



Bolan Castings Limited

2026 ANNUAL REPORT



**MF TRACTOR ENGINE BLOCK & CYLINDER HEAD CASTINGS
ARE OUR PRIDE**



**QUALITY
CASTINGS**



**SUPPORTING
AGRICULTURE**



**POWERING
PAKISTAN**



**TRUSTED
PARTNER**

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[Form of Proxy](#)

VISION / MISSION CORPORATE STRATEGY / QUALITY POLICY SAFETY, HEALTH & ENVIRONMENT



Vision

To be a player in the global market by providing high quality foundry based engineering products.

Mission

To be market leader in foundry technology by offering competitive high quality value added products to the satisfaction of customers and to grow through diversification in local and export markets, while serving the best interest of shareholders.

Corporate Strategy

Bolan Castings Limited will remain proactive in combating all threats and make use of all opportunities to improve the productivity, profitability and for achieving its immediate goals and ultimate mission.

Quality Policy

We will pursue and continuously improve our quality management systems so as to consistently meet the expectations of our customers and other stakeholders, operate safely and encourage our employees to develop and grow.

Safety

- The management of Bolan Castings Limited believes that the safety and welfare of its employees is of paramount importance.
- We believe that all industrial injuries can be prevented.
- Each individual employee is responsible for working safely, both for his own welfare, and for the safety and welfare of his fellow employees.
- We believe that production is not so important that time cannot be taken to find a safe way to do our work.

Health

- Good health of employees is very important to Bolan Castings Limited.
- All employees of Bolan Castings Limited go through an annual medical check up.
- Bolan Castings Limited has a clinic at the plant site which provides medical facilities for its employees.
- All employees are insured under Group Life and Health Insurance Scheme.

Environment

- Bolan Castings Limited is making all out efforts to ensure that it takes care of the environment.
- Continued efforts are made so that the Company's plant operational activities are environment friendly.
- The Company is committed to improve the environment and is currently working to achieve the environmental standards.

CODE OF CONDUCT

Purpose

Bolan Castings Limited (BCL) is committed to the highest standards of business conduct in its relationships with associates, customers, suppliers, shareholders and other stakeholders. It is BCL's policy to conduct business with honesty and integrity and in compliance with all applicable legal and regulatory requirements.

The directors, senior management and all other employees of BCL are expected to conduct their business dealings honestly, openly, fairly, diligently and courteously and in a manner that enhances the image of the Company as well as Group and never compromised the Company's integrity. The purpose of this Code is to describe standards of conduct expected of directors, senior management and other employees in their dealings on behalf of the Company.

Applicability

This Code is applicable to all the directors, senior management and other employees of the Company.

Standards of Conduct

Every director, senior management and other employee of the Company shall ensure that he / she:

- Shall not engage in business activities, either directly or indirectly, with a customer, vendor, supplier or any other third party, which are inconsistent with, or contrary to, the business activities of the Company.
- Shall not engage in any activity that might create a conflict between personal interest and the Company's interest. Any situation that involves or may reasonably be expected to involve, a conflict of interest should be disclosed promptly in order to seek guidance from the Board.



- Shall not use his / her respective position to force, coerce, harass, induce, intimidate or in any manner influence any person for personal gain.
- Shall maintain the confidentiality of information entrusted to him / her by the Company, its customers, suppliers or business associates of the Company, except when disclosure is authorized or legally mandated and shall ensure that no such confidential information is used for personal advantage or benefit.
- Shall protect the Company's property and assets and have them utilized reasonably and effectively for the Company's business purpose, and shall not use them to pursue personal opportunities and gain.
- Shall refrain from insider trading and shall not use material information pertaining to the Company, before it is made public, for financial or other personal benefit and shall not provide such information to others.
- Shall comply with all applicable laws, rules, regulations, agreements, guidelines, standards and internal policies, including other requirements incidental thereto.

CORE VALUES

1. Ethics & Integrity

We do care how results are achieved and will demonstrate honest and ethical behaviour in all our activities. Choosing the course of highest integrity is our intent and we will establish and maintain the highest professional and personal standards.

2. Continual Improvement

Continual improvement in all processes involved in manufacturing, engineering or business management is 'order of the day' for competitive success.

The philosophy of continual improvement is the 'change for the better'.

It refers to activities that continually improve all functions and involves all employees from the CEO to the shop floor workers.

It is an ongoing effort to constantly evaluate all processes for seeking improvements to increase productivity and profitability.

3. Excellence

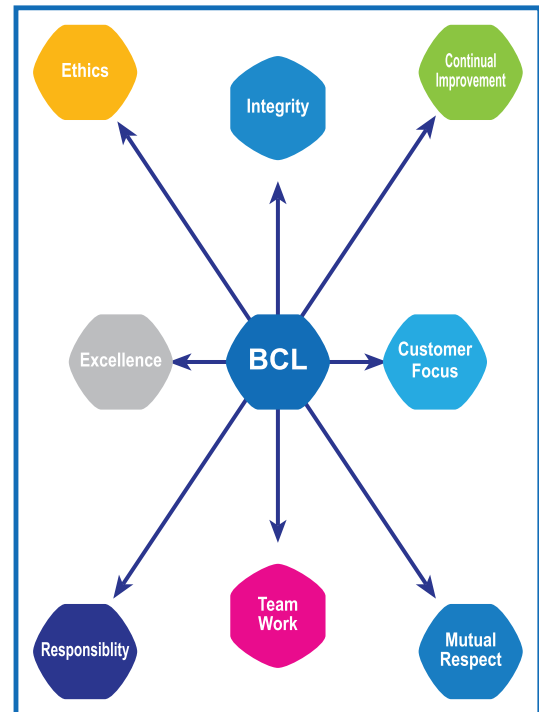
We are committed to excellence in every aspect of our activities. Each one of us must make maximum efforts to provide a quality product that responds to our customers need. Our products must meet and exceed competition. Rather than asking "is it good enough?", we must ask, "how can we do it better?". The quality of everything we do reflects on us and is essential for maintaining long-term relationships with our stakeholders.

4. Customer Focus

We are a customer-driven organization and believe that customer satisfaction is our strength and motivates us to grow.

5. Responsibility

We will manage our affairs in a highly responsible manner by ensuring that we take care of the environment, are a good corporate citizen, ensure complete satisfaction of our customers through quality and timely delivery of our products.



6. Teamwork

We put a lot of emphasis on team work by recognizing that we will achieve more through teamwork. We feel that operational excellence will be achieved by working together as a team and diligently performing tasks in an exceptional manner.

7. Mutual Respect

We have respect for all stakeholders of our business which includes our customers, suppliers, contractors, regulators, shareholders, our families and one other.

We care about the professional and personal well being of each member of Bolan Castings Limited. People are our greatest asset and we will strive to exhibit care, concern and interest in those with whom we work and with whom we do business. Our work environment respects individual talents and provides opportunities for training, leadership development, professional growth and financial reward. A secure, highly motivated, and well-trained workforce will thrive and meet the challenges set by our customers.

COMPANY INFORMATION

Board of Directors

Mr. Sikandar M. Khan
Mr. Mujtaba Ahmad
Mr. Sohail Bashir Rana
Mr. Laeeq Uddin Ansari
Mr. Syed Muhammad Irfan Aqueel
Mr. Aamir Amin
Mr. Syed Javed Ashraf
Mrs. Tabassum Rana

Chairman
Chief Executive
Director
Director
Director
Director
Director

Company Secretary

Mr. Arafat Mushir

Chief Financial Officer

Mr. Syed Sajid Ali

Auditors

M/s. A. F. Ferguson & Co.

Chartered Accountants

Legal Advisors

M/s. Latif & Latif Advocate
M/s. Rizwan Manai Associates

Bankers

MCB Bank Limited
Bank Alfalah Limited
Dubai Islamic Bank Pakistan Limited
Meezan Bank Limited
Faysal Bank Limited
Askari Bank Limited
Bank AL Habib Limited

Share Registrar

CDC Shares Registrar Services Limited
CDC House, 99-B, Block-B, S.M.C.H.S.
Main Shahrah-e-Faisal, Karachi
Tel: +92-800-23275
Fax: +92-21-34326053

Registered Office

Main RCD Highway, Hub Chowki,
District Lasbella, Balochistan, Pakistan
Tel : +92-853-364033,363296
Fax : +92-853-363292
E-mail: bclhub@bclpk.com

Web Site

www.bolancastings.com

BOARD OF DIRECTORS



Mr. Sikandar M. Khan

Chairman / Non-Executive Director

Appointment

July 03, 1982

Committee Membership

Chairman of Board's Committee for Supervision

External Appointments

Chairman of Millat Tractors Ltd., Millat Industrial Products Ltd., TIPEG Intertrade DMCC, Director of Arabian Sea Country Club, President of Pakistan Foundry Association and Member of NAMAL Education Foundation, National Management Foundation



Mr. Mujtaba Ahmad

Chief Executive Officer

Appointment

June 03, 2022

Committee Membership

No Committee Membership

External Appointments

Currently no external appointment



Mr. Sohail Bashir Rana

Non-Executive Director

Appointment

June 13, 1993

Committee Membership

Member of Board's Committee for Supervision, Audit Committee and Human Resource & Remuneration Committee

External Appointments

Director of Millat Tractors Limited, Millat Industrial Products Limited, TIPEG Intertrade DMCC, Hyundai Nishat Motor (Pvt.) Ltd.

BOARD OF DIRECTORS



Mr. Laeeq Uddin Ansari

Non-Executive Director

[Appointment](#)

June 13, 1993

[Committee Membership](#)

Member of Board's Committee for Supervision

[External Appointments](#)

Director of Millat Tractors Limited, Millat Industrial Products Limited, TIPEG Intertrade DMCC



Mr. Syed Muhammad Irfan Aqueel

Non-Executive Director

[Appointment](#)

October 28, 2023

[Committee Membership](#)

Member of Board Committee for Supervision, Audit Committee and Human Resource & Remuneration Committee

[External Appointments](#)

Director of Fauji Cement Company Limited, Stylers International Limited



Mr. Aamir Amin

Independent Director

[Appointment](#)

March 18, 2020

[Committee Membership](#)

Chairman of Audit Committee and Member of Human Resource & Remuneration Committee

[External Appointments](#)

Chief Financial Officer of National Investment Trust Limited and Director of Bank Al Habib Limited, Indus Dyeing and Manufacturing Company Limited, Hascol Petroleum Limited, Shahtaj Textile Limited

BOARD OF DIRECTORS



Mr. Syed Javed Ashraf
Independent Director

Appointment

January 06, 2026

Committee Membership

No Committee Membership

External Appointments

Currently no external appointment



Mrs. Tabassum Rana
Independent Director

Appointment

October 28, 2020

Committee Membership

Chairperson of Human Resource & Remuneration Committee & Member of Audit Committee

External Appointments

Currently no external appointment

BOARD'S COMMITTEES & THEIR TERMS OF REFERENCE

i) Audit Committee

1. Mr. Aamir Amin	Chairman
2. Mr. Sohail Bashir Rana	Member
3. Mr. S. M. Irfan Aqueel	Member
4. Mrs. Tabassum Rana	Member

Terms of Reference

- (i) Determination of appropriate measures to safeguard the company's assets;
- (ii) review of annual and interim financial statements of the company, prior to their approval by the Board, focusing on,
 - (a) major judgmental areas;
 - (b) significant adjustments resulting from the audit;
 - (c) going concern assumption;
 - (d) any changes in accounting policies and practices;
 - (e) compliance with applicable accounting standards;
 - (f) compliance with these Regulations and other statutory and regulatory requirements; and
 - (g) all related party transactions;
- (iii) review of preliminary announcements of results prior to external communication and publication;
- (iv) facilitating the external audit and discussion with external auditors of 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);
- (v) review of management letter issued by external auditors and management's response thereto;
- (vi) ensuring coordination between the internal and external auditors of the company;
- (vii) review of the scope and extent of internal audit, audit plan, reporting framework and procedures and ensuring that the internal audit function has adequate resources and is appropriately placed within the company;

- (viii) consideration of major findings of internal investigations of activities characterized by fraud, corruption and abuse of power and management's response thereto;
- (ix) ascertaining that the internal control systems including financial and operational controls, accounting systems for timely and appropriate recording of purchases and sales, receipts and payments, assets and liabilities and the reporting structure are adequate and effective;
- (x) review of the company's statement on internal control systems prior to endorsement by the Board and internal audit reports;
- (xi) instituting special projects, value for money studies or other investigations on any matter specified by the Board, in consultation with the chief executive officer and to consider remittance of any matter to the external auditors or to any other external body;
- (xii) determination of compliance with relevant statutory requirements;
- (xiii) monitoring compliance with these Regulations and identification of significant violations thereof;
- (xiv) review of arrangement for staff and management to report to audit committee in confidence, concerns, if any, about actual or potential improprieties in financial and other matters and recommend instituting remedial and mitigating measures;
- (xv) recommend to the Board the appointment of external auditors, their removal, audit fees, the provision of any service permissible to be rendered to the company by the external auditors in addition to audit of its financial statements, measures for redressal and rectification of non-compliances with the Regulations;
- (xvi) consideration of any other issue or matter as may be assigned by the Board.

BOARD'S COMMITTEES & THEIR TERMS OF REFERENCE

ii) Human Resource and Remuneration (HR & R) Committee

1. Mrs. Tabassum Rana	Chairperson
2. Mr. Sohail Bashir Rana	Member
3. Mr. S. M. Irfan Aqueel	Member
4. Mr. Aamir Amin	Member

Terms of Reference

- i) To recommend to the Board, for consideration and approval, a policy framework for determining remuneration of directors (both executive and non-executive directors);
- ii) To recommend human resource management policies to the Board;
- iii) To recommend the Board regarding the appointment of chief financial officer, company secretary and head of internal audit;
- iv) To keep the structure, size and composition of the Board under regular review and for making recommendations to the Board with regard to any changes necessary;
- v) To monitor and review sustainability related risks and opportunities of the company;
- vi) To recommend to the Board that whether the diversity, equity and inclusion (DE&I) practices are in effect at various board committees, within the Board and at the Company level;
- vii) To oversee compliance of relevant laws, guidelines and practices pertaining to relevant sustainability related considerations and its appropriate disclosures, where applicable;
- viii) To submit report to the board, at least once a year, on embedding sustainability principles into the organization's strategy and operations to increase corporate values; and
- ix) To carry out such other functions as delegated by the Board.

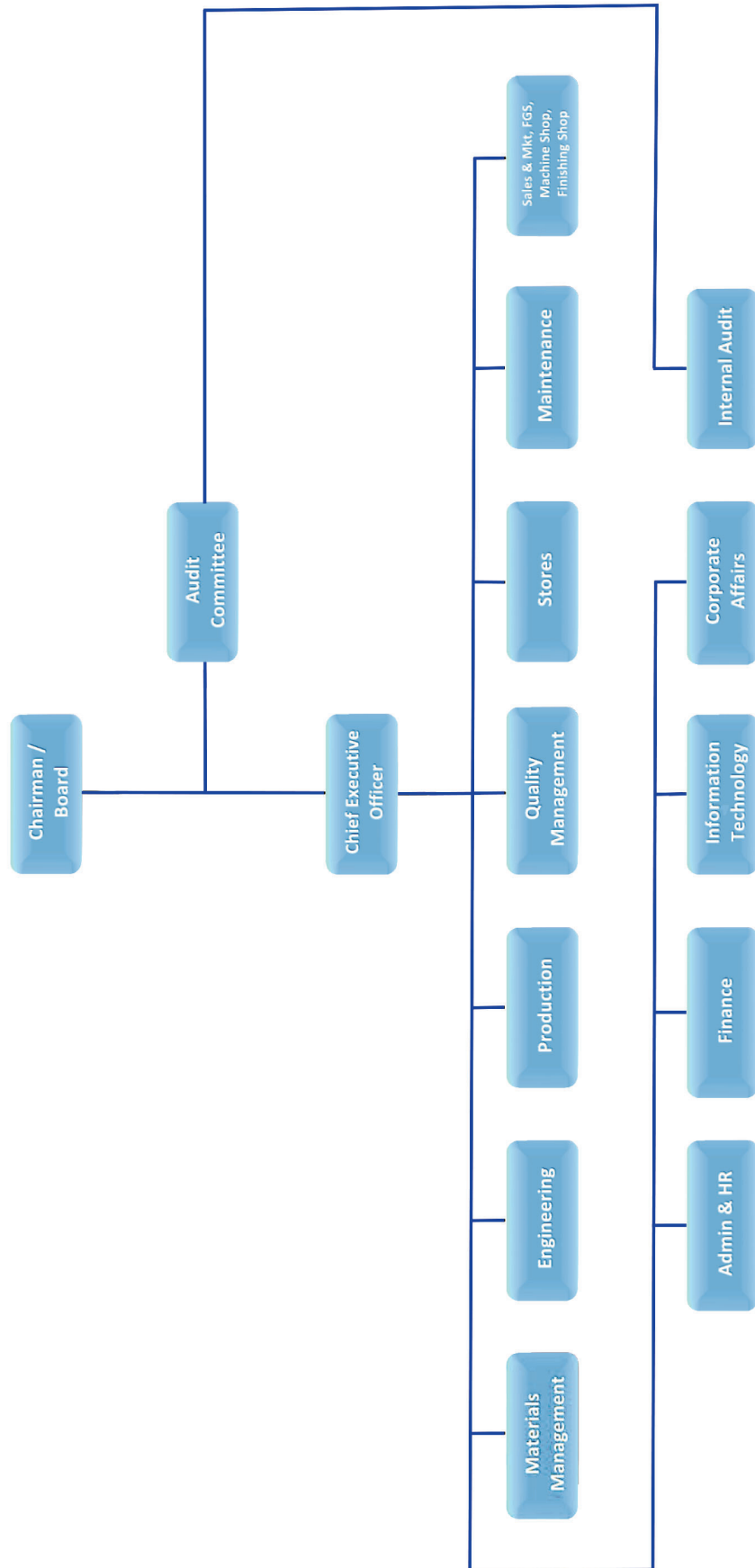
iii) Board's Committee for Supervision (BCS)

1. Mr. Sikandar Mustafa Khan	Chairman
2. Mr. Sohail Bashir Rana	Member
3. Mr. Laeeq Uddin Ansari	Member
4. Mr. S. M. Irfan Aqueel	Member

Terms of Reference

- i) To provide a forum for the Company's Senior Executives to contribute to planning the strategic direction of the Company.
- ii) To review and monitor the periodic operating activities regarding technical, financial and administrative aspects of the Company against budget, forecasts and previous year on monthly basis.
- iii) To ensure implementation of strategy, the corporate plan, policies and procedures.
- iv) To ensure successful achievement of objectives of the Company.
- v) To ensure active co-ordination, co-operation and communication between all departments of the Company.
- vi) To review the organizational structure of the Company and making recommendations for change.

ORGANIZATION STRUCTURE



COMPANY PROFILE

INTRODUCTION

Being a modern and well equipped foundry and holding a major market share of the tractor and automotive castings, Bolan Castings Limited can rightly claim to be the leading foundry of its kind in Pakistan.

The Company was incorporated on 15th July, 1982 as a public limited company by Pakistan Automobile Corporation Limited (PACO) under the administrative control of Ministry of Production, Government of Pakistan. The plant was commissioned in June 1986 with the assistance of Foundry Management & Design Company (FMD), United Kingdom (U.K) and commercial production was started in July, 1986. The plant is located about 40 Kms from Karachi on the main R.C.D. Highway, Hub Chowki, District Lasbella, Balochistan. The Company was privatised and handed over to a group of management under a joint collaboration of Millat Tractors Limited and the employees of Bolan Castings Limited on 13th June, 1993.

FOUNDRY

The foundry is located at Hub, Balochistan on a 100,000 square meters plot with a covered area of approximately 20,000 square meters. The foundry is manufacturing tractor castings such as Cylinder Blocks, Cylinder Heads, Centre Housings, Transmission Cases and truck / bus castings like Brake Drums and Hubs with a large number of other similar castings.



The plant produces more than 16,000 tons per year of tractor / automotive castings in grey and ductile iron. So far, more than 200 different types of castings have been successfully developed and supplied to various customers.

PRODUCTION FACILITIES

BCL has two foundry plants with following production & quality management facilities.

- Duplex melting facilities consisting of Twin Cold Blast Cupolas and Coreless Induction Furnaces.
- Induction melting through two 1.5 tons furnaces.



- One high pressure moulding line of 1150 x 800 x 300 / 300 mm box size.
- Another high pressure moulding line of 650 x 550 x 250 / 250 mm box size.
- Fully computerized green sand plant which on demand automatically delivers predetermined sand mixes to the moulding line.
- New Sand Preconditioning Plant.
- Sand Washing Plants.
- Resin coated sand Plant, Continuous Mixer, Shell Cores, CO2 Cores and Cold Box core making machines.
- Finishing Shop for shot blasting, fettling, grinding and painting.
- A separate Pattern Making Shop for development, repair and maintenance of patterns tooling and core boxes through CAD/CAM process.
- An ancillary workshop for the fabrication and maintenance of Plant equipment etc.

RESEARCH & DEVELOPMENT

Experimentation and innovative studies are constantly undertaken for both process and product improvements. Bolan Castings Limited, from the very beginning, is engaged in research, quality improvement of the products, productivity enhancement, new products development and processes improvement.



QUALITY MANAGEMENT / PROCESS CONTROL

We believe that quality and a relentless commitment to continuous improvement are essential to our success. To this end, we define quality as understanding the customer's expectations, agreeing on performance and value and providing products and services that meet expectations. Quality is our responsibility and our motto is "We pour quality into castings".

The foundry has developed a "Quality Control System" that covers inspection of the complete process from raw materials supply to the dispatch of finished good. Laboratories at the plant use equipment and techniques to check all incoming material, metallic charge, Ferro alloys, sands, resins, coatings and refractoriness.



COMPANY PROFILE

BCL is the only foundry in Pakistan using high valued imported Raw Materials & consumables like Pig Iron, Coke, Bentonite, Cold Dust, Core Coating, Core Adhesive etc.

During the manufacturing process, rapid response systems are employed in a series of integrated checks. Finished products undergo an array of checks and inspection with appropriate techniques. Critical parts and those on which safety depends are 100% checked.

Checks during manufacturing are supplemented by sample checking by metallography, spectrometry and actual chemical analysis.

As a result of strict and effective quality control, high standards have been achieved.

PRODUCTIVE MAINTENANCE

An integrated Preventive Maintenance Plan is regularly & effectively monitored to keep the plant operative. Computerized data is maintained for upto-date analysis for improvements.

POLLUTION CONTROL

Maximum attention is given to reduce the air pollution through the following:

- Use of RO Plant and Septic tanks for water treatment,
- Scrubbers for air born emission at core plant,
- Reduction of fume and dust emissions through dust collectors,
- Closed cabin for shot blasting and sand plant, and
- Maximum plantation in factory through the use of waste water.

INDUSTRIAL & PERSONAL SAFETY

The following are in place for the safety of our employees and equipments:

- Effective fire fighting system, which covers all areas of the plant.
- Safety protective provided to the work force.
- Adequate sound proofing of high noise machines.



- Protective cover for cutting machines.
- Controlled admittance to production site.
- Flammable material adequately protected from sun and heat.
- All work areas sufficiently ventilated.

NO COMPROMISE ON QUALITY IS OUR CLAIM

BCL has an effective system for dealing all customer complaints. Regular visits to customers along with daily feed back and continuous follow ups is our strength.

SUPPORT FOR FOUNDRY EDUCATION / ENGINEERING EDUCATION

To improve the level of knowledge in the field of foundry practice, BCL is providing technical support through regular internships, factory visits etc., to the students of Metallurgical Engineering and Materials Engineering of NED University of Engineering & Technology, Karachi, Mehran University of Engineering & Technology, Jamshoro and other Engineering Institutions in a planned manner.

SUGGESTION SCHEME

Continual Improvement is the prime strategy at Bolan Castings Limited for bench mark performance and competitiveness. We encourage every employee and other concerned staff of the Company to participate in the scheme and get incentive.

ISO CERTIFICATION

Bolan Castings Limited was the first foundry in Pakistan to obtain ISO-9002 QMS certificate in April 1999. The Company has now acquired certification on ISO 9001-2015 version of ISO Quality Management System.



At Bolan Castings Limited, the ISO-Quality Management System is being effectively implemented in letter and spirit. All SOPs & QSPs are regularly monitored through in-house and independent auditors.

INTEGRATED REPORTING / DOCUMENTATION THROUGH COMPUTERIZATION

Fully computerized documentation & reporting system has been employed for the effective control, timely action and transparency.

CUSTOMERS & PRODUCT RANGE

CUSTOMERS

Tractors

- . Millat Tractors Limited
- . Al-Ghazi Tractors Limited
- . Hema Industries, Turkey

Automobiles

- . Hino Pak Motors Ltd.
- . Ghandhara Nissan Ltd.
- . Ghandhara Industries Ltd.
- . Master Motors Corporation Ltd.
- . Afzal Motors

Engineering/Others

- . HMA Pumps (Pvt.) Ltd.
- . Millat Equipment Limited
- . Baluchistan Wheels Limited
- . Alsons Industries (Pvt.) Ltd.
- . Mecas Engg. Ltd.
- . Infinity Engg. Ltd.
- . Al-Intizam International

PRODUCT RANGE

Tractor Industry

a. MF Tractors

1. Cylinder block
2. Cylinder head
3. Transmission case
4. Centre housing
5. Timing gears
6. Bearing caps
7. Differential cases
8. Hydraulic lift cover
9. Box hydraulic
10. Oil sump 240
11. Oil sump 385
12. Sleeve
13. Fork clutch release
14. Axle housing 240
15. Axle housing 385
16. Link rocker
17. Fly wheel 240
18. Fly wheel 385
19. Front axle support 240
20. Front axle support 385
21. Water body 385
22. Water body outlet 240
23. Shift tower
24. Axle cover
25. Diff. carrier LH/RH
26. Shift tower cover

b. Fiat Tractors

1. Axle casing
2. Differential case
3. Front axle support
4. Bearing cover
5. Trumpet 480
6. Hubs
7. Oil sump 480
8. Steering box cover

Automobile Industry

a. Hino Trucks/Buses

1. Brake drums
2. Spring stoppers & brackets
3. Bracket injection pump
4. Pulleys

b. Nissan Trucks/Buses

1. Brake drums & hubs

c. Isuzu Trucks/Buses

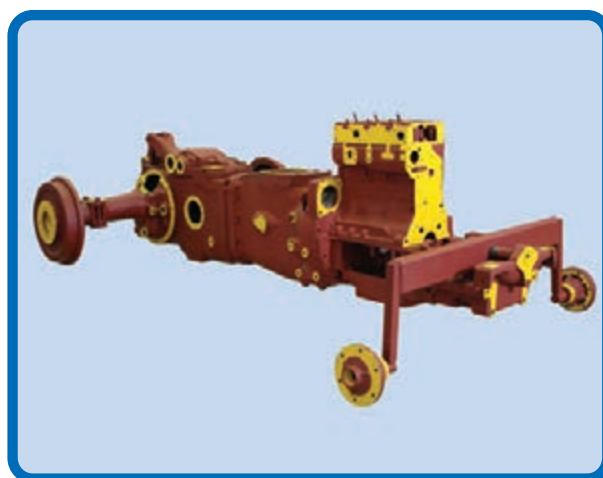
1. Brake drums & hubs
2. Exhaust manifold

d. Master Trucks

1. Brackets

e. Daewoo Trucks/Buses

1. Brake drums



MF Tractor Chassis Assembly

Engineering Industry

a. Pumps

1. Pump heads
2. Pump bases
3. Base plates
4. Adopter flanges
5. Pump housing
6. Suction chambers
7. Seal covers

b. Millat Equipment Limited

1. Planetary carrier 240
2. Planetary carrier 375
3. Planetary carrier 385

c. Wheel Rims

1. Blank holder dies

d. Alsons Industries

1. Bomb Shell

e. Mecas Engg. Ltd.

1. L-shape large

f. Infinity Engg. Ltd.

1. Planetary carrier 240
2. Planetary carrier 375
3. Planetary carrier 385
4. Brake drums
5. Hubs

g. Al-Intizam International

1. Cast iron wheel

h. Open Market

1. Trailer Hubs
2. Brak Drums
3. Balancing Rod

SHAREHOLDERS INFORMATION



Bolan Castings Limited (BCL) is committed to providing a high standard of communication to its Shareholders so that they have all information reasonably required to make informed assessments of the Company's value and prospects.

Periodic Financial Reports

BCL produces four Periodic Financial Reports for shareholders each year:

- First Quarterly Report upto 30th September
- Second Quarterly / Half Yearly Report upto 31st December
- Third Quarterly Report upto 31st March
- Annual Report upto 30th June.

The Company transmits its quarterly accounts to shareholders through Company's website instead of sending the same by post. However, the quarterly accounts can be provided to shareholders, on demand, at their registered addresses free of cost, within one week of such demand.

The Company circulated the Annual Accounts to its Shareholders by email. Annual Accounts are also placed on Company's website.

Annual General Meeting

BCL holds Annual General Meeting (AGM) normally in October of each year at Company's Registered Office.

The Notice of AGM is sent to all Shareholders at least 21 days before the date of AGM and also published in one issue each of Daily English and Urdu news papers having circulation in Karachi, Islamabad and Lahore.

The Notice of AGM contains an explanatory memorandum providing information to Shareholders for their convenience.

The 44th Annual General Meeting is scheduled to be held at the Registered Office of the Company, Main RCD Highway, Hub Chowki, District Lasbella, Baluchistan, Pakistan, also through video link, on Wednesday, October 28, 2026 at 12:00 p.m.

Books Closure

The Share transfer books of BCL will remain closed from October 20, 2026 to October 28, 2026 both days inclusive. Transfers received in order at the office of Share Registrar of the Company at the address given hereunder by close of working hours on October 19, 2026 shall be treated in time.

Shareholders Enquiries

Enquiries concerning holdings of the Company's ordinary shares, dividend payments and notification of shareholders' change of address should be referred to the Company's Shares Registrar:

CDC Shares Registrar Services Limited,
CDC House, 99-B, Block-B,
S.M.C.H.S., Main Shahrah-e-Faisal, Karachi-74400.
Tel: Customer Support Services (Toll Free) 0800-CDCPL (23275)
Fax: (92-21) 34326053
Email: info@cdcsrsl.com
Website: www.cdcsrsl.com

Shareholders Complaint

Designated contacts and email address are provided on company's website for the shareholders to raise any complaint.

Web Presence

A wide range of information about BCL is available at Company's website, www.bolancastings.com.

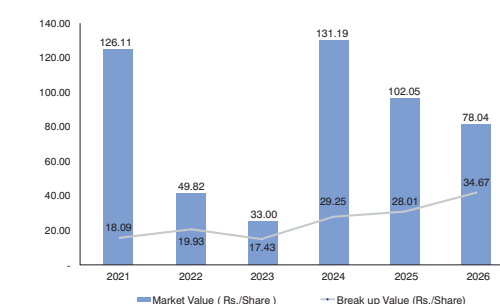
The website has general information about the Company and details of its product range. The quarterly and annual reports of the Company are also posted on this site. Further, a dedicated 'Investor Relations' section is also available on the website.

Price Ranges

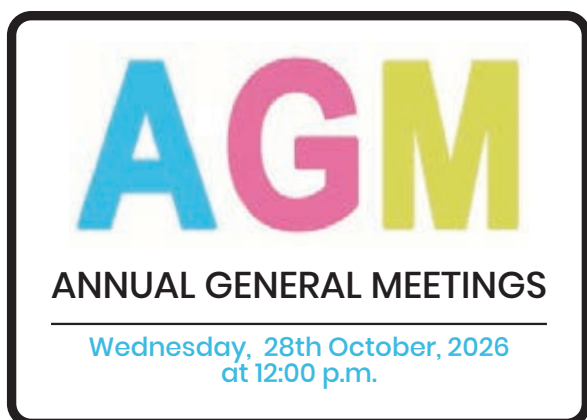
Quarterly price ranges of BCL shares on the Pakistan Stock Exchange, the principal market in which the stock is traded, were:

Quarter	2026		2025	
	High	Low	High	Low
----- Rupees -----				
First (July-25-Sep-25)	130.44	97.00	146.05	82.12
Second (Oct-25-Dec-25)	102.40	83.40	152.30	85.00
Third (Jan-26-Mar-26)	97.00	56.05	143.00	82.55
Fourth (Apr-26-June-26)	86.00	57.10	122.75	75.11

Market Value Vs. Break-up Value of Shares



NOTICE OF ANNUAL GENERAL MEETING



Notice is hereby given that 44th Annual General Meeting of Bolan Castings Limited will be held on Wednesday, October 28, 2026 at 1200 hours at Registered Office of the Company Main RCD Highway, Hub Chowki, District Lasbella, Balochistan, Pakistan and as well as through video conferencing facility to transact the following business:

A. ORDINARY BUSINESS

1. To confirm the minutes of 43rd Annual General Meeting held on October 22, 2025.
2. To receive, consider and adopt the audited financial statements of the Company for the year ended June 30, 2026 together with the Chairman's review, Directors' report and Auditors' report thereon.
3. To appoint auditors for the year ending June 30, 2027 and to fix their remuneration.
4. To elect seven Directors as fixed by the Board of Directors for a term of three years. The retiring Directors are Mr. Sikandar Mustafa Khan, Mr. Sohail Bashir Rana, Mr. Laeeq Uddin Ansari, Mr. Syed Muhammad Irfan Aqueel, Mr. Aamir Amin, Mr. Syed Javed Ashraf and Mrs. Tabassum Rana.

B. SPECIAL BUSINESS

5. To ratify and approve the transactions carried out in normal course of business with Group company for the year ended June 30, 2026 by passing the following resolution as a special resolution:

RESOLVED that the transactions carried out in normal course of business with Group Company as disclosed in note 37 to the financial statements for the year ended June 30, 2026 be and are hereby ratified and approved.

6. To authorize Chief Executive of the Company to approve transactions carried out and to be carried out in normal course of business with Group companies during the year ending June 30, 2027 by passing the following resolutions, with or without modification, as special resolutions:

RESOLVED that the Chief Executive of the Company be and is hereby authorized to approve all the transactions carried out and to be carried out in normal course of business with Group companies during the year ending June 30, 2027, subject to final approval/ratification by the shareholders in the next Annual General Meeting.

FURTHER RESOLVED that the Chief Executive of the Company be and is hereby authorized to take any and all necessary actions and sign / execute any and all such documents / indentures / verifications as may be required in this regard on behalf of the Company.

By Order of the Board of Directors

A handwritten signature in black ink, appearing to read 'Arafat Mushir'.

Hub
October 06, 2026

Arafat Mushir
Company Secretary

Notes:

1. The Share Transfer Book of the Company shall remain closed from October 20, 2026 to October 28, 2026 (both days inclusive). Transfers received in order at the office of our 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-74400 by close of working hours on October 19, 2026 shall be treated in time to attend and vote at the meeting.
2. A member entitled to attend and vote at the meeting may appoint another member as his / her proxy to attend the meeting and vote on his / her behalf. Vote may be given either personally or by proxy or in case of a company / corporation by a representative duly authorized in accordance with the requirements of Section 138 of the Companies Act, 2017.
3. Duly executed proxies in order to be effective must be received at the Registered Office of the Company at least 48 hours before the meeting, computed in the manner provided in sub section (6) of Section 137 of the Companies Act, 2017.
4. Members are requested to promptly notify any change in their addresses to our Share Registrar M/s. CDC Share

NOTICE OF ANNUAL GENERAL MEETING

Registrar Services Limited, if shares are held in physical form and to the respective Participant/Investor Account Services, if shares are held in book entry form.

5. CDC Account Holders will further have to follow the under mentioned guidelines as laid down in Circular 1 dated January 26, 2000 issued by the Securities and Exchange Commission of Pakistan.

A. For attending the meeting:

- i) In case of individual, the account holder or sub-account holder shall authenticate his identity by showing his original Computerized National Identity Card (CNIC) or original passport at the time of attending the meeting.
- ii) In case of corporate entity, the Board of Directors' resolution / power of attorney with specimen signature of the representative shall have to be produced (unless it has been provided earlier) at the time of the meeting.

B. For appointing proxies:

- i) In case of individual, the account holder or sub account holder shall submit the proxy form as per the above requirement.
- ii) The proxy form shall be witnessed by two persons whose names, addresses and CNIC numbers shall be mentioned on the form.
- iii) Attested copies of CNIC or the passport of the beneficial owner and the proxy shall be furnished with the proxy form.
- iv) The proxy shall produce his / her original CNIC or original passport at the time of the meeting.
- v) In case of corporate entity, the Board of Directors' resolution/power of attorney with specimen signature shall have to be submitted along with proxy form to the Company.

In pursuance of the arrangement of the meeting through video link and the attendances accordingly, the above requirements and corporate fulfillments shall apply mutatis mutandis.

6. Election of Directors

- A. Any member who seeks to contest election to the office of Director, whether he is retiring Director or otherwise, shall file with the Company, not later than fourteen days before the date of meeting, the following documents:
 - i) Notice of intention to offer himself / herself for the election of directors in term of section 159 (3) of the Companies Act, 2017.

- ii) Appendix to Form 9 - Consent to act as director, as prescribed under the Companies Regulations, 2024 and section 167 (1) of the Companies Act, 2017.

- iii) A detailed profile as required under SECP's SRO No. 1196 (I)/2019 dated October 03, 2019, for the purpose of, inter alia, placement on the website of the company before the election.

- iv) Details of directorships in other companies including but not limited to the dates of occupation of the office.

- v) Attested copy of valid CNIC and NTN.

- vi) A declaration confirming that:

- a) He / she is a member of the Company and at least holds the qualification shares in accordance with the Article 9.09 of the Articles of Association of the Company. (Number of shares held alongwith the Folio number or CDC participant ID / account number, be mentioned).

- b) He / she is not ineligible to become a Director of the Company under any applicable laws and regulations.

- c) He / she is not serving as a director in more than seven (7) listed companies including Bolan Castings Limited excluding the directorships in listed subsidiaries, if any.

- d) His / her name is borne on the register of national tax payers. (National Tax Number (NTN) be mentioned).

- e) He / she has not defaulted in payment of any loan to a banking company, a Development Financial Institution or Non Banking Financial Institution or being a member of a Securities Exchange has not been declared as a defaulter by the Exchange.

- f) He / she or his / her spouse is not engaged in the business of Stock brokerage and he / she is not a sponsor, director or officer of any corporate brokerage house.

B. Additional Documents for Candidates Intending to Contest as Independent Director

Independent Director(s) will be elected in terms of section 159 of the Companies Act 2017 and shall meet the criteria laid down in section 166 of the Companies Act, 2017 and the Companies (Manner and Selection of Independent Director) Regulations, 2018. Accordingly, the candidates intending to consent election of directors as an independent director are required to submit the following additional documents:

- i) Declaration by Independent Director(s) under Clause 6(3) of the Listed Companies (Code of Corporate Governance) Regulations, 2019.

NOTICE OF ANNUAL GENERAL MEETING

- ii) Undertaking by Independent Director(s) on non-judicial stamp paper that he / she meets the requirements of sub regulation (1) of Regulation 4 of the Companies (Manner and Selection of Independent Directors) Regulations, 2018.
 - iii) For due-diligence and record, submit his/her updated Resume, recent Passport-size Photograph, Educational Document(s), proof of name in Independent Directors' Databank and Experience Certificate(s).
- C. The minority members, as a class, who intend to contest the election of directors shall be facilitated by the Board through proxy solicitation, in accordance with Regulation 5 of the Listed Companies (Code of Corporate Governance) Regulations, 2019.

7. Scrutinizer

In accordance with the regulation 11 of the Companies (Postal Ballot) Regulations, 2018 (the Regulations), the Board of the Company has appointed Junaidy Shoaib Asad, Chartered Accountants, a QCR rated audit firm, to act as scrutinizer of the Company for election of Directors in the meeting and to undertake other responsibilities as defined in regulation 11A of the Regulations. The Scrutinizer possesses the necessary knowledge and experience to independently scrutinize the voting process in accordance with the applicable legal requirements.

8. Participation in the Annual General Meeting

SECP, through its Circular No. 04 of 2021 dated February 15, 2021, has directed the listed companies to also arrange the provision of video link facility. Accordingly, to ensure maximum participation, the Company has arranged to convene this AGM also through video link facility.

To attend the AGM through video link, members are requested to register their following particulars by sending an e-mail at agm@bclpk.com.

Folio / CDC Account No.	Company Name	No. of shares held	Name	CNIC	Cell No.	Email Address
	Bolan Castings Limited					

The video link and login credentials will be shared with the shareholders whose e-mails, containing all the requested particulars, are received at the above e-mail address by or before the close of business hours (5:00 p.m.) on October 27, 2026.

9. Mandatory submission of CNIC

As per Regulation 6 of the Companies (Distribution of Dividends)

Regulations, 2017 read with Section 242 of the Companies Act, 2017, the company has withheld and in future will also withhold cash dividend payment to shareholders who have not yet provided the copy of their valid CNIC. In case your cash dividend is withheld due to aforesaid reason, you are requested to kindly provide legible copy of your valid CNIC to Company's Share Registrar if you hold shares in physical form or to the respective Participant/Investor Account Services if shares are held in book entry form.

10. Payment of Cash Dividend Electronically

In accordance with the provisions of Section 242 of the Companies Act, 2017, and Regulation 4 of the Companies (Distribution of Dividends) Regulations, 2017, a listed company is required to pay cash dividend to its shareholders only through electronic mode directly into the bank account designated by the entitled shareholders. In case your cash dividend is withheld due to aforesaid reason, you are requested to kindly provide the details containing (i) Title of Bank account, (ii) Bank Account Number, (iii) International Bank Account Number (IBAN) (iv) Bank Name, (v) Branch Name, Code & Address, (vi) Cell Number, and (vii) Landline Number, if any, to Company's Share Registrar if shares are held in physical form or to the respective Participant/Investor Account Services if shares are held in book entry form.

11. Conversion of Physical Shares in to Book Entry Form

Section 72 of the Companies Act, 2017 requires every company to replace its physical shares with book-entry form within the period to be notified by the SECP. The shareholders having physical share certificates are accordingly encouraged to open their account with Investors Account Services of CDC or Sub Account with any of the brokers in PSX to convert their shares into scrip less form. This will facilitate the shareholders in many ways, including safe custody and sale of shares, any time they want, as the trading of physical shares is not permitted as per existing regulations of the Pakistan Stock Exchange Limited.

12. Transmission of Annual Financial Statements through QR Enabled Code and Web link

The annual audited financial statements for the year ended June 30, 2026 along with related reports are being circulated through following QR Enabled code and weblink:

Weblink :

<https://bolancastings.com/PDF/AR2026.pdf>

QR Code



NOTICE OF ANNUAL GENERAL MEETING

Additionally, the Company has also circulated its annual audited financial statements for the year ended June 30, 2026 along with related reports to its members through email, whose email addresses are available.

13. Mandatory submission of Information by Physical Shareholders

According to Section 119 of the Companies Act, 2017 and Regulation 47 of the Companies Regulations, 2024, all physical shareholders are advised to provide their mandatory information such as CNIC number, address, email address (if available), contact mobile / telephone number, International Bank Account Number (IBAN), etc. to Company's Share Registrar immediately to avoid any non-compliance of law or any inconvenience in future.

14. Postal Ballot

Pursuant to Companies (Postal Ballot) Regulations 2018 together read with SRO 451(I)/2025 dated March 13, 2025, members will be allowed to exercise their right to vote through electronic voting facility and voting by post for the agenda items related to special business and election of directors, if the number of persons who offer themselves to be elected is more than the number of directors fixed under sub-section (1) of section 159 of the Act, in accordance with the requirements and procedure contained in the aforesaid regulations and the SRO, as the case may be. In case, members who did not cast their vote through electronic voting facility and by post prior to the date of the general meeting, shall be allowed to cast his/her vote on the day of the general meeting by way of ballot papers only.

15. Disclosure of "No Distribution of Gifts" vide SRO 452(I)/2025 dated March 17, 2025

The Company will not distribute any gifts at the meeting.

STATEMENT UNDER SECTION 134 (3) OF THE COMPANIES ACT, 2017

1) Agenda Item No. 5 - Related Party Transactions

During the financial year ended June 30, 2026, the Company carried out transactions with Group Company in the normal course of business. As per provision of Regulation No. 15 of the Listed Companies (Code of Corporate Governance) Regulations, 2019, the transactions carried out in normal course of business with Group companies (Related Parties) were required to be approved by the Board as per recommendation of the Audit Committee on quarterly basis. As the four out of eight Directors were interested in these transactions due to their common directorship and holding of shares in the Group Company, a valid quorum of directors could not be formed for approval of these transactions. Therefore, in order to avoid any non-compliance from the regulatory provision for the required approval of these transactions and to ensure routine approval of these transactions throughout the year, the shareholders had authorized the Chief Executive of the Company during the last Annual General Meeting of the Company to approve these transactions in the normal course of business subject to final approval/ratification by the shareholders. Therefore, these transactions have to be approved by the shareholders in the Annual General Meeting.

In view of the above, the transactions conducted during the financial year ended June 30, 2026 with Group Company are being placed before the shareholders for their approval / ratification.

The Directors are interested in the resolution to the extent of their common directorships and shareholding in the Group Company.

The information of the Related party transactions as required under Regulation 5(1) of the Companies (Related Party Transactions and Maintenance of Related Records) Regulations, 2018 is as under:

Name of Related Party	Millat Tractors Limited				
Names of the interested or concerned persons or directors	Mr. Sikandar M. Khan Mr. Sohail Bashir Rana Mr. Laeeq Uddin Ansari Mr. S. M. Irfan Aqueel				
Nature of relationship, interest or concern along with complete information of financial or other interest or concern of directors, managers or key managerial personnel in related party	Shareholding of above-named directors and also the common directorship of Mr. Sikandar M. Khan, Mr. Sohail Bashir Rana and Mr. Laeeq Uddin Ansari.				
Detail, description, terms and conditions of transactions	Sale of goods	Purchase of goods	Sales adjusted against material receipt	Material received	Expenses incurred by MTL on behalf of Company
Amount of Transactions (Rs.)	1,667,332,980	896,904	300,695,569	206,615,324	500,691
Time frame or duration of the transactions	01-07-2025 to 30-06-2026				
Pricing Policy	At Mutually Agreed price on arm's length basis		As per agreement on arm's length principles		On actual basis

NOTICE OF ANNUAL GENERAL MEETING

2) Agenda Item No. 6 - Authorization to CEO for Related Party Transactions

The Company shall be carrying out transactions with the Group companies in the normal course of business during the financial year ending June 30, 2027. The four out of eight Directors are interested in these transactions due to their common directorship and shareholding in the Group companies. After exclusion of interested directors, the remaining directors may not form a valid quorum for the purpose of required approvals. Therefore, in order to satisfy the aforesaid requirement of approval by the Board on quarterly basis and in the absence of formation of required quorum for the purpose, the transactions with the Group companies will be presented in next AGM for the purpose of seeking the ratification/approval.

In order to avoid any non-compliance from the regulatory provision for the required approval of these transactions and to ensure routine approval of these transactions throughout the year, the shareholders may authorize the Chief Executive to approve the transactions carried out and to be carried out in normal course of business with the Group companies during the financial year ending June 30, 2027.

The Directors are interested in the resolutions to the extent of their common directorships and shareholding in the Group companies.

STATEMENT UNDER SECTION 166 (3) OF THE COMPANIES ACT, 2017

1) Selection of Independent Directors

Section 166 (3) of the Companies Act, 2017 provides that a statement of material facts is annexed to the notice of the general meeting called for the purpose of election of directors which shall indicate the justification for choosing the appointee for appointment as independent director.

Pursuant to the above mentioned provision, independent directors will be elected in accordance with the provisions of Section 159 of the Companies Act, 2017.

The Company will ensure that the independent directors to be elected will meet the criteria set out for independence under section 166 of the Companies Act, 2017 and the regulations issued thereunder and their names are listed on the data bank of independent directors maintained by Pakistan Institute of Corporate Governance.

None of the Directors of the Company has any direct or indirect interest in the business, except to the extent that they are eligible to offer themselves for election as Directors.

CHAIRMAN'S REVIEW



Board Effectiveness

The Board of Directors plays a pivotal role in providing strategic direction, promoting sound corporate governance, and safeguarding the long-term interests of the Company and its stakeholders. The Board currently comprises seven elected non-executive directors, including three independent directors, one of whom is a female director, together with the Chief Executive Officer, who serves as a director by virtue of his office.

To support the effective discharge of its responsibilities, the Board has established the following committees with clearly defined terms of reference:

- Audit Committee
- Human Resource and Remuneration Committee
- Board's Committee for Supervision

Dear Shareholders,

I am pleased to present the review of the Board's performance and effectiveness in discharging its responsibilities, providing strategic oversight, and supporting the achievement of the Company's long-term objectives during the financial year 2025-26.

CHAIRMAN'S REVIEW

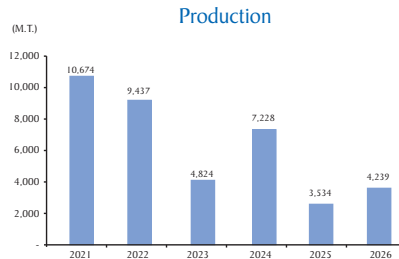
Performance Evaluation of the Board

In accordance with the applicable regulatory requirements and governance best practices, a formal evaluation of the Board's performance for the financial year ended June 30, 2026 was conducted following the close of the financial year.

The assessment was carried out through a confidential self-evaluation questionnaire completed by each director. The evaluation concluded that the Board, its committees, and individual directors continued to perform their responsibilities effectively and remained well positioned to support the Company's long-term objectives. While no significant shortcomings were identified, the Board acknowledged opportunities for further enhancement and remains committed to continuously strengthening its governance practices and overall effectiveness.

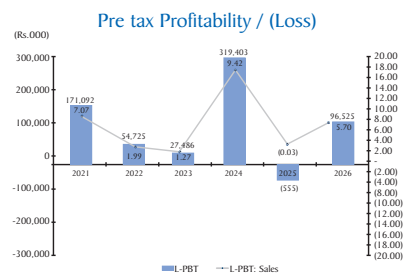
Overall Economic and Tractor Industry Review

During FY 2026, Pakistan's economy continued its gradual recovery, with real GDP growing by 3.70%, compared to 3.18% in the preceding year. The recovery was supported by improved macroeconomic stability, relatively stable exchange rates, prudent fiscal and monetary policies and increased investor confidence. The agriculture sector also recorded a growth of 2.89%, compared to 1.53% in the prior year. However, towards the close of the financial year, geopolitical tensions arising from the Middle East conflict heightened uncertainty in global energy markets, increasing the risk of higher imported inflation and external sector pressures for Pakistan.



Despite the improved macroeconomic conditions, tractor industry remained subdued due to farmers' affordability challenges, cautious purchasing decisions and the gradual implementation of government support measures. Although the Punjab Government's Green Tractor Scheme provided some support to industry demand, its overall impact during the year remained limited and was insufficient to restore tractor sales to historical levels. Consequently, tractor manufacturers continued to operate below optimal capacity, while vendors across the supply chain remained under pressure.

The prevailing industry conditions continued to influence the Company's operations, as demand from its principal customer remained below historical levels. Nevertheless, the Company recorded slightly improved operational performance during FY 2026, with production increasing to 4,239 tons from 3,534 tons in FY 2025 and sales rising to 4,071 tons from 3,946 tons. The Company continued to focus on enhancing operational efficiency, optimizing costs, improving product quality and diversifying its customer base into the bus segment to reduce its reliance on a single market segment.



Looking ahead, the Company's growth prospects remain closely tied to the recovery of tractor industry. Furthermore, the ongoing efforts of the Company's principal customer, Millat Tractors Limited, to expand export markets are expected to enhance its long-term growth prospects, thereby positioning the Company to benefit from future opportunities.

I express my sincere appreciation to the Board of Directors, our valued shareholders, trusted suppliers and dedicated employees for their steadfast support, commitment and resilience throughout the year. I pray that Allah Almighty grants us continued wisdom, strength and unity to overcome future challenges and guides the Company towards sustained stability, renewed growth and long-term prosperity.

Sikandar Mustafa Khan
Chairman

September 15, 2026

زراعت کے شعبے میں بھی 2.89 فیصد کی نمو ریکارڈ کی گئی، جو کہ پچھلے سال میں 1.53 فیصد تھی۔ تاہم، مالی سال کے اختتام کی طرف، مشرق وسطیٰ کے تنازعے سے پیدا ہونے والی جغرافیائی سیاسی کشیدگی نے توانائی کی عالمی منڈیوں میں غیر یقینی صورتحال کو بڑھا دیا، جس سے پاکستان کے لیے اعلیٰ درآمدی افراط زر اور بیرونی شعبے کے دباؤ کا خطرہ بڑھ گیا۔

بہتر میکرو اکنامک حالات کے باوجود، کسانوں کے قابل استطاعت کی مشکلات، خریداری کے محتاط فیصلوں اور حکومتی امدادی اقدامات کے بتدریج نفاذ کی وجہ سے ٹریکٹر کی صنعت دب گئی۔ اگرچہ پنجاب حکومت کی گرین ٹریکٹر سکیم نے صنعت کی طلب کو کچھ مدد فراہم کی، لیکن سال کے دوران اس کا مجموعی اثر محدود رہا جو کہ ٹریکٹر کی فروخت کو تاریخی سطح پر بحال کرنے کے لیے ناکافی تھا۔ نتیجتاً، ٹریکٹر مینوفیکچررز زیادہ سے زیادہ صلاحیت سے کم کام کرتے رہے، جبکہ سپلائی چین کے تمام سپلائرز بھی دباؤ میں رہے۔

صنعت کے موجودہ حالات کمپنی کے آپریشنز پر اثر انداز ہوتے رہے، کیونکہ اس کے اصل کسٹمر کی مانگ تاریخی سطح سے نیچے رہی۔ اس کے باوجود، کمپنی نے مالی سال 2026 کے دوران آپریشنل کارکردگی میں قدرے بہتری ریکارڈ کی، جس کی پیداوار مالی سال 2025 کے 3,534 ٹن سے بڑھ کر 4,239 ٹن ہو گئی اور فروخت 3,946 ٹن سے بڑھ کر 4,071 ٹن ہو گئی۔ کمپنی نے آپریشنل کارکردگی کو بڑھانے، لاگت کو بہتر بنانے، مصنوعات کے معیار کو بہتر بنانے اور اپنے کسٹمر بیس کو بس کے حصے میں متنوع بنانے پر توجہ مرکوز رکھی تاکہ کسی ایک مارکیٹ کے حصے پر اپنا انحصار کم کیا جاسکے۔

آگے دیکھتے ہوئے، کمپنی کی ترقی کے امکانات ٹریکٹر انڈسٹری کی بحالی سے جڑے ہوئے ہیں۔ مزید برآں، کمپنی کے پرنسپل کسٹمر، ملت ٹریکٹرز لمیٹڈ کی برآمدی منڈیوں کو وسعت دینے کے لیے جاری کوششوں سے توقع کی جاتی ہے کہ اس کی طویل مدتی ترقی کے امکانات بڑھیں گے، اس طرح کمپنی کو مستقبل کے مواقع سے فائدہ اٹھانے کے لیے پوزیشن حاصل ہوگی۔

میں بورڈ آف ڈائریکٹرز، ہمارے قابل قدر شیئر ہولڈرز، بھروسہ مند سپلائرز اور سرشار ملازمین کو سال بھر ان کی ثابت قدم حمایت، عزم اور استقامت کے لیے اپنی مخلصانہ جذبات کا اظہار کرتا ہوں۔ میں دعا کرتا ہوں کہ اللہ تعالیٰ ہمیں مستقبل کے چیلنجوں پر قابو پانے کے لیے مسلسل حکمت، طاقت اور اتحاد عطا فرمائے اور کمپنی کو پائیدار استحکام، نئی ترقی اور طویل مدتی خوشحالی کی طرف گامزن کرنے کیلئے ہماری رہنمائی کرے۔



سکندر مصطفیٰ خان

چیئر مین

چیمبرمین کا جائزہ

معزز حصص یافتگان،

مجھے مالی سال 2025-26 کے دوران اپنی ذمہ داریوں کو نبھانے، اسٹریٹجک نگرانی فراہم کرنے اور کمپنی کے طویل مدتی مقاصد کے حصول میں مدد کرنے میں بورڈ کی کارکردگی اور تاثیر کا جائزہ پیش کرتے ہوئے خوشی ہو رہی ہے۔

بورڈ کی افادیت

بورڈ آف ڈائریکٹرز اسٹریٹجک رہنمائی فراہم کرنے اور موثر حکمرانی کو یقینی بنانے میں اہم کردار ادا کرتا ہے۔ بورڈ میں اس وقت سات منتخب نان ایگزیکٹو ڈائریکٹرز شامل ہیں، جن میں تین آزاد ڈائریکٹرز شامل ہیں، جن میں سے ایک خاتون ڈائریکٹر ہیں، اس کے ساتھ چیف ایگزیکٹو آفیسر بھی ہیں، جنہیں اپنے عہدے کی وجہ سے ڈائریکٹر سمجھا جاتا ہے۔

اپنی ذمہ داریوں کو موثر طریقے سے نبھانے کے لیے، بورڈ نے واضح طور پر بیان کردہ شرائط کے ساتھ مندرجہ ذیل کمیٹیاں قائم کی ہیں:

- آڈٹ کمیٹی
- انسانی وسائل اور معاوضہ (HR&R) کمیٹی
- بورڈ کی کمیٹی برائے نگرانی (BCS)

بورڈ کی کارکردگی کا جائزہ

قابل اطلاق ریگولیٹری تقاضوں اور گورننس کے بہترین طریقوں کے مطابق، 30 جون 2026 کو ختم ہونے والے مالی سال کے لیے بورڈ کی کارکردگی کا باقاعدہ جائزہ مالی سال کے اختتام کے بعد کیا گیا۔

تشخیص ایک رازدارانہ خود تشخیصی سوالنامے کے ذریعے کیا گیا جو ہر ڈائریکٹر کے ذریعہ مکمل کیا گیا تھا۔ تشخیص نے نتیجہ اخذ کیا کہ بورڈ، اس کی کمیٹیاں، اور انفرادی ڈائریکٹرز نے اپنی ذمہ داریوں کو موثر طریقے سے ادا کرنا جاری رکھا اور کمپنی کے طویل مدتی مقاصد کی حمایت کے لیے اچھی پوزیشن میں رہے۔ جب کہ کسی اہم خامیوں کی نشاندہی نہیں کی گئی، بورڈ نے مزید اضافہ کے مواقع کو تسلیم کیا اور اپنے حکمرانی کے طریقوں اور مجموعی تاثیر کو مسلسل مضبوط بنانے کے لیے عزم کا اظہار کیا۔

مجموعی طور پر اقتصادی اور ٹریڈسٹری کا جائزہ

مالی سال 2026 کے دوران، پاکستان کی معیشت نے اپنی بتدریج بحالی کو جاری رکھا، حقیقی جی ڈی پی میں 3.70 فیصد اضافہ ہوا، جو پچھلے سال کے 3.18 فیصد کے مقابلے میں تھا۔ معیشت کی بحالی کو بہتر معاشی استحکام، نسبتاً مستحکم شرح مبادلہ، محتاط مالیاتی اور زرعی پالیسیوں اور سرمایہ کاروں کے اعتماد میں اضافے سے مدد ملی۔

DIRECTORS' REPORT



Dear Shareholders

The directors of your Company are pleased to present their Annual Report together with the Company's audited financial statements for the year ended June 30, 2026.

Company's Affairs

Your Company is incorporated in Pakistan as a public limited company and is listed on the Pakistan Stock Exchange. Its main business activity is to produce castings of tractors and automotive parts.

Financial Results

Financial Results for the year are as follows:

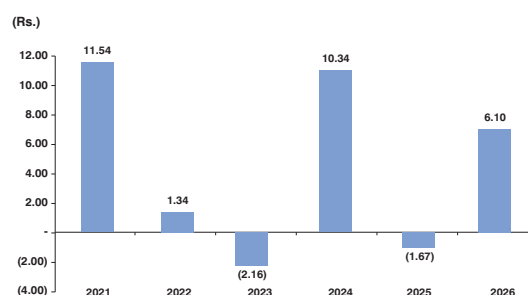
	(Rs. 000)
Accumulated loss brought forward	(265,390)
Profit after taxation for the year ended June 30, 2026	69,943
Other comprehensive loss	(7,003)
Transfer of reserve on disposal of investment held at FVTOCI	48,837
Accumulated loss carried forward	(153,613)

The General Reserves for the year under review were Rs. 424.500 million against Rs. 424.500 million of last year.

Dividends & Appropriations

Keeping in view of the accumulated losses of the Company at the financial year end June 30, 2026, the Board of Directors has resolved not to propose any appropriations for the year 2026.

Earnings / (Loss) Per Share



DIRECTORS' REPORT

Earnings per Share

The profit per share for the year ended June 30, 2026 were Rs. 6.10 as against loss per share of Rs. 1.67 per share of preceding year.

Business Review

During FY 2026, Pakistan's economy showed signs of gradual stabilization; however, the tractor industry and its allied vending sector continued to operate well below its historical potential. Although macroeconomic indicators improved and the Government's Green Tractor Scheme provided some support, tractor sales remained subdued due to affordability constraints, elevated farming costs and cautious investment by farmers. Despite the challenging industry environment, Bolan Castings Limited recorded improvement in its operational performance during FY 2026. The Company's production increased by 20% to 4,239 tons from 3,534 tons in FY 2025, while sales increased to 4,071 tons from 3,946 tons.

Company's Performance

Although sales revenue decreased slightly to Rs. 1,694.002 million from Rs. 1,712.642 million in the preceding year, gross profit increased significantly to Rs. 260.655 million from Rs. 156.752 million, mainly due to improved capacity utilization, products' price increase and effective cost-control measures. Financial costs also declined to Rs. 13.371 million from Rs. 34.871 million. Consequently, the Company recorded a profit before tax of Rs. 96.525 million, compared to a loss before tax of Rs. 0.555 million in FY 2025, while profit after tax stood at Rs. 69.943 million against a loss after tax of Rs. 19.145 million.

Principle Risks and Uncertainties

Effective risk management is the key to sustainable business. Our risk management framework, coupled with our internal control policies have helped us maintain our focus and mitigating principle risks affecting our Company. However, overall risks arising from the Company's financial instruments are limited as there is no significant exposure to market risk in respect of such instruments. Internal

Audit department provides independent report to Board of Directors on the effectiveness of risk management and control processes. The Company is susceptible to the following principal risks which are mitigated via specific policies and plans:

Business Risk

Given the current socio-economic situation, assuming no major changes are expected to occur in the relevant governmental policies related to the agriculture and auto sector after annual budget of fiscal year 2026-27, the company does not foresee any major risks that can adversely impact the sales and profitability of the company except lower demand of tractors and automobile. Furthermore, the expected favorable market conditions can reduce operational risks.

However, the Company, being reliant on imports of some raw materials, risks posed by currency fluctuations is likely. However, seeing the current in-stability of the Pak-rupee value due to economic and political environment, it is expected that the level of such risk may be increased.

Also, the Company's primary audience comprises of tractor manufacturers and assemblers and as such, changes in this line of business can prove to be a factor of risk that can negatively impact on the company's profitability.

The infrastructure / Climate-related risk has emerged by the catastrophic situation due to the abnormal heavy monsoon rains and flooding situation since the year 2022 resulted in damage of roads network, collapse of bridges and halt of transportation system in the country particularly in the province of Baluchistan and there is a risk of loss due to detach infrastructure may hurdle the smooth chain of supplies from and to the long distant geographically located suppliers and customers.

Finally, the Company's management is diligently working to proactively monitor such indicators of risk and therefore, your company is unlikely to be affected significantly by the risks mentioned. Contingency planning is a priority

and hence appropriate actions will be taken with the right planning to mitigate the possible adverse effects on financial performance.

Interest / Mark-up Rate Risk

The Company manages to mitigate the interest / mark-up rate risk, arising from mismatches of financial assets and liabilities that mature or reprice in a given period, through risk management strategies where significant changes in gap position can be adjusted.

Credit Risk

The credit risk on company's liquid fund is limited because the counter parties are banks with high credit ratings. However, the company managed the credit risk on trade debts by monitoring credit exposures, limiting transactions with specific customers and containing assessment of credit-worthiness of customers.

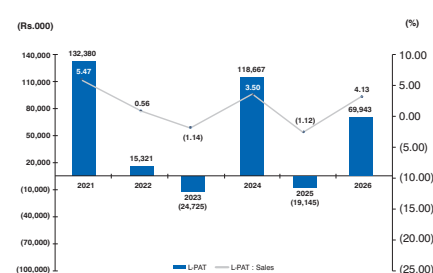
Liquidity Risk

Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities. The Company manages this risk through effective cash management and by keeping committed credit lines available.

Future Prospects

The Company's future prospects remain closely linked to the recovery of tractor industry. A sustained improvement in agricultural activity,

Post Tax Profitability / (Loss)



DIRECTORS' REPORT

supportive government policies and increased investment in farm mechanization will be critical for reviving demand for tractors and supporting growth across the allied vending industry. Furthermore, the continued efforts of the Company's principal customer, Millat Tractors Limited, to expand export markets are expected to create additional business opportunities over the medium to long term.

Your Company will continue focusing on enhancing production capacity utilization, maintaining effective cost controls and expanding sales beyond the tractor sector. These initiatives are expected to strengthen the Company's competitiveness and position it to capitalize on the recovery of the tractor industry, thereby creating sustainable long-term value for its stakeholders.

Corporate Social Responsibility

Your Company recognizes the importance of conducting its business in a socially responsible manner. This is demonstrated in the way we deal with our employees, customers and the wider community where we operate.

BCL considers that corporate social responsibility is an integral element of good business management. Various activities conducted in this area are enumerated below:

Energy Conservation

BCL is well aware of the Country's need for energy as well as its responsibility towards energy conservation. For this purpose, the Company continues its effort to minimize energy consumption in daily operations of the Company. Our employees are encouraged to avoid unnecessary consumption of electricity, gas and water. Furthermore, the management has also issued directives to minimize fuel consumption in Company-owned vehicles and also to use energy-saving lighting device and insulated electrical wiring at all locations of the Company.

Environmental Protection Measures

We attach great importance to the maintenance of a healthy living environment and consistently

integrate the ideas and measures of environment protection. We encourage initiatives which benefit the environment. Our operations are conducted with the emphasis on compliance of regulatory requirements relating to the environment. Continued efforts are made so that the Company's plant operational activities are environment friendly. In this regard, following are ensured in particular:

- Use of RO Plant and Septic tanks for water treatment,
- Scrubbers for air born emission at core plant,
- Reduction of fume and dust emissions through dust collectors,
- Closed cabin for shot blasting and sand plant, and
- Maximum plantation in factory through the use of waste water.

Occupational Safety and Health

BCL believes that the safety and welfare of its employees is of paramount importance. We believe that all industrial injuries can be prevented. Each individual employee is responsible for working safely, both for his own welfare, and for the safety and welfare of his fellow employees.

We believe that production is not so important that time cannot be taken to find a safe way to do our work. We have a proper Safety Policy, duly regulated and certified by ISO 9001 - 2015 Quality Management System. BCL ensures availability at Plant of effective firefighting system, Ventilation and Protection against direct heat from Sun in storage area of flammable material. Regular and real time firefighting demonstration are taken as per Safety Policy. All necessary first aid facilities are available with qualified staff round the clock.

Consumer Protection Measures

BCL ensures customers' satisfaction by providing quality product at competitive prices. The Company believes that quality and relentless commitment to continuous

improvement are essential to our success. To this end, we define quality as understanding the customers' expectations, agreeing on performance and value and providing products and services that meet expectations. Our motto is 'We pour quality into castings'. BCL has developed a Quality Control System that covers inspection of the complete process from raw materials supply to the dispatch of finished goods to its customers.

BCL was the first foundry in Pakistan to obtain ISO 9002 certificate in April 1999. The Company has also acquired ISO 9001 - 2015 version of ISO Quality Management System which is a proof of our commitment of providing quality services to our customers as well as to increase their satisfaction level.

Industrial Relations

BCL believes in maintaining cordial industrial relationship with its employees and their Collective Bargaining Agent (CBA).

The Company is always taking measures towards the employees' welfare. The Company provides subsidized food at its canteen. Further, the Company also provides medical facilities to its employees. The Company has a balanced programme of employee in-service and post-employment benefits and policies.

The Company has a Hajj and Umrah Scheme for its employees who are sent to perform Hajj under Government Hajj scheme and Umrah at Company's expense. However, due to financial constraint no employee could be sent to perform Hajj and Umrah at Company's expenses during the current financial year.

Business Ethics and Anti-Corruption Measures

BCL is committed to high standard business conduct. We believe that it is vital to the reputation and financial success of the Company that we conduct our business with honesty, integrity and in compliance with all applicable legal and regulatory requirements. It is a fundamental policy of the Company that all employees observe and comply with the laws and regulations applicable to the Company's business and that they act with high standards of business integrity. Our Code

DIRECTORS' REPORT

of Conduct is the key document addressing these high values, which has been disseminated throughout the Company.

In addition to above, all employees are required to give a monthly certification on compliance of internal controls which is formally reported by the CEO to the Board on quarterly basis.

Contribution to National Exchequer

BCL has contributed Rs. 347.432 million to the national exchequer during the year by way of taxes and duties. This includes Rs. 27.126 million as income tax, Rs. 319.497 million as sales tax and Rs. 0.809 million as custom, regulatory & additional duties.

Furthermore, the Company also contributed a hefty amount to the national exchequer as withholding tax agent.

Corporate Governance

Compliance with the Code of Corporate Governance

BCL is deeply aware of the significance of corporate governance in achieving effective checks and balance and protecting the interest of all shareholders and is dedicated to pursuing sustained optimization of corporate governance. The Company regards the building of sound corporate governance as an important means to maintain shareholder relationship and enhance corporate value. The Company is convinced that sound corporate governance is of great importance to the sustainable long term growth of the Company and that the efforts to improve and optimize our corporate governance and the progress that have been made to this end will help in enhancing our core competitiveness and increasing corporate value.

In accordance with the Listed Companies (Code of Corporate Governance) Regulations, 2019, the Board has established sound corporate governance policies and procedures, which are monitored and reviewed on a continuous basis. Our Corporate governance framework is directed towards achieving our business objectives in a manner which is

responsible and in accordance with high standards of honesty, transparency and accountability.

For achievement of these principles, our vision / mission statements, overall corporate strategy and significant policy guidelines, have been in place for many years. Further, the Board has developed a code of conduct, setting the standards by which the directors, senior management and all other employees of the Company are expected to conduct themselves.

Statement of compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019 duly reviewed and certified by the external auditors is annexed to this report.

Board of Directors

Board Structure and Changes

The Board of Directors is responsible to govern the organization by establishing broad policies and setting out strategic objectives with commitment and ambition to achieve goals of performance with broader perspective, which currently consists of seven elected directors and a Chief Executive Officer.

Currently, the Board of Directors of our Company comprises the following:

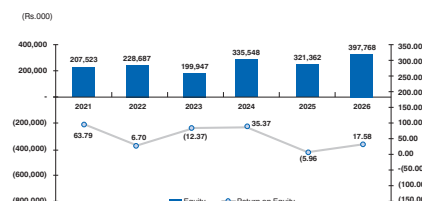
Total number of Directors

(a)	Male	7
(b)	Female	1

Category Names

Independent Directors	Mr. Aamir Amin Mr. Syed Javed Ashraf Mrs. Tabassum Rana
Non-executive Directors	Mr. Sikandar M. Khan Mr. Sohail Bashir Rana Mr. Laeeq Uddin Ansari Mr. Syed Muhammad Irfan Aqueel
Executive Director	Mr. Mujtaba Ahmad (CEO)
Female Director	Mrs. Tabassum Rana

Shareholder's Equity & Return on Equity



During the year, Mr. Abdul Hamid Ahmed Dagia resigned from the Board of Directors of the Company and in his place Mr. Syed Javed Ashraf was co-opted as Director.

The Board of Directors wishes to place on record its appreciations on the commendable services rendered by Mr. Abdul Hamid Ahmed Dagia during his tenure as Director. The Board of Directors also welcomed Mr. Syed Javed Ashraf as Director and expected a positive contribution towards the success of the company from them.

Chairman and Chief Executive Officer

The position of Chairman and the Chief Executive Officer are held by Mr. Sikandar M. Khan and Mr. Mujtaba Ahmad respectively. The separation of functions ensures greater independence between the Board and the management. There is a clear division of responsibilities between the roles of the Chairman and CEO.

The Chairman is responsible to provide overall leadership and vision in developing the strategic direction of the Company.

The Chairman's primary role includes ensuring that the board functions properly, it meets its obligations and responsibilities and that its organization and mechanisms are in place and are working effectively.

The CEO is responsible for managing the Company and to ensure delivery of the strategic and financial objectives which have been agreed by the Board. He is also responsible for stewardship of the Company's assets and jointly with the Chairman, represents the Company externally.

DIRECTORS' REPORT

Board Process

The Board acknowledges the significance of efficient discharge of duties imposed by the corporate laws and stands firmly committed in its objective to add value through effective participation and contribution towards achievement of Company's business objective.

The Board takes into account the interests of the Company as well as the interests of BCL's shareholders and other stakeholders when making decision.

Specific responsibilities reserved to the Board include:

- Approving annual budget and projections;
- Approving annual and quarterly accounts;
- Reviewing the Company's systems of financial control and risk management;
- Approving major acquisitions and capital expenditure;
- Issuing shares of the Company;
- Ensuring that appropriate management development and succession plans are in place;
- Reviewing matters relating to corporate social responsibility;
- Reviewing the activities of the Board's Committees; and
- Approving appointments to the Board, to the Board Committees and to the positions of CEO, CFO, Company Secretary and the Head of Internal Audit.

Board Meetings

The Board is accountable to shareholders for ensuring that the Company is appropriately managed and achieves the strategic objectives it sets. The Board discharges those responsibilities through annual program of meetings.

The Board met four times during the financial year 2025-26. All the meetings were presided over by the Chairman of the Board. These meetings were also attended by the Chief Financial Officer and the Company Secretary.

Notice of meetings along with the agenda items and comprehensive working papers dealing with aspects of the business are distributed to Directors by the Company Secretary in advance of each Board Meeting so that the meeting can benefit from an informed board.

The directors are fully aware of their responsibilities. At least once in a year, the Company conducts an orientation course for its directors to acquaint them with their duties and responsibilities regarding managing the affairs of the Company on behalf of shareholders.

All the directors including the Chief Executive Officer of the Company have either acquired the directors training program certification or meet the exemption criteria as contained in these Regulations, except the Director Mr. Syed Javed Ashraf, who shall acquire the prescribed certification within a period of one year from the date of his appointment, in accordance with the provision of these Regulations.

The Company Secretary is responsible for advising the Board on all governance matters and for ensuring that Board procedures are followed and applicable rules and regulations complied with. Additionally the Company Secretary is also responsible for compiling the minutes of Board Meeting and circulating amongst the directors within stipulated time

The Chief Financial Officer is responsible for advising the Board on all financial and accounting matters and also responsible, along with the Chief Executive Officer, for presenting the annual and quarterly financial statements. He takes care of assets and financing thereof.

Additionally, the CFO is also responsible for finalizing Annual Corporate Budgets and periodic review of Budget vs Actual analysis for smooth running of the Company affairs.

Board Committees

In order to achieve desired objectives, the Board has established three committees with particular responsibilities. The terms of reference of these committees are clearly defined by the Board. The proceedings of Board Committees are reported to the Board of Directors in their meetings.

Audit Committee

To guarantee the objectiveness, fairness and independence of the Audit Committee, the Audit committee comprises four non-executive directors including two independent directors and is chaired by an Independent Director Mr. Aamir Amin. The other members of the Committee are Mr. Sohail Bashir Rana, Syed Muhammad Irfan Aqueel and Mrs. Tabassum Rana.

The primary role of the Audit Committee, which reports its findings to the Board, is to ensure the integrity of the financial reporting and audit process and the maintenance of a sound internal control and risk management system. In pursuing these objectives, the Committee ensures that an appropriate relationship is maintained between the internal and the external auditors of the Company. The Committee also considers the effectiveness of the external audit process and makes recommendations to the Board on appointment, resignation or dismissal of the auditors and their level of audit fee.

The Committee performs its responsibilities in supervising internal audit function and also plays an important role in optimizing the Company's internal control systems. The Audit Committee reviews the implementation on the internal control systems regularly and supervises the rectification of identified internal control problems.

The Committee also ensures the compliance with the best practices of corporate governance and other relevant regulatory requirements.

The Committee formally meets at least once in a quarter prior to approval of interim results

DIRECTORS' REPORT

of the Company and after completion of external audit.

The Committee annually holds separate meetings with External Auditors to facilitate the discussion on any issue arising from the audit and with the Internal Auditors to discuss the matters related to Internal Controls.

During the financial year 2025-26, the Committee met four times to coincide with the financial and reporting cycles of the Company.

The proceedings of meetings are properly recorded by Secretary Audit Committee and minutes of meetings are circulated to all members, directors and where required to CFO.

Human Resource and Remuneration (HR&R) Committee

The Human Resource and Remuneration (HR&R) Committee comprises four non-executive directors including two independent directors and is chaired by an Independent Director Mrs. Tabassum Rana, while the other members of the committee are Mr. Sohail Bashir Rana, Syed Muhammad Irfan Aqueel and Mr. Aamir Amin.

The HR & R Committee is responsible to assist the Board in formulating a policy framework for determining remuneration of directors, human resource management policies and appointment of chief financial officer, company secretary and head of internal audit. The Committee is also responsible for keeping the structure, size and composition of the Board under regular review and for making recommendations to the Board with regard to any changes necessary. Additionally, the Board has also designated the HR & R Committee to perform the sustainability related functions. During the year, a meeting of the Committee was held.

The proceedings of meeting are properly recorded by Secretary of the Committee and minutes of meetings are circulated to all members and directors.

Board's Committee for Supervision (BCS)

The Board's Committee for Supervision (BCS) is chaired by Mr. Sikandar M. Khan. The other Members of the committee are Mr. Sohail Bashir Rana, Mr. Laeeq Uddin Ansari and Syed Muhammad Irfan Aqueel.

The BCS is responsible for monitoring the activities and strategy regarding technical, financial and administrative aspects of the Company. The Committee also reviews the performance of each department and ensures active co-ordination, co-operation and communication between all departments of the Company. The CEO and all departmental heads also attend the meetings. The minutes of meetings are properly recorded and circulated to all concerned. During the year, the Committee met seven times.

Remuneration Policy of Non-Executive Directors

The Board of Directors has adopted the remuneration policy for non-executive directors including independent directors. The remuneration policy adopted has been designed to attract and retain qualified people who will lead the Company in achieving its strategic objectives.

The remuneration payable to the non-executive directors including independent directors of the Company consists of following constituent:

- Fee for attending meetings of the Board or Committee(s).
- Remuneration for performing extra service.

- Reimbursement of actual expenses incurred.

Aggregate Directors' Remuneration

Details of the directors' remuneration are as follows:

	Chief Executive	Executive Directors	Independent & Non-Executive Directors
----- (Rupees in thousand) -----			
Managerial remuneration and allowances	5,571	-	-
Retirement benefits	517	-	-
House rent	2,327	-	-
Utilities	3,505	-	-
Medical expenses	218	-	-
Fees	-	-	1,500
Others	595	-	-
	<u>12,733</u>	<u>-</u>	<u>1,500</u>
Number of person	<u>1</u>	<u>-</u>	<u>4</u>

Sustainability and ESG Oversight

The Human Resource & Remuneration (HR & R) Committee has conducted its annual review of sustainability-related risks and opportunities and submitted its report to the Board. The Sustainability & ESG Report for FY 2026, providing details of environmental, social, and governance practices at BCL, is annexed to this Directors' Report.

Accountability and Audit

Financial Reporting

The Board satisfies that it has met its obligation to present a balanced and understandable assessment of the Company's position and prospects through Chairman's review, Directors' report and Accounts which includes the operational and business review. Directors' statement on corporate and financial reporting is included in this Directors' report.

Internal Controls

The directors are responsible for the Company's system of internal controls which aims to:



DIRECTORS' REPORT

safeguard the Company's assets; ensure that proper accounting records are maintained; ensure compliance with statutory and regulatory requirements; and ensure the effectiveness and efficiency of operations.

The Company maintains a sound system of internal controls, which is designed to identify, evaluate and manage risks that may impede the achievement of the Company's business objectives rather than to eliminate these risks and can, therefore, provide only reasonable assurance against material misstatement or loss. The Audit Committee has been formally delegated the responsibility for reviewing the effectiveness of the system of internal controls.

The Company and its operations are subject to a detailed annual budget process. Actual performance during the year is monitored periodically against budget, forecasts and previous year. These forecasts and results are presented to the Board's Committee regularly.

Internal Audit

Internal Audit's mission is to provide objective assurance and to increase the effectiveness of the BCL's operations. It helps to achieve BCL's objectives by using a systematic and methodical approach to assess the processes and systems used for risk management, control and corporate governance. It also helps improve them by making proposals to increase their effectiveness.

The scope of the work done by the Internal Audit make it possible to determine whether the processes, systems and controls, as they have been developed and implemented, are sufficient and are applied in such a way as to ensure that:

- Risks are defined, evaluated and managed adequately;
- Financial and operational information is authorized, reliable and available in a timely fashion;
- Directives, policies, laws, regulations and statutory requirements are respected; and
- Human, informational, material and

financial resources are acquired economically, used efficiently and protected adequately.

Internal Audit reports directly to the Audit Committee of the Board of Directors. The organizational structure is designed to ensure Internal Audit has the independence required to play its role effectively.

External Audit

The present auditors M/s. A. F. Ferguson & Co., Chartered Accountants retire and being eligible, they have offered themselves for re-appointment.

As suggested by the Audit Committee, the Board of Directors recommend the re-appointment of M/s. A.F. Ferguson & Co., Chartered Accountants as the auditors for the financial year 2026-2027, at fee of (a) Rs. 1,820,000/- for Annual Audit, (b) Rs. 525,000/- for Half Yearly Limited Scope Review and (c) Rs. 121,500/- for reporting on Statement of Compliance with Listed Companies (Code of Corporate Governance) Regulations 2019.

M/s. A.F. Ferguson & Co., Chartered Accountants have confirmed that they have been given a satisfactory rating under the Quality Control Review programme of the Institute of Chartered Accountants of Pakistan and registered with Audit Oversight Board of Pakistan. Further, they have confirmed that they or any of the partners of the firm, their spouses and minor children do not hold shares of the Company and that the firm and all its partners are in compliance with International Federation of Accountants (IFAC) guidelines on code of ethics as adopted by Institute of Chartered Accountants of Pakistan.

The external auditors or the persons associated with them have not been appointed to provide other services except in accordance with the listing regulations and the auditors have confirmed that they have observed IFAC guidelines in this regard.

Relations with shareholders

Constructive use of the Annual General Meeting

The Board considers the Annual General Meeting an opportunity to communicate with shareholders, and encourages their participation. At least 21 days before the date of AGM, the Notice of meeting including the agenda and necessary information are dispatched to shareholders and published in leading Urdu and English newspapers also.

Corporate Briefing Session

The Board recognizes the importance of maintaining open, transparent and timely communication with shareholders and the investment community. As part of its commitment to promoting transparency and strengthening investor engagement, the Company conducted one Corporate Briefing Session during the financial year. The session provided shareholders, investors and analysts with an overview of the Company's financial and operational performance, key financial indicators, business drivers, material developments, business risks and future outlook, followed by an interactive question-and-answer session.

Other

The Company maintains a website (www.bolancastings.com), which offers any interested person information of the Company. Apart from this, its principal communication with shareholders and others is Annual Report and Quarterly Financial Statements, which are placed on the website soon after publication.

The Annual Reports and the quarterly financial statements can also be dispatched to shareholders, on demand.

Corporate and Financial Reporting Framework

The Board is fully aware of its responsibility in respect of corporate and financial reporting framework. The Directors of your Company are of the view that:

DIRECTORS' REPORT

- a) The financial statements, prepared by the management of the Company present fairly its state of affairs, the results of its operations, cash flows and changes in equity.
- b) Proper books of accounts of the Company have been maintained.
- c) Appropriate accounting policies have been consistently applied in preparation of financial statements except for those as stated in the notes to the financial statements and accounting estimates are based on reasonable and prudent judgment.
- d) International Financial Reporting Standards, as applicable in Pakistan, have been followed in preparation of financial statements.
- e) The system of internal controls is sound in design and has been effectively

implemented and monitored.

- f) There are no significant doubts upon the Company's ability to continue as a going concern.
- g) There has been no material departure from the best practices of Corporate Governance as detailed in the Listed Companies (Code of Corporate Governance) Regulations, 2019.

Operating and Financial Summary

A summary of key operating and financial data along with key ratios of the Company for the last decade is annexed.

Taxation

Please refer to Note 33 to the Financial Statements for details regarding taxation of the Company.

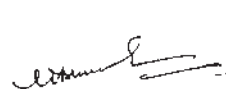
Pattern of Shareholdings

The pattern of shareholdings along with their categorized detail is annexed to the report.

Approval and Authorization

The Board of Directors of the Company in its meeting held on September 15, 2026 approved the Directors' Report and authorized Mr Aamir Amin, Director and Mr. Mujtaba Ahmad, Chief Executive Officer of the Company to sign the report on its behalf.

On Behalf of the Board

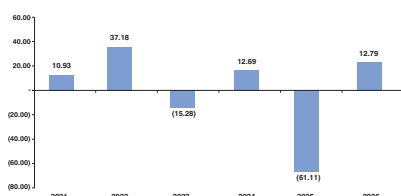


Mujtaba Ahmad
Chief Executive



Aamir Amin
Director

Price / (Loss) Earning Ratio



- (c) درست حساباتی پالیسیوں کو تسلسل کے ساتھ مالیاتی گوشواروں کی تیاری کے دوران ملحوظ خاطر رکھا گیا ہے سوائے اس کے کہ جنہیں مالیاتی گوشواروں کے نوٹ میں منکشف کیا گیا ہے اور حساباتی تخمینوں کی بنیاد معقول اور مضبوط فیصلوں پر ہے۔
- (d) مالیاتی گوشواروں کی تیاری کے دوران عالمی مالیاتی رپورٹنگ معیارات، جو پاکستان میں لاگو ہیں کو ملحوظ خاطر رکھا گیا ہے اور اگر کوئی انحراف ہوا ہے تو اسے مناسب انداز میں منکشف کیا گیا ہے۔
- (e) اندرونی گرفت کے نظام کی شکل مضبوط ہے اور موثر انداز میں نافذ العمل ہے اور اس کی نگرانی کی جاتی ہے۔
- (f) کمپنی کی چلتے ہوئے ادارے کی صلاحیت میں کوئی قابل ذکر شک و شبہ نہیں ہے۔
- (g) لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ریگولیشنز 2019 میں دیئے گئے بہترین طور طریقوں سے کوئی قابل ذکر انحراف نہیں کیا گیا۔

کاروباری اور مالیاتی اختصار یہ

گزشتہ عشرے کے کمپنی کے اہم کاروباری اور مالیاتی اعداد و شمار مع شرح فیصد کا اختصار یہ رپورٹ میں موجود ہے۔

ٹیکس

براہ کرم کمپنی کے ٹیکس سے متعلق معلومات مالیاتی گوشواروں کے نوٹ نمبر 33 میں بتائی گئی ہیں۔

حصص داری کی ساخت

حصص داری کی ساخت درجہ وار تفصیلات کے ساتھ اس رپورٹ میں شامل ہے۔

منظوری اور اجازت نامہ

کمپنی کے بورڈ آف ڈائریکٹرز نے اپنے اجلاس مورخہ 15 ستمبر 2026 میں ڈائریکٹرز رپورٹ کی منظوری دے دی ہے اور ڈائریکٹر جناب عامر امین اور چیف ایگزیکٹو آفیسر جناب مجتبیٰ احمد کو مجاز بنایا گیا ہے کہ وہ اس کی جانب سے رپورٹ پر دستخط کریں۔

منجانب بورڈ



عامر امین

ڈائریکٹر



مجتبیٰ احمد

چیف ایگزیکٹو

آڈٹرز کی دوبارہ تقرری کی سفارش کرتے ہیں۔ (الف) 1,820,000 روپے سالانہ آڈٹ کے لیے، (ب) 525,000 روپے نصف سالانہ محدود دائرہ کار جائزہ کے لیے، (ت) 121,500 روپے تعمیل کے بیان پر پورنگسٹنگس (کوڈ آف کارپوریٹ گورننس) ریگولیشنز 2019 کے لیے۔ میسرز اے ایف فرگوسن اینڈ کو چارٹرڈ اکاؤنٹنٹس نے تصدیق کی ہے کہ انہیں انسٹیٹیوٹ آف چارٹرڈ اکاؤنٹنٹس آف پاکستان کے کوالٹی کنٹرول ریویو پروگرام میں تسلی بخش ریننگ سے نوازا گیا ہے اور آڈٹ اور سائٹ بورڈ آف پاکستان سے رجسٹرڈ ہیں۔ مزید انہوں نے تصدیق کی ہے کہ وہ کمپنی کے شراکت دار نہیں ہیں، ان کے شریک حیات اور چھوٹے بچے کمپنی میں کوئی حصص نہیں رکھتے اور یہ کہ فرم اور اس کے تمام شراکت دار انسٹیٹیوٹ آف چارٹرڈ اکاؤنٹنٹس آف پاکستان کے اختیار کردہ انٹرنیشنل فیڈریشن آف اکاؤنٹنٹس (IFAC) کے ضابطہ اخلاق کے رہنما اصولوں کی پاسداری کرتے ہیں۔

بیرونی آڈیٹرز یا ان سے ملحقہ افراد کی تقرری کسی دیگر خدمات کے لئے نہیں کی گئی سوائے ان خدمات کے جو سٹنگ کے ضابطوں کے مطابق ہوں اور آڈیٹرز نے اس بات کی تصدیق کی ہے کہ وہ اس سلسلے میں IFAC کے رہنما اصولوں کی پابندی کرتے ہیں۔

حصص یافتگان کے ساتھ تعلقات

سالانہ اجلاس عام کا تعمیری استعمال

سالانہ اجلاس عام کو بورڈ حصص یافتگان کے ساتھ گفت و شنید کا ایک موقع سمجھتا ہے اور اس میں ان کی شرکت کی حوصلہ افزائی کرتا ہے۔ AGM سے کم از کم 21 دن قبل اجلاس کا نوٹس بشمول ایجنڈا اور ضروری معلومات حصص یافتگان کو بھیج دی جاتی ہیں اور انہیں بڑے اردو اور انگریزی اخبارات میں شائع کیا جاتا ہے۔

دیگر

کمپنی کی اپنی ویب سائٹ (www.bolancastings.com) ہے جو دلچسپی رکھنے والے افراد کو کمپنی کی معلومات فراہم کرتی ہے۔ اس کے علاوہ اس حصص یافتگان اور دیگر کے ساتھ اصولی خط و کتابت کے ساتھ سالانہ رپورٹ اور سہ ماہی مالیاتی گوشوارے بھی اشاعت کے بعد ویب سائٹ پر موجود ہیں۔ کمپنی سالانہ رپورٹیں اور سہ ماہی مالیاتی گوشوارے بھی حصص یافتگان کے مطالبے پر انہیں بھیجے جاسکتے ہیں۔

ادارتی اور مالیاتی رپورٹنگ فریم ورک

- بورڈ ادارتی اور مالیاتی رپورٹنگ فریم ورک کے سلسلے میں اپنی ذمہ داری سے بخوبی آگاہ ہے۔ کمپنی کے ڈائریکٹران کی رائے کے مطابق:
- کمپنی کی انتظامیہ کے تیار کردہ مالیاتی گوشوارے کمپنی کے معاملات، اس کے کاروباری نتائج، نقدی کے بہاؤ اور ایکویٹی میں تبدیلیوں کو شفافیت کے ساتھ پیش کرتے ہیں۔
 - کمپنی میں حسابات کی کتابیں درست انداز میں تیار کی گئی ہیں۔

ڈائریکٹر ان کی رپورٹ میں شامل ہے۔

اندرونی گرفت

کمپنی کے ڈائریکٹر ان کمپنی کے اندرونی گرفت کے نظام کی ذمہ دار ہیں جس کا مقصد کمپنی کے اثاثوں کا تحفظ، درست حساباتی ریکارڈ کو برقرار رکھنا، آئینی اور ضابطوں کی ضروریات کی پاسداری اور آپریشنز کی اثر پذیری کو یقینی بنانا ہے۔

کمپنی اندرونی گرفت کا ایک مضبوط نظام رکھتی ہے جس میں خطرات ختم کرنے کے بجائے ان کی نشاندہی، تشخیص اور انتظام اس طرح کیا جاتا ہے کہ وہ کمپنی کے کاروباری مقاصد میں رکاوٹ نہ بنیں، لہذا یہ نظام بڑی غلط بیانیوں اور خساروں کے خلاف مناسب یقین دہانی فراہم کرتا ہے۔ آڈٹ کمیٹی باضابطہ اندرونی گرفت کے نظام کی اثر پذیری کا جائزہ لینے کی ذمہ دار ہوتی ہے۔

کمپنی اور اس کے آپریشنز مفصل سالانہ بجٹ کے تابع ہوتے ہیں۔ بجٹ، پیشگوئی اور سابقہ سال کو مد نظر رکھتے ہوئے سال کے دوران وقفہ وقفہ سے اصل کارکردگی کی نگرانی کی جاتی ہے۔ یہ پیشگوئیاں اور نتائج بورڈ کی کمیٹی کو باقاعدگی سے پیش کئے جاتے ہیں۔

اندرونی آڈٹ

اندرونی آڈٹ کا مقصد BCL کے آپریشنز کی اثر پذیری میں اضافہ اور ان کو یقینی بنانا ہے۔ اس سے BCL کے مقاصد میں منظم اور تکنیکی رسائی سے حاصل ہوتے ہیں جس میں طریق عمل اور خطرات سے مقابلہ کے نظام، گرفت اور ادارتی نظم و ضبط کی تشخیص کی جاتی ہے۔ اس میں بہتری اور اثر پذیری میں اضافے کے لئے مدد کرتا ہے۔

اندرونی آڈٹ کے کام کا احاطہ کار اس بات کو ممکن بناتا ہے کہ طریق عمل، نظام اور گرفت درست انداز میں تشکیل اور نافذ کی جائے اور وہ درج ذیل کو یقینی بنانے کے لیے کافی اور لاگور ہیں:

- خطرات وضاحت شدہ اور تشخیص شدہ ہیں اور ان کا مناسب انتظام کیا گیا ہے؛
- مالیاتی اور کاروباری معلومات مجاز، قابل اعتماد اور بروقت دستیاب ہیں؛
- ہدایت، پالیسیاں، قوانین، ضابطے اور آئینی ضروریات کا احترام کیا جاتا ہے؛ اور
- انسانی، معلومات، ٹھوس اور مالیاتی وسائل کو معاشی طور پر حاصل، درست انداز میں استعمال اور ان کا مناسب انداز میں تحفظ کیا گیا ہے؛

اندرونی آڈٹ بلا واسطہ اپنی رپورٹیں بورڈ آف ڈائریکٹرز کی آڈٹ کمیٹی کو پیش کرتا ہے۔ ادارہ جاتی ڈھانچہ اس طرح ڈیزائن کیا گیا ہے کہ اندرونی آڈٹ آزادانہ کام کرتے ہوئے اپنے کردار کو موثر انداز میں انجام دے سکے۔

بیرونی آڈٹ

موجودہ آڈیٹرز میسرز اے ایف فرگوسن اینڈ کو، چارٹرڈ اکاؤنٹنٹس ریٹائر ہو رہے ہیں اور اہل ہونے کی وجہ سے انہوں نے خود کو دوبارہ تقرری کے لیے پیش کیا ہے۔

آڈٹ کمیٹی کے مشورے کے مطابق بورڈ آف ڈائریکٹرز نے مالیاتی سال 2026-27 کے لیے میسرز اے ایف فرگوسن اینڈ کو چارٹرڈ اکاؤنٹنٹس کو بطور

ڈائریکٹران کا مجموعی معاوضہ

آزاد/نان ایگزیکٹو ڈائریکٹران	ایگزیکٹو ڈائریکٹران	چیف ایگزیکٹو	
روپے ”ہزاروں“ میں			
-	-	5,571	انتظامی معاوضہ اور الائنسز
-	-	-	بونس
-	-	517	ریٹائرمنٹ کے فوائد
-	-	2,327	گھر کا کرایہ
-	-	3,505	بنیادی سہولیات کے بل
-	-	218	طبی اخراجات
1,500	-	-	فیس
-	-	595	دیگر
1,500	-	12,733	
4	-	1	افراد کی تعداد

پائیداری اور ESG کی نگرانی؛

ہیومن ریسورس اینڈ ریمونریشن (HR&R) کمیٹی نے پائیداری سے متعلق خطرات اور مواقع کا اپنا سالانہ جائزہ لیا ہے اور اپنی رپورٹ بورڈ کو پیش کر دی ہے۔

مالی سال 2026 کے لیے پائیداری اور ESG ڈسکلوزر رپورٹ، BCL میں ماحولیاتی، سماجی، اور حکمرانی کے طریقوں کی تفصیلات فراہم کرتی ہے، اس ڈائریکٹرز کی رپورٹ کے ساتھ منسلک ہے۔

احتساب اور آڈٹ

مالیاتی رپورٹنگ

بورڈ اس بات سے مطمئن ہے کہ وہ چیئر مین کے جائزہ، ڈائریکٹران کی رپورٹ اور مالیاتی گوشواروں بشمول پیداواری اور کاروباری جائزہ کے ذریعے کمپنی کی پوزیشن اور مستقبل کے امکانات پر متوازن اور قابل سمجھ بوجھ تشخیص فراہم کرنے میں کامیاب رہا۔ ادارتی اور مالیاتی رپورٹنگ پر ڈائریکٹران کا بیانیہ

انسانی وسائل اور معاوضہ (HR&R) کمیٹی

انسانی وسائل اور معاوضہ کمیٹی (HR&R) چار نان ایگزیکٹو ڈائریکٹران پر مشتمل ہے جن میں دو آڈٹ ڈائریکٹران بھی شامل ہیں اور کمیٹی کی چیئر پرسن ایک آڈٹ ڈائریکٹر محترمہ تبسم رعنا ہیں جبکہ کمیٹی کے دیگر ممبران میں جناب سہیل بشیر رانا، جناب سید محمد عرفان عقیل اور جناب عامر امین شامل ہے۔ HR&R کمیٹی بورڈ کی پالیسی فریم بنانے میں مدد فراہم کرنے کی ذمہ دار ہوتی ہے جس میں ڈائریکٹران کا مشاہرہ، انسانی وسائل کے انتظام سے متعلق پالیسیاں اور چیف فنانشل آفیسر کمپنی سیکریٹری اور اندرونی آڈٹ کے سربراہ کا انتخاب کیا جاتا ہے۔ کمیٹی بورڈ کے ڈھانچے، سائز اور ساخت کو باقاعدہ جائزہ لینے کے لیے اور ضروری تبدیلیوں کے حوالے سے بورڈ کو سفارشات دینے کے لیے بھی ذمہ دار ہے مزید براہ، بورڈ نے پائیداری سے متعلق کام انجام دینے کیلئے HR&R کمیٹی کو بھی نامزد کیا سال کے دوران کمیٹی کا ایک اجلاس منعقد ہوا۔

اجلاس کی کارروائی کو کمیٹی کا سیکریٹری مناسب انداز میں درج کرتا ہے اور اجلاس کی کارروائی تمام ممبران اور ڈائریکٹران کو تقسیم کی جاتی ہے۔

بورڈ کی نگرانی کمیٹی (BCS)

بورڈ کی نگرانی کمیٹی (BCS) کے چیئر مین جناب سکندر ایم خان ہیں۔ دیگر ممبران میں جناب سہیل بشیر رانا، جناب لئیق الدین انصاری اور جناب سید محمد عرفان عقیل شامل ہیں۔

BCS کمپنی کی تکنیکی، مالیاتی اور انتظامی پہلوؤں سے متعلق حکمت عملی اور سرگرمیوں کی نگرانی کی ذمہ دار ہوتی ہے۔ کمپنی ہر مہینے یا دو مہینے میں کاروباری کارکردگی کا جائزہ لیتی ہے۔ CEO اور تمام شعبوں کے سربراہ اس اجلاس میں شرکت کرتے ہیں۔ اجلاس کارروائی مناسب انداز میں درج کی جاتی ہے اور تمام متعلقین میں تقسیم کی جاتی ہے۔ سال کے دوران کمیٹی کے سات اجلاس منعقد ہوئے۔

نان ایگزیکٹو ڈائریکٹران کے معاوضہ کی پالیسی

بورڈ آف ڈائریکٹرز نے نان ایگزیکٹو ڈائریکٹران بشمول آڈٹ ڈائریکٹران کے لئے معاوضہ کی پالیسی کو اختیار کیا۔ معاوضہ کی پالیسی کو اس ترتیب سے بنایا گیا ہے جس سے کمپنی کے کلیدی مقاصد کے حصول میں قیادت کرنے والے اہل تعلیم یافتہ لوگ کمپنی کی طرف مائل ہوں اور وہ کمپنی میں مستقل بنیادوں پر خدمات فراہم کرتے رہیں۔

نان ایگزیکٹو ڈائریکٹران بشمول آڈٹ ڈائریکٹران کو واجب الادا معاوضہ میں درج ذیل چیزیں شامل ہوتی ہیں:

- بورڈ کی کمیٹیوں کے اجلاس میں حاضری کی فیس۔
- اضافی خدمات کے عوض معاوضہ۔
- اٹھنے والے اصل اخراجات کی ادائیگی۔

نظم و ضبط کے تمام معاملات پر مشاورت فراہم کرنے اور بورڈ کے طریقوں پر عمل کرنے اور لاگو قوانین اور ضوابط کی پاسداری کروانے کا ذمہ دار ہوتا ہے۔ اس کے علاوہ کمپنی سیکریٹری کا روایتی اجلاس کو درج کرنے اور اسے مقررہ مدت میں تمام ڈائریکٹران میں تقسیم کرنے کا ذمہ دار ہوتا ہے۔ چیف فنانشل آفیسر بورڈ کو تمام مالیات اور حسابات کے معاملات پر مشاورت دینے کا ذمہ دار ہونے کے ساتھ ساتھ چیف ایگزیکٹو آفیسر کو سالانہ اور سہ ماہی مالیاتی گوشوارے پیش کرتا ہے۔ وہ اثاثوں اور سرمایہ کاریوں کی نگہداشت کرتا ہے۔ اس کے علاوہ CFO سالانہ اداریتی بجٹوں کو حتمی شکل دینے اور بجٹ بمقابلہ اصل کے تجزیوں کے جائزہ کا ذمہ دار ہوتا ہے تاکہ کمپنی کے معاملات بلار کاوٹ چلتے رہیں۔

بورڈ کی کمیٹیاں

طے شدہ اہداف کے حصول کے لئے بورڈ نے تین مخصوص کمیٹیاں تشکیل دی ہیں۔ ان کمیٹیوں کی ذمہ داریوں کی بورڈ نے واضح طور پر صراحت کی ہے۔ ان کے اجلاسوں میں بورڈ کی کمیٹیوں کی کارروائیاں بورڈ کو پیش کی جاتی ہیں۔

آڈٹ کمیٹی

آڈٹ کمیٹی کی آزادی، شفافیت اور مقصدیت کو یقینی بنانے کے لئے آڈٹ کمیٹی چارن ان ایگزیکٹو ڈائریکٹران پر مشتمل ہے جس میں دو آڈٹ ڈائریکٹران شامل ہیں اور اس کے چیئرمین ایک آڈٹ ڈائریکٹر جناب عامر امین ہیں۔ کمیٹی کے دیگر ممبران میں جناب سہیل بشیر رانا، جناب سید محمد عرفان عقیل اور محترمہ تبسم رعنا شامل ہیں۔

آڈٹ کمیٹی کی اپنے اخذ کردہ نتائج بورڈ کو پیش کرتی ہے وہ مالیاتی رپورٹ اور آڈٹ کے عمل میں دیانت داری اور مضبوط اندرونی گرفت اور خطرات سے مقابلے کے انتظام کو یقینی بناتی ہے۔ ان مقاصد کے حصول کے لئے کمپنی اس بات کو یقینی بناتی ہے کہ کمپنی کے اندرونی اور بیرونی آڈیٹرز کے مابین مناسب تعلقات قائم رہیں۔ کمیٹی بیرونی آڈٹ کے عمل کی اثر پذیری پر غور کرتی ہے اور آڈیٹرز کی تقرری، استعفیٰ یا برطرفی اور ان کی آڈٹ فیس سے متعلق سفارشات بورڈ کو پیش کرتی ہے۔

کمیٹی اندرونی گرفت کے نظام کی نگرانی کی ذمہ دار ہوتی ہے اور کمپنی کے اندرونی گرفت کے نظام کی بہتری میں اہم کردار ادا کرتی ہے۔ آڈٹ کمیٹی اندرونی گرفت کے نظام کے نفاذ کا باقاعدگی سے جائزہ لیتی ہے اور اندرونی گرفت کے نظام میں شناخت شدہ مسائل کو دور کرنے کی نگرانی کرتی ہے۔

کمپنی اداریتی نظم و ضبط کے بہترین طور طریقوں اور دیگر متعلقہ ضابطوں کی ضروریات کی پاسداری کو یقینی بناتی ہے۔

کمپنی کے عبوری نتائج کی منظوری اور بیرونی آڈٹ کی تکمیل کے بعد کمیٹی کا ہر سہ ماہی میں باضابطہ طور پر ایک اجلاس ہوتا ہے۔

کمیٹی سال میں اندرونی اور بیرونی آڈیٹرز سے علیحدہ علیحدہ میٹنگ کرتی ہے جس میں آڈٹ کے نتیجے میں سامنے آنے والے مسائل پر اور اندرونی آڈیٹرز سے اندرونی گرفت سے متعلق معاملات پر گفتگو کرتی ہے۔

مالیاتی سال 2025-26 کے دوران کمپنی چار اجلاس ہوئے جس میں کمپنی کی مالیاتی اور رپورٹنگ کے معاملات پر ہم آہنگی اختیار کی جاتی ہے۔

اجلاس کی کارروائیوں کو آڈٹ کمیٹی کا سیکریٹری درج کرتا ہے اور اجلاس کی کارروائی کو تمام ممبران، ڈائریکٹران اور ضرورت ہو تو CFO کو تقسیم کرتا ہے۔

CEO کمپنی کے انتظام اور بورڈ کے طے کردہ کلیدی اور مالیاتی مقاصد کی ترسیل کو یقینی بناتا ہے۔ وہ کمپنی کے اثاثوں کے اہتمام اور چیئرمین کے ساتھ اشتراک کا ذمہ دار ہے جو کہ کمپنی کی بیرونی نمائندگی کرتا ہے۔

بورڈ کا طریقہ ہائے کار

بورڈ کارپوریٹ قوانین کے ذریعہ عائد کردہ فرائض کی منوثر ادائیگی کی اہمیت کو تسلیم کرتا ہے اور منوثر شرکت اور کمپنی کی کاروباری مقصد کے حصول میں شراکت کے ذریعہ قدر میں اضافے کے لئے اپنے مقصد میں پرعزم ہے۔

بورڈ فیصلہ لیتے وقت کمپنی کے مفادات کے ساتھ ساتھ (BCL) کے حصص یافتگان اور دیگر متعلقین کے مفادات کو بھی مد نظر رکھتا ہے۔

بورڈ سے متعلق خصوصی ذمہ داریوں درج ذیل ہیں:

- سالانہ بجٹ اور مالیاتی امکانات کی منظوری؛
- سالانہ اور سہ ماہی مالیاتی گوشواروں کی منظوری؛
- مالیاتی انضباط اور خطرات کے انتظام سے متعلق کمپنی کے نظام کا جائزہ؛
- بڑے حصول اور سرمایہ جاتی اخراجات کی منظوری؛
- کمپنی کے حصص کا اجراء؛
- اس بات کو یقینی بنانا کہ مناسب انتظامی ترویج اور موروٹی منصوبہ بندی دستیاب ہے؛
- ادارتی سماجی ذمہ داری سے متعلق معاملات کا جائزہ لینا؛
- بورڈ کی کمیٹیوں کی سرگرمیوں کا جائزہ؛ اور
- بورڈ، بورڈ کی کمیٹیوں اور CEO، CFO، کمپنی سیکریٹری اور اندرونی آڈٹ کے سربراہ کی تقرری کی منظوری؛

بورڈ کے اجلاس

بورڈ حصص یافتگان کو جوابدہ ہے کہ وہ کمپنی کا انتظام مناسب انداز میں چلائے اور اس کے طے کردہ کلیدی مقاصد کو حاصل کرے۔ بورڈ اجلاس میں سالانہ پروگرام منعقد کر کے اپنی ذمہ داریوں سے عہدہ برآں ہوتا ہے۔

مالیاتی سال 2025-26 میں بورڈ کے چار اجلاس ہوئے۔ ان اجلاسوں کی صدارت بورڈ کے چیئرمین نے کی اور ان کی غیر موجودگی میں اس مقصد کے لیے بورڈ کے ذریعے منتخب کردہ ڈائریکٹرز نے کی۔ ان اجلاسوں میں چیف فنانشل آفیسر اور کمپنی سیکریٹری بھی شرکت کرتے ہیں۔

کمپنی سیکریٹری بورڈ کے ہر اجلاس سے قبل اجلاس کے نوٹس کے ساتھ ایجنڈے کے امور اور کاروبار کے مختلف پہلوؤں پر مشتمل جامع دستاویزات تمام ڈائریکٹران کو پیشگی تقسیم کرتا ہے تاکہ اجلاس کے دوران ایک مطلع شدہ بورڈ سے مستفید ہوا جاسکے۔

تمام ڈائریکٹران مکمل طور پر اپنی ذمہ داریوں سے آگاہ ہیں۔ سال میں کم از کم ایک مرتبہ کمپنی میں ڈائریکٹران کا آگاہی کورس منعقد کیا جاتا ہے تاکہ وہ حصص یافتگان کی طرف سے کمپنی کے معاملات کے انتظام سے متعلق اپنی ذمہ داریوں اور فرائض سے واقف رہ سکیں۔

تمام ڈائریکٹرز یا تو تربیتی پروگرام کا سرٹیفکیٹ حاصل کر چکے ہیں یا وہ متشٹی معیار کو پورا کرتے ہیں جیسا کہ قواعد و ضوابط میں موجود ہے۔ کمپنی سیکریٹری بورڈ کو

ہماری کمپنی کا موجودہ بورڈ آف ڈائریکٹرز درج ذیل پر مشتمل ہیں:

ڈائریکٹران کی کل تعداد

(a)	مرد	7
(b)	خواتین	1

حیثیت	نام
آزاد ڈائریکٹران	جناب عامر امین جناب سید جاوید اشرف محترمہ تبسم رعنا
نان ایگزیکٹو ڈائریکٹران	جناب سکندر ایم خان (چیئر مین) جناب سہیل بشیر رانا جناب لئیق الدین انصاری جناب سید محمد عرفان عقیل
ایگزیکٹو ڈائریکٹران	جناب مجتبیٰ احمد (CEO)
خواتین ڈائریکٹران	محترمہ تبسم رعنا

سال کے دوران، جناب عبدالحمید احمد ڈاگیا نے کمپنی کے بورڈ آف ڈائریکٹرز سے استعفیٰ دے دیا اور ان کی جگہ جناب سید جاوید اشرف کو بطور ڈائریکٹر منتخب کیا گیا۔

بورڈ آف ڈائریکٹرز جناب عبدالحمید احمد ڈاگیا کی بطور ڈائریکٹران کے دور میں کی گئی قابل ستائش خدمات پر اپنی تعریفیں ریکارڈ پر رکھنا چاہتا ہے۔ بورڈ آف ڈائریکٹرز نے جناب سید جاوید اشرف کو بطور ڈائریکٹر خوش آمدید کہا اور ان سے کمپنی کی کامیابی کے لیے مثبت تعاون کی توقع کی۔

چیئر مین اور چیف ایگزیکٹو آفیسر

چیئر مین اور چیف ایگزیکٹو کے عہدہ پر بالترتیب جناب سکندر ایم خان اور جناب مجتبیٰ احمد فائز ہیں۔ ان کے افعال کی علیحدگی بورڈ اور انتظامیہ کے درمیان وسیع آزادی کو یقینی بناتے ہیں۔ چیئر مین اور CEO کی ذمہ داریوں کے درمیان واضح فرق ہے۔

چیئر مین مجموعی قیادت کا ذمہ دار ہوتا ہے اور اس کا نصب العین کمپنی کی کلیدی سمت کی ترویج ہے۔

چیئر مین کے بنیادی کردار میں اس بات کو یقینی بنانا ہے کہ بورڈ اپنے افعال درست طریقے سے انجام دے، اپنی ذمہ داریوں اور فرائض پر پورا اترے اور یہ کہ اس کا موجودہ انتظام و انصرام مؤثر انداز میں کام کر رہا ہے۔

CEO کو پیش کرتا ہے۔

قومی خزانے میں معاونت

BCL نے مدت کے دوران ٹیکسوں اور ڈیوٹیوں کی مد میں 347.432 ملین روپے کی قومی خزانے میں معاونت کی۔ جس میں 27.126 ملین روپے انکم ٹیکس کی مد میں، 319.497 ملین روپے سیلز ٹیکس کی مد میں اور کسٹم، ریگولیٹری اور اضافی ڈیوٹیوں کی مد میں 0.809 ملین روپے جمع کرائے گئے۔ مزید برآں کمپنی نے ایک بھاری رقم قومی خزانے میں ودہولڈنگ ٹیکس کی مد میں بھی جمع کرائی۔

ادارتی نظم و ضبط

ادارتی نظم و ضابطہ کے ضابطہ کے پاسداری

BCL مکمل طور پر موثر جانچ اور توازن کے حصول اور حصص یافتگان کے مفادات کے تحفظ کے لئے ادارتی نظم و ضبط کی اہمیت سے آگاہ ہے اور ادارتی نظم و ضابطہ میں پائیدار بہتری کے لئے کوشاں ہے۔ آپ کی کمپنی مضبوطی ادارتی نظم و ضبط کی تعمیر کو حصص یافتہ سے تعلقات استوار کرنے اور ادارتی قدر میں اضافے کے لئے بنیادی اہمیت کی حامل سمجھتی ہے۔ کمپنی اس بات کو مکمل طور پر سمجھتی ہے کہ مضبوط ادارتی نظم و ضبط کمپنی کی پائیدار طویل مدتی نمو کے لئے انتہائی اہمیت کی حامل ہے اور ادارتی نظم و ضبط کو بہتر اور موثر بنانے کے لئے کوشاں ہیں اور اب تک کی گئی کوششوں سے ہماری بنیادی مسابقت کاری اور ادارتی قدر میں اضافے میں مدد ملے گی۔

لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ریگولیشنز 2019 کے مطابق بورڈ نے مضبوط ادارتی نظم و ضبط کی پالیسیاں قائم کی ہیں جن کی مسلسل نگرانی کی جاتی ہے اور ان کا جائزہ لیا جاتا ہے۔ ہمارے ادارتی نظم و ضبط کا فریم ورک ہمارے کاروباری مقاصد کے حصول میں معاون ہے جس میں ذمہ دارانہ، ایماندارانہ، شفافیت اور احتساب کے اعلیٰ معیارات کے مطابق کاروبار انجام دیا جاتا ہے۔

ان مقاصد کے حصول کے لئے نصب العین/مشن، مجموعی ادارتی حکمت عملی اور قابل ذکر پالیسی رہنما اصول کئی سالوں سے موجود ہیں۔ مزید بورڈ نے ایک ضابطہ اخلاق ترویج کیا ہے جس میں معیارات مقرر کئے گئے ہیں جس کے تحت ڈائریکٹران، اعلیٰ انتظامیہ اور دیگر تمام ملازمین سے توقع کی جاتی ہے وہ ان پر عمل کریں گے۔

لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ریگولیشنز 2019 کی پاسداری سے متعلق بیانیہ جس کا جائزہ بیرونی آڈیٹرز نے لیا ہے اور اس کی تصدیق کی ہے، وہ رپورٹ کے ساتھ منسلک ہے۔

بورڈ آف ڈائریکٹرز

بورڈ کا ڈھانچہ اور تبدیلیاں

بورڈ آف ڈائریکٹرز بورڈ کی پالیسیاں اور کلیدی مقاصد قائم کر کے وسیع تناظر میں مقاصد کے حصول کے عزم کے ساتھ ادارے کے نظم و نسق کا ذمہ دار ہے جو کہ فلوٹ سائٹ منتخب ڈائریکٹران اور چیف ایگزیکٹو آفیسر پر مشتمل ہے۔

کے لئے بھی۔

ہم اس بات پر یقین رکھتے ہیں کہ جس وقت کام کے دوران تحفظ موجود نہ ہو اس وقت پیداوار ہمارے لئے اہم نہیں ہے۔ ہمارے پاس ایک مناسب تحفظ کی پالیسی موجود ہے جس کی تصدیق اور نگرانی ISO 9001-2015 کو الٹی مینجمنٹ سسٹم نے کی ہے۔ BCL پلانٹ پر آگ سے بچاؤ کے موثر نظام، آتش گیر مادوں کے لئے کشادہ ہوا اور سورج کی روشنی سے بلا واسطہ بچاؤ کو یقینی بنایا جاتا ہے۔ باقاعدگی سے اور حقیقی صورتحال میں تحفظاتی پالیسی کے تحت آگ کو بجھانے کا مظاہرہ کیا جاتا ہے۔ چوبیس گھنٹے تعلیم یافتہ اہل عملہ تمام ضروری ابتدائی طبی امداد کی سہولیات کے ساتھ دستیاب رہتا ہے۔

صارفین کے تحفظ کے اقدامات

BCL کسٹمرز کے اطمینان کے مطابق معیاری مصنوعات مسابقتی نرخوں پر فراہم کرتا ہے۔ کمپنی اس بات پر یقین رکھتی ہے کہ معیار میں مسلسل بہتری کا عزم ہماری کامیابی کے لئے بنیادی اہمیت کے حامل ہیں۔ اس کے لئے ہم کسٹمر کی توقعات کے مطابق معیار کی صراحت کرتے ہیں کارکردگی اور اقدار پر اتفاق کرتے ہیں تاکہ ایسی خدمات اور مصنوعات فراہم کریں جو کہ ان کی توقعات پر پورا اترتی ہوں۔ ہمارے معیار اصول کے مطابق ”ہم ڈھلائی میں معیار داخل کرتے ہیں“۔ BCL نے ایک کو الٹی کنٹرول سسٹم ترویج کیا ہے جس میں خام مال کی سپلائی سے لے کر تیار شدہ مال کو کسٹمرز کو بھیجنے تک مکمل عمل کا معائنہ کیا جاتا ہے۔

BCL پہلی فاؤنڈری ہے جس نے ISO 9002 کی تصدیق اپریل 1999 میں حاصل کر لی تھی۔ کمپنی نے ISO 9001-2015 کے معیار کا کو الٹی مینجمنٹ سسٹم بھی حاصل کر لیا ہے جو کہ ہمارے اپنے کسٹمرز کو معیاری خدمات کے ساتھ ان کے طمانیت کی سطح میں اضافے کا ایک باعث ہے۔

صنعتی تعلقات

BCL اپنے ملازمین اور اجتماعی سودا کاری ایجنٹ (CBA) کے ساتھ خوشگوار تعلقات استوار رکھنے پر یقین رکھتی ہے۔ کمپنی نے ہمیشہ ملازمین کی بہبود کے لئے اقدامات کئے ہیں۔ کمپنی اپنے کینٹین میں کھانے پر سبسڈی فراہم کرتی ہے۔ مزید یہ کہ کمپنی اپنے ملازمین کو طبی سہولیات فراہم کرتی ہے۔ کمپنی کے موجودہ حاضر سروس ملازمین کے لئے ایک متوازن پروگرام اور ملازمت کے بعد کے فوائد اور پالیسیاں موجود ہیں۔

کمپنی کے پاس اپنے ملازمین کے لئے حج اور عمرہ اسکیم ہے جس کے مطابق ہر سال ملازمین کو کمپنی کے اخراجات پر سرکاری حج اسکیم کے تحت حج اور عمرہ پر بھیجا جاتا ہے۔ تاہم، مالی مشکلات کی وجہ سے موجودہ مالی سال کے دوران کمپنی کے اخراجات پر کسی ملازم کو حج اور عمرہ کے لئے نہیں بھیجا جاسکا۔

کاروباری اخلاقیات اور انسداد بدعنوانی کے اقدامات

BCL تسلسل کے ساتھ کاروباری اخلاقیات کے اعلیٰ معیار کے لئے کوشاں ہے۔ ہم اس بات پر یقین رکھتے ہیں کہ کمپنی کی مالیاتی کامیابی اور اچھی ساکھ کے لئے ہم اپنے کاروبار کو ایمانداری، دیانت داری اور لاگو قوانین اور ضابطوں کی ضروریات کی پاسداری کرتے ہوئے انجام دیں۔ یہ کمپنی کی بنیادی پالیسی ہے کہ تمام ملازمین کمپنی کے کاروبار پر لاگو تمام قوانین اور ضوابط کی پاسداری کریں اور ان پر عمل کریں اور وہ کاروباری دیانت داری کے اعلیٰ معیارات کو اپنائیں۔ ہمارا ضابطہ اخلاق ایک ایسی بنیادی دستاویز ہے جس میں ان اعلیٰ اقدار کا احاطہ کیا گیا ہے، جو کہ کمپنی بھر میں نافذ عام ہے۔

اس کے علاوہ تمام ملازمین کے لئے ضروری ہے کہ اندرونی گرفتوں کی پاسداری پر مابانہ تصدیق نامے پیش کریں جنہیں بورڈ باضابطہ سہ ماہی بنیاد پر

رکھے گی۔ توقع کی جاتی ہے کہ ان اقدامات سے کمپنی کی مسابقت کو تقویت ملے گی اور اسے ٹریڈ انڈسٹری کی بحالی سے فائدہ اٹھانے کے لیے پوزیشن ملے گی، اس طرح اس کے اسٹیک ہولڈرز کے لیے پائیدار طویل مدتی قدر پیدا ہوگی۔

ادارتی سماجی ذمہ داری

آپ کی کمپنی اپنے کاروبار کو سماجی ذمہ داری کے انداز میں چلاتی ہے۔ جس کی عکاسی ہمارے ملازمین، گاہکوں اور وسیعی معنوں میں برادری جہاں پر ہم کاروبار کرتے ہیں ان کے ساتھ معاملات میں ہوتا ہے۔ BCL اس بات کو سمجھتی ہے کہ ادارتی سماجی ذمہ داری اچھے کاروباری انتظام کا امتیازی عنصر ہے۔ اس سلسلے میں مختلف سرگرمیاں کی گئیں جو کہ درج ذیل ہیں:

توانائی کی بچت

BCL ملکی توانائی کی ضرورت سے بخوبی آگاہ ہونے کے ساتھ توانائی سے متعلق اپنی ذمہ داریوں کو سمجھتی ہے۔ اس مقصد کے لئے کمپنی تسلسل کے ساتھ کمپنی کے آپریشنز میں توانائی کے خرچ کو کم کرنے کے لئے کوشاں ہے۔ ہمارے ملازمین کی حوصلہ افزائی کی جاتی ہے کہ وہ بجلی، گیس اور پانی کے غیر ضروری استعمال سے بچیں۔ مزید برآں انتظامیہ نے کمپنی کی ملکیتی گاڑیوں میں ایندھن کے استعمال کو کم کرنے اور توانائی بچانے والے روشن آلات کو استعمال کرنے کی ہدایات جاری کی ہیں۔

ماحولیات تحفظ کے اقدامات

ہم صحتمند زندگی کا ماحول برقرار رکھنے کو بہت زیادہ اہمیت دیتے ہیں اور تسلسل کے ساتھ ماحولیاتی تحفظ کے لئے اقدامات اور خیالات کو شامل کرتے ہیں۔ ہم ان پیشقدمیوں کی حوصلہ افزائی کرتے ہیں جو کہ ماحول کو فائدہ پہنچائیں۔ ہمارے آپریشنز میں ماحولیات سے متعلق ضابطوں کی ضروریات کی پاسداری پر زور دیا جاتا ہے۔ تسلسل کے ساتھ کوششیں کی جارہی ہیں جس سے کمپنی کے پلانٹ کی پیداواری سرگرمیاں ماحول دوست ہوں۔ اس سلسلے میں مندرجہ ذیل کو خصوصی طور پر یقینی بنایا گیا ہے:

- پانی کی صفائی کیلئے RO پلانٹ اور سیٹپک ٹینک کا استعمال
- کور پلانٹ کے فضائی اخراج کے لئے اسکربرز
- دھوئیں اور دھول کے اخراج میں کمی کے لئے دھول جمع کرنے والی مشین
- شاٹ بلاسٹنگ اور سینڈ پلانٹ کے لئے بند کیبن، اور
- گندے پانی کے استعمال کے ذریعے فیکٹری میں زیادہ سے زیادہ شجر کاری

پیشہ جاتی تحفظ اور صحت

BCL اس بات پر یقین رکھتی ہے کہ اپنے ملازمین کا تحفظ اور بہبود بنیادی اہمیت کے حامل ہیں۔ ہم اس بات پر یقین رکھتے ہیں کہ صنعتی حادثات سے بچا جاسکتا ہے۔ ہر انفرادی ملازم کام کے دوران حفاظت سے عمل کرنے کا ذمہ دار ہوتا ہے نہ صرف اپنی بہبود کے لئے بلکہ دیگر ساتھی ملازمین کے تحفظ اور بہبود

کاری پر منفی اثرات مرتب کرے گا۔

2022 سے مون سون کی غیر معمولی بارشوں اور سیلابی صورتحال کی وجہ سے تباہ کن صورتحال سے انفراسٹرکچر اور آب و ہوا سے متعلق خطرہ ابھرا ہے جس کے نتیجے میں سڑکوں کے نیٹ ورک کو نقصان پہنچا، پلوں کے ٹوٹنے اور ملک میں خاص طور پر صوبہ بلوچستان میں نقل و حمل کا نظام رک گیا اور اس کی وجہ سے جغرافیہ طور پر طویل فاصلے پر واقع سپلائرز اور خریدار اور ان کی طرف سے اور ان کو جانے والی ہموار سپلائرز کی وجہ سے نقصان کا خطرہ ہے۔ آخر میں کمپنی کی انتظامیہ فعال طور پر خطرات کے ان اشاریوں پر متحرک نہ انداز میں کام کر رہی ہے جن سے امید ہے کہ مذکورہ بالا خطرات کے آپ کی کمپنی پر قابل ذکر اثرات مرتب نہیں ہوں گے۔ ہنگامی منصوبہ بندی ہماری ترجیح ہے اور لہذا مناسب اقدامات کے ساتھ درست منصوبہ بندی کی جائے گی تاکہ مالیاتی کارکردگی پر ممکنہ ناموافق خطرات کو کم کیا جاسکے۔

شرح سود/مارک اپ کا خطرہ

کمپنی شرح سود/مارک اپ کے خطرہ کا مقابلہ کرتی ہے جو کہ مالیاتی اثاثوں اور واجبات کی عدم مطابقت کی وجہ سے پیدا ہوں جس کے لئے مقررہ مدت کے دوران درست یا از سر نو قیمت گری بذریعہ خطرات کے انتظام کی حکمت عملی کے ذریعے کی جاتی ہے جہاں پر قابل ذکر تبدیلیوں کی خلیج کی صورت میں درست کیا جاتا ہے۔

قرضہ جاتی خطرہ

کمپنی کے روانیت فنڈ پر قرضہ جاتی خطرہ بہت محدود ہے کیونکہ فریقین بینک ہیں جن کی قرضہ جاتی ریٹنگ بہت بلند ہے۔ تاہم کمپنی تجارتی قرضوں پر قرضہ جاتی خطرات کا مقابلہ کرنے کے لئے قرضہ جاتی خطرات کی نگرانی کرتی ہے، مخصوص گاہکوں کے ساتھ لین دین کو محدود کرتی ہے اور کسٹمرز کی قرضہ واپس کرنے کی صلاحیت کی تشخیص کرتی ہے۔

روانیت کا خطرہ

روانیت کے خطرہ کے محتاط انتظام میں وعدہ شدہ قرضہ جاتی سہولیات کے ذریعہ کافی مقدار میں نقد اور قومات کی فراہمی کی جاتی ہے۔ کمپنی اس خطرہ کا مقابلہ نقد کے موثر انتظام اور دستیاب قرضہ جاتی سہولیات کے ذریعہ پورا کرتی ہے۔

مستقبل کے امکانات

کمپنی کے مستقبل کے امکانات ٹریڈر انڈسٹری کی بحالی سے جڑے ہوئے ہیں۔ زرعی سرگرمیوں میں مسلسل بہتری، معاون حکومتی پالیسیاں اور فارم میکانائزیشن میں بڑھتی ہوئی سرمایہ کاری ٹریڈروں کی مانگ کو بحال کرنے اور تمام متعلقہ وینڈنگ انڈسٹری میں ترقی کی حمایت کے لیے اہم ہوگی۔ مزید برآں، برآمدی منڈیوں کو وسعت دینے کے لیے کمپنی کے پرنسپل کسٹمر، ملت ٹریڈرز لمیٹڈ کی مسلسل کوششوں سے توقع کی جاتی ہے کہ درمیانی سے طویل مدت تک اضافی کاروباری مواقع پیدا ہوں گے۔

آپ کی کمپنی پیداواری صلاحیت کے استعمال کو بڑھانے، لاگت کے موثر کنٹرول کو برقرار رکھنے اور ٹریڈر سیکٹر سے آگے فروخت کو بڑھانے پر توجہ مرکوز

کاروباری جائزہ

مالی سال 2026 کے دوران، پاکستان کی معیشت میں بتدریج استحکام کے آثار نظر آئے۔ تاہم، ٹریڈ کی صنعت اور اس سے منسلک وینڈنگ سیکٹر نے اپنی تاریخی صلاحیت سے کم کام کرنا جاری رکھا۔ اگرچہ میکرو اکنامک اشارے بہتر ہوئے اور حکومت کی گرین ٹریڈ اسکیم نے کچھ مدد فراہم کی، لیکن قابل برداشت رکاوٹوں، کاشتکاری کے بڑھتے ہوئے اخراجات اور کسانوں کی محتاط سرمایہ کاری کی وجہ سے ٹریڈ کی فروخت کم رہی۔ چیلنجنگ صنعتی ماحول کے باوجود، بولان کاسٹنگز لمیٹڈ نے مالی سال 2026 کے دوران اپنی آپریشنل کارکردگی میں بہتری ریکارڈ کی ہے۔ کمپنی کی پیداوار مالی سال 2025 میں 3,534 ٹن سے 20% بڑھ کر 4,239 ٹن ہو گئی، جبکہ فروخت 3,946 ٹن سے بڑھ کر 4,071 ٹن ہو گئی۔

کمپنی کی کارکردگی

اگرچہ سیلز ریویو پچھلے سال کے 1,712.642 ملین روپے سے قدرے کم ہو کر 1,694.002 ملین روپے تک پہنچ گئی۔ مجموعی منافع نمایاں طور پر بڑھ کر 156.752 ملین روپے سے 260.655 ملین روپے ہو گیا۔ جو کہ بنیادی طور پر بہتر صلاحیت کے استعمال، مصنوعات کی قیمتوں میں اضافہ اور لاگت کو کنٹرول کرنے کے موثر اقدامات کی وجہ سے ہوا۔ مالی اخراجات بھی کم ہو کر 34.871 ملین روپے سے 13.371 ملین روپے رہ گئے۔ نتیجتاً مالی سال 2025 میں 0.555 ملین روپے ٹیکس سے پہلے کے نقصان کے مقابلے میں کمپنی نے ٹیکس سے پہلے 96.525 ملین روپے کا منافع ریکارڈ کیا، جبکہ ٹیکس کے بعد منافع 69.943 ملین روپے، گزشتہ ٹیکس کے بعد نقصان 19.145 ملین روپے کے خلاف رہا۔

بنیادی خطرات اور غیر یقینی صورتحال

خطرات کا موثر انتظام پائیدار کاروبار کے لئے بنیادی اہمیت کا حامل ہے۔ ہمارے خطرات کے انتظام کے فریم ورک کے ساتھ اندرونی گرفت کی پالیسیوں کی وجہ سے ہم کمپنی کو لاحق بنیادی خطرات پر توجہ مرکوز کرنے اور کم کرنے کے قابل ہو گئے۔ تاہم کمپنی کی مالی حالت سے ابھرنے والے مجموعی خطرات محدود ہیں کیونکہ ان مصنوعات کے سلسلے میں کسی بھی قسم کا مارکیٹ میں کوئی قابل ذکر خطرہ موجود نہیں ہے۔ شعبہ اندرونی آڈٹ بورڈ آف ڈائریکٹرز کو خطرات کے نظام اور گرفت کے عمل کی اثر پذیری سے متعلق آزادانہ رپورٹ فراہم کرتا ہے۔ کمپنی کو مندرجہ ذیل بنیادی خطرات کا خدشہ ہے جنہیں مخصوص پالیسیوں اور منصوبہ بندیوں سے کم کیا گیا ہے۔

کاروباری خطرہ

موجودہ معاشی سماجی صورتحال کو مد نظر رکھتے ہوئے اگر مالیاتی سال 2025-26 کے سالانہ بجٹ کے بعد زراعت اور آٹو سیکٹر سے متعلقہ سرکاری پالیسیوں میں کوئی بڑی تبدیلیاں رونما نہ ہوں تو توقع ہے کہ ٹریڈ اور آٹو موٹائل کی کم طلب کے علاوہ کمپنی کو ایسے کسی خطرات کا سامنا نہیں ہوگا جس سے کمپنی کی فروخت اور منافع کاری پر بڑے اثرات مرتب ہوں۔ مزید یہ کہ سازگار بازاری صورتحال سے عملیاتی خطرات میں کمی آئے گی۔ تاہم کمپنی جس کا انحصار درآمدی خام مال پر ہے، کرنسی کے اتار چڑھاؤ کے خطرے سے متاثر ہوگی۔ معاشی اور سیاسی ماحول کی وجہ سے پاکستانی روپے کی قدر میں عدم استحکام کی وجہ سے اندازہ ہے کہ خطرے کی سطح میں مزید اضافہ ہوگا۔

کمپنی کے بنیادی کسٹمرز ٹریڈ کرنے والوں پر مشتمل ہے اور لہذا ان کے کاروبار میں تبدیلی ایک ایسا خطراتی عنصر ہوگا جو کہ کمپنی کی منافع

ڈائریکٹر کی رپورٹ

معزز حصص یافتگان

آپ کی کمپنی کے ڈائریکٹر ان اپنی سالانہ رپورٹ کے ساتھ کمپنی کے 30 جون 2026 کو اختتام پذیر ہونے والے سال کے مالیاتی گوشوارے پیش کرتے ہوئے اظہار مسرت کرتے ہیں۔

کمپنی کے معاملات

آپ کی کمپنی کی تشکیل پاکستان میں بطور پبلک لمیٹڈ کمپنی ہوئی اور یہ پاکستان اسٹاک ایکسچینج میں لسٹڈ ہے۔ اس کی بنیادی کاروباری سرگرمی ٹریکٹروں اور گاڑیوں کے پوزوں کی ڈھلائی ہے۔

مالیاتی نتائج

جائزہ سال کے مالیاتی نتائج درج ذیل ہیں:

روپے "ہزاروں" میں	
(265,390)	جمع شدہ خسارہ پیچھے سے لایا گیا
69,943	منافع بعد از ٹیکس برائے سال ختمہ 30 جون 2026
(7,003)	دیگر جامع خسارہ
48,837	ریزرو کی منتقلی سرمایہ کاری کی فروخت پر جو کہ FVTOCI میں رکھی گئی
(153,613)	جمع شدہ خسارہ آگے لے جایا گیا

جائزہ سال کے عمومی ذخائر 424.500 ملین روپے رہے جبکہ گزشتہ سال 424.500 ملین روپے تھے۔

منافع اور اختصا

30 جون 2026 کو مالی سال کے اختتام پر کمپنی کے مجموعی نقصانات کو مد نظر رکھتے ہوئے، بورڈ آف ڈائریکٹرز نے سال 2026 کے لیے منافع کی تقسیم کی کوئی تجویز پیش نہ کرنے کا فیصلہ کیا ہے۔

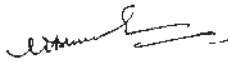
فی حصص آمدن

سال ختمہ 30 جون 2026 میں فی حصص منافع 6.10 روپے رہا جبکہ گزشتہ سال فی حصص خسارہ 1.67 روپے تھا۔

GENDER PAY GAP STATEMENT UNDER CIRCULAR 10 OF 2024

FOR THE YEAR ENDED JUNE 30, 2026

- i) Mean Gender Pay Gap : N.A
- ii) Median Gender Pay Gap : N.A
- iii) Other details as deemed relevant : Bolan Castings Limited does not have any female employees



Mujtaba Ahmad
Chief Executive

REPORT ON SUSTAINABILITY, ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG) MATTERS

FOR THE YEAR ENDED JUNE 30, 2026

Introduction

Bolan Castings Limited ("the Company") recognizes that sustainable business practices are essential for creating long-term value for shareholders and other stakeholders. The Company believes that sustainable growth can only be achieved by balancing economic performance with environmental stewardship, social responsibility and sound corporate governance.

The Company continues to integrate sustainability considerations into its governance and operational framework through prudent management of environmental and social impacts, promotion of ethical business practices, compliance with applicable laws and regulations and continuous engagement with its stakeholders. The Board acknowledges that sustainability is an evolving area of corporate governance and remains committed to strengthening the Company's sustainability framework in accordance with the applicable regulatory requirements and business needs. The Board of Directors has assigned oversight of sustainability-related matters to the HR & Remuneration Committee in accordance

with the Listed Companies (Code of Corporate Governance) Regulations, 2019. The Committee acts on behalf of the Board in reviewing sustainability-related risks and opportunities, monitoring ESG initiatives, promoting Diversity, Equity and Inclusion (DE&I), reviewing sustainability disclosures and providing recommendations to the Board.

Environmental Performance

The environmental stewardship continues to be an important component of the Company's operational and governance framework. Given the nature of foundry operations, the Company remains committed to minimizing environmental impacts through responsible resource utilization, pollution prevention measures and compliance with applicable environmental laws and regulations. The Company continued to operate pollution control equipment, maintain wastewater treatment and reuse practices, improve fuel utilization efficiency and implement measures that contributed to a reduction in the Company's carbon footprint and environmental impact.

Environmental Performance Review

Environmental Aspect	Objective	Measures Implemented	FY 2026 Status
Energy Efficiency	Improve efficient utilization of energy resources	Energy conservation measures, LED lighting, insulated electrical wiring and operational controls	Energy efficiency initiatives continued during the year, contributing to lower energy consumption per unit of production.
Climate Change & GHG Emissions	Reduce greenhouse gas emissions and improve climate resilience	Efficient fuel utilization, optimization of production processes and monitoring of energy usage	Continued efforts to reduce GHG emissions and improve resource efficiency.
Carbon Footprint	Reduce the Company's environmental footprint	Resource optimization, reduction of fuel wastage and environmental management practices	Carbon footprint reduction initiatives continued during FY2026.
Air Quality Management	Minimize dust and furnace emissions	Use of fume and dust collectors	Air pollution control systems remained operational and effective throughout the year.
Waste Management	Ensure environmentally responsible handling of industrial waste	Scrap recycling, controlled disposal of used foundry sand, enclosed shot blasting and sand plant operations	Waste management practices remained aligned with applicable environmental requirements.
Water Management	Promote efficient water utilization and reuse	Reverse Osmosis (RO) plant and wastewater management	Water conservation and reuse practices continued during the year.
Ecological Protection	Improve the surrounding environment	Tree plantation and maintenance of green areas using treated wastewater	Plantation program continued and green areas were maintained.

REPORT ON SUSTAINABILITY, ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG) MATTERS

FOR THE YEAR ENDED JUNE 30, 2026

Social Performance

BCL recognizes that the well-being, safety and development of its employees, as well as its contribution to the surrounding communities, are integral to its sustainable growth. The Company remains committed to complying with applicable labour laws and maintaining a zero-tolerance approach towards child and forced labour, while promoting a workplace free from discrimination. Although the Company currently has no female employees, gender diversity is

represented at the Board level through the appointment of a female Director in accordance with the applicable CCG Regulations. Employee health and safety, skills development and welfare remain key priorities, supported through the provision of appropriate personal protective equipment, employee training and development initiatives. The Company also undertakes CSR activities, within its available resources, to support the needs of the local community.

Social Performance Review

Social Aspect	Objective	Measures Implemented	FY 2026 Status
Working Environment	Provide a safe and supportive workplace	Employee welfare facilities, transportation, clean drinking water, canteen and grievance mechanism	Employee welfare arrangements remained satisfactory.
Occupational Health & Safety	Protect employee health and safety	Personal Protective Equipment (PPE), OHS procedures, safety training and medical facilities	Health and safety practices continued with regular monitoring.
Human Rights	Promote fair and ethical employment	Anti-harassment and DE&I policies adopted and compliance with labour laws	Adherence to the Company's policies continued throughout the year.
Child & Forced Labour	Ensure workplace free from child & forced labour and compliance with labour laws	Age verification procedures and employment controls	No child or forced labour employed.
Employee Retention	Maintain a competent workforce	Modest salary increase; career development opportunities; employee engagement efforts	Retention of skilled technical employees continues to be a challenge; management remains focused on workforce continuity.
Employee Development	Improve employee competence	In-house technical & functional training and succession planning	Training initiatives continued within available resources.
Diversity, Equity & Inclusion (DE&I)	Promote an inclusive workplace	DE&I Policy and female representation on the Board	Board diversity requirements continued to be met.
Community & CSR	Support community welfare	Employee welfare initiatives and limited community support activities	CSR initiatives continued within available financial resources.

REPORT ON SUSTAINABILITY, ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG) MATTERS

FOR THE YEAR ENDED JUNE 30, 2026

Governance Performance

BCI is committed to maintaining a robust governance framework founded on transparency, accountability, integrity and ethical business practices. The Board of Directors provides overall oversight of the Company's governance and sustainability matters, with the HR & Remuneration Committee supporting the Board in overseeing sustainability-related matters and monitoring compliance with applicable regulatory requirements. The Company remains committed to sound corporate governance practices, including maintaining

an appropriate balance of independence, diversity, experience and competence at the Board level. BCI upholds high standards of ethical conduct and has established appropriate measures relating to anti-corruption, business integrity and data privacy to protect stakeholder interests and maintain trust. The Company also continues to enhance the quality and transparency of its corporate and sustainability-related disclosures in line with applicable legal and regulatory requirements.

Governance Performance Review

Governance Aspect	Objective	Measures Implemented	FY 2026 Status
Board Diversity & Independence	Effective governance and oversight	Independent directors, female director and separation of roles of Chairman and CEO	Continued compliance with the CCG Regulations.
Board Competence	Strengthen Board effectiveness	Directors Training Program, Annual Board's Performance evaluation; orientation session for directors.	Continued compliance with the CCG Regulations.
Sustainability Oversight	Board oversight of ESG matters	Sustainability responsibilities assigned to the HR & Remuneration Committee	Committee continued to discharge its sustainability oversight responsibilities.
Ethics & Anti-Corruption	Promote ethical conduct	Code of Conduct, internal control framework and compliance certifications	Ethical governance framework remained effective.
Data Privacy & Confidentiality	Protect confidential information	Non-Disclosure Agreement (NDA) for Inside Information, access controls, data protection protocols, and employees' awareness.	Confidentiality measures remained effective.
Collective Bargaining & Employee Relations	Maintain constructive industrial relations	Recognition of Collective Bargaining Agent (CBA) and regular engagement with employee representatives	Management-CBA negotiations on the Charter of Demands for 2026-2028 are in progress.
Sustainability Reporting & Assurance	Improve transparency and regulatory compliance	Annual review by HR & R Committee and submission of its report to Board of Directors; ESG disclosures in Directors' Report	Aligned with regulatory requirements.

REPORT ON SUSTAINABILITY, ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG) MATTERS

FOR THE YEAR ENDED JUNE 30, 2026

Sustainability Risk

The Company's main sustainability risks and mitigation measures are detailed below:

Sustainability Risk	Potential Operational Impact	Potential Financial Impact	Mitigation Measures
Reduction in tractor industry demand	Reduced production volumes and lower capacity utilization	Lower revenue and profitability.	Dynamic Production planning, cost optimization and operational flexibility
Retention of skilled workforce	Loss of technical expertise and operational efficiency	Recruitment and training costs.	Modest salary increase; career development opportunities; employee engagement efforts
Environmental compliance	Regulatory non-compliance and reputational risk	Compliance costs, potential penalties and remediation costs.	Pollution control systems, environmental monitoring and compliance reviews
Energy and fuel costs	Potential production disruptions due to unstable fuel supply.	Higher manufacturing costs and reduced profit margins.	Energy efficiency initiatives and resource optimization
Workplace health and safety	Operational disruption and legal exposure	Medical, compensation and legal costs.	OHS procedures, PPE, safety training and regular monitoring
Climate-related risks	Potential operational disruption and increased regulatory expectations	Higher operating/compliance costs and potential losses from disruption.	Resource efficiency initiatives and environmental management practices
Supply chain disruption	Delays in procurement and production interruptions	Higher inventory costs and potential revenue loss.	Vendor coordination, inventory planning and procurement monitoring

REPORT ON SUSTAINABILITY, ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG) MATTERS

FOR THE YEAR ENDED JUNE 30, 2026

Sustainability Opportunities

The Company's main sustainability opportunities and strategic response thereof are detailed below:

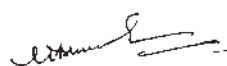
Sustainability Opportunity	Potential Operational Impact	Potential Financial Impact	Company's Strategic Response
Recovery in tractor industry demand	Higher production and improved capacity utilization	Higher revenue and profitability.	Maintain operational readiness and production efficiency.
Energy efficiency initiatives	Lower energy consumptions and reduced environmental impact	Lower energy costs and improved margins.	Continue implementation of energy conservation measures.
Reduction in GHG emissions	Improved environmental performance and regulatory preparedness	Potential reduction in energy/fuel and future compliance costs.	Enhance fuel efficiency and optimize production processes.
Carbon footprint reduction	Stronger sustainability positioning and stakeholder confidence	Reduced exposure to future carbon-related regulatory and compliance costs.	Continue resource optimization and environmental management initiatives.
Employee capability development	Improved productivity and operational continuity	Lower employee replacement-related costs.	Continue in-house technical and functional training programmes.
Enhanced ESG reporting	Greater transparency and stakeholder confidence	Reduced risk of regulatory penalties and compliance-related financial exposure.	Strengthen sustainability data collection and ESG disclosures.
Business diversification	Reduced dependence on a single customer and improved business resilience	Additional revenue streams and improved profitability.	Continue exploring opportunities in non-tractor sectors and replacement markets.

Conclusion

Sustainability remains a core focus of BCL's strategy and daily operations. Through effective oversight and stakeholder engagement, the Company is committed to strengthening its long-term financial resilience while responsibly addressing its environmental and social priorities.

The Company assessed the potential financial and operational impacts of its principal and emerging sustainability risks and opportunities. The assessment is primarily qualitative, based on the nature, significance and potential consequences of the identified

risks and opportunities. The financial impacts were assessed based on their potential direction and significance rather than quantified estimates. The Company will continue to strengthen its sustainability data collection and assessment processes to support more structured financial and operational impact assessment.

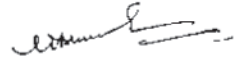


Mujtaba Ahmad
Chief Executive

نتیجہ

پائیداری BCL کی حکمت عملی اور روزمرہ کی کارروائیوں کا بنیادی مرکز ہے۔ موثر نگرانی اور اسٹیک ہولڈر کی مصروفیت کے ذریعے، کمپنی اپنی ماحولیاتی اور سماجی ترجیحات کو ذمہ داری کے ساتھ حل کرتے ہوئے اپنی طویل مدتی مالی چلک کو مضبوط بنانے کے لیے پرعزم ہے۔

کمپنی نے اپنے بنیادی اور ابھرتے ہوئے پائیداری کے خطرات اور مواقع کے ممکنہ مالی اور آپریشنل اثرات کا جائزہ لیا۔ تشخیص بنیادی طور پر معیار پر مبنی ہے، شناخت شدہ خطرات اور مواقع کی نوعیت، اہمیت اور ممکنہ نتائج پر۔ مالیاتی اثرات کا اندازہ ان کی ممکنہ سمت اور اہمیت کی بنیاد پر کیا گیا تھا نہ کہ مقدار کے مطابق۔ کمپنی اپنے پائیدار ڈیٹا اکٹھا کرنے اور تشخیص کے عمل کو مزید منظم مالیاتی اور آپریشنل اثرات کی تشخیص میں مدد فراہم کرنے کے لیے جاری رکھے گی۔



مجتبیٰ احمد
چیف ایگزیکٹو

توانائی اور ایندھن کے اخراجات	غیر مستحکم ایندھن کی فراہمی کی وجہ سے ممکنہ پیداوار میں رکاوٹ۔	اعلیٰ مینوفیکچرنگ لاگت اور منافع کے مارجن میں کمی۔	توانائی کی کارکردگی کے اقدامات اور وسائل کی اصلاح
کام کی جگہ کی صحت اور حفاظت	آپریشنل رکاوٹ اور قانونی نمائش	طبی، معاوضہ اور قانونی اخراجات۔	طریقہ کار، PPE، حفاظتی تربیت اور باقاعدہ نگرانی
آب و ہوا سے متعلق خطرات	ممکنہ آپریشنل رکاوٹ اور ریگولیٹری توقعات میں اضافہ	اعلیٰ آپریشنل/تعمیل کے اخراجات اور رکاوٹ سے ممکنہ نقصانات۔	وسائل کی کارکردگی کے اقدامات اور ماحولیاتی انتظام کے طریقے
سپلائی چین میں خلل	خریداری میں تاخیر اور پیداوار میں رکاوٹ	اعلیٰ انویسٹری کے اخراجات اور ممکنہ آمدنی کا نقصان۔	ویڈر کوآرڈینیشن، انویسٹری کی منصوبہ بندی اور خریداری کی نگرانی

پائیداری کے مواقع

کمپنی کے لیے پائیداری کے اہم مواقع اور ان کے حوالے سے اس کا تیز و پراقتی رد عمل ذیل میں تفصیل سے بیان کیا گیا ہے:

پائیداری کا موقع	ممکنہ آپریشنل اثر	ممکنہ مالی اثر	کمپنی کا اسٹریٹجک رد عمل
ٹریڈر انڈسٹری کی طلب میں ریکوری	اعلیٰ پیداوار اور بہتر صلاحیت کا استعمال	زیادہ آمدنی اور منافع۔	آپریشنل تیاری اور پیداوار کی کارکردگی کو برقرار رکھیں۔
توانائی کی بچت کے اقدامات	کم توانائی کی کھپت اور ماحولیاتی اثرات میں کمی	توانائی کی کم لاگت اور بہتر مارجن۔	توانائی کے تحفظ کے اقدامات پر عمل درآمد جاری رکھیں۔
GHG کے اخراج میں کمی	بہتر ماحولیاتی کارکردگی اور ریگولیٹری تیاری	توانائی رابندھن اور مستقبل کی تعمیل کے اخراجات میں ممکنہ کمی۔	ایندھن کی کارکردگی کو بڑھانا اور پیداواری عمل کو بہتر بنانا۔
کاربن فوٹ پرنٹ میں کمی	پائیداری کی مضبوط پوزیشننگ اور اسٹیک ہولڈر کا اعتماد	مستقبل میں کاربن سے متعلق ریگولیٹری اور تعمیل کے اخراجات میں کمی۔	وسائل کی اصلاح اور ماحولیاتی انتظام کے اقدامات جاری رکھیں۔
ملازمین کی صلاحیت کی ترقی	بہتر پیداواری اور آپریشنل تسلسل	ملازمین کی تبدیلی سے متعلق اخراجات کم کریں۔	اندرون ملک تکنیکی اور فعال تربیتی پروگرام جاری رکھیں۔
بہتر ESG رپورٹنگ	زیادہ شفافیت اور اسٹیک ہولڈر کا اعتماد	ریگولیٹری جرمانے اور تعمیل سے متعلق مالیاتی نمائش کا خطرہ کم۔	پائیدار ڈیٹا جمع کرنے اور ESG انکشافات کو مضبوط بنائیں۔
کاروباری تنوع	کسی ایک گاہک پر کم انحصار اور کاروباری چک میں بہتری	اضافی آمدنی کے سلسلے اور بہتر منافع۔	نان ٹریڈر سیکٹرز اور متبادل مارکیٹوں میں مواقع تلاش کرنا جاری رکھیں۔

پائیداری (Sustainability) کی نگرانی	ESG معاملات پر بورڈ کی نگرانی	پائیداری سے متعلق ذمہ داریاں HR اور معاوضہ کمیٹی (HR & Remuneration Committee) کے سپرد کی گئیں	کمیٹی نے پائیداری کی نگرانی سے متعلق اپنی ذمہ داریاں نبھانا جاری رکھا
اخلاقیات اور انسداد بدعنوانی	اخلاقی رویے کو فروغ دینا	ضابطہ اخلاق، اندرونی کنٹرول کا فریم ورک اور تعلیمی سرٹیفیکیشنز	اخلاقی گورنس کا فریم ورک موثر رہا
ڈیٹا کی رازداری اور تحفظ	خفیہ معلومات کا تحفظ	اندرونی معلومات (Inside Information) کے لیے عدم افشائے راز کا معاہدہ (NDA)، رسائی کے کنٹرول، ڈیٹا کے تحفظ کے پروٹوکولز اور ملازمین میں آگاہی	رازداری کے اقدامات موثر رہے
اجتماعی سودے بازی اور ملازمین کے ساتھ تعلقات	صنعتی تعلقات کو تعمیری رکھنا	اجتماعی سودے بازی کے ایجنٹ (CBA) کو تسلیم کرنا اور ملازمین کے نمائندوں کے ساتھ باقاعدہ رابطہ	2026-2028 کے لیے مطالبات کے چارٹر پر انتظامیہ اور CBA کے درمیان مذاکرات جاری ہیں
پائیداری سے متعلق رپورٹنگ اور تصدیق	شفافیت اور ضوابط کی پاسداری کو بہتر بنانا	HR اور معاوضہ کمیٹی کی جانب سے سالانہ جائزہ اور بورڈ آف ڈائریکٹرز کو رپورٹ کی پیشکش؛ ڈائریکٹرز کی رپورٹ میں ESG سے متعلق انکشافات	ضابطہ جاتی تقاضوں سے ہم آہنگ

پائیداری سے متعلق خطرات

کمپنی کو درپیش پائیداری سے متعلق اہم خطرات اور ان کے تدارک کے اقدامات کی تفصیلات ذیل میں دی گئی ہیں:

پائیداری کا خطرہ	ممکنہ آپریشنل اثر	ممکنہ مالی اثر	کمپنی کا اسٹریٹجک رد عمل
ٹریڈر انڈسٹری کی طلب میں کمی	پیداوار کے حجم میں کمی اور صلاحیت کا کم استعمال	کم آمدنی اور منافع۔	متحرک پیداوار کی منصوبہ بندی، لاگت کی اصلاح اور آپریشنل چلک
ہنرمند افرادی قوت کو برقرار رکھنا	تکنیکی مہارت اور آپریشنل کارکردگی کا نقصان	بھرتی اور تربیت کے اخراجات۔	معمولی تنخواہ میں اضافہ؛ کیریئر کی ترقی کے مواقع؛ ملازمین کی مصروفیت کی کوششیں
ماحولیاتی تعمیل	ریگولیٹری عدم تعمیل اور شہرت کا خطرہ	تعمیل کے اخراجات، ممکنہ جرمانے اور تدارک کے اخراجات۔	آلودگی پر قابو پانے کے نظام، ماحولیاتی نگرانی اور تعمیل کے جائزے۔

انسانی حقوق	منصفانہ اور اخلاقی روزگار کو فروغ دینا	ہرسانی کی روک تھام اور DE&I (تنوع، مساوات اور شمولیت) کی پالیسیوں کا نفاذ اور لیبر قوانین کی پاسداری	سال بھر کمپنی کی پالیسیوں کی پاسداری کا سلسلہ جاری رہا۔
بچوں سے مشقت اور جبری مشقت	کام کی جگہ کو بچوں سے مشقت اور جبری مشقت سے پاک رکھنا اور لیبر قوانین کی تعمیل	عمر کی تصدیق کے طریقہ کار اور ملازمت سے متعلق کنٹرولز	کسی بھی بچے یا جبری مزدور کو ملازمت پر نہیں رکھا گیا۔
ملازمین کو برقرار رکھنا	قابل افرادی قوت کو برقرار رکھنا	تنخواہ میں مناسب اضافہ؛ کیریئر کی ترقی کے مواقع؛ ملازمین کی شمولیت اور وابستگی بڑھانے کی کوششیں	ماہر تکنیکی ملازمین کو برقرار رکھنا ایک چیلنج بنا ہوا ہے؛ انتظامیہ افرادی قوت کے تسلسل پر توجہ مرکوز رکھے ہوئے ہے۔
ملازمین کی ترقی	ملازمین کی اہلیت میں بہتری	ادارے کے اندر تکنیکی اور فنکشنل تربیت اور چابقتی کی منصوبہ بندی	دستیاب وسائل کے اندر تربیتی اقدامات جاری رہے۔
تنوع، مساوات اور شمولیت (DE&I)	شمولیتی کام کے ماحول کو فروغ دینا	(DE&I) پالیسی اور بورڈ میں خواتین کی نمائندگی	بورڈ میں تنوع کے تقاضوں کو پورا کرنے کا عمل جاری رہا۔
کمیونٹی اور CSR	کمیونٹی کی فلاح و بہبود میں معاونت	ملازمین کی فلاح و بہبود کے اقدامات اور کمیونٹی کی معاونت کی محدود سرگرمیاں	دستیاب مالی وسائل کے اندر CSR اقدامات جاری رہے۔

گورننس کی کارکردگی

BCL شفافیت، احتساب، دیانتداری اور اخلاقی کاروباری طریقوں پر قائم ایک مضبوط گورننس فریم ورک کو برقرار رکھنے کے لیے پرعزم ہے۔ بورڈ آف ڈائریکٹرز کمپنی کے نظم و نسق اور پائیداری کے معاملات کی مجموعی نگرانی فراہم کرتا ہے، HR اور معاوضے کی کمیٹی پائیداری سے متعلق معاملات کی نگرانی اور قابل اطلاق ریگولیٹری تقاضوں کی تعمیل کی نگرانی میں بورڈ کی مدد کرتی ہے۔ کمپنی بورڈ کی سطح پر آزادی، تنوع، تجربے اور قابلیت کے مناسب توازن کو برقرار رکھنے سمیت کارپوریٹ گورننس کے صحیح طریقوں کے لیے پرعزم ہے۔ BCL اخلاقی طرز عمل کے اعلیٰ معیارات کو برقرار رکھتا ہے اور اس نے اسٹیک ہولڈر کے مفادات کے تحفظ اور اعتماد کو برقرار رکھنے کے لیے انسداد بدعنوانی، کاروباری سالمیت اور ڈیٹا کی رازداری سے متعلق مناسب اقدامات کیے ہیں۔ کمپنی قابل اطلاق قانونی اور ریگولیٹری تقاضوں کے مطابق اپنے کارپوریٹ اور پائیداری سے متعلق انکشافات کے معیار اور شفافیت کو بھی بڑھا رہی ہے۔

گورننس کا پہلو	مقصد	نافذ کردہ اقدامات	مالی سال 2026 کی صورتحال
بورڈ کا تنوع اور خود مختاری	موثر گورننس اور نگرانی	خود مختار ڈائریکٹرز، خاتون ڈائریکٹر اور چیئر مین وی ای او (CEO) کے کرداروں کا علیحدہ ہونا	CCG ضوابط کی مسلسل پاسداری
بورڈ کی اہلیت	بورڈ کی فعالیت کو مضبوط بنانا	ڈائریکٹرز کا تربیتی پروگرام، بورڈ کی کارکردگی کا سالانہ جائزہ؛ ڈائریکٹرز کے لیے تعارفی سیشن (اورینٹیشن)	CCG ضوابط کی مسلسل پاسداری

کاربن فٹ پرنٹ	کمپنی کے ماحولیاتی اثرات کو کم کریں۔	وسائل کی اصلاح، ایندھن کے ضیاع میں کمی اور ماحولیاتی انتظام کے طریقے	مالی سال 2026 کے دوران کاربن فٹ پرنٹ میں کمی کے اقدامات جاری ہیں۔
ہوا کے معیار کا انتظام	دھول اور بھٹی کے اخراج کو کم سے کم کریں۔	دھوئیں اور دھول جمع کرنے والوں کا استعمال	فضائی آلودگی پر قابو پانے کے نظام سال بھر فعال اور موثر رہے۔
فضلہ کا انتظام	صنعتی فضلہ کی ماحولیاتی ذمہ دارانہ ہینڈلنگ کو یقینی بنائیں	سکریپ ری سائیکلنگ، استعمال شدہ فائبر ریٹ کو کنٹرول شدہ ڈسپوزل، منسلک شاٹ بلاسٹنگ اور ریٹ پلانٹ کے آپریشن	فضلہ کے انتظام کے طریق کار قابل اطلاق ماحولیاتی تقاضوں کے ساتھ منسلک رہے۔
پانی کا انتظام	پانی کے موثر استعمال اور دوبارہ استعمال کو فروغ دیں۔	ریورس اوسموس (RO) پلانٹ اور گندے پانی کا انتظام	پانی کے تحفظ اور دوبارہ استعمال کے طریقے سال کے دوران جاری رہے۔
ماحولیاتی تحفظ	اگر درگاہ کے ماحول کو بہتر بنائیں	پروسس شدہ گندے پانی کا استعمال کرتے ہوئے سبز علاقوں کی درخت لگانا اور ان کی دیکھ بھال کرنا	شجرکاری کا پروگرام جاری رکھا گیا اور سبز علاقوں کو برقرار رکھا گیا۔

سماجی کارکردگی

BCL اس بات کو تسلیم کرتا ہے کہ اس کے ملازمین کی فلاح و بہبود، حفاظت اور ترقی کے ساتھ ساتھ آس پاس کی کمیونٹیز میں اس کا تعاون اس کی پائیدار ترقی کے لیے لازمی ہے۔ کمپنی قابل اطلاق لیبر قوانین کی تعمیل کرنے اور بچوں اور جبری مشقت کے بارے میں صفر واداری کے نقطہ نظر کو برقرار رکھنے کے لیے پرعزم ہے، جبکہ کام کی جگہ کو امتیازی سلوک سے پاک فروغ دے رہی ہے۔ اگرچہ کمپنی میں فی الحال کوئی خاتون ملازم نہیں ہے، تاہم قابل اطلاق CCG ضوابط کے مطابق ایک خاتون ڈائریکٹر کی تقرری کے ذریعے بورڈ کی سطح پر صنفی تنوع کی نمائندگی کی جاتی ہے۔ ملازمین کی صحت اور حفاظت، مہارتوں کی نشوونما اور فلاح و بہبود کلیدی ترجیحات ہیں، جو مناسب ذاتی حفاظتی آلات کی فراہمی، ملازمین کی تربیت اور ترقی کے اقدامات کے ذریعے معاون ہیں۔ کمپنی مقامی کمیونٹی کی ضروریات کو پورا کرنے کے لیے اپنے دستیاب وسائل کے اندر CSR سرگرمیاں بھی کرتی ہے۔

سماجی پہلو	مقصد	نافذ کردہ اقدامات	مالی سال 2026 کی صورت حال
کام کا ماحول	محفوظ اور معاون کام کا ماحول فراہم کرنا	ملازمین کی فلاح و بہبود کی سہولیات، ٹرانسپورٹ، پینے کا صاف پانی، کینٹین اور شکایات کے ازالے کا نظام	ملازمین کی فلاح و بہبود کے انتظامات تسلی بخش رہے۔
پیشہ ورانہ صحت اور حفاظت	ملازمین کی صحت اور حفاظت کا تحفظ	ذاتی حفاظتی آلات (PPE)، OHS طریقہ کار، حفاظتی تربیت اور طبی سہولیات	باقاعدہ نگرانی کے ساتھ صحت اور حفاظت کے طریقوں پر عمل درآمد جاری رہا۔

پائیداری، ماحولیاتی، سماجی اور گورننس (ESG) امور پر رپورٹ

برائے سال اختتام 30 جون 2026

تعارف

بولان کاسٹنگز لمیٹڈ ("کمپنی") اس بات کو تسلیم کرتی ہے کہ حصص یافتگان اور دیگر اسٹیک ہولڈرز کے لیے طویل مدتی قدر پیدا کرنے کے لیے پائیدار کاروباری طرز عمل ضروری ہیں۔ کمپنی کا خیال ہے کہ پائیدار ترقی صرف اقتصادی کارکردگی کو ماحولیاتی ذمہ داری، سماجی ذمہ داری اور اچھی کارپوریٹ گورننس کے ساتھ متوازن کر کے حاصل کی جاسکتی ہے۔ کمپنی ماحولیاتی اور سماجی اثرات کے محتاط انتظام، اخلاقی کاروباری طریقوں کو فروغ دینے، قابل اطلاق قوانین اور ضوابط کی تعمیل اور اپنے اسٹیک ہولڈرز کے ساتھ مسلسل مشغولیت کے ذریعے پائیداری کے تحفظات کو اپنی حکمرانی اور آپریشنل فریم ورک میں ضم کرنا جاری رکھے ہوئے ہے۔

بورڈ تسلیم کرتا ہے کہ پائیداری کارپوریٹ گورننس کا ایک ابھرتا ہوا شعبہ ہے اور قابل اطلاق ریگولیٹری تقاضوں اور کاروباری ضروریات کے مطابق کمپنی کے پائیداری کے فریم ورک کو مضبوط بنانے کے لیے پرعزم ہے۔

بورڈ آف ڈائریکٹرز نے سیکرٹری (کوڈ آف کارپوریٹ گورننس) ریگولیشنز، 2019 کے مطابق پائیداری سے متعلق معاملات کی نگرانی HR اور معاوضے کی کمیٹی کو سونپی ہے۔ کمیٹی بورڈ کی جانب سے پائیداری سے متعلق خطرات اور مواقع کا جائزہ لینے، ESG کی نگرانی، ESG کی نگرانی کے لیے کام کرتی ہے۔ (DE&I)، پائیداری کے انکشافات کا جائزہ لینا اور بورڈ کو سفارشات فراہم کرنا۔

ماحولیاتی کارکردگی

ماحولیاتی ذمہ داری کا احساس کمپنی کے آپریشنل اور گورننس کے نظام الاوقات کا ایک اہم جزو رہا ہے۔ فاؤنڈری (دھات ڈھالنے) کے کاموں کی نوعیت کے پیش نظر، کمپنی وسائل کے ذمہ دارانہ استعمال، آلودگی کی روک تھام کے اقدامات اور ماحولیاتی قوانین و ضوابط کی پاسداری کے ذریعے ماحولیاتی اثرات کو کم سے کم کرنے کے لیے پرعزم ہے۔

کمپنی نے آلودگی پر قابو پانے والے آلات کو فعال رکھا، گندے پانی کی صفائی اور اس کے دوبارہ استعمال کے طریقوں کو برقرار رکھا، ایندھن کے استعمال کی استعداد میں بہتری لائی، اور ایسے اقدامات پر عمل درآمد کیا جن سے کمپنی کے کاربن فٹ پرنٹ اور ماحولیاتی اثرات میں کمی لانے میں مدد ملی۔

ماحولیاتی پہلو	مقصد	نافذ کردہ اقدامات	مالی سال 2026 کی صورتحال
توانائی کی کارکردگی	توانائی کے وسائل کے موثر استعمال کو بہتر بنائیں	توانائی کے تحفظ کے اقدامات، ایل ای ڈی لائٹنگ، موصل بجلی کی وائرنگ اور سپریشنل کنٹرول	توانائی کی بچت کے اقدامات سال کے دوران جاری رہے، جس نے پیداوار کے فی یونٹ توانائی کی کھپت کو کم کرنے میں حصہ لیا۔
موسمیاتی تبدیلی اور گرین ہاؤس گیسوں کا اخراج	گرین ہاؤس گیسوں کے اخراج کو کم کریں اور آب و ہوا کی لچک کو بہتر بنائیں	GHG ایندھن کا موثر استعمال، پیداواری عمل کی اصلاح اور توانائی کے استعمال کی نگرانی	GHG کے اخراج کو کم کرنے اور وسائل کی کارکردگی کو بہتر بنانے کی کوششیں جاری رکھیں۔

STATEMENT OF VALUE ADDED AND ITS DISTRIBUTION

FOR THE YEAR ENDED JUNE 30, 2026

PARTICULARS	2026 (Rs. 000)	%	2025 (Rs. 000)	%
VALUE ADDITION				
Revenue Generated	2,013,499		2,040,128	
Bought-In Material and Services	(1,389,233)		(1,493,402)	
Other Income	10,702		11,111	
	<u>634,968</u>		<u>557,837</u>	
DISTRIBUTION TO:				
Employees				
Salaries, Wages and benefits	182,312	28.71	178,382	31.98
Workers' Profit Participation Fund	5,202	0.82	-	-
	187,514	29.53	178,382	31.98
Government				
Income Tax	26,583	4.19	18,591	3.33
Sales Tax	319,497	50.32	327,486	58.71
Workers' Welfare Fund	2,319	0.37	-	-
	348,399	54.87	346,076	62.04
Shareholders & Fund Providers				
Financial Charges	13,371	2.11	34,871	6.25
Retained in Buisness / (Utilized in Operations)	85,684	13.49	(1,492)	(0.27)
	<u>634,968</u>	<u>100</u>	<u>557,837</u>	<u>100</u>

VERTICAL ANALYSIS

	2026 (Rs. 000)	%	2025 (Rs. 000)	%
Operating results				
Revenue from contracts with customers	1,694,002	100.0	1,712,642	100.0
Cost of Sales	1,433,348	84.6	1,555,890	90.8
Administrative & Distribution Expenses	153,939	9.1	133,547	7.8
Other Expenses	7,521	0.4	-	-
Investment Income	5,070	0.3	7,640	0.4
Other income	5,632	0.3	3,471	0.2
Finance Cost	13,371	0.8	34,871	2.0
Income Tax Expense	(26,583)	(1.6)	(18,591)	(1.1)
Profit / (Loss) for the year	69,943	4.1	(19,145)	(1.1)
Statement of Financial Position				
Property, Plant and Equipment	126,795	16.2	142,688	17.9
Long-Term Investments	-	-	40,871	5.1
Other Non-Current Assets	4,748	0.6	28,122	3.5
Current Assets	650,125	83.2	585,097	73.4
Total Assets	781,668	100.0	796,778	100.0
Total Share Holder's Equity	397,768	50.9	321,362	40.3
Long-Term Deposits	2,363	0.3	2,279	0.3
Long-Term Financing	-	-	5,000	0.6
Deferred income - Government Grant	-	-	-	-
Employee Benefits Plan Obligations	21,762	2.8	22,659	2.8
Short-Term Financing	60,000	7.7	79,870	10.0
Trade and Other Payables	291,293	37.3	298,122	37.4
Deferred tax liability - net	3,646	0.5	-	-
Other Current Liabilities	4,836	0.6	67,486	8.5
Total Liabilities	383,900	49.1	475,416	59.7
Total Equity and Liabilities	781,668	100.0	796,778	100.0
Cash Flow				
Cash Generated / (Used In) from Operations	125,178	176.3	124,383	(890.0)
Cash Generated / (Used in) from Operating Activities	95,637	134.7	55,119	(394.4)
Cash Generated / (Used in) from Investing Activities	60,257	84.8	7,079	(50.7)
Cash (Used in) / Generated from Financing Activities	(84,872)	(119.5)	(76,174)	545.1
Net Increase / (Decrease) in Cash and Cash Equivalents	71,022	100.0	(13,975)	100.0

VERTICAL ANALYSIS

2024 (Rs. 000)	%	2023 (Rs. 000)	%	2022 (Rs. 000)	%	2021 (Rs. 000)	%
3,390,175	100.0	2,164,908	100.0	2,750,181	100.0	2,418,800	100.0
2,809,936	82.9	1,957,962	90.4	2,534,973	92.2	2,115,499	87.5
190,295	5.6	114,747	5.3	130,699	4.8	150,868	6.2
24,153	0.7	2,243	0.1	4,161	0.2	13,253	0.5
10,987	0.3	4,155	0.2	3,501	0.1	885	0.04
8,232	0.2	12,509	0.6	22,588	0.8	83,849	3.5
65,606	1.9	79,133	3.7	51,712	1.9	52,822	2.2
(200,736)	(5.9)	(52,211)	(2.4)	(39,403)	(1.4)	(38,712)	(1.6)
118,667	3.5	(24,725)	(1.1)	15,321	0.6	132,380	5.5
159,519	16.1	170,928	18.4	187,096	16.3	206,739	20.4
37,375	3.8	18,975	2.0	21,850	1.9	22,710	2.2
22,658	2.3	98,497	10.6	118,880	10.4	113,821	11.3
768,392	77.8	641,121	69.0	820,122	71.4	668,321	66.1
987,944	100.0	929,521	100.0	1,147,947	100.0	1,011,591	100.0
335,548	34.0	199,947	21.5	228,687	19.9	207,523	20.5
2,060	0.2	1,581	0.2	2,851	0.2	3,708	0.4
65,000	6.6	-	-	-	-	24,904	2.5
-	-	-	-	-	-	560	0.1
21,867	2.2	26,981	2.9	26,004	2.3	34,817	3.4
96,026	9.7	355,590	38.3	479,835	41.8	402,460	39.8
394,199	39.9	322,540	34.7	378,180	32.9	294,550	29.1
-	-	-	-	-	-	-	-
73,244	7.4	22,882	2.5	32,390	2.8	43,070	4.3
652,396	66.0	729,574	78.5	919,259	80.1	804,068	79.5
987,944	100.0	929,521	100.0	1,147,947	100.0	1,011,591	100.0
291,739	130.1	223,607	308.0	77,606	(142.5)	35,729	24.9
147,563	65.8	99,064	136.4	(15,914)	29.2	104,371	72.6
4,328	1.9	2,235	3.1	73	(0.1)	(954)	(0.7)
72,386	32.3	(28,693)	(39.5)	(38,613)	70.9	40,308	28.0
224,277	100.0	72,605	100.0	(54,454)	100.0	143,725	100.0

HORIZONTAL ANALYSIS

	2026 (Rs. 000)	Inc./ (dec.) vs last year figure %	2025 (Rs. 000)	Inc./ (dec.) vs last year figure %
Operating results				
Revenue from contracts with customers	1,694,002	(1.1)	1,712,642	(49.5)
Cost of Sales	1,433,348	(7.9)	1,555,890	(44.6)
Gross Profit / (Loss)	260,655	66.3	156,752	(73.0)
Administrative & Distribution Expenses	153,939	15.3	133,547	(29.8)
Other Expenses	7,521	0.4	-	-
Investment Income	5,070	(31.1)	7,360	(33.0)
Other Income	5,632	50.1	3,752	(54.4)
Operating Profit / (Loss)	109,896	220.2	34,316	(91.1)
Finance Cost	13,371	(61.7)	34,871	(46.8)
Profit / (Loss) Before Income Tax	96,525	(17,493.8)	(555)	(100.2)
Income Tax Expense	(26,583)	43.0	(18,591)	(90.7)
Profit / (Loss) for the year	69,943	(465.3)	(19,145)	(116.1)
Statement of Financial Position				
Property, Plant and Equipment	126,795	(11.1)	142,688	(10.6)
Long-Term Investments	-	-	40,871	9.4
Other Non-Current Assets	4,748	(83.1)	28,122	24.1
Current Assets	650,125	11.1	585,097	(23.9)
Total Assets	781,668	(1.9)	796,778	(19.3)
Share Capital	114,725	-	114,725	-
Reserves	283,043	37.0	206,637	(6.4)
Total Shareholder's Equity	397,768	23.8	321,362	(4.2)
Long-Term Deposits	2,363	3.7	2,279	10.6
Long-Term Financing	-	-	5,000	(92.3)
Deferred Income - Government Grant	-	-	-	-
Employee Benefits Plan Obligations	21,762	(4.0)	22,659	3.6
Short-Term Financing	60,000	(24.9)	79,870	(16.8)
Trade and other Payables	291,293	(2.3)	298,122	(24.4)
Deferred tax liability - net	3,646	-	-	-
Other Current Liabilities	4,836	(92.8)	67,486	(7.9)
Total Liabilities	383,900	(19.2)	475,416	(27.1)
Total Equity and Liabilities	781,668	(1.9)	796,778	(19.3)
Cash Flow				
Cash Generated / (Used In) from Operations	125,178	0.64	124,383	(57.4)
Cash Generated / (Used in) from Operating Activities	95,637	73.5	55,119	(62.6)
Cash Generated / (Used in) from Investing Activities	60,257	751.2	7,079	63.6
Cash (Used in) / Generated from Financing Activities	(84,872)	100.0	(76,174)	100.0
Net Increase / (Decrease) in Cash and Cash Equivalents	71,022	(608.2)	(13,975)	(106.2)

HORIZONTAL ANALYSIS

2024 (Rs. 000)	Inc./ (dec.) vs last year figure %	2023 (Rs. 000)	Inc./ (dec.) vs last year figure %	2022 (Rs. 000)	Inc./ (dec.) vs last year figure %	2021 (Rs. 000)	Inc./ (dec.) vs last year figure %
3,390,175	56.6	2,164,908	(21.3)	2,750,181	13.7	2,418,800	81.5
2,809,936	43.5	1,957,962	(22.8)	2,534,973	19.8	2,115,499	48.9
580,239	180.4	206,946	(3.8)	215,208	(29.0)	303,301	(444.1)
190,295	65.8	114,747	(12.2)	130,699	(13.4)	150,868	45.7
24,153	976.8	2,243	(46.1)	4,161	(68.6)	13,253	100.00
10,987	164.4	4,155	18.7	3,501	295.7	885	(39.3)
8,232	(34.2)	12,509	(44.6)	22,588	(73.1)	83,849	841.0
385,009	261.1	106,619	0.2	106,436	(52.5)	223,914	(223.5)
65,606	(17.1)	79,133	53.0	51,712	(2.1)	52,822	(32.6)
319,403	1,062.1	27,486	(49.8)	54,725	(68.0)	171,092	(165.9)
(200,736)	284.5	(52,211)	32.5	(39,403)	1.8	(38,712)	220.7
118,667	(579.9)	(24,725)	(261.4)	15,321	(88.4)	132,380	(148.7)
159,519	(6.7)	170,928	(8.6)	187,096	(9.5)	206,739	(9.7)
37,375	97.0	18,975	(13.2)	21,850	(3.8)	22,710	30.1
22,658	(77.0)	98,497	(17.1)	118,880	4.4	113,821	(9.5)
768,392	19.9	641,121	(21.8)	820,122	22.7	668,321	19.1
987,944	6.3	929,521	(19.0)	1,147,947	13.5	1,011,591	8.4
114,725	-	114,725	-	114,725	-	114,725	-
220,823	159.1	85,222	(25.2)	113,962	22.8	92,797	(556.4)
335,548	67.8	199,947	(12.6)	228,687	10.2	207,523	119.9
2,060	30.3	1,581	(44.5)	2,851	(23.1)	3,708	(29.1)
65,000	-	-	-	-	-	24,904	39.2
-	-	-	-	-	-	560	(57.8)
21,867	(19.0)	26,981	3.8	26,004	(25.3)	34,817	(61.3)
96,026	(73.0)	355,590	(25.9)	479,835	19.2	402,460	(18.5)
394,199	22.2	322,540	(14.7)	378,180	28.4	294,550	33.6
73,244	220.1	22,882	(29.4)	32,390	(24.8)	43,070	332.6
652,396	(10.6)	729,574	(20.6)	919,259	14.3	804,068	(4.1)
987,944	6.3	929,521	(19.0)	1,147,947	13.5	1,011,591	8.4
291,739	30.5	223,607	188.1	77,606	117.2	35,729	81.8
147,563	49.0	99,064	(722.5)	(15,914)	(115.2)	104,371	(40.3)
4,328	93.7	2,235	2,950.0	73	(107.7)	(954)	(113.6)
72,386	100.0	(28,693)	100.0	(38,613)	100.0	40,308	100.0
224,277	208.9	72,605	(233.3)	(54,454)	(137.9)	143,725	(33.6)

DECADE AT A GLANCE

(Rupees in thousand)

Year ended 30th June	2026	2025	2024	2023	2022	2021	2020	2019	2018	2017
INCOME / (LOSS)										
Revenue from contracts with customers	1,694,002	1,712,642	3,390,175	2,164,908	2,750,181	2,418,800	1,332,568	1,513,636	2,299,931	1,744,098
Gross Profit / (Loss)	260,655	156,752	580,239	206,946	215,208	303,301	(88,132)	(149,777)	328,202	246,628
Operating Profit / (Loss)	109,896	34,316	385,009	106,619	106,436	223,914	(181,287)	(258,862)	196,948	152,422
Profit / (Loss) before income tax	96,525	(555)	319,403	27,486	54,725	171,092	(259,617)	(310,120)	184,441	141,426
Profit / (Loss) for the year	69,943	(19,145)	118,667	(24,725)	15,321	132,380	(271,688)	(238,999)	133,402	97,776

FINANCIAL POSITION

Current Assets	650,125	585,097	768,392	641,121	820,122	668,321	561,021	808,414	772,745	641,461
Less: Current Liabilities	356,129	445,477	563,469	701,012	890,405	740,080	724,315	745,231	332,973	234,113
Net Working Capital	293,996	139,619	204,923	(59,891)	(70,283)	(71,759)	(163,294)	63,183	439,771	407,347
Property, Plant and Equipment	126,795	142,688	159,519	170,928	187,096	206,739	228,901	259,216	232,681	184,942
Others-Non Current Assets	4,748	68,993	60,033	117,472	140,730	136,531	143,193	114,637	51,471	68,714
	425,538	351,300	424,475	228,510	257,542	271,511	208,800	437,036	723,924	661,003
Less: Long Term Debts	-	-	-	-	-	24,904	17,889	-	-	-
Other Liabilities	27,771	29,938	88,927	28,562	28,855	39,085	96,518	55,234	84,406	86,855
Shareholders' Equity	397,768	321,362	335,548	199,947	228,687	207,523	94,393	381,802	639,518	574,148

REPRESENTED BY:

Share Capital	114,725	114,725	114,725	114,725	114,725	114,725	114,725	114,725	114,725	114,725
General Reserves	424,500	424,500	424,500	424,500	424,500	424,500	424,500	424,500	424,500	424,500
Unrealized Gain on Long Term Investment	-	35,371	31,875	13,475	16,350	17,210	11,960	12,081	25,610	37,194
Premium on issuance of Right Share	12,156	12,156	12,156	12,156	12,156	12,156	12,156	12,156	12,156	12,156
Unappropriated (accumulated loss) / profit	(153,613)	(265,390)	(247,708)	(364,909)	(339,044)	(361,068)	(468,948)	(181,660)	62,527	(14,427)
Net Capital Employed	397,768	321,362	335,548	199,947	228,687	207,523	94,393	381,802	639,518	574,148

Summary of Cash Flows

Cash Generated / (Used In) from										
Operating Activities	95,637	55,119	147,563	99,064	(15,914)	104,371	74,369	(307,982)	31,436	175,083
Cash Generated / (Used in) Investing Activities	60,257	7,079	4,328	2,235	73	(954)	7,010	(51,543)	(67,766)	(18,834)
Cash (Used in) / generated financing activities	(84,872)	(76,174)	72,386	(28,693)	(38,613)	40,308	26,207	(28,256)	(55,906)	(11,403)
Net Change in Cash and Cash Equivalents	71,022	(13,975)	224,277	72,605	(54,454)	143,725	107,586	(387,780)	(92,236)	144,847

PRODUCTION / Sales

Production Capacity Installed (MT)	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200	13,200
Production Capacity Attained (MT)	4,239	3,534	7,228	4,824	9,437	10,674	6,623	8,694	16,294	11,566
Capacity Ratio (%)	32	27	55	37	71	81	50	66	123	88
Net Sales (MT)	3,859	3,716	6,852	5,028	8,788	9,779	6,878	9,215	14,723	11,199

DECADE AT A GLANCE

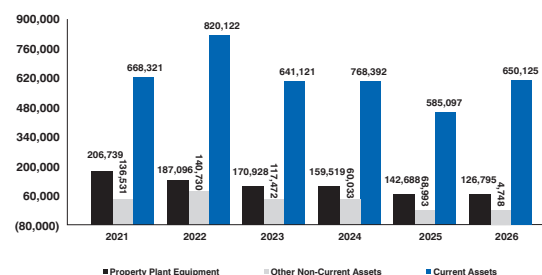
(Rupees in thousand)

Year ended 30th June	2026	2025	2024	2023	2022	2021	2020	2019	2018	2017
MARKET VALUE RATIOS										
Break up value of a Share of Rs.10/-each	34.67	28.01	29.25	17.43	19.93	18.09	8.23	33.28	55.74	50.05
Dividend (Rupees per share)	-	-	-	-	-	-	-	-	2.50	5.00
Dividend (%)	-	-	-	-	-	-	-	-	25	50
PROFITABILITY RATIOS										
Gross Profit / (Loss) (%)	15.39	9.15	17.12	9.56	7.83	12.54	(6.61)	(9.90)	14.27	14.14
Profit / (Loss) before Income Tax to Sales (%)	5.70	(0.03)	9.42	1.27	1.99	7.07	(19.48)	(20.49)	8.02	8.11
Profit / (Loss) for the year to Sales (%)	4.13	(1.12)	3.50	(1.14)	0.56	5.47	(20.39)	(15.79)	5.80	5.61
Earnings / (Loss) per share - EPS (Rs.)	6.10	(1.67)	10.34	(2.16)	1.34	11.54	(23.68)	(20.83)	11.63	8.52
Earning / (Loss) Yield - year end price (%)	7.81	(1.64)	7.88	(6.53)	2.68	9.15	(49.10)	(55.89)	9.97	5.65
Price / (Loss) Earning Ratio - year end price	12.79	(61.11)	12.69	(15.28)	37.18	10.93	(2.04)	(1.79)	10.03	17.71
EBITDA (%) Earning / (Loss) before interest, tax, depreciation & amortization)	7.42	3.03	11.92	5.02	4.71	10.26	(11.56)	(15.25)	9.59	9.97
Dividend Payout (%)	-	-	-	-	-	-	-	-	21.50	58.69
Dividend Yield Ratio (%)	-	-	-	-	-	-	-	-	2.14	3.31
Return on Equity (%)	17.58	(5.96)	35.37	(12.37)	6.70	63.79	(287.83)	(62.60)	20.86	17.03
Return on Assets (%)	8.95	(2.40)	12.01	(2.66)	1.33	13.09	(29.12)	(20.22)	12.62	10.92
Operating Cycle	(61.70)	(111.23)	(20.00)	(45.00)	(8.00)	(15.00)	(16.00)	45.00	60.00	41.00
Dividend Cover	-	-	-	-	-	-	-	-	4.65	1.70
LIQUIDITY RATIOS										
Current Ratio	1.83:1	1.31:1	1.36:1	0.91:1	0.92:1	0.90:1	0.77:1	1.08:1	2.32:1	2.7:1
Quick Ratio	0.74:1	0.49:1	0.37:1	0.30:1	0.29:1	0.24:1	0.37:1	0.50:1	0.79:1	1.00:1
ACTIVITY RATIOS										
Raw Material Inventory Turnover - (days)	40	29	17	23	23	25	31	33	30	35
WIP Inventory Turnover - (days)	33	23	14	17	14	9	5	15	13	13
Finished Goods Inventory Turnover - (days)	11	25	17	30	20	13	25	29	41	22
Debtors Turnover Ratio (days)	30	29	12	18	10	6	22	24	10	21
Assets Turnover Ratio (%)	0.46	0.47	0.29	0.43	0.42	0.42	0.70	0.78	0.46	0.51
Creditors Turnover Ratio (days)	121	203	80	131	76	67	100	55	34	49
Assets Turnover - (times)	2.15	2.15	3.43	2.33	2.40	2.39	1.43	1.28	2.18	1.95
Fixed Assets Turnover - (times)	13.36	12.00	21.25	12.67	14.70	11.70	5.82	5.84	9.88	9.43
LEVERAGE RATIOS										
Equity Turnover - (times)	4.26	5.33	10.10	10.83	12.03	11.66	14.12	3.96	3.60	3.04
Debt-Equity Ratio	0.15	0.45	0.66	1.78	2.22	2.24	5.48	1.59	0.36	0.22
SHARE PRICE- (RS.)										
Highest	125.30	152.30	172.72	69.00	182.00	148.00	61.00	139.78	169.00	218.68
Lowest	56.05	75.11	28.05	30.81	46.25	47.50	27.83	35.92	83.66	39.00
Average	90.68	113.71	100.39	49.91	114.13	97.75	44.42	87.85	126.33	128.84
At the year end	78.04	102.05	131.19	33.00	49.82	126.11	48.23	37.30	116.64	150.88

GRAPHICAL ILLUSTRATION

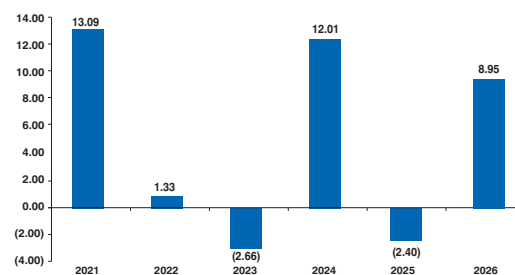
Total Assets

(Rs.000)



Return / (Loss) on Assets

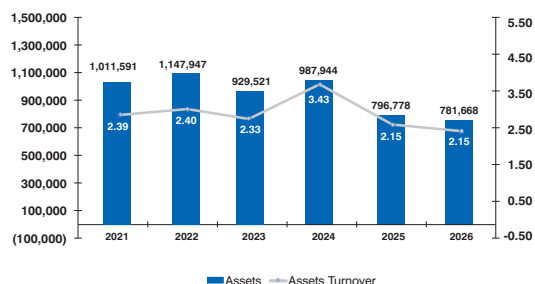
(%)



Assets Turnover

(Rs.000)

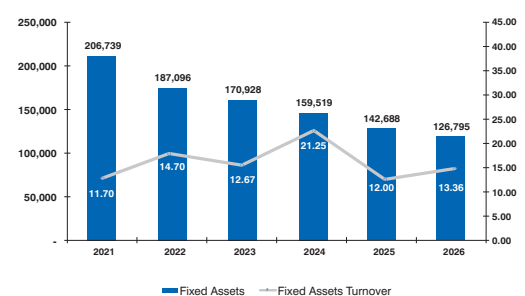
(Times)



Fixed Assets Turnover

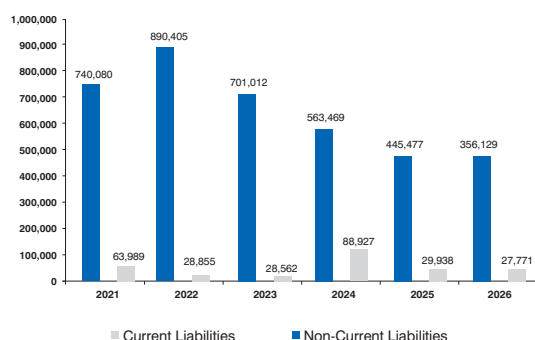
(Rs.000)

(Times)



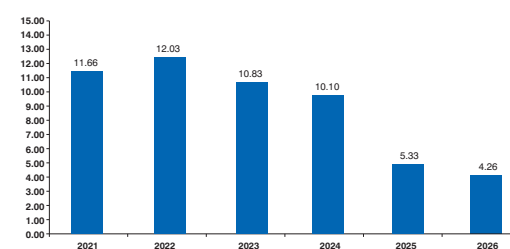
Liabilities

(Rs.000)



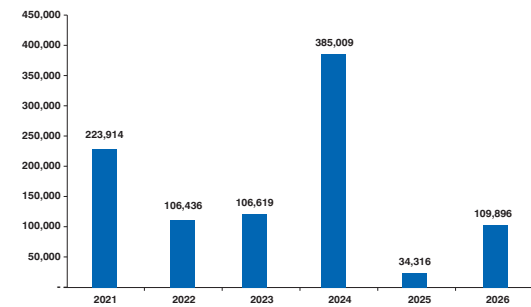
Equity Turnover

(Times)

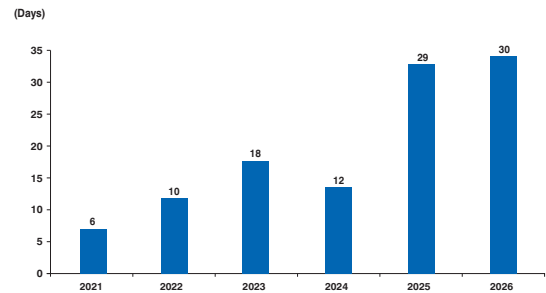


GRAPHICAL ILLUSTRATION

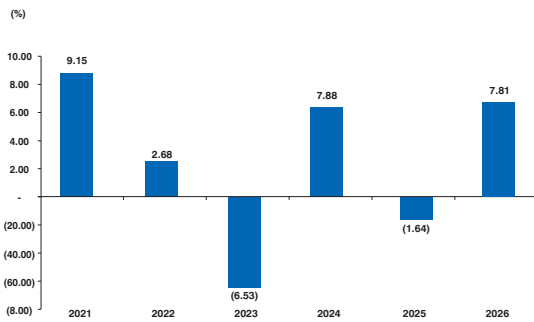
(Rs.000) Operating Profit



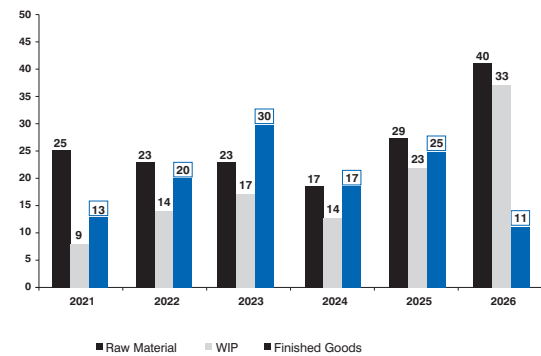
Debtors Turnover



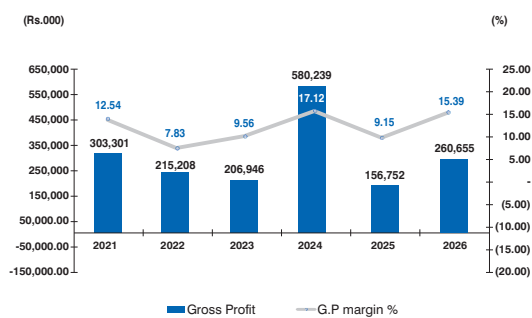
Earning / (Loss) Yield



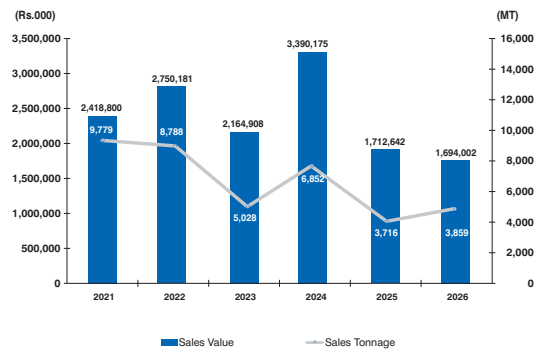
(Days) Inventory Turnover



Gross Profit-GP Margin



Sales Value - Sales Tonnage



STATEMENT OF COMPLIANCE WITH LISTED COMPANIES (CODE OF CORPORATE GOVERNANCE) REGULATIONS, 2019

FOR THE YEAR ENDED JUNE 30, 2026

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

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

- a. Male Directors : 7 (Seven)
- b. Female Director : 1 (One)

2. The composition of Board is as follows:

Category	Names
Independent Directors	Mr. Aamir Amin Mr. Syed Javed Ashraf Ms. Tabassum Rana (Female Director)
Non-Executive Directors	Mr. Sikandar M. Khan Mr. Sohail Bashir Rana Mr. Laeeq Uddin Ansari Mr. Syed Muhammad Irfan Aqueel
Executive Director	Mr. Mujtaba Ahmad (CEO)

3. The directors have confirmed that none of them is serving as a director on more than seven listed companies, including this Company;
4. The Company has prepared a code of conduct and has ensured that appropriate steps have been taken to disseminate it throughout the company along with its supporting policies and procedures;
5. The Board has developed a vision/mission statement, overall corporate strategy and significant policies of the Company. The Board has ensured that complete record of particulars of the significant policies along with their date of approval or updating is maintained by the Company;
6. All the powers of the Board have been duly exercised and decisions on relevant matters have been taken by the Board / shareholders as empowered by the relevant provisions of the Companies Act 2017 (Act) and the Listed Companies (Code of Corporate Governance) Regulations, 2019 (Regulations);
7. The meetings of the Board were presided over by the Chairman and, in his absence, by a director elected by the Board for this purpose. The Board has complied with the requirements of the Act and the Regulations with respect to frequency, recording and circulating minutes of meeting of the Board;
8. The Board has a formal policy and transparent procedures for remuneration of directors in accordance with the Act and these Regulations;
9. During the year, the company secretary attended the Directors' Training Program. Further, except for Mr. Syed Javed Ashraf, who was appointed as a Director on January 06, 2026, all other directors, including the chief executive officer of the Company, have either acquired the prescribed certification or met the exemption criteria specified under the Regulations;
10. The Board has approved the appointment of chief financial officer, company secretary and head of internal audit, including their remuneration and terms and conditions of employment and complied with relevant requirements of the Regulations;
11. Chief financial officer and chief executive officer duly endorsed the financial statements before approval of the Board;
12. The Board has formed committees comprising of members given below:

STATEMENT OF COMPLIANCE WITH LISTED COMPANIES (CODE OF CORPORATE GOVERNANCE) REGULATIONS, 2019

a) Audit Committee:

Mr. Aamir Amin	Chairman
Mr. Sohail Bashir Rana	Member
Mr. Syed Muhammad Irfan Aqueel	Member
Ms. Tabassum Rana	Member

b) HR and Remuneration Committee:

Ms. Tabassum Rana	Chairperson
Mr. Sohail Bashir Rana	Member
Mr. Syed Muhammad Irfan Aqueel	Member
Mr. Aamir Amin	Member

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

14. The frequency of meetings (quarterly/ half yearly/ yearly) of the committees was as per following:

Audit Committee	Quarterly
HR & Remuneration Committee	Yearly

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

STATEMENT OF COMPLIANCE WITH LISTED COMPANIES (CODE OF CORPORATE GOVERNANCE) REGULATIONS, 2019

19. Explanation for non-compliance with requirements, other than regulations 3, 6, 7, 8, 27, 32, 33 and 36 are below:

S. No.	Requirement	Regulation No.	Explanation
1.	Directors' Training It is encouraged that all the directors on the Board have acquired the prescribed certification under any director training program offered by institutions, local or foreign, that meet the criteria specified by the Commission and approved by it.	19(1)	All Directors have either acquired the prescribed certification or meet the exemption criteria specified in these Regulations, except Mr. Syed Javed Ashraf, who was appointed as a Director on January 06, 2026. Mr. Syed Javed Ashraf shall complete the Directors' Training Program and obtain the prescribed certification within one year from the date of his appointment, in accordance with the provisions of these Regulations.
2.	Nomination Committee The Board may constitute a separate committee, designated as the nomination committee, of such number and class of directors, as it may deem appropriate in its circumstances.	29(1)	The Board has designated the HR & Remuneration Committee to perform the requisite functions, in accordance with the applicable regulatory framework.
3.	Risk Management Committee The Board may constitute the risk management committee, of such number and class of directors, as it may deem appropriate in its circumstances, to carry out a review of effectiveness of risk management procedures and present a report to the Board.	30(1)	The Board has authorized the Internal Audit Department of the Company to perform the requisite functions of the Risk Management Committee.



SIKANDAR M. KHAN
Chairman

September 15, 2026



A.F.FERGUSON & Co.

INDEPENDENT AUDITOR'S REVIEW REPORT TO THE MEMBERS OF BOLAN CASTINGS LIMITED

Review Report on the Statement of Compliance Contained in Listed Companies (Code of Corporate Governance) Regulations, 2019

We have reviewed the enclosed Statement of Compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019 (the Regulations) prepared by the Board of Directors of Bolan Castings Limited for the year ended June 30, 2026 in accordance with the requirements of regulation 36 of the Regulations.

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

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

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

Based on our review, nothing has come to our attention which causes us to believe that the Statement of Compliance does not appropriately reflect the Company's compliance, in all material respects, with the requirements contained in the Regulations as applicable to the Company for the year ended June 30, 2026.

A. F. Ferguson & Co.
Chartered Accountants

Karachi

Date: October 1, 2026

UDIN: CR202610059H6a5VWQ47

A. F. FERGUSON & CO., Chartered Accountants, a member firm of the PwC network, State Life Building No. 1-C, I.I. Chundrigar Road, P.O. Box 4716, Karachi-74000, Pakistan
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A.F.FERGUSON & Co.

INDEPENDENT AUDITOR'S REPORT

To the members of Bolan Castings Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the annexed financial statements of Bolan Castings Limited (the Company), which comprise the statement of financial position as at June 30, 2026, and the statement of profit or loss, the statement of comprehensive income, the statement of cash flows for the year then ended, the statement of changes in equity, and notes to the financial statements, including material accounting policy information and other explanatory information, and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, statement of profit or loss, the statement of comprehensive income, the statement of cash flows and the statement of changes in equity together with the notes forming part thereof conform with the accounting and reporting standards as applicable in Pakistan and give the information required by the Companies Act, 2017 (XIX of 2017), in the manner so required and respectively give a true and fair view of the state of the Company's affairs as at June 30, 2026 and of the loss and comprehensive income, the changes in equity and its cash flows for the year then ended.

Basis for Opinion

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

Key Audit Matters

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

A. F. FERGUSON & CO., Chartered Accountants, a member firm of the PwC network, State Life Building No. 1-C, I.I. Chundrigar Road, P.O. Box 4716, Karachi-74000, Pakistan
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Following is the Key audit matter:

S. No.	Key Audit Matter	How the matter was addressed in our audit
(i)	Revenue from contract with customers <i>(Refer note 2.11 and 26 to the annexed financial statements)</i> The Company generates revenue from sales of tractor and automotive castings. The Company recognized revenue of Rs. 1.69 billion from the sales of goods, out of which 98.43% was generated from sales to its Parent Company, Millat Tractors Limited, during the year ended June 30, 2026. As part of our overall response to the audit risks when identifying and assessing the risks in revenue recognition, we considered that there is an inherent risk that revenue may be overstated as it is a key performance measure, which could create an incentive or pressure on the Company's management to meet targets. Further, we have focused our audit activities over the revenue recognized near to year end as there was high risk that the revenue is recorded before the control of goods is transferred to the customer and in an incorrect accounting period. Based on the above and considering that the revenue recognition is a significant risk area, we considered this as a key audit matter.	Our audit procedures included the following: • obtained understanding and assessed whether the Company's accounting policy for recording of revenue is in line with the requirements of applicable laws, accounting and reporting standards; • performed testing of revenue, on sample basis, with underlying documentation including goods delivery notes and sales invoices; • performed audit procedures to analyze and substantiate variance in the price and quantity sold during the year; • verified that sales prices are negotiated and approved by appropriate authority; • tested, on sample basis, sales transactions before and after the reporting period and evaluated if the revenue was recorded in the appropriate accounting period; and • assessed the relevant disclosures made in the financial statements to determine whether these complied with the accounting and reporting standards as applicable in Pakistan.

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

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

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

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



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Responsibilities of Management and Board of Directors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the accounting and reporting standards as applicable in Pakistan and the requirements of Companies Act, 2017 (XIX of 2017) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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



A.F.FERGUSON & Co.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

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

Report on Other Legal and Regulatory Requirements

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

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

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

A. F. Ferguson & Co.
Chartered Accountants

Karachi

Date: October 1, 2026

UDIN: AR202610059M103Grbxa

STATEMENT OF FINANCIAL POSITION

AS AT JUNE 30, 2026

ASSETS	Note	2026 Rupees	2025 Rupees
Non-current assets			
Property, plant and equipment	4	126,794,505	142,687,584
Long-term investment	5	-	40,871,000
Long-term loans and advances	6	-	89,000
Deferred tax asset - net	7	-	3,227,499
Long-term deposits	8	4,747,790	4,747,790
Employee benefit plan asset	9	-	20,058,142
Total non-current assets		131,542,295	211,681,015
Current assets			
Stores, spare parts and loose tools	10	120,533,851	124,751,685
Inventories	11	264,950,986	243,038,159
Trade receivables	12	127,231,852	147,356,764
Loans and advances	13	5,759,432	3,320,373
Trade deposits and short-term prepayments	14	12,926,321	8,406,204
Other receivables	15	3,333,908	16,139,888
Taxation - payments less provision		14,846,343	12,562,927
Cash and bank balances	16	100,542,631	29,520,607
Total current assets		650,125,324	585,096,607
TOTAL ASSETS		781,667,619	796,777,622
EQUITY AND LIABILITIES			
Share capital and reserves			
Share capital			
Issued, subscribed and paid up capital	17	114,725,290	114,725,290
Capital reserves			
Share premium	18	12,155,680	12,155,680
Revenue reserves			
General	18	424,500,000	424,500,000
Accumulated loss	18	(153,613,164)	(265,389,907)
Investment revaluation reserve	18	-	35,371,000
TOTAL EQUITY		397,767,806	321,362,063
LIABILITIES			
Non-current liabilities			
Long-term deposits	19	2,363,096	2,279,120
Employee benefit plan obligation	9	21,761,860	22,658,997
Deferred tax liability - net	7	3,645,643	-
Long-term financing	20	-	5,000,000
Total non-current liabilities		27,770,599	29,938,117
Current liabilities			
Trade and other payables	21	288,990,355	297,110,491
Advances from customers	22	2,303,137	1,011,303
Accrued mark-up		1,154,850	3,888,567
Current portion of long-term deposits	19	305,792	219,888
Current portion of long-term financing	20	-	60,000,000
Unclaimed dividend	23	3,375,080	3,377,193
Short-term financing	24	60,000,000	79,870,000
Total current liabilities		356,129,214	445,477,442
TOTAL LIABILITIES		383,899,813	475,415,559
Contingency and commitments	25	-	-
TOTAL EQUITY AND LIABILITIES		781,667,619	796,777,622

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


Chief Executive


Director


Chief Financial Officer

STATEMENT OF PROFIT OR LOSS

FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026 Rupees	2025 Rupees
Revenue from contracts with customers	26	1,694,002,213	1,712,641,867
Cost of sales	27	(1,433,347,661)	(1,555,889,947)
Gross profit		260,654,552	156,751,920
Distribution expenses	28	(69,278,750)	(52,977,183)
Administrative expenses	29	(84,659,897)	(80,570,163)
Other expenses	30	(7,521,008)	-
Other income	31	10,701,514	11,111,373
Operating profit		109,896,411	34,315,947
Finance cost	32	(13,371,108)	(34,870,888)
Profit / (loss) before income tax expense		96,525,303	(554,941)
Income tax expense	33	(26,582,594)	(18,590,540)
Profit / (loss) for the year		69,942,709	(19,145,481)
Earnings / (loss) per share - basic and diluted	34	6.10	(1.67)

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


Chief Executive


Director

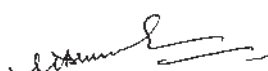

Chief Financial Officer

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED JUNE 30, 2026

	2026 Rupees	2025 Rupees
Profit / (loss) for the year	69,942,709	(19,145,481)
Other comprehensive income for the year		
Items that will not be reclassified to profit or loss in subsequent period		
Remeasurements of employee benefits - note 9.9	(1,870,046)	2,184,242
Impact of deferred tax- note 7.1	(5,132,867)	(720,943)
	(7,002,913)	1,463,299
Changes in the fair value of equity investment at fair value through other comprehensive income (FVTOCI) - note 5	13,465,947	3,496,000
Other comprehensive income for the year - net of tax	6,463,034	4,959,299
Total comprehensive income / (loss) for the year	76,405,743	(14,186,182)

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


Chief Executive


Director


Chief Financial Officer

FOR THE YEAR ENDED JUNE 30, 2026

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


Chief Financial Officer

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026 Rupees	2025 Rupees
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	35	125,178,489	126,098,126
Decrease in long-term loans and advances		89,000	501,248
Decrease in long-term deposits		169,880	305,386
Income tax paid - net		(27,125,735)	(28,816,840)
Employee benefits paid		(2,944,890)	(2,126,515)
Compensated absences paid		(2,288,815)	(1,380,110)
Proceeds from gratuity fund due to dissolution		18,662,873	-
Finance cost paid - conventional		(6,577,082)	(21,489,783)
Finance cost paid - islamic		(9,251,397)	(17,637,058)
Bank charges paid		(275,429)	(335,072)
Net cash generated from operating activities		95,636,894	55,119,382
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	4.1	(479,700)	(1,414,279)
Proceeds from disposal of long term investment	5	54,336,947	-
Proceeds from disposal of property, plant and equipment	4.2	1,330,036	853,000
Return received on savings and deposit accounts	31	5,069,960	5,052,941
Dividend received	31	-	2,587,500
Net cash generated from investing activities		60,257,243	7,079,162
CASH FLOWS FROM FINANCING ACTIVITIES			
Dividend paid	23	(2,113)	(17,929)
Repayment of long-term financing - conventional	20	(65,000,000)	(60,000,000)
Short-term financing obtained - islamic	24	120,000,000	177,364,144
Repayment of short-term financing - islamic	24	(139,870,000)	(193,520,144)
Net cash used in financing activities		(84,872,113)	(76,173,929)
Net increase / (decrease) in cash and cash equivalents		71,022,024	(13,975,385)
Cash and cash equivalents at beginning of the year		29,520,607	43,495,992
Cash and cash equivalents at end of the year	36	100,542,631	29,520,607

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


Chief Executive


Director


Chief Financial Officer

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED JUNE 30, 2026

1. THE COMPANY AND ITS OPERATIONS

- 1.1 Bolan Castings Limited (the Company) is a public limited company incorporated in Pakistan on July 15, 1982 under the Companies Act, 1913 (now the Companies Act, 2017), and is listed on the Pakistan Stock Exchange Limited (PSX). The Company manufactures and sells castings for tractors and automotive parts.

The geographical location and address of the Company's business unit, including plant is RCD Highway, Hub Chowki, District Lasbela, Balochistan, Pakistan.

The Company is a subsidiary of Millat Tractors Limited (the Parent Company) which holds 5.31 million (June 30, 2025: 5.31 million) shares of the Company as at June 30, 2026 representing 46.26% (June 30, 2025: 46.26%) shareholding in the company.

2. MATERIAL ACCOUNTING POLICY INFORMATION

The material accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of preparation

2.1.1 Statement of compliance

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

- IFRS Accounting Standards issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017; and
- Provisions of, directives and notifications issued under the Companies Act, 2017.

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

2.1.2 Changes in accounting standards, interpretations and pronouncements

a) Standards and amendments to approved accounting and reporting standards as applicable in Pakistan that are effective

There are certain amendments and interpretations to the accounting and reporting standards which are mandatory for the Company's annual accounting period which began on July 01, 2025. However, these do not have any material impact on the Company's financial reporting and, therefore, have not been disclosed in these financial statements except as for:

b) Standards and amendments to approved accounting and reporting standards as applicable in Pakistan that are not yet effective

There are certain amendments and interpretations to the accounting and reporting standards that will be mandatory for the Company's annual accounting periods beginning on or after July 01, 2026. The following amendments and standards have not been early adopted by the Company:

Amendment to IFRS 9 and IFRS 7 - Classification and Measurement of Financial Instruments (effective January 01, 2026):

These amendments

- clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;

NOTES TO THE FINANCIAL STATEMENTS

- clarify and add further guidance for assessing whether a financial asset meets the sole payments of principal and interest (SPPI) criterion;
- add new disclosures for certain instruments with contractual terms that can change cashflows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets); and
- make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).

IFRS 18 'Presentation and Disclosure in Financial Statements' (effective January 1, 2027): "

A new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss is being introduced. The key new concepts introduced in IFRS 18 relate to:

the structure of the statement of profit and loss;"

- required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (that is, management-defined performance measures); and
- enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.

The management is in the process of assessing the impact of the above changes.

Other than above, there are standards and certain amendments to accounting standards that are not yet effective and have not been early adopted by the Company for the financial year beginning on July 01, 2025. Such standards and amendments are not expected to have any significant impact in the Company's financial reporting and, therefore, have not been presented in these financial statements.

2.2 Overall valuation policy

These financial statements have been prepared under the historical cost convention except as disclosed in the accounting policy notes.

2.3 Property, plant and equipment and depreciation

Property, plant and equipment are stated at cost less accumulated depreciation and impairment (if any) except freehold land and capital work-in-progress which are stated at cost. Depreciation is calculated using the reducing balance method at the rates given in note 4 to the financial statements and is charged to statement of profit or loss. Depreciation on additions is charged from the month in which the asset is put to use and on disposals up to the month immediately preceding the disposal. Assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each statement of financial position date.

The carrying value of operating assets are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets are written down to their recoverable amount.

Useful lives are determined by the management based on the expected usage of assets, physical wear and tear, technical and commercial obsolescence, legal and similar limits on the use of the assets and other similar factors.

Maintenance and normal repairs are charged to statement of profit or loss as and when incurred. Major renewals and improvements are capitalised and the assets so replaced, if any, are retired.

Gains and losses on disposal of property, plant and equipment are recognised in the statement of profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

2.4 Income tax

2.4.1 Current

The charge for current taxation is based on the taxable income for the period, determined in accordance with the prevailing law for taxation on income, using prevailing tax rates after taking into account tax credits and rebates available, if any. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that the taxation authority will accept an uncertain tax treatment. The Company measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty. Current tax assets and tax liabilities are offset where the Company has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability.

2.4.2 Deferred

Deferred tax is accounted for using the balance sheet method on all temporary differences arising between tax base of assets and liabilities and their carrying amounts in the financial statements. Deferred tax liability is generally recognised for all taxable temporary differences and deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences, unused tax losses and tax credits can be utilised.

Deferred tax is charged or credited in the statement of profit or loss and the statement of comprehensive income. Deferred tax is determined using tax rates and prevailing law for taxation on income that have been enacted or substantively enacted by the statement of financial position date and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

2.5 Share capital

Ordinary shares are classified as equity and recognised at their face value. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, if any.

2.6 Provisions and contingent liabilities

Provisions are recognised when the Company has a legal or constructive obligation as a result of past events and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount can be made. However, provisions are reviewed at each statement of financial position date and adjusted to reflect current best estimate.

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

2.7 Stores, spare parts and loose tools

Stores, spare parts and loose tools, except items in transit, are stated at moving average cost. Cost comprises invoice value and other direct costs. Provision is made for slow moving and obsolete items wherever necessary.

2.8 Inventories

Inventories are valued at the lower of cost and net realisable value. Cost of raw material and work in process is determined using the weighted average basis and cost of finished goods is determined using the First In First Out (FIFO) method. Cost for inventory-in-transit represents invoice value and other charges paid thereon. Cost of work in process and finished goods include cost of raw materials and appropriate portion of production overheads.

NOTES TO THE FINANCIAL STATEMENTS

Net realisable value is the estimated selling price in the ordinary course of business less cost necessarily to be incurred in order to make sale.

Items in transit are valued at cost comprising invoice value plus other charges incurred thereon.

2.9 Employee benefits

The Company operates various post-employment benefit schemes, including both defined benefit and defined contribution plans.

2.9.1 Defined contribution plans

A defined contribution plan is a plan under which the Company pays fixed contributions into a separate entity. The Company has no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. The contributions are recognised as employee benefit expense when these are due.

The Company operates an approved contributory provident fund for all eligible employees. Equal monthly contributions are made, both by the Company and the employees, to the fund at the rate of 10% per annum of the basic salary.

2.9.2 Defined benefit plan

Defined benefit plan define an amount of gratuity that an employee will receive on or after retirement, usually dependent on one or more factors, such as age, years of service and compensation. A defined benefit plan is a plan that is not a defined contribution plan. The liability recognised in the statement of financial position in respect of defined benefit plan is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuary using the projected unit credit method.

The present value of the defined benefit obligation is determined by discounting the estimated future cash flows using interest rates of high quality corporate bonds or the market rates on Government bonds. These are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating to the terms of the related employee benefit obligation.

The Company operates an unfunded gratuity scheme for all of the Company's eligible non-executive employees. Provisions are made annually to cover obligations under the scheme, as per actuarial valuation. The most recent valuation of the scheme was carried out as at June 30, 2026, using the 'Projected Unit Credit Method'.

The amount arising as a result of remeasurements are recognised in the statement of financial position immediately, with a charge or credit to other comprehensive income in the periods in which these occur.

Past service costs are recognised immediately in the statement of profit or loss.

The Company operated a funded gratuity scheme for all its eligible executive employees appointed under the old salary grade scale upto 2006. As the fund only had one remaining beneficiary, the Board of Directors, after receiving consent from the member and trustees of the fund, in their meeting held on February 12, 2026 approved the termination of the gratuity scheme with effect from June 30, 2026 and approved to distribute assets of the fund to the member on the basis of working of actuary.

2.9.3 Compensated absences

The Company accounts for compensated absences of its employees on unavailed balance of leave in the period in which the leave is earned.

NOTES TO THE FINANCIAL STATEMENTS

2.10 Trade receivables, advances and other receivables

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

2.11 Revenue recognition

Revenue is recognised at a point in time when control of the goods is transferred, being when the products are delivered to the customer, and there is no unfulfilled obligation that could affect the customer's acceptance of the product. Revenue is recognised upon transfer of title to the customers, which generally coincides with physical delivery.

2.12 Segment reporting

Segment results that are reported to the Company's Chief Executive Officer (CEO), the chief operating decision maker include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items, if any, comprise mainly corporate assets, head office expenses and tax assets and liabilities. Management has determined that the Company has a single reportable segment and therefore it has only presented entity wise disclosures.

2.13 Contract liability

A contract liability is the obligation to transfer goods or services to a customer for which the Company has received consideration from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognised when the payment is made. Contract liabilities are recognised as revenue when the Company performs under the contract.

2.14 Foreign currency transactions and translation

Foreign currency transactions are recorded in Pak Rupee using the exchange rates prevailing at the dates of the transactions. All monetary assets and liabilities in foreign currencies are translated into Pak Rupee at the rates of exchange prevailing at the financial position date. Exchange differences, if any, are recognised in the statement of profit or loss.

2.15 Financial Instruments - Initial recognition and subsequent measurement

2.15.1 Initial recognition

All financial assets and liabilities are initially measured at cost which is the fair value of the consideration given or received at the time when the Company becomes a party to the contractual provisions of the instrument. These are subsequently measured at fair value, amortised cost or cost as the case may be. Transaction costs directly attributable to instruments not measured at fair value through profit or loss (FVTPL) are added to, or deducted from, fair value, as appropriate.

Classification of financial assets

The Company classifies its financial instruments in the following categories:

- at fair value through profit or loss (FVTPL),
- at fair value through other comprehensive income (FVTOCI), or
- at amortised cost.

NOTES TO THE FINANCIAL STATEMENTS

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

Financial assets that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial asset 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 that meet the following conditions are subsequently measured at FVTOCI:

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cashflows and selling the financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are subsequently measured at FVTPL.

Classification of financial liabilities

The Company classifies its financial liabilities in the following categories:

- at fair value through profit and loss (FVTPL), or
- at amortised cost.

Financial liabilities are measured at amortised cost, unless they are required to be measured at FVTPL (such as instruments held for trading or derivatives) or the Company has opted to measure them at FVTPL.

2.15.2 Subsequent measurement

(i) Financial assets at FVTOCI

Elected investments in equity instruments at FVTOCI are initially recognised at fair value plus transaction costs. Subsequently, they are measured at fair value, with gains or losses arising from changes in fair value recognised in comprehensive income / (loss).

(ii) Financial assets and liabilities at amortised cost

Financial assets and liabilities at amortised cost are initially recognised at fair value, and subsequently carried at amortised cost, and in the case of financial assets, less any impairment.

(iii) Financial assets and liabilities at FVTPL

Financial assets and liabilities initially carried at FVTPL are initially recorded at fair value and transaction costs are expressed in the statement of profit or loss. Realised and unrealised gains and losses arising from changes in the fair value of the financial assets and liabilities held at FVTPL are included in the statement of profit or loss in the period in which they arise.

Where management has opted to recognise a financial liability at FVTPL, any changes associated with the Company's own credit risk will be recognised in comprehensive income / (loss). Currently, there are no financial liabilities designated at FVTPL.

NOTES TO THE FINANCIAL STATEMENTS

(iv) Equity instrument

The Company subsequently measures all equity investments at fair value with gains and losses that are recognised either in profit or loss or OCI. Where the Company's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Company's right to receive payments is established. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

Impairment losses (and reversal of impairment losses on equity investments measured at FVOCI are not reported separately from other changes in fair value.

2.15.3 Impairment of financial asset

The Company recognises loss allowance for Expected Credit Loss (ECL) on financial assets measured at amortised cost and fair value through OCI at an amount equal to life time ECLs except for the following, which are measured at 12 months ECLs:

- bank balances for whom credit risk (the risk of default occurring over the expected life of the financial instrument) has not increased since the inception.
- employee receivables.
- other short term receivables that have not demonstrated any increase in credit risk since inception.

Loss allowances for trade receivables are always measured at an amount equal to life time ECLs.

The Company considers a financial asset in default when it is more than 360 days past due.

Life time ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument. 12 month ECLs are portion of ECL that result from default events that are possible within 12 months after the reporting date.

ECLs are a probability weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between cash flows due to the entity in accordance with the contract and cash flows that the Company expects to receive).

The gross carrying amount of a financial asset is written off when the Company has no reasonable expectation of recovering a financial asset in its entirety or a portion thereof.

2.15.4 Derecognition

(i) Financial assets

The Company derecognises financial assets only when the contractual rights to cash flows from the financial assets expire or when it transfers the financial assets and substantially all the associated risks and rewards of ownership to another entity. On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying value and the sum of the consideration received and receivable is recognised in statement of profit or loss. In addition, on derecognition of an investment in a debt instrument classified as FVTOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is reclassified to profit or loss. In contrast, on derecognition of an investment in equity instrument which the Company has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the investments revaluation reserve is not reclassified to profit or loss, but is transferred to statement of changes in equity.

NOTES TO THE FINANCIAL STATEMENTS

(ii) Financial liabilities

The Company derecognises financial liabilities only when its obligations under the financial liabilities are discharged, cancelled or expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non cash assets transferred or liabilities assumed, is recognised in the statement of profit or loss and other comprehensive income.

2.15.5 Off-setting of financial assets and liabilities

Financial assets and liabilities are off-set and net amount is reported in the statement of financial position if the Company has a legal right to set off the transaction and also intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.16 Functional and presentation currency

These financial statements are presented in Pak Rupee which is the functional and presentation currency of the Company. All amounts have been rounded off to nearest rupee unless stated.

3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of financial statements in conformity with approved accounting standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies.

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

i. Property, plant and equipment

The Company reviews appropriateness of the rate of depreciation and useful life used in the calculation of depreciation. Further, where applicable, an estimate of recoverable amount of assets is made for possible impairment on an annual basis.

ii. Current and deferred income taxes

In making the estimates for income taxes payable by the Company, management considers current income tax laws and the decisions of appellate authorities on certain cases issued in the past. Where the final outcome is different from the amounts that were initially recorded, such differences will impact the income tax provision in the period in which such final outcome is determined. Deferred taxes are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on the tax rates (and tax laws) that have been enacted or substantively enacted at the statement of financial position date.

iii. Defined benefit plan

The present value of this obligation depend on a number of factors that are determined on actuarial basis using various assumptions. Any changes in these assumptions will impact the carrying amount of these obligations. The present value of this obligations and the underlying assumptions are disclosed in note 9.

iv. Provision for inventories and stores

The Company regularly reviews the inventories, stores, spares and loose tools for impairment. Provision for obsolete and slow-moving inventories is based on management's estimate of the condition and usability of inventories.

NOTES TO THE FINANCIAL STATEMENTS

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Management believes that the change in outcome of estimates would not have a material impact on the amounts disclosed in the financial statements.

There have been no critical judgements made by the Company's management in applying the accounting policies that would have significant effect on the amounts recognised in the financial statements.

	2026 Rupees	2025 Rupees
4. PROPERTY, PLANT AND EQUIPMENT		
Operating fixed assets - note 4.1	<u>126,794,505</u>	<u>142,687,584</u>

NOTES TO THE FINANCIAL STATEMENTS

4.1 Operating fixed assets

	Freehold land	Building on freehold land	Plant and machinery	Furniture and fittings	Office equipments	Computers	Motor Vehicles	Total
	Rupees							
Year ended June 30, 2026								
Opening net book value	2,678,754	10,845,998	109,407,584	307,502	4,028,424	551,283	14,868,039	142,687,584
Additions (at cost)	-	-	-	-	-	-	479,700	479,700
Disposals (at NBV) - note 4.2	-	-	-	-	-	-	(631,391)	(631,391)
Depreciation charge - note 4.3	-	(1,084,604)	(10,950,620)	(27,757)	(395,234)	(229,342)	(3,053,831)	(15,741,388)
Closing net book value	<u>2,678,754</u>	<u>9,761,394</u>	<u>98,456,964</u>	<u>279,745</u>	<u>3,633,190</u>	<u>321,941</u>	<u>11,662,517</u>	<u>126,794,505</u>
At June 30, 2026								
Cost	2,678,754	88,349,068	614,177,811	1,596,079	13,656,067	5,805,999	28,217,388	754,481,166
Accumulated depreciation	-	(78,587,674)	(515,720,847)	(1,316,334)	(10,022,877)	(5,484,058)	(16,554,871)	(627,686,661)
Net book value	<u>2,678,754</u>	<u>9,761,394</u>	<u>98,456,964</u>	<u>279,745</u>	<u>3,633,190</u>	<u>321,941</u>	<u>11,662,517</u>	<u>126,794,505</u>
Year ended June 30, 2025								
Opening net book value	2,678,754	12,051,107	120,334,911	338,340	4,529,849	442,347	19,143,828	159,519,136
Additions (at cost)	-	-	1,127,179	-	-	287,100	-	1,414,279
Disposals (at NBV) - note 4.2	-	-	-	-	(66,437)	(16,610)	(509,412)	(592,459)
Depreciation charge - note 4.3	-	(1,205,109)	(12,054,506)	(30,838)	(434,988)	(161,554)	(3,766,377)	(17,653,372)
Closing net book value	<u>2,678,754</u>	<u>10,845,998</u>	<u>109,407,584</u>	<u>307,502</u>	<u>4,028,424</u>	<u>551,283</u>	<u>14,868,039</u>	<u>142,687,584</u>
At June 30, 2025								
Cost	2,678,754	88,349,068	614,177,811	1,596,079	13,656,067	5,805,999	30,015,488	756,279,266
Accumulated depreciation	-	(77,503,070)	(504,770,227)	(1,288,577)	(9,627,643)	(5,254,716)	(15,147,449)	(613,591,682)
Net book value	<u>2,678,754</u>	<u>10,845,998</u>	<u>109,407,584</u>	<u>307,502</u>	<u>4,028,424</u>	<u>551,283</u>	<u>14,868,039</u>	<u>142,687,584</u>
Depreciation rate per annum %	-	10	10	10	10	30	20	

4.2 The details of operating fixed assets sold are as follows:

Description	Cost	Accumulated depreciation	Book value	Sale proceeds
	Rupees			
Items of net book value below Rs. 500,000 each	2,277,800	(1,646,409)	631,391	1,330,036
June 2026	<u>2,277,800</u>	<u>(1,646,409)</u>	<u>631,391</u>	<u>1,330,036</u>
June 2025	<u>4,046,442</u>	<u>(3,453,983)</u>	<u>592,459</u>	<u>853,000</u>

NOTES TO THE FINANCIAL STATEMENTS

	2026 Rupees	2025 Rupees
4.3 Depreciation for the year has been allocated as follows:		
Cost of sales - note 27	14,807,268	16,533,221
Distribution expenses - note 28	233,530	280,038
Administrative expenses - note 29	700,590	840,113
	<u>15,741,388</u>	<u>17,653,372</u>

4.4 Particulars of immovable property (i.e. land and building) in the name of Company are as follows:

Locations	Usage of immovable property	Total Area (in acres)		
Main RCD Highway, Hub Chowki, District Lasbella Balochistan, Pakistan	Manufacturing facility	22.93		
			2026 Rupees	2025 Rupees
5. LONG-TERM INVESTMENT				
Fair Value through Other Comprehensive Income (FVTOCI)				
Balance at beginning of the year			40,871,000	37,375,000
Changes in the fair value of equity investment				
- transferred to equity			13,465,947	3,496,000
Sale proceeds			(54,336,947)	-
Balance at end of the year note 5.1			<u>-</u>	<u>40,871,000</u>

5.1 During the year, the Company disposed of its investment in Baluchistan Wheels Limited, which had been irrevocably designated at fair value through other comprehensive income (FVOCI) on initial recognition. The investment was disposed of as part of the Company's liquidity management strategy to improve cash flows and strengthen its overall liquidity position. At the date of disposal, the investment had a fair value of Rs. 54.34 million and the cumulative fair value gain recognized in the investment revaluation reserve amounted to Rs. 48.84 million. The cumulative gain previously recognized in other comprehensive income was not reclassified to profit or loss on disposal. Instead, the amount was transferred directly from the investment revaluation reserve to accumulated loss within equity.

NOTES TO THE FINANCIAL STATEMENTS

	2026 Rupees	2025 Rupees
6. LONG-TERM LOANS AND ADVANCES		
Considered good and secured		
- Loan to employees - notes 6.1 & 6.2	89,000	540,760
- Less: Current portion of loans to employees	(89,000)	(451,760)
	<u>89,000</u>	<u>89,000</u>
6.1 Movement of carrying amount of loans and advances to employees:		
Balance at beginning of the year	540,760	1,508,408
Disbursements	-	-
Repayments	(451,760)	(967,648)
Balance at end of the year	<u>89,000</u>	<u>540,760</u>
6.2	These represent interest free loans given to employees for purchase of motorcycles in accordance with the Company policy. These are secured against retirement benefits and are recoverable in monthly installments over a period of twenty five months.	
6.3	Long-term loans and advances have been carried at cost as the effect of carrying these balances at amortised cost would not be material in the overall context of these financial statements.	

	2026 Rupees	2025 Rupees
7. DEFERRED TAX (LIABILITY) / ASSET - NET		
Credit balance arising in respect of:		
- accelerated tax depreciation allowance	(20,024,986)	(21,786,229)
Debit balance arising in respect of:		
- provision for compensated absences	4,175,497	4,447,469
- provision for slow moving stores and spares	1,275,129	1,400,308
- tax losses and unabsorbed depreciation	-	3,289,567
- provision for employee benefits	10,928,717	15,876,384
	<u>16,379,343</u>	<u>25,013,728</u>
	<u>(3,645,643)</u>	<u>3,227,499</u>

7.1 Analysis of change in deferred tax

	Accelerated tax depreciation	Provision for compensated absences	Provision for slow moving stores and spares	Tax Losses and unabsorbed depreciation	Employee Benefits Unapproved (non-executive) gratuity fund	Effect of acturial (gain) / loss	Total
	Rupees						
Balance as at June 30, 2024	(27,187,137)	5,296,715	1,043,215	3,743,299	7,216,164	10,026,220	138,476
Credit/(debit) to profit or loss for the year	5,400,908	(849,246)	357,093	(453,732)	(645,057)	-	3,809,966
Credit to other comprehensive income for the year	-	-	-	-	-	(720,943)	(720,943)
Balance as at June 30, 2025	<u>(21,786,229)</u>	<u>4,447,469</u>	<u>1,400,308</u>	<u>3,289,567</u>	<u>6,571,107</u>	<u>9,305,277</u>	<u>3,227,499</u>
Credit/(debit) to profit or loss for the year	1,761,243	(271,972)	(125,179)	(3,289,567)	185,200	-	(1,740,275)
Credit/(debit) to other comprehensive income for the year	-	-	-	-	-	(5,132,867)	(5,132,867)
Balance as at June 30, 2026	<u>(20,024,986)</u>	<u>4,175,497</u>	<u>1,275,129</u>	<u>-</u>	<u>6,756,307</u>	<u>4,172,410</u>	<u>(3,645,643)</u>

NOTES TO THE FINANCIAL STATEMENTS

7.2 The deferred tax assets and the deferred tax liabilities relate to income tax in the same jurisdiction, and the law allows net settlement. Therefore, they have been offset in the statement of financial position.

7.3 The deferred tax asset of Rs. 3.29 million recognized on unabsorbed depreciation pertaining to prior years amounting to Rs. 11.34 million has been fully utilized during the year against the company's current taxable income. Consequently, the related deferred tax asset has also been fully reversed.

8. LONG-TERM DEPOSITS

These include Rs. 3.57 million (2025: Rs. 3.57 million) deposits placed with utility companies. These deposits are non-interest bearing.

9. EMPLOYEE BENEFIT PLAN ASSET / OBLIGATION

9.1 As stated in note 2.9.2, the Company operates a defined benefit plan (The Plan) namely unfunded defined benefit non-executives' gratuity scheme for all eligible non-executive employees. Actuarial valuation of this plans is carried out every year and the latest actuarial valuation was carried out as at June 30, 2026. During the year, the Company has terminated its funded gratuity scheme as stated in note 2.9.2.

9.2 Plan assets held are governed by local regulations which mainly include Companies Act, 2017 and Income Tax Rules, 2002. Responsibility for governance of the assets, including investment decisions and contribution schedules, lies with the respective board of trustees. The Company appoints the trustees among its employees.

9.3 Risks on account of defined benefit plan

The Company faces the following risks on account of defined benefit plan:

Final Salary risk - The risk that the final salary at the time of cessation of service is greater than what the Company has assumed. Since the benefit is calculated on the final salary, the benefit amount would also increase proportionately.

Asset volatility - Most assets are invested in risk free investments of 3 year Special Savings Certificates. However, instruments in Open-ended Mutual Funds is subject to adverse fluctuation as a result of change in market price.

Discount rate fluctuation - The plan liabilities are calculated using discount rate set with reference to market yields on government bonds. A decrease in market yields on government bonds will increase plan liabilities, although this will be partially offset by increase in the value of the current plan's bond holdings.

Investment risks - The risk of the investment underperforming and not being sufficient to meet the liabilities. The risk is mitigated by closely monitoring the performance of plan investments.

Risk of insufficiency of assets - This is managed by making regular contribution to the fund as advised by the actuary.

NOTES TO THE FINANCIAL STATEMENTS

- 9.4 The latest actuarial valuations of the gratuity plans as at June 30, 2026 was carried out using the Projected Unit Credit Method. Details of the plans as per the actuarial valuation are as follows:

	2026		2025	
	Funded	Un-Funded	Funded	Un-Funded
	Executives' Gratuity	Non-Executives' Gratuity	Executives' Gratuity	Non-Executives' Gratuity
	----- Rupees -----			
9.5 Statement of financial position reconciliation				
Present value of defined benefit obligation at June 30 - note 9.6	-	(21,761,860)	(5,583,965)	(22,658,997)
Fair value of plan assets at June 30 - note 9.7	-	-	25,642,107	-
Surplus / (Deficit)	-	(21,761,860)	20,058,142	(22,658,997)
9.6 Movement in the Present value of defined benefit obligation				
Opening balance	5,583,965	22,658,997	10,102,482	21,867,170
Benefits paid	(7,677,376)	(2,944,890)	(4,352,264)	(1,984,050)
Current service costs	218,961	1,033,603	291,009	1,049,990
Interest cost	661,011	2,549,898	1,142,948	3,250,663
Actuarial loss / (gain) on obligation	1,213,439	(1,535,748)	(1,600,210)	(1,524,776)
Closing balance	-	21,761,860	5,583,965	22,658,997
9.7 Movement in the Fair value of plan assets				
Opening balance	25,642,107	-	27,283,917	-
Contribution (refunded) / paid into the plan	(18,662,873)	-	142,465	-
Benefits paid	(7,677,376)	-	(4,352,264)	-
Interest income	2,890,497	-	3,508,733	-
Remeasurement loss	(2,192,355)	-	(940,744)	-
Closing balance	-	-	25,642,107	-

NOTES TO THE FINANCIAL STATEMENTS

	2026		2025	
	Funded	Un-Funded	Funded	Un-Funded
	Executives' Gratuity	Non-Executives' Gratuity	Executives' Gratuity	Non-Executives' Gratuity
	----- Rupees -----			
9.8 (Income) / expense recognised in Profit or Loss				
Current service costs	218,961	1,033,603	291,009	1,049,990
Net interest (income) / cost	(2,229,486)	2,549,898	(2,365,785)	3,250,663
(Income) / expense recognised in Profit or Loss	<u>(2,010,525)</u>	<u>3,583,501</u>	<u>(2,074,776)</u>	<u>4,300,653</u>
9.9 Remeasurement recognised in Other Comprehensive Income				
Loss / (gain) on obligation	1,213,439	(1,535,748)	(1,600,210)	(1,524,776)
Remeasurement of fair value of plan assets	2,192,355	-	940,744	-
Remeasurements	<u>3,405,794</u>	<u>(1,535,748)</u>	<u>(659,466)</u>	<u>(1,524,776)</u>
9.10 Net recognised (asset) / liability				
Net recognised (asset) / liability as at July 1	(20,058,142)	22,658,997	(17,181,435)	21,867,170
(Income) / expense recognised in Profit or Loss	(2,010,525)	3,583,501	(2,074,776)	4,300,653
Contribution refunded / benefits paid during the year to the Fund	18,662,873	(2,944,890)	(142,465)	(1,984,050)
Remeasurements recognised in Other Comprehensive Income	3,405,794	(1,535,748)	(659,466)	(1,524,776)
Recognised (asset) / liability closing	<u>-</u>	<u>21,761,860</u>	<u>(20,058,142)</u>	<u>22,658,997</u>
9.11 Plan assets comprise of following:				
Mutual funds	-	-	25,000,000	-
Cash at Bank	-	-	642,107	-
Total plan asset	<u>-</u>	<u>-</u>	<u>25,642,107</u>	<u>-</u>
9.12 Actuarial assumptions				
Discount rate	12.50%	11.75%	11.75%	11.75%
Future salary increases	12.00%	10.75%	11.75%	10.75%
9.13	Mortality was assumed to be SLIC (2001-2005) table.			

NOTES TO THE FINANCIAL STATEMENTS

9.14 In case of the funded plan, the Company ensured that the investment positions are managed within an asset-liability matching (ALM) framework that has been developed to achieve long-term investments that are in line with the obligations under the retirement benefit plan. Within this framework, the Company's ALM objective was to match assets to the retirement benefit obligations by investing in long-term fixed interest securities with maturities that match the benefit payments as they fall due. The Company actively monitored 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 had not changed the processes used to manage its risks from previous periods. The Company did not use derivatives to manage its risk. Investments were well diversified, such that the failure of any single investment would not have a material impact on the overall level of assets. All plan assets in June 2025 consisted of cash and mutual funds.

9.15 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 statement of financial position date.

The actuary conducts separate valuations for calculating contribution rates and the Company contributes to the gratuity fund according to the actuary's advice. Expense of the defined benefit plan is calculated by the actuary.

	2026 Rupees	2025 Rupees
9.16 Maturity profile of the defined benefit obligation		
Distribution of timing of benefit payments		
One year	5,755,172	3,137,043
Two years	6,437,361	6,149,858
Three years	662,405	6,852,710
Four years	2,509,284	819,007
Five years	2,666,456	2,801,533
Six years to ten years	9,721,929	21,137,266

9.17 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	2026 Rupees Increase in assumption	2026 Rupees Decrease in assumption
Discount rate at closing date	0.5%	(568,795)	608,337
Future salary increases	0.5%	661,613	(624,154)

There is no significant change in the obligation if life expectancy increases by 1 year.

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the liabilities 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 period.

NOTES TO THE FINANCIAL STATEMENTS

9.18 Historical information for the five years is as follows:

	June 2026	June 2025	June 2024	June 2023	June 2022
	----- Rupees -----				
Executives' gratuity fund					
Fair value of plan assets	-	25,642,107	27,283,917	35,793,012	38,870,954
Present value of the defined benefit obligation	-	(5,583,965)	(10,102,482)	(15,194,083)	(20,500,786)
Surplus	-	20,058,142	17,181,435	20,598,929	18,370,168
Actuarial adjustments on plan obligations - loss / (gain)	1,213,439	(1,600,210)	6,851,077	(432,652)	(1,841,208)
Remeasurement adjustments on plan assets - gain / (loss)	(2,192,355)	(940,744)	220,404	(858,113)	1,905,568
Non-Executives' gratuity fund					
Present value of the defined benefit obligation	(21,761,860)	(22,658,997)	(21,867,170)	(26,981,450)	26,004,083
Actuarial adjustments on plan obligations - (gain) / loss	(1,535,748)	(1,524,776)	(4,442,853)	1,180,027	(5,694,138)

9.19 The expected return on plan assets was based on the market expectations and depended upon the asset portfolio of the fund, at the beginning of the period, for returns over the entire life of related obligation.

9.20 The weighted average duration of the plan is as follows:

	No. of years
- Non-executives' gratuity fund	5.40

NOTES TO THE FINANCIAL STATEMENTS

	2026 Rupees	2025 Rupees
10. STORES, SPARE PARTS AND LOOSE TOOLS		
Stores [including in transit Rs. 13.17 million (2025: Rs. Nil)]	39,197,567	39,853,858
Spare parts	84,027,119	84,248,000
Hard coke, diesel and kerosene oil	774,534	410,160
Loose tools	931,627	5,068,313
Less: Provision for slow moving stores and spare parts - note	(4,396,996)	(4,828,646)
	<u>120,533,851</u>	<u>124,751,685</u>
10.1 Provision for slow moving stores and spare parts		
Balance at beginning of the year	4,828,646	3,161,257
Charge for the year - note 27	-	1,667,389
Reversals during the year - note 27	(431,650)	-
Balance at end of year	<u>4,396,996</u>	<u>4,828,646</u>
11. INVENTORIES		
Raw materials	66,099,055	91,567,428
Work in process - note	154,491,413	107,417,161
Finished goods - at cost		
[including in transit Rs. 13.75 million (2025: Rs. Nil)]	41,979,133	35,839,327
Finished goods - at fair value less cost to sell - note 11.2	2,381,385	8,214,243
	<u>44,360,518</u>	<u>44,053,570</u>
	<u>264,950,986</u>	<u>243,038,159</u>
11.1 Inventories include Rs. 22.22 million (2025: Rs. 11.90 million) held with third parties.		
11.2 Finished goods costing Rs. 2.73 million (2025: Rs. 12.11 million) have been written-down to their net realisable value by Rs. 0.35 million (2025: Rs. 3.90 million).		
12. TRADE RECEIVABLES	2026 Rupees	2025 Rupees
- due from related party - notes 12.1 & 12.2	124,739,961	147,105,520
- others - note 12.3	2,491,891	251,244
	<u>127,231,852</u>	<u>147,356,764</u>
12.1 These represent amounts due from the following related party:		
	2026 Rupees	2025 Rupees
- Millat Tractors Limited	<u>124,739,961</u>	<u>147,105,520</u>

NOTES TO THE FINANCIAL STATEMENTS

As at June 30, 2026, the age analysis of these trade receivables is as follows:		2026 Rupees	2025 Rupees
Not yet due		124,739,961	90,265,501
Past due			
- Up to 3 months		-	56,752,521
- 3 to 6 months		-	87,498
- 6 to 9 months		-	-
- More than 9 months		-	-
		<u>124,739,961</u>	<u>56,840,019</u>
			<u>147,105,520</u>
12.2	The maximum aggregate amount due from the related party at the end of any month during the year was Rs. 163.78 million (2025: Rs. 246.13 million).		
As at June 30, 2026, the age analysis of trade receivables from others is as follows:		2026 Rupees	2025 Rupees
Not yet due		1,635,091	-
Past due			
- Up to 3 months		605,556	-
- 3 to 6 months		-	-
- 6 to 9 months		-	-
- more than 9 months		251,244	251,244
		<u>856,800</u>	<u>251,244</u>
		<u>2,491,891</u>	<u>251,244</u>
13.	LOANS AND ADVANCES		
Current portion of loans to employees - note 6		89,000	451,760
Advances to:			
- employees - notes 13.1 & 13.2		175,840	575,097
- suppliers - note 13.2		5,494,592	2,293,516
		<u>5,670,432</u>	<u>2,868,613</u>
		<u>5,759,432</u>	<u>3,320,373</u>
13.1	The advances to employees are given to meet business expenses and are settled as and when the expenses are incurred.		
13.2	These advances are non-interest bearing.		
14.	TRADE DEPOSITS AND SHORT-TERM PREPAYMENTS	2026 Rupees	2025 Rupees
Term deposit - note 14.1		3,856,200	3,856,200
Utility deposit - note		3,335,510	3,335,510
LC margin		40,147	938,993
Prepayments		5,694,464	275,501
		<u>12,926,321</u>	<u>8,406,204</u>
14.1	This includes amounts held by bank under lien against issuance of bank guarantee in favour of Sui Southern Gas Company Limited. The term deposit carries mark-up of 9.25% (2025: 10.55%).		
14.2	This represents gas supply deposit placed against bank guarantee in favor of Sui Southern Gas Company Limited. The placement carries markup of 0.25% per quarter (2025: 0.25%).		
14.3	This includes an amount of Rs. 5.21 million paid to insurance companies during the year for renewal of insurance covers of plant and machinery and inventory.		

NOTES TO THE FINANCIAL STATEMENTS

15. OTHER RECEIVABLES

These include sales tax refundable amounting to Rs. 1.91 million (2025: Rs. 15.09 million).

16. CASH AND BANK BALANCES

	2026 Rupees	2025 Rupees
Cash at bank		
Conventional		
- in savings accounts - note 16.1	91,508,742	22,817,916
- in current accounts	3,579,121	2,426,929
	<u>95,087,863</u>	<u>25,244,845</u>
Islamic		
- in savings accounts - note 16.1	4,249,340	4,032,884
- in current accounts	1,107,302	120,330
	<u>5,356,642</u>	<u>4,153,214</u>
Cash in hand	98,126	122,548
	<u>100,542,631</u>	<u>29,520,607</u>

- 16.1 These accounts are maintained with conventional and islamic banks and carry mark-up / profit at rate ranging from 5% to 10% (2025: 6% to 19%) per annum.

17. SHARE CAPITAL

Authorised share capital

2026 Number of shares	2025 Number of shares		2026 Rupees	2025 Rupees
<u>15,000,000</u>	<u>15,000,000</u>	Ordinary shares of Rs. 10 each	<u>150,000,000</u>	<u>150,000,000</u>

Issued, subscribed and paid up capital

2026 Number of shares	2025 Number of shares		2026 Rupees	2025 Rupees
6,740,875	6,740,875	Shares allotted for consideration paid in cash	67,408,750	67,408,750
4,731,654	4,731,654	Shares allotted as bonus shares	47,316,540	47,316,540
<u>11,472,529</u>	<u>11,472,529</u>		<u>114,725,290</u>	<u>114,725,290</u>

- 17.1 As at June 30, 2026, 5.31 million (2025: 5.31 million) ordinary shares of Rs. 10 each were held by Millat Tractors Limited (Parent Company) along with directors, representing 46.26% (2025: 46.26%) of total issued, subscribed and paid up capital.

- 17.2 All ordinary shares rank equally with regard to the Company's residual assets. Holders of these shares are entitled to dividends as declared from time to time and are entitled to one vote per share at the general meetings of the Company.

18. GENERAL AND OTHER RESERVES

	2026 Rupees	2025 Rupees
Capital reserves		
Share premium - note 18.1	12,155,680	12,155,680
Revenue reserves		
General - note 18.2	424,500,000	424,500,000
Accumulated loss	(153,613,164)	(265,389,907)
Investments revaluation reserve - note 18.3	-	35,371,000
	<u>270,886,836</u>	<u>194,481,093</u>
	<u>283,042,516</u>	<u>206,636,773</u>

NOTES TO THE FINANCIAL STATEMENTS

18.1 This reserve can be utilised by the Company only in accordance with section 81 of the Companies Act, 2017.

18.2 General reserve is maintained for fulfilling various business needs including meeting contingencies.

18.3 This represents cumulative gain on investment in quoted shares of Baluchistan Wheels Limited which was transferred within equity following the disposal of these shares.

	2026 Rupees	2025 Rupees
19. LONG-TERM DEPOSITS		
Deposits from employees	2,668,888	2,499,008
Less: Current portion of deposits from employees	(305,792)	(219,888)
	<u>2,363,096</u>	<u>2,279,120</u>

19.1 These represent interest free deposits received from employees. The amount is adjustable within a period of six years against book value of motor vehicles and five years against book value of motor cycles provided to them as per the Company policy.

	2026 Rupees	2025 Rupees
20. LONG-TERM FINANCING		
Opening balance	65,000,000	125,000,000
Loan obtained during the year	-	-
Repayments during the year	(65,000,000)	(60,000,000)
	<u>-</u>	<u>65,000,000</u>
Less: Current portion of long-term financing	-	(60,000,000)
	<u>-</u>	<u>5,000,000</u>

20.1 This represents long-term financing arrangement obtained by the Company through restructuring of its short-term running finance facility with Bank Alfalah Limited. Facility was payable in equal monthly installments over a period of 36 months which included a grace period of 3 months and had to be repaid by July 2026. However, the Company has repaid the facility in full in June 2026. This facility carried mark-up at the rate of one month KIBOR plus 1.6% per annum and it was secured by way of hypothecation charge over plant and machinery and current assets of the company amounting to Rs. 266.67 million.

	2026 Rupees	2025 Rupees
21. TRADE AND OTHER PAYABLES		
Creditors	194,591,319	225,924,067
Accrued liabilities	63,185,088	46,216,073
Payable to Provident Fund	696,285	1,784,338
Compensated absences - note 21.1	14,398,263	15,336,100
Workers' Profits Participation Fund - note 21.2	5,202,316	4,579
Workers' Welfare Fund - note 21.3	6,441,210	4,252,431
Security deposits - note 21.4	1,400,037	1,400,037
Withholding tax	1,431,820	513,148
Others	1,644,017	1,679,718
	<u>288,990,355</u>	<u>297,110,491</u>

NOTES TO THE FINANCIAL STATEMENTS

	2026 Rupees	2025 Rupees
21.1 Compensated absences		
Balance at beginning of the year	15,336,100	16,050,650
Charge for the year	1,350,978	665,560
Payments made during the year	(2,288,815)	(1,380,110)
Balance at end of the year	<u>14,398,263</u>	<u>15,336,100</u>
21.2 Workers' Profits Participation Fund		
Balance at beginning of the year	4,579	17,180,899
Interest charged during the year - note 32	917	1,235,750
Allocation for the year - note 30	5,202,316	-
Payment made during the year	(5,496)	(18,412,070)
Balance at end of the year	<u>5,202,316</u>	<u>4,579</u>
21.3 Workers' Welfare Fund		
Balance at beginning of the year	4,252,431	11,227,431
Interest charged during the year	-	-
Allocation for the year - note 30	2,318,692	-
Payment made during the year	(129,913)	(6,975,000)
Balance at end of the year	<u>6,441,210</u>	<u>4,252,431</u>
21.4 These represent deposits obtained from customers which are kept in a separate bank account in compliance with the Companies Act, 2017.		
	2026 Rupees	2025 Rupees
22. ADVANCES FROM CUSTOMERS		
Balance at beginning of the year	1,011,303	1,578,673
Advance received during the year	23,336,691	41,549,338
Revenue recognised during the year	(22,044,857)	(42,116,708)
Balance at end of the year	<u>2,303,137</u>	<u>1,011,303</u>
22.1 10.81% (2025: 42.86%) of the advances from customers outstanding at the beginning of the year were recognized as revenue during the year.		
23. UNCLAIMED DIVIDEND		
Balance at beginning of the year	3,377,193	3,395,122
Claims received and settled during the year	(2,113)	(17,929)
Balance at end of the year	<u>3,375,080</u>	<u>3,377,193</u>
24. SHORT-TERM FINANCING		
- Islamic Finance		
Under Istisna cum Wakala arrangement - note 24.1	60,000,000	75,000,000
Under Istisna / Musawammah arrangement - note 24.2	-	4,870,000
	<u>60,000,000</u>	<u>79,870,000</u>

NOTES TO THE FINANCIAL STATEMENTS

- 24.1 This represents finance facility obtained by the Company under Istisna cum Wakala arrangement from Dubai Islamic Bank Pakistan Limited amounting to Rs. 60 million (2025: Rs. 75 million). The profit rate on this facility is 6 months KIBOR plus 2.25% (2025: 6 months KIBOR plus 2.25%). The facility is secured by way of hypothecation charge over fixed assets of the Company amounting to Rs. 100 million and over stocks and book debts of the Company amounting to Rs. 100 million. Amount utilised as at June 30, 2026 is Rs. 60 million (2025: Rs. 75 million) and has to be repaid latest by September 08, 2026.
- 24.2 This represents finance facility obtained by the Company under Istisna / Musawammah arrangement from Meezan Bank Limited amounting to Rs. 100 million (2025: Rs. 100 million). The profit rate on this facility is 6 months KIBOR plus 1% (2025: 6 months KIBOR plus 1%). The facility is secured by way of hypothecation charge over present and future stocks and book debts fixed assets of the Company amounting to Rs. 133.33 million and over present and future fixed assets of the Company amounting to Rs. 133.33 million. Amount utilised as at June 30, 2026 is Rs. Nil (2025: Rs. 4.87 million).

25. CONTINGENCY AND COMMITMENTS

25.1 Contingency

In a suit filed against the Company before the Senior Civil Judge at Hub Baluchistan, Altaf Hussain Agha (the Plaintiff) claims that in the year 2004 the Company allegedly encroached upon the land measuring 5 acres - 2 roads - 34 poles belonging to him that he purchased in year 2003. The Plaintiff has also sought mesne profits from the Company for such alleged encroachment. The Company claims ownership to the said piece of land and disputes the alleged encroachment claim whatsoever. The written statement of the Company was filed, the issues were framed and the Plaintiff had produced his witnesses. However, suit was decreed against the Company by the Senior Civil Judge. The original order was challenged by the Company before Baluchistan High Court, which suspended the said order. In November, 2019, the Government of Baluchistan enhanced the limit of session courts from claims of Rs. 50 million to Rs. 100 million. Hence, the case of the Company was transferred to Session Court, Hub on November 21, 2019. The Company's appeal was dismissed by Senior Civil Judge on August 18, 2020. The Company decided to file an appeal against the order in Baluchistan High Court Quetta on September 08, 2020 for revision and suspension of the order.

During the year, the High Court, via an order dated 06 March 2026, set aside the judgments and decrees of the courts below and remanded the matter to the trial court for fresh adjudication after providing both parties an opportunity to produce evidence and be heard in accordance with law. Consequently, the civil suit is pending adjudication before the trial court. The exposure on account of profits claimed under the suit amounts to Rs. 126 million (2025: Rs. 126 million). The management of the Company based on the views of its legal advisor is confident that decision will be given in favor of the Company and therefore, no provision has been made in these financial statements.

25.2 Commitments

The facilities for opening letters of credit and guarantees from banks as at June 30, 2026 amounted to Rs. 90 million (2025: Rs. 200 million) and Rs. 7.26 million (2025: Rs. 7.20 million) respectively of which unutilised at year end was Rs. 81.50 million and Rs. 0.06 million (2025: Rs. 200 million and Rs. 0.06 million) respectively.

NOTES TO THE FINANCIAL STATEMENTS

	2026 Rupees	2025 Rupees
26. REVENUE FROM CONTRACTS WITH CUSTOMERS		
Gross revenue	2,093,242,467	2,139,634,201
Less:		
- Sales returns	(79,743,028)	(99,506,650)
- Sales tax	(319,497,226)	(327,485,684)
	<u>(399,240,254)</u>	<u>(426,992,334)</u>
	<u>1,694,002,213</u>	<u>1,712,641,867</u>
26.1 Sales to Parent Company amounting to Rs. 1,667.33 million (2025: Rs. 1,662.67 million) account for 98.43% (2025: 97.08%) of the net sales.		
27. COST OF SALES		
Raw materials consumed		
Opening inventory	91,567,428	151,520,452
Purchases	689,699,311	623,128,703
Closing inventory - note 11	<u>(66,099,055)</u>	<u>(91,567,428)</u>
	<u>715,167,684</u>	<u>683,081,727</u>
Manufacturing expenses		
Salaries, wages and benefits - notes 27.1 & 27.2	115,940,320	114,710,534
Stores, spare parts and loose tools consumed	115,334,779	109,126,773
Fuel and power	235,003,779	235,586,907
Hard coke, diesel and kerosene oil consumed	14,885,690	41,518,264
(Reversal) / provision for slow moving stores and spares	(431,650)	1,667,389
Machining expenses	20,072,038	13,011,028
Outsourced job contractors	184,813,341	173,259,835
Travelling and conveyance	42,694,972	36,498,861
Depreciation - note 4.3	14,807,268	16,533,221
Repairs and maintenance	5,443,725	4,426,352
Insurance	4,770,634	5,090,218
Vehicle running expenses	7,032,551	4,541,878
Training	1,481,875	1,633,334
Entertainment	266,020	268,719
Others	3,445,835	2,420,804
	<u>765,561,177</u>	<u>760,294,117</u>
Opening work in process	107,417,161	210,030,409
Closing work in process - note 11	<u>(154,491,413)</u>	<u>(107,417,161)</u>
Cost of goods manufactured	<u>1,433,654,609</u>	<u>1,545,989,092</u>
Opening inventory of finished goods	44,053,570	53,954,425
Closing inventory of finished goods - note 11	<u>(44,360,518)</u>	<u>(44,053,570)</u>
	<u>1,433,347,661</u>	<u>1,555,889,947</u>

NOTES TO THE FINANCIAL STATEMENTS

27.1 These include Rs. 3.58 million (2025: Rs. 3.68 million) and Rs. 2.66 million (2025: Rs. 3.05 million) in respect of defined benefit and defined contribution plans respectively.

27.2 These include Rs. 25.64 million (2025: Rs. 24.53 million) in respect of staff welfare expenses.

28. DISTRIBUTION EXPENSES	2026 Rupees	2025 Rupees
Salaries, wages and benefits - notes 28.1 & 28.2	9,283,833	8,494,941
Freight charges	58,106,361	42,662,051
Depreciation - note 4.3	233,530	280,038
Sales promotion	-	600,000
Repairs and maintenance	2,500	-
Insurance	921,256	162,021
Others	731,270	778,132
	<u>69,278,750</u>	<u>52,977,183</u>

28.1 These include Rs. 0.42 million (2025: Rs. 0.39 million) in respect of defined contribution plans.

28.2 These also include Rs. 0.28 million (2025: Rs. 0.15 million) in respect of staff welfare expenses.

29. ADMINISTRATIVE EXPENSES	2026 Rupees	2025 Rupees
Salaries, wages and benefits - notes 29.1 & 29.2	57,087,647	55,176,423
Legal and professional charges	6,629,948	7,725,481
Outsourced job contractors	3,004,080	3,246,738
Travelling and conveyance	642,910	446,158
Utilities	4,874,508	4,833,395
Repairs and maintenance	443,446	140,900
Depreciation - note 4.3	700,590	840,113
Vehicle running expenses	1,549,609	1,564,762
Insurance	361,266	535,152
Subscription	1,343,152	942,426
Write-off of tax recoverable - note 29.3	873,668	-
Auditors' remuneration - note 29.4	2,793,700	2,455,500
Entertainment	380,987	386,241
Training	180,000	120,000
Others	3,794,386	2,156,874
	<u>84,659,897</u>	<u>80,570,163</u>

29.1 These include Rs. Nil (2025: Rs. 0.10 million) and Rs. 2.40 million (2025: Rs. 2.39 million) in respect of defined benefit and defined contribution plans respectively.

29.2 These also include Rs. 2.81 million (2025: Rs. 2.93 million) in respect of staff welfare expenses.

29.3 This represents an amount in respect of disallowance of tax deducted at source amounting to Rs. 0.23 million and Rs. 0.64 million for Tax Years 2019 and 2023 respectively.

29.4 This includes an amount of Rs. 0.84 million in respect of withholding sales tax demand paid during the year.

29.4 Auditors' remuneration	2026 Rupees	2025 Rupees
Audit fee	1,732,500	1,575,000
Half yearly review	500,000	315,000
Certifications	353,700	305,000
Out of pocket expenses	207,500	260,500
	<u>2,793,700</u>	<u>2,455,500</u>

NOTES TO THE FINANCIAL STATEMENTS

	2026 Rupees	2025 Rupees
30. OTHER EXPENSES		
Workers' Profits Participation Fund - note 21.2	5,202,316	-
Workers' Welfare Fund - note 21.3	2,318,692	-
	<u>7,521,008</u>	<u>-</u>
31. OTHER INCOME		
Income from financial assets		
Return on savings accounts - conventional	4,405,524	4,399,182
Return on savings account - islamic	273,211	280,867
Return on term deposit - conventional	391,225	372,892
Dividend income	-	2,587,500
	<u>5,069,960</u>	<u>7,640,441</u>
Income from non-financial assets		
Scrap sales	4,822,301	2,799,750
Gain on disposal of property, plant and equipment	698,645	260,544
Miscellaneous income	110,608	410,638
	<u>5,631,554</u>	<u>3,470,932</u>
	<u>10,701,514</u>	<u>11,111,373</u>
32. FINANCE COST		
Conventional		
Mark-up on long-term financing	4,195,400	16,150,664
Islamic		
Short-term financing		
Under Istisna cum Wakala - note 32.1	8,772,547	13,358,169
Under Istisna / Musawammah - note 32.1	126,815	3,791,233
Interest on Workers' Profits Participation Fund	917	1,235,750
Bank charges	275,429	335,072
	<u>13,371,108</u>	<u>34,870,888</u>
33. INCOME TAX EXPENSE		
Income tax		
- for the year	21,175,029	21,796,148
- for prior year - note 33.2	3,667,290	604,358
	<u>24,842,319</u>	<u>22,400,506</u>
Deferred tax	<u>1,740,275</u>	<u>(3,809,966)</u>
	<u>26,582,594</u>	<u>18,590,540</u>
33.1	The Company has computed income tax for the prior period under section 113 of the Income Tax Ordinance, 2001 i.e. Minimum Tax.	
33.2	This includes an amount of Rs. 2.97 million in respect of disputes over tax credit u/s 65B pertaining to tax year 2019. The Company has filed an appeal before the Appellate Tribunal Inland Revenue in respect of the matter. However, based on the advice of the Company's tax consultant, the Company has charged off the refund amount disallowed during the year.	

NOTES TO THE FINANCIAL STATEMENTS

33.3	Relationship between income tax expense and accounting profit:		2026 Rupees	2025 Rupees
	Accounting profit / (loss) before tax		96,525,303	(554,941)
	Tax at applicable tax rate		27,992,338	(160,933)
	Effect of final tax regime		-	(362,250)
	Effect of prior years tax		3,667,290	604,358
	Effect of minimum tax		-	19,975,610
	Effect of minimum tax adjusted		(5,091,604)	-
	Effect of change of rate		-	(1,508,517)
	Others		14,570	42,272
	Income tax expense for the year		26,582,594	18,590,540
34.	EARNINGS / (LOSS) PER SHARE - BASIC AND DILUTED		2026	2025
	Profit / (loss) for the year attributable to ordinary shareholders		69,942,709	(19,145,481)
	Weighted average number of shares in issue during the year		11,472,529	11,472,529
	Earnings / (loss) per share - basic and diluted		6.10	(1.67)
34.1	Diluted earnings per share has not been presented as the Company did not have any convertible instruments in issue as at June 30, 2026 and 2025 which would have any effect on the earnings per share if the option to convert is exercised.			
35.	CASH GENERATED FROM OPERATIONS	Note	2026 Rupees	2025 Rupees
	Profit / (loss) before tax		96,525,303	(554,941)
	Adjustments for non-cash charges and other items			
	Depreciation	4.3	15,741,388	17,653,372
	Non-cash employee benefits expense		1,572,976	2,225,880
	Provision for compensated absences		1,350,978	665,560
	(Reversal) / provision for slow moving stores and spares		(431,650)	1,667,389
	Gain on disposal of property, plant and equipment	31	(698,645)	(260,544)
	Mark up on long-term financing	32	4,195,400	16,150,664
	Bank charges		275,429	335,072
	Profit on Islamic financing	32	8,899,362	17,149,402
	Return on savings and deposit accounts	31	(5,069,960)	(5,052,941)
	Dividend income	31	-	(2,587,500)
			25,835,278	47,946,354
			122,360,581	47,391,413
	EFFECT ON CASH FLOW DUE TO WORKING CAPITAL CHANGES			
	Decrease / (increase) in current assets			
	Stores, spare parts and loose tools		4,217,834	20,549,100
	Inventories		(21,481,177)	170,799,738
	Trade receivables		20,124,912	(25,027,021)
	Loans and advances		(2,439,059)	6,642,230
	Trade deposits and short-term prepayments		(4,520,117)	(3,423,084)
	Other receivables		12,805,980	4,528,373
			8,708,373	174,069,336
	(Decrease) / increase in current liabilities			
	Trade and other payables		(7,182,299)	(94,795,253)
	Advances from customers		1,291,834	(567,370)
			(5,890,465)	(95,362,623)
			125,178,489	126,098,126

NOTES TO THE FINANCIAL STATEMENTS

	2026 Rupees	2025 Rupees
36. CASH AND CASH EQUIVALENTS		
Cash and bank balances - note 16	<u>100,542,631</u>	<u>29,520,607</u>

37. RELATED PARTY DISCLOSURES

The following transactions were carried out with related parties during the year:

Relationship with the Company	Nature of transactions	2026 Rupees	2025 Rupees
Holding Company:			
- Millat Tractors Limited (MTL)	Sale of goods	1,667,332,980	1,662,667,989
	Purchase of goods	896,904	208,370
	Sales adjusted against material receipt	300,695,569	139,328,645
	Material received Expenses incurred by MTL on behalf of Company	206,615,324 500,691	266,746,525 442,208
Employee benefit funds:			
- Provident Fund	Contributions	5,490,660	5,836,758
- Executives' Gratuity Fund	Contributions refunded / paid	18,662,873	142,465
- Executives' Gratuity Fund	Benefits paid on behalf of the fund	7,677,376	4,352,264
* Key management personnel:			
	Salaries and other employee benefits paid	67,825,177	55,337,470
	Post retirement benefits	3,041,053	2,439,178

* Key management personnel include CEO, CFO and Head of Departments.

- 37.1 The related party status of outstanding balances as at June 30, 2026 and 2025 is included in trade receivables and advances to suppliers. These are settled in ordinary course of business.

NOTES TO THE FINANCIAL STATEMENTS

37.2 Following is the related party with whom the Company had entered into transactions or have arrangement / agreement in place.

S.No.	Company Name	Basis of association	Aggregate % of Shareholding
I	Millat Tractors Limited	Parent Company	46.26%

38. REMUNERATION OF CHIEF EXECUTIVE AND EXECUTIVES

The aggregate amounts charged in these financial statements for remuneration of Chief Executive and Executives are as follows:

	Chief Executive		Executives	
	2026	2025	2026	2025
	----- Rupees -----			
Managerial remuneration and allowances	5,571,300	5,174,131	27,496,281	21,073,657
Retirement benefits	517,034	480,982	2,524,019	1,958,196
House rent	2,326,719	2,164,393	9,888,849	8,385,540
Utilities	3,505,322	3,147,832	9,999,241	8,390,793
Medical expenses	217,708	612,109	1,105,883	924,397
Others	595,394	603,957	2,577,427	621,483
	<u>12,733,477</u>	<u>12,183,404</u>	<u>53,591,700</u>	<u>41,354,066</u>
Number of persons	<u>1</u>	<u>1</u>	<u>11</u>	<u>8</u>

38.1 In addition to above, fee to three (3) non-executive directors for attending Board of Directors meetings during the year amounted to Rs. 1.50 million (2025: Rs. 1.80 million).

38.2 The Chief Executive and certain Executives are also provided with the Company maintained cars in accordance with the terms of employment.

	2026	2025
	Metric tons	
39. PLANT CAPACITY AND PRODUCTION		
Installed capacity (single shift without overtime)	<u>13,200</u>	<u>13,200</u>
Actual production	<u>4,239</u>	<u>3,534</u>
Capacity utilisation	<u>32.11%</u>	<u>26.77%</u>

NOTES TO THE FINANCIAL STATEMENTS

39.1 Production during the year was as per market demand.

	2026	2025
40. NUMBER OF EMPLOYEES		
Number of employees at June 30		
- Permanent	101	110
- Contractual	17	14
	<u>* 118</u>	<u>* 124</u>
* This includes 65 (2025: 72) number of factory employees		
Average number of employees during the year		
- Permanent	105	115
- Contractual	15	13
	<u>** 120</u>	<u>** 128</u>
** This includes 68 (2025: 72) number of factory employees		

	Note	2026	2025
		(Rupees in '000)	
41. SHARIAH DISCLOSURES UNDER CLAUSE VII OF PART I OF SCHEDULE IV OF THE COMPANIES ACT, 2017			
Statement of financial position - Liability Side			
i) Short-term financing as per Islamic mode	24	60,000,000	79,870,000
ii) Long-term financing as per Islamic mode		-	-
iii) Mark-up accrued on conventional loan		-	2,381,682
iv) Mark-up accrued on Islamic loan		1,154,850	1,506,885
Statement of financial position - Asset Side			
i) Long-term and short-term shariah compliant investment		-	40,871,000
ii) Shariah-compliant bank balances	16	5,356,642	4,153,214
Statement of Profit or Loss			
i) Revenue earned from Shariah-compliant business segment - net	26	1,694,002,213	1,712,641,867
ii) Break-up of late payments and liquidated damages		-	-
ii) Gain or loss or dividend earned on Shariah compliant investment or share of profit from Shariah-compliant associate		13,465,947	6,083,500

NOTES TO THE FINANCIAL STATEMENTS

	Note	2026 (Rupees in '000)	2025
iii) Profit on bank deposit - Islamic	31	273,211	280,867
iv) Income on bank deposit - conventional	31	4,796,749	4,772,074
v) Exchange gain earned from actual currency		-	-
vi) Exchange gains earned using conventional derivative financial instruments		-	-
vii) Profit paid on Islamic mode of financing		9,251,397	17,637,058
viii) Total interest earned on any conventional loan or advance		-	-
Break-up of Other income excluding profits in bank deposits and TDRs			
Shariah compliant Income			
- Scrap sales	31	4,822,301	2,799,750
- Gain on disposal of property, plant and equipment	31	698,645	260,544
- Dividend income	31	-	2,587,500
- Miscellaneous income	31	110,608	410,638
Shariah non-compliant income			
- Income on savings account - conventional		4,405,524	4,399,182
- Income on term deposit receipts - conventional		391,225	372,892

41.1 Relationship with Shariah-compliant financial institutions

Islamic banks

The Company has facilities with Dubai Islamic Bank Pakistan Limited for Istisna cum Wakala, letter of guarantees and letter of credit amounting to Rs. 75 million, Rs. 3.4 million and Rs. 40 million respectively.

The Company has facilities with Meezan Bank Limited for Istisna/Musawammah, letter of credit amounting to Rs. 100 million and Rs. 50 million respectively.

Takaful operators

The company has no relationship with takaful operators.

42. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

42.1 Financial risk factors

The Company's activities expose it to variety of financial risks: market risk (including price risk, currency risk and interest rate risk), credit risk and liquidity risk. The Company's overall risk management program focuses on having cost effective funding as well as managing financial risk to minimise earnings volatility and providing maximum return to shareholders.

NOTES TO THE FINANCIAL STATEMENTS

42.2 Financial assets and liabilities by category and their respective maturities

	Interest / Mark up bearing			Non-interest / Non-mark up bearing			
	Maturity up to one year	Maturity after one year	Sub-total	Maturity up to one year	Maturity after one year	Sub-total	Total
				Rupees			
AT JUNE 30, 2026							
FINANCIAL ASSETS							
Fair value through OCI (FVOCI)							
Long-term investment	-	-	-	-	-	-	-
Amortised Cost							
Loans and advances	-	-	-	89,000	-	89,000	89,000
Trade deposits	7,191,710	-	7,191,710	-	-	-	7,191,710
Trade receivables	-	-	-	127,231,852	-	127,231,852	127,231,852
	-	-	-	-	-	-	-
Accrued interest / mark up	-	-	-	-	-	-	-
Other receivables	-	-	-	3,333,908	-	3,333,908	3,333,908
Cash and bank balances	95,758,082	-	95,758,082	4,784,549	-	4,784,549	100,542,631
	102,949,792	-	102,949,792	135,439,309	-	135,439,309	238,389,101
FINANCIAL LIABILITIES							
Amortised Cost							
Deposits	-	-	-	305,792	2,363,096	2,668,888	2,668,888
Long-term financing	-	-	-	-	-	-	-
Trade and other payables	-	-	-	287,558,535	-	287,558,535	287,558,535
Unclaimed dividend	-	-	-	3,375,080	-	3,375,080	3,375,080
Short-term financing	60,000,000	-	60,000,000	-	-	-	60,000,000
Accrued mark up	-	-	-	1,154,850	-	1,154,850	1,154,850
	60,000,000	-	60,000,000	292,394,257	2,363,096	294,757,353	354,757,353

NOTES TO THE FINANCIAL STATEMENTS

	Interest / Mark up bearing			Non-interest / Non-mark up bearing			
	Maturity up to one year	Maturity after one year	Sub-total	Maturity up to one year	Maturity after one year	Sub-total	Total
				Rupees			
AT JUNE 30, 2025							
FINANCIAL ASSETS							
Fair value through OCI (FVOCI)							
Long-term investment	-	-	-	-	40,871,000	40,871,000	40,871,000
Amortised Cost							
Loans and advances	-	-	-	451,760	89,000	540,760	540,760
Trade deposits	8,130,703	-	8,130,703	-	-	-	8,130,703
Trade receivables	-	-	-	147,356,764	-	147,356,764	147,356,764
Other receivables	-	-	-	16,139,888	-	16,139,888	16,139,888
Cash and bank balances	26,973,348	-	26,973,348	2,547,259	-	2,547,259	29,520,607
	35,104,051	-	35,104,051	166,495,671	40,960,000	207,455,671	242,559,722
FINANCIAL LIABILITIES							
Amortised Cost							
Deposits	-	-	-	219,888	2,279,120	2,499,008	2,499,008
Long-term financing	60,000,000	5,000,000	65,000,000	-	-	-	65,000,000
Trade and other payables	-	-	-	297,110,491	-	297,110,491	297,110,491
Unclaimed dividend	-	-	-	3,377,193	-	3,377,193	3,377,193
Short-term financing	79,870,000	-	79,870,000	-	-	-	79,870,000
Accrued mark-up	-	-	-	3,888,567	-	3,888,567	3,888,567
	139,870,000	5,000,000	144,870,000	304,596,139	2,279,120	306,875,259	451,745,259
OFF STATEMENT OF FINANCIAL POSITION ITEMS							
Letters of credit / guarantee:							
June 30, 2026							15,701,022
June 30, 2025							7,191,710

NOTES TO THE FINANCIAL STATEMENTS

(i) Credit risk

Credit risk represents the accounting loss that would be recognised at the reporting date if counter parties failed to perform as contracted. The maximum exposure to credit risk is equal to the carrying amount of financial assets. Out of total financial assets of Rs. 238.39 million (2025: Rs. 242.44 million), the financial assets which are subject to credit risk amounted to Rs. 238.29 million (2025: Rs. 201.45 million).

For trade receivables, internal risk assessment process determines the credit quality of the customers, taking into account their financial positions, past experiences and other factors. Individual risk limits are set based on internal or external credit worthiness ratings in accordance with limits set by the management. As of June 30, 2026, trade receivables of Rs. 0.86 million (2025: Rs. 57.09 million) were past due but not impaired. Trade receivables majorly pertain to related parties for whom there is no significant risk of default.

Deposits have been placed mainly with utility companies, hence exposed to no significant credit risk.

Loans and advances to employees are not exposed to any material credit risk, since these are secured against their retirement benefits.

The bank balances represent low credit risk as these are placed with banks having good credit ratings assigned by credit rating agencies. Following are the credit ratings of banks with which balances are held or credit lines available.

Bank	Rating Agency	Rating	
		Short term	Long term
Habib Bank Limited	VIS	A1 +	AAA
Bank Al Habib Limited	PACRA	A1 +	AAA
MCB Bank Limited	PACRA	A1 +	AAA
Meezan Bank Limited	VIS	A1 +	AAA
Bank Alfalah Limited	PACRA	A1 +	AAA
Askari Bank Limited	PACRA	A1 +	AA +
Faysal Bank Limited	VIS	A1 +	AA +
Dubai Islamic Bank Limited	VIS	A1 +	AA

(ii) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulties in meeting obligations associated with financial liabilities. Prudent liquidity risk management implies maintaining sufficient cash, the availability of fundings through an adequate amount of committed credit facilities and the ability to close out market position.

The Company's liquidity management involves projecting cash flows and considering the level of liquid assets necessary to meet these monitoring statement of financial position liquidity ratios against internal and external regulatory requirements and maintaining debt financing plans. The following are the contractual maturities of financial liabilities, including interest payments and excluding the impact of netting agreements.

NOTES TO THE FINANCIAL STATEMENTS

	June 2026				
	Carrying amount	Contractual cash flows	Six months or less	Six to twelve months	One to five years
	----- Rupees -----				
Financial liabilities					
Long-term loan	-	-	-	-	-
Deposits	2,668,888	(2,668,888)	(267,042)	(38,750)	(2,363,096)
Trade and other payables	287,558,535	(287,558,535)	(287,558,535)	-	-
Short-term financing	60,000,000	(60,000,000)	(60,000,000)	-	-
Unclaimed dividend	3,375,080	(3,375,080)	(3,375,080)	-	-
Accrued mark-up	1,154,850	(1,154,850)	(1,154,850)	-	-
	<u>354,757,353</u>	<u>(354,757,353)</u>	<u>(352,355,507)</u>	<u>(38,750)</u>	<u>(2,363,096)</u>

	June 2025				
	Carrying amount	Contractual cash flows	Six months or less	Six to twelve months	One to five years
	----- Rupees -----				
Financial liabilities					
Long-term loan	65,000,000	(65,000,000)	(30,000,000)	(30,000,000)	(5,000,000)
Deposits	2,499,008	(2,326,830)	(133,799)	86,089	(2,279,120)
Trade and other payables	297,110,491	(297,110,491)	(297,110,491)	-	-
Short-term financing	79,870,000	(79,870,000)	(79,870,000)	-	-
Unclaimed dividend	3,377,193	(3,377,193)	(3,377,193)	-	-
Accrued mark-up	3,888,567	(3,888,567)	(3,888,567)	-	-
	<u>451,745,259</u>	<u>(451,573,081)</u>	<u>(414,380,050)</u>	<u>(29,913,911)</u>	<u>(7,279,120)</u>

(iii) Market risk

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

a) Price risk

Price risk is the risk that the fair value or future cash flows from a financial instrument will fluctuate due to changes in market prices (other than those arising from interest rate risk or currency 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. At the reporting date, there are no financial instruments which are subject to changes in market price and hence is not exposed to any price risk.

b) Currency risk

Currency risk is the risk that the fair value or future cash flows from a financial instrument will fluctuate due to changes in foreign exchange rates. Currency risk arises mainly where receivables and payables exist in foreign currency. As at June 30, 2026, trade and other payables of Rs. 13.17 million (2025: Rs. Nil) are denominated in foreign currency. However, the balance is not exposed to foreign currency risk because the amount was initially recognised using the closing exchange rates prevailing at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS

c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows from a financial instrument will fluctuate due to changes in market interest rates. The Company's interest rate risk arises from short-term financing which includes running finance facilities (note 24), cash and bank balances (note 16) and long term financing (note 20). Short-term financing availed at variable rates expose the Company to cash flow interest rate risk.

At June 30, 2026, the Company had variable interest-bearing financial assets of Rs. 91.51 million (2025: Rs. 30.71 million) and variable interest-bearing financial liabilities of Rs. 60.00 million (2025: Rs. 144.87 million). Had the interest rate varied by 100 basis points with all other variables held constant, profit before tax for the year would have been higher / lower by approximately Rs. 0.32 million (2025: Rs. 1.22 million), mainly as a result of higher / lower profit income on variable-rate financial assets.

iv) Reconciliation of movements of liabilities to cash flows arising from financing activities

	2026			
	Long-term borrowing including and accrued mark-up thereon	Short-term borrowing including accrued mark-up thereon	Unclaimed dividend	Total
	(Rupees) -----			
Balance as at July 1	67,381,682	81,376,885	3,377,193	152,135,760
Changes from financing cash flows:				
Proceeds from long-term borrowings	-	-	-	-
Repayment of long-term borrowings	(65,000,000)	-	-	(65,000,000)
Changes in short-term borrowings	-	(19,870,000)	-	(19,870,000)
Dividend paid	-	-	(2,113)	(2,113)
Total changes in financing activities	(65,000,000)	(19,870,000)	(2,113)	(84,872,113)
Other changes:				
Finance cost	4,195,400	8,899,362	-	13,094,762
Finance cost paid	(6,577,082)	(9,251,397)	-	(15,828,479)
Total loan related other changes	(2,381,682)	(352,035)	-	(2,733,717)
Balance as at June 30	-	61,154,850	3,375,080	64,529,930

	2025			
	Long-term borrowing including and accrued mark-up thereon	Short-term borrowing including accrued mark-up thereon	Unclaimed dividend	Total
	(Rupees) -----			
Balance as at July 1	132,720,800	98,020,541	3,395,122	234,136,463
Changes from financing cash flows:				
Proceeds from long-term borrowings	-	-	-	-
Repayment of long-term borrowings	(60,000,000)	-	-	(60,000,000)
Changes in short-term borrowings	-	(16,156,000)	-	(16,156,000)
Dividend paid	-	-	(17,929)	(17,929)
Total changes in financing activities	(60,000,000)	(16,156,000)	(17,929)	(76,173,929)
Other changes:				
Finance cost	16,150,664	17,149,402	-	33,300,066
Finance cost paid	(21,489,782)	(17,637,058)	-	(39,126,840)
Total loan related other changes	(5,339,118)	(487,656)	-	(5,826,774)
Balance as at June 30	67,381,682	81,376,885	3,377,193	152,135,760

NOTES TO THE FINANCIAL STATEMENTS

(v) Fair value of financial instruments

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal (or most advantageous) market at the measurement date under current market condition (i.e. an exit price) regardless of whether that price is directly observable or estimated using another valuation technique.

As at June 30, 2026, all financial assets and financial liabilities are carried at amortised cost.

The carrying value of all financial assets and liabilities reflected in these financial statements approximate their fair values. The Company classifies fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1);
- Inputs other than quoted prices included within (level 1) that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices) (level 2); and
- Inputs for the asset or liability that are not based on observable market data (level 3).

The following table analyses within the fair value hierarchy of the Company's financial assets (by class) measured at fair value at June 30, 2026:

Financial Assets	June 2026			
	Level 1	Level 2	Level 3	Total
	----- Rupees -----			
Recurring fair value measurement of FVOCI investment	-	-	-	-
Financial Assets	June 2025			
	Level 1	Level 2	Level 3	Total
	----- Rupees -----			
Recurring fair value measurement of FVOCI investment	40,871,000	-	-	40,871,000

NOTES TO THE FINANCIAL STATEMENTS

43. CAPITAL RISK MANAGEMENT

The Company's objectives when managing capital are to safeguard Company's ability to continue as a going concern in order to provide returns for shareholders and benefit for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

The debt to capital ratios as at June 30, 2026 and June 30, 2025 were as follows:

	2026 Rupees	2025 Rupees
Short-term financing - note 24	60,000,000	79,870,000
Long-term financing - note 20	-	65,000,000
Cash and bank balances - note 16	(100,542,631)	(29,520,607)
Net (cash) / debt	(40,542,631)	115,349,393
Total equity	397,767,806	321,362,063
Total capital	357,225,175	436,711,456
Net (cash) / debt to capital ratio	-11.35%	26.41%

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.

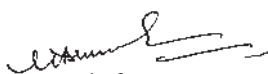
During the year, the Company moved to a net cash position as cash and bank balances exceeded the sum of short-term and long-term borrowings as at June 30, 2026. Accordingly, the debt-to-capital ratio is not considered meaningful for the current year.

44. PROVIDENT FUND RELATED DISCLOSURE

All investment 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 thereunder.

45. DATE OF AUTHORISATION

These financial statements were authorised for issue on September 15, 2026 by the Board of Directors of the Company.


Chief Executive


Director


Chief Financial Officer

PATTERN OF SHAREHOLDING

AS AT JUNE 30, 2026

No. of Shareholders	Size of Holding		Total Shares Held	Amount Rupees
	From	To		
430	1	100	13,916	139,160
642	101	500	166,025	1,660,250
222	501	1000	185,568	1,855,680
329	1001	5000	795,758	7,957,580
62	5001	10000	465,327	4,653,270
18	10001	15000	222,128	2,221,280
8	15001	20000	141,461	1,414,610
6	20001	25000	136,142	1,361,420
4	25001	30000	110,345	1,103,450
3	30001	35000	96,466	964,660
3	35001	40000	120,000	1,200,000
2	40001	45000	85,302	853,020
3	45001	50000	143,737	1,437,370
1	50001	55000	53,500	535,000
1	60001	65000	60,758	607,580
3	65001	70000	199,714	1,997,140
1	70001	75000	75,000	750,000
1	75001	80000	75,392	753,920
1	165001	170000	166,369	1,663,690
1	195001	200000	200,000	2,000,000
1	255001	260000	258,266	2,582,660
1	485001	490000	488,276	4,882,760
1	775001	780000	776,100	7,761,000
1	1125001	1130000	1,130,000	11,300,000
1	5305001	5310000	5,306,979	53,069,790
1746			11,472,529	114,725,290

CATEGORIES OF SHAREHOLDERS

AS AT JUNE 30, 2026

Particulars	Shareholders	Shares Held	Percentage %
Directors and their spouse(s) and minor children			
MR. SIKANDAR MUSTAFA KHAN	1	166,369	1.45
SOHAIL BASHIR RANA	1	4,359	0.04
LAEEQ UDDIN ANSARI	1	3,120	0.03
SYED MUHAMMAD IRFAN AQUEEL	1	2,500	0.02
SYED JAVED ASHRAF	1	10	0.00
TABASSUM RANA	1	80	0.00
Associated Companies, undertakings and related parties	3	5,353,257	46.66
NIT & ICP	1	488,276	4.26
Banks Development Financial Institutions, Non Banking Financial Institutions.	3	75,713	0.66
Insurance Companies	1	200,000	1.74
Modarabas and Mutual Funds	-	-	-
General Public			
a. Local	1,669	4,553,349	39.69
b. Foreign	48	137,711	1.20
Foreign Companies	-	-	-
Others	15	487,785	4.25
Totals	1,746	11,472,529	100.00

Share holders holding 10% or more	Shares Held	Percentage
MILLAT TRACTORS LIMITED	5,306,979	46.26

Proxy Form

Folio No. / CDC Account No.

I/We _____ (NAME)
of _____ (FULL ADDRESS)
in the district of _____
being a member / members of BOLAN CASTINGS LIMITED and a holder of _____
_____ Shares No. _____ hereby appoint
Mr. / Mrs. / Miss _____ (NAME)
of _____ (FULL ADDRESS)
in the district of _____

_____ as my / our proxy to attend and vote for me / us and on my / our behalf at the 44th Annual General Meeting of the Company to be held at Registered Office, Main RCD Highway, Hub Chowki, District Lasbela, Balochistan on Wednesday, October 28, 2026 at 12:00 p.m. and / or at any adjournment thereof.

Signed this _____ day of _____ 2026

WITNESSES:

1. Signature: _____

Name: _____

Address: _____

CNIC or
Passport No: _____

2. Signature: _____

Name: _____

Address: _____

CNIC or
Passport No: _____

Signature
on
Revenue
Stamp

(Signature should agree with specimen
signature registered with the Company)

Important:

1. A member entitled to attend and vote at the Annual General Meeting of the Company is entitled to appoint a proxy to attend and vote instead of him / her.
2. The instrument appointing a proxy should be signed by the member (s) or by his / her attorney duly authorised in writing, or if the member is a corporation / company either under the common seal, or under the hand of any officer or attorney so authorised.
3. This Proxy Form, duly completed, must be deposited at the Registered Office of the Company, Main RCD Highway, Hub Chowki, District Lasbela, Balochistan not less than 48 hours before the time of holding of the meeting.

پراکسی فارم

فولیو نمبر/سی ڈی سی اکاؤنٹ نمبر

میں مسٹی / مسماہ _____ ساکن _____
 ضلع _____ بحیثیت ممبر بولان کاسٹنگز لمیٹڈ اور حامل _____ شیئرز، مسٹی / مسماہ _____ ساکن _____
 _____ کو بطور مختار (پراکسی) مقرر کرتا / کرتی ہوں تاکہ وہ میری جگہ اور میری طرف سے کمپنی کے ۴۴ ویں سالانہ اجلاس عام
 جو بتاریخ ۲۸ اکتوبر ۲۰۲۶ء بروز بدھ بوقت دن ۱۲:۰۰ بجے کمپنی کے رجسٹرڈ آفس، مین آر سی ڈی ہائی وے، حب چوکی، ڈسٹرکٹ حب، بلوچستان میں
 منعقد ہو رہا ہے میں اور / یا اس کے کسی ملتوی شدہ اجلاس میں ووٹ ڈالے۔

گواہان:

- دستخط _____
 نام _____
 پتہ _____
 سی این آئی سی یا پاسپورٹ نمبر: _____
 دستخط کئے گئے مورخہ _____ ۲۰۲۶
- دستخط _____
 نام _____
 پتہ _____
 سی این آئی سی یا پاسپورٹ نمبر: _____

محصول ٹکٹ پر دستخط کریں۔

(دستخط کمپنی کے پاس موجود دستخط کے نمونے کے مطابق ہوں)

ضروری ہدایات

- ایک ممبر جو سالانہ عام اجلاس میں شرکت کرنے اور حق رائے دہی کا اہل ہے اپنے بجائے شرکت کرنے اور حق رائے دہی کے لیے ایک پراکسی مقرر کر سکتا ہے۔
- پراکسی منتخب کرتے ہوئے رکن یا اس کے انٹارنی کا پراکسی فارم پر دستخط کرنا ضروری ہے۔ کارپوریٹ ادارے کی صورت میں پراکسی فارم پر کمپنی کی سیل (Seal) لگی ہو یا مقرر کردہ آفسریا انٹارنی کے دستخط ہوں۔
- پراکسی فارم ہذا مکمل اور دستخط کے ہمراہ اجلاس کے انعقاد سے کم از کم ۴۸ گھنٹے قبل کمپنی کا رجسٹرڈ آفس، مین آر سی ڈی ہائی وے، حب چوکی، ڈسٹرکٹ لسبیلہ، بلوچستان میں جمع کرادیا جائے۔

Building
Stronger Tomorrow
Through **Precision**
and **Performance**



MF-240 Tractor Chassis Made from BCL Castings



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