کو تسلیم کیا گیا۔

ڈریگن آف ایشیا ایوارڈ

پی ایس او نے تین معزز ڈریگن ایوارڈز حاصل کیے — سلور ڈریگن برائے Cause Sustainability & Environment، گولڈ ڈریگن برائے Innovative Idea/Concept، اور اپنی بلیو ایل پی جی کمپین "جیو نئے انداز سے" کے لیے بلیک ڈریگن ایوارڈ۔ یہ اعزازات پی ایس او کے مسلسل عزم کو ظاہر کرتے ہیں کہ وہ مستقبل کی توانائی کے حل فراہم کرتے ہوئے معاشرے اور ماحول پر مثبت اثر ڈال رہی ہے۔

رپورٹ برائے شیئر ہولڈرز

اعزازات اور ایوارڈز

میپ (MAP) کا 39 واں کارپوریٹ ایکسی لینس ایوارڈ

میپ (MAP) کا 39 واں کارپوریٹ ایکسی لینس ایوارڈ

39 ویں کارپوریٹ ایکسی لنس ایوارڈز 2024ء میں مسلسل کامیابیاں حاصل کرتے ہوئے، پی ایس او نے مینجمنٹ ایسوسی ایشن آف پاکستان (MAP) کی جانب سے آئل اینڈ گیس مارکیٹنگ کمپنیز کے شعبے میں قیادت، نظم و نسق، صارفین پر توجہ اور دیگر کلیدی شعبوں میں بہترین کارکردگی کے اعتراف میں پہلی پوزیشن حاصل کی۔

آئی کیپ (ICAP) کا بیسٹ کارپوریٹ رپورٹ ایوارڈ برائے 2023ء

اپنی عمدگی کی میراث پر قائم رہتے ہوئے، پی ایس او نے فیول اور انرجی سیکٹر میں بہترین کارپوریٹ رپورٹ ایوارڈ 2023ء میں دوسری پوزیشن حاصل کی، جو انسٹی ٹیوٹ آف چارٹرڈ اکاؤنٹنٹس آف پاکستان (ICAP) اور انسٹی ٹیوٹ آف کاسٹ اینڈ مینجمنٹ اکاؤنٹنٹس آف پاکستان (ICMAP) کی مشترکہ کمیٹی کی جانب سے پیش کیا گیا۔

ساؤتھ ایشین فیڈریشن آف اکاؤنٹنٹس (سافا) ایوارڈ

کمپنی کو ساؤتھ ایشین فیڈریشن آف اکاؤنٹنٹس (SAFA) کی جانب سے سرکاری شعبے کے اداروں کے زمرے میں بہترین پیش کی گئی سالانہ رپورٹ 2023ء کے لیے گولڈ ایوارڈ سے نوازا گیا۔ یہ معزز اعزاز کمپنی کی مالیاتی رپورٹنگ میں عمدگی کو اجاگر کرتا ہے اور اسے ساؤتھ ایشیا کی ممتاز علاقائی رپورٹنگ میں نمایاں کرتا ہے۔

ایچ آر پنیکل ایوارڈ 2025ء

پی ایس او کی توانائی کے شعبے میں ترقی اور جدت کو فروغ دینے والی شاندار قیادت اور اسٹریٹجک بصیرت کے اعتراف میں، کمپنی کے مینیجنگ ڈائریکٹر اور سی ای او، سید محمد طہٰ، کو ایچ آر پنیکل ایوارڈز میں معزز People’CEOs of the Year Award سے نوازا گیا۔

ان مربوط اقدامات کے ذریعے، پی ایس او کو یقین ہے کہ وہ اپنے وعدوں کو پورا کرنے، توانائی کے ابھرتے ہوئے تصورات کے مطابق خود کو ڈھالنے، اور پاکستان کے پائیدار مستقبل کی توانائی فراہم کرنے میں ایک تبدیلی ساز کردار ادا کرنے کے قابل ہے۔

معلومات اور مفروضوں کے ذرائع

کمپنی نے مختلف معتبر ذرائع سے بڑے پیمانے پر معلومات جمع کی ہیں جن میں وزارت خزانہ اور حکومت پاکستان کے ساتھ ساتھ پاکستان آٹو موبائل مینوفیکچررز ایسوسی ایشن، اور پاکستان اقتصادی سروے جیسے نمایاں اداروں کی اشاعتیں بھی شامل ہیں۔ مزید برآں پی ایس او نے بین الاقوامی مالیاتی فنڈ جیسے عالمی سطح پر تسلیم شدہ اداروں کی معلومات پر بھی انحصار کیا ہے۔

ہم کمپنی میں غیر متزلزل حمایت اور اعتماد کے لیے اپنے شیئر ہولڈرز، صارفین، کاروباری شراکت داروں اور ملازمین کا شکریہ ادا کرتے ہیں۔ ہم رہنمائی اور اعتماد کے لیے، حکومت پاکستان، بالخصوص وزارت توانائی (پٹرولیم ڈویژن) کے بھی شکرگزار ہیں۔
مستقبل میں، ہم پی ایس او میں جدت، برتری، اور پائیدار ترقی کو فروغ دینے کے لیے پرعزم ہیں، کامیابی کے لیے نئے سنگِ میل حاصل کرنے اور مزید بلند معیار قائم کرنے کی کوشش کرتے رہیں گے۔

سیّد محمد طہٰ
مینجنگ ڈائریکٹر اور سی ای او
19 اگست 2025ء
کراچی

آصف بیگ محمد
چیئرمین
19 اگست 2025ء
کراچی

رپورٹ برائے شیئر ہولڈرز

اسٹریٹجک لرننگ پروگراموں کے ذریعے مستقبل کے لیے تیار ٹیلنٹ کو پروان چڑھانا

پی ایس او سیکھنے کے جامع اقدامات، ویل نیس پروگراموں، اور ڈیجیٹل ٹرانسفارمیشن کے ذریعے ملازمین کی پرداخت کو ترجیح دیتی ہے۔ پچھلے سال کے دوران، مختلف ملازمین کی سطحوں پر 30 سے زائد ہدفی تربیتی پروگرامز فراہم کیے گئے، جو انہیں مستقبل کی کامیابی کے لیے ضروری مہارتوں سے لیس کرتے ہیں۔

کمپنی نے ٹیکنالوجی سے استفادہ کرتے ہوئے کور ایچ آر ماڈیولز کے لیے SAP SuccessFactors کو نافذ کیا اور نئے وینڈرز کے ذریعے میڈیکل سروسز کو ڈیجیٹائز کیا۔ ترقی اور استعداد کے اس عزم کے باعث پی ایس او کو GDEIB ایوارڈز میں "Retention" & "Advancement" کے لیے تسلیم کیا گیا۔

پی ایس او ایک شمولیتی کلچر کو فروغ دیتی ہے، جس میں رکاوٹیں ہٹانے اور خواتین میں نیٹ ورکنگ جیسے اقدامات شامل ہیں، تاکہ ملازمین کی آرا سننے اور پالیسی سازی میں ان کی اہمیت کو یقینی بنایا جا سکے۔

کاروبار کو آگے بڑھانے والے اسٹریٹجک پروجیکٹس میں شراکت داری اور تعاون قائم کرنا

پی ایس او کاروباری ترقی اور توانائی کی حفاظت کو فروغ دینے کے لیے اہم شراکت داریوں کی طرف پیش قدمی کر رہی ہے۔ قابلِ ذکر بات یہ ہے کہ کمپنی نے FWO کے ساتھ وائٹ آئل پائپ لائن پروجیکٹ کے لیے فرنٹ اینڈ انجینئرنگ ڈیزائن (FEED) مکمل کر لیا ہے، جبکہ ٹیرف پر بات چیت جاری ہے۔

پی ایس او نے GreenHubco اور BYD کے ساتھ ایک مشترکہ وینچر قائم کیا ہے تاکہ اپنے الیکٹرک وہیکل (EV) ایکو سسٹم کو وسعت دی جا سکے۔ یہ اسٹریٹجک شراکتیں طویل مدتی توانائی کی حفاظت کو یقینی بناتی ہیں اور کمپنی کو پائیدار ترقی اور کامیابی کے لیے مضبوط پوزیشن فراہم کرتی ہیں۔

پیش بینی بیان

پاکستان کے توانائی کے منظرنامے کے قلب میں، پی ایس او اپنے نصب العین کے لیے پرعزم ہے کہ وہ ملک کا اولین توانائی فراہم کنندہ بنے۔ کمپنی عالمی اور مقامی توانائی کے شعبے کی متحرک نوعیت کو تسلیم کرتی ہے اور ابھرتے ہوئے چیلنجز سے نمٹنے اور تبدیلی لانے والے مواقع سے استفادے کے لیے مکمل طور پر تیار ہے۔ اسٹریٹجک بصیرت، آپریشنل مضبوطی، اور صارف مرکزیت پر مبنی جدت کے ذریعے، پی ایس او اپنی قیادت برقرار رکھتے ہوئے توانائی کے شعبے میں بامعنی ترقی کے لیے کام کرتی ہے۔

کمپنی ساختی مسائل، خاص طور پر گردشی قرضے کے مسلسل مسئلے کو حل کرنے کے لیے فعال اقدامات جاری رکھے ہوئے ہے۔ پی ایس او نے حکومت پاکستان کے سامنے واضح تجاویز پیش کی ہیں جو زیرِ غور ہیں۔ اگرچہ پیش رفت تدریجی ہے، کمپنی اہم اسٹیک ہولڈرز کے ساتھ مل کر جامع حل کے لیے پرامید ہے۔ مالی سال 25ء کے دوران تجارتی واجبات میں کمی پی ایس او کے عزم اور فعال توجہ کا ثبوت ہے۔ گردشی قرضے کا حل کمپنی کی طویل مدتی مالی پائیداری اور شیئر ہولڈرز کی قدر پیدا کرنے کے لیے ناگزیر ہے۔

پی ایس او کو توقع ہے کہ مالی سال 26ء ایک چیلنجنگ کاروباری ماحول کا حامل ہوگا، جس میں کرنسی کا اتار چڑھاؤ، ضوابطی دباؤ، اور صارفین کی پست طلب ممکنہ رکاوٹوں میں شامل ہیں۔ بیرونی سپلائی چین میں خلل، قیمتوں کی غیر یقینی صورتحال، اور مالیاتی پابندیاں بھی تشویش کے ذرائع ہیں۔ کمپنی محتاطی اور لچک کے ساتھ ان چیلنجز کا مقابلہ کرنے کے لیے پرعزم ہے۔

ادارے کو مستقبل کے لیے مضبوط بنانے اور اسٹیک ہولڈرز کے اعتماد کو بڑھانے کے لیے، پی ایس او مندرجہ ذیل کلیدی شعبوں پر توجہ مرکوز کرے گی:

- **مالی استحکام کو برقرار رکھنا:** پی ایس او سرمائے کے منظم اختصاص پر زور دے گی، اپنے اخراجاتی ڈھانچے کو بہتر بنائے گی، اور وصولیوں کے مؤثر انتظام اور پورٹ فولیو کی اصلاح کے ذریعے سیالیت کو یقینی بنائے گی۔

- **آپریشنل برتری:** کمپنی اپنی ویلیو چین میں کارکردگی کو بڑھانے کے لیے انفراسٹرکچر کی مضبوطی کو فروغ دے گی، ٹیکنالوجی کو اپنائے گی، اور ملک بھر میں اپنے تمام آپریشنز میں اعلیٰ ترین ایچ ایس ای معیارات کو برقرار رکھے گی۔

- **جدت اور تنوع:** ایندھن اور لاجسٹکس میں اپنے مضبوط اساس پر تعمیر کرتے ہوئے، پی ایس او صاف توانائی کے حل، ڈیجیٹل ایکو سسٹمز، اور فِن ٹیک منصوبوں میں توسیع کرے گی جو توانائی کی عالمی تبدیلیوں اور صارفین کی توقعات سے ہم آہنگ ہوں۔

- **سماجی ذمہ داری:** کمپنی جامع ترقی کے لیے پرعزم رہتی ہے، کمیونٹیز کی بہتری، پائیداری میں سرمایہ کاری، اور اپنے سی ایس آر ٹرسٹ کے ذریعے صحت، تعلیم، اور ماحولیاتی تحفظ کے شعبوں میں تعاون جاری رکھتی ہے۔

ایچ ایس ای کی مہارت کے حصول کے لیے، کمپنی نے 4,000 سے زائد تربیتی گھنٹے فراہم کیے، 60 سے زائد مینجمنٹ آف چینج (MOC) کیسز کے ذریعے پراسیس سیفٹی مینجمنٹ کو فعال طور پر نافذ کیا، اور ڈیش بورڈز اور AI سے لیس ایک جامع E-HSE مینجمنٹ سسٹم کا آغاز کیا۔ مزید برآں، پی ایس او نے اپنی آئی ایس او 45001 سرٹیفیکیشن کو چھ اضافی سائٹس تک پھیلا دیا، جس سے کمپنی بھر میں اب مجموعی طور پر 21 سند یافتہ سائٹس ہوگئی ہیں۔

گیسولین اور ڈیزل میں مارکیٹ شیئر کو برقرار رکھنے کے ساتھ ساتھ لبریکنٹس اور ایل پی جی کاروبار کی نمو پر مضبوط توجہ

ایس او نے ڈاؤن اسٹریم زمرے میں اپنی برتری برقرار رکھی اور چیلنجز کے باوجود وائٹ آئل میں 45.7 فیصد مارکیٹ شیئر حاصل کیا۔ کمپنی نے گیسولین اور ڈیزل میں مضبوط پوزیشن برقرار رکھی، جس کا مارکیٹ شیئر بالترتیب 40.8 فیصد اور 46 فیصد رہا، جبکہ فروخت کے حجم بالترتیب 3.2 ملین ٹن اور 3.1 ملین ٹن تک پہنچ گئے۔
قابلِ ذکر بات یہ ہے کہ پی ایس او کے لبریکنٹس کے کاروبار میں سالانہ بنیاد پر 7.8 فیصد اضافہ ہوا، جس سے فروخت 41,000 ٹن تک پہنچی اور مارکیٹ شیئر 29 فیصد تک بڑھ گیا۔ پاک گیس ایل پی جی کے کاروبار نے بھی نمایاں نمو کا مظاہرہ کیا، جس میں فروخت 22.5 فیصد بڑھ کر ریکارڈ 60,000 میٹرک ٹن تک پہنچ گئی۔ پی ایس او کے ایل پی جی نیٹ ورک کے 181 ایکسچینج آؤٹ لیٹس تک پھیلاؤ، 450 سے زائد بزنس پارٹنرز، اور ملک بھر میں 16 پلانٹس کے قیام سے اس نمو کو مدد ملی۔

مالی استحکام کو بہتر بنانے کے لیے سرکاری اداروں سے وصولیوں کو کم کرنا

کمپنی نے لیکویڈیٹی کے مسائل کو حل کرنے میں نمایاں پیش رفت کی، خاص طور پر تجارتی وصولیوں کو 488 ارب روپے سے کم کرکے 437 ارب روپے تک لایا گیا۔ بالخصوص بجلی کے شعبے سے 20.2 ارب روپے اور سوئی گیس کے 24.7 ارب روپے تک کم ہوئے۔

ان اقدامات کے ساتھ کم ڈسکاؤنٹ ریٹس سے مالی اخراجات میں 36 فیصد کی نمایاں کمی دکھائی دی۔ پی ایس او حکومت اور اہم اسٹیک ہولڈرز کے ساتھ فعال رابطے کے لیے پرعزم ہے تاکہ گردشی قرضے کے مسائل کو حل کیا جاسکے اور ایسے حل نافذ کیے جائیں جو مستقبل میں وصولیوں میں اضافے کو روکیں، اس طرح طویل مدتی مالی استحکام کو یقینی بنایا جاسکے۔

مستقبل کی طلب کی تیاری کے لیے اپنے اثاثوں کے بنیادی ڈھانچے کی استعداد اور ساکھ میں اضافہ

قابلِ اعتماد اور موثر آپریشن کو یقینی بنانے کے لیے، پی ایس او نے اپنے اثاثوں کے انفراسٹرکچر کی اپ گریڈیشن میں سرمایہ کاری کی۔ اہم اقدامات میں 29 ٹینکوں کی کارگزاری کے جائزے، بڑے اسٹوریج یونٹس کی بحالی، اور متعدد تنصیبات پر فائر فائٹنگ اور فال اریسٹر سسٹمز کی اپ گریڈ شامل ہیں۔

کمپنی نے پرائمری اسٹوریج ٹینکوں کے لیے ریڈار گیجنگ سسٹمز کی 95 فیصد کوریج مکمل کرلی اور کیماڑی اور سہالہ میں پائپنگ میں تبدیلی کے ذریعے آپریشنل رکاوٹوں کو دور کیا۔ مزید برآں، پی ایس او نے اپنی لاجسٹکل صلاحیتوں کا مظاہرہ کرتے ہوئے متعدد بڑے کارگو کا انتظام کیا اور ZOT پر پہلی بار RON-95 اوشن ویسل کا ڈسچارج کامیابی کے ساتھ انجام دیا۔

ایس این جی پی ایل اور ایس ایس جی سی پی او کے ساتھ تھرڈ پارٹی معاہدے پر عملدرآمد کے ذریعے ایل این جی کاروبار کو بہتر بنانا

اگرچہ باضابطہ تھرڈ پارٹی معاہدے میں پیش رفت محدود رہی، پی ایس او نے اسٹیک ہولڈرز کے ساتھ مضبوط ہم آہنگی کے ذریعے ایل این جی آپریشنز کو بلاتعطل جاری رکھا۔

کمپنی نے سال کے دوران 109 ایل این جی کارگو کی کامیاب مینجمنٹ کی، جو مجموعی طور پر 6.6 ملین ٹن بنتے ہیں۔ یہ کارکردگی قطر انرجی کے ساتھ پی ایس او کے طویل مدتی معاہدوں اور مالی سال 25ء کے دوران ہموار سپلائی چین برقرار رکھنے کی کمپنی کی صلاحیت کی بنیاد پر ممکن ہوئی۔

کاروباری پراسس کی ری انجینئرنگ اور ڈیجیٹل ٹرانسفارمیشن کو اپنا کر آپریشنل استعداد کار میں مسلسل اضافہ

مالی سال 25ء میں پی ایس او کی ویلیو چین میں ڈیجیٹل انضمام میں اہم پیش رفت ہوئی۔ ٹینک گیجنگ، میٹرنگ، اور ٹرمینل آٹومیشن کو اہم تنصیبات میں نصب کیا گیا، جس سے ریئل ٹائم مانیٹرنگ اور اینالٹکس میں بہتری آئی۔

QR-based سرویز، کسٹمر ایپس، اور خودکار فیڈ بیک ٹولز کے آغاز سے شفافیت میں اضافہ ہوا۔ 100 فیصد اپ ٹائم آئی ٹی انفراسٹرکچر اور فعال ڈیزاسٹر ریکوری کی مدد سے پی ایس او نے اپنے تمام آپریشنز میں ڈیجیٹل مضبوطی، سپلائی چین کی مستعدی، اور سروس میں برتری کو یقینی بنایا۔

رپورٹ برائے شیئر ہولڈرز

- بورڈ آف مینجمنٹ کےغیر ایگزیکٹوارکان کے لیےکوئی مشاہرہ طےنہیں کیا گیا ہےاور ہراجلاس میں شرکت کے لیے مقررہ فیس ادا کی جاتی ہے۔فیس کا تعین بورڈ آف مینجمنٹ اجتماعی طور پر کرتا ہے۔
- کمپنی کے ایک منافع بخش کاروبار کے طور پر جاری رہنے کی صلاحیت کے بارے میں کوئی خدشات نہیں ہیں
- پی ایس او نے کارپوریٹ گورننس کے بہترین طریقوں سے مادی طور پرانحراف نہیں کیا ہے،جیسا کہ لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ریگولیشنز، 2019ء میں بیان کیا گیا ہے۔
- گزشتہ چھ برسوں کے کلیدی آپریٹنگ اور مالی اعدادوشمار خلاصے کی شکل میں منسلک کیے گئے ہیں۔

ہیئتِ ترکیبی

پراویڈنٹ، پنشن اور گریجویٹی فنڈز کی سرمایہ کاری کی مالیت درج ذیل ہے (30 جون، 2025ء تک غیر آڈٹ شدہ کھاتوں کے مطابق):

فنڈ	روپے (ملین)
پی ایس او سی ایل مینجمنٹ ایمپلائیز پنشن فنڈ	8,093
پی ایس او سی ایل ورکرز اسٹاف پنشن فنڈ	7,329
پی ایس او سی ایل ڈیفائنڈ کنٹری بیوشن پنشن فنڈ	7,442
پی ایس او سی ایل اسٹاف پراویڈنٹ فنڈ	4,067
پی ایس او سی ایل ایمپلائیز پراویڈنٹ فنڈ	2,166
پی ایس او سی ایل اسٹاف گریجویٹی فنڈ	8,659

- اس سال کے دوران بورڈ آف مینجمنٹ اور اس کی ذیلی کمیٹیوں کے 31 اجلاس منعقد ہوئے اور ہر رکن کی حاضری صفحہ نمبر 99 پر دی گئی ہے۔
- 30 جون، 2025ء تک، بورڈ کی ساخت مندرجہ ذیل تھی:

بورڈ ارکان کی کل تعداد:

مرد:	09
خواتین:	-

ترتیب وتشکیل

درجہ بندی	نام
خودمختار ارکان:	• جناب آصف بیگ محمد • جناب احمد جمال میر • جناب مشتاق ملک • جناب وحید احمد شیخ
نان ایگزیکٹو ارکان:	• ڈاکٹر محمد فخر عالم عرفان • جناب ظفر عباس • جناب سجاد اظہر • جناب شہباز طاہر ندیم
ایگزیکٹو ارکان:	• سید محمد طٰہ

بورڈ کمیٹیوں کے ارکان کے نام صفحہ نمبر 81 سے 85 پر دیے گئے ہیں۔

شیئر ہولڈنگ کا نمونہ صفحہ نمبر 369 سے 373 پر منسلک ہے۔

بورڈ آف مینجمنٹ کے اراکین، مینیجنگ ڈائریکٹر اور سی ای او کے معاوضے کے پیکیج کو غیر یکجا مالی بیانات کے نوٹ 35.2 میں ظاہر کیا گیا ہے۔

کمپنی کی رپورٹ کے صفحہ نمبر 53 پر بورڈ کی جانب سے انٹرپرائز ریسورس پلاننگ (ای آر پی) سے استفادے کے ساتھ ساتھ سائبر سیکورٹی کے اقدامات اور منسلک خطرات سے متعلق اہم اظہار صفحہ نمبر 52 پر شامل کیے گئے ہیں۔

گزشتہ برس کے پیش بندی اقدامات کے حوالے سے کمپنی کی کارکردگی

ملک بھر میں اپنے کاروباری آپریشنز میں کارکردگی اور حفاظت کی اعلیٰ ترین سطح کو برقرار رکھنا

پی ایس او کے آپریشنل ڈھانچے میں ایچ ایس ای پوری طرح پیوست ہے، جو افراد، اثاثوں، اور ماحول کی حفاظت کے لیے پی ایس او کے عزم کی عکاسی کرتا ہے۔ مالی سال 25ء میں، پی ایس او نے صفر اموات اور لاسٹ ٹائم انسڈنٹس (LTIs) کا شاندار سنگ میل حاصل کیا، جو اس کے "گول زیرو" نصب العین کو تقویت دیتا ہے۔

اداروں میں سے ایک ہے، جس کی تفصیلات حسبِ ذیل ہیں:

	2024-25ء	2023-2024ء
	پاکستانی روپے ارب میں	
سیلز ٹیکس	191	204
کسٹم ڈیوٹی	120	147
پٹرولیم لیوی	513	503
دیگر ڈیوٹیاں اور ٹیکس	42	28
کُل	**866**	**882**

پی ایس او ٹیکس کی ادائیگی کے حوالے سے اپنے عزم پر کاربند ہے۔ کمپنی تمام ٹیکسز، ڈیوٹیز، لیویز، اور دیگر مالی ذمہ داریوں کو قانونی میعادوں کے مطابق فوری طور پر ادا کرنے کو یقینی بنانے میں بہت فخر محسوس کرتی ہے۔

معاشی ترقی میں حصہ

پی ایس او قومی ترقی کی راہ پر صفِ اول میں کھڑی ہے اور درج خدمات کے ذریعے اپنا نمایاں کردار ادا کر رہی ہے:

	2024-25ء
نئی ملازمتیں	157 ملازمین
برآمدات	5,413 ملین روپے
سی ایس آر حصہ	500 ملین روپے

حکومتِ پاکستان کی پالیسیاں اور اثرات

پی ایس او ایک باضابطہ فریم ورک کے تحت کام کرتی ہے جہاں حکومتِ پاکستان پٹرولیم مصنوعات کی قیمتیں اور مارکیٹ کے لائق خصوصیات کا تعین کرتی ہے۔ کاربن کے اثرات میں کمی کے عالمی منظرنامے کی بنا پر حکومت ایسی پالیسیاں وضع کر رہی ہے جن کا مقصد پٹرولیم مصنوعات کی طلب میں وسط تا طویل مدتی لحاظ سے کمی ہے۔

پی ایس او کے آپریشنز پر پیٹرولیم سیکٹر کی ٹیکس پالیسیوں کا براہِ راست اثر پڑتا ہے، کیونکہ یہ شعبہ ٹیکس محصولات میں ایک اہم شراکت دار ہے۔

انتظامِ خطر (رسک مینجمنٹ)

ایک سرکاری ادارے کی حیثیت سے پی ایس او اپنے آپریشنز میں انتظامِ خطر کے حوالے سے محتاط نقطہ نظر اپناتی ہے، جس میں مالی سالمیت، ضوابطی تعمیل، اور اسٹیک ہولڈرز کے اعتماد کے تحفظ کو ترجیح دی جاتی ہے۔ خطرے کے لیے ہمارا محتاط رویہ استحکام کو یقینی بناتا ہے، قومی مفادات کا تحفظ کرتا ہے، اور طویل مدتی پائیداری کی معاونت کرتا ہے۔

خطرے کے ایک جامع جائزے کا انعقاد کیا گیا ہے جس میں کمپنی کے کاروباری ماڈل، مستقبل کی کارکردگی اور مالی استحکام ادائیگی قرض کی صلاحیت، اور سیالیت کے لیے ممکنہ خطرات کی نشاندہی کی گئی ہے۔ ہمارا انتظامِ خطر کا فریم ورک، پالیسیاں، اور برداشت کی حدیں خطرے اور مواقع کی تفصیلی رپورٹ میں مکمل طور پر بیان کی گئی ہیں، جو ہمارے خطرات کو کم کرنے کی حکمت عملیوں میں شفافیت اور بصیرت فراہم کرتی ہیں۔

کارپوریٹ اور مالی رپورٹنگ فریم ورک

پی ایس او کا بورڈ، پبلک سیکٹر کمپنیز (کارپوریٹ گورننس) رولز 2013ء اور سیکیورٹیز اینڈ ایکسچینج کمیشن آف پاکستان کی جانب سے جاری کردہ لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ریگولیشنز 2019ء میں بیان کردہ اپنی ذمہ داریوں سے بخوبی آگاہ ہے۔ کارپوریٹ گورننس کے اعلیٰ معیار کو برقرار رکھنے اور اس میں مسلسل بہتری کی کمپنی کی کوششوں کے اعتراف میں مندرجہ ذیل تبصرے کیے گئے ہیں:

- کارپوریٹ نظم و نسق کے متعلقہ اصولوں کی تعمیل کی گئی ہے
- کمپنی کی انتظامیہ کی جانب سے تیار کردہ مالی بیانات، اس کی مالی صورتِ حال، آپریٹنگ نتائج، نقد بہاؤ، جامع آمدنی کا بیان، اور ایکویٹی میں تبدیلیوں کی درست عکاسی کرتے ہیں
- کمپنی کی جانب سے اکاؤنٹ کے کھاتوں کا مناسب ریکارڈ برقرار رکھا گیا ہے
- مالی بیانات کی تیاری میں مناسب اکاؤنٹنگ پالیسیوں کا مستقل طور پر اطلاق کیا گیا ہے۔ جس میں معقول اور دانشمندانہ فیصلے پر مبنی اکاؤنٹنگ کے تخمینے شامل کیے گئے ہیں
- مالی بیانات کو پاکستان میں قابلِ اطلاق بین الاقوامی مالی رپورٹنگ معیارات کے مطابق تیار کیا گیا ہے، اور کسی بھی انحراف کو مناسب طریقے سے ظاہر کیا گیا ہے۔
- داخلی انضباط کا نظام اچھی طرح سے وضع کیا گیا ہے، جس کا مؤثر طریقے سے نفاذ اور نگرانی کی گئی ہے

رپورٹ برائے شیئر ہولڈرز

پی ایس او وینچر کیپٹل (پرائیویٹ) لمیٹڈ۔ ذیلی کمپنی

پی ایس او وینچر کیپٹل (پرائیویٹ) لمیٹڈ (پی وی سی) کے نام سے ایک مکمل ملکیتی ماتحت ادارے کے طور پر شامل کیا گیا تھا۔ اس ادارے کی بنیادی سرگرمی نجی فنڈ مینجمنٹ کمپنی کے کاروبار کو انجام دینا اور نجی ایکویٹی اور وینچر کیپٹل فنڈ (Capital Venture Fund) کے انتظام کی خدمات فراہم کرنا ہے۔ کمپنی کا رجسٹرڈ دفتر سندھ، پاکستان میں واقع ہوگا۔

ایشیا پٹرولیم لمیٹڈ۔ معاون کمپنی

ایشیا پٹرولیم لمیٹڈ (اے پی ایل) کا قیام پاکستان میں ایک غیر فہرستی، پبلک لمیٹڈ کمپنی کے طور پر کیا گیا تھا۔ کمپنی بنیادی طور پر حب، بلوچستان میں واقع حب پاور کمپنی لمیٹڈ کو "ریسیڈیول فیول آئل" کی نقل وحمل کے لیے قائم کی گئی تھی۔ پی ایس او کے پاس اے پی ایل میں 49 فیصد ایکویٹی اسٹیک ہیں۔

پاک گریس مینوفیکچرنگ کمپنی (پرائیویٹ) لمیٹڈ۔ معاون کمپنی

پاک گریس مینوفیکچرنگ کمپنی لمیٹڈ (پی جی ایم سی ایل) 10 مارچ 1965ء کو پاکستان میں ایک نجی کمپنی کے طور پر قائم کی گئی تھی، جس کا مقصد اعلیٰ معیار کی پٹرولیم گریس مصنوعات کی تیاری اور تقسیم تھا۔ اہم بات یہ ہے کہ پی جی ایم سی ایل نے توانائی کی معروف کمپنیوں میں سے ایک پی ایس او کے ساتھ اسٹریٹجک شراکت داری قائم کی ہے، جو پی جی ایم سی ایل میں 22 فیصد ایکویٹی اسٹیک کی حامل ہے۔

مالی اکاؤنٹنگ اور رپورٹنگ کے معیارات کی تعمیل

بورڈ نے کمپنی کے مالی بیانات کی منظوری دی ہے جو پاکستان میں قابل اطلاق اکاؤنٹنگ اور رپورٹنگ کے معیارات کے عین مطابق ہیں۔ پاکستان میں قابل اطلاق اکاؤنٹنگ اور رپورٹنگ کے معیارات میں شامل ہیں:

- بین الاقوامی مالیاتی رپورٹنگ کے معیارات (IFRSs) جو بین الاقوامی اکاؤنٹنگ اسٹینڈرڈز بورڈ (IASB) کی جانب سے جاری کیے گئے ہیں اور کمپنیز ایکٹ، 2017ء کے تحت مشتہر کیے گئے ہیں؛
- اسلامی مالیاتی اکاؤنٹنگ کے معیارات (IFAS) جو انسٹی ٹیوٹ آف چارٹرڈ اکاؤنٹنٹس آف پاکستان کی جانب سے جاری کیے گئے ہیں اور کمپنیز ایکٹ، 2017ء کے تحت مشتہر کیے گئے ہیں؛
- کمپنیز ایکٹ، 2017ء اور اسٹیٹ اونڈ انٹرپرائزز (گورننس اینڈ آپریشنز) ایکٹ، 2023ء کے تحت جاری کردہ شقیں اور ہدایات۔ جہاں مقامی قوانین کے تحت شقیں اور ہدایات IFRSs یا IFAS کے تقاضوں سے مختلف ہوں، وہاں مقامی قوانین کے تحت شقیں اور ہدایات پر عمل کیا گیا ہے۔

آڈیٹرز

بیرونی آڈیٹرز نے کچھ امور کی نشاندہی کی جن کے سال 2025ء کے مالی بیانات کے آڈٹ پر نمایاں اثرات تھے، ان امور میں مندرجہ ذیل شامل ہیں:

- ادارہ جاتی گردشی قرضوں کی وجہ سے طویل المعیاد واجبات
- ریونیو کی شناخت
- بورڈ آڈٹ اینڈ کمپلائنس کمیٹی کی سفارشات کی بنیاد پر بورڈ آف مینجمنٹ نے 30 جون 2026ء کو اختتام پذیر ہونے والے مالی سال کے لیے کے پی ایم جی تاثیر ہادی اینڈ کمپنی چارٹرڈ اکاؤنٹنٹس کو کمپنی کا آڈیٹر مقرر کرنے کی منظوری دی ہے۔

کریڈٹ ریٹنگ

وی آئی ایس کریڈٹ ریٹنگ کمپنی لمیٹڈ کی جانب سے فراہم کردہ تازہ ترین ریٹنگ کے مطابق پی ایس او کی درجہ بندی حسبِ ذیل ہے:

قلیل مدتی	A1+
طویل مدتی	AA+

کمپنی نے محتاط مالی انتظام کی پالیسیوں اور مؤثر کنٹرول کی بنیاد پر اپنے مستحکم نقطہ نظر اور درجہ بندی کو کامیابی کے ساتھ برقرار رکھا۔

قومی خزانے میں حصہ

ٹیکس ادائیگی کے لحاظ سے پی ایس او، قومی خزانے میں سب سے زیادہ حصہ ڈالنے والے

- لیکویڈیٹی کی ضروریات کے مؤثر طریقے سے انتظام کے لیے، پی ایس او نے جاری سرمائے کی ضروریات کے انتظام میں محتاط طریقوں کو اپنایا ہے اور کمپنی کی مالیاتی ضروریات کو پورا کرنے کے لیے کریڈٹ لائنز کی مناسب دستیابی کو یقینی بنایا ہے۔ 30 جون 2025ء تک کمپنی کو بینکوں سے 573.93 ارب روپے تک کے قرضے کی مجموعی سہولت حاصل ہے۔

- مالی استحکام اور فوری ادائیگیوں کو برقرار رکھنے میں نقد ادائیگی والے صارفین کی اہمیت کو تسلیم کرتے ہوئے کمپنی ایسے صارفین پر زیادہ توجہ مرکوز کرتی ہے۔
- مزید برآں، پی ایس او اپنی رسائی کو بڑھانے، اپنی آمدنی کے ذرائع کو متنوع بنانے اور اپنی مالی لچک بڑھانے کے لیے نئے کاروباری ماڈلز اور آپریشن لائنز کی تلاش کر رہی ہے۔

قرضوں کی ادائیگی

پی ایس او نے مالی سال 25ء کے دوران طویل مدتی واجب الادا گردشی قرضوں کا محتاط اقدامات اور اسٹریٹجک کارروائیوں کے ذریعے موثر انتظام کیا۔ کمپنی اپنے قرضوں ادائیگی کامیابی سے مکمل کی، جس سے مالی نظم وضبط اور ذمہ داری کے لیے اس کے عزم کا مظاہرہ ہوا۔

فعال اقدامات کے نفاذ کے ساتھ، پی ایس او کو یقین ہے کہ وہ مستقبل میں تمام مالی ذمہ داریوں، چاہے وہ ملکی ہوں یا بین الاقوامی، بروقت پورا کرنے کے قابل ہے۔

آپریشنل نفع / نقصانات

پی ایس او اسٹریٹجک اقدامات کے ذریعے پائیدار کامیابی کے لیے تیار ہے، جو مارکیٹ شیئر میں توسیع، بلند منافع کی حامل مصنوعات پر توجہ، مالی لاگتوں کی اصلاح، جدید کاروباری ماڈلز، اور سخت لاگت کے انتظام کو ترجیح دیتے ہیں۔

ان کلیدی حکمت عملیوں پر عمل درآمد کے ذریعے، کمپنی کو یقین ہے کہ وہ ترقی کو فروغ دینے، کارکردگی کو بہتر بنانے، اور مستقبل کے چیلنجز کا مستعدی اور مضبوطی کے ساتھ مقابلہ کرنے کے قابل ہے۔

دیگر امور

بورڈ آف مینجمنٹ میں تبدیلیاں

دورانِ سال، بورڈ آف مینجمنٹ کی ہیئت میں مندرجہ ذیل تبدیلیاں کی گئیں:

- 05 مئی 2025ء کو جناب حسن محمود یوسف زئی کی جگہ جناب ظفر عباس نے بورڈ میں شمولیت اختیار کی، جناب حسن محمود یوسف زئی 17 اپریل 2025ء کو سبک دوش ہو گئے تھے۔
- 24 اپریل 2025ء کو جناب اسد رحمٰن گیلانی کی جگہ ڈاکٹر فخرِ عالم عرفان بورڈ کے رکن بن گئے۔

بورڈ سبکدوش ہونے والے ارکان جناب حسن یوسف زئی اور جناب اسد رحمٰن گیلانی کی گراں قدر خدمات کو خراج تحسین پیش کرتا ہے اور نئے ارکان کو خوش آمدید کہتا ہے۔

معاون اور ذیلی کمپنیاں

پاکستان ریفائنری لمیٹڈ - ذیلی کمپنی

پاکستان ریفائنری لمیٹڈ (پی آر ایل) کو مئی 1960ء میں ایک پبلک لمیٹڈ کمپنی کے طور پر پاکستان میں قائم کیا گیا تھا اور اب یہ پاکستان اسٹاک ایکسچینج میں مندرج ہے۔ اسٹریٹجک طور پر کراچی، پاکستان کی ساحلی پٹی پر واقع اس ریفائنری کو بالخصوص درآمدی اور ملکی خام تیل دونوں کی پروسیسنگ کے ذریعے ملک کی متنوع ایندھن کی ضروریات کو پورا کرنے کے لیے وضع کیا گیا ہے۔ اس وقت پی آر ایل میں پی ایس او 63.6 فیصد ایکویٹی اسٹیک رکھتی ہے جو شراکت داری اور پاکستان کی توانائی کی ضروریات کو پورا کرنے کے عزم کو مزید مستحکم کرتا ہے۔

سیریسما (پرائیویٹ) لمیٹڈ

سیریسما (پرائیویٹ) لمیٹڈ ایک مکمل ملکیتی ماتحت ادارہ ہے۔ کمپنی کی بنیادی توجہ ای ایم آئی ضوابط کے مطابق الیکٹرانک منی انسٹی ٹیوٹ (ای ایم آئی) کے قیام، انتظام، ملکیت، انتظامیہ اور آپریشن پر مرکوز ہے۔ سیریسما کی مرکزی جائے کار سندھ، پاکستان میں واقع ہے۔

پی ایس او ری نیوایبل انرجی (پرائیویٹ) لمیٹڈ

پی ایس او ری نیوایبل انرجی (پرائیویٹ) لمیٹڈ (پی آر ای) کو ایک پرائیویٹ لمیٹڈ کمپنی کو مکمل ملکیتی ماتحت ادارے کے طور پر قائم کیا گیا تھا۔ کمپنی کی بنیادی توجہ قابلِ تجدید توانائی کے شعبے پر ہے، جس میں اشیا سازی، پروسیسنگ اور تنصیب شامل ہے۔ کمپنی کے آپریشنز کی بنیادی اساس سندھ، پاکستان میں قائم ہے۔

رپورٹ برائے شیئر ہولڈرز

کاروسیع کررہی ہے۔ اس کے منصوبہ بند اقدامات 2 وہیلر اور 4 وہیلر دونوں شعبوں پر محیط ہیں، جو ملک کے صاف موبیلٹی سولیوشنز کی جانب منتقلی کی معاونت کرتے ہیں۔

4 وہیلر EV زمرے میں نمو کو تیز کرنے کے لیے، کمپنی نے حبکو گرین (پرائیویٹ) لمیٹڈ، جو حبکو پاور ہولڈنگ لمیٹڈ کی ذیلی کمپنی ہے، کے ساتھ شراکت داری کی ہے۔ اس اسٹریٹجک تعاون کے تحت، دونوں کمپنیاں مشترکہ طور پر ایک قومی EV چارجنگ نیٹ ورک کی تنصیب، انسٹالیشن اور آپریٹ کریں گی۔ پی ایس او پہلے ہی تنصیب کا آغاز کر چکی ہے، اور چارجنگ اسٹیشن پاکستان بھر میں اپنے اہم ریٹیل پوائنٹس پر نصب کر چکی ہے۔

انٹرنیشنل انرجی ٹریڈنگ کمپنی

پی ایس او، آذربائیجان کی اسٹیٹ آئل کمپنی (SOCAR) کے تعاون سے، سنگاپور میں ایک اسٹریٹجک بین الاقوامی ٹریڈنگ کمپنی قائم کرنے جارہی ہے جو دنیا کے نمایاں عالمی توانائی تجارتی مراکز میں سے ایک ہے۔ اس اہم جوائنٹ وینچر کا مقصد توانائی کی خریداری، آپریشنل کارکردگی کو بہتر بنانے، اور طویل مدتی تجارتی شراکت داری کا فروغ ہے۔

یہ اقدام پاکستان کی تیل کی سپلائی چین کی مضبوطی، پائپ لائن انفراسٹرکچر کی تیاری میں مدد، اور پاکستان اور آذربائیجان کے درمیان دوطرفہ توانائی کے تعاون کو گہرا کرنے کے لیے تیار ہے۔ سنگاپور کی عالمی مارکیٹ میں اسٹریٹجک پوزیشن سے فائدہ اٹھاتے ہوئے، یہ تعاون پاکستان کو بین الاقوامی تجارتی مواقع سے مستفید ہونے اور توانائی کی سیکورٹی کو مزید مضبوط کرنے کے قابل بنائے گا۔

مالی کارکردگی

پی ایس او نے مالی سال 25ء کے دوران ملک میں اقتصادی حالات اور بین الاقوامی مارکیٹ میں اتار چڑھاؤ کے باعث پیش آنے والے نمایاں چیلنجز کے باوجود مضبوط مالی کارکردگی کا مظاہرہ کیا۔ کمپنی نے بعد از ٹیکس 20.9 ارب روپے کا منافع حاصل کیا (مالی سال 24ء: 15.9 ارب روپے)، جس کے نتیجے میں فی حصص آمدنی (ای پی ایس) 44.5 روپے رہی (مالی سال 24ء: 33.8 روپے)۔ یکجا بنیاد پر، گروپ نے سال کے لیے 16.4 ارب روپے کا بعد از ٹیکس مجموعی نفع حاصل کیا (مالی سال 24ء: 18.3 ارب روپے)، جس کے نتیجے میں 35 روپے کی فی حصص آمدنی رہی (مالی سال 24ء: 39 روپے)۔

گردشی قرضے کا انتظام کمپنی کی اولین ترجیحات میں سے ایک رہی ہے اور پی ایس او نے اپنے واجبات کے انتظام میں نمایاں پیش رفت کی ہے۔ کمپنی کی مجموعی تجارتی وصولیاں 30 جون 2024ء کے 488 ارب روپے سے کم ہو کر 30 جون 2025ء تک 437 ارب روپے رہ گئی ہیں۔ مالی سال 25ء میں بجلی کے شعبے کے واجبات میں 20.2 ارب روپے کم ہوئے اور سوئی ناردرن گیس پرائیویٹ لمیٹڈ کے واجبات میں 24.7 ارب روپے کی کمی تک پہنچے۔

پی ایس او نے اوسط وصولیوں کے فعال انتظام اور ڈسکاؤنٹ ریٹس میں کمی کے نتیجے میں مالی لاگتوں میں 36 فیصد کی نمایاں کمی کی۔ کمپنی گردشی قرضے کے مسئلے کو حل کرنے کی کوششوں میں پیش پیش ہے اور حکومت کے ساتھ قریبی تعاون کے ذریعے ایک جامع حل تیار کر رہی ہے جو مالی خطرات کو کم کرے اور طویل مدتی پائیداری کو یقینی بنائے۔

تاہم، ایک نیا چیلنج سیلز ٹیکس واجبات میں اضافے کی صورت میں سامنے آیا ہے، جو بنیادی طور پر غیر ملکی جہازوں کو سپلائی پر سیلز ٹیکس کی زیرو ریٹنگ کی وجہ سے ہے۔ اسی دوران، جیٹ فیول کی خریداری پر سیلز ٹیکس لاگو ہوتا ہے، جس سے عدم توازن پیدا ہوتا ہے۔ پچھلے ادوار کے برخلاف، کمپنی اس عدم توازن کو دیگر مصنوعات کے سیلز ٹیکس کے خلاف ایڈجسٹ نہیں کر سکتی، کیونکہ اہم پٹرولیم مصنوعات اس وقت سیلز ٹیکس کے لیے زیرو ریٹڈ ہیں۔

کمپنی اس مسئلے کے حل کے لیے حکومت کے ساتھ فعال طور پر رابطے میں ہے۔ مالی سال 25ء میں تیل کی بین الاقوامی قیمتوں میں کمی کا رجحان دیکھا گیا، جبکہ مالی سال 24ء میں اضافے کا رجحان تھا۔ پی ایس او نے سپلائی چین اور انوینٹری کی سطحوں کے محتاط اور مؤثر انتظام کے ذریعے قیمتوں کی غیر یقینی صورت حال کا کامیابی سے انتظام کیا ہے۔

کمپنی کی کارکردگی کو مدنظر رکھتے ہوئے بورڈ آف مینجمنٹ نے 100 فیصد نقد منافعِ منقسمہ (10 روپے فی حصص کے مساوی) کا اعلان کیا ہے جس کے نتیجے میں مجموعی طور پر 4.7 ارب روپے کی ادائیگی ہوگی۔ کمپنی نے 0.5 ارب روپے (مالی سال 24ء: 0.4 ارب روپے) پی ایس او وینچر کیپٹل فنڈ میں منتقل کیے ہیں۔

لیکویڈیٹی چیلنجز پر قابو پانے اور قرضوں کے انتظام کی حکمتِ عملی

لیکویڈیٹی کے چیلنجز سے مؤثر طور پر نمٹنے اور اپنے قرضوں کا انتظام کرنے کے لیے، کمپنی مندرجہ ذیل اقدامات پر عمل درآمد کر رہی ہے:

- پی ایس او حکومتِ پاکستان اور کلیدی صارفین بشمول پاور سیکٹر، پاکستان انٹرنیشنل ایئر لائنز (پی آئی اے) اور سوئی ناردرن گیس پائپ لائنز لمیٹڈ (ایس این جی پی ایل) کے صارفین کے ساتھ مسلسل رابطے میں ہے تا کہ گردشی قرضوں کے مسائل کو حل کیا جائے اور واجبات کو مزید بڑھنے سے روکا جا سکے۔

پائیداری کو اپنے بنیادی کاروباری افعال میں شامل کر کے، پی ایس او اپنے آپریشنز کو مستقبل کے لیے محفوظ بنانے، اسٹیک ہولڈرز کے اعتماد کو مضبوط کرنے، اور پائیدار مالی کارکردگی فراہم کرنے کا ارادہ رکھتی ہے۔

پی ایس او کے آب و ہوا سے متعلق خطرات اور مواقع

پی ایس او تسلیم کرتی ہے کہ موسمیاتی تبدیلی نہ صرف طبعی بلکہ منتقلی سے متعلق خطرات بھی پیدا کرتی ہے جو اس کے آپریشنز، سپلائی چین، اور طویل مدتی کاروباری پائیداری پر اثر انداز ہو سکتے ہیں۔ ان خطرات سے نمٹنے کے لیے، کمپنی ایسے موزوں اقدامات کا نفاذ کر رہی ہے جو مضبوطی بڑھائیں، اخراجات کم کریں، اور ترقی کو فروغ دیں۔

طبعی خطرات کا انتظام

پی ایس او اپنی سہولیات اور سپلائی چین کے آپریشنز کو مضبوط بنا رہی ہے تاکہ شدید موسمی حالات اور درجہ حرارت میں اتار چڑھاؤ کے اثرات کو کم کیا جا سکے۔ کمپنی خطرے کے انتظام کے پروٹوکولز کو بہتر بنا رہی ہے اور کاروباری تسلسل کی منصوبہ بندی میں موسمیاتی عوامل کو شامل کر رہی ہے تاکہ آپریشنل مضبوطی کو یقینی بنایا جا سکے۔

مواقع سے فائدہ اٹھانا

پست کاربن توانائی کی طرف عالمی منتقلی نے پی ایس او کے لیے ترقی کے نئے مواقع کھولے ہیں۔ کمپنی قابل تجدید توانائی، پائیدار ایندھن، اور توانائی کی بچت کرنے والی ٹیکنالوجیوں میں سرمایہ کاری مواقع تلاش کر رہی ہے، تاکہ اپنا کاروباری ماڈل قومی اور بین الاقوامی موسمیاتی اہداف کے مطابق ڈھال سکے۔ ای وی چارجنگ اسٹیشنز، وائب اسٹورز، اور کم اخراج والے ایندھن جیسے اقدامات پی ایس او کے صاف توانائی کے سولیوشنز کے عزم کا حصہ ہیں۔

آپریشنل استحکام اور پائیداری

پی ایس او انفراسٹرکچر کی اپ گریڈیشن کے اقدامات کا آغاز کر رہی ہے، جن میں اسٹوریج ٹینک کی بحالی، سپلائی چین کی خودکاری، اور ٹینک لاریوں کی جدت کاری شامل ہے، تاکہ ایندھن کی کارکردگی کو بہتر بنایا جا سکے اور اخراجات کم ہوں۔ کمپنی صحت، تحفظ، اور ماحولیاتی مینجمنٹ سسٹمز میں بھی سرمایہ کاری کر رہی ہے اور باقاعدہ ایچ ایس ای ڈے کی تقریبات، موسمیاتی اور حفاظتی تربیت، اور آگاہی کے اقدامات کے ذریعے مضبوط حفاظتی اور پائیداری کے کلچر کو فروغ دے رہی ہے۔

فعال موسمیاتی اقدامات

موسمیاتی اقدامات کو آپریشنز میں شامل کر کے، پی ایس او خطرات کا فعال انتظام کر رہی ہے اور جدت، عملی کارکردگی، اور طویل مدتی قدر پیدا کرنے کے مواقع کھول رہا ہے۔ کمپنی کا پائیداری اور ماحولیاتی ذمہ داری کا عزم توانائی کے تیزی سے بدلتے ہوئے منظر نامے میں مضبوطی، ترقی اور کامیابی کی طرف گامزن ہے۔

اسٹریٹجک اقدامات

پی ایس او پائیدار ترقی اور کاروباری تنوع کے لیے پرعزم ہے، جس کا مقصد اسٹیک ہولڈرز کے لیے قدر کی تخلیق کی تقویت ہے۔ اس وژن کے حصول کے لیے کمپنی نے متعدد اسٹریٹجک اقدامات کیے ہیں۔

فن ٹیک (Fintech)

پی ایس او اپنی ذیلی کمپنی سیر یسما (پرائیویٹ) لمیٹڈ کے ذریعے فن ٹیک کے شعبے میں قدم جما رہی ہے، جس نے الیکٹرانک منی انسٹیٹیوشن (EMI) لائسنس کے لیے اصولی منظوری حاصل کر لی ہے۔ اس اقدام سے کمپنی اپنے وسیع ریٹیل نیٹ ورک اور ملک بھر میں موجود صارفی اساس سے فائدہ اٹھاتے ہوئے ایک مضبوط ڈیجیٹل ایکوسسٹم قائم کر سکے گی۔

قابل تجدید توانائی

پی ایس او اپنی مکمل ملکیت والی ذیلی کمپنی، پی ایس او ری نیوایبل انرجی (پرائیویٹ) کے ذریعے قابل تجدید توانائی کے اہداف کی رفتار بڑھا رہی ہے۔ کمپنی اپنی سہولتوں اور ریٹیل اسٹیشنز میں سولر پاور پروجیکٹس میں سرمایہ کاری کر رہی ہے، جس سے ایک زیادہ پائیدار اور متنوع توانائی کا پورٹ فولیو تشکیل پا رہا ہے۔ پاکستان ریفائنری لمیٹڈ (PRL) میں ریفائنری ایکسپینشن اور اپ گریڈ پروجیکٹ (REUP) حکومت کی براؤن فیلڈ ریفائننگ پالیسی کے تحت آگے بڑھ رہا ہے۔

وائٹ آئل پائپ لائن کی توسیع

علاقائی فیول ربط کو بہتر بنانے اور پاکستان کی توانائی کے انفراسٹرکچر کو مضبوط کرنے کے لیے، پی ایس او فرنٹیئر ورکس آرگنائزیشن (FWO) کے ساتھ وائٹ آئل پائپ لائن پروجیکٹ پر مل کر کام کر رہی ہے، جو وسطی پنجاب اور خیبر پختونخوا کے درمیان آخری حصے کو منسلک کرے گا۔ فرنٹ اینڈ انجینئرنگ ڈیزائن (FEED) میں نمایاں پیش رفت ہو چکی ہے، جو پروجیکٹ کے نفاذ کی جانب ایک اہم قدم ہے۔

ای وی چارجنگ انفراسٹرکچر

روایتی اور الیکٹرک گاڑیوں دونوں کے لیے منتخب توانائی فراہم کنندہ بننے کے اپنے طویل مدتی وژن کے تحت پی ایس او فعال طور پر الیکٹرک وہیکل (EV) ایکوسسٹم میں اپنا دائرہ

رپورٹ برائے شیئر ہولڈرز

پی ایس او کا اسٹریٹجک فوکس قابل تجدید توانائی، ڈیجیٹل تبدیلی، اور گرین ٹیکنالوجیز پر کمپنی کو ابھرتی ہوئی مارکیٹوں میں قدر حاصل کرنے کے قابل بناتا ہے۔ پائیدار اقدامات لاگت کی اصلاح، عملی لچک، اور اسٹیک ہولڈرز کے اعتماد کو فروغ دیتے ہیں، جو بالآخر مالی کارکردگی کو بہتر بناتے ہیں۔

پی ایس او کے چار ستونوں پر مشتمل بنیادی مواد

پی ایس او میں ہمارا عزم پائیدار ترقی، شفافیت اور ذمہ دارانہ کاروباری اصولوں پر مبنی ہے، جو ایک جامع فریم ورک میں جھلکتا ہے جو چار بنیادی ستونوں پر قائم ہے: نظم ونسق، حکمتِ عملی، انتظامِ خطر اور پیمانے و اہداف۔ یہ ستون ہماری کارپوریٹ سرگرمیوں اور رپورٹنگ کو مزید مستحکم بناتے ہیں، جس سے ہمیں توانائی کے پیچیدہ منظر نامے میں مؤثر طور پر آگے بڑھنے، خطرات کو بروقت اور مؤثر طریقے سے سنبھالنے اور اپنے شیئر ہولڈرز اور اسٹیک ہولڈرز کے لیے پائیدار قدر تخلیق کرنے میں مدد ملتی ہے۔

1. نظم ونسق پی ایس او کی دیانت داری کی بنیاد ہے، جسے ایک مضبوط ڈھانچا سہارا دیتا ہے جو شفافیت، اخلاقی رویے اور ضوابطی تقاضوں کی پاسداری کو فروغ دیتا ہے۔ بورڈ آف مینجمنٹ اور اس کی خصوصی کمیٹیاں—جن میں آڈٹ، ایچ آر، انتظامِ خطر اور پائیداری شامل ہیں— موثر نگرانی فراہم کرتی ہیں اور اسٹیک ہولڈرز کے طویل المدتی مفاد میں عملی اور درست فیصلہ سازی کو یقینی بناتی ہیں۔

2. حکمتِ عملی ایک مستقبل بین نقطۂ نظر رکھتی ہے جو پاکستان کی توانائی کے تحفظ کی ترجیحات اور عالمی پائیداری کے اہداف، بشمول اقوامِ متحدہ کی ایس ڈی جیز سے ہم آہنگ ہے۔ ہماری توجہ توانائی کی مختلف اقسام، ڈیجیٹل ٹرانسفارمیشن، انفراسٹرکچر کی تیاری اور صارفین کی سہولت پر مبنی جدت پر ہے، جسے آپریشنل ایکسیلنس اور مضبوطی کے پختہ عزم سے مزید تقویت ملتی ہے۔

3. انتظامِ خطر ہماری کارپوریٹ ثقافت کا حصہ ہے جس کا نفاذ ایک جامع انٹرپرائز رسک مینجمنٹ فریم ورک کے ذریعے کیا گیا ہے۔ یہ فعال طریقہ کار مالی، آپریشنل، ماحولیاتی اور جغرافیائی وسیاسی خطرات کی بروقت نشاندہی اور تدارک میں مدد دیتا ہے، جس سے باخبر فیصلہ سازی ممکن بنائی جاتی ہے اور اسٹیک ہولڈرز کے مفادات کا تحفظ کیا جاتا ہے۔

4. پیمانے واہداف (Targets&Metrics) ہمیں یہ موقع فراہم کرتے ہیں کہ ہم اپنی کارکردگی کی مالی، آپریشنل، سماجی اور ماحولیاتی پہلوؤں کے حوالے سے شفافیت کے ساتھ پیمائش کرسکیں۔ باقاعدہ نگرانی اور اطلاع دہی احتساب کو یقینی بناتی ہے اور پائیدار ترقی کی جانب مسلسل بہتری کا راستہ ہموار کرتی ہے۔

یہ تمام ستون مل کر ایک جامع فریم ورک تشکیل دیتے ہیں جو پی ایس او کو بہترین کارکردگی، استحکام اور شیئر ہولڈرز وقوم کے لیے پائیدار اور طویل المدتی قدر کی تخلیق کے سفر میں رہنمائی فراہم کرتا ہے۔

صحت، تحفظ اور ماحول (کارپوریٹ)	ہدف مالی سال25ء	کارکردگی مالی سال25ء
ہلاکتیں (ذاتی/ٹھیکیدار)	0	0
تیل گرنے کے بڑے واقعات-10لٹر سے زائد	0	7
آگ لگنے کے بڑے واقعات	0	1
چوٹ لگنے کے واقعات کی تعداد	0	0
ریکارڈ کرنے کے قابل حادثوں کی مجموعی شرح (TRIR)	0.20	0.13

پی ایس او کی ویلیو چین میں پائیداری سے متعلق خطرات اور مواقع

پی ایس او اس حقیقت کا ادراک رکھتی ہے کہ پائیداری سے متعلق خطرات اور مواقع خریداری اور ریفائننگ سے لے کر تقسیم، ریٹیل، اور صارف کے حتمی تعامل تک اس کی ویلیو چین کے ہر مرحلے میں شامل ہیں۔

اہم خطرات میں ماحولیاتی ضابطوں سے متعلق خطرات، سپلائی چین میں خلل، ماحولیاتی تعمیل کے تقاضے، اور اسٹیک ہولڈرز کی بدلتی ہوئی توقعات شامل ہیں۔ ان خطرات کو کم کرنے کے لیے، پی ایس او توانائی کی بچت کرنے والی ٹیکنالوجیوں، اخراج میں کمی کے اقدامات، اور سخت ماحولیاتی کنٹرولز کے ذریعے اپنے آپریشنل استحکام کو بڑھا رہی ہے۔

اسی اثنا میں، کم کاربن کے اخراج پر مبنی معیشت کی جانب منتقلی جدت اور طویل مدتی قدر پیدا کرنے کے لیے اہم مواقع فراہم کرتی ہے۔ پی ایس او فعال طور پر قابل تجدید توانائی، پائیدار موبیلٹی سولیوشنز، اور ڈیجیٹل تبدیلی جیسے ترقیاتی شعبوں کی تلاش میں ہے، تاکہ اپنا ماحولیاتی اثر کم کرے اور مارکیٹ کی بدلتی ہوئی حرکیات سے ہم آہنگ رہ سکے۔

پی ایس او کی کثیر جہتی حکمت عملی تنوع، ڈیجیٹل ماہیئتِ قلبی، اور پائیداری پر مبنی ہے — جو کاروبار کو مستقبل کے لیے محفوظ بنانے، کارکردگی میں اضافہ کرنے، اور تمام اسٹیک ہولڈرز کے لیے مشترکہ قدر پیدا کرنے کے لیے وضع کی گئی ہے۔

1. **مارکیٹ میں توسیع کے ذریعے کاروباری نمو کو برقرار رکھنا**

مقصد: بلند امکانات کے حامل شعبوں جیسے لبریکینٹس، ایل پی جی، اور نان-فیول ریٹیل نیٹ ورک میں مارکیٹ شیئر بڑھانا، جبکہ موگیس اور ڈیزل جیسی بنیادی مصنوعات میں مستحکم پوزیشن برقرار رکھنا۔

متوقع اثر: آمدنی کے نئے ذرائع میں اضافہ، بہتر نفع آوری، اور مارکیٹ کی غیر یقینی صورتِ حال کے لیے مضبوط اور متوازن کاروباری پورٹ فولیو۔

2. **انفراسٹرکچر اور اثاثوں کی کارگزاری کو بڑھانا**

مقصد: سپلائی چین میں انفراسٹرکچر کو اپ گریڈ کرنے اور ان کی افادیت کو بڑھانے میں سرمایہ کاری جاری رکھنا تاکہ کارکردگی، حفاظت، اور بہترین سروس فراہم کی جا سکے۔

متوقع اثر: آپریشنز کا تسلسل، مرمت کے کم اخراجات، حفاظتی معیار میں بہتری، اور اثاثوں کی طویل مدتی قدر کا تحفظ۔

3. آپریشنل بہترین کارکردگی کے لیے ڈیجیٹل ٹرانسفارمیشن کو تیز کرنا

مقصد: کاروباری پراسس کی ری انجینئرنگ اور جدید ڈیجیٹل ٹیکنالوجیز کے ذریعے آپریشنز کو ہموار کرنا اور فیصلہ سازی میں بہتری لانا۔

متوقع اثر: زیادہ آپریشنل لچک، پیداواریت میں اضافہ، لاگت میں کمی، اور سروس کی فراہمی میں بہتری۔

4. نئے ترقیاتی شعبوں میں تنوع پیدا کرنا

مقصد: ابھرتے ہوئے شعبوں جیسے قابلِ تجدید توانائی، فن ٹیک، اور انفراسٹرکچر ڈویلپمنٹ میں سرمایہ کاری اور مواقع تلاش کرنا تاکہ کمپنی کی آمدنی کی بنیاد وسیع ہو۔

متوقع اثر: روایتی ایندھن پر انحصار میں کمی، پی ایس او کو پاکستان کی توانائی کی منتقلی میں کلیدی ادارہ بنانا، اور مارکیٹ کیلئے مواقع حاصل کرنا۔

پی ایس او کی سپلائی چین کی اصلاح، لاجسٹکس کو ہموار کرنے اور خودکاری کے اقدامات آپریشنل کارکردگی کو بڑھانے، اخراجات میں کمی، اور کمپنی کی مسابقتی برتری کو مضبوط کرنے میں مسلسل مدد فراہم کر رہے ہیں۔ یہ اقدامات، مسلسل بہتری کے عزم کے ساتھ کمپنی کی پائیدار اور قابلِ توسیع کارکردگی کو یقینی بنانے کے لیے ناگزیر ہیں۔

کمپنی کی حکمت عملی صارفین پر مرکوز ہے۔ بہتر سروس کی فراہمی، جدت کاری، اور دیرپا صارفی تعلقات استوار کر کے، پی ایس او یہ یقینی بناتی ہے کہ صارفین کی بدلتی ہوئی ضروریات اس کی ترقی کے سفر کا مرکزی جزو ہیں۔

پی ایس او کی اسٹریٹجک سمت نہ صرف اس کے کارپوریٹ مقصد سے ہم آہنگ ہے بلکہ قابلِ پیمائش اثر پیدا کرنے کے لیے بھی وضع کی گئی ہے — جو قومی توانائی کی حفاظت کو سہارا دیتی ہے، اقتصادی ترقی کو ممکن بناتی ہے، اور شیئر ہولڈرز کو مستحکم مالی فوائد فراہم کرتی ہے۔

پائیداری سے متعلق خطرات اور مواقع نیز مالی کارکردگی پر ان کے اثرات

توانائی کے شعبے میں تیز رفتار تبدیلی کے دوران، پی ایس او تسلیم کرتی ہے کہ پائیداری سے متعلق خطرات اس کی مالی کارکردگی پر اہم اثر ڈال سکتے ہیں۔ ماحولیاتی تبدیلی، ضوابطی تبدیلیاں، اور اسٹیک ہولڈرز کی ابھرتی ہوئی توقعات اسٹریٹجک نمو کے لیے نہ صرف چیلنجز اور مواقع دونوں فراہم کرتی ہیں۔

ممکنہ خطرات جیسے کاربن کے نقصانات اور اخراج کے سخت ضوابط کو کم کرنے کے لیے، پی ایس او پائیداری کو اپنی اسٹریٹجک منصوبہ بندی اور سرمایہ کاری کے فیصلوں میں شامل کر رہی ہے۔

پی ایس او ان اقدامات کو ترجیح دے رہی ہے جو توانائی کی کارکردگی کو بڑھائیں، سپلائی چین کی مضبوطی کو بہتر بنائیں، اور قومی و عالمی پائیداری کے اہداف کے ساتھ ہم آہنگ ہوں۔ یہ کوششیں نہ صرف خطرات کو کم کرتی ہیں بلکہ توانائی کی منتقلی کے مرحلے میں کاروبار کو مستقبل کے لیے محفوظ بناتی ہیں۔ پائیداری کو کاروباری ماڈل میں شامل کر کے، پی ایس او مضبوط، خطرات سے ہم آہنگ مالی فوائد فراہم کرنے کے ساتھ ساتھ قومی ترقی اور ماحولیاتی حفاظت میں بھی حصہ ڈالنے کا مقصد رکھتی ہے۔

رپورٹ برائے شیئر ہولڈرز

3. اثر کا اندازہ

سی ایس آر پروگراموں کی اثر انگیزی کو کارکردگی کے معین اظہاریوں اور باقاعدہ اثر کے جائزوں کے ذریعے جانچا جائے گا، تاکہ وسائل کی مؤثر تقسیم اور قابلِ پیمائش سماجی و ماحولیاتی فوائد حاصل ہوں۔

4. شفافیت اور رپورٹنگ

سی ایس آر سرگرمیوں کو عالمی سطح پر تسلیم شدہ رپورٹنگ اسٹینڈرڈز، جیسے کہ گلوبل رپورٹنگ انیشی ایٹو (GRI) کے مطابق ظاہر کیا جائے گا، جو اسٹیک ہولڈرز کے اعتماد اور جواب دہی کو مستحکم کرے گا۔

مستقبل کا منظر نامہ

بورڈ تسلیم کرتا ہے کہ سی ایس آر ایک مسلسل اسٹریٹجک عزم ہے، جس کے لیے سماجی ضروریات، ماحولیاتی تقاضے اور اسٹیک ہولڈرز کی توقعات کے پیشِ نظر مسلسل جائزہ، اصلاح اور بہتری ضروری ہے۔

پائیداری اور سماجی ذمہ داری کو مرکزی آپریشنز میں شامل کر کے، پی ایس او اپنے آپ کو ایک ذمہ دار اور مستقبل بین کارپوریٹ ادارے کے طور پر مستحکم کرتی ہے، جبکہ شمولیتی نمو کا فروغ، ماحولیاتی وسائل کا تحفظ اور تمام اسٹیک ہولڈرز کے لیے پائیدار قدر فراہم کرتی ہے۔

خریداری، فضلے کا انتظام اور اخراج

پی ایس او خریداری، فضلے کے انتظام اور اخراج سے متعلق اپنی پالیسیوں کے انتظام اور رپورٹنگ کے لیے ایک جامع اور شفاف نقطہ نظر پر زور دیتی ہے۔

خریداری میں، کمپنی نے ایک مضبوط نظام تیار کیا ہے جو منصفانہ مسابقت، شفافیت اور سالمیت پر زور دیتا ہے۔ پی ایس او، جو UKCIPS سے کارپوریٹ اخلاقی خرید و فروخت اور سپلائی کے لیے سرٹیفائیڈ ہے، اخلاقی خریداری کے طریقوں کے لیے اپنے مضبوط عزم کا مظاہرہ کرتی ہے۔

کمپنی سپلائرز اور وینڈرز کے انتخاب کے لیے ایک سخت پراسس پر عمل کرتی ہے، اس بات کو یقینی بناتی ہے کہ صرف اہل اور قابل اعتماد شراکت داروں کا انتخاب کیا جائے۔ یہ طریقہ کار نہ صرف مصنوعات اور خدمات کے معیار اور ساکھ کو یقینی بناتا ہے بلکہ تمام اسٹیک ہولڈرز کے لیے یکساں مواقع کو بھی فروغ دیتا ہے۔

سرکاری ادارے کی حیثیت سے پی ایس او بھی پبلک پروکیورمنٹ ریگولیٹری اتھارٹی (پی پی آر اے) کے قواعد کے تحت کام کرتی ہے۔

ساتھ ہی، اخراج سے نمٹنے کے لیے، پی ایس او اپنی اخراج میں کمی کے اقدامات میں مسلسل اضافے، جدید سولیوشنز کی تلاش اور صاف توانائی کے متبادل میں سرمایہ کاری کر کے اپنے ماحولیاتی اثرات کو کم کر رہی ہے۔

فضلے کو کم سے کم کرنے کے لیے پی ایس او نے ٹرانس شپمنٹ سے متعلق حکمت عملی اپنائی ہے۔ کمپنی کا، جس کا مقصد بذریعہ سڑک نقل و حمل پر انحصار کو کم کرنا اور اس کے نتیجے میں اخراج کو کم کرنا ہے، جبکہ تمام خطوں کو پیٹرول کی مؤثر فراہمی کو یقینی بنانا ہے۔
ایک اہم حکمت عملی کے تحت پیٹرولیم مصنوعات کی ٹینک لاریوں کے ذریعے غیر ضروری منتقلی کو کم کیا گیا ہے، جس سے اخراجات میں کمی، نقل و حمل کے خطرات میں کمی، اور صارفین کے لیے نقل و حمل کے اخراجات میں بہتری حاصل ہوئی ہے۔ مالی سال 25ء میں، ملک کے بالائی حصوں میں پیٹرول کے حجم کا تقریباً 49 فیصد ڈبلیو او پی سسٹم کے ذریعے منتقل کی گئی۔

پی ایس او آئل اینڈ گیس ریگولیٹری اتھارٹی (اوگرا) کے مطابق ٹینک لاریوں کے استعمال کو بھی یقینی بناتی ہے جو سخت حفاظتی اور آپریشنل معیارات پر پورا اترتی ہیں۔ یہ طریقہ کار نہ صرف ایندھن کی محفوظ اور مؤثر نقل و حمل کو یقینی بناتا ہے بلکہ فضلے میں کمی، ماحولیاتی آلودگی، اور انسانی جان اور کمپنی کے اثاثوں کے خطرات کو کم کرنے میں بھی مدد دیتا ہے۔

کمپنی کا خریداری اور اخراج کی پالیسیوں کا انتظام اور رپورٹنگ پائیداری اور ذمہ دار کاروباری رویے پر مضبوط توجہ کو ظاہر کرتی ہے۔ انصاف، ماحولیاتی تحفظ، اور شفافیت کو ترجیح دیتے ہوئے، پی ایس او صنعت میں معیارات قائم کر رہی ہے اور سماجی و ماحولیاتی فلاح و بہبود پر مثبت اثر ڈال رہی ہے۔

کمپنی کے اسٹریٹجک مقاصد اور مطلوبہ اثرات کے بارے میں بورڈ کا بیان

پی ایس او پائیدار ترقی کے حصول اور قومی توانائی کے شعبے میں اپنی قیادت کی پوزیشن کو برقرار رکھنے کے لیے پرعزم ہے۔ کمپنی کا بنیادی مقصد پاکستان کی توانائی کی ضروریات کو بھروسے کے ساتھ پورا کرنا اور اسٹریٹجک توسیع، عملی مہارت اور مستقبل کے لیے تیار جدت کاری کے ذریعے طویل مدتی شیئر ہولڈر کی قدر کو زیادہ سے زیادہ بڑھانا ہے۔

نگہداشتِ صحت اور صاف پانی

پی ایس او نے محمود کوٹ، مظفر گڑھ (پنجاب) میں کمیونٹی کی فلاح و بہبود کو نمایاں طور پر بہتر بنایا ہے، جس میں ایک مکمل فعال پرائمری ہیلتھ کیئر یونٹ اور ریورس اوسموسس (RO) واٹر فلٹریشن پلانٹ کا قیام شامل ہے۔ ان اقدامات کے ذریعے 25,000 سے زائد افراد کو مفت طبی مشاورت، ادویات، اور لیبارٹری ٹیسٹس فراہم کیے گئے، جبکہ 45,000 سے زائد خاندانوں کو صاف پینے کا پانی مہیا کیا گیا۔

اس کے علاوہ، پی ایس او نے پاکستان بھر کے معتبر اداروں کے ساتھ شراکت داری کے ذریعے طبی سہولیات تک رسائی میں مدد فراہم کی، جدید طبی آلات خریدے اور کم وسائل والے مریضوں کے علاج کے لیے مالی معاونت فراہم کی۔ کمپنی نے دل کی بیماری، کینسر، ڈائیلاسس، ذہنی صحت کے مسائل، تھلی سیمیا اور صحت کو لاحق دیگر سنگین بیماریوں سے متاثرہ افراد کو خاصی مدد فراہم کی ہے۔

کمیونٹی ڈویلپمنٹ اور ڈیزاسٹر ریلیف

پی ایس او سی ایس آر ٹرسٹ نے ایک این جی او کے اشتراک سے بلوچستان میں ایک مفت آئی ٹی ٹریننگ سینٹر قائم کیا، جس کا مقصد تقریباً 5,000 مستحق نوجوانوں کو ڈیجیٹل مہارتیں فراہم کر کے انہیں بااختیار بنانا، روزگار کے مواقع بڑھانا اور طویل مدتی علاقائی ترقی کو فروغ دینا ہے۔

رمضان کے دوران بڑھتی ہوئی معاشی مشکلات کے پیشِ نظر، پی ایس او نے ملک بھر میں 25,000 نادار خاندانوں کو بنیادی اشیا پر مشتمل راشن کے بیگ تقسیم کیے۔ کمپنی نے اپنے ٹھیکیداری ملازمین کی مدد بھی کی اور پی ایس او کے آپریشنل سائٹس پر کام کرنے والے کارکنوں کو 3,000 راشن بیگ فراہم کیے، تاکہ وہ اور ان کے خاندان اس مشکل وقت میں بنیادی ضروریات تک رسائی حاصل کر سکیں۔

ماحولیات

ماحولیاتی ذمہ داری کے عزم کے تحت، کمپنی نے پائیداری کو فروغ دینے اور ماحولیاتی تبدیلی سے نمٹنے کے لیے مؤثر اقدامات کیے ہیں۔

لیاری ایکسپریس وے کے کنارے تقریباً دو ایکڑ رقبے پر 10,000 کے قریب درخت اور پودے لگائے گئے، جس سے ہوا کے معیار میں بہتری، درجہ حرارت میں کمی، جنگلی حیات کے مسکن کی معاونت اور ماحولیاتی بحالی اور خوبصورتی کے ذریعے کمیونٹی کی فلاح و بہبود میں اضافہ ہوا۔

پیپری مارشلنگ یارڈ میں شجرکاری کی کوششوں میں ملازمین اور سینئر انتظامیہ نے بھرپور حصہ لیا، جس سے اجتماعی طور پر ایک سبز اور زیادہ پائیدار ماحول کو فروغ ملا۔

سی ایس آر کے لیے بہترین طریقوں کو اپنانے اور ان کی اثر انگیزی کے لیے بورڈ کا بیان

پی ایس او کے بورڈ آف مینجمنٹ کا مؤقف ہے کہ پائیدار کاروباری کامیابی ان کمیونٹیوں کی خوشحالی، ماحول کی حفاظت اور نظم و نسق کے بہترین طریقوں سے گہرا تعلق رکھتی ہے جہاں ہم کام کرتے ہیں۔ کارپوریٹ سماجی ذمہ داری (CSR) کو ادارے کی اسٹریٹجک ترجیحات اور عملی فریم ورک کا ایک لازمی جزو تسلیم کیا جاتا ہے۔

اس عزم کے تحت، بورڈ باضابطہ طور پر عالمی سطح پر تسلیم شدہ بہترین سی ایس آر طریقوں کو پی ایس او کے کاروباری ماڈل میں شامل کرنے کی منظوری دیتا اور اس کی حمایت کرتا ہے۔ یہ اسٹریٹجک فیصلہ اس فہم کی عکاسی کرتا ہے کہ ذمہ دارانہ کارپوریٹ رویہ نہ صرف ایک اخلاقی ذمہ داری ہے بلکہ مسابقتی برتری کا ذریعہ بھی ہے — جو اسٹیک ہولڈرز کے اعتماد کو مضبوط کرتا ہے، جدت کو فروغ دیتا ہے، اور پائیدار قدر کی تخلیق کی صلاحیت کو ممکن بناتا ہے۔

سی ایس آر کے نفاذ کے بنیادی ستون

سی ایس آر اقدامات کو پی ایس او کے کارپوریٹ مقاصد اور قومی ترقی کی ترجیحات کے ساتھ ہم آہنگ کیا جائے گا، تاکہ تعلیم، نگہداشتِ صحت، ماحولیاتی پائیداری اور کمیونٹی کی ترقی جیسے شعبوں میں حقیقی اثر کو یقینی بنایا جا سکے۔

1. **نظم و نسق اور جواب دہی**
ایک مضبوط گورننس فریم ورک، جس کی نگرانی سی ایس آر کمیٹی کرے گی، پروگراموں کے مؤثر ڈیزائن، نفاذ، نگرانی اور جائزے کو یقینی بنائے گا، ساتھ ہی شفافیت، تعمیل اور مکمل جواب دہی کو برقرار رکھے گا۔

2. **اسٹیک ہولڈر کی شمولیت**
اہم اسٹیک ہولڈرز — جن میں مقامی کمیونٹیز، ملازمین، صارفین، ضابطہ کار ادارے اور سول سوسائٹی تنظیمیں شامل ہیں — کے ساتھ فعال تعلقات یہ یقینی بنائیں گے کہ سی ایس آر اقدامات حقیقی ضروریات کو پورا کریں اور پائیدار نتائج فراہم کریں۔

رپورٹ برائے شیئر ہولڈرز

ڈی جی 12) کو فروغ دینا، اور گرین ہاؤس گیسوں کے اخراج (ایس ڈی جی 13) کو کم کرنا شامل ہے۔ کمپنی کے ذمہ دارانہ طریقوں کی عکاسی آئی ایس او 45001 جیسے سرٹیفکیٹس کے ذریعے ہوتی ہے جو پائیداری، ماحولیاتی انتظام اور سماجی ذمہ داری میں پی ایس او کی مسلسل عمدہ کارکردگی کو ظاہر کرتی ہے۔

پائیداری پر مرکوز تکنیکی اختراعات

پی ایس او پائیداری کے حصول کے لیے مختلف اقدامات کے ذریعے تکنیکی جدت کو فروغ دے رہی ہے۔ کمپنی جدید سولیوشنز اور مستقبل بین ڈیزائن کے ذریعے ایک مزید پائیدار مستقبل تشکیل دینے میں پیش پیش ہے، جس کے تحت یہ اپنے آپریشنز اور ماحول کے ساتھ تعلقات کو نئے انداز میں ڈھال رہی ہے۔

اہم اقدامات

پی ایس او توانائی کے مؤثر استعمال اور عملی اخراجات میں کمی کے لیے شمسی توانائی کے منصوبے نصب کر رہی ہے تاکہ ایک صاف ستھرا ماحول فروغ پائے۔

کمپنی نے حبکو گرین اور بی وائی ڈی کے ساتھ ایک معاہدہ کیا ہے جس کے تحت پورے پاکستان میں ایک زبردست الیکٹرک وہیکل (ای وی) چارجنگ نیٹ ورک قائم کیا جائے گا، جو برقی گاڑیوں کے استعمال کو فروغ دے گا اور کاربن فٹ پرنٹ کو کم کرے گا۔

پی ایس او ایک بڑے ڈیجیٹل ٹرانسفارمیشن کے عمل سے گزر رہی ہے، جس میں ایک قومی ای۔کامرس پلیٹ فارم اور فن ٹیک سبسڈری "سیریسما" کا قیام شامل ہے، جسے الیکٹرانک منی انسٹی ٹیوشن (EMI) لائسنس کی منظوری مل چکی ہے۔

کمپنی نے دس لاکھ دستاویزات کو ڈیجیٹائز کیا ہے، تمام کاغذی مواد کو ری سائیکل کیا ہے اور ماحولیاتی اثرات کو کم کیا ہے۔ پی ایس او ٹیکنالوجی کو استعمال کرتے ہوئے آپریشنز کو بہتر بنا رہی ہے، جس میں پریڈکٹیو ویسٹ مینجمنٹ اور اسمارٹ ویسٹ مینجمنٹ سسٹمز شامل ہیں تاکہ فضلے کو کم سے کم کیا جائے اور ماحولیاتی اثرات کو محدود کیا جا سکے۔

کمپنی لاہور سے پشاور تک وائٹ آئل پائپ لائن نیٹ ورک کو فعال طور پر وسعت دے رہی ہے، جس سے کارکردگی، حفاظت اور لاگت کی کفایت میں بہتری آئے گی جبکہ ماحولیاتی اثرات کم ہوں گے۔

پی ایس او ماحول دوست پیشکشوں کی رینج کے ساتھ سبز مصنوعات میں بھی سب سے آگے ہے، بشمول یورو 5 فیولز، جو غیر معمولی کارکردگی کی فراہمی کے ساتھ ماحولیاتی اثرات کو کم سے کم کرنے کے لیے ڈیزائن کیے گئے ہیں۔ یہ جدید ایندھن انجن کی کارکردگی کو بہتر بنانے، نقصان دہ اخراج کو کم کرنے، اور صاف ہوا کے معیار کو فروغ دینے کے لیے مالیکیولر ٹیکنالوجی کا استعمال کرتے ہیں، جس سے انہیں صارفین کے لیے سبز انتخاب بنایا جاتا ہے۔ پی ایس او کی مصنوعات کے پورٹ فولیو میں بھی یہی یقین ظاہر ہوتا ہے۔

فوائد

- کاربن فٹ پرنٹ اور گرین ہاؤس گیسوں کے اخراج میں کمی
- توانائی کے مؤثر استعمال اور آپریشنل لاگتوں میں کمی
- ڈیجیٹل خدمات کے ذریعے صارفین کے تجربے میں بہتری
- ری سائیکلنگ کی شرح اور فضلے کو تلف کرنے کے انتظام کی اثر انگیزی میں اضافہ
- پاکستان کی معاشی مضبوطی اور ترقی میں حصہ
- پائیدار طریقہ کار اور ماحول دوست مصنوعات کے ذریعے ماحولیاتی اثرات میں کمی

پائیداری کے لیے عزم

پی ایس او کا پائیداری کے لیے عزم اس کے کاروبار کے ہر پہلو میں جھلکتا ہے۔ کمپنی کا یقین ہے کہ ٹیکنالوجی اور پائیداری ایک دوسرے کے ساتھ منسلک ہیں اور یہ ایک زیادہ سرسبز اور ذمہ دار مستقبل کی قیادت کرنے کے لیے پرعزم ہے۔ اپنے آپریشنز اور مصنوعات کے پورٹ فولیو میں پائیداری کی شمولیت کے ساتھ پی ایس او ماحول اور معاشرے پر دیرپا اثر ڈالنے کے لیے تیار ہے۔

کارپوریٹ سماجی ذمہ داری

اپنی بنیادی اقدار میں پیوست پی ایس او سی ایس آر ٹرسٹ ملک بھر کی کمیونٹیز پر مثبت اثر ڈالنے کے لیے پرعزم ہے۔ مالی سال 25ء میں ٹرسٹ نے اسٹریٹجک ترجیحی شعبوں کے لیے 500 ملین روپے مختص کیے، جن میں صحت، تعلیم، کمیونٹی کی ترقی، آفات سے نمٹنے کا انتظام اور ماحولیاتی تحفظ شامل ہیں۔

تعلیم

پی ایس او تعلیم کے فروغ کے لیے گہری وابستگی رکھتی ہے اور تقریباً 7,750 مستحق طلبہ کو ہر سطح پر بااختیار بنا رہا ہے، جس میں خصوصی طور پر معذور بچوں کے لیے شمولیت کو یقینی بنانے پر توجہ دی گئی ہے

کیو اے آپریشنز قومی ریگولیٹری فریم ورکس (اوگرا، MoE(PD) وغیرہ) اور بین الاقوامی ٹیسٹنگ پروٹوکولز (IP، API، ASTM وغیرہ) کی سخت تعمیل کے ساتھ انجام دیے جاتے ہیں۔ مالی سال 25ء میں، پی ایس او کی اسٹیشنری لیبارٹریوں نے پٹرولیم مصنوعات کے تقریباً 93,816 نمونوں کا تجزیہ کیا اور مارکیٹ کی بدلتی ہوئی ضروریات کو پورا کرنے کے لیے 2,495 ٹیلرڈ فیول اور لبریکنٹ بلینڈز تیار کیے۔

قابلِ ذکر بات یہ ہے کہ کیماڑی ٹرمینل اے لیبارٹری کو ٹوٹل انرجیز انٹرنیشنل ایوی ایشن فیول ٹیسٹنگ پروگرام سے "ایکسیلینٹ" ریٹنگ حاصل ہوئی، جو پی ایس او کے معیار کی درستگی اور بین الاقوامی معیار پر عمل درآمد کے عزم کی عکاسی کرتی ہے۔

موبائل کوالٹی ٹیسٹنگ یونٹس صارفین تک مصنوعات کے معیار اور مقدار کو یقینی بنانے میں نہایت مؤثر ثابت ہوئے۔ دورانِ سال ملک بھر میں ریٹیل آؤٹ لیٹس، ڈپو اور تنصیبات پر 16,128 سے زائد کیو اے معائنے منعقد کیے گئے، جس سے اعتماد اور آپریشنل شفافیت کو مزید مضبوطی ملی۔ موبائل کوالٹی ٹیسٹنگ یونٹس کی تنصیب نے تعلق پلیٹ فارم کے ذریعے صارفین کے مسائل کے حل میں بھی اہم کردار ادا کیا، جس سے ردعمل اور سروس کے تجربے میں بہتری آئی۔

مزید برآں، مقدار کی درستگی کو یقینی بنانے کے لیے 9,098 سے زائد ٹینک لاریوں کو 4 بڑے ٹرمینلز بشمول ذوالفقار آئل ٹرمینل محمود کوٹ، ماچھیکے، اور تاروجبہ پر کیلیبریٹ کیا گیا۔

پائیداری

مالی سال 25ء میں کمپنی نے اپنی مکمل سپلائی چین — کیماڑی ٹرمینل اے پر مصنوعات کے حصول سے لے کر ریٹیل ڈسپنسنگ تک — کا تھرڈ پارٹی سے تصدیق شدہ کاربن فٹ پرنٹ بیس لائن جائزہ مکمل کرایا۔ اس میں اسکوپ 1، 2 اور 3 کے اخراج شامل تھے۔ یہ تحقیق ایک مستند کاربن آڈٹنگ پروفیشنل (CAP) کی توثیق شدہ ہے اور پی ایس او کی GHG میں کمی کی حکمتِ عملی کی بنیاد فراہم کرتی ہے۔

ایک جامع روڈ میپ تیار کیا گیا، جس میں قلیل مدتی فوائد، وسط مدت میں قابلِ تجدید توانائی کی جانب منتقلی، اور طویل مدتی سرمایہ کاری بشمول کاربن کیپچر اور صاف ٹیکنالوجیز شامل ہیں تاکہ قومی اور عالمی ای ایس جی اہداف کے مطابق پیش رفت کی جا سکے۔

ان اقدامات کے ساتھ ساتھ، پی ایس او نے اپنے گرین فٹ پرنٹ میں توسیع بھی جاری رکھی، جس میں مندرجہ ذیل شامل ہیں:

- آپریشنل مقامات اور ریٹیل آؤٹ لیٹس پر سولر انرجی سسٹمز میں اضافہ تاکہ فوسل فیول پر مبنی بجلی پر انحصار کم کیا جا سکے۔
- پی ایس او ہاؤس کے ماحولیاتی اور توانائی آڈٹ کا انعقاد، جس کے ذریعے توانائی کی بچت کے مواقع کی نشاندہی کی گئی۔
- ماحولیاتی پیمانوں کی مسلسل نگرانی، تاکہ فضائی اخراجات اور فضلہ کے لیے نیشنل انوائرمنٹل کوالٹی اسٹینڈرڈز (NEQS) کے مطابق عمل درآمد یقینی بنایا جا سکے۔

3 آر (کم کرنا، دوبارہ استعمال کرنا اور ری سائیکل کرنا) پر توجہ مرکوز کرتے ہوئے پی ایس او کے ماحولیاتی اقدامات

پی ایس او 3 آر نقطہ نظر کے ذریعے اپنے ماحولیاتی اثرات کو کم سے کم کرنے کے لیے پرعزم ہے: کمپنی کا مقصد وسائل کا تحفظ، فضلے کو کم کرنا اور اقوام متحدہ کے پائیدار ترقیاتی اہداف (ایس ڈی جیز) کے مطابق اپنے آپریشنز میں پائیدار طریقوں کو فروغ دینا ہے۔

پی ایس او نیشنل انوائرمنٹل کوالٹی اسٹینڈرڈز (این ای کیو ایس) پر عمل پیرا ہے اور صاف پانی اور صفائی ستھرائی (ایس ڈی جی 6) کو یقینی بنانے کے لیے آئل اور پانی کو الگ کرنے کے آلے، آر او پلانٹس اور ویسٹ مینجمنٹ کے طریقہ کار جیسے فعال اقدامات پر عمل درآمد کرتا ہے۔

پائیدار پیداوار اور کھپت کے اقدامات (ایس ڈی جی 12) کے ذریعے، پی ایس او نے نمایاں نتائج حاصل کیے ہیں، جن میں فضلے میں کمی، ری سائیکلنگ میں اضافہ، اور وسائل کے بہتر استعمال شامل ہیں۔ کمپنی نے ماحول دوست طریقوں کو اپنایا ہے، جیسے ری سائیکل شدہ پلاسٹک کا استعمال، کاغذ کے استعمال کو کم سے کم کرنا، اور صاف ایندھن کو فروغ دینا۔ ایک قابل ذکر اقدام لبریکنٹ پیک سے ری سائیکل شدہ پلاسٹک کے فضلے سے پائیدار پلاسٹک روڈ بنانا ہے۔

آب و ہوا کی تبدیلی (ایس ڈی جی 13) سے نمٹنے کے لیے، پی ایس او نے بخارات کو جمع کرنے کا نظام نصب کیا ہے، شجرکاری مہم شروع کی ہے، اور زیرو کاربن چیلنج متعارف کرایا ہے۔ پی ایس او الیکٹرک وہیکل چارجنگ اسٹیشن پیش کرتا ہے، جو ماحولیاتی اثرات کو کم سے کم کرنے کے لیے مستقبل بین سوچ کا اظہار ہے۔

پی ایس او کے اقدامات اقوام متحدہ کی ایس ڈی جیز سے مطابقت رکھتے ہیں، جن میں صاف پانی اور صفائی ستھرائی (ایس ڈی جی 6) کو یقینی بنانا، پائیدار پیداوار اور کھپت (ایس

رپورٹ برائے شیئر ہولڈرز

ملازمین کی شمولیت کے پروگرامز اور صلاحیت میں اضافہ: یہ تسلیم کرتے ہوئے کہ مضبوط ایچ ایس ای (HSE) ثقافت کارکردگی کو بہتر بناتی ہے، پی ایس او نے مالی سال 25ء کے دوران ملازمین کی شمولیت پر نمایاں توجہ مرکوز کی۔

From Awareness to Action پروگرام: ایک انٹرایکٹو ٹریننگ پروگرام، جس میں ڈیجیٹل ٹولز جیسے لائیو پولنگ اور ورڈ کلاؤڈز کا استعمال کیا گیا تا کہ شرکت اور یادداشت کو بہتر بنایا جا سکے۔ فیسلیٹی انچارجز اور بزنس منیجرز کے ساتھ باقاعدہ ورچوئل شمولیت نے براہِ راست مکالمے اور مسلسل فیڈ بیک کو فروغ دیا، جبکہ آن سائٹ سیشنز کے ذریعے ریٹیل اور آپریشنل سائٹس پر ایس او پیز کی یاددہانی کروائی گئی۔

ایک ایسا اقدام جس کا مقصد تکنیکی ٹیموں میں خطرات کی نشاندہی اور رسک کے جائزے کی مہارتوں کو نکھارنا تھا، تا کہ فرنٹ لائن کی تیاری کو مضبوط بنایا جا سکے۔ پی ایس او ہاؤس اور اہم مقامات پر خصوصی ویل نیس سیشنز منعقد کیے گئے، جن میں جسمانی اور ذہنی صحت کے اشاریوں کا معائنہ اور انٹرایکٹو جائزے لیے گئے — جو اس یقین کو اجاگر کرتا ہے کہ صحت پائیدار کارکردگی کے لیے نہایت اہم ہے۔

محفوظ ماحول کو مزید فروغ دینے کے لیے، ایچ ایس ای ڈپارٹمنٹ نے باقاعدہ کمیونیکیشنز کا آغاز کیا، جن میں نیوز لیٹرز، سیفٹی الرٹس اور ڈیسک ٹاپ میسجز شامل تھے۔

پی ایس او نے عالمی پیشہ ورانہ صحت وسلامتی کا دن منایا، جس کے دو مرکزی موضوعات تھے: "AI & Digitization at Work" اور "Home & Children Safety"۔ اس موقع پر آگاہی مہمات، سیفٹی واکس، شجرکاری سرگرمیاں، اور پسماندہ طبقے کے اسکولوں کے لیے بچوں کا روڈ سیفٹی تھیٹر منعقد کیا گیا۔

کیکن یوچی ٹریننگ (KYT) کے اصولوں پر مبنی ایک پروگرام اٹلس ہونڈا کے اشتراک سے متعارف کرایا گیا تا کہ خطرے کے تصور اور محفوظ ڈرائیونگ کے رویے کو بہتر بنایا جا سکے۔

کمپنی نے عالمی ماحولیات کا دن بھی منایا جس کا موضوع تھا "Beat Plastic Pollution" اس موقع پر پلاسٹک میں کمی، GHG اکاؤنٹنگ، اور پائیداری کے فروغ کے لیے آگاہی سیشنز اور شجرکاری مہمات منعقد کی گئیں۔

پی ایس او نے تنظیم بھر میں نمایاں کارکردگی اور شراکت کو سراہا، جس سے جوابدہی اور فعال سیفٹی کلچر کو فروغ ملا۔ مجموعی طور پر، پی ایس او نے 4,000 سے زائد ایچ ایس ای تربیت کے گھنٹے فراہم کیے، جن میں ملازمین، کنٹریکٹرز اور ڈیلرز کا عملہ شامل تھا — اس پیغام کو تقویت دی گئی کہ سیفٹی ہر سطح پر سب کی مشترکہ ذمہ داری ہے۔

سڑک پر حفاظت کا انتظام

سڑکوں پر حفاظت پی ایس او کے لیے ایک اہم ترجیح ہے، کیونکہ کمپنی کا لاجسٹکس نیٹ ورک پورے ملک میں پھیلا ہوا ہے۔ مالی سال 25ء میں، کمپنی نے تربیت، نگرانی اور ٹیکنالوجی کے انضمام کے ذریعے اپنے روڈ سیفٹی مینجمنٹ پروگرام کو مزید مضبوط بنایا۔ 9,000 سے زائد ٹینک لاریوں کا تھرڈ پارٹی معائنہ کیا گیا، جبکہ 8,000 سے زائد ڈرائیورز کو جدید دفاعی ڈرائیونگ کی تربیت دی گئی، جس میں خطرات کی پیشگی نشاندہی، رفتار پر قابو اور تھکن کے انتظام پر توجہ دی گئی۔

محفوظ ڈرائیونگ کے طریقوں کو فروغ دینے کے لیے، پی ایس او نے ڈیش کیم اور اینٹی فیٹیگ ڈٹیکشن ڈیوائسز (AFDDs) کے پائلٹ اقدامات شروع کیے، جس سے ڈرائیور کے رویے کی بروقت نگرانی ممکن ہوئی اور غنودگی یا عدم توجہی کی صورت میں آپریٹرز کو بروقت الرٹ فراہم کیا گیا۔

ایڈوانسڈ ٹینک لاری ٹریکنگ سسٹم کے ذریعے لوکیشن، راستے کی تبدیلی، رفتار، سیٹ بیلٹ کے استعمال اور ڈرائیور کے بیٹھنے کے انداز پر معلومات حاصل ہوئیں، جس سے حفاظتی اقدامات میں پیشگی عمل درآمد ممکن ہوا۔

مزید یہ کہ، پی ایس او نے کارٹیج ٹھیکیداروں کے لیے اپنے ایچ ایس ای اسکور کارڈ کو بہتر بنایا، جس کے تحت حفاظتی کارکردگی کے اشاریوں کو کارکردگی کی جانچ سے جوڑ کر مسلسل بہتری کی حوصلہ افزائی کی گئی۔ اس کے علاوہ، آئل مارکیٹنگ کمپنیوں کے ساتھ ایک مشترکہ مہم کے تحت 2/3 پہیوں والی گاڑیوں کے ایندھن کے استعمال میں حفاظت کو اجاگر کرنے کے لیے عمومی آگاہی اور تعلیمی مہمات چلائی گئیں۔

معیار کی یقین دہانی (کوالٹی ایشورنس)

ہر مرحلے پر مصنوعات کے معیار کو یقینی بناتے ہوئے، پی ایس او کے اعلیٰ معیار کو برقرار رکھنے، صارفین کی تسلی اور برانڈ کی قابلِ اعتماد ساکھ کو یقینی بنانے میں کوالٹی اشورنس (QA) مرکزی کردار ادا کرتا ہے۔ صنعت کے سب سے بڑے کیو اے انفراسٹرکچر کے ساتھ، پی ایس او 12 جدید ترین لیبارٹریز اور 25 موبائل کوالٹی ٹیسٹنگ یونٹس (MQTUs) چلاتا ہے، جو ملکی سپلائی چین میں سخت کوالٹی کنٹرول فراہم کرتے ہیں۔

- **استعدادکاری:** سپلائرز اور داخلی اسٹیک ہولڈرز کے لیے تربیت اور صلاحیت سازی کے پروگرام فراہم کیے جائیں تا کہ ای ایس جی امور اور انتظامی طریقہ کار کو بہتر سمجھا جا سکے۔

پی ایس او کا مقصد ممکنہ رکاوٹوں کو کم سے کم کرنا، عوام کو اپنے کاروباری شراکت داروں اور بالآخر اپنی ساکھ کی حفاظت، اور طویل مدتی استحکام کو یقینی بنانا ہے۔

صحت، تحفظ اور ماحول (ایچ ایس ای)

پی ایس او میں ایچ ایس ای وہ بنیادی اقدار ہیں جو آپریشنز کے ہر پہلو میں پیوست ہیں۔ کمپنی اعلیٰ ترین حفاظتی معیارات پر عمل پیرا ہے تا کہ ملازمین، ٹھیکیداروں اور اسٹیک ہولڈرز کی فلاح و بہبود کو یقینی بنایا جا سکے، اور اس کا واضح مقصد صفر حادثات — گول زیرو کے نصب العین کا حصول ہے۔

لیڈرشپ ٹیم اور ایچ ایس ای اسٹیئرنگ کمیٹی کی رہنمائی میں ایک مضبوط ایچ ایس ای منیجمنٹ سسٹم (HSE-MS) کو مسلسل بہتر بنایا جا رہا ہے تا کہ ایچ ایس ای کی کارکردگی کو بڑھایا جا سکے، ایک فعال حفاظتی ثقافت کو پروان چڑھایا جا سکے، اور ادارے میں ہر سطح پر مسلسل بہتری کو فروغ دیا جا سکے۔

ایچ ایس ای کے آڈٹ اور معائنے

ملک بھر میں 3,649 ریٹیل آؤٹ لیٹس کے سب سے بڑے نیٹ ورک کی حامل کمپنی نے اپنی ایچ ایس ای آڈٹ کوریج میں نمایاں اضافہ کیا اور 1,570 سے زائد ریٹیل آؤٹ لیٹس کا معائنہ کیا۔ آڈٹس کا دائرہ کار ٹرمینلز، ڈپو، ایوی ایشن اسٹیشنز، ڈویژنل دفاتر اور ایل پی جی پلانٹس تک پھیلا ہوا تھا، تا کہ ملک گیر آپریشنز میں حفاظتی معیارات نافذ کیے جا سکیں۔

پی ایس او نے اپنی ویب پر مبنی ریٹیل معائنے کی ایپ کو مزید بہتر بنایا جس میں موبائل آڈٹنگ کی سہولت، ریئل ٹائم ڈیٹا کیپچر، اور ایڈوانس ڈیش بورڈ رپورٹنگ کو شامل کیا گیا، جس سے traceability اور کمپلائنس رپورٹنگ میں خاصی بہتری آئی۔

مزید برآں، آڈٹ فریم ورک کو مضبوط بنانے کے لیے کمپنی نے بڑے شہروں میں کمپنی آپریٹڈ ریٹیل آؤٹ لیٹس (CORO) کے تھرڈ پارٹی معائنے بھی کروائے، تا کہ ریٹیل آؤٹ لیٹس کے لیے اوگرا ایس آر او ریگولیشنز اور این ایف پی اے اسٹینڈرڈز کی مکمل پاسداری یقینی بنائی جا سکے۔

پروسیس سیفٹی منیجمنٹ (پی ایس ایم)

پی ایس او میں پروسیس سیفٹی منیجمنٹ کو ایچ ایس ای ایکسی لنس کا بنیادی ستون سمجھا جاتا ہے۔ گزشتہ سال کے دوران، 60 سے زائد منیجمنٹ آف چینج (MOC) کیسز کا تفصیلی جائزہ لے کر ان کا نفاذ کیا گیا، تا کہ ہر آپریشنل تبدیلی سخت ایچ ایس ای رسک اسسمنٹ کے بعد، اعلیٰ ترین حفاظتی معیارات سے ہم آہنگ رہتے ہوئے مکمل ہو۔

آپریشنل، پروجیکٹس اور ایچ ایس ای ٹیموں کے مابین قریبی تعاون کے نتیجے میں اہم پی ایس ایم سسٹمز کی کامیابی سے تنصیب ممکن بنائی گئی، جن میں پرمٹ ٹو ورک، رسک اسسمنٹ، انرجی آئسولیشن، ایمرجنسی ریسپانس، اور کنٹریکٹر سیفٹی منیجمنٹ شامل ہیں جو اہم منصوبوں میں کامیابی سے لاگو کیے گئے۔ ان اقدامات کے نتیجے میں سال کے دوران کوئی جان لیوا حادثہ یا لاسٹ ٹائم انسیڈنٹ (LTI) پیش نہ آیا، اور پی ایس او نے مالی سال 25ء کے اختتام تک 38.6 ملین محفوظ مین آورز کا سنگ میل کامیابی سے حاصل کیا۔

پی ایس او نے اپنی آئی ایس او 45001 سرٹیفکیشنز کو مزید 6 مقامات تک بڑھایا، جن میں کیماڑی ٹرمینل بی، دولت پور، کوئٹہ، کوٹلہ جام، کندیاں، اور حبیب آباد شامل ہیں۔ سرٹیفکیشن کے دائرہ کار کو مزید وسیع کرتے ہوئے اس میں ایوی ایشن، لبریکینٹس، گیس پر مبنی ایندھنوں کی سہولتوں، اور ہیڈ آفس کو بھی شامل کیا گیا، جس سے کل سند یافتہ مقامات کی تعداد 21 ہو گئی۔

ہنگامی حالات کے لیے تیاری کو مزید مضبوط بنانے کے لیے میجر ایکسیڈنٹ ایمرجنسی ریسپانس پلان (MAERP) کی مشقیں کلیدی مقامات جیسے کیماڑی، شکارپور، اور ماچھیکے میں منعقد کی گئیں۔ ان مشقوں میں ریسکیو 1122، پولیس، فائر بریگیڈز، اور دیگر آئل مارکیٹنگ کمپنیز (OMCs) نے فعال طور پر حصہ لیا، جس سے پی ایس او کی ایمرجنسی ریسپانس صلاحیتوں کی تصدیق ہوئی اور صنعت کے مابین تعاون کو فروغ ملا۔

ڈیجیٹل ٹرانسفارمیشن ایجنڈے کی طرف بڑھتے ہوئے، پی ایس او نے ان ہاؤس ایچ ایس ای منیجمنٹ سسٹم (E-HSE) تیار کیا، جو APEX Oracle پر مبنی ہے۔ یہ کراس پلیٹ فارم سلوشن بنیادی ایچ ایس ای فنکشنز جیسے آڈٹ منیجمنٹ کو یکجا کرتا ہے اور اسے لائیو ڈیش بورڈز، اے آئی پر مبنی اینالیٹکس، اور نقشہ جاتی ویژولائزیشن کے ساتھ مزید بہتر بنایا گیا ہے۔

یہ نظام فیصلہ سازی کو تیز تر، کمپلائنس ٹریکنگ کو مزید آسان، اور اسمارٹ ایچ ایس ای نظم و نسق کو ممکن بناتا ہے، جو ڈیٹا پر مبنی سیفٹی منیجمنٹ کی جانب ایک نمایاں پیش رفت ہے۔

رپورٹ برائے شیئر ہولڈرز

- مقامی برادریوں کی ترقی اور بہتری کے لیے ہدفی سرمایہ کاری کے ذریعے تعاون فراہم کرنا
- خیراتی اقدامات میں حصہ لینا تاکہ معاشرے پر مثبت اثرات مرتب ہوں
- اعلیٰ ترین اخلاقی اقدار پر کاربند رہتے ہوئے دیانت اور اعتماد کو فروغ دینا

ان عزائم کے ذریعے پی ایس او کا مقصد ایک ایسی تنظیم قائم کرنا ہے جو نہ صرف شاندار کاروباری کارکردگی حاصل کرے بلکہ اپنی پائیدار اور مؤثر کوششوں کے ذریعے معاشرے میں بامعنی کردار ادا کرے۔

نظم ونسق:

پی ایس او اچھے نظم ونسق کے طریقوں کی اہمیت کو سمجھتی ہے اور شفافیت، احتساب اور اخلاقی برتاؤ کو یقینی بنانے کے لیے ٹھوس نظام اور پروسس کا نفاذ کرچکی ہے۔ کمپنی کمپلائنس کے سخت معیارات پر قائم رہتی ہے، شفاف کاروباری طریقوں کا فروغ دیتی ہے اور اپنے متعلقہ فریقوں (اسٹیک ہولڈرز) میں اعتماد کو پروان چڑھاتی ہے۔

کاروباری اصولوں اور اخلاقی پالیسی موجود ہے جو مندرجہ ذیل پہلوؤں کا احاطہ کرتی ہے:

- رشوت اور بدعنوانی
- مفادات کا تصادم
- رازداری
- عوامی سرگرمیاں
- رقوم، اثاثوں، وصولیوں، ادائیگیوں کا مناسب ریکارڈ
- سرکاری افسران، میڈیا، سپلائرز، مشاورت کاروں، ایجنٹوں، ثالثوں اور دیگر فریقوں سے تعلق اور معاملات
- جائے کار پر ہراسانی
- اعتماد شکنی کے قوانین وغیرہ
- ضابطۂ کار (کوڈ آف کنڈکٹ)
- مالی سالانہ رپورٹ کا اظہار
- پاکستان اسٹاک ایکسچینج کمیشن کے قواعد وضوابط کی تعمیل

پی ایس او کا ای ایس جی کی جانب سفر صرف ایک عہد نہیں بلکہ یہ ایک اسٹریٹجک طریقہ کار ہے جو بہترین عالمی طریقوں سے ہم آہنگ ہے۔ ای ایس جی کے اصولوں کو اپناتے ہوئے، پی ایس او کا مقصد اپنے اسٹیک ہولڈرز، صارفین، اور بحیثیتِ مجموعی معاشرے کے لیے دیرپا قدر کی تخلیق ہے۔

ای ایس جی حادثات کی وجہ سے سپلائی چین میں خلل کے خطرات کی نگرانی اور انتظام کے لیے ہماری حکمت عملی

پی ایس او ماحولیاتی، سماجی یا نظم ونسق (ای ایس جی) حادثات کی وجہ سے سپلائی چین میں خلل کے ممکنہ خطرات سے آگاہ ہے۔ جو اس کے کاروباری آپریشنز اور ساکھ کو متاثر کرسکتے ہیں۔ کمپنی تسلیم کرتی ہے کہ اس کی سپلائی چین کو مختلف ای ایس جی خطرات کا سامنا ہے، جن میں مندرجہ ذیل شامل ہیں:

- **ماحولیاتی خطرات:** آب وہوا کی تبدیلی، قدرتی آفات، اور وسائل کی کمی
- **سماجی خطرات:** مزدوروں کے تنازعات، کمیونٹی کی بدامنی، اور انسانی حقوق کی خلاف ورزیاں، صحت اور حفاظت کے امور
- **نظم ونسق کے خطرات:** بدعنوانی، رشوت، کاروباری اخلاقیات اور اصولوں کی عدم تعمیل، اور ریگولیٹری عدم تعمیل

ان خطرات کی نگرانی اور ان کو کم کرنے کے لیے، پی ایس او نے مندرجہ ذیل حکمت عملیوں پر عمل درآمد کیا ہے:

- **خطرے کا جائزہ اور نشان دہی:** سپلائی چین میں ممکنہ ای ایس جی سے متعلقہ خطرات اور کمزوریوں کی نشاندہی کے لیے باقاعدہ جانچ کی جاتی ہے۔
- **سپلائر کی شمولیت اور مستعدی:** سپلائرز کے ساتھ شراکت داری تاکہ وہ پی ایس او کے ای ایس جی معیارات پر عمل کریں اور ان کی تعمیل کا جائزہ لینے کے لیے مستعدی کا جائزہ (diligence due) لیا جائے۔
- **نگرانی اور اطلاع دہی:** ایک مضبوط نگرانی کا نظام قائم کیا جائے تاکہ سپلائی چین میں ای ایس جی سے متعلقہ مسائل اور رکاوٹوں کو ٹریک کیا جاسکے، اور پیش رفت اور دشواریوں کے بارے میں اطلاع دی جاسکے۔
- **ہنگامی منصوبہ بندی:** سپلائی چین پر ای ایس جی سے متعلقہ رکاوٹوں کے اثرات کو کم کرنے کے لیے ہنگامی منصوبے تیار کیے جائیں۔
- **اسٹیک ہولڈرز کے ساتھ تعاون:** سپلائرز، صارفین، اور این جی اوز سمیت اسٹیک ہولڈرز کے ساتھ مل کر بہترین طریقے شیئر کیے جائیں اور مشترکہ ESG چیلنجز کا حل نکالا جائے۔

یہ اشتراک پاکستان میں ای ویز کے فروغ کو بڑھائے گا نیز یہ پی ایس او کے طویل المدتی ہدف نیٹ زیرو کاربن اخراج کے ساتھ ہم آہنگ ہے۔ اس کا مقصد ایک زیادہ صاف ستھرا ماحول تشکیل دینا، گرین ہاؤس گیسوں کے اخراج میں کمی، اور پاکستان میں ایک پائیدار ٹرانسپورٹیشن ایکوسسٹم کو فروغ دینا ہے۔

پائیدار ریٹیل ٹرانسفارمیشن

پی ایس او نے اپنے ریٹیل نیٹ ورک کی جدت کاری کو جاری رکھتے ہوئے 6 وائب اسٹورز کا افتتاح کیا۔ یہ اسٹورز نہ صرف کاربن اثرات کو کم کرنے بلکہ وسائل کے مؤثر استعمال اور ماحولیاتی استحکام کو فروغ دینے کے لیے ڈیزائن کیے گئے ہیں۔ یہ اقدامات پی ایس او کے ذمہ دارانہ کاروباری طرز عمل اور سرکلر ڈیزائن کے اصولوں کی عکاسی کرتے ہیں۔
وائب اسٹورز کی اہم پائیدار خصوصیات مندرجہ ذیل ہیں:

- **ری سائیکل شدہ اور پائیدار تعمیراتی میٹریل کا استعمال:** تعمیر میں ری سائیکل شدہ اینٹیں (aggregatesrecycled) اور مقامی طور پر دستیاب پائیدار مواد استعمال کیے گئے، جس کے نتیجے میں کاربن اخراج میں نمایاں کمی آئی۔
- **زیرو پلاسٹر فنش (Zero Plaster Finish):** تمام سطحوں کو زیرو پلاسٹر تکنیک کے ذریعے ڈیزائن کیا گیا، جس سے روایتی پلاسٹر اور پینٹ کی ضرورت ختم ہوگئی، کیمیکلز اور فضلے میں کمی آئی اور مرمت کی لاگت بھی کم ہوئی۔
- **پرفارمنس گلاس انسٹالیشنز:** توانائی کے لیے باکفایت اور جدید شیشے نصب کیے گئے جو قدرتی روشنی کی بہتر رسائی اور گرمی میں کمی فراہم کرتے ہیں، جس سے کولنگ کی ضرورت کم ہوئی اور اندرونی ماحول زیادہ آرام دہ ہوا۔
- **ایکو فرینڈلی ریفریجریشن سسٹمز:** تمام ریفریجریشن یونٹس میں R-32 ریفریجرنٹ گیس استعمال کی گئی ہے، جو گلوبل وارمنگ کے کم امکانات (GWP) کا متبادل ہے۔ یہ گیس نہ صرف توانائی کی کارکردگی میں اضافہ کرتی ہے بلکہ روایتی ریفریجرنٹس کے مقابلے میں ماحولیاتی اثرات میں نمایاں کمی بھی لاتی ہے۔

ان پائیدار اقدامات کی بدولت اسٹورز کے پورے لائف سائیکل کے دوران توانائی کے استعمال اور اخراجات میں نمایاں کمی واقع ہوئی ہے۔ انہی کوششوں کے اعتراف میں، پاکستان گرین بلڈنگ کونسل (PGBC) نے نئے کھولے گئے وائب اسٹورز میں سے 2 کو اپنی سب سے اعلیٰ گرین بلڈنگ ریٹنگ سے نوازا۔ یہ سنگ میل پی ایس او کی ماحول دوست ریٹیل آپریشنز کے عزم کی واضح عکاسی کرتا ہے۔

وائب اسٹورز کی توسیع ملک بھر میں جاری رہے گی، اور آئندہ مراحل میں مزید جدید اور پائیدار ڈیزائن فیچرز شامل کیے جائیں گے تاکہ ماحول دوست اور جدید ریٹیل انفراسٹرکچر کو فروغ دیا جا سکے۔

پائیدار خریداری

دس لاکھ دستاویزات کی ڈیجیٹائزیشن ایک قابلِ ذکر اقدام تھا، جس سے تمام کاغذی مواد کو ری سائیکل کرنے میں سہولت ملی اور کمپنی کے ماحولیاتی اثرات میں کمی واقع ہوئی۔
پائیدار طریقہ کار کے لیے پی ایس او کی لگن کو چارٹرڈ انسٹی ٹیوٹ آف پروکیورمنٹ اینڈ سپلائی (CIPS) کی جانب سے بھی تسلیم کیا گیا، جہاں کمپنی کو اَتھیکل پروکیورمنٹ اینڈ سپلائی کیٹیگری میں اعزاز سے نوازا گیا۔

سماجی پہلو

پی ایس او اپنے آپریشنل علاقوں میں پسماندہ برادریوں کی بہتری اور سماجی و معاشی ترقی کے لیے پرعزم ہے۔

کمپنی مختلف خصوصی اقدامات کے ذریعے ضرورت مند افراد کو اہم سہولتیں فراہم کرتی ہے، بشمول تعلیمی پروگرام، جو خواندگی اور مہارتوں کی تیاری کو فروغ دیتے ہیں، صحت کی خدمات، جو معیاری طبی سہولتوں تک رسائی بہتر بناتی ہیں، اور کمیونٹی ڈویلپمنٹ کے منصوبے، جو معاشی بااختیاری اور سماجی ترقی کا باعث بنتے ہیں۔

مقامی برادریوں کی خوشحالی اور فلاح میں سرمایہ کاری کے ذریعے پی ایس او کا مقصد یہ ہے کہ معاشرے پر دیرپا مثبت اثر ڈالا جائے، اپنے اسٹیک ہولڈرز کی زندگی کے معیار کو بہتر بنائے، اور ملک کے وسیع تر ترقیاتی اہداف میں تعاون فراہم کیا جائے۔

صحت اور حفاظت

پی ایس او اپنے ملازمین، ٹھیکیداروں، صارفین اور وسیع تر برادری کی صحت، حفاظت اور فلاح و بہبود کو اولین ترجیح دیتی ہے۔ اس مقصد کے لیے کمپنی نے ایک جامع ایچ ایس ای مینجمنٹ سسٹم قائم کر رکھا ہے۔ پی ایس او ذمہ دار اور اخلاقی کاروباری طریقوں پر عمل پیرا ہے، جس میں کارپوریٹ سوشل ریسپانسبلٹی (CSR) پر خاص طور پر زور دیا جاتا ہے۔ ان اقدار کی معاونت کے لیے کمپنی نے درج ذیل عزم ظاہر کیے ہیں:

- ایک جامع اور متنوع جائے کار قائم کرنا جہاں ہر فرد کو احترام اور قدر کی نگاہ سے دیکھا جائے
- انسانی حقوق کو عالمی سطح پر تسلیم شدہ معیارات کے مطابق برقرار رکھنا

رپورٹ برائے شیئر ہولڈرز

یہ پالیسی خود کو کمپنی اپنی بنیادی اقدار سے ہم آہنگ کرتی ہے اور پی ایس او کے مفادات کو کسی بھی ذاتی فائدے پر ترجیح دیتی ہے۔ ان اصولوں پر قائم رہتے ہوئے پی ایس او نہ صرف اپنی سالمیت کو برقرار رکھتی ہے بلکہ یہ تنظیم کے اندر اعتماد اور شفافیت کے کلچر کو بھی فروغ دیتی ہے۔ یہ مضبوط فریم ورک ملازمین کو ٹھوس اخلاقی فیصلے کرنے کا اختیار دیتی ہے اور ایک قابل اعتماد اور ذمہ دار کارپوریٹ ادارے کے طور پر کمپنی کی ساکھ کو تحفظ دیتی ہے۔

مفادات کے تصادم کی پالیسی

کمپنی کی پالیسی کو مخصوص حالات کی فعال طور پر نشاندہی کرنے کے لیے وضع کیا گیا ہے جو ممکنہ طور پر کمپنی کے مفادات سے متصادم ہوسکتے ہیں۔ فیصلہ سازی کے عمل میں شفافیت کو برقرار رکھنے اور منصفانہ برتاؤ اور غیر جانبداری کے اصولوں کو برقرار رکھنے کے لیے، پی ایس او کسی بھی ممکنہ تنازعات کے ریکارڈ کو اپ ڈیٹ اور برقرار رکھنے کے لیے سالانہ جائزہ لیتی ہے۔

یہ عمل اس بات کی ضمانت دیتا ہے کہ ہمارے ملازمین پوری طرح سے باخبر ہیں اور کسی بھی نوع کے تنازعات سے نمٹنے اور ان کے تصفیے کے لیے تیار ہیں۔ ممکنہ تنازعات کا مستقل جائزہ لے کر اور ان سے نمٹنے کے ذریعے، پی ایس او کام کے ایک ہم آہنگ اور اخلاقی ماحول کو یقینی بناتی ہے، جہاں تمام فیصلے ایمانداری اور کمپنی کے بہترین مفاد میں کیے جاتے ہیں۔

ماحولیاتی سماجی نظم ونسق

پی ایس او ماحولیاتی، سماجی اور نظم ونسق (ESG) کے بہترین طریقے اپنانے کے سفر کی جانب گامزن ہوچکی ہے جس کا مقصد پائیداری اور ذمہ دار کاروباری آپریشنز کا فروغ ہے۔ اپنے آپریشنز میں ای ایس جی عوامل کو شامل کرتے ہوئے، پی ایس او ذمہ دارانہ ترقی کو فروغ دے رہی ہے، جہاں اقتصادی کارکردگی کو ماحولیاتی تحفظ اور سماجی ذمہ داری کے ساتھ ہم آہنگ کیا جارہا ہے۔

ای ایس جی گورننس اور پالیسی فریم ورک کا قیام

پی ایس او نے ایک علیحدہ ای ایس جی ڈپارٹمنٹ قائم کیا ہے اور ایک جامع ای ایس جی پالیسی وضع کی ہے جو صنعت کے رہنما اداروں، بین الاقوامی بہترین طریقہ کار، پاکستان کے نیشنل ڈیٹر مائنڈ کنٹری بیوشنز (3.0 NDC) اور اقوام متحدہ کے پائیدار ترقی کے اہداف (SDGs) سے ہم آہنگ ہے۔

ای ایس جی گورننس کو مزید مضبوط بنانے کے لیے بورڈ کی سطح پر ایک ای ایس جی کمیٹی تشکیل دی گئی ہے تاکہ کمپنی کے اسٹریٹجک فیصلوں میں پائیداری کے پہلوؤں کو یقینی طور پر شامل کیا جاسکے۔

آگاہی اور صلاحیت سازی

پی ایس او میں ای ایس جی اصولوں کو ادارے کے ہر شعبے میں راسخ کرنے کے لیے، مینجمنٹ کے لیے خصوصی ای ایس جی آگاہی سیشنز منعقد کیے گئے تاکہ پائیداری اور ذمہ دارانہ قیادت کی ثقافت کو فروغ دیا جاسکے۔

ماحولیاتی اقدامات اور قابلِ تجدید توانائی میں توسیع

پی ایس او نے اپنی قابلِ تجدید توانائی کی صلاحیت میں اضافہ کرتے ہوئے کل 818 کلو واٹ سولر توانائی کی تنصیب مکمل کی۔ یہ انفراسٹرکچر سالانہ تقریباً 10 لاکھ کلو واٹ آور (kWh) صاف توانائی پیدا کرے گا، جس سے کاربن ڈائی آکسائیڈ کے اخراج میں تقریباً 750 میٹرک ٹن کمی واقع ہوگی۔ یہ کمی تقریباً 34,000 بڑے درختوں کی کاربن جذب کرنے کی صلاحیت کے مساوی ہے۔

اپنے طویل المدتی پائیداری کے اہداف کے تحت، کمپنی آئندہ برسوں میں اپنی سولر توانائی کی صلاحیت میں نمایاں اضافہ کرنے پر توجہ مرکوز کیے ہوئے ہے۔

بڑے پیمانے پر کی گئی ایک شجرکاری مہم کے تحت 20,000 درخت لگائے گئے، جو پی ایس او کے جنگلات کے فروغ اور حیاتیاتی تنوع کے تحفظ کے عزم کو مزید تقویت دیتی ہے۔

مزید برآں، 6 اہم آپریشنل مقامات پر جامع توانائی آڈٹ کیے گئے تاکہ توانائی کے استعمال کی بنیادی شرح متعین کی جاسکے اور توانائی کی کارکردگی بہتر بنانے کے مواقع کی نشاندہی ہوسکے۔

کلین ٹرانسپورٹیشن اور نیٹ زیرو کی طرف پیش رفت

پست- کاربن ٹرانسپورٹیشن کو فروغ دینے کے لیے ایک فیصلہ کن اقدام کے طور پر، پی ایس او نے حبکو گرین اور بی وائی ڈی (BYD) کے ساتھ ایک معاہدے پر دستخط کیے ہیں تاکہ پورے ملک میں ایک جامع الیکٹرک وہیکل (EV) چارجنگ نیٹ ورک قائم کیا جاسکے۔

ترجیحات اور اہداف

اسٹریٹجک ترجیحات میں مندرجہ ذیل شامل ہیں:

- توانائی کے ذمہ دارانہ استعمال اور کاربن میں کمی کی حکمتِ عملیوں کے ذریعے ماحولیاتی اثرات کو کم کرنا
- افرادی قوت میں تنوع کو فروغ دینا اور جامع تنظیمی ثقافت کو پروان چڑھانا
- مواقع، قیادت کے عہدوں اور پیشہ ورانہ ترقی تک مساوی رسائی کو یقینی بنانا
- ذمہ دار کارپوریٹ شہریت کے ذریعے کمیونٹی کی ترقی اور سماجی بہتری کی معاونت کرنا

ہر ترجیحی شعبے کے لیے قابلِ پیمائش اہداف طے کیے جاتے ہیں تاکہ نفاذ میں رہنمائی کی جا سکے اور پیش رفت پر نظر رکھی جا سکے۔

ترقی اور نفاذ

پائیداری اور تنوع، برابری اور شمولیت (DE&I) کے اصولوں کو ادارے میں شامل کرنے کے لیے:

- تمام شعبوں میں خصوصی پروگرامز اور آگاہی مہمات متعارف کرائی جاتی ہیں تاکہ روزمرہ کے کاموں میں جامع اقدار اور پائیدار طریقوں کو ضم کیا جا سکے۔
- داخلی پالیسیوں کا باقاعدگی سے جائزہ لیا جاتا ہے تاکہ بدلتے ہوئے ESG معیارات اور عالمی بہترین طرزِ عمل کے ساتھ ہم آہنگی کو یقینی بنایا جا سکے۔
- قیادت کی جوابدہی کے طریقۂ کار قائم ہیں تاکہ ان ترجیحات پر مکمل عمل درآمد اور وابستگی کو یقینی بنایا جا سکے۔

کارکردگی کی نگرانی اور جائزہ

بورڈ، متعلقہ منیجمنٹ کمیٹیوں کے تعاون سے، پائیداری اور DE&I کے مقررہ اہداف کے مقابلے میں کارکردگی کے باقاعدہ جائزے لیتا ہے۔ اس نگرانی کو باقاعدہ رپورٹنگ اور پرفارمنس ڈیش بورڈز کے ذریعے تقویت دی جاتی ہے، جس سے درج ذیل کا حصول ممکن ہوتا ہے:

- اقدامات کی اثر انگیزی کا جائزہ لینا
- کمی یا چیلنجز کی نشاندہی اور ان کا تدارک کرنا
- اسٹریٹجک رہنمائی کے ذریعے مسلسل بہتری کو فروغ دینا

پائیدار اور شمولیتی نمو کے لیے عزم

تنظیم پائیداری اور DE&I کو بنیادی کاروباری ترجیحات کے طور پر لے کر چلنے کے لیے پرعزم ہے۔ شفاف انکشاف، سخت جوابدہی اور بامقصد اقدامات کے ذریعے ان ترجیحات کو اپنایا جاتا ہے تاکہ اسٹیک ہولڈرز کے لیے پائیدار قدر فراہم کی جا سکے، ماحولیاتی وسائل کا تحفظ یقینی بنایا جا سکے اور معاشرے اور آنے والی نسلوں پر مثبت اثرات مرتب کیے جا سکیں۔

وسل بلوئنگ پالیسی

پی ایس او اپنے آپریشنز میں شفافیت، احتساب اور اخلاقی طرزِ عمل کو ترجیح دیتی ہے۔ ان اقدار کو برقرار رکھنے میں معاونت کے لیے، ایک مضبوط وسل بلوئنگ پالیسی ان افراد کو بااختیار بناتی اور حفاظت کرتی ہے جو ہماری کمپنی کے اندر کسی بھی ممکنہ غلط کام یا غیر اخلاقی طرزِ عمل کے بارے میں خدشات کا اظہار کرتے ہیں۔

یہ پالیسی ملازمین، ٹھیکیداروں، سپلائرز اور دیگر اسٹیک ہولڈرز کو دھوکہ دہی، بدعنوانی یا قوانین / ضوابط کی خلاف ورزیوں جیسی کسی بھی بدانتظامی کی اطلاع دینے کے لیے ایک محفوظ اور خفیہ پلیٹ فارم فراہم کرتی ہے۔

پی ایس او ایک ایسے کلچر کو فروغ دینے کی اہمیت کو سمجھتی ہے جہاں افراد آواز اٹھانے کے لیے بااختیار محسوس کرتے ہیں، اور منصفانہ اور غیر جانبدارانہ انداز میں تمام رپورٹس کی مکمل تحقیقات کرنے کے لیے پرعزم ہے۔ کمپنی کی سالمیت کے تحفظ میں وسل بلوئرز (آواز اٹھانے والے) کے اہم کردار کو تسلیم کرتے ہوئے کمپنی انہیں ضروری مدد اور تحفظ فراہم کرتی ہے۔ بولنے کی ثقافت کو فعال طور پر فروغ دے کر، پی ایس او کا مقصد ایک ایسا ماحول پیدا کرنے کی کوشش کرتی ہے جہاں اخلاقی رویے کی نہ صرف تلقین کی جاتی ہے بلکہ اسے تسلیم کیا جاتا ہے۔

کاروباری اصول اور اخلاقیات کی پالیسی

پی ایس او کی کاروباری اصول اور اخلاقیات کی پالیسی اس کے کارپوریٹ کلچر کا اہم ستون ہے۔ یہ پالیسی تمام ملازمین کے لیے اخلاقی اور پیشہ ورانہ طرزِ عمل کے واضح رہنما اصول فراہم کرتی ہے۔ یہ پالیسی پی ایس او کے اعلیٰ ترین اخلاقی معیارات پر غیر متزلزل عزم کی عکاسی کرتی ہے۔

رپورٹ برائے شیئر ہولڈرز

3.3.1۔ ایسے مواقع کا جائزہ لینا جو لرننگ اور ڈیولپمنٹ (Learning and Development) کے مواقع، اپ اسکلنگ پروگرامز (Up-skilling Programs)، اور خواتین کے لیے خصوصی فورم فراہم کرتے ہیں۔

3.3.2۔ خواتین ملازمین کے ایگزٹ انٹرویوز سروے (Exit Interview Surveys) کا جائزہ لے کر علیحدگی کی وجوہات کا تعین کریں اور ملازمین کے برقرار رکھنے اور کیریئر کی ترقی کے لیے ضروری اقدامات کرنا۔

3.3.3۔ کام کے لچکدار ماحول (Flexible Work Environment) کو مدنظر رکھنا۔

3.3.4۔ خواتین ملازمین کے لیے ٹرانسپورٹیشن کی سہولت فراہم کرنا جاری رکھنا۔

3.3.5۔ خواتین ملازمین کے ساتھ باقاعدہ سیشنز کا انعقاد کرنا تاکہ نیٹ ورک اور معاونت کا قیام ممکن بنایا جائے۔

3.4۔ ہراسانی کمیٹی (Harassment Committee) برائے شکایات، تعصب کی اطلاع دہی، امتیاز اور/یا جائے کار پر ہراسانی

3.4.1۔ کمپنی ہراسانی کے معاملات میں عدم برداشت (Zero Tolerance) کے عزم کو مضبوط کرتی ہے۔

3.4.2۔ محفوظ، شمولیتی (Inclusive) اور باعزت جائے کار کو یقینی بنانے کے لیے، خاص طور پر تمام ملازمین کی آگاہی کے لیے باقاعدہ ہراسانی آگاہی / صنفی حساسیت (Gender Sensitization) کے سیشنز منعقد کرنا۔

3.4.3۔ ہراسانی کمیٹی کے بارے میں معلومات انٹرانیٹ پر دستیاب ہونی چاہئیں۔

3.4.4۔ یقینی بنانا کہ مؤثر طریقے سے آگاہی کے لیے ہراسانی پالیسی / ایکٹ (Harassment Policy/Act) ملازمین کے پورٹل یا انٹرانیٹ پر دستیاب ہو۔

3.4.5۔ ہراسانی کی تحقیقات کو بروقت مکمل کرنا، ترجیحاً 60 دنوں کے اندر۔

3.4.6۔ شکایت کے عمل کے دوران یا بعد میں کسی بھی قسم کی زیادتی یا انتقامی کارروائی کی اجازت نہ دی جائے۔ ایسے معاملات میں شکایت کنندہ کو ریڈ فلیگ کرنے کا حق حاصل ہوگا۔

3.5۔ ملازمین کی فلاح و بہبود کے اقدامات

3.5.1۔ کمپنی وسیع تر صنفی شمولیت اور معاونت کے فریم ورک کے تحت درج ذیل سہولیات اور اقدامات جاری رکھنے اور بہتر بنانے کا عہد کرتی ہے:

a. ضرورت کے مطابق گھر سے کام کرنے کی سہولت فراہم کرنا۔
b. میٹرنٹی کے بعد کام پر واپسی کے لیے محکمہ اور ایچ آر کی معاونت۔
c. پالیسی کے دائرہ کار میں رہتے ہوئے خواتین ملازمین کو برقرار رکھنا۔
d. کام کرنے والی ماؤں کی مدد کے لیے ڈے کیئر کی سہولت۔
e. نقل و حمل کی سہولت کے ذریعے حفاظت اور آسانی کو یقینی بنانا۔
f. باقاعدہ خواتین کنیکٹ سیشنز کا انعقاد، تاکہ فیڈ بیک کا مؤثر نظام قائم ہو۔
g. تمام ملازمین کے لیے باقاعدہ تربیت، جس میں غیر شعوری تعصب (Unconscious Bias)، شمولیتی زبان (Inclusive Language) اور ہراسانی کی مختلف صورتوں سے آگاہی شامل ہو۔

کمپنی کی پائیداری اور DE&I حکمتِ عملیوں اور کارکردگی کے وقتاً فوقتاً جائزے کے حوالے سے انکشاف

پائیدار، شمولیتی اور ذمہ دارانہ آپریشنز طویل مدتی کاروباری لچک اور قدر سازی کے بنیادی ستون ہیں۔

بورڈ آف منیجمنٹ پائیداری اور تنوع، مساوات اور شمولیت (DE&I) کو اسٹریٹجک ترجیحات کے طور پر متعین کرتا ہے، یہ یقینی بناتے ہوئے کہ یہ ترجیحات ادارے کی ہر سطح پر ضم ہوں۔ ماحولیاتی، سماجی اور نظم و نسق (ESG) کے اصولوں کی رہنمائی میں یہ ترجیحات اس انداز سے آگے بڑھائی جاتی ہیں کہ وہ عالمی فریم ورکس اور قومی ترقیاتی مقاصد کے ساتھ ہم آہنگ رہیں۔

اسٹریٹجک انکشاف اور شفافیت

باقاعدہ رپورٹس اور اسٹیک ہولڈرز سے رابطے کے ذریعے پائیداری اور DE&I حکمتِ عملیوں، ترجیحات اور کارکردگی کے اہداف کا انکشاف کیا جاتا ہے۔ یہ انکشافات ادارے کی جوابدہی کو مضبوط کرتے ہیں اور اس بات کا ثبوت پیش کرتے ہیں کہ کمپنی پائیداری کے تسلیم شدہ معیارات اور قومی اہداف کے ساتھ ہم آہنگ ہے۔

اصلاح اورافراد کوجواب دہ بنانے کے لیےفوری اور فیصلہ کن کارروائی کرتی ہے۔

جائے کار پر خواتین کو ہراساں کرنے کے خلاف تحفظ کے ایکٹ، 2010ء (Protection against Harassment of Women at the Workplace Act, 2010) کے مطابق، کمپنی نے ایک مضبوط انکوائری کمیٹی قائم کی ہے تا کہ شکایات کی تحقیق کی جا سکے اور اصلاحی اقدامات شفاف، منصفانہ اور بروقت طریقے سے نافذ کیے جا سکیں۔

پی ایس او ملازمین کو ہراسانی یا کسی واقعے کی اطلاع دینے کے لیے کسی بھی ردِعمل کے خوف کے بغیر آگے آنے کی ترغیب دیتی ہے، جس سے ایک ایسا ورک پلیس کلچر فروغ پاتا ہے جو وقار، مساوات اور پیشہ ورانہ رویے کو اہمیت دیتا ہے۔

انسدادِ ہراسانی پالیسی: ملازمین کے حقوق اور فلاح و بہبود کا تحفظ

پی ایس او کی انسدادِ ہراسانی کی پالیسی اس بات کو یقینی بناتی ہے کہ تمام ملازمین کے ساتھ احترام اور انصاف کے ساتھ پیش آیا جائے اور انہیں ایک محفوظ جائے کار پر کام کرنے کا حق حاصل ہو۔

1۔ مقصد

اس پالیسی کا مقصد پی ایس او میں ایک شمولیتی، متنوع، اور مساوی ماحول کا قیام اور اسے برقرار رکھنا ہے، جو ہر سطح پر صنفی توازن کو فروغ دے۔ یہ مقصد مندرجہ ذیل اقدامات کے ذریعے حاصل کیا جائے گا: تمام بھرتیوں اور ترقی کے عمل میں میرٹ پر مبنی اصولوں کو جاری رکھنا؛ ملازمین کو برقرار رکھنے کے لیے ضروری اقدامات کرنا؛ تمام ملازمین کے لیے پیشہ ورانہ ترقی کے مواقع فراہم کرنا تا کہ کام کا ایک خوشگوار اور ہم آہنگ ماحول یقینی بنایا جا سکے؛ کسی بھی شکل میں تعصب اور امتیاز کو کم کرنا؛ پالیسی اور ضوابط کی مکمل تعمیل کو یقینی بنانا۔

2۔ دائرہ کار

پی ایس او کے تمام مینجمنٹ ملازمین پر اس پالیسی کا اطلاق ہوتا ہے۔

پالیسی کے بیانات

3.1۔ صنفی شمولیت کے مطابق بھرتی (Gender-Inclusive Recruitment)

3.1.1۔ یقینی بنایا جائے کہ جاب ڈسکرپشن (Job Description) صنفی اعتبار سے غیر جانبدار (Gender-Neutral) ہو اور اس میں کسی قسم کی تعصب والی زبان شامل نہ ہو۔

3.1.2۔ عہدوں پر متنوع شارٹ لسٹ کو فروغ دیا جائے تا کہ ممکنہ طور پر اہل خواتین امیدوار بھی شامل ہوں۔

3.1.3۔ بھرتی پر مامور منیجرز کو غیر شعوری تعصب (Unconscious Bias) اور شمولیتی بھرتی کے طریقوں (inclusive hiring practices) کی تربیت دی جائے۔

3.1.4۔ اشتہارات میں "یکساں مواقع پیش کرنے والا آجر (An Equal Opportunity Employer)" کا جملہ شامل کیا جائے۔

3.1.5۔ تمام شعبوں میں صنفی تنوع (DiversityGender) کے کلیدی کارکردگی کے اشاریے (KPIs) ہوں تا کہ صنفی تنوع کے ایجنڈے کی نگرانی کی جا سکے، اور ڈیپارٹمنٹ کا اسکور کارڈ ہر سال کے آغاز میں طے شدہ اہداف کو ظاہر کرے تا کہ تعمیل کو یقینی بنایا جا سکے۔

3.1.6۔ جائے کار پر صنفی عدم مساوات کو بتدریج کم کرنے کے لیے شعوری کوششیں کی جائیں۔

3.1.7۔ انٹرویو پینل ترجیحاً صنفی شمولیت (Gender Inclusive) کا حامل ہو۔

3.2۔ مساوی ترقی کے طریقے (Equitable Promotion Practices)

3.2.1۔ کارکردگی کے جائزے (Performance Evaluation) کے معیار کو میرٹ پر مبنی رکھنا اور یقینی بنانا کہ کسی بھی ممکنہ تعصب (Bias) سے پاک ہو۔

3.2.2۔ ترقی (Promotion) کے لیے شفاف طریقہ کار کو جاری رکھنا تا کہ خواتین ملازمین کو ترقی کے مساوی مواقع فراہم کیے جا سکیں۔

3.2.3۔ ترقی کے فیصلوں میں باقاعدہ جائزے (Regular Check-ins) کیے جائیں تا کہ یہ یقینی بنایا جا سکے کہ فیصلے صنفی مساوات (Gender Parity) اور تمام انتظامی سطحوں پر مساوی مواقع سے ہم آہنگ ہیں۔

3.3۔ ملازمین کو برقرار رکھنے اور استعداد کاری کے طریقے (Retention and Skill Development practices)

رپورٹ برائے شیئر ہولڈرز

مختلف منظم لرننگ اقدامات میں 2,200 سے زائد ملازمین نے حصہ لیا، جس سے مجموعی طور پر 28,000 سے زائد لرننگ گھنٹے مکمل ہوئے۔ یہ کوششیں ہماری مسلسل استعداد کاری، تربیت و پرداخت، اور تنظیم میں اعلیٰ کارکردگی کے رواج کو فروغ دینے کے عزم کی عکاسی کرتی ہیں۔

ثقافت، ملازمین کی شمولیت اور تنوع، برابری اور شمولیت (DE&I)

کمپنی اس بات کو تسلیم کرتی ہے کہ مضبوط ثقافت، ملازمین کی بلند شمولیت، اور DE&I کے عزم کے بغیر کاروباری کامیابی حاصل کرنا ممکن نہیں۔ پی ایس او کی ثقافت دیانت داری، جدت، اور ٹیم ورک کی بنیاد پر استوار ہے، جو ملازمین کو غیر معمولی نتائج فراہم کرنے اور صارفین اور اسٹیک ہولڈرز کے لیے قدر پیدا کرنے کے قابل بناتی ہے۔

اسٹریٹجک اقدامات اور پروگراموں کے ذریعے کمپنی ایک ایسی جائے کار تشکیل دیتی ہے جو جامع، شمولیتی، اور مختلف نقطہ نظر، پس منظر، اور تجربات کے حامل افراد کے لیے معاون ہو۔

خواتین کے لیے ویل نیس سیشن

پی ایس او کی خواتین کے ہنر کو فروغ دینے کے عزم کے تحت پورے سال میں متعدد اہم اقدامات کیے گئے، جن میں خواتین کے دن کی تقریبات، بریسٹ کینسر آگاہی پروگرام، اور ڈے کیئر ماؤں کے چیک ان شامل ہیں۔ ان سیشنز نے شرکا کے درمیان مکالمے، کیریئر کے تجربات پر بات چیت، اور پیشہ ورانہ نیٹ ورکنگ کو فروغ دیا۔

چیئرمین کا ایکسی لنس ایوارڈ

چیئرمینز ایکسیلنس ایوارڈ ادارے میں جدت کو تسلیم کرنے اور انعام دینے کے لیے دیا جاتا ہے۔ اس سال، شارٹ لسٹ کیے گئے امیدواروں نے اپنی تجاویز سینئر قیادت کے سامنے پیش کیں، اور جیتنے والوں کو ان کی شاندار خدمات کے اعتراف میں شیلڈز سے نوازا گیا۔

پروفیشنل ڈیولپمنٹ ورکشاپس

پی ایس او اپنے ملازمین کی ترقی اور مہارت بڑھانے کے لیے مختلف ورکشاپس اور تربیتی پروگرام فراہم کرتی ہے۔ کچھ اہم اقدامات مندرجہ ذیل ہیں:

بریکنگ بیریئرز ورکشاپ

یہ ایک خصوصی ورکشاپ خواتین لیڈرشپ کے لیے ترتیب دی گئی تھی، جس کی قیادت بین الاقوامی ایگزیکٹو کوچ ارشی احمد نے کی۔ ورکشاپ نے شرکا کو محدود سوچ کے تانے بانے کو چیلنج کرنے اور اپنی سیکھنے کی صلاحیت کو مضبوط کرنے کا موقع فراہم کیا۔

خواتین کا نیٹ ورکنگ پروگرام

یہ ایک متحرک نشست تھی جس میں خواتین قائدین اور آجرین کو ایک جگہ جمع کیا گیا تاکہ وہ ایک دوسرے سے رابطے میں آسکیں، ایک دوسرے کو متاثر کریں اور بااختیار بنائیں، جس سے اجتماعی ترقی اور مؤثر تعلقات کو فروغ ملا۔

ایچ آر کنیکٹ سیشن

تمام سطحوں کے ملازمین، بشمول خواتین، سائٹ اسٹاف، ٹرینیز، اور سیلز ٹیمز کے ساتھ انٹرایکٹو سیشنز، تاکہ ان کے مسائل سنے جائیں اور یہ یقین دہانی کرائی جائے کہ ان کی رائے کو سنو، سمجھا اور اہمیت دی گئی ہے۔

کارکردگی کا انتظام

کمپنی اعلیٰ صلاحیت کے حامل ملازمین کی پہچان اور کارکردگی کے بہتر انتظام کے لیے پرعزم ہے۔ اعلیٰ کارکردگی پیش کرنے والوں کی نشان دہی کا پروگرام اور درمیانی سطح کی کارکردگی والے ملازمین کے لیے تربیتی اقدامات نافذ کیے گئے تاکہ استعداد کاری اور کاروباری کامیابی حاصل کی جاسکے۔

ملازمین کی صحت اور فلاح و بہبود کی اہمیت کو مدنظر رکھتے ہوئے، پی ایس او نے نیوٹریشن کلینکس اور مہلک بیماریوں اور فٹنس کے حوالے سے آگاہی سیشنز کا انعقاد کیا، جو اس بات کی یقین دہانی کراتا ہے کہ وہ اپنی ورک فورس کی صحت اور پیداآوری کی معاونت کرتی ہے۔

خاص طور پر، پی ایس او کو 2025ء میں "Advancement & Retention" کے زمرے میں عالمی معیار برائے تنوع، مساوات اور شمولیت Global Diversity, Equity, and Inclusion Benchmarks (GDEIB) کے ایوارڈ سے نوازا گیا، جو ایک جامع اور شمولیتی ادارے کے طور پر اس کی حیثیت کو مستحکم کرتا ہے۔

محفوظ اور شمولیتی ورک پلیس کے لیے عزم

پی ایس او تمام ملازمین کے لیے ایک محفوظ، محفوظ اور احترام پر مبنی جائے کار کی تشکیل کو اوّلین ترجیح دیتی ہے۔ کمپنی نے صفر برداشت کی پالیسی (ZERO-TOLERANCE POLICY) اپنائی ہے جو کسی بھی قسم کی ہراسانی یا امتیازی سلوک کی سختی سے ممانعت کرتی ہے، اور اس طرح کے کسی بھی عمل کو پی ایس او کے ضابطہ اخلاق کے تحت سنگین خلاف ورزی سمجھا جاتا ہے۔

اس عمل میں عہدے کے مطابق کلیدی ذمہ داریوں کی وضاحت اوران قائدانہ عہدوں کی نشاندہی شامل تھی جو کاروبار کے تسلسل کو یقینی بنانے اور طویل مدتی حکمت عملی پر عمل درآمد کے لیے ضروری ہیں۔ یہ اقدامات مؤثر جانشینی کی منصوبہ بندی اور ہدف پر مبنی قیادت کی تیاری کی بنیاد فراہم کرتے ہیں۔

مرسر اسیسمنٹ (Mercer Assesment)

پی ایس او ٹیلنٹ کی جانچ کے اپنے وسیع تر اقدامات کے تحت ایک معروف بین الاقوامی اسیسمنٹ پلیٹ فارم استعمال کرتی ہے تاکہ مختلف جہتوں کے مطابق ملازمین کی جانچ کی جا سکے، جیسے کہ شخصی خصوصیات، فکری صلاحیتیں، اور تکنیکی علم۔

کردار کی نوعیت کے مطابق جانچ میں نفسیاتی ٹولز جیسے عددی استدلال، لفظی استدلال، اور کیس اسٹڈی کی مشقیں بھی شامل ہو سکتی ہیں۔

سینئر مینجمنٹ کے کرداروں کے لیے مرسر اسیسمنٹ پیشہ ورانہ صلاحیتوں اور کارکردگی کے اشاریوں کی جانچ کے لیے استعمال کی گئی ہیں۔ یہی فریم ورک کمپنی کی پالیسی کے مطابق، ترقی کے لیے زیرِ غور ملازمین کی جانچ میں بھی اپنایا جاتا ہے، تاکہ شفاف اور میرٹ پر مبنی عمل کو فروغ دیا جا سکے۔

ادائیگی میں صنفی بنیاد پر فرق

ایس ای سی پی کے سرکلر نمبر 10 بتاریخ 17 اپریل 2024ء کے مطابق:

ادائیگی میں صنفی بنیاد پر اوسط فرق	100*/A(A-B)	-35.9 فیصد
وسطانیہ صنفی ادائیگی	100*/C(C-D)	-1.2 فیصد

بیان: فی گھنٹہ روپے

خواتین ملازمین کی اوسط	1,546	B
مرد ملازمین کی اوسط	1,138	A
خواتین ملازمین کا وسطانیہ	869	D
مرد ملازمین کا وسطانیہ	859	C

ڈیجیٹائزیشن اور ٹرانسفارمیشن

ایچ آر آپریشنز میں بہتر ڈیجیٹل صلاحیتوں کے حصول کے لیے، پی ایس او نے SAP SuccessFactors کے نفاذ کا آغاز کیا ہے۔ پہلے مرحلے میں کلیدی ماڈیولز جیسے کہ ایمپلائی سینٹرل، آن بورڈنگ، اور کارکردگی اور اہداف کا انتظام (Employee Central, Onboarding, and Goal & Performance Management) کی تنصیب شامل ہوگی۔

یہ اقدام ملازمین کے ڈیٹا کے انتظام کو بہتر بنانے، ایچ آر کے کام کے بہاؤ کو ہموار کرنے، ملازمین کے تجربے کو بڑھانے، اور انفرادی کارکردگی اور تنظیمی اہداف کے درمیان ہم آہنگی کو مضبوط کرنے کے لیے وضع کیا گیا ہے۔

ملازمین کی صحت کو فروغ دینے اور سروس کی فراہمی کو بہتر بنانے کے لیے، کمپنی نے ایک طبی خدمات فراہم کرنے والی کمپنی کو او پی ڈی اور آئی پی ڈی ہیلتھ کیئر کی خدمات کی آؤٹ سورسنگ اور ڈیجیٹائزیشن کے لیے منتخب کیا ہے۔

یہ اسٹریٹجک اقدام معیاری طبی دیکھ بھال تک رسائی کو بڑھانے، ری ایمبرسمنٹ کے وقت کو نمایاں طور پر کم کرنے، اور ایک زیادہ مربوط، ڈیجیٹل اور ملازمین پر مرکوز صحت کی دیکھ بھال کے تجربے کی فراہمی کے لیے وضع کیا گیا ہے۔

نئے منصوبے

تنظیمی وسعت میں سہولت اور ابھرتے ہوئے کاروباری یونٹس کی معاونت کے لیے، نئے منصوبوں کے لیے ایک خصوصی (کسٹمائزڈ) پالیسی فریم ورک تیار اور نافذ کیا گیا۔ اس میں پی ایس او ری نیو ایبل انرجی، اور سیریسما کے لیے عارضی تبادلوں (Secondment) اور بھرتی کی پالیسی کا کامیاب نفاذ شامل تھا۔

یہ فریم ورک ہموار ٹیلنٹ موبیلٹی کو یقینی بنانے، ورک فورس کے تبادلوں میں نظم و نسق برقرار رکھنے، اور ان نئے اداروں کے اسٹریٹجک اہداف سے ہم آہنگ بھرتی کے واضح رہنما خطوط تیار کرنے کے لیے وضع کیا گیا ہے۔

ٹیلنٹ اور تنظیمی ترقی

کارکردگی کے خلا کو بروقت پر کرنے اور مسلسل بہتری کو فروغ دینے کے مقصد کے تحت، ایک منظم Employee Performance Improvement Plan (PIP) فریم ورک تیار اور کامیابی سے نافذ کیا گیا۔ اس اقدام کے ذریعے ہدفی معاونت فراہم کی جاتی ہے، کارکردگی کی واضح توقعات طے کی جاتی ہیں، اور قابل پیمائش پیش رفت کو یقینی بنانے کے لیے ٹائم لائنز مقرر کی جاتی ہیں۔

مالی سال 25ء میں، لرننگ ڈیپارٹمنٹ نے ملک بھر میں مینجمنٹ اور نان مینجمنٹ ملازمین کے لیے فنکشنل اور تکنیکی لرننگ پروگرامز کے متنوع پورٹ فولیو کے ساتھ ساتھ پروفیشنل سرٹیفیکیشن کے مواقع فراہم کیے۔

رپورٹ برائے شیئر ہولڈرز

کمپنی اس بات کو یقینی بنانے کے لیے واضح عزم رکھتی ہے کہ اس کا آئی ٹی انفراسٹرکچر اور اے آئی سے متعلق اقدامات بین الاقوامی بہترین عملی اصولوں، اخلاقی معیار، اور تمام قابل اطلاق قانونی وضوابطی تقاضوں کے مطابق ہوں، جس میں خاص طور پر ڈیٹا کی پرائیویسی، سائبر سیکیورٹی، اور ڈیجیٹل تعمیل پر زور دیا گیا ہے۔

نگرانی اور نظم ونسق

بورڈ کمپنی کے ڈیجیٹل اور ڈیٹا کے ماحولیاتی نظام کی سالمیت، اعتماد اور سیکیورٹی کے لیے جواب دہی کا حامل ہے۔ یہ ذمہ داری درج ذیل طریقوں سے پوری کی جاتی ہے:

- یہ یقینی بنانا کہ جامع آئی ٹی نظم نسق کا فریم ورک اور داخلی کنٹرولز موجود ہوں تا کہ معلومات سے متعلق اثاثوں کی رازداری، سالمیت اور دستیابی کو محفوظ بنایا جا سکے۔
- کمپنی کی اے آئی حکمت عملی کی تیاری اور نفاذ کی نگرانی کرنا تا کہ ذمہ دارانہ، شفاف، اور باضابطہ (compliant) نفاذ کو یقینی بنایا جا سکے جو اخلاقی اور ضوابطی معیار کے مطابق ہو۔
- مینجمنٹ، داخلی آڈٹ، اور بیرونی ماہرین کی جانب سے موصول ہونے والی میعادی رپورٹس کا جائزہ لینا تا کہ سائبر سیکیورٹی اقدامات، ڈیٹا گورننس، اور اے آئی ایپلی کیشنز کی اثر انگیزی کا اندازہ لگایا جا سکے۔

قانون اور ضوابط کی تعمیل

کمپنی میں ڈیٹا کی رازداری، سائبر سیکیورٹی، اور ڈیجیٹل اخلاقیات سے متعلق تمام قومی اور بین الاقوامی قوانین، قواعد وضوابط اور معیار کی سختی سے پابندی کی جاتی ہے۔ بورڈ یہ یقینی بناتا ہے کہ مینجمنٹ:

- بدلتے ہوئے ضوابطی تقاضوں کی نگرانی اور ان کا بروقت ردعمل پیش کرے۔
- کمپنی بھر میں تربیتی پروگرام نافذ کرے تا کہ ڈیٹا کی حفاظت کے شعور اور سائبر خطرات سے نمٹنے کی تیاری مضبوط ہو۔
- باقاعدہ آڈٹس اور جائزے کرے تا کہ ممکنہ کمزوریوں کی نشاندہی، ان کا حل اور خطرات کو کم کیا جا سکے۔

حادثے پر ردعمل اور خلاف ورزی کا سد باب

ڈیٹا کی خلاف ورزی، سائبر سیکیورٹی کے واقعے، یا اے آئی سے متعلقہ خطرے کی صورت میں قائم شدہ پروٹوکول کے مطابق:

- بورڈ اور متعلقہ کمیٹیوں کو بلا تاخیر مطلع کیا جائے۔
- واقعے کے بعد جائزوں کا انعقاد کیا جائے تا کہ بنیادی وجوہات کی نشاندہی ہو اور حفاظتی اقدامات کو مضبوط کیا جا سکے۔
- فریقین سے رابطہ، بشمول ضروری ضوابطی انکشافات، شفاف اور بروقت انداز میں کیا جائے تا کہ اعتماد اور تعمیل کا قیام ممکن بنایا جائے۔

مسلسل بہتری کے لیے عزم

بورڈ اس بات کا عہد کرتا ہے کہ آئی ٹی گورننس، سائبر سیکیورٹی، اور اے آئی کے نفاذ کے تمام پہلوؤں میں تکنیکی جدت، خبرداری، اور مسلسل بہتری کے کلچر کو فروغ دیا جائے گا۔ مینجمنٹ اور ماہر مشیروں کے ساتھ مسلسل رابطے کے ذریعے کمپنی اس قابل ہے کہ ابھرتی ہوئی ٹیکنالوجیوں کو ذمہ داری کے ساتھ استعمال کرتے ہوئے طویل مدتی قدر پیدا کرے اور تمام اسٹیک ہولڈرز کے مفادات کا تحفظ یقینی بنائے۔

انسانی وسائل (ہیومن ریسورسز)

پی ایس او اپنی تنظیمی ترقی کو آگے بڑھانے اور اسٹیک ہولڈرز کے لیے طویل مدتی قدر فراہم کرنے میں اپنی ورک فورس کے اہم کردار کو تسلیم کرتی ہے۔ ملازمین کی تربیت و پرداخت میں سرمایہ کاری حکمت عملی کی ایک اہم ترجیح بنی ہوئی ہے۔

ملازمین کی بھرتی کی کوششوں کی حمایت کے لیے، پی ایس او نے مختلف تعلیمی اداروں میں منعقد ہونے والے متعدد کیریئر اور پلیسمنٹ میلوں میں فعال طور پر حصہ لیا اور ادارے کی نمائندگی کی اور ممکنہ ٹیلنٹ کے ساتھ فعال طور پر رابطہ قائم کیا۔۔

30 جون، 2025ء تک، صنفی نمائندگی کی معقول سطح کے ساتھ، ملازمین کی کل تعداد 2،199 ہے۔

پی ایس او اپنی تنظیمی ترجیحات میں تنوع اور شمولیت کو مسلسل فروغ دے رہی ہے، جس میں خاص طور پر خواتین کو قیادت کے عہدوں پر ترقی دینے اور ایک ایسی جائے کار بنانے پر توجہ مرکوز کرتے ہوئے جہاں تمام ملازمین کی قدر محسوس کریں۔

دورانِ سال خواتین کی بھرتیاں 17 فیصد رہیں، جو کمپنی کی ہر سطح پر صنفی نمائندگی کو مضبوط کرنے کے عزم کی تصدیق کرتی ہیں۔

تنظیمی صلاحیتوں کو مستحکم کرنے کے لیے سینئر مینجمنٹ DGM (سطح اور اس سے اوپر) کے لیے ایک منظم اقدام کیا گیا، جس میں کرداروں کی واضح تفصیل اور اہم عہدوں کی نشاندہی شامل تھی۔

ایک اہم سنگِ میل کے طور پر، پی ایس او نے ذوالفقار آباد آئل ٹرمینل میں پہلے RON 95 اوشن جہاز کو کامیابی سے لنگر انداز کیا اور آف لوڈ کیا، جس سے کمپنی کو مارکیٹ میں پریمیم ایندھن کی بڑھتی ہوئی طلب کو پورا کرنے کے لیے اسٹریٹجک پوزیشن حاصل ہوئی۔ پی ایس او نے کیماڑی ٹرمینل کی تاریخ میں سب سے بڑے کارگو کی وصولی کو مؤثر طریقے سے ہینڈل کر کے ایک نیا معیار قائم کیا، جس سے بلند کارکردگی، لاگت کی بچت کے مواقع سامنے آئے اور کمپنی کی جدید لاجسٹکس حل کے ذریعے قدر پیدا کرنے کی صلاحیت کو اجاگر کیا گیا۔

اسٹریٹجک کسٹمر شراکتیں

پی ایس او نے طویل مدتی معاہدے کے تحت پاکستان ریلوے کے لیے ایندھن فراہم کرنے کے آپریشنز کامیابی سے شروع کیے ہیں، جس سے آٹھ اسٹریٹجک مقامات: کراچی کینٹ، کراچی پی ایم وائی، لاہور، راولپنڈی، یوسف والا، ملتان، فیصل آباد، اور سمہ سٹہ پر ایک اہم کسٹمر کے لیے اپنی ویلیو پروپوزیشن کو بڑھایا گیا۔

جدید فائلنگ اور رسیدوں کے سسٹمز کے ساتھ، کمپنی مؤثر آپریشنز کو یقینی بناتی ہے اور ایک نئی طویل مدتی ریونیو اسٹریم کا آغاز کرتی ہے۔

ٹیکنالوجی

پی ایس او نے مالی سال 25ء میں اپنے استحکام اور ڈیجیٹل ٹرانسفارمیشن کے اہداف کو آگے بڑھایا۔ ایک اہم قدم خریداری کی نئی پالیسی اپنانا تھا جس میں Energy Star-rated آلات کو ترجیح دی گئی، جس سے سپورٹ فنکشنز میں ماحولیاتی ذمہ دارانہ طریقوں کے وسیع انضمام کی بنیاد رکھی گئی۔

اسی دوران، پی ایس او نے اپنی ڈیجیٹل تبدیلی کی رفتار تیز کی اور انڈسٹری 4.0 کے اصولوں کو اپناتے ہوئے آپریشنل لچک میں اضافہ، کسٹمر کے تجربے میں بہتری، اور سروس کے اعلیٰ معیار کو مستحکم کیا۔ ڈیجیٹل مضبوطی، جدت، اور ڈیٹا پر مبنی فیصلہ سازی پر توجہ کے ساتھ، پی ایس او کی ٹیکنالوجی کے اقدامات تنظیم اور اس کے اسٹیک ہولڈرز کے لیے دیرپا قدر فراہم کرنے کے لیے تیار ہیں۔

نمایاں جھلکیاں حسبِ ذیل ہیں:

فیصل آباد ٹرمینل آٹومیشن سسٹم (FTAS)

یہ اہم منصوبہ AI پر مبنی خودکاری (آٹومیشن) کا استعمال کرتا ہے جو پیش گوئی پر مبنی مرمت، ریئل ٹائم نشان دہی، اور باخبر رسائی کے کنٹرول فراہم کرتا ہے۔ فیصل آباد ٹرمینل آٹومیشن سسٹم نے ہاتھ سے کام کو نمایاں طور پر کم کیا، تھروپٹ (throughput) بہتر کی، اور حفاظتی معیارات بلند کیے — جس سے ٹرمینل خودکار توانائی کے بنیادی ڈھانچے کے لیے ایک ماڈل کے طور پر ابھرا ہے۔

کیماڑی ٹرمینل C آٹومیشن

اسٹریٹجک پیش رفتوں نے حفاظتی معیار کی تعمیل میں اضافہ کیا، آپریشنز کی نگرانی کو بہتر بنایا، اور لاجسٹک ورک فلو کو بہتر بنایا۔ نتیجہ: گاڑیوں کی تیز تر آمد و رفت، بہتر نگرانی، اور اہم لاجسٹک علاقوں میں مضبوط انتظامِ خطر۔

آٹومیٹک ٹینک گیجنگ (ATG)

انوینٹری کی درستگی اور ریٹیل فیول مینجمنٹ کو بہتر بنانے کے لیے متعارف کرایا گیا، اے ٹی جی (ATG) سسٹم ریئل ٹائم ٹینک مانیٹرنگ (ٹینک کی بروقت نگرانی)، رجحانات کا تجزیہ، اور خرابی کی پیشگی نشاندہی فراہم کرتا ہے۔ MG موٹر آؤٹ لیٹ پر کامیاب پائلٹس کے بعد، یہ پورے ملک میں نافذ کیا جا رہا ہے — جس سے پیش گوئی کی درستگی اور دوبارہ فیول بھرنے کی کارکردگی بڑھ رہی ہے۔

ریئل ٹائم گیجنگ سسٹم (RTGS)

یہ سسٹم 96 زیادہ ترجیحی ٹینکوں میں نصب کیا گیا ہے، جو مائع کی سطح، کثافت، اور بہاؤ کے ڈیٹا کو مرکزی حیثیت دیتا ہے اور پیش گوئی پر مبنی تجزیوں اور خودکار حفاظتی الرٹس کے ذریعے انوینٹری کنٹرول کو بہتر بناتا ہے اور سپلائی چین میں فوری اور باخبر فیصلے کرنے کی صلاحیت فراہم کرتا ہے۔

سی ایم ایم ایس v2 – خدمت کا ماحول

پی ایس او نے اپنا کمپیوٹرائزڈ مینٹیننس مینجمنٹ سسٹم اپ گریڈ کیا، جس میں زیادہ آسان انٹرفیس، بہتر کارکردگی، اور جدید کمپلینٹ مینجمنٹ ٹولز شامل ہیں۔ سہولت ایپ کے ذریعے 24/7 دستیاب، یہ سسٹم ریٹیل ڈیلرز کو اپنے مسائل درج اور ٹریک کرنے کا اہل بناتا ہے، جس سے سروس کے معیار اور ردِعمل کے اوقات میں بہتری آئی۔

آئی ٹی، اے آئی حکمت عملی، تعمیل، ڈیٹا کی پرائیویسی، سائبر سیکیورٹی، اور حادثے کے ردِعمل کے انتظام کے لیے بورڈ کا بیان

بورڈ آف مینجمنٹ تسلیم کرتا ہے کہ مضبوط انفارمیشن ٹیکنالوجی (IT) سسٹمز، مؤثر داخلی کنٹرولز، اور مستقبل بین مصنوعی ذہانت (AI) حکمت عملی پائیدار کاروباری کارکردگی، آپریشنل اثر انگیزی، اور جامع انتظامِ خطر کے لیے بنیادی عوامل ہیں۔

رپورٹ برائے شیئر ہولڈرز

سپلائی چین

ملکی توانائی کی ضروریات کے پیش نظر، کمپنی نے مصنوعات کی فراہمی کو موثر طریقے سے منظم کیا اور ملک بھر میں اسٹاک کی مناسب سطح کو یقینی بنایا۔ بطور ایک نمایاں آئل مارکیٹنگ کمپنی، پی ایس او نے اسٹریٹجک درآمدات اور مقامی خریداری کے ذریعے قومی توانائی کی سپلائی چین کی سالمیت کو برقرار رکھا اور ملک بھر میں پٹرولیم مصنوعات کی طلب کو پورا کیا۔ صنعتی حالات میں تبدیلی کے ردعمل میں، کمپنی نے فوری طور پر درآمدات اور مقامی ذرائع کو معقول بنایا، جس سے آپریشنل تسلسل برقرار رہا، اسٹاک کے خطرات کم ہوئے، اور ممکنہ مالی نقصانات سے تحفظ فراہم کیا گیا۔

ملک کی سب سے بڑی ریفائنری، پارکو کی باضابطہ بندش اور جیٹ فیول اور ایچ ایس ڈی کی غیر متوقع بڑھتی ہوئی طلب کے دوران، پی ایس او نے اہم خریف زرعی موسم میں ایندھن کی مسلسل دستیابی کو یقینی بنایا اور ممکنہ بحران سے بچایا۔

کمپنی نے ریکارڈ سطح کی جیٹ فیول درآمدات کے ذریعے ہوابازی کے ایندھن کی شدید کمی کو بھی پورا کیا، اور مشکل حالات میں پیچیدہ لاجسٹکس کو کامیابی سے انجام دیا

پی ایس او نے اپنی بین الاقوامی حکمت عملی کو مضبوط کرتے ہوئے اہم شراکت دار ممالک کے ساتھ G2G (حکومت سے حکومت) معاہدوں کے تحت سپلائی کے طویل مدتی کو معاہدوں حتمی شکل دی۔ کمپنی نے آذربائیجان کی اسٹیٹ آئل کمپنی (SOCAR) کے ساتھ سپلائی کا ایک اہم معاہدہ کیا، جس سے ایندھن کی سپلائی چین کو بہتر اور متنوع بنایا گیا۔

موگیس RON-95 کی مارکیٹ میں، پی ایس او نے گزشتہ سال کے مقابلے میں فروخت میں 133 فیصد اضافہ کے ساتھ قیادت برقرار رکھی، جو بہترین سورسنگ حکمت عملیوں کے ذریعے ممکن ہوا۔ کمپنی نے RON-95 اور RON-92 کے لیے درمیانی رینج (MR) کارگو درآمدات متعارف کرائیں، جس سے لاگت، لاجسٹکس میں بہتری اور اقتصادی فوائد حاصل ہوئے، اور سپلائی کی کارکردگی اور مارکیٹ میں مسابقت کو مزید تقویت ملی۔

پی ایس او نے ٹیکنالوجی کی جدید پیش رفتوں کو اپنا کر اپنی سپلائی ویلیو چین میں خودکاری (Automation) اور ڈیجیٹائزیشن کو کامیابی سے شامل کیا، جس سے آپریشنل کارکردگی میں نمایاں بہتری آئی اور ٹرن اراؤنڈ ٹائم تیز ہو گئے۔ یہ تبدیلی کمپنی کو تیزی سے بدلتی ہوئی صنعت میں مسلسل کامیابی کے لیے مضبوط بنیاد فراہم کرتی ہے۔

آپریشنز

پی ایس او نے اپنے بنیادی ڈھانچے کی صلاحیتوں کو بہتر بنایا جس سے ساکھ اور دستیابی اور کارکردگی میں اضافہ ہوا نیز حفاظت اور عملی بہترین کارکردگی کو اولین ترجیح دی گئی۔

بہتر حفاظت اور یقین دہانی

پی ایس او نے اپنی ذخیرہ کاری کی سہولتوں کی سالمیت اور آپریشنل حفاظت کو یقینی بنانے کے لیے کئی اقدامات کیے ہیں۔ کمپنی کے اہم اقدامات درج ذیل ہیں:

- بحالی کے جامع اقدامات کے ذریعے اہم مقامات جیسے دولت پور، سہالا، محمود کوٹ، اور لبریکینٹ مینوفیکچرنگ پلانٹ اے (LMPA) میں موجود 7 ٹینکوں کا عرصہ استعمال بہتر بنایا گیا۔
- ملک بھر میں 29 ٹینکوں کی سالمیت کا جائزہ لیا گیا، تاکہ عالمی معیار سے مطابقت کو یقینی بنایا جا سکے اور بروقت دیکھ بھال ممکن ہو۔
- حفاظت کے پروٹوکول کو بہتر بنانے کے لیے مختلف تنصیبات میں فائر فائٹنگ سسٹمز کو اپ گریڈ کیا گیا اور فال اریسٹر سسٹمز نصب کیے گئے۔

ٹیکنالوجی پر مبنی پیش رفت اور کارکردگی میں بہتری

پی ایس او ٹیکنالوجی کا مسلسل استعمال کرتے ہوئے آپریشنل کارکردگی اور برتری کو بڑھا رہی ہے۔

اہم اقدامات مندرجہ ذیل ہیں:

- اسٹوریج ٹینکوں پر ریڈار گیجنگ سسٹمز کی تنصیب، جس سے پرائمری اسٹوریج ٹرمینلز میں 95 فیصد کوریج حاصل ہوئی۔
- اہم تنصیبات میں ٹینک ٹرک کو بھرنے کے لیے جدید میٹرنگ سسٹمز کا نفاذ، جس سے درست اور موثر آپریشنز ممکن ہوئے۔
- کیماڑی ٹرمینل اے (KTA) اور سہالا میں پائپنگ میں تبدیلی، تاکہ رکاوٹیں دور کی جا سکیں اور مصنوعات بھرنے کی کارکردگی میں اضافہ ہو۔

آپریشنل مہارت

پی ایس او نے پیچیدہ پورٹ حالات میں اپنی آپریشنل لچک اور مہارت کا مظاہرہ کیا، کیماڑی میں دو جہازوں کو ہنگامی طور پر لنگر انداز کرنے کو یقینی بنایا اور ڈیمریج کی نمایاں بچت حاصل کی۔ کمپنی نے ایک ہی مقام پر تین مسلسل کارگو آپریشنز کامیابی سے انجام دیے، جس سے اس کی بلند حجم کی لاجسٹکس کو موثر طریقے سے سنبھالنے کی صلاحیت ظاہر ہوئی۔

وائب (VIBE) کنوینینس اسٹورز

- پاکستان بھر میں 6 نئے وائب اسٹورز کا افتتاح، کیا جو ماڈیولر اور پائیدار ڈیزائن کی خصوصیات کے ساتھ پاکستان گرین بلڈنگ کونسل (PGBC) سے SEED سرٹیفیکیشن کے حامل ہیں اور جن کے آپریشنز مکمل طور پر ڈیجیٹائزڈ ہیں۔
- کراچی اور لاہور میں 2 وائب کیفے کا آغاز کیا گیا، جہاں پریمیم مصنوعات اور خصوصی سروس فراہم کی جاتی ہے۔
- وائب ایپ تیار کی گئی، جو صارفین کو اجازت دیتی ہے کہ وہ مصنوعات کو براؤز اور خرید سکیں، ساتھ ہی ریئل ٹائم انوینٹری، متعدد ادائیگی کے طریقے، اور ڈیلیوری یا اسٹور سے خود اٹھانے کے آپشنز کا بھی فائدہ اٹھا سکیں۔

آسان سفر

- منتخب اسٹیشنوں پر ایگزیکٹو ریسٹ رومز، کنوینینس اسٹورز، اور ٹریول مرچنڈائزنگ متعارف کروا کر سڑک پر سفر کے تجربے کو بہتر بنایا۔
- فیول لنک ایپ کے ساتھ مربوط کر کے اسمارٹ روٹ پلاننگ اور سفر کے دوران سہولتوں کی دستیابی ممکن بنائی

آٹو کیئر سروس

- پی ایس او نے اسلام آباد میں ایک جدید آٹو کیئر یونٹ متعارف کروایا، جو جامع گاڑی کی دیکھ بھال کی سہولیات اور زیادہ سہولت فراہم کرتا ہے۔ یہ یونٹ درج ذیل خدمات پیش کرتا ہے: کار واش، آئل اور فلٹر کی تبدیلی، ٹائر سروسز، اور انتظار کے لیے لاؤنج
- صارفین فیول لنک ایپ کے ذریعے لبریکنٹس اور بنیادی کار کیئر مصنوعات کی ہوم ڈیلیوری کا انتخاب بھی کر سکتے ہیں، جس سے گاڑی کی دیکھ بھال آسان اور سہل ہو گئی ہے۔

اسٹریٹجک الائنس

- پی ایس او نے اپنے ریٹیل نیٹ ورک میں نمایاں توسیع کی ہے، جس کے لیے معروف برانڈز کے ساتھ اسٹریٹجک پارٹنرشپ قائم کی گئی ہیں۔
- صارفین کی سہولت بڑھانے اور خدمات کو متنوع بنانے کے لیے، پی ایس او نے پاکستان کے بڑے شہروں میں 26 کو ئیک سروس سہولیات کامیابی کے ساتھ لانچ کی ہیں۔ یہ سہولیات صارفین کو ہموار اور مؤثر تجربہ فراہم کرنے کے لیے ڈیزائن کی گئی ہیں۔
- اس توسیع کے ساتھ ساتھ پی ایس او نے ملک کی معروف کمپنیوں کے ساتھ منافع بخش مرچنڈائزنگ معاہدے بھی حاصل کیے ہیں۔ یہ پارٹنرشپ پی ایس او کو اپنے ریٹیل پیشکشوں کو بڑھانے کے قابل بنائیں گی تاکہ صارفین کو مزید مصنوعات اور خدمات تک رسائی حاصل ہو۔
- مشہور برانڈز کے ساتھ تعاون کے ذریعے پی ایس او کا مقصد ہے کہ اپنے صارفین کے لیے ون اسٹاپ شاپ تجربہ فراہم کیا جائے

شاپ اسٹاپ نیٹ ورک کی توسیع

کمپنی نے ایک توسیعی معاہدے کے تحت کامیابی کے ساتھ 99 نئی شاپس شامل کیں، جس سے کل اسٹورز کی تعداد 310 تک پہنچ گئی۔

اس منصوبے کا ایک اہم پہلو 25 جدید آؤٹ لیٹس کا آغاز ہے، جو ریٹیل کے شعبے میں نیا معیار قائم کرنے اور صارفین کی سہولت اور اطمینان کے لیے نئے معیارات وضع کرنے کے لیے ڈیزائن کیے گئے ہیں۔

صارفین کے لیے بے حد ہموار اور دلچسپ تجربے کو یقینی بنانے کے لیے، پی ایس او نے تین اہم شعبوں پر توجہ مرکوز کی ہے:

- اسٹور کے اندرونی حصے کو جدید انداز میں اپ گریڈ کیا گیا، تاکہ ایک خوشگوار اور جدید ماحول پیدا کیا جا سکے جو کمپنی کی برانڈ شناخت کی عکاسی کرے۔
- جامع آپریٹر تربیتی پروگرامز، جن کا مقصد عملے کو وہ مہارتیں اور علم فراہم کرنا ہے جو بہترین کسٹمر سروس فراہم کرنے کے لیے ضروری ہیں۔
- سخت تعمیل کے معیار، اس بات کو یقینی بناتے ہیں کہ تمام اسٹورز PSO کے اعلیٰ معیار کی کوالٹی، حفاظتی اصولوں اور صارف کے تجربے کے مطابق کام کریں

یہ اسٹریٹجک توسیع اور نیٹ ورک کی اپ گریڈنگ پی ایس او کو مارکیٹ میں مسلسل ترقی اور کامیابی کے لیے مضبوط اساس فراہم کرتی ہے۔

رپورٹ برائے شیئر ہولڈرز

پی ایس او کا مقصد، خاص طور پر دور دراز علاقوں میں موثر فراہمی پر توجہ مرکوز کرتے ہوئے ملک بھر میں توانائی کی 100% رسائی یقینی بنانا ہے۔

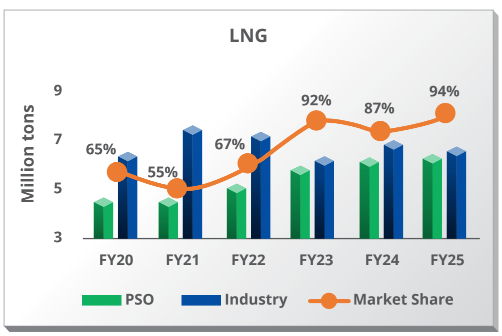
ٹیکنالوجی پر مبنی توانائی کے حل فراہم کنندہ کرنے والے کے طور پر خود کو تبدیل کرتے ہوئے، پی ایس او بلیو ایل پی جی کو پورے ملک میں پھیلانے اور توانائی کی شمولیت کو فروغ دینے کے ساتھ کمیونٹی کو پائیدار گرمائش (heating) اور کوکنگ سولیوشنز فراہم کرنے کا ارادہ رکھتی ہے۔

مائع قدرتی گیس (ایل این جی)

پاکستان کے ایل این جی (LNG) کے اہم درآمد کنندہ کے طور پر، پی ایس او ملک کی توانائی کی ضروریات کو پورا کرنے میں ایک اہم کردار ادا کرتی ہے۔

کمپنی نے قطر گیس کے ساتھ دو طویل المدتی ایل این جی سپلائی معاہدے کر رکھے ہیں، جو حکومت سے حکومت کے فریم ورک کے تحت طے پائے گئے، اور پاکستان میں توانائی کی استحکام اور ترقی کو یقینی بناتے ہیں۔ ان معاہدوں کے مطابق 2031ء تک سالانہ 6.75 ملین ٹن ایل این جی فراہم کی جائے گی۔

2016ء میں شراکت داری کے آغاز سے، پی ایس او اور قطر انرجی نے تعاون پر مبنی کاروباری تعلقات برقرار رکھے ہیں۔ مالی سال 25ء میں، پی ایس او نے ایل این جی کے 109 کارگو درآمد کیے، جو تقریباً 6.6 ملین ٹن بنتے ہیں۔ موثر سپلائی چین اور اسٹیک ہولڈرز کے ساتھ کامیاب تعاون کی بدولت یہ کارکردگی ممکن ہوئی۔



فیول کارڈز اور فیول لنک

پی ایس او جدت اور اسٹریٹجک نمو کے ذریعے کسٹمر کی سہولت بڑھانے اور ایندھن بھرنے کے تجربے کو بہتر بنانے کے عزم پر کاربند ہے۔

کمپنی نے اپنے فیول کارڈز کی پیشکشوں کو جدید فیچرز اور اپڈیٹڈ ڈیزائنز کے ساتھ جدید بنایا ہے، جس سے ریٹیل سیلز میں نمایاں اضافہ ہوا ہے۔ اسٹریٹجک پارٹنرشپس اور نیٹ ورک کی توسیع نے پی ایس او کے کارپوریٹ پورٹ فولیو کو مضبوط بنایا ہے۔

اہم اقدامات میں شامل ہیں: فیصل بینک کے ساتھ اشتراک تاکہ پی ایس او کے ریٹیل نیٹ ورک میں ایک ہی ٹرمینل پر مختلف ادائیگی کے آپشنز قبول کیے جا سکیں۔ مزید برآں، حکومت پنجاب اور بینک آف پنجاب کے ساتھ شراکت تاکہ کسان کارڈز کے ذریعے ڈیزل کی خریداری ریٹیل آؤٹ لیٹس پر ممکن ہو، جس سے زرعی کمیونٹی کی مدد ہوتی ہے۔

پی ایس او کا بڑھتا ہوا کلائنٹ پورٹ فولیو مختلف صنعتوں میں اعلیٰ معیار کی تنظیموں کے اعتماد کو ظاہر کرتا ہے۔ کمپنی اپنی موجودگی کو بڑھا رہی ہے اور کلیدی شعبوں میں کسٹمائزڈ فیول اور لبریکنٹ سولیوشنز فراہم کر رہی ہے، بشمول توانائی، بینکنگ، ٹیکسٹائل، زراعت اور ٹیکنالوجی کے شعبوں میں فیول کارڈ اجراء برائے ملازمین اور کاروبار۔

کسٹمر سروس

پی ایس او کا کسٹمر سروس کا نظام کئی چینلز سے کام کرتا ہے، جیسے فون، ای میل، سوشل میڈیا، اور ڈیلرز کے لیے 24/7 ویب پورٹل جہاں وہ مرمت کے مسائل کی اطلاع دے سکتے ہیں۔

کمپنی کا 'کال اینڈ کنٹری بیوٹ' پروگرام کسٹمرز، ڈیلرز، اور پی ایس او کی مینجمنٹ کے درمیان براہِ راست رابطہ ممکن بناتا ہے، جس سے مسائل کا فوری حل اور فوری فیڈ بیک حاصل ہوتا ہے۔

تعلق کیئر لائن نے مالی سال 25ء میں 159,677 سے زائد صارفین کی ٹرانزیکشنز ہینڈل کیں، جن میں لبریکنٹس کی دستیابی، کارڈ اپڈیٹس، ایل پی جی کی ترسیل، اور دیگر خدمات کے لیے فوری مدد فراہم کی گئی۔ کمپنی نے 29,500 سے زائد DIGICASH اور B2B فیول کارڈ صارفین کو معاونت فراہم کی، جن کے کارڈ ایکٹیویشن، بندش، اور بیلنس/اکاؤنٹ کی تفصیلات سے متعلقہ مسائل حل کیے گئے۔

نان فیول ریٹیل

پی ایس او اپنے جدت انگیز نان فیول ریٹیل اقدامات کے ذریعے ریٹیل کے شعبے میں انقلاب لا رہی ہے، نئے معیار قائم کر رہی ہے اور سہولت کی بنیاد پر ریٹیلنگ کے اصولوں کو دوبارہ متعین کر رہی ہے۔ اپنی مختلف اقدامات کے ذریعے، پی ایس او کسٹمر کے تجربے کو بہتر بنا رہی ہے، نمو کو فروغ دے رہی ہے، اور مارکیٹ میں اپنی موجودگی کو بڑھا رہی ہے۔

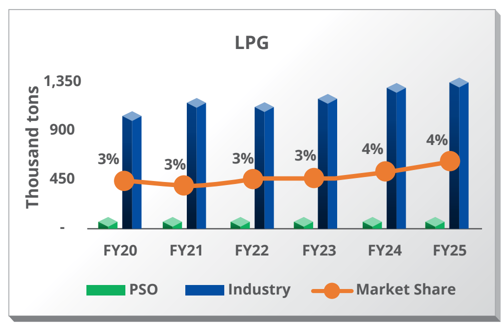
پی ایس او جدت طرازی، پائیداری اور صارفین کے اطمینان کو بڑھانے کے لیے آر اینڈ ڈی میں سرمایہ کاری کے لیے پر عزم ہے۔

مائع پٹرولیم گیس (ایل پی جی)

مائع پٹرولیم گیس (ایل پی جی) کی صنعت میں نمایاں نمو دکھائی دے رہی ہے، جس کی بنیادی وجہ یہ ہے کہ قدرتی گیس کے کم ہوتے ذخائر کی وجہ سے گھریلو اور تجارتی شعبوں میں اس کی طلب میں اضافہ ہو رہا ہے۔ اس صنعت میں آئندہ چند برسوں کے دوران 6 تا 8 فیصد شرحِ نمو متوقع ہے، جبکہ اس کی زیادہ تر کھپت گھریلو اور ہوٹلز، ریسٹورنٹس اور کیٹرنگ کے شعبوں میں ہو رہی ہے۔

پاک گیس

ہماری ایل پی جی برانڈ "پاک گیس" نے سالانہ 60,000 میٹرک ٹن کی ریکارڈ فروخت حاصل کی، جو پچھلے سال کے مقابلے میں 22.5 فیصد اضافہ ہے۔ سپلائی چین کے مؤثر انتظام نے اس شاندار ترقی کو ممکن بنایا، جس کے ذریعے پاک گیس نے بڑھتی ہوئی طلب کو زیادہ مؤثر طریقے سے پورا کیا۔



ملک بھر میں 81 پی ایس او آؤٹ لیٹس پر ایل پی جی سلنڈر ایکسچینج سہولت کا آغاز اہم اقدامات میں شامل ہے، جس کے تحت صارفین کو اوگرا کے مقرر کردہ نرخوں پر آسان اور محفوظ تبادلے کی سہولت فراہم کی گئی۔ پاک گیس صنعتی اور تجارتی شعبوں کو بھی مختلف ڈلیوری ذرائع کے ذریعے خدمات فراہم کرتا ہے، جس میں معیار، بروقت فراہمی، حفاظتی معیار اور کسٹمر سروس کو اولین ترجیح دی جاتی ہے۔

برانڈ کے نیٹ ورک میں توسیع کے تحت 32 نئے ڈسٹری بیوٹرز، 21 صنعتی / کمرشل کلائنٹس اور مہمان نوازی کے شعبے کی 2 شراکت داریاں شامل کی گئیں۔ آج پاک گیس پورے ملک میں 450 سے زائد بزنس پارٹنرز اور 16 ایل پی جی اسٹوریج اور فلنگ پلانٹس کے نیٹ ورک کے ساتھ کام کر رہی ہے۔

پاک گیس

پی ایس او نے ملکی توانائی کے شعبے میں ایک انقلابی قدم اٹھاتے ہوئے کراچی میں ایل پی جی ہوم ڈلیوری سروس شروع کی ہے۔

یہ سروس صارفین کو محفوظ، قابلِ اعتماد اور باسہولت طریقہ فراہم کرتی ہے تاکہ وہ آسانی سے ایل پی جی حاصل کر سکیں۔ اب صارفین نئے سلنڈر یا دوبارہ بھروانے کے لیے مختلف ذرائع سے آرڈر دے سکتے ہیں، جن میں پی ایس او کی ویب سائٹ، تعلق کیئر لائن (0800-03000) اور پی ایس او فیول لنک ایپلی کیشن شامل ہیں۔

بلیو ایل پی جی

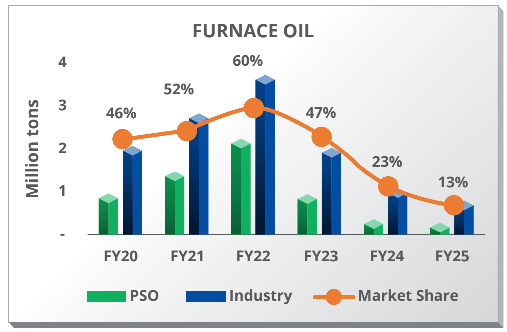
پی ایس او نے ہنزہ میں بلیو ایل پی جی متعارف کروائی تھی، جسے گلگت تک وسعت دے دی گئی، تاکہ اس سہولت سے محروم گھروں کو صاف، محفوظ اور سستی توانائی فراہم کی جا سکے۔ اس اقدام کے تحت صارفین کو اعلیٰ معیار، سہولت، اور مستقل سپلائی کے ساتھ براہِ راست ایل پی جی ڈلیوری فراہم کی جاتی ہے،، وہ بھی مسابقتی قیمتوں پر جو اوگرا کے ضوابط کے مطابق ہیں۔

صارفین موبائل ایپ اور ویب پلیٹ فارم کے ذریعے آسانی سے خدمات حاصل کر سکتے ہیں۔ بلیو ایل پی جی میں ہلکے اور محفوظ کمپوزٹ سلنڈر استعمال کیے جاتے ہیں تاکہ حفاظت اور استعمال آسان ہو۔

رپورٹ برائے شیئر ہولڈرز

ملکی توانائی کے نظام میں نیوکلیئر، کوئلے، پن بجلی اور دیگر قابلِ تجدید ذرائع کے انضمام نے بجلی پیدا کرنے کے لیے فرنس آئل کی ضرورت کو مزید کم کر دیا ہے۔

مارکیٹ کے اس بدلتے ہوئے رجحان کے تحت سال کے دوران فرنس آئل کی مجموعی فروخت 910,000 ٹن رہی، جس میں پی ایس او نے 122,000 ٹن کی فروخت کے ساتھ 13.4 فیصد مارکیٹ شیئر حاصل کیا۔



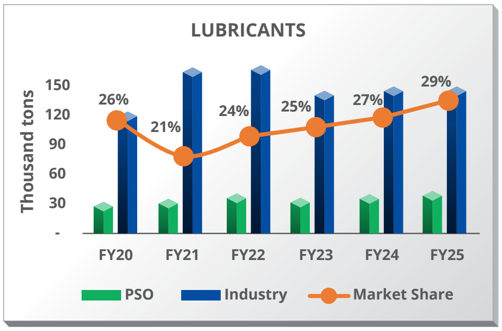
لبریکنٹس

پی ایس او کے لبریکنٹس کے کاروبار نے نمایاں نمو حاصل کی، جو ایک جامع حکمتِ عملی کا نتیجہ تھی۔ اس حکمتِ عملی میں ملک گیر مکینک ٹریننگ پروگرامز، مؤثر سیلز کمپین، برانڈ کو مزید نمایاں کرنے کے اقدامات، آپریشنل بہتری اور جدید مصنوعات کی تیاری شامل تھی۔

کمپنی کی کارکردگی کی نمایاں خصوصیات میں کیریئٹ کی فروخت میں 52 فیصد اضافہ، معروف عالمی آٹوموٹو مینوفیکچررز سے او ای ایم (OEM) منظوریوں کا حصول اور اے پی آئی (API) لائسنس شامل ہیں۔ خاص طور پر پی ایس او نے پاکستان کا پہلا API SP موٹر سائیکل آئل متعارف کرایا، جو مصنوعات میں جدت طرازی کے عزم کو ظاہر کرتا ہے۔

ایک نسبتاً سست رفتاری سے ترقی پذیر صنعت میں، پی ایس او کی فروخت 7.8 فیصد اضافے کے ساتھ 41,000 ٹن تک پہنچ گئی، جو صنعت کی 0.5 فیصد اوسط کے مقابلے میں کہیں زیادہ ہے۔ اس شاندار کارکردگی نے کمپنی کا مارکیٹ شیئر 29 فیصد بڑھا دیا۔

آئندہ کے لیے، پی ایس او اپنی مارکیٹ رسائی کو مزید وسعت دینے، پریمیم مصنوعات میں جدت لانے اور صارفین کے ساتھ روابط کو بہتر بنانے پر توجہ مرکوز کرے گی۔ مستقبل کی تحقیق و پرداخت (ریسرچ اینڈ ڈویلپمنٹ) کی کوششیں جدید فارمولیشنز، مزید او ای ایم منظوریوں اور مینوفیکچرنگ کے پائیدار طریقوں پر مرکوز ہوں گی۔



پی ایس او کی جانب سے مستقبل میں تحقیق و پرداخت کے اقدامات

لبریکنٹس کے کاروبار میں قیادت حاصل کرنے کے لیے ہمارے اسٹریٹجک وژن کے ایک حصے کے طور پر، کمپنی کی تحقیق اور ترقی پر توجہ اس بات کو یقینی بناتی ہے کہ یہ ٹیکنالوجی کے جدید ترین سطح پر برقرار رہے۔

اپنی لبریکنٹس رینج کے اندر، پی ایس او ماحول دوست مصنوعات پیش کر رہی ہے جو غیر معمولی کارکردگی فراہم کرتی ہیں، ماحول کو کم سے کم متاثر کرتی ہیں، اور صارفین کی بدلتی ہوئی ضروریات کو پورا کرتی ہیں۔

پائیدار طریقوں اور جدید ٹیکنالوجیز پر توجہ مرکوز کرتے ہوئے پی ایس او لبریکنٹس کے مستقبل کو دوبارہ ترتیب دے رہی ہے اور موٹر لبریکنٹس میں اپنے مستقبل کے ریسرچ اینڈ ڈیولپمنٹ (آر اینڈ ڈی) اقدامات کے ذریعے نئے معیار قائم کر رہی ہے۔

1. **پائیدار لبریکنٹ:**
کم ماحولیاتی اثرات کے ساتھ ماحول دوست لبریکنٹس کی تیاری۔

2. **بلند کارکردگی والے لبریکنٹ:**
الیکٹرک اور ہائبرڈ گاڑیوں کے لیے جدید لبریکنٹس، نیز روایتی گاڑیوں کے لیے اعلیٰ کارکردگی کے حامل لبریکنٹس کی تیاری۔

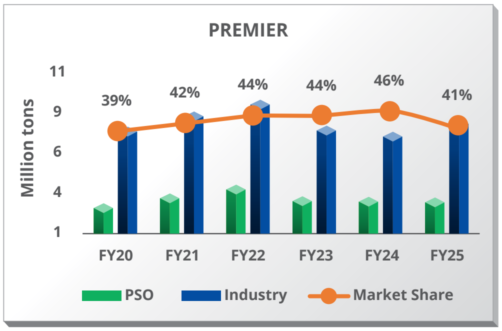
3. **لبریکینٹ ٹیکنالوجی میں اضافہ:**
ایندھن کی بہتر کارکردگی، اخراج میں کمی، اور گاڑی کی کارکردگی میں اضافے کے لیے لبریکینٹ فارمولیشنز کو بہتر بنانا۔

4. **جدید حل:**
لبریکنٹ کی ری سائیکلنگ، دوبارہ استعمال، اور دوبارہ ریفائننگ کے لیے نئی ٹیکنالوجیوں کی تلاش۔

موگیس (پٹرول)

مالی سال 25ء میں پی ایس او نے پیٹرول (موگیس) مارکیٹ میں اپنی برتری کا مظاہرہ کرتے ہوئے 40.8 فیصد کا نمایاں مارکیٹ شیئر حاصل کیا، جو اس کے برانڈ کی مضبوط ساکھ اور مارکیٹ لیڈرشپ کا ثبوت ہے۔

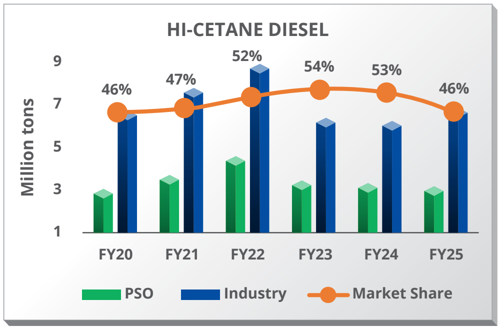
کمپنی نے سال کے دوران 3.2 ملین ٹن موگیس فروخت کی اور ملک کی بڑھتی ہوئی توانائی کی ضروریات کو بخوبی پورا کیا۔ یہ شاندار کارکردگی پی ایس او کی پاکستان کے پٹرولیم شعبے میں مارکیٹ لیڈر کی حیثیت کو مزید تقویت دیتی ہے، جو اعلیٰ معیار کی مصنوعات اور بہترین خدمات فراہم کرنے کے عزم سے وابستہ ہے۔



ڈیزل

انتہائی مسابقتی ڈیزل مارکیٹ میں پی ایس او نے اپنی قیادت برقرار رکھی اور 3.1 ملین ٹن فروخت کے ساتھ 46 فیصد مارکیٹ شیئر حاصل کیا۔

یہ کامیابی پی ایس او کی مستحکم مارکیٹ پوزیشن اور اعتماد کا ثبوت ہے، جس کے باعث کمپنی نے نہ صرف مارکیٹ کے چیلنجز کا مقابلہ کیا بلکہ اُن جگہوں پر بھی ڈیزل کی سپلائی یقینی بنائی جہاں دوسری آئل کمپنیاں اپنے درآمدی وعدے پورے نہ کر سکیں۔



جیٹ فیول

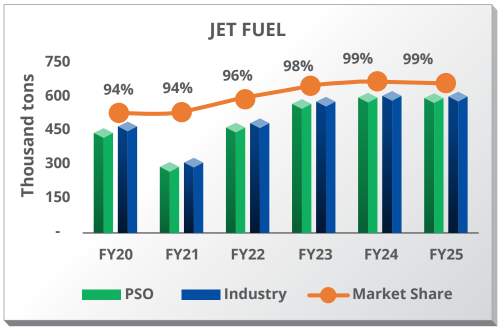
ایوی ایشن فیول کے شعبے میں پی ایس او کی برتری بے مثال رہی، جہاں کمپنی نے 99 فیصد مارکیٹ شیئر کے ساتھ 6.51 لاکھ ٹن جیٹ فیول فروخت کیا۔

کمپنی کی ملکی معیشت میں شراکت بھی نمایاں رہی۔ کمپنی نے بین الاقوامی ایئرلائنز کو فیول فراہم کر کے 245 ملین امریکی ڈالر کے زرمبادلہ حاصل کیا اور ملک کے مالی استحکام کو مزید تقویت دی۔

ایک قابل ذکر کامیابی گوادر کے نئے بین الاقوامی ایئرپورٹ (NGIAP) پر موبائل جیٹ فیول ری فیولنگ سہولت کا آغاز ہے، جس نے ملک کے فضائی انفراسٹرکچر کو مزید مضبوط بنایا۔

کمپنی نے کامیابی کے ساتھ اپنے کمرشل اور ٹیکنیکل سپورٹ سروسز کے معاہدوں کی ٹوٹل انرجیز ایوی ایشن (TEA) کے ساتھ تجدید کی۔ یہ اسٹریٹجک معاہدے پاکستان میں جیٹ فیول آپریشنز کے تسلسل کو یقینی بناتے ہیں، بین الاقوامی ایئرلائنز کو معیاری خدمات کی فراہمی میں معاون ثابت ہوتے ہیں اور عالمی معیار کے تقاضوں کے مطابق آپریشنل فضیلت کو برقرار رکھنے میں کلیدی کردار ادا کرتے ہیں۔

جوائنٹ انسپیکشن گروپ (JIG) میں پی ایس او کی رکنیت اس کی فضائی فیولنگ میں قائدانہ حیثیت کی توثیق کرتی ہے، جو عالمی معیار کے سیفٹی اور کوالٹی اسٹینڈرڈز کی مکمل پاسداری کی عکاس ہے۔



فرنس آئل

فرنس آئل کی صنعت میں نمایاں کمی دیکھنے میں آئی، جس کے نتیجے میں کھپت کم ہو کر 26.5 فیصد رہ گئی۔ اس کی بنیادی وجہ بجلی کے شعبے کی طلب میں کمی ہے، جو ایک طرف بڑھتی ہوئی بجلی کی قیمتوں اور دوسری طرف متبادل اور قابلِ تجدید توانائی کے بڑھتے ہوئے استعمال کا نتیجہ ہے۔ پاکستان کے توانائی مکس میں ہونے والی اس تبدیلی نے فرنس آئل پر انحصار کو کم کر دیا ہے۔

رپورٹ برائے شیئر ہولڈرز

پٹرولیم کی صنعت کا عمومی جائزہ

پٹرولیم کی صنعت پاکستان کی معیشت میں بدستور ریڑھ کی ہڈی کی حیثیت رکھتی ہے جو گھرانوں، تجارتی اور صنعتی سطح پر توانائی اور نقل وحرکت کی بنیادی ضروریات کو پورا کرتی ہے۔ اس شعبے نے طلب میں نمایاں اضافے کے باعث بھرپور بحالی کا مظاہرہ کیا۔ وائٹ آئل کی کھپت میں نمایاں اضافہ دیکھا گیا، جبکہ فرنس آئل کے استعمال میں مزید کمی واقع ہوئی کیونکہ متبادل ذرائع جیسے پن بجلی، ایل این جی اور کوئلہ تھرمل پاور جنریشن کی جگہ لیتے گئے۔

پاکستان میں پٹرولیم صنعت نے نمایاں بحالی کا مظاہرہ کیا ہے، جس کی بنیادی وجہ وائٹ آئل کے استعمال میں تقریباً 9 فیصد اضافہ ہے۔ اس نمو کی وجہ موگیس (پٹرول) کی طلب میں 8.8 فیصد اور ڈیزل کے استعمال میں 10 فیصد اضافہ ہے، جو بڑھتی ہوئی معاشی سرگرمیوں اور ایندھن کی قیمتوں کے استحکام کی عکاسی کرتا ہے۔ مغربی سرحد سے غیر قانونی درآمدات کو روکنے کے لیے سخت اقدامات نے بھی اس مثبت رجحان میں اہم کردار ادا کیا ہے، جو اس صنعت کی مضبوطی اور مارکیٹ کے حالات کے مطابق تیز رفتاری سے ردعمل دینے کی صلاحیت کو اجاگر کرتا ہے۔

وائٹ آئل کے برعکس، بلیک آئل کی طلب میں سال کے دوران 26.4 فیصد کی نمایاں کمی دیکھنے میں آئی۔ اس کمی کی بنیادی وجہ فرنس آئل پر مبنی بجلی کی پیداوار میں 26.5 فیصد کمی تھی، کیونکہ یہ شعبہ تیزی سے متبادل توانائی کے ذرائع کی طرف منتقل ہو رہا ہے۔

یہ حکمتِ عملی توانائی کے مرکب (Energy Mix) کو بہتر بنانے اور مہنگے ایندھن پر انحصار کم کرنے کے لیے صنعت کی مسلسل کوششوں کی عکاسی کرتی ہے۔

پاکستان میں مائع ایندھن (FuelsLiquid) کا مجموعی استعمال تقریباً 16.4 ملین ٹن رہا، جو پچھلے سال کے مقابلے میں 6.1 فیصد اضافے کو ظاہر کرتا ہے۔

گاڑیوں (Automotive) کے شعبے نے بھی مستحکم کارکردگی کا مظاہرہ کیا۔ پسنجر کاروں کی فروخت میں سال بہ سال 37.5 فیصد اضافہ ہوا اور مالی سال 25ء میں

1,12,203 یونٹس فروخت ہوئے۔ ہلکی گاڑیوں (Light Vehicles) کی مجموعی فروخت میں بھی سال بہ سال 42.5 فیصد اضافہ ریکارڈ کیا گیا، جو صارفین کی طلب میں بحالی کی نشاندہی کرتا ہے اور اس صنعت کے لیے مثبت امکانات کو ظاہر کرتا ہے۔

صنعت پر جغرافیائی وسیاسی اثرات

یہ صنعت بدستور جغرافیائی وسیاسی کشیدگیوں کے اثرات سے دوچار ہے، جو عالمی تیل کی قیمتوں پر نمایاں اثر ڈال سکتی ہیں۔ اگرچہ جاری علاقائی تنازعات کے باوجود برینٹ کی قیمتیں فی بیرل 75 ڈالر سے کم پر مستحکم رہیں، لیکن کسی بھی مزید شدت کے نتیجے میں قیمتوں میں نمایاں اتار چڑھاؤ آ سکتا ہے، جو ممکنہ طور پر فی بیرل 100 سے 130 ڈالر تک پہنچ سکتا ہے۔

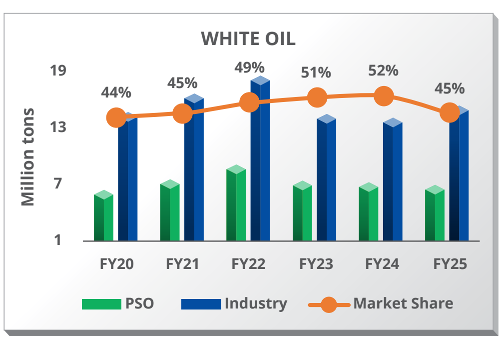
اس خطرے کو کم کرنے کے لیے مالی منصوبہ بندی اور توانائی کی خریداری میں پیشگی حکمتِ عملی اپنانا ناگزیر ہے، تاکہ غیر یقینی صورتِ حال کے باوجود کاروباری تسلسل اور معیشت کا استحکام یقینی بنایا جا سکے۔

کمپنی کی کارکردگی

پی ایس او نے توانائی کے شعبے میں اپنے استحکام اور مارکیٹ میں قائدانہ کردار کا مظاہرہ جاری رکھا اور معاشی چیلنجز کا مؤثر انداز میں مقابلہ کیا۔

وائٹ آئل (White Oil) کے زمرے میں کمپنی نے اپنی قائدانہ حیثیت برقرار رکھی اور 45.7 فیصد مارکیٹ شیئر حاصل کیا۔

پی ایس او کی اسٹریٹجک توسیعی کوششوں کے نتیجے میں 107 نئے ریٹیل آؤٹ لیٹس قائم کیے گئے، جس سے اس کا ملک گیر نیٹ ورک بڑھ کر 3,649 اسٹیشنز تک پہنچ گیا۔ یہ وسیع تر موجودگی اس بات کو یقینی بناتی ہے کہ پی ایس او ملک بھر میں صارفین کی ضروریات کے لیے قابلِ رسائی اور مؤثر ردعمل دینے والا ادارہ رہے۔



رپورٹ برائے شیئر ہولڈرز

بورڈ آف مینجمنٹ کی جانب سے 30 جون 2025ء کو ختم ہونے والے مالی سال کے لیے کمپنی کی جامع مالی اور آپریشنل کارکردگی پیشِ خدمت ہے۔ اس رپورٹ میں زیرِ جائزہ مدت کے دوران پی ایس او کی کلیدی کامیابیوں اور نمایاں پیش رفت پر روشنی ڈالی گئی ہے۔

عالمی اقتصادی ماحول

اگرچہ عالمی معیشت مکمل کساد بازاری (Recession) سے بچنے میں کامیاب رہی ہے، تاہم اس کی بحالی سست اور غیر یکساں ہے اور نمو اُس رفتار سے کم ہے جو وبا کے فوری بعد کی مدت میں دیکھی گئی تھی۔ بین الاقوامی مالیاتی فنڈ (آئی ایم ایف) کے جولائی 2025ء کے عالمی اقتصادی منظرنامے کے جائزے (ورلڈ اکنامک آؤٹ لک اپ ڈیٹ) کے مطابق 2025ء کے دوران عالمی نمو کے 3.0 فیصد رہنے کا امکان ہے (جو 2024ء کی 3.3 فیصد کی شرح سے قدرے کم ہے)، جبکہ 2026ء میں 3.1 فیصد نمو کا امکان ہے؛ یہ دونوں شرحیں قبل از وبا کی اوسط 3.7 فیصد سے نمایاں طور پر کم ہیں۔

ترقی یافتہ معیشتوں میں معمولی بہتری دکھائی دی، جس کی وجہ امریکا میں سست رفتار بحالی تھی، جہاں 2025ء میں حقیقی جی ڈی پی میں 1.9 فیصد نمو کا تخمینہ لگایا گیا ہے۔ اس کے برعکس ابھرتی ہوئی معیشتوں میں زیادہ مستحکم رفتار دکھائی دی، جہاں 2025ء کے دوران 4.1 فیصد نمو کا تخمینہ لگایا گیا۔ خاص طور پر چین میں معاشی سرگرمیوں میں اضافے (4.8 فیصد) سے اس بہتری کو تقویت ملی، جو ٹیرف میں کمی، امریکہ کے علاوہ دیگر منڈیوں میں کی جانے والی مضبوط برآمدات، کھپت بڑھانے کے لیے ہدفی مالی اقدامات، اور امریکہ–چین ٹیرف میں نمایاں کمی کے باعث ممکن ہوئی

مہنگائی کے دباؤ میں نمایاں کمی واقع ہوئی ہے۔ عالمی عمومی مہنگائی 2025ء کے دوران کم ہو کر 4.2 فیصد تک آنے کی توقع ہے (جو 2024ء میں 5.6 فیصد تھی) جبکہ 2026ء میں مزید کم ہو کر 3.6 فیصد تک پہنچنے کا امکان ہے، جس کی بنیادی وجہ توانائی اور خوراک کی قیمتوں میں کمی ہے۔ بنیادی مہنگائی بھی کم ہوئی ہے، اور توقع ہے کہ 2025ء کی دوسری ششماہی میں کئی مرکزی بینک بتدریج زری نرمی (EasingMonetary) کا آغاز کریں گے۔

عالمی تجارتی حجم 2025ء میں 2.6 فیصد نمو کا تخمینہ لگایا گیا ہے۔ تاہم، 2026ء میں اس رفتار میں کمی کا امکان ہے، اور نمو کم ہو کر 1.9 فیصد رہ جائے گی۔ تجارتی بہاؤ میں مستقل بہتری کا انحصار بیشتر مالی حالات میں نرمی، بالخصوص ترقی یافتہ معیشتوں میں زری پالیسی کے نرم ہونے پر ہوگا، جو سرحد پار تجارت میں بحالی میں مدد دے سکتا ہے۔

آئندہ منظرنامے کے منفی خدشات بدستور بلند سطح پر موجود ہیں۔ بالخصوص مشرقِ وسطیٰ میں جغرافیائی سیاسی کشیدگی نے تیل کی منڈیوں میں خطرے کے اضافی اخراجات (risk premiums) شامل کر دیے ہیں، جبکہ ٹیرف پالیسیوں کے بارے میں غیر یقینی صورتِ حال عالمی تجارت اور سرمایہ کاری کے اعتماد کو دباؤ میں رکھے ہوئے ہے۔ دنیا بھر میں کاربن اخراج کو صفر پر لانے کی منتقلی کا عمل وقفے وقفے سے رکاوٹوں کا شکار ہوا ہے، تاہم قابلِ تجدید توانائی اور ذخیرہ کاری کی ٹیکنالوجیوں کے لیے ناگزیر اہم معدنیات ابھرتی ہوئی اور ترقی پذیر معدنی وسائل سے مالا مال معیشتوں کے لیے ممکنہ نمو کا ذریعہ بنی ہوئی ہیں۔

پاکستان کا اقتصادی جائزہ

دیگر کئی ترقی پذیر معیشتوں کی طرح پاکستان کو مالی سال 2025ء کے دوران مستقل مالیاتی اور بیرونی عدم توازن کا سامنا رہا۔ حکومت نے توسیعی مالیاتی پیکج کے بجائے آئی ایم ایف کے ایکسٹینڈڈ فنڈ فسیلیٹی (EFF) کے تحت سخت مالی وزری نظم وضبط برقرار رکھا۔ یہ حکمتِ عملی مجموعی معاشی اتار چڑھاؤ پر قابو پانے اور اعتماد کی بحالی کو یقینی بنانے کے لیے کارگر رہی تاہم اس نے قریبی مدت میں نمو کی رفتار کو متاثر کیا۔

معاشی سرگرمی معتدل رہی۔ حقیقی جی ڈی پی کی نمو 2.6 فیصد رہی جو 3.6 فیصد کے ہدف سے کم تھی، جبکہ فی کس آمدنی 9.7 فیصد اضافے سے 1,824 ڈالر تک جا پہنچی، جسے مستحکم زرِ مبادلہ کی شرح اور بہتر کلی معاشی استحکام نے سہارا دیا۔

شعبہ جاتی کارکردگی میں واضح فرق دیکھا گیا۔ زرعی شعبے کی نمو صرف 0.56 فیصد رہی جس کی بڑی وجہ بڑی فصلوں کی کم پیداوار تھی۔ اس کے برعکس صنعتی شعبہ 4.7 فیصد کی نمایاں نمو کے ساتھ نمایاں رہی، جسے اشیا سازی میں بحالی نے سہارا دیا۔ شعبۂ خدمات میں 2.9 فیصد نمو ہوئی، جس میں ہول سیل اور ریٹیل ٹریڈ، ٹرانسپورٹ اور حکومتی خدمات نمایاں عوامل رہے۔

مالیاتی محاذ پر، محاصل میں اضافے اور منظم اخراجات نے استحکام کو سہارا دیا۔ بجٹ خسارہ کم ہو کر جی ڈی پی کے 2.6 فیصد تک محدود رہا، جبکہ بنیادی توازن 3 فیصد کا ریکارڈ سرپلس درج کیا گیا۔ بیرونی کھاتہ بھی مستحکم ہوا، جس میں جولائی تا اپریل مالی سال

آئندہ کے لیے، حکومت کا ہدف ہے کہ استحکام کے ثمرات کو پائیدار نمو میں بدلا جائے۔ پالیسی ترجیحات میں ساختی اصلاحات، محاصل کے دائرہ کار میں توسیع، سرکاری اداروں میں معقولیت، اور مالیاتی ثالثی کو بہتر بنانا شامل ہیں، تاکہ معیشت کو مزید مستحکم کیا جا سکے اور جامع و دیرپا ترقی کو یقینی بنایا جا سکے۔

چیئرمین کا جائزہ—سالانہ رپورٹ 2025ء

بورڈ اس بات سے مطمئن ہے کہ موجودہ اندرونی کنٹرولز مالی بیانات میں کسی ٹھوس غلط بیانی اور نقصان کے حوالے سے مناسب حدتک یقین دہانی فراہم کرتے ہیں۔ ہم ان کنٹرولز کی باقاعدگی سے نگرانی اور جائزہ لیتے رہیں گے تاکہ کاروباری ماحول اور ضوابطی تقاضوں میں ہونے والی تبدیلیوں سے ہم آہنگ رہا جاسکے۔ مارکیٹ کی غیریقینی صورتِ حال کے باوجود، پی ایس او نے گردشی قرضے اور بلند مالی لاگتوں کا انتظام کرتے ہوئے نمو جاری رکھی اور مستحکم وطویل مدتی قدر پر اپنی توجہ مرکوز رکھی۔

سی ایس آر اور ای ایس جی کے حوالے سے نمایاں عزائم

پی ایس او نے کمیونٹی ڈیولپمنٹ، صحت، تعلیم اور ماحولیاتی اقدامات میں بامقصد سرمایہ کاری کے ذریعے ایک ذمہ دار کارپوریٹ شہری کے طور پر اپنی میراث کو مزید تقویت دی۔ پی ایس او کی اولین ای ایس جی پالیسی (PolicyESG) کا اجراء ہماری بنیادی سرگرمیوں میں پائیداری کی شمولیت کی جانب ایک اہم قدم تھا۔

پی ایس او سی ایس آر ٹرسٹ کے ذریعے کمپنی نے شمولیتی نمو اور طویل مدتی سماجی و معاشی ترقی کی معاونت جاری رکھی۔ تاہم اب ہماری توجہ چند منتخب، بلند اثرات کے حامل اور اختراعی منصوبوں پر مرکوز ہے جو نہ صرف بامعنی نتائج فراہم کرتے ہیں بلکہ کمپنی کی ساکھ اور برانڈ ایکویٹی کو بھی بڑھاتے ہیں۔

نمایاں عزائم

بطور چیئرمین بورڈ آف مینجمنٹ، میں مضبوط نظم ونسق، شفافیت اور بااخلاق قیادت کی ثقافت کو فروغ دینے کے ہمارے غیر متزلزل عزم کی تجدید کرتا ہوں۔ پی ایس او بدستور جواب دہی کے اعلیٰ ترین معیارات کے تحت کام کر رہی ہے، جسے مستحکم اندرونی کنٹرولز اور مؤثر فیصلہ سازی کے فریم ورکس کی معاونت حاصل ہے۔ مینجمنٹ کے ساتھ قریبی اشتراک کے ذریعے بورڈ اس بات پر توجہ مرکوز کیے ہوئے ہے کہ ہمارے ذیلی ادارے زیادہ منافع بخش اور پائیدار نمو کی جانب گامزن رہیں اور گروپ بھر میں اسٹریٹجک ہم آہنگی کو یقینی بنایا جاسکے۔

اس کے ساتھ ہی ہم جدت کو اپناتے ہوئے ابھرتی ہوئی ٹیکنالوجیوں جیسے کہ مصنوعی ذہانت، ڈیٹا اینالیٹکس اور ڈیجیٹل پلیٹ فارمز سے استفادہ کر رہے ہیں تاکہ آپریشنل کارکردگی میں بہتری لائی جاسکے، کسٹمر کے تجربے کو بہتر بنایا جاسکے اور نئے کاروباری مواقع پیدا کیے جاسکیں۔ یہ دوراندیش حکمتِ عملی پی ایس او کو نہ صرف مارکیٹ لیڈر کے طور پر بلکہ مستقبل کے لیے تیار ایک ایسے ادارے کے طور پر مستحکم کرتی ہے جو تمام اسٹیک ہولڈرز کو دیرپا قدر فراہم کرنے کے لیے پرعزم ہے۔

مستقبل کا منظر نامہ

جاری چیلنجز، بشمول گردشی قرضے کے باعث مالی دباؤ اور عالمی مارکیٹ کی غیریقینی صورتِ حال، کے باوجود مجھے پی ایس او کی اس صلاحیت پر بھرپور اعتماد ہے کہ یہ مستقبل میں عزم ومقصد کے ساتھ قیادت جاری رکھے گی، قومی ترقی کو مہمیز دے گی اور دیرپا قدر پیدا کرے گی۔

آخر میں، میں ہماری محنتی مینجمنٹ ٹیم، قابلِ قدر شیئر ہولڈرز، اور حکومت پاکستان خاص طور پر وزارت توانائی (پیٹرولیم ڈویژن) کے مسلسل معاونت اور پائیدار اعتماد کے لیے تہہِ دل سے شکر گزار ہوں۔

آصف بیگ محمد

چیئرمین—بورڈ آف مینجمنٹ

19 اگست 2025ء

کراچی

رہے ہیں۔ ہم الیکٹرک گاڑیوں (EV) کے جدید ترین سولیوشنز بھی پیش کرنے والے ہیں۔

پاکستان کا مالی ڈیجیٹل سپر ہائی وے تیار کرنے کے لیے ہم ملک کی سب سے بڑی ریٹیل چین تعمیر کر رہے ہیں، جس میں ایس ای ای ڈی (Sustainability Engineering & Environmental Development) سے سند یافتہ، جدید ترین وائب (VIBE) کنوینیئنس اسٹورز اور شاپ اسٹاپس شامل ہیں۔ 3,600 سے زائد پٹرول پمپ اور غیر فعال (dark) سائٹس کے ساتھ یہ اثاثے ہمارے آئندہ ای-کامرس پلیٹ فارم کے آغاز کے لیے ایک مضبوط بنیاد فراہم کریں گے۔ اس دوران ہماری ڈیجی کیش (DigiCash) ہر ماہ 10 ارب روپے کے لین دین کو پروسیس کر رہی ہے۔ سیرزما (پرائیویٹ) لمیٹڈ نے نمایاں پیش رفت کی ہے جس کے تحت انہوں نے پری پائلٹ معائنے کامیابی سے مکمل کیے اور اسٹیٹ بینک آف پاکستان سے الیکٹرانک منی انسٹی ٹیوشن (EMI) لائسنس کے لیے اصولی منظوری حاصل کر لی ہے۔ ان اسٹریٹجک اقدامات کے ذریعے ہم پاکستان کے ڈیجیٹل فنانشل ایکو سسٹم میں غالب قوت بننے کے لیے بہترین پوزیشن میں ہیں۔

بورڈ نے نان فیول ریٹیل اور لبریکنٹس کے لیے جارحانہ حکمتِ عملیوں کی منظوری دی، جنہیں کاروباری ترقی کے اہم ستون قرار دیا گیا ہے۔ ہمیں امید ہے کہ دونوں شعبوں میں نمایاں مارکیٹ شیئر حاصل کریں گے۔ آپریشنل برتری کے حصول کی مستقل کوششوں میں، بورڈ نے متعدد پالیسیوں اور ترامیم کا جائزہ لیا اور ان کی توثیق کی، تاکہ کارپوریٹ مقاصد کی جانب پیش رفت کو تیز کیا جا سکے۔ اس کے ساتھ ہی، بورڈ نے ذیلی کاروباری منصوبوں میں اسٹریٹجک ہم آہنگی کو بھی یقینی بنایا تاکہ گروپ کی سطح پر ترقی کو مضبوط بنایا جا سکے۔ دور اندیش قیادت کا اظہار کرتے ہوئے بورڈ نے منافع کے نئے مواقع اور مستقبل کے لیے تیار ڈیجیٹل اقدامات کا بھی فعال طور پر جائزہ لیا۔

بورڈ کی کارکردگی

بورڈ نے بہترین کارکردگی کے اپنے غیر متزلزل عزم کو برقرار رکھا، شیئر ہولڈرز کے مفادات کو ترجیح دی اور مضبوط کارپوریٹ نظم و نسق کو مزید مستحکم کیا۔ محتاط نگرانی کے ذریعے بورڈ نے مینجمنٹ کی کارکردگی کی فعال طور پر نگرانی کی، ابھرتے ہوئے خطرات کا جائزہ لیا اور آپریشنل استحکام کو یقینی بنایا۔ دورانِ سال، بورڈ اور اس کی کمیٹیوں نے کلیدی معاملات پر توجہ دینے کے لیے باقاعدگی سے اجلاس منعقد کیے اور پیش اقدامی (proactive) رویہ برقرار رکھا۔

کارپوریٹ حکمتِ عملی میں پائیداری کو شامل کرنے کے لیے ایک فیصلہ کن قدم کے طور پر، بورڈ نے ماحولیاتی، سماجی اور نظم و ضبط کے (ESG) اصولوں کے عزم کی توثیق کی اور نو تشکیل کردہ بورڈ ای ایس جی کمیٹی کی شرائط و ضوابط کی منظوری دی۔ اس ترقی پسند ایجنڈے کو مزید تقویت دیتے ہوئے بورڈ آف مینجمنٹ (BOM) نے موجودہ اسٹریٹجی اور ڈائیورسفیکیشن کمیٹی کے دائرہ کار کو بڑھا کر ای ایس جی کو شامل کیا اور اس کا نام بدل کر بورڈ اسٹریٹجی، ڈائیورسفیکیشن اینڈ ای ایس جی کمیٹی (BSDEC) رکھ دیا۔ یہ اسٹریٹجک ارتقا بورڈ کے مربوط نظم و نسق کو اجاگر کرتا ہے جہاں جدت، تنوع اور پائیداری ایک ساتھ مل کر دیرپا قدر پیدا کرتے ہیں۔

زیرِ جائزہ مدت کے دوران کمپنی نے اسٹیٹ اونڈ انٹرپرائزز (گورننس اینڈ آپریشنز) ایکٹ 2023ء اور اس سے منسلک پالیسی فریم ورک کے ساتھ ہم آہنگی پیدا کی، جو اس کے نظم و نسق کے سفر میں ایک اہم سنگِ میل کی حیثیت رکھتا ہے۔ ایکٹ کے تقاضوں کے مطابق، بورڈ نے بی او ایم (BOM) اراکین کے لیے ایک خصوصی ضابطہ اخلاق تیار کیا اور اس کی منظوری دی، جس سے شفافیت اور با اخلاق قیادت کے عزم کو مزید تقویت ملی۔ اس وقت وزارتِ توانائی بورڈ کی منظور کردہ پروکیورمنٹ پالیسی کا جائزہ لے رہی ہے تاکہ وفاقی حکومت سے حتمی منظوری حاصل کی جا سکے، جو ضوابطی تعمیل اور آپریشنل برتری کے حوالے سے بورڈ کے فعال رویے کو مزید اجاگر کرتی ہے۔

بورڈ نے کارکردگی کا سخت ضوابط کے تحت جائزہ لینا جاری رکھا تاکہ اندرونی کنٹرولز، اپنی کارروائیوں، کمیٹیوں اور انفرادی بورڈ ارکان کی کارکردگی کے مؤثر تسلسل کو یقینی بنایا جا سکے۔ جائزے کے فریم ورک اور فارمیٹس کو ایس او ایز پالیسی 2023ء اور سی ایم یو گائیڈ لائنز کے تقاضوں سے ہم آہنگ کیا گیا، جو احتساب اور مسلسل بہتری کے لیے ایک فعال اور منظم طریقہ کار کی عکاسی کرتا ہے۔ کارپوریٹ نظم و نسق کے اعلیٰ ترین معیارات پر عمل پیرا ہو کر بورڈ نے گروپ کی اسٹریٹجک کارکردگی کو آگے بڑھانے میں اپنے مرکزی کردار کو مزید تقویت دی۔

مالی سال 25ء کے دوران پی ایس او کے بورڈ کو از سرِ نو تشکیل دیا گیا، جس میں تین سبکدوش ہونے والے ڈائریکٹر اراکین کی جگہ تین نئے تقرر اراکین نے لے لی۔ میں سبکدوش ہونے والے اراکین کی قیمتی خدمات اور اسٹریٹجک بصیرت پر ان کا تہہِ دل سے شکریہ ادا کرتا ہوں۔

بورڈ کا بیان اور اندرونی کنٹرول

بورڈ نے اس نظام کے ڈھانچے، پراسس اور نتائج کی موزونیت اور اثر انگیزی کا جائزہ لیا ہے۔ ہمارا مقصد یہ یقینی بنانا ہے کہ یہ نظام کمپنی کو درپیش خطرات کے مؤثر طریقے سے انتظام، مقاصد کے حصول میں معاونت اور ہماری مالیاتی رپورٹنگ کی شفافیت کو برقرار رکھنے کے لیے تیار اور فعال ہو۔

چیئرمین کا جائزہ۔سالانہ رپورٹ 2025ء

معزز شیئر ہولڈرز،

بورڈ آف منیجمنٹ کی جانب سے مجھے، پاکستان اسٹیٹ آئل کمپنی لمیٹڈ (PSOCL) اور اس کے ذیلی ادارے، پاکستان ریفائنری لمیٹڈ (PRL)، سیرزما (CERISMA) (پرائیویٹ) لمیٹڈ، پی ایس او ری نیوایبل انرجی (پرائیویٹ) لمیٹڈ (PSORE) اور پی ایس او وینچر کیپٹل (پرائیویٹ) لمیٹڈ (PSOVC) کی 30 جون 2025 کو ختم ہونے والے مالی سال کی کارکردگی پر اپنا جائزہ پیش کرتے ہوئے خوشی محسوس ہو رہی ہے۔

سب سے پہلے، میں پی ایس او کی منیجمنٹ اور ملازمین کی غیر معمولی لگن اور غیر متزلزل عزم پر دل سے شکریہ ادا کرنا چاہوں گا۔ ان کی ثابت قدمی، حالات سے مطابقت اختیار کرنے کی صلاحیت اور مستقل توجہ مشکل معاشی حالات کی پیچیدگیوں سے نمٹنے میں بنیادی کردار ادا کر رہی ہے اور بدستور ہماری اجتماعی ترقی کی بنیاد بنی ہوئی ہے۔

بورڈ گروپ کی شاندار کارکردگی کو سراہتا ہے جو خطرے کے محتاط انتظام اور عملی مہارت کے باعث حاصل ہوئی ہے۔ یہ کاوشیں ہمارے طویل مدتی نصب العین سے ہم آہنگ ہیں اور شیئر ہولڈرز اور دیگر اسٹیک ہولڈرز کے لیے پائیدار قدر کی مسلسل فراہمی کو یقینی بناتی ہیں۔

معاشی جائزہ

مالی سال 25ء کے دوران عالمی معاشی سرگرمیاں مستحکم رہیں اور آہستہ رفتار سے بڑھتی رہیں۔ مہنگائی میں کمی آئی اور تجارت میں عارضی بحالی دکھائی دی، تاہم بڑھتے ہوئے ٹیرف اور بدلتی ہوئی پالیسیوں نے مارکیٹ میں مسلسل غیر یقینی صورتِ حال کو جنم دیا۔ ترقی یافتہ معیشتوں میں معتدل شرحِ نمو نظر آئی جو مضبوط ملکی طلب کے بجائے زیادہ تر تجارت اور سرمایہ کاری سے حاصل ہوئی۔ اسی دوران، ابھرتی ہوئی معیشتوں نے تیز رفتاری سے ترقی کی تاہم مختلف خطوں میں حالات غیر یکساں رہے۔ جغرافیائی سیاسی کشیدگی اور پالیسی کا عدم استحکام سرمایہ کاروں کے اعتماد کو متاثر کرتا رہا اور پائیدار ترقی کے امکانات کو دھندلا دیا۔

پاکستان کی معیشت نے بھی عالمی رجحانات کی عکاسی کی اور جاری چیلنجز سے نمٹتی رہی۔ مالیاتی اور زری نظم و ضبط کے باعث قدرے استحکام حاصل ہوا، اور حقیقی جی ڈی پی تقریباً 2.68 فیصد بڑھ گئی، جو صنعت اور خدمات کے شعبوں میں بحالی سے ممکن ہوئی۔ فصلوں کی کم پیداوار کی وجہ سے زرعی نمو محدود رہی۔ مہنگائی میں کمی اور بیرونی توازن میں بہتری کے باوجود سخت پالیسیوں اور ساختی مسائل کے باعث مجموعی ترقی دباؤ میں رہی۔

گروپ کی کارکردگی

پی ایس او نے کامیابی کے ساتھ ملک کی معیشت کے پہیے کو حرکت میں رکھا اور 20.9 ارب روپے کا بعد از ٹیکس منافع حاصل کیا، یعنی 44.5 روپے فی حصص آمدنی (EPS) کے مساوی۔ بورڈ نے 10 روپے فی حصص کے منافعِ منقسمہ کا اعلان کیا جو 100 فیصد منافع کی نمائندگی کرتا ہے۔ مجموعی بنیاد پر گروپ نے سال کے دوران 16.4 ارب روپے کا بعد از ٹیکس منافع حاصل کیا، جو 35 روپے فی حصص آمدنی کے مساوی تھا۔ یہ شاندار کارکردگی مستحکم آپریشنل نظم و ضبط، حکمتِ عملی پر مبنی ضوابطی تعمیل، اور مستحکم کارپوریٹ نظم و نسق کے باعث ممکن ہوئی۔

مالی سال 25، ہمارے شیئر ہولڈرز کے لیے قدر میں اضافے کے لحاظ سے غیر معمولی ثابت ہوا۔ پی ایس او کے شیئر کی قیمت 127 فیصد سے زائد کے شاندار اضافے کے ساتھ مالی سال 25ء کے اختتام تک بڑھ کر 377.53 روپے ہوگئی جو مالی سال 24ء کے اختتام پر 166.21 روپے تھی۔ دورانِ سال شیئر کی قیمت 465 روپے کی بلند ترین سطح تک جا پہنچی، جو سرمایہ کاروں کے مضبوط اعتماد اور مارکیٹ میں شاندار کارکردگی کی عکاس ہے۔ پی ایس او نے پاکستان اسٹاک ایکسچینج کی نمایاں کمپنی کے طور پر اپنی پوزیشن برقرار رکھی۔

مالی سال 25ء کے دوران پی ایس او نے اپنی مضبوط قیادت کو مزید مستحکم کیا اور وائٹ آئل مارکیٹ میں 45.7 فیصد جبکہ جیٹ فیول میں 99 فیصد کا شاندار حصہ برقرار رکھا۔ بورڈ کی حکمتِ عملی پر مبنی رہنمائی کے تحت منیجمنٹ نے مارکیٹ کے بدلتے ہوئے حالات کا مؤثر طریقے سے سامنا کیا اور شیئر ہولڈرز کو پائیدار قدر فراہم کرنے پر توجہ مرکوز رکھتے ہوئے مستقل طور پر کارکردگی کے اہداف حاصل کیے۔

مالیکیولز کی فروخت سے لے کر الیکٹرانز کی فروخت تک پی ایس او اپنے کاروبار کو وسعت دے رہی ہے اور پاکستان کے مالی ڈیجیٹل سپر ہائی وے کے قیام اور ڈیٹا کا استعمال کرتے ہوئے محاصل جمع کر رہی ہے۔ ہمارا نصب العین ہے کہ ہم ان تمام زمروں میں نمایاں اور غالب حیثیت حاصل کریں۔

پی ایس او ری نیوایبل انرجی (پرائیویٹ) لمیٹڈ نے گروپ کے سبز توانائی کے عزائم کو جاری رکھا۔ یہ ذیلی ادارہ پاکستان کی پائیدار توانائی کی جانب منتقلی میں اہم کردار ادا کر رہا ہے، جو حکومت کے ماحولیاتی نصب العین اور عالمی ماحولیاتی معاہدوں سے ہم آہنگ ہے۔ ہم mini grids کے کاروبار میں داخل ہو چکے ہیں اور بہت جلد دنیا کی جدید ترین ٹیکنالوجیوں کے ساتھ کارپوریٹ، ایس ایم ای اور ریٹیل کے لیے بی ای ایس ایس (BESS) متعارف کرانے جا

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پاکستان اسٹیٹ آئل کمپنی لمیٹڈ

انچاسواں سالانہ اجلاس عام - 2025

پراکسی فارم

میں/ہم ________________________________

ساکن ________________________________ (مکمل پتہ)

پاکستان اسٹیٹ آئل کمپنی لمیٹڈ کے ممبر کی حیثیت سے ____________ عمومی شیئرز کی تحویل رکھتا ہوں/ رکھتے ہیں،

رجسٹرڈ فولیو نمبر ____________ کے مطابق اور/ یا سی ڈی سی شریک آئی ڈی نمبر ____________ اور ذیلی اکاؤنٹ نمبر ____________ ہے

میں/ہم بذریعہ ہذا جناب/محترمہ ________________________________

ساکن ________________________________ (مکمل پتہ)

یا ان کی جگہ جناب/محترمہ ________________________________

ساکن ________________________________ (مکمل پتہ)

کا تقرر کرتا/ کرتی ہوں/ کرتے ہیں کہ وہ بروز جمعہ 24 اکتوبر، 2025 کو صبح 11:00 بجے یا التواء کی صورت میں کسی بھی دیگر وقت مقررہ پر منعقد ہونے والے کمپنی کے انچاسواں سالانہ اجلاس عام میں میرے/ ہمارے پراکسی کی حیثیت سے شرکت کریں اور ووٹ دیں۔

اس پر میری/ ہماری طرف سے ____________ 2025 کو دستخط کئے گئے۔

گواہان:

1) دستخط: ____________

نام: ____________

شناختی کارڈ نمبر: ____________

پتہ: ____________

____

2) دستخط: ____________

نام: ____________

شناختی کارڈ نمبر: ____________

پتہ: ____________

____

____

ممبر کے دستخط

(یہ دستخط کمپنی کے پاس رجسٹرڈ کردہ نمونہ دستخط کے مطابق ہو)

اہم نوٹ:

1) اجلاس ہذا میں شرکت کرنے اور ووٹ دینے کا اہل ممبر اپنی جانب سے شرکت اور ووٹ دینے کے لئے کسی دوسرے فرد کو اپنا پراکسی مقرر کر سکتا ہے۔ پراکسی کا کمپنی کا ممبر ہونا لازمی ہے۔

2) پراکسی دستاویز اور پاور آف اٹارنی جس کے تحت اس پراکسی پر دستخط کئے گئے ہوں یا اس پاور آف اٹارنی کی نوٹری سے تصدیق شدہ نقل، اجلاس کے مقررہ وقت سے کم از کم 48 گھنٹے قبل کمپنی کے رجسٹرڈ آفس بمقام پی ایس او ہاؤس، خیابانِ اقبال، کلفٹن، کراچی میں جمع کروائی جائیں۔

3) CDC شیئر ہولڈرز یا ان کے پراکسیز اپنے اصل قومی شناختی کارڈ یا پاسپورٹ کی تصدیق شدہ نقل اس پراکسی فارم کو کمپنی میں جمع کروانے سے قبل ساتھ منسلک کریں۔

Pakistan State Oil Company Limited

Forty-Ninth Annual General Meeting - 2025

Form of Proxy

I / We ____

of ____ (full address)

being a member of Pakistan State Oil Company Limited and holder of ______________ ordinary shares

as per Registered Folio No. ______________ and / or CDC Participant I.D. No. ______________

and Sub Account No. ______________ hereby appoint ______________________

of ____ (full address)

or failing him/her ____

of ____ (full address)

as my/our proxy to attend and vote for me/us and on my/our behalf at the 49th Annual General Meeting of the company to be held on Friday, October 24, 2025 at 11:00 am and at any adjournment thereof.

Signed by me/us this ____________ day of ____________ 2025.

Witnesses:

1. Signature: ______________________

   Name: ______________________

   CNIC No.: ______________________

   Address: ______________________

   ____

2. Signature: ______________________

   Name: ______________________

   CNIC No.: ______________________

   Address: ______________________

   ____

____

Signature of Member

(Signature should agree with the specimen signature registered with the company)

Important:

1. A member entitled to attend and vote at this meeting, is entitled to appoint a proxy to attend and vote instead of him/her. Such proxy must be a member of the company.
2. This instrument appointing a proxy and the power of attorney or other authority under which it is signed or a notarially attested copy of power of attorney must be deposited at the Registered Office of the company situated at PSO House, Khayaban-e- Iqbal, Clifton, Karachi at least 48 hours before the time of the meeting.
3. CDC shareholders or their Proxies are each requested to attach an attested photocopy of their National Identity Card or Passport with this Proxy Form before submission to the company.

PSO House, Khayaban-e-Iqbal, Clifton, Karachi-75600, Pakistan.
UAN: (92-21) 111-111-PSO (776) | Ta'aluq Care Line: 0800-03000 | Website: www.psopk.com