



PANTHER

Annual Report
2026

**BUILT
FOR A
STRONGER
TOMORROW**



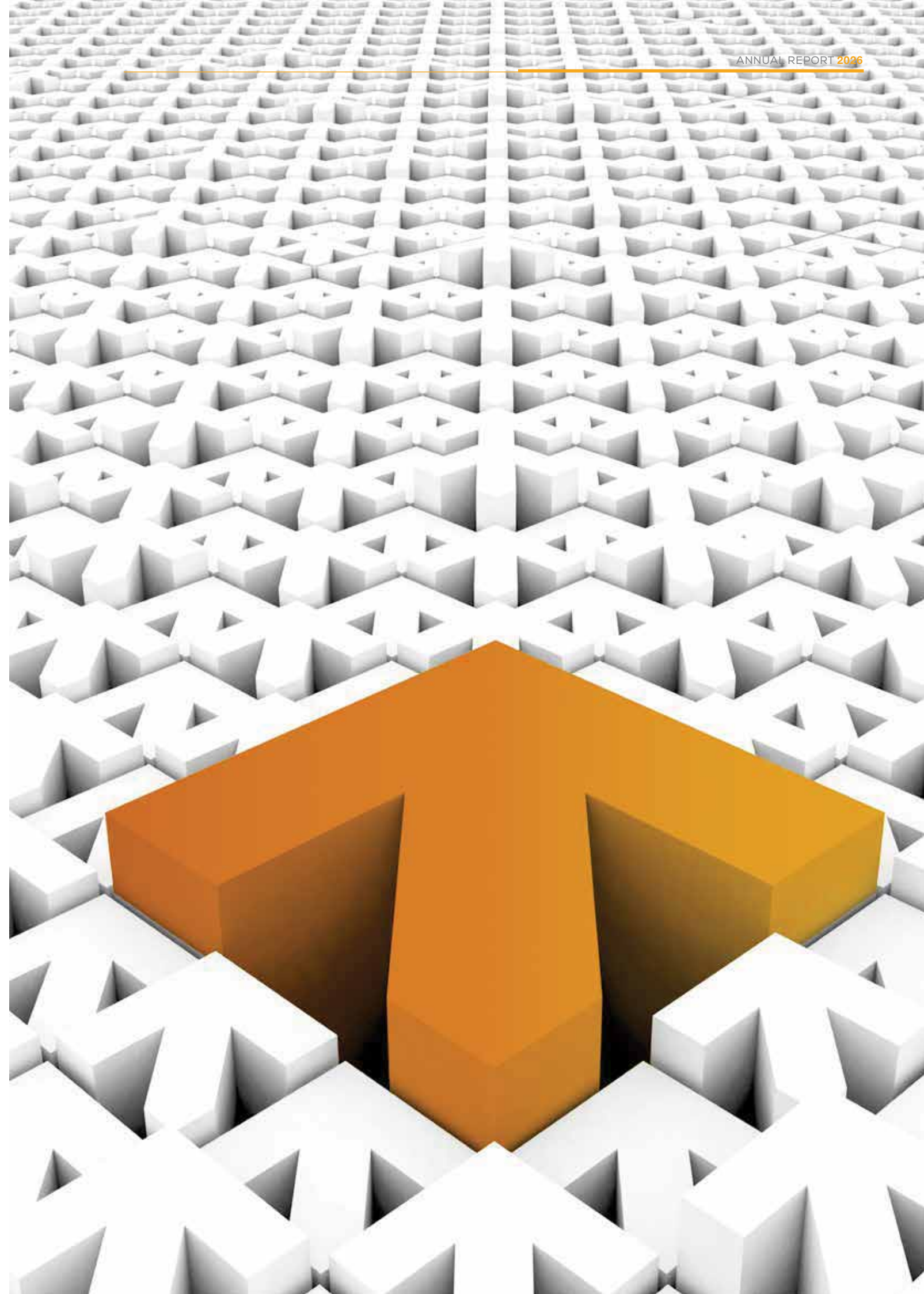
PANTHER

BUILT FOR A **STRONGER TOMORROW**

Every journey begins with a foundation strong enough to carry it forward. For Panther Tyres Limited, that foundation has been built through decades of manufacturing experience, trusted relationships and a commitment to quality.

This year, Panther achieved its highest profit to date. The result reflects disciplined execution and the strength of a product range that serves everyday mobility, agriculture, commerce and industry. As we expand our capabilities and reach more markets, we remain focused on creating lasting value for our customers, employees, partners and shareholders.

The road ahead will bring new demands and new opportunities. With the experience to adapt and the ambition to keep improving, Panther is built for a stronger tomorrow.



VISION AND MISSION STATEMENTS

OUR VISION

“To be a leading and innovative tyre company of Pakistan, helping the nation move forward with speed and safety by driving the wheels of the economy towards shared growth and prosperity for all stakeholders.”

OUR MISSION

“To enable people and businesses to realize their full potential, and to maximize value for all our stakeholders.”



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01.

ORGANIZATIONAL OVERVIEW AND EXTERNAL ENVIRONMENT



CORPORATE OBJECTIVES



BUSINESS PRINCIPLES

- To always ensure that the Company complies with the definition of its vision, mission and corporate objectives.
- To always comply with all relevant laws, rules and regulations as may be applicable.
- To maintain absolute transparency in all transactions in accordance with established corporate norms and best practices.
- To ensure arms' length in dealings with any party (including affiliate, or other related party) director or senior management with respect to transactions in which there is or likely to be a conflict of interest.
- To ensure that there is a declaration of a conflict of interest by any shareholder, or a director or senior management of the Company as soon as such conflict becomes apparent.

CORE CORPORATE VALUES



INTEGRITY

We will always maintain the highest standards of 'Integrity' in all our corporate affairs.



LOYALTY

We will place 'Loyalty' to our Nation and the Customers above everything else.



INGENUITY

We will continue to strive for 'Ingenuity' and innovation in our systems and products.



RESPECT

We will always 'Respect' each and every stakeholder of our Company.

CORPORATE OBJECTIVES

- Follow international best standards and benchmarks for sustainable growth.
- Increase efficiency and productivity through good management practices.
- Improve financial strength and profitability through strong controls.
- Be an environmentally friendly entity.
- Create collective wealth and prosperity in the society.



“ COMING TOGETHER
IS A BEGINNING

KEEPING TOGETHER
IS PROGRESS

WORKING TOGETHER
IS SUCCESS ”

CODE OF CONDUCT, CULTURAL VALUES & ETHICAL PRINCIPLES

WORK ENVIRONMENT

Positive Environment:

As a corporate citizen, the Company strives to provide a positive and thriving environment for everyone to excel and bond with each other like a family. We do not tolerate discrimination or harassment based on race, color, religion, gender, national origin, ethnicity, sex, age, disability, or any other characteristic.

Safety & Security of Employees:

We are committed to providing a safe and healthy work environment and preventing accidents. Threats, intimidation, and violence have no place at Panther Tyres.

Alcohol and Drugs Abuse:

Management of the Company expects employees to perform their duties free from the influence of alcohol and illegal drugs, or the abuse of prescribed or over-the-counter drugs.

Employee Privacy:

We maintain the confidentiality and privacy of employees' personal information, which relates to an individual's employment, including compensation, medical, and benefit information.

Protection against Harassment of Women:

We have zero tolerance towards harassment of women in the workplace. All female employees are encouraged to speak out when a co-worker's conduct makes them uncomfortable. Any employee found guilty of such an act will face strict disciplinary action.

BASIC PRINCIPLE

Panther Tyres Limited conducts its business with honesty, integrity, and in accordance with the highest ethical and legal standards. This code is intended to provide guidance to all stakeholders and applies to all board members, senior management, and employees of the Company.

CULTURE

Our culture demonstrates the manifestation of shared values and beliefs, which we practice every day to move towards a better and more successful organization. Our values provide the foundation of our culture and bind us into a successful team eager to outperform the competition.

PROFESSIONAL CONDUCT

Protection and Proper Use of the Company's Property:

All employees are bound to protect trade secrets, proprietary or confidential information such as customer lists, pricing data, financial data, marketing plans, methods, processes, manuals, formulas, compositions, systems, techniques, inventions, machines, computer programs, and research projects. This information must not be disclosed to unauthorized individuals, either during employment or after leaving the company. Employees are also required to return all documents and property belonging to the Company.

Conflicts of interest:

We expect employees to avoid situations that may involve a conflict, or even the appearance of a conflict, between their personal interests and the Company's interests. Such conflicts may arise from receiving personal benefits from any outside activity related to their responsibilities at Panther Tyres.

Political Contributions:

Contributions by the Company to political candidates or political parties are prohibited by law and may not be made.

Confidentiality of Information:

Employees are expected to safeguard confidential information and must not, without authority, disclose such information about the Company's activities to the press, any outside source, or employees who are not entitled to such information.

DEALING WITH CUSTOMERS

Gifts and Other Business Courtesies:

Our relationships with suppliers, customers, and others are based entirely on professional and fair dealing. No gift, favor, or entertainment is solicited, accepted, or provided if it will obligate or appear to obligate the person who receives it. Exceptions may be given for inexpensive gifts such as flowers or promotional items of nominal value.

Business Courtesies: With management approval, business courtesies, such as meals, may be given or accepted. The exchange of greeting cards and inexpensive sweets on traditional occasions is considered appropriate.



Work Environment



Basic Principle



Culture



Professional Conduct

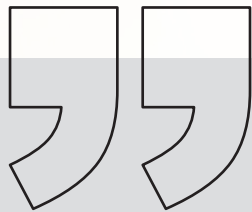


Dealing with Customers



Safety & Security

CORE
VALUES



Our core values are at the heart of our business – they define who we are, how we work, what we believe in, what we stand for, how we act, and how we expect to be treated as part of Panther Tyres.



EXCELLENCE

We aim to make every tyre better than the last.

- Quality Built into Every Tyre
- Safety at Every Stage of Production
- Measuring, Learning and Improving
- Certified Standards, Consistently Met



ENTREPRENEURSHIP

We act like owners and move early on opportunities.

- Pioneering New Segments and Markets
- Taking Ownership of Results
- Taking Panther to New Markets Abroad
- Backing Good Ideas with Investment



CUSTOMER FOCUS

Our customers trust us with their journeys.

- Tyres Built for Pakistan's Roads
- Dependable Customer Partnerships
- Responsive After-Sales Support
- Listening and Acting on Feedback



INNOVATION

We find better ways to make, test and deliver tyres.

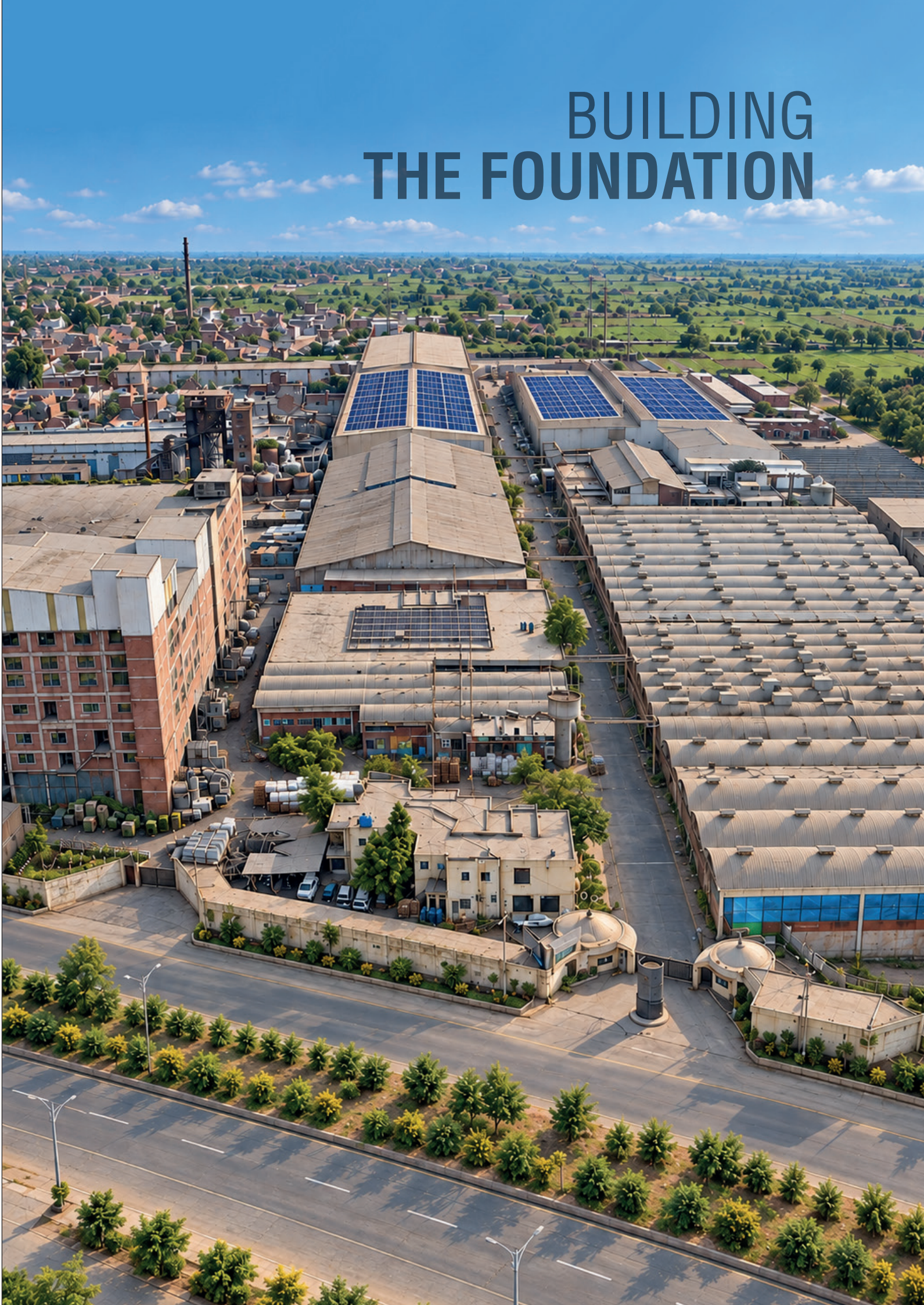
- New Compounds, Designs and Sizes
- Smarter, Safer Manufacturing
- Modernizing Our Plants and Systems
- Ideas Welcome from the Shop Floor Up



ETHICS AND INTEGRITY

We do business the right way, even when no one is watching.

- Honest in Every Dealing
- Open and Accurate Reporting
- Fair to Customers, Suppliers and Colleagues
- No Place for Bribery or Conflicts of Interest



BUILDING
THE FOUNDATION

COMPANY PROFILE



HISTORY & OVERVIEW

Panther Tyres Limited was incorporated on October 24, 1983 as a tyre manufacturing company. Initially, it was established as a private limited company under the now-repealed Companies Act, 1913 and was later converted into a public limited company on October 10, 2003. Manufacturing facility of the Company is situated at 29.5KM Sheikhpura Road, Sheikhpura. The Company started its commercial operations in 1983 and has today evolved into one of the leading players in the Automobile Parts & Accessories Industry of Pakistan. The Company was listed on Pakistan Stock Exchange on 22 February 2021. Panther Tyres Limited is the first company in Pakistan which started local manufacturing of tyres for two and three wheelers in 1984 and 1993 respectively and currently has a stronghold in these categories. Over time, the Company has also expanded into other segments of the auto industry including tyres for tractors, light commercial vehicles, trucks and buses. The Company has also successfully manufactured largest and the heaviest tyre of Pakistan in the OTR category and became the first manufacturer in this category. Since its inception, the Company's focus on quality has been of paramount importance which is reflected by the retention of ISO 9001, 45001 and 14001 certification. The Company has built a strong distribution network with more than 500 direct business partners. To take the benefit of this huge network, in April 2018, the Company ventured into the trading business of automobile lubricants and spare parts.

The Company started exporting "Made in Pakistan" wheelbarrow tyres and tubes to European markets as early as in 1996 and continuously won the export trophy from FPCCI for 10 years in the tyre & tube category. Since then, the Company continued exploring new markets for its products and gradually established footprint in other parts of the world. Currently, the Company is exporting tyres and tubes to different countries including Afghanistan, Brazil, Djibouti, Egypt, Iraq, Jordan, Nigeria, Oman, Poland, Romania, Saudi Arabia, Somalia, Syria, Tajikistan, Tunisia, Turkey, U.A.E.

International markets are highly competitive in terms of pricing and highly stringent in terms of quality standards. To stay in these parameters, the Company regularly invests in technology, R&D and manpower that enables it to produce fine quality products at competitive rates. That is the very reason the Company's export products' portfolio is expanding gradually. Currently, it is not only exporting motorcycle, rickshaw, light truck tyres and tubes but also has started exporting tractor, OTR and truck bus bias tyres and tubes. The Company's motorcycle, rickshaw and tractor tyres are EU E-8 marked, which means that they are certified for European standards and can be exported to European markets.



COMPANY INFORMATION

BOARD OF DIRECTORS

Mian Iftikhar Ahmed
Mian Faisal Iftikhar
Ms. Ayesha Iftikhar
Iqbal Ahmad Khan
Mohammad Junaid Ali
Muhammad Ali Durrani, FCA
Zahid Mahmud

NON-EXECUTIVE DIRECTORS

Mian Iftikhar Ahmed - Chairman
Zahid Mahmud

EXECUTIVE DIRECTORS

Mian Faisal Iftikhar - CEO
Ms. Ayesha Iftikhar

INDEPENDENT DIRECTORS

Mohammad Junaid Ali
Muhammad Ali Durrani, FCA
Iqbal Ahmed Khan

AUDIT COMMITTEE MEMBERS

Muhammad Ali Durrani, FCA - Chairman
Mohammad Junaid Ali
Iqbal Ahmad Khan
Zahid Mahmud

HR & REMUNERATION COMMITTEE

Iqbal Ahmad Khan - Chairman
Mian Faisal Iftikhar
Mohammad Junaid Ali

RISK MANAGEMENT COMMITTEE

Mian Faisal Iftikhar - Chairman
Zahid Mahmud
Ms. Ayesha Iftikhar

NOMINATION COMMITTEE

Mian Iftikhar Ahmed - Chairman
Mian Faisal Iftikhar

CHIEF FINANCIAL OFFICER

Ghulam Abbas FCA FCMA

COMPANY SECRETARY

Mohsin Muzaffar Butt FCA CIA

HEAD OF INTERNAL AUDIT

Mohsin Muzaffar Butt FCA CIA

AUDITORS

A.F. Ferguson & Co., Chartered Accountants

REGISTERED OFFICE

Panther House
97-B Aziz Avenue, Gulberg V,
Lahore-5400, Pakistan.
UAN: +92-42-111-55-4444

SHARE REGISTRAR

Corplink (Private) Limited
Wings Arcade, 1-K, Commercial,
Model Town, Lahore.

FACTORY ADDRESS

29.5 KM Lahore Sheikhupura Road Sheikhupura

BANKERS

Allied Bank Limited
Askari Bank Limited
Al Baraka Bank (Pakistan) Limited
Bank Alfalah Limited
Bank Islami Pakistan Limited
Pak Libya Holding Company Limited
Faysal Bank Limited
Habib Metropolitan Bank Limited
Habib Bank Limited-Islamic Banking
JS Bank Limited
Meezan Bank Limited
National Bank of Pakistan
Pak Oman Investment Company Limited
PAIR Investment Company Limited
Pak China Investment Company Limited
Pak Brunei Investment Company Limited
Standard Chartered Bank (Pakistan) Limited
Saudi Pak Industrial & Agricultural Investment
Company Limited
Samba Bank Limited
United Bank Limited

WEBSITE

www.panther tyres.com



HEAD OFFICE



FACTORY

MARKET PORTFOLIO

The Company caters to three broad local markets: OEM, Replacement and Institutional. It also serves the export market, with the following major revenue drivers:



OEM SALES

In the OEM segment, the Company supplies tyres and tubes to local assemblers of two-wheelers, three-wheelers, LCVs, and tractors. All OEMs for these vehicles are major customers of the Company.



REPLACEMENT MARKET SALES

The replacement market is the secondary market for tyre manufacturers. It comprises distributors, wholesalers, and retailers. The growth of the replacement market is dependent on the growth in registered vehicles, including CBU imports and the sale of used vehicles. Once vehicles are sold by OEMs, they enter the replacement market, thus increasing the size of the replacement market each year.



INSTITUTIONAL SALES

In the institutional segment, the Company supplies tyres and tubes directly to government, quasi-government and large corporate fleet operators, including the armed forces, the Frontier Works Organization (FWO) and other institutional and corporate customers. These relationships are typically secured through tender or direct supply arrangements, distinct from the OEM and replacement channels.



EXPORT SALES

The Company exports motorcycle, tractor, rickshaw, LCV, truck, and bus bias tyres and tubes to the replacement markets of around 17 countries worldwide. The Company was awarded EU E-8 certification in 2018 for exporting motorcycle, rickshaw and tractor tyres to European countries.



KEY OEM CUSTOMERS

The Company offers an extensive product portfolio, with more than 52 variants in the tyre category alone. Within each segment, a broad spectrum of products is designed to meet diverse customer needs. Through continuous innovation and a commitment to quality, the Company has established itself as a producer of premium tyres while delivering a well-balanced and customer-focused product mix.

The demand for tyres and tubes in Pakistan is largely driven by both Original Equipment Manufacturers (OEMs) and the replacement market. Panther Tyres has sustained strong, long-standing relationships with leading OEMs, including Suzuki, Honda, and Yamaha, supplying them with tyres and tubes for over 26 years. Diversification into tractor, commercial, TBB, and earthmover tyres has further strengthened the Company's resilience and created sustainable revenue streams beyond its core two- and three-wheeler business.



 MILLAT TRACTORS LIMITED	 ALGHAZI	 T S ENGLAND	 LAL DIN	 ROHI MOTORCYCLE	 BURAQ
 HONDA	 SUZUKI	 SIWA	 UNITED MOTORCYCLES	 Hi SPEED	 UNION STAR
 EVEON	 SUPER POWER MOTORCYCLE	 FUTURE	 TEZ RAFTAR 4-STROKE AUTO RICKSHAWS & LOADERS		 evee
 SAZGAR	 SUPER STAR	 ZF	 OREVO		 ROZGAR AUTO RICKSHAW

KEY INSTITUTIONAL CUSTOMERS

Panther Tyres is a leader in institutional sales, consistently engaging in strategic bidding opportunities to secure valuable contracts. With a proven track record of success, we have expanded our business significantly and are proud to supply our high-quality products to esteemed institutions such as the Pakistan Army, Pakistan Air Force, Frontier Works Organization, Pakistan Rangers, Bahria Town, CDA, Descon, Nishat Group, and the Civil Aviation Authority.



 PAK ARMY	 DAEWOO	 PAKISTAN	 FWO	 BAHRIA TOWN	 Capital Development Authority
 SSGC	 SINCE 1933 MITCHELL'S		 OIL & GAS DEVELOPMENT COMPANY LIMITED	 DHA	 Capital Development Authority
 GOVERNMENT OF PUNJAB	 DESCON	 NISHAT GRUOP	 ALMOIZ INDUSTRIES LIMITED		 BESTWAY
 Gharibwal Cement Limited	 TG	 JDW Group	 newage [®] CABLES		 HAFSA SUGAR MILLS LIMITED
 SENGAL MOTORS	 SITARA CHEMICAL INDUSTRIES LTD		 LAHORE CITY	 LAKE CITY LAHORE	

CORPORATE AWARD AND ACHIEVEMENTS



Brand of the
Year 2021



Brands
Foundation



Consumer
Choice Award



LCCI Achievement
Award 2007



Pakistan Digital
Awards 2023



Consumer Choice
Award 2022



Brand of the
Year Award 2019



Brand of the
Year Award
2017



Consumer
Choice Award



ACHIEVEMENTS

- First Motorcycle Tyre manufacturer of Pakistan
- First Butyl Tube manufacturer of Pakistan
- First Rickshaw Tyre manufacturer of Pakistan
- First Earth Mover Tyre (OTR) manufacturer of Pakistan
- Second Tractor Tyre manufacturer of Pakistan
- Second TBB Tyre manufacturer of Pakistan



AWARDS

- Consumers Choice Award 2019
- Federation of Pakistan Chambers of Commerce & Industry (FPCCI)'s Export Trophy Awards till 2008
- ISO 9001 certified Company



CERTIFICATIONS

- ISO 9001 Certification 2026
- ISO 45001:2018 Certification
- ISO 14001:2015 Certification
- Lab Accreditation from Pakistan Accreditation Council
- EU E8 - mark Certification 2018
- Adopted fully functional SAP (Systems, Applications & Products) ECC/ERP 6.0 environment in 2013
- Training Organization Outside Practice - ICAP



PAAPAM
2020



Map Award



Emerging
Vendor Award



Consumer
Choice Award



GEOGRAPHICAL PRESENTATION



Regional Sales Office
Rawalpindi
Multan
Karachi
Sukkur
Faisalabad



Registered Office
Panther House, Gulberg V, Lahore



Production Plant
Sheikhupura

INTERNATIONAL BUSINESS

EXPANDING MARKETS
BRIGHTER TOMORROWS

EXPORT DESTINATIONS

- ASIA
- AFRICA
- EUROPE
- SOUTH AMERICA

- AFGHANISTAN
- BRAZIL
- DJIBOUTI
- EGYPT
- IRAQ
- JORDAN
- NIGERIA
- OMAN
- POLAND
- ROMANIA
- SAUDIA ARABIA
- SOMALIA
- SYRIA
- TAJIKSTAN
- TUNISIA
- TURKEY
- U.A.E



THE LEGISLATIVE AND REGULATORY ENVIRONMENT



The Legislative & Regulatory Environment

Panther Tyres operates within a highly regulated environment, primarily due to its significant presence in a critical sector of the market and its status as a publicly listed company. There are numerous regulatory requirements that must be diligently adhered to, with governmental authorities closely monitoring the organization to ensure legal compliance. Our company routinely engages with various areas of the law, including:

- **Companies Act of 2017:** Governing the overall management of our company.
- **Sales Tax Act of 1990:** Regulating tax rates on tyres, tubes, and lubricants.
- **Federal Excise Act of 2005:** Setting excise duty rates on specific raw materials.
- **Income Tax Ordinance of 2001:** Imposing taxes on income generated from our business operations.
- **Competition Act of 2010:** Ensuring the prevention of anti-competitive behavior.

- **+ Labor and Employment Laws:** Covering workers' rights and company obligations to employees.
- **Environmental Laws:** Compliance with federal and provincial regulations for environmental protection in Pakistan.
- **Pakistan Stock Exchange Regulations:** Governing the operations of listed companies on the stock exchange.
- **Listed Companies (Code of Corporate Governance) Regulations of 2019:** Detailing the procedures, composition, and technical aspects of publicly listed company management.
- **CDC Regulations**

Panther Tyres takes immense pride in actively ensuring full legal compliance and rigorously adopts preventive measures to mitigate the risk of liability stemming from any potential breaches of these laws.

OWNERSHIP, OPERATING STRUCTURE AND GROUP RELATIONSHIPS

Panther Tyres Limited is a standalone public limited company listed on the Pakistan Stock Exchange. It has:

- no holding company;
- no subsidiary companies; and
- operations in one country only i.e. Pakistan.

The Company therefore prepares unconsolidated (standalone) financial statements, and no group consolidation is required. All manufacturing takes place at the single Sheikhpura facility; regional offices perform sales and distribution functions only.

Operating structure: a single operating segment — the manufacture and sale of tyres and tubes — as determined under IFRS 8 and disclosed in note 5.22 to the financial statements. The trading of lubricants and spare parts is not separately reportable, representing Rs 566 million or 1.6% of revenue.

HOLDING COMPANY / SUBSIDIARY OF FOREIGN ORIGIN

Not applicable. The Company has no foreign holding company and no foreign subsidiary. It is a wholly Pakistani-incorporated and Pakistani-controlled enterprise.



BENEFICIAL OWNERSHIP AND SHAREHOLDING STRUCTURE

OWNERSHIP AS AT 30 JUNE 2026

Category	Shares held	% holding
Directors, CEO, their spouses and minor children	126,559,095	75.33%
Associated companies, undertakings and related parties	7,729,015	4.60%
NIT and ICP	179,238	0.11%
Insurance companies	6,550,074	3.90%
Modarabas and mutual funds	15,862,569	9.44%
Pension funds	2,295,253	1.37%
Joint stock companies	583,047	0.35%
Leasing companies	1,000	0.00%
General public — local	8,049,187	4.79%
General public — foreign	73,805	0.04%
Others	117,717	0.07%
Total	168,000,000	100.00%

BENEFICIAL OWNERSHIP

Name	Relationship	Shares held	% holding
Mian Iftikhar Ahmed	Chairman / Non-Executive Director	80,399,472	47.86%
Mian Faisal Iftikhar	Chief Executive Officer / Executive Director	26,462,004	15.75%
Mrs. Samina Iftikhar	Spouse of the Chairman	17,697,155	10.53%
Total		124,558,631	74.14%

DREAM

DISCIPLINE | ROUTINE | EDUCATION | ACTION | MENTALITY

A plan in your head
is worth nothing.
Action is everything.

GENERAL REVIEW OF PERFORMANCE AND MAJOR IMPROVEMENTS OVER LAST YEAR

FY2026 was the strongest year in the Company's history on every measure of profitability.

Revenue

Revenue grew 11.6% to Rs 36,340 million. The composition of that growth matters: local sales rose 15.5% to Rs 31,926 million, driven by improved volumes across both OEM and replacement markets, while export sales fell 10.5% to Rs 4,413 million primarily due to the closure of the Pakistan–Afghanistan border and disruptions in regional trade arising from the US–Iran conflict. Volume grew faster than value in the local market reflecting a deliberate decision to price competitively and take share in a recovering domestic market.

Gross profit

Gross profit rose 33.0% to Rs 5,670 million and the gross margin recovered 251 basis points to 15.60%, the highest in six years. Two forces drove this. First, natural rubber prices, which touched a decade high during FY2025 and compressed FY2025 margins, normalized through FY2026. Second, and more durably, fixed manufacturing costs were spread across 14.6% more units produced. Raw material consumed rose 13.1% against volume growth of 14.6%, while fuel and power rose only 12.9% and total cost of sales rose 8.4% well below revenue growth.

Capacity utilization

Capacity utilization improved from 64% to 72%. Capacity utilization for tyres rose from 68% to 80%, whereas, for tubes it rose from 63% to 70%. This is one of the important operating improvements of the year and the clearest evidence that the capital expenditure program in recent years is now earning its return.

Operating profit

Operating profit rose 36.7% to Rs 3,372 million, despite selling and distribution expenses increasing 18% (as volumes and geographic reach expanded) and administrative expenses increasing 19%.

Finance cost

Finance cost was held essentially flat at Rs 1,447 million (FY2025: Rs 1,459 million) even though average borrowings rose. The decrease is primarily supported by two factors. One, the policy rate averaged lower through most of the year, and the Company issued and redeemed a Rs 2,000 million Sukuk during the year, broadening its funding base and reducing reliance on conventional short-term lines. Finance cost fell from 4.48% to 3.98% of revenue and interest cover improved from 1.69x to 2.33x. As a combined result of the above, the Profit for the year substantially increased by Rs. 882 million to Rs 1,313 million.

Statement of Financial Position:

Total assets grew 6.9% to Rs 26,606 million. With the major capacity program complete, capital expenditure was reduced to Rs 1,043 million from Rs 1,216 million and non-current assets were broadly flat at Rs 13,250 million. Working capital absorbed Rs 2,026 million of cash as inventory and receivables were built to support higher volumes, net working capital nonetheless turned positive at Rs 244 million (FY2025: Rs 82 million). Total debt (principal portion of long-term loans and short-term financing) rose 11.8% to Rs 11,939 million and the debt-to-equity ratio moved marginally to 56:44 from 55:45.

Returns:

13.89% Return on equity	24.27% Return on capital employed	4.94% Return on assets
upto from 4.90%	upto from 18.78%	upto from 1.73%

Distributions:

An interim cash dividend of Rs 2.00 per share was declared and paid for the half year ended 31 December 2025, the first interim dividend in the Company's listed history. Together with the final dividend for FY2025, Rs 672 million was returned to shareholders in cash during the year. The Board has recommended a final cash dividend for FY2026 of Rs 2 per share, taking the total distribution for the year to Rs 4 per share.

THE LEGITIMATE NEEDS, INTERESTS OF KEY STAKEHOLDERS AND INDUSTRY TRENDS.



Panther Tyres employs targeted strategies to understand the requirements and preferences of all its stakeholders. Using innovative and best-in-class methods, the company sets industry benchmarks for understanding and addressing stakeholder needs.

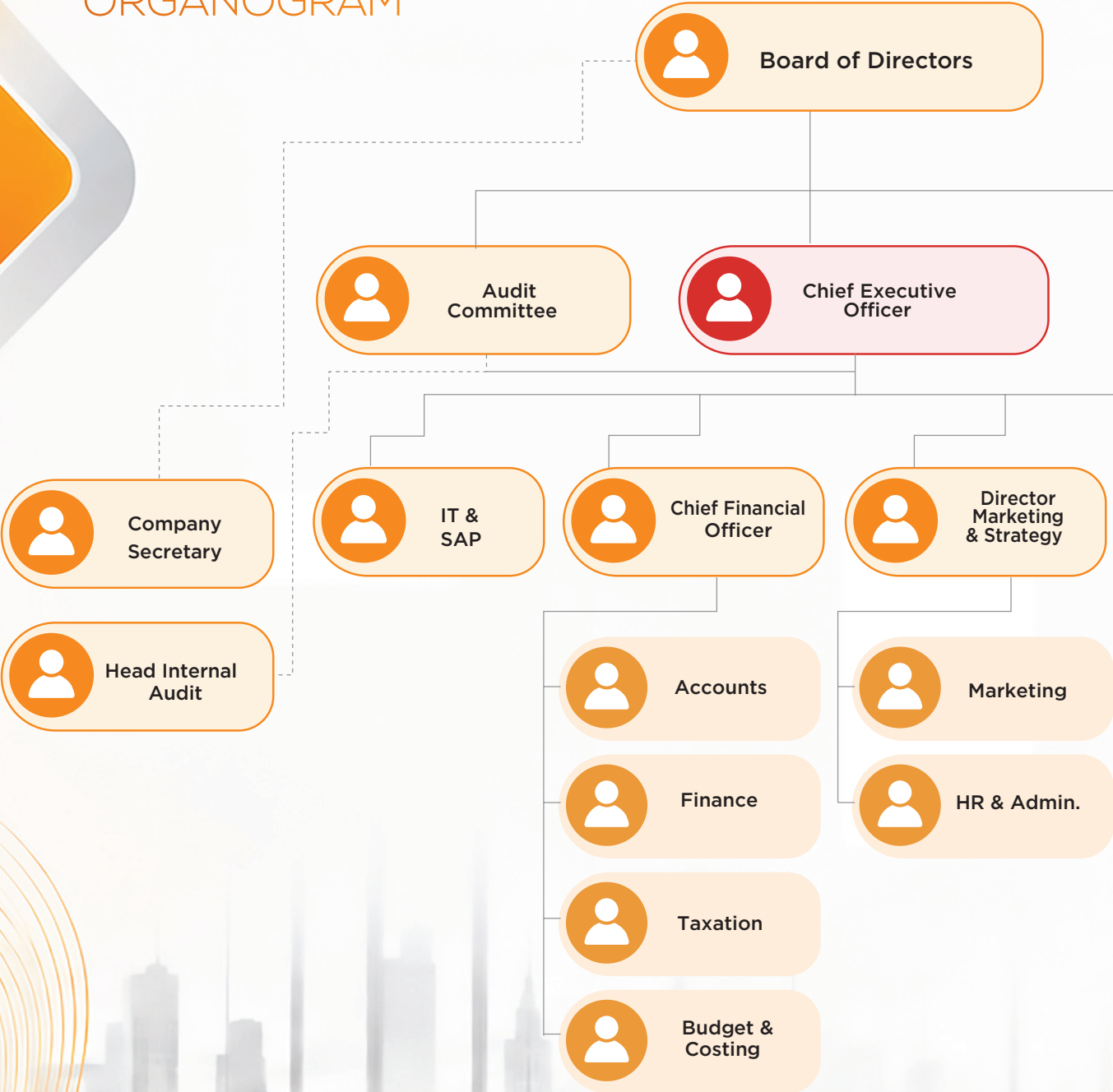
In its relentless pursuit of exceeding customer expectations, Panther Tyres consistently delivers top-quality products. The company has made significant investments in an in-house Quality Assurance department dedicated to ensuring that its products adhere to the highest industry standards. To maintain a continuous nationwide distribution of tyres and tubes, Panther Tyres has established enduring partnerships

with third-party logistics providers through long-term contracts. To keep shareholders informed about the company's performance and future prospects, the company regularly shares its financial reports along with comments from its directors. It also conducts annual investor briefing sessions to address any questions from analysts.

Our continuous growth is attributed to partnering with reputable and reliable suppliers. We have developed multiple sources for the supply of key components and materials, both internationally and locally, ensuring an uninterrupted supply of raw materials required for the production process.

The company tailors its CSR initiatives to make the most significant positive difference in the communities it serves. This involves understanding community needs through frequent visits and discussions with local leaders. The company contributes to the national exchequer by paying its due taxes in a timely manner. Furthermore, the company's commitment to growing its exports continually brings in foreign currency, bolstering the country's economic reserves.

COMPANY
ORGANOGRAM



FACTORS AFFECTING THE EXTERNAL ENVIRONMENT – PESTEL

Pakistan's Economy in FY2026

Pakistan's economy continued its transition from stabilization towards growth. GDP growth accelerated to 3.7%, the highest in four years, against 3.2% in FY2025. The Pak Rupee remained stable against the US dollar whereas average inflation was 7.05% (FY2025: 4.63%) and remained within the target

range for most of the year. Heightened geopolitical tension in the Middle East in the closing months pushed global oil prices and headline inflation sharply higher. The State Bank, having reduced the policy rate to 10.5% in December 2025, raised it by 100 basis points to 11.5% in April 2026 and held it there for the balance of the year. Continuation of the IMF Extended Fund Facility and Resilience and Sustainability

Facility, together with credit rating upgrades, reinforced policy credibility.

For Panther, the net effect was favorable: lower average financing costs than FY2025, a stable-to-stronger Rupee that reduced the local-currency cost of imported raw material, and a consumer recovery that drove the two- and three-wheeler market to an all-time record.

Description

Risk of technological obsolescence and of competitors adopting superior manufacturing technology.

Time horizon

Medium to long

Organizational response

To maintain its legacy as an unparalleled leader in the tyre industry, the Company has consistently prioritized the latest technological developments and has remained at the forefront of upgrading its manufacturing facilities. This includes continuous plant modernization, modernized calendar line, new mixing building and additional curing capacity.

Description

Compliance with Applicable Legal and Regulatory Requirements

Time horizon

Ongoing

Organizational response

The Company has a dedicated team of professionals supported by external counsel and tax advisers.

Board-level oversight through the Audit Committee

Full implementation of the FBR digital invoicing.



P

Description

Political uncertainty affects consumer and investor confidence and can produce abrupt shifts in macroeconomic and trade policy.

Geopolitical tension affects oil prices, freight rates and export market access.

Time horizon

Short to medium

Organizational response

Management monitors political and regulatory developments continuously and adjusts processes and policies in response to actual or anticipated change.

Sector issues are pursued collectively through PAMA and PAAPAM.

Export market diversification limits exposure to any single geography.

E



Description

Inflation, interest rates, exchange rates and commodity cycles drive both input costs and consumer affordability. The policy rate rose 100 bps to 11.5% in April 2026; natural rubber prices normalized from FY2025 highs.

Time horizon

Short to medium

Organizational response

The company considers several strategies to mitigate impacts, including cost management programs, energy-saving investment, renegotiation of transportation contracts and selective price adjustment.



S

Description

Rising vehicle ownership, urbanization and the growth of gig-economy delivery riding expand the addressable market. Community expectations of corporate social behavior continue to rise.

Time horizon

Medium to long

Organizational response

Product development for delivery and commercial-use segments.

CSR focused on education, community welfare, road safety, flood relief, women's empowerment initiatives and scholarship support.

T



Description

Environmental footprint, waste and emissions, water scarcity, climate-related physical risk (including floods) and tightening regulatory standards.

Time horizon

Short to long

Organizational response

The Company employs multiple measures to safeguard the environment and adheres to relevant environmental standards.

The Company is strategically focusing on adopting renewable energy technology. In this regard, in addition to the already installed 2.5 MW solar power plant, the Company has initiated installation of an additional 3.5 MW solar power plant which will increase the total capacity of energy generation from renewable energy to 6 MW. The project is expected to reduce annual carbon emissions by approximately 4,700 metric tons while lowering the Company's reliance on conventional energy sources.

Further, we enhance environmental performance by optimizing resource usage, adopting eco-friendly alternatives, and investing in waste heat recovery systems.



E

L



THE EFFECT OF SEASONALITY ON PRODUCTION AND SALES

The tyre and tube business in Pakistan is seasonal in three distinct ways, and the Company plans production and inventory around each.

Driver	Pattern	Effect on Panther	Management response
 Agricultural cycle	Tractor tyre demand peaks ahead of the Rabi sowing season (October–December) and again before Kharif (April–June), and rises with crop payments after harvest.	Tractor and rear-tyre volumes are concentrated in two windows	Production planned in advance of each window; finished goods inventory built in the preceding quarter.
 Weather	Tyre wear and purchase rises during the peak summer and monsoon season, and falls in the post-monsoon and winter months.	Q2 is typically the softest quarter for replacement market.	
 Festive and cash cycles	Eid periods, wheat and cotton payments, and the harvest cash cycle drive rural purchasing power	Replacement demand in rural markets clusters around these events	

Because the Company sells across two-wheeler, three-wheeler, agricultural, commercial and export segments, these individual seasonal patterns partially offset one another at the aggregate level. Diversification of the product portfolio is, among other things, a seasonality management strategy.

SWOT ANALYSIS

STRENGTHS



STRENGTHS

- Strong and improving financial position
- Diversified product portfolio among local bias tyre manufacturers
- One of the largest players in the industry
- State-of-the-art production facilities with capacity headroom available without further major capital expenditure
- Established brand with strong customer loyalty
- Wide distribution and retail network
- Long-standing OEM relationships
- Certified quality — ISO 9001 and EU E-8 mark
- Competent and stable human resource base; low turnover in key technical roles
- Development of new and eco-friendly formulations

WEAKNESSES



WEAKNESSES

- High reliance on imported raw materials, exposing the Company to exchange rate and international commodity risk
- Labor-intensive manufacturing process
- Relatively homogeneous product characteristics in the core bias categories, limiting differentiation
- Limited pricing latitude because of competition from smuggled products
- Seasonal demand patterns requiring working capital to be carried through soft quarters
- Export concentration risk
- Highly competitive industry

OPPORTUNITIES



OPPORTUNITIES

- Consistent structural growth of the replacement market as the registered vehicle population expands
- Available capacity headroom that can be converted to revenue at high incremental margin
- Export potential in the Middle East, Africa and Central Asia
- Untapped potential of corporate farming and agricultural mechanization
- Government emphasis on localization and discouragement of imports
- Infrastructure development projects supporting OTR and commercial demand
- Implementation of further energy-efficient and renewable technologies to reduce unit cost
- Product development for the electric two-wheeler and delivery-rider segments

THREATS



THREATS

- Volatility in global natural rubber and crude-linked input prices
- Influx of smuggled product and under-invoiced imports that compete below the documented cost base
- Currency instability affecting the local-cost of imported inputs
- Strong foreign competition from China and India
- Supply chain disruption in imported raw materials (shipping, port and geopolitical risk)
- Economic instability, including any renewed inflation or interest rate shock
- Regulatory or duty changes affecting the relative competitiveness of imports
- Climate-related physical risk to operations and to the rural demand base

COMPETITIVE LANDSCAPE AND MARKET POSITIONING



Panther Tyres has experienced significant growth over the years, establishing an extensive distribution network within the country and making our domestically manufactured tyres and tubes accessible nationwide. We have strategically positioned ourselves for efficient tyre and tube delivery and exceptional customer service by building a diverse network of dealers in key markets. Our primary objective revolves around developing business strategies that secure and expand our market share, both locally and internationally.

We are committed to strengthening our position in both local and international markets. Our focus is on directing our resources and efforts toward exploring new markets and regions, aiming to enhance our global accessibility within the tyre industry and meet the needs of customers in both domestic and international markets.

POWER OF SUPPLIERS

Our association with suppliers is defined by transparency, long-term collaboration, and the creation of mutual value. At Panther Tyres, we place great importance on nurturing our social and relationship capital to uphold the utmost quality standards. Our consistent expansion owes much to our partnerships with reputable and trustworthy suppliers. We've established multiple channels for sourcing essential components and materials, ensuring uninterrupted access to the raw materials needed for our production throughout the year. Our strong and positive relationships with suppliers, coupled with our esteemed standing in the industry, enable effective management of supplier relationships.

POWER OF CUSTOMERS

As one of our core values, we prioritize our customers by adopting proactive strategies to meet their evolving expectations and showcase our adaptability in the business world. We stay in harmony with our customers' demands, consistently delivering the best quality tyres and tubes that align with their needs. Placing customers at the heart of our decision-making process empowers us to effectively manage customer influence.

COMPETITION AND RIVALRY

We endorse healthy competition, which keeps us vigilant about preserving our market share and consistently enhancing our quality standards for tyres and tubes. Our cutting-edge production facilities, responsible utilization of natural resources, extensive distribution network, and committed team of experts position us as a leading company, enabling us to maintain a competitive edge.

THREAT OF NEW ENTRANTS

As the eminent tyre and tube manufacturer in Pakistan, with state-of-the-art production facilities and an extensive marketing and distribution network covering the entire country, the threat of new entrants in the Pakistani tyre and tube industry is substantially low. The industry's high capital requirements, limited availability of raw materials, and restricted access to delivery channels serve as formidable barriers to entry for potential competitors.

THREAT OF SUBSTITUTE PRODUCTS

The market faces a low risk from substitute products due to the unique nature of our product.

COMPETITIVE LANDSCAPE AND MARKET POSITIONING

Porter's Five Forces

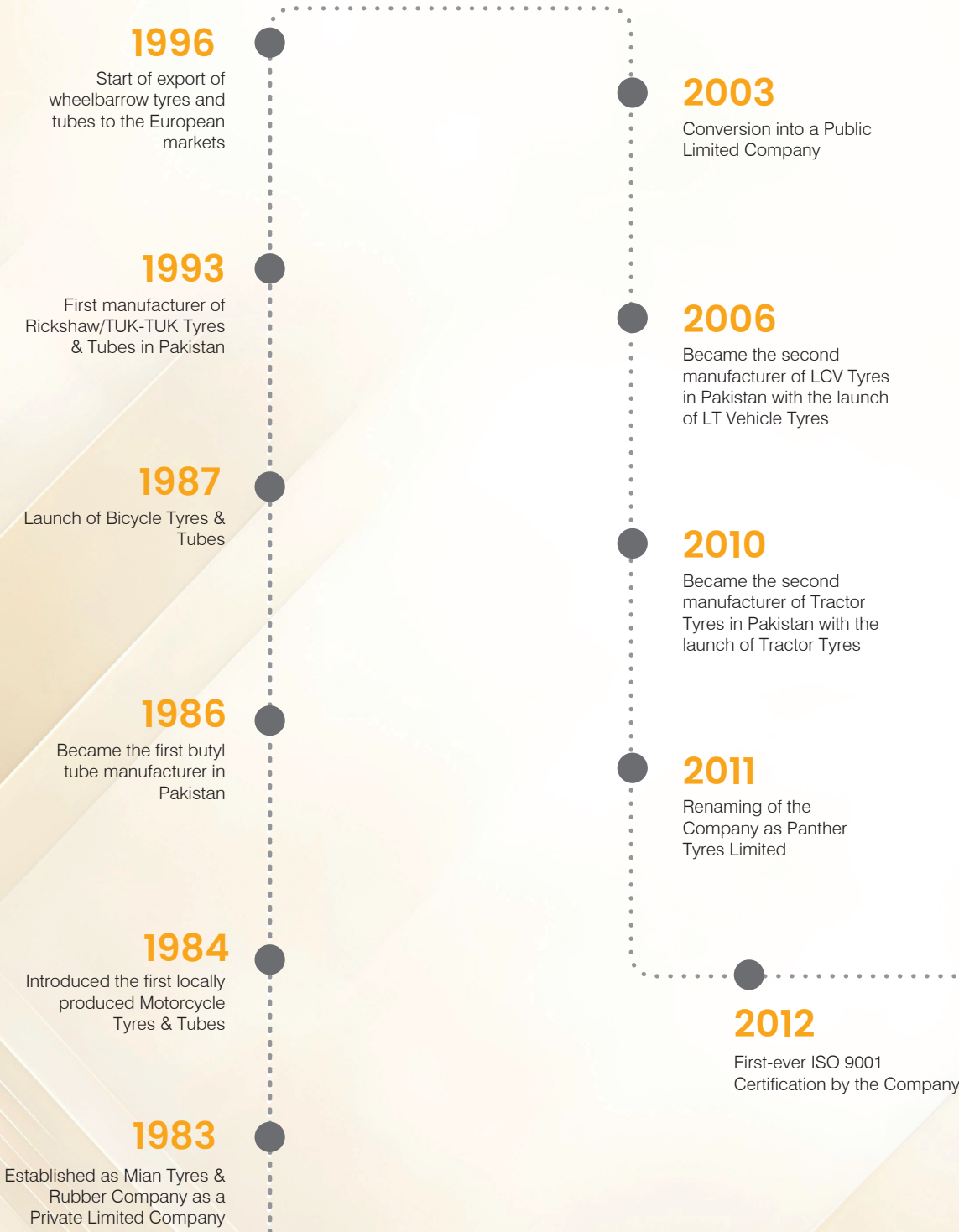
Force	Intensity	Analysis
 Threat of new entrants	Low	The industry requires very high capital investment in curing presses, mixers, calenders and building machines; access to imported raw material at scale, technical know-how in compounding, and critically a national distribution network that takes years to build. Panther's wide distribution network and 40-year brand equity are not quickly replicable.
 Bargaining power of suppliers	Medium	Natural rubber and carbon black are globally traded commodities with transparent pricing, which limits individual supplier power. However, concentration in producing geographies and the Company's import dependence create leverage in tight markets. Panther maintains multiple qualified sources for every critical input and long-term relationships with principal suppliers.
 Bargaining power of customers	Medium to high	OEMs are large, sophisticated buyers with the ability to dual-source, and exert real pricing pressure. The replacement channel is far more fragmented, and brand pull with end-users materially reduces dealer bargaining power. This is precisely why the replacement channel is strategically prioritized.
 Threat of substitutes	Low	There is no substitute for a pneumatic tyre on a road-going vehicle. The relevant substitution risk is between constructions (bias versus radial) and between brands, not away from the product category.
 Competitive rivalry	High	The domestic market has a small number of large local manufacturers competing alongside imported and smuggled product. Rivalry is expressed through pricing, trade schemes and availability rather than product innovation in the core bias categories.

Market Positioning

Panther Tyres competes as the quality-and-value competitor in the domestic two and three wheeler segment, and as a diversified challenger in tractor, LCV, TBB and OTR. The Company's positioning rests on four pillars:

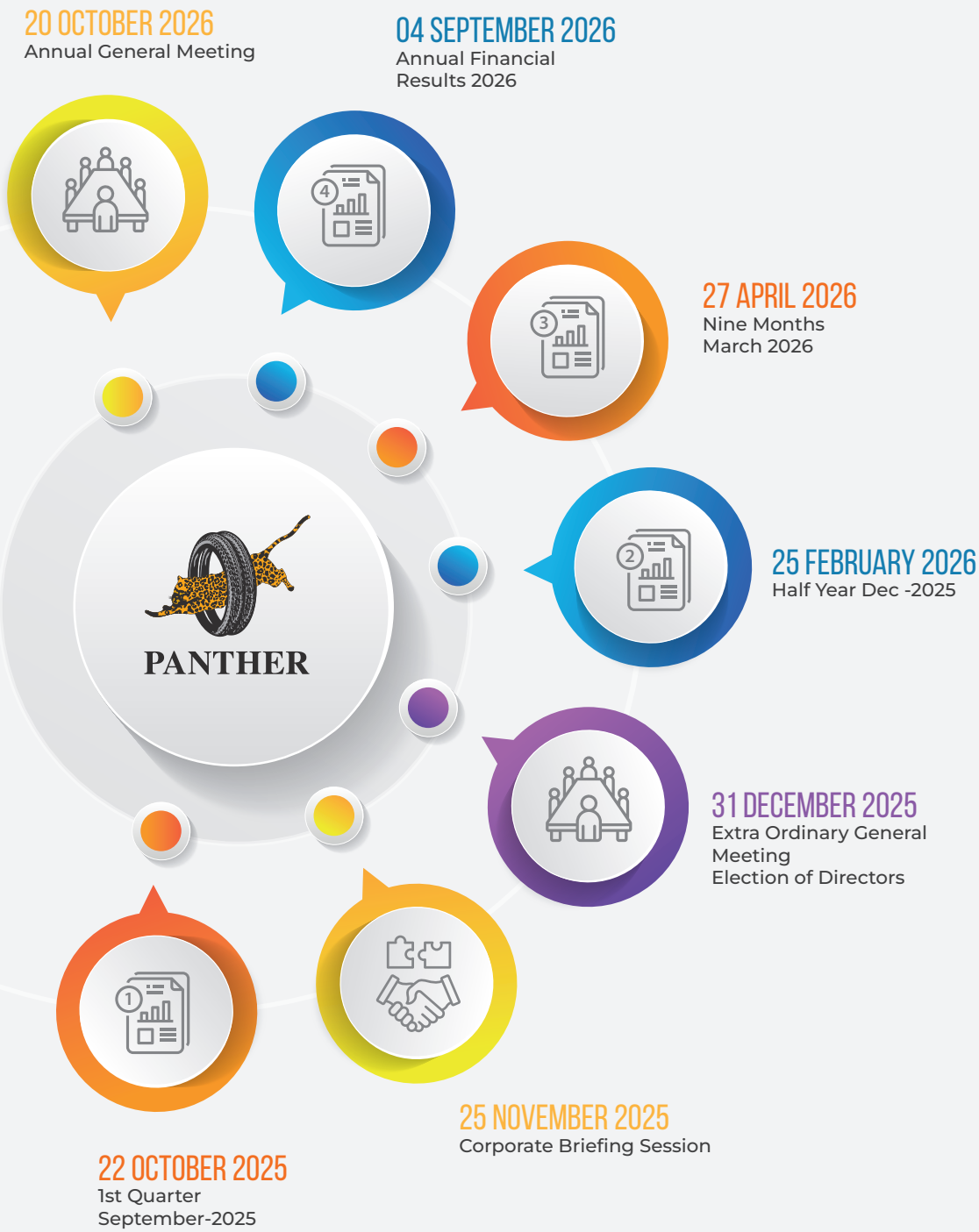
1. Availability – A distribution network that reaches the end user faster than imports can.
2. Consistent quality – ISO 9001 processes and EU E-8 certification that meets European regulatory standards.
3. Value for money – Premium performance at a price point that the Pakistani rider, farmer and hauler can justify.
4. Breadth – The ability to supply a dealer's entire requirement across vehicle categories from one supplier.

KEY MILESTONES / HOW WE EVOLVED



CORPORATE

EVENTS



LEAD WITH
VISION

MOVE WITH
PURPOSE

SAIL TOWARD
SUCCESS.

02.

STRATEGY AND RESOURCE ALLOCATION

STRATEGY AND RESOURCE ALLOCATION

Strategic Objectives and Strategies

Panther Tyres is committed to being a reliable tyre and tube supplier for its customers through innovation, continuous improvement and by utilizing available capital effectively and efficiently.

In order to achieve the above, objectives are set over three horizons, each with named strategies and measurable indicators.

Short Term

Strategic objective	Strategies to achieve the objective	Target / Key Performance Indicator
Lift capacity utilization to avail the benefit of headroom available	- De-bottleneck curing and building operations - Align product mix planning with the orders received at monthly S&OP	Utilization > 80%
Restore export revenue growth	Explore new export markets, especially in Asian, European and African continents	Export revenue > Rs 6,000 million
Defend and extend the recovered gross margin	- Forward coverage on raw materials - Conversion-cost reduction per unit - Disciplined trade-scheme spend	Gross margin > 15%
Reduce the cost of debt	- Shift the funding mix further towards concessionary and Shariah-compliant instruments - Focus on cash generation from operations - Disciplined utilization of funds	Finance cost as % of sales < 3.75%
Improve working capital efficiency	- Tighten receivable discipline in the distribution channel - Optimize raw material inventory cover	Cash conversion cycle < 60 days
Deepen renewable energy penetration	Solar expansion beyond the existing 2.5 MW to 6 MW	Renewable share of consumption > 10%

Medium Term

Strategic objective	Strategies to achieve the objective	Target / KPI
Convert the balance sheet from growth-funded to cash-generative	- Hold capital expenditure at maintenance-plus levels until utilization exceeds 80% - Direct free cash flow to debt reduction and dividends	Debt/EBITDA < 2.75x Fixed asset turnover > 3x
Diversify the export base so as to avoid concentration risk	- Market-by-market qualification – treating each region on its own terms - Local partner development in the target regions - Product homologation	≥ 15 active export markets
Extend and supplement the business growth	Product range extension	Top line quantitative growth > 12%
Build a data-driven manufacturing operation	- Extend SAP with production analytics - Introduce machine-level data capture and AI-assisted quality inspection	Defined analytics dashboards live across production, quality and sales

Long Term

Strategic objective	Strategies to achieve the objective	Target / KPI
Become a recognized regional exporter, not only a Pakistani exporter	- Adding the new regional markets - Extending the product portfolio - Development of the regional native partners	Exports > 20% of revenue
Making Pakistan self-reliant by introducing products to substitute the imported tyres	- Investment in state-of-the-art technology - Strengthening the distribution network	Introducing new products to supplement the demand of imported tyres
Lead the Pakistani tyre industry on sustainability	- Circularity in rubber waste - Water neutrality at the plant - Renewable majority in the energy mix	Net positive movement on all four ESG pillars
Enhancement of capacity to cater to increasing demand	Once the utilization gap is met, execute capacity additions in phased tranches sized to demonstrated demand rather than a single large greenfield commitment, preserving the capital discipline that underpins the FY2026 recovery	Capacity utilization sustained above the 80% for four consecutive quarters before a tranche is approved Debt/EBITDA maintained below 3x through any expansion phase

Strategic objective	Strategies to achieve the objective	Target / KPI
Long-term partnerships with OEMs and institutional customers	- Move from transactional OEM supply to structured account relationships, joint product development for new vehicle platforms (notably electric two-wheelers, already an active R&D theme) rather than supply-on-demand - Extend the JATMA standards and quality systems as the basis for OEM co-development conversations, since certified quality is the entry ticket to deeper OEM integration	Number of OEM relationships under formal multi-year agreement OEM revenue retention/renewal rate

Statement on the Continuing Relevance of Indicators

The Board has reviewed the indicators used to measure the Company's strategic progress and has satisfied itself as to their continuing relevance. Capacity utilization, topline growth, gross margin, export revenue, interest cover, Debt/EBITDA and cash conversion cycle, together with return on equity, will remain the Company's primary performance indicators for the foreseeable future. The Board considers these indicators appropriate because, taken together, they capture the three determinants of value creation in a capital-intensive manufacturing business: the productivity of the asset base, the margin earned on each unit produced, and the cost of the capital employed to generate that margin.

RESOURCE ALLOCATION PLANS — THE SIX CAPITALS

We aspire to be the tyre and tube manufacturer of choice for Pakistan's riders, farmers, haulers and institutions trusted for consistency of quality at a price the market can sustain. Our challenge is to convert the capacity we have already built into consistent earnings, putting the end user's safety and affordability at the center of every investment decision, while allocating capital

with discipline rather than ambition alone.

To achieve its strategic objectives, the Company deploys the resources at its disposal across six forms of capital in a planned and accountable manner. Our value-creation model is aimed at delivering optimum value to shareholders, employees, customers, lenders, communities and the environment in which we operate.

Financial Capital

The Company maintains a prudent and increasingly resilient capital structure comprising shareholders' equity of Rs 9,457 million and total debt of Rs 11,939 million, at a debt-to-equity ratio of 56:44. Management continuously monitors liquidity, capital allocation and funding requirements to ensure adequate financial flexibility for executing strategic priorities, without compromising the balance sheet discipline that underpinned the earnings recovery reported this year.

To support future growth, the Company relies on a balanced mix of internally generated cash flows, efficient working capital management, and competitively priced conventional and Shariah-compliant financing. During the year, the Company issued and redeemed Rs 2,000 million of Sukuk certificates, broadening its access to Islamic capital markets.

Strong relationships with the Company's banking partners enable continued access to funding for strategic investments, capacity enhancement and renewable energy opportunities, while interest cover improved to 2.33x and Debt/EBITDA fell to 2.80x, its lowest level in four years.

Human Capital

Human capital is the asset that converts every other capital into performance, and it plays the central role in our success. Our Core Values, Code of Conduct and HR policies provide the framework that guides the whole organization. The Company gives key consideration to human resource management: a dedicated HR function operates under the oversight of the Board's HR and Remuneration Committee, and the Nomination Committee gives explicit attention to succession planning at Board and senior-management level.

To execute its strategy, the Company relies on a workforce of 3,074 employees, including tyre and rubber technologists whose specialized expertise is scarce in Pakistan's manufacturing sector, and whose technical leadership carries an average tenure exceeding two decades. Investment in this capital — Rs 3,441 million during FY2026, representing 44.4% of all wealth the Company generated, its single largest distribution to any

stakeholder is directed at skill upgradation, health and safety, and leadership development.

Manufactured Capital

The Company continues to leverage its purpose-built manufacturing infrastructure at Sheikhpura — 1,375,547 square feet of land supporting installed capacity of 51.3 million tyres and tubes per annum — together with its distribution network and third-party logistics arrangements, to support sustainable and increasingly efficient growth.

In line with its strategy of converting existing assets into earnings before committing to new ones, the Company increased tyre production capacity by 8.0% during the year through debottlenecking and additional curing capacity, funded by capital expenditure of Rs 1,043 million, a deliberate reduction from the prior year as the major expansion phase of FY2022–FY2025 concluded. The Board has determined that no further major capacity commitment will be made until utilization, which rose from 64.0% to 72.3% this year, sustainably exceeds 80%, ensuring that returns on the existing asset base are demonstrated before that base is enlarged again. Alongside manufacturing capacity, the Company's installed 2.5 MW solar power plant along with planned installation of 3.5 MW solar plant will support both energy security and cost reduction.

Intellectual Capital

Innovation, technology and forty-three years of compounding and process know-how remain the enablers of the Company's long-term competitive position. The Company continues to strengthen its intellectual capital through its ISO 9001 quality management certification and its EU E-8 mark, a credential certifying that its tyres meet European regulatory standards, one held by very few

manufacturers in the region at a comparable cost base.

During the year, the Company completed full implementation of the Federal Board of Revenue's digital invoicing regime within its existing SAP ECC 6.0 environment, strengthening the integrity and transparency of its production and financial data. The Company has adopted a formal, Board-approved artificial intelligence strategy under its current IT strategy, taking a staged and business-value-led approach. Initial use is limited to low-risk applications such as report preparation and analysis of non-sensitive business data, with production and quality analytics and AI-assisted visual inspection to follow in later stages, conditional on defined business value and adequate data-security controls.

Social and Relationship Capital

The Company remains committed to maintaining strong and mutually beneficial relationships with its stakeholders, including its OEM customers, its dealer and distribution network, institutional buyers including the armed forces and other government entities, its lenders, its employees, and the communities around its Sheikhpura operations.

As a responsible corporate citizen, Panther Tyres actively supports its communities through initiatives in disaster relief, road safety and education. During the year, the Company's flood relief activity in Pir Mahal provided ration supplies to affected families, its road safety campaign promoted responsible driving among the wider public, and its partnership with Foodpanda recognized the contribution of delivery riders who depend on their motorcycles daily. The Company also continues to prioritize workplace safety and ethical business conduct, recording zero Code of Conduct violations and full workforce

certification against its anti-corruption policy during the year, reinforcing its standing as a trusted manufacturer with a four-decade presence in the market.

Natural Capital

The Company recognizes the importance of responsible stewardship of natural resources and remains committed to reducing its environmental footprint through efficient resource use and sustainable operating practice, in an industry where energy alone represents 8.6% of cost of sales.

Through its investment in solar generation, the Company continues to reduce its reliance on conventional energy sources while lowering its unit cost of production, demonstrating that, in this business, decarbonization and cost discipline point in the same direction.

CAPABILITIES AND RESOURCES PROVIDING SUSTAINABLE COMPETITIVE ADVANTAGE

Four capabilities are, in the Board's assessment, genuinely difficult for a competitor to replicate and therefore constitute sustainable competitive advantage:

- 1. **The distribution network:** A large network of distributors, built over four decades, reaching every significant vehicle market in Pakistan. A new entrant can buy machinery in eighteen months; it cannot buy this network at any price.
- 2. **Product breadth from a single plant:** 500+ tyre variants across seven vehicle categories manufactured on one site. This lets Panther supply a dealer's whole requirement, which is worth

- more to that dealer than a marginally better price on one line.

3. **Compounding know-how:** Rubber compounding for Pakistani road, load and climate conditions is empirical knowledge accumulated over decades of iteration. It is embodied in people and
- formulations, not in equipment.

4. **Certified quality at a local cost base.** The EU E-8 mark certifies that Panther's tyres meet European regulatory standards. Very few producers in the region hold that credential at Panther's cost structure.

Together they allow the Company
- to earn a gross margin of 15.6% in a market where the principal competitive threat competes purely on price. Capacity headroom of 27.7% means the next unit of demand can be met at high incremental margin without new capital, which is why FY2026 operating profit grew 36.7% on revenue growth of 11.6% (an operating leverage of 3.17x).

STRATEGY ON MARKET DEVELOPMENT AND PRODUCT DEVELOPMENT

Market Development

Strategic objective	Target / Key Performance Indicator
Replacement	The core profit engine. Deepen dealer coverage in under-served districts; strengthen brand pull with end users; align trade schemes to the rural cash cycle
OEM	Manage for longevity rather than short-term margin; every OEM tyre creates a future replacement customer
Institutional	Compete actively for tenders with the large corporates
Exports	Diversify exports to multiple regional markets taking leverage of the EU E-8 credential

Product Development

- Delivery and gig-economy duty cycles - The rapid growth of motorcycle-based delivery has created a user who covers three to five times the mileage of a private commuter. Compound and tread development for this segment is under way.
- Electric two-wheeler applications - Electric two-wheeler sales grew sharply in FY2026. Panther is developing lower-rolling-resistance constructions suited to the torque and load characteristics of electric drivetrains.
- Commercial and agricultural extension - Range extension in TBB, tractor and OTR to

- reduce dependence on the two-wheeler segment and raise average selling price.
- Eco-friendly formulations - Development of compounds with reduced environmental impact, consistent with the Company's sustainability objectives.

EFFECTS OF KEY FACTORS ON STRATEGY AND RESOURCE ALLOCATION

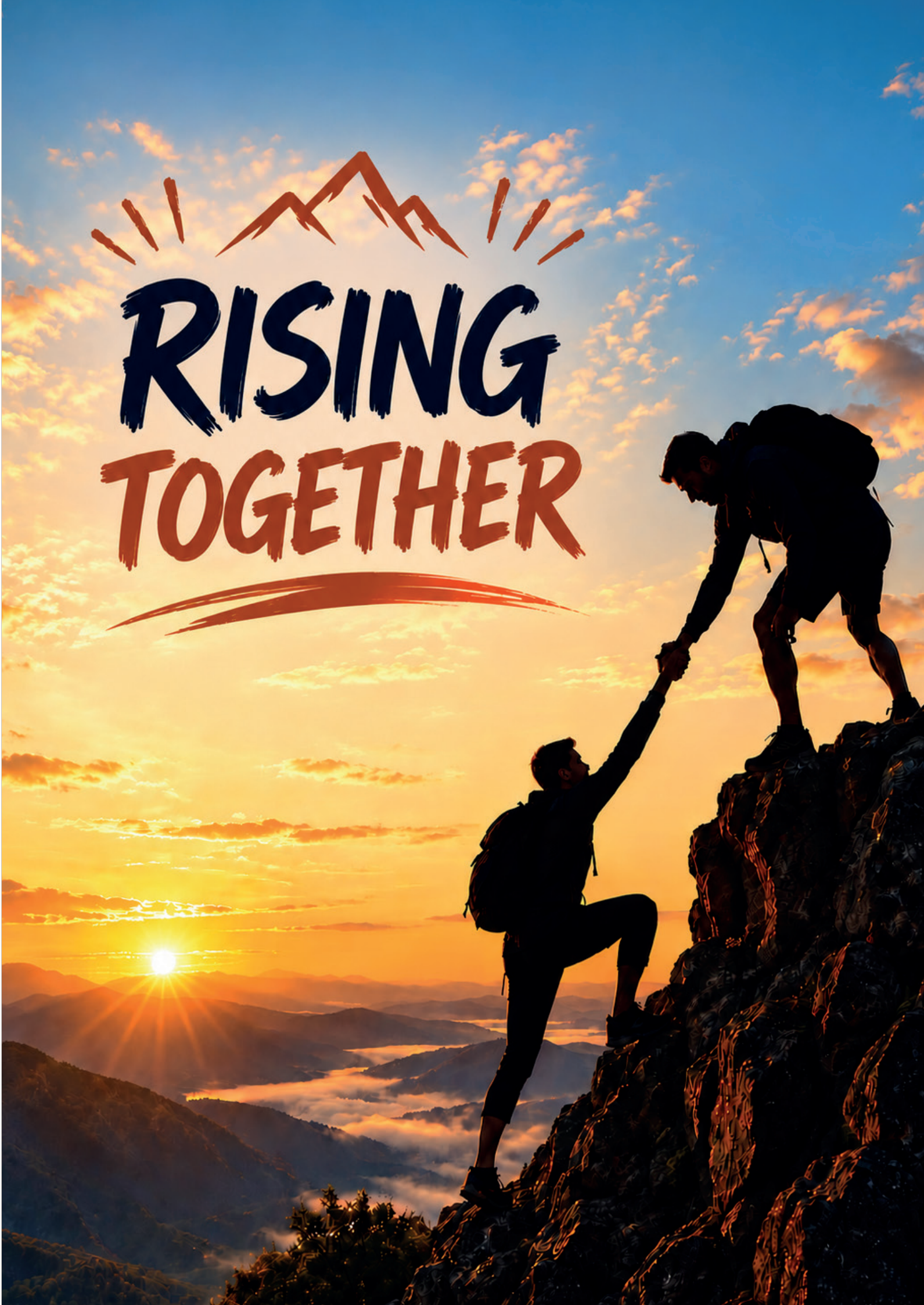
(a) Technological Changes

Technological advancements present both opportunities and challenges for the Company. On one side, they enable us to automate processes, enhance

efficiency, and improve product quality. Conversely, the rapid pace of technological change necessitates investments in upskilling our workforce and updating our equipment. To effectively respond to these dynamics, the Company adopts a proactive approach, monitoring technological trends and strategically integrating beneficial innovations into our operations.

(b) Sustainability Reporting and Challenges

SECP has formalized sustainability governance obligations for listed companies. The Company has responded by assigning sustainability oversight to the Risk Management Committee (Board approval dated 26 September 2025), including a female director on that committee, and by



beginning the work of establishing a formal emissions baseline. The principal challenge is data: reliable, auditable measurement of Scope 1 and Scope 2 emissions, water withdrawal and waste streams requires metering and systems investment that is now being scoped. Resource allocation for FY2027 includes this measurement infrastructure.

(c) Initiatives Promoting and Enabling Innovation

- A dedicated product development function working on compounds and constructions for new duty cycles
 - Cross-functional participation in the annual budgeting and strategy process, so that operating-level improvement ideas reach the capital allocation decision
 - The ICAP Training Organization Outside Practice
- registration, which brings a continuous inflow of trainee professionals into finance and accounting.

 - The LSE mentorship program, which builds the Company's connection to emerging technical and business talent
 - Continuous benchmarking against industry practice through PAMA and PAAPAM forums

(d) Resource Shortages

Resource	Constraint	Response
Natural rubber	Concentrated in a small number of producing countries; subject to weather, disease and price volatility; touched a decade high in FY2025	Multiple qualified sources; Inventory policy calibrated to price cycles; Substitution flexibility in compound design where quality permits
Foreign exchange	Imported inputs require dollar liquidity; availability tightened in prior years	Export earnings provide a natural partial hedge; Banking relationships across multiple institutions
Skilled technical labor	Tyre and rubber technologists are scarce in Pakistan	In-house training and long-tenure retention; Technical leadership team averages over two decades of service
Grid electricity reliability and cost	Tariff volatility and supply interruption risk	2.5 MW solar in operation; Planned expansion by addition of 3.5 MW solar plant in the upcoming year

BOARD'S STATEMENT ON INTERNAL CONTROLS, INCLUDING IT CONTROLS

The Board of Directors has established and maintains a system of internal financial and operational controls designed to provide reasonable assurance regarding the effective and efficient conduct of operations, the safeguarding of Company assets, compliance with applicable laws and regulations, and the reliability of financial reporting.

Design - The control framework comprises clear organizational structures, defined authority limits, documented policies and procedures, and segregation of duties enforced at the application layer within SAP ECC 6.0. Five interrelated components are in place and functioning as an integrated system: the control environment (including the integrity, ethical values and competence of employees), risk assessment, control activities, information and communication, and monitoring.

IT controls - The Company's SAP ECC 6.0 environment integrates finance, procurement, production, inventory, sales and human resources on a single database. Access is role-based, segregation of duties is configured and reviewed, changes to master data and to configuration follow a documented approval workflow, and joiner-leaver access reviews are performed.

Independent evaluation - The internal audit function, which reports functionally to the Audit Committee, performs risk-

based reviews of the control environment, including on-site re-performance of tests of controls. The Audit Committee reviews the effectiveness of the internal control framework and the financial statements on a quarterly basis and reports to the Board.

Conclusion - The Board, having reviewed the internal audit reports, the Audit Committee's assessment and management's representations, and having considered the external auditors' communications, is satisfied that the system of internal control, including IT controls, is sound in design and has been effectively implemented and monitored throughout the year ended 30 June 2026. No material weakness in internal control came to the Board's attention during the year.

BOARD'S STATEMENT ON SIGNIFICANT PLANS AND DECISIONS

The Board confirms the following in respect of the year under review:

- Corporate restructuring** - There was no corporate restructuring, merger, demerger, amalgamation or scheme of arrangement during the year, and none is currently contemplated.
- Change in the nature of business** - There has been no change in the nature of the business of the Company during the year.
- Business expansion and major capital expenditure**- The major capacity expansion program undertaken between FY2022 and FY2025 was completed. During FY2026, the Board approved capital expenditure of Rs 1,043 million directed at debottlenecking, added

curing capacity and maintenance, which increased tyre capacity by 8.0% to 10.68 million units per annum.

- Discontinuance of operations** - No operation, product line or business unit was discontinued during the year, and none is planned for discontinuance.
- Financing decisions** - The Board approved the issuance of Rs 2,000 million of Sukuk certificates during the year, which were issued and redeemed within the year, and approved long-term borrowings of Rs 862 million alongside repayments of Rs 764 million.
- Distribution decisions** - The Board approved the Company's first interim cash dividend since listing, of Rs 2.00 per share for the half year ended 31 December 2025, and has recommended a final cash dividend of Rs 2 per share for FY2026.

(a) Defaults in Payment of Debt

There were no defaults in the payment of any debt during the year ended 30 June 2026, nor at any time since. All principal and mark-up obligations to financial institutions, Sukuk holders and lessors were met as they fell due. Specifically:

- Long-term loans of Rs 764.18 million were repaid on schedule.
- Sukuk certificates of Rs 2,000 million issued during the year were redeemed in full within the year.
- Mark-up of Rs 1,362.56 million was paid against borrowings during the year.

No repayment plan for defaulted debt is therefore required. All

financing facilities remain in good standing and no covenant breach was reported by any lender during the year.

(b) Board Strategy on Liquidity and Operational Losses

The Company did not incur an operational loss in FY2026 or in any of the preceding five years, and no operating loss is forecast. The Board nonetheless maintains an explicit strategy for managing liquidity, which is the more relevant risk for a working-capital-intensive manufacturer.

Liquidity position at 30 June 2026. Current assets of Rs 13,356 million against current liabilities of Rs 13,112 million give a current ratio of 1.02x and positive net working capital of Rs 244 million (FY2025: Rs 82 million; FY2024: negative Rs 1,483 million). The trajectory over three years is one of steady improvement. Cash and bank balances stood at Rs 551 million with a further Rs 223 million in short-term investments.

03.

RISKS AND OPPORTUNITIES



RISKS AND OPPORTUNITIES

KEY RISKS AND OPPORTUNITIES AFFECTING THE CAPITALS

The Board assesses risk and opportunity against each of the six capitals, because it is the availability, quality and affordability of those capitals that ultimately determines the Company's ability to create value.

Short Term

Capital	Key risks (internal and external)	Key opportunities
Financial	- Interest rate volatility - Refinancing risk of debt - Currency risk on imported inputs - Credit risk on trade debts - Liquidity risk from working capital seasonality - Higher inflation	- Sustained cost of debt as the rate cycle turns - Access to concessionary refinance schemes including export refinance and Islamic capital markets following the FY2026 Sukuk - Stable foreign exchange rates with lower volatility - Improving credit metrics reducing risk premia - A demonstrated, multi-year improvement trend in the cash conversion cycle - Structural cost absorption through capacity utilization
Human	Loss of qualified and competent staff	- Succession planning - Rewarding high performing employees - Training and development programs
Manufactured	- Plant breakdown and unplanned downtime - Obsolescence risk	- Capacity headroom convertible to revenue at high incremental margin - State-of-the-art production facility
Social and relationship	- Loss of an OEM relationship - Dealer channel conflict - Reputational damage from a product safety event	- Long term business relationship with customers across distribution and direct sales channel - No tolerance policy over quality issues of the products
Natural	- Energy tariff and supply risk - Rubber wastage - Emissions regulation and carbon pricing	- Renewable energy expansion reducing unit cost and emissions; - Rubber scrap recovery and circularity - Eco-friendly compounds as a differentiator in export markets

Sustainability-Related Risks and Opportunities

Risk / opportunity	Horizon	Potential financial effect	Management response
Energy price and supply risk — dependence on grid electricity exposes the Company to tariff increases and supply interruption	Short to medium	Fuel and power were Rs 2,649 million, 8.6% of cost of sales; a 10% tariff increase would cost approximately Rs 265 million before mitigation	2.5 MW solar in operation Planned expansion by addition of 3.5 MW solar plant in the upcoming year
Emissions regulation and carbon pricing	Medium to long	Compliance cost Potential carbon border adjustment affecting European exports	Emissions currently within Environmental Quality Standards limits Formal Scope 1 and 2 baseline being established
Physical climate risk — flooding and extreme heat affecting the manufacturing site, the supply chain and rural demand	Short to long	Business interruption Demand destruction in flood-affected rural markets (as seen following the 2025 floods)	Business continuity planning Insurance cover Geographic diversification of the customer base

ROBUST ASSESSMENT OF PRINCIPAL RISKS AND UNCERTAINTIES

The Board, through the Risk Management Committee, has established a structured framework for identifying, assessing and mitigating the principal risks that could potentially affect the Company's business model, performance, solvency or liquidity. These risks span the operational, financial, commercial, regulatory, IT and cybersecurity, environmental and other emerging categories relevant to a capital-intensive tyre and tube manufacturer operating in Pakistan.

The Committee's assessment mechanism requires that risks be identified through a structured process at the level of individual business functions departmental risk registers maintained by functional heads, engagement with the CFO and CEO on financial and strategic exposures, and continuous monitoring of external developments in commodity markets, exchange

rates and the regulatory environment with each risk scored for likelihood and impact and assigned a named owner.

The Internal Audit function, reporting to the Board Audit Committee, provides independent assurance on the adequacy and effectiveness of this risk management system through risk-based reviews of the control environment. During the year under review, the Committee held meetings to specifically evaluate the Company's key risks and related opportunities, with these sessions focused on strengthening risk mitigation plans, ensuring alignment with the Company's strategic objectives, and embedding sustainability considerations into the overall risk management process.

Having reviewed the risks so identified, the Board's assessment is that solvency is not currently at risk, equity of Rs 9,457 million supports debt of Rs 11,939 million at a debt-to-equity ratio of 56:44 and Debt/EBITDA of 2.80x is the lowest in four years. Liquidity is the risk requiring

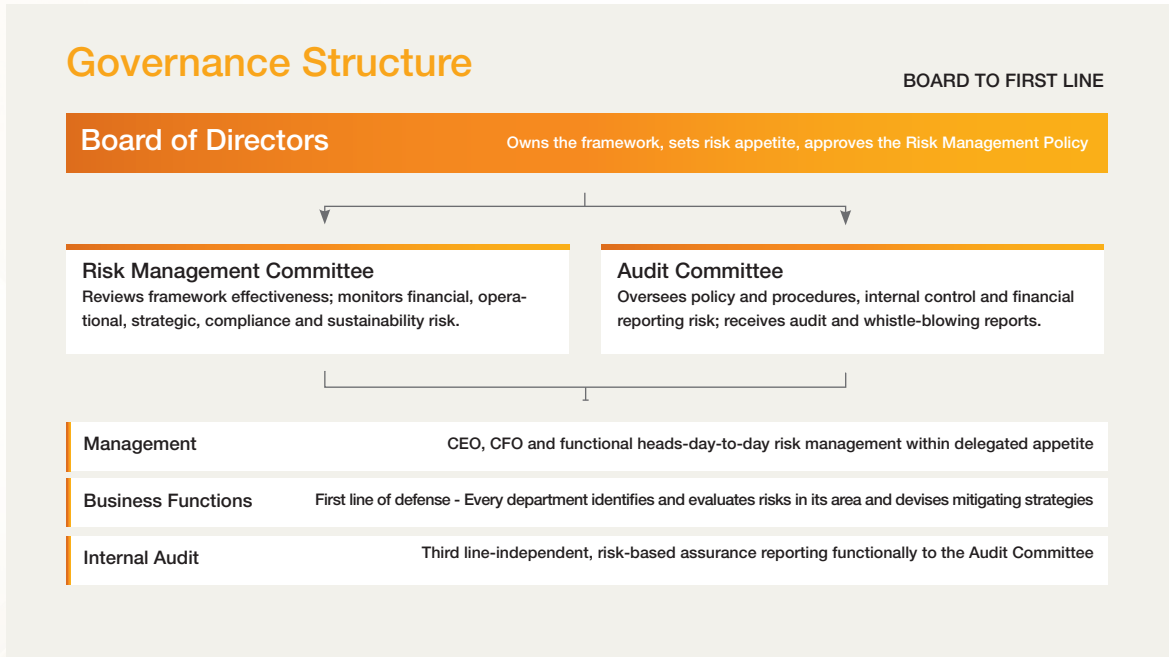
continuous management, given that current liabilities approximate current assets, and the Board's response is set out at Section 2. The scenario against which the Board stress-tests the plan most closely is a simultaneous adverse movement in rubber prices, the exchange rate and interest rates. On the FY2026 base, a 10% adverse movement in raw material cost would, absent-mitigation, reduce gross profit by approximately Rs 2,340 million, and a 100 basis point rise in interest rates on floating-rate debt would add approximately Rs 99 million to finance cost.

This proactive approach reflects the Company's commitment to safeguarding long-term shareholder value, maintaining operational resilience, and capitalizing on the opportunities that arise from a dynamic and often volatile operating environment, a commitment evidenced in FY2026 by the conversion of improved risk-adjusted capital discipline into a tripling of profit after tax.

RISK MANAGEMENT FRAMEWORK

Framework Structure

Accountability flows down from the Board. Assurance and reporting flow back up through the Risk Management and Audit Committee.



RISK METHODOLOGY

The Company applies a five-stage cycle:

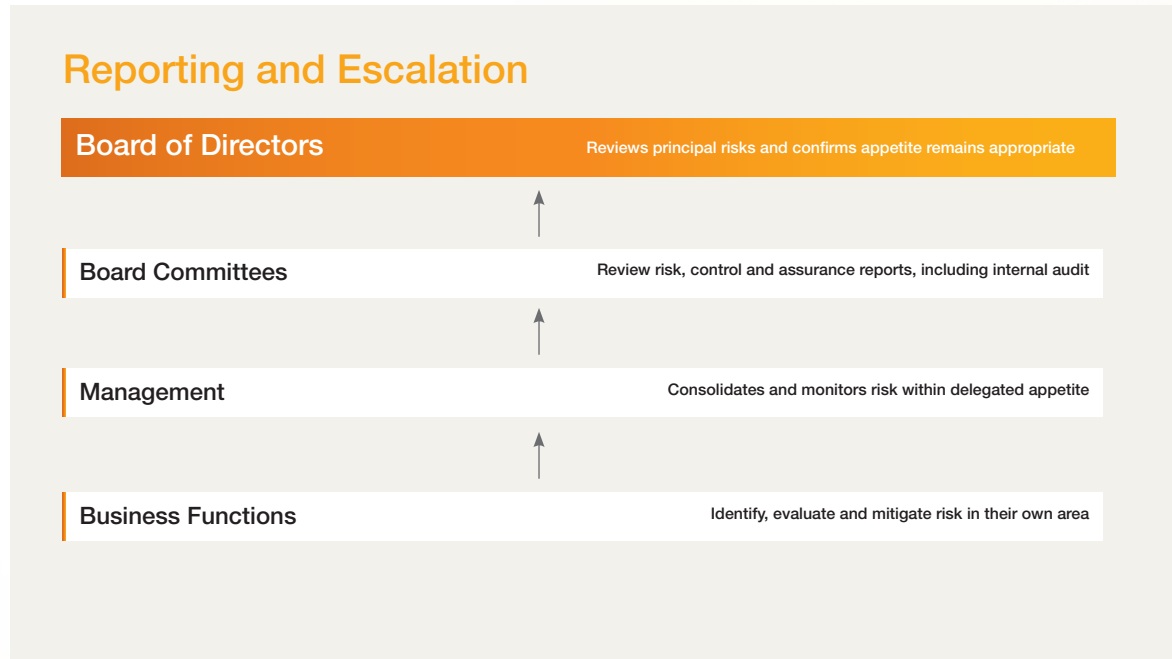
1. **Identification** – Each department maintains a risk register covering strategic, commercial, operational, financial, compliance and sustainability risk in its area. Registers are refreshed at least annually and on the occurrence of any significant event.
2. **Assessment** – Each risk is scored for likelihood and for impact, producing an inherent risk rating. Impact is assessed across financial, operational, regulatory and reputational dimensions.
3. **Treatment** – For each material risk, management determines whether to avoid, reduce, transfer or accept, and designs the corresponding controls. Residual risk is re-scored after controls.
4. **Monitoring** – Residual ratings are tracked against appetite. Key risk indicators are monitored by the responsible owner and escalated when thresholds are breached.
5. **Reporting** – Departments report periodically to the executive management. The Risk Management Committee reviews framework effectiveness and reports to the Board, which considers principal risks as a standing agenda item

Risk Appetite

The Board has articulated the Company’s appetite by risk category:

Risk category	Appetite	Expressed as
Product quality and safety	Zero tolerance	No compromise on specification or certification, every batch subject to quality release
Health and safety	Zero tolerance	Target of zero recordable injuries
Legal and regulatory compliance	Zero tolerance	Full compliance; no knowing breach accepted for commercial advantage
Ethics, fraud and corruption	Zero tolerance	Code of Conduct certified by 100% of the workforce; whistle-blowing protection
Environmental compliance	Zero tolerance	Operation within Environmental Quality Standards at all times
Financial leverage	Low to moderate	Lower Debt/EBITDA maintained and higher interest cover

Risk Reporting



Specific Mitigation Steps Linked to Objectives, Strategies and KPIs

Already covered above and in section 2

Supply Chain Disruption Risk from Environmental, Social or Governance Incidents

The risk. The Company’s principal raw materials are predominantly imported and account for a significant portion of cost of sales. This creates exposure to disruption arising from environmental, social or governance events in the supply chain, distinct from ordinary price and availability risk:

- **Environmental** – Natural rubber production is concentrated in South-East Asia and is vulnerable to drought, flooding, agri disease and, over the longer term, land-use change. A significant climate or disease event in a producing region would affect both availability and price. Shipping routes are themselves exposed to geopolitical situation and, as FY2026 demonstrated, to geopolitical disruption that affects freight cost and transit time.
- **Social** – Labor practices in upstream rubber production carry the risk of an incident that would be attributed through the value chain. Customers in European markets, in particular, apply increasing scrutiny to upstream labor and deforestation practices.
- **Governance** – Corruption, sanctions exposure or trade compliance failures at a supplier could interrupt supply and create legal and reputational consequences for the Company.

The Company’s strategy for monitoring and mitigating these risks:

1. **Multi-sourcing** – Multiple qualified suppliers are maintained for every critical input, across more than one producing geography, so that a disruption affecting one origin does not halt production. This is the primary structural mitigant.
2. **Long-term relationships** – Supplier relationships are managed for longevity and transparency rather than transactional advantage,

which improves both allocation priority in tight markets and visibility of upstream conditions.

3. **Inventory buffering** – Raw material inventory cover is set with reference to lead time, price cycle and disruption risk rather than to cost minimization alone.
4. **Supplier due diligence** – New suppliers are assessed for capability, quality systems and compliance standing before qualification. The Company does not knowingly deal with suppliers subject to sanctions or credible allegations of forced labor.
5. **Forward shipment coverage** – Shipment scheduling is planned ahead of the production program to absorb ordinary transit variability.
6. **Monitoring** – Commodity markets, producing-region conditions, freight indices and trade policy developments are monitored continuously by the supply chain function and reported to management.

No supply chain disruption arising from an environmental, social or governance incident occurred during the year ended 30 June 2026, and no supplier was suspended or disqualified on ESG grounds.

04.

SUSTAINABILITY DISCLOSURES & CORPORATE SOCIAL RESPONSIBILITY (CSR)





CATEGORY	METRIC	MEASUREMENT ANNUAL, UNLESS SPECIFIED	PTL REMARKS/ ANSWERS
ENVIRONMENT	GHG Emission	- Total amount of carbon and Green House Gas emissions in metric tons - Total amount in CO2 equivalents, for Scope 1 and Scope 2.	Emissions results are within Environmental Quality standard limits. (PEQs)
	Emission Intensity	Total non-GHG emissions	
	Energy Usage	- Total amount of energy directly consumed (Based on annualized usage) - Total amount of energy indirectly consumed (Based on annualized usage)	201,769 kWh/month (Solar) 3,643,292 kwh/month (LESCO)
	Energy Mix	Percentage: Energy usage by generation type (Based on annualized usage)	LESCO: 94.75% Solar: 5.25%
	Environmental Operations	- Does your company follow a formal environment policy? Yes, No - Does your company follow specific wastewater energy, and/ or recycling policies? Yes / No	Yes Yes
	Environmental Oversight	Does your board / Management Team oversee and/ or manage climate-related risk? Yes / No	Yes
	Environmental Oversight	Does your board / Management Team oversee and / or manage other sustainability Issues? Yes / No	Yes

CATEGORY	METRIC	MEASUREMENT ANNUAL, UNLESS SPECIFIED	PTL REMARKS/ ANSWERS
SOCIAL	Gender Pay Ratio	- Ratio: Median male compensation to median female compensation. - Ratio: Mean male compensation to mean female compensation.	2.20:1 2.39:1
	Gender Diversity	- Percentage: Total enterprise headcount held by men and women - Percentage: Entry- and mid-level positions held by men and women - Percentage: Senior-and executive-level positions held by men and women	Men 94.95% Women 5.05% Men 94.7% Women 5.3% Men: 96.4% Women: 3.6%
	Temporary Worker Ratio	Percentage: Total enterprise headcount held by part-time employees.	No part-time employees
	Non-Discrimination	- Does your company have a sexual harassment and/ or non-discrimination, diversity, and inclusion policy? Yes/No - Is there a confidential grievance, resolution, reporting and non-retaliation mechanism and procedure to address and respond to incidents of harassment and violence? Yes/No	Yes Yes
	Global health & Safety	Does your company follow an occupational health and/or global health & safety policy? Yes/No	Yes
	Child & Forced Labor	Does your company follow a child and/or forced labor policy? Yes/No	Yes
	Corporate Social Responsibility	Please share a list of CSR activities undertaken, along with total time spent on these and amounts (PKR) allocated to these	Refer to CSR section
	Employee Training	- Number of training sessions held on the following. Please also mention the Number of employees and workers trained on these. - o Skill Upgradation - o Soft Skills - o Health and Safety Measures	No. of Training: 07 Employees Trained: 187 No. of Training: 04 Employees Trained: 98 No. of Training: 02 Employees Trained: 70
	Working Conditions	- Number of complaints made by employees regarding working conditions during the reporting period. - Number of complaints regarding working conditions resolved.	Zero Complaint -----
	Injury Rate	- Percentage: Frequency of injury events relative to total workforce time - Number of safety-related incidents during the reporting year and number of lost production hours as a result - Disclose the percentage of employees/workers covered with Health & Safety insurance.	Zero Injury Rate Zero Incident 100%

CATEGORY	METRIC	MEASUREMENT ANNUAL, UNLESS SPECIFIED	PTL REMARKS/ ANSWERS
GOVERNANCE	Board Diversity	- Percentage: Total board seats occupied by men and women. - Percentage: Committee chairs occupied by men and women.	6 Male & 1 Female All committees chaired by Men.
	Board Independence	- Does Company prohibited CEO from serving as board chair? Yes/No - Percentage of total board seats occupied by independents.	Yes 43%
	Board Competence	Percentage of ESG-certified board members.	One
	Incentivized Pay	Are executives formally incentivized to perform on sustainability? Yes/No	No
	Ethics & Anti-Corruption	Does your company follow an ethics and/or Anti-Corruption policy? If yes, what percentage of your workforce has formally certified their compliance with the policy?	Yes 100%
	Sustainability Reporting	- Does your company publish a sustainability report? Yes/No - Is sustainability data included in your regulatory filings? Yes/No	No No
	Disclosure Practices	Does your company provide sustainability data in line with any sustainability reporting frameworks? Yes/No	No

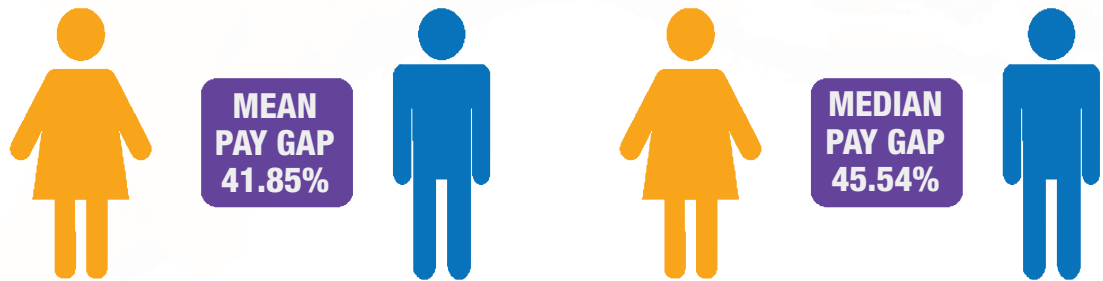
GENDER PAY GAP
STATEMENT
UNDER SECP
CIRCULAR 10 OF 2024



Panther Tyres Limited, we are committed to promoting workplace equality and ensuring compliance with the SECP circular on the gender pay gap.

Globally, the gender pay gap remains a significant challenge, reflecting disparities in earnings between men and women arising from factors such as occupational segregation, differences in work experience, and industry dynamics. We are dedicated to fostering greater gender inclusion within Panther.

An overview of our current gender pay gap is presented below:



Notes: It is important to note that our remuneration philosophy does not differentiate based on gender. Employee pay is determined by multiple factors, including professional experience, tenure, education, job role, performance, market dynamics, and geographical location

While calculating the gender pay gap, comparisons were made only within cadres where females are employed by considering all relevant employees in specific departments where females are working. Female employees in our organization are employed in head office and the gap is calculated based on the relevant representation in relevant functions. This approach ensures a more accurate and meaningful representation of the gap.

The results of the mean and median gender pay gap are subject to certain limitations. There is no discrimination in pay; the observed gap primarily reflects differences in factors such as length of service and duration of experience etc.

Mian Faisal Iftikhar

Mian Faisal Iftikhar
Chief Executive Officer

CSR AND MARKETING
ACTIVITIES

FLOOD RELIEF ACTIVITY:

As part of its commitment to supporting communities in times of need, Panther Tyres carried out a flood relief activity in Pir Mahal through its Panther Heroes. The team visited flood affected areas and provided essential ration and food supplies to families who were facing difficulties due to the floods. In addition to basic relief items, Panther distributed tubes to help affected individuals maintain safer and more reliable transportation for their daily commuting needs. Through this initiative, Panther aimed to provide immediate assistance while supporting the mobility and safety of communities affected by the disaster.



FOODPANDA TYRES GIVEAWAY:

Panther Tyres partnered with Foodpanda to recognize and appreciate the dedication and hard work of delivery riders who rely on their motorcycles every day to earn a living. Through a tyre giveaway initiative, Panther provided tyres to selected riders as a gesture of appreciation for their relentless hustle and commitment. The initiative aimed to support riders in keeping their motorcycles in better condition while promoting safer and more reliable mobility as they continue serving customers across the country.



DONATIONS:

Panther Tyres has actively contributed towards the welfare of communities by providing financial support and donations to various charitable organizations, foundations and hospitals. These contributions have supported a range of social causes, including healthcare, community welfare, assistance for underprivileged individuals and support for people in need. Through these initiatives, Panther continues to play its role in giving back to society and contributing towards the wellbeing of communities across Pakistan.



CPR & BASIC FIRST AID TRAINING:

Panther Tyres arranged CPR and Basic First Aid training sessions for its employees in collaboration with Rescue 1122 to promote a safer and more prepared workplace. The training equipped employees with essential knowledge and practical skills to respond effectively to medical emergencies, including performing CPR and providing immediate first aid when required. This initiative reflects Panther's commitment to employee safety and building a workplace where employees are better prepared to handle emergency situations.



HELMET AWARENESS DRIVE

Panther conducted a Helmet Awareness Drive to promote safe riding practices and encourage motorcyclists to wear helmets. The initiative focused on creating awareness about road safety and inspiring riders to make helmet use an everyday habit.



FIRE SAFETY:

Panther Tyres conducted a fire safety drill to enhance employees' awareness and preparedness in the event of a fire or other workplace emergency. The drill provided employees with practical guidance on emergency evacuation procedures, safe exit routes and appropriate responses during a fire incident. The initiative reinforced the importance of workplace safety and ensured employees are better equipped to respond calmly and effectively in emergency situations.

ROAD SAFETY CAMPAIGN:

Panther Tyres conducted a road safety campaign to promote responsible and safe driving practices among motorists and the wider community. The campaign focused on creating awareness around the importance of road safety, responsible driving behaviour and maintaining tyres in good condition for safer journeys. Through this initiative, Panther aimed to encourage motorists to prioritize safety on the road and contribute towards reducing the risks associated with unsafe driving and poor vehicle maintenance.

PLANTATION DRIVE

Panther organized a fun plantation activity for kids, encouraging them to plant trees and learn about the importance of nature. The activity aimed to inspire children to care for the environment and become responsible stewards of a greener future. As part of its commitment to a greener environment, Panther organized a plantation drive at its factory premises. Team members planted trees to promote sustainability, improve the surrounding environment, and contribute towards a cleaner and healthier future.



BLOOD DONATION DRIVE

A blood donation drive was organized to support healthcare institutions and help meet the needs of patients requiring urgent blood transfusions. Employees actively participated in this humanitarian initiative, demonstrating their commitment to community welfare and saving lives.



INTERNSHIP AND APPRENTICESHIP OPPORTUNITIES

Internship and apprenticeship opportunities were provided to students and young professionals to help them gain practical experience, develop workplace skills and understand professional practices. These programmes support youth development and contribute to building a skilled future workforce.



EMPLOYEE WELLNESS AND ENGAGEMENT

Panther Tyres recognizes that employee wellbeing is essential to building a productive, motivated and inclusive workplace. Through its Wellness Club, the Company arranges yoga sessions, recreational activities, birthday celebrations and other employee engagement events throughout the year.

These initiatives encourage employees to maintain a healthy lifestyle, manage workplace stress and develop stronger connections with their colleagues. By providing opportunities for relaxation, social interaction and team building, the Wellness Club contributes to improved morale, a positive working environment and a greater sense of belonging across the organization.



SHARING THE SPIRIT OF RAMADAN

During the holy month of Ramadan, Panther Tyres organized an Iftar dinner for its employees, providing an opportunity to come together and share the spirit of the occasion. The gathering promoted unity, mutual respect and stronger relationships among employees across different functions and levels of the organization. This initiative reflects the Company's commitment to employee engagement, cultural values and an inclusive workplace where shared occasions are celebrated collectively.



RENEWABLE ENERGY INITIATIVE

As part of its commitment to environmental responsibility, Panther Tyres Limited has installed a solar power plant to increase the use of clean and renewable energy in its operations. This initiative will reduce reliance on conventional electricity, lower carbon emissions and support the Company's transition towards more sustainable manufacturing



LSE MENTORSHIP EVENT 2025:

Panther Tyres supports the development of young talent through its mentorship program at the Lahore School of Economics, providing students with valuable exposure to professional life and practical industry insights. Through interaction with experienced professionals, students gain guidance on career development, workplace expectations and the application of academic knowledge in real business environments. The initiative reflects Panther's commitment to empowering the next generation and contributing to the development of future business leaders.



Step Into Marketing

Strategy. Creativity, Real Results.



MEDIA CAMPAIGN – CHALAY LAMBAY ARSE TAK

Panther Tyres brought back its iconic “Panther Ka Paiya” campaign through “Chalay Lambay Arse Tak”, reconnecting with a memorable brand legacy that has been part of generations of Pakistani consumers. The campaign revived the familiar rhythm and emotional connection associated with Panther Ka Paiya, while reinforcing the brand’s promise of confidence, reliability and long lasting performance on every journey. The initiative celebrated Panther’s heritage while bringing the iconic campaign back to life for a new generation.



PANTHER IN IRAQ

Panther Tyres expanded its brand presence in Iraq through a campaign that showcased the durability, performance and reliability of Panther Tyres on challenging roads and demanding driving conditions. The campaign highlighted Panther’s superior grip, control and dependable performance through real road experiences. The initiative strengthened Panther’s presence in the international market while reinforcing its promise of delivering performance that drivers can trust.



BUILDING BRAND VISIBILITY THROUGH MEDIA

During the year, Panther Tyres undertook focused media campaigns to strengthen brand visibility and maintain meaningful engagement with customers. Through a combination of digital communication, social-media content, product promotions and market-focused messaging, the campaigns showcased the quality, reliability and diversity of our product portfolio.

The campaigns were designed to connect with customers across multiple touchpoints while supporting our dealer and distribution network. Consistent brand communication helped reinforce customer confidence, improve product awareness and enhance Panther Tyres’ presence across key markets



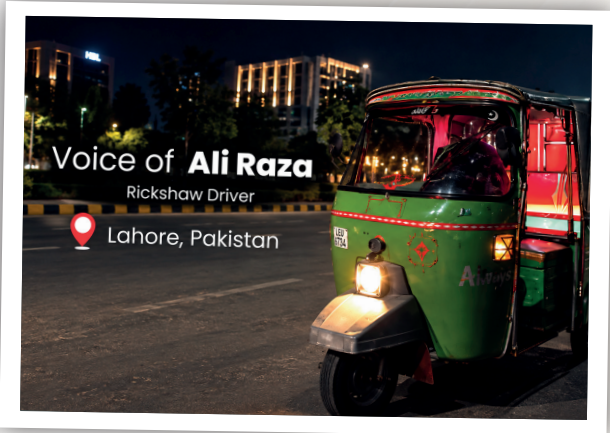
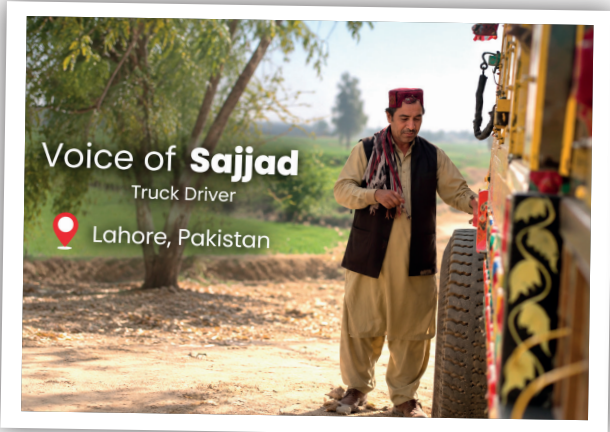
INFLUENCER DRIVE

Panther collaborated with automotive influencers across social media to showcase its products through authentic reviews, engaging content, and real world demonstrations. The Influencer Drive strengthened Panther's digital presence, enhanced product visibility, and connected the brand with a wider automotive focused audience.



TESTIMONIALS

Panther collected authentic testimonials from its customers and sellers to understand and showcase their experiences with Panther products. The feedback received was overwhelmingly positive, with customers appreciating the quality, performance, durability, and reliability of Panther products. These genuine customer experiences further strengthened trust and confidence in the brand.



TYRE TALKS

The Tyre Talk series continues across Panther's social media channels, bringing engaging and informative conversations about tyres, performance, technology, maintenance, and more. With every episode, viewers get exciting insights, expert discussions, and valuable knowledge from the world of tyres.



05.

GOVERNANCE



BOARD PROFILE



MIAN IFTIKHAR AHMED
CHAIRMAN

Mian Iftikhar Ahmed, Founder and Chairman of Panther Tyres Limited, is a pioneer of Pakistan's bias tyre industry. An engineering graduate from the University of Idaho, USA, he established the Company in 1983 after gaining thirteen years of experience with multinational organizations. His technical expertise, entrepreneurial vision, and commitment to innovation transformed a small manufacturing operation into a prominent tyre manufacturing company. In recognition of his contribution to industry, LCCI awarded him the Gold Medal for Best Businessman of the Year in 2007.



MIAN FAISAL IFTIKHAR
CHIEF EXECUTIVE OFFICER

Mian Faisal Iftikhar serves as Chief Executive Officer and Executive Director of Panther Tyres Limited. He joined the Company in 1999 after completing his graduation in Business Administration from the USA. With over two decades of industry experience across production, supply chain and sales, he possesses a comprehensive understanding of the tyre business.

Under his leadership, the Company has expanded its manufacturing capabilities, adopted modern technology and strengthened its presence in domestic and export markets. He has played an important role in introducing new technologies and strengthening manufacturing practices. His strategic focus on innovation, operational efficiency and sustainable growth continues to create long-term value for stakeholders. He is not serving as non-executive director in any other listed organization.

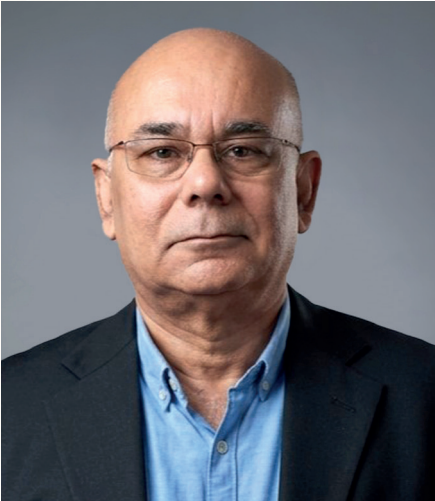


AYESHA IFTIKHAR
DIRECTOR MARKETING & STRATEGY

Ms. Ayesha Iftikhar serves as Executive Director of Panther Tyres Limited, leading the Company's marketing, brand development and long-term business strategy initiatives. With over 20 years of professional experience, she brings expertise in branding, leadership, customer engagement and strategic planning.

A graduate of Kinnaird College for Women University, she has pursued executive education in the United Kingdom and through Harvard University and LUMS. She is also a certified director under the SECP-prescribed Directors' Training Program. Her strategic insight and marketing leadership continue to strengthen the Company's market presence and support sustainable growth.

BOARD
PROFILE



MOHAMMAD JUNAID ALI
INDEPENDENT DIRECTOR

Mohammad Junaid Ali serves as an Independent Director of Panther Tyres Limited, a Chemical Engineering graduate from the University of Engineering & Technology, Lahore. He brings over three decades of experience across the chemical, pharmaceutical, food, beverage, dairy and sugar industries.

He has held senior leadership and directorship positions in several manufacturing organizations, developing extensive expertise in plant operations, process automation, product development and quality control. His technical and operational experience provides valuable strategic insight and strengthens the Board's oversight capabilities.

He meets the independence criteria prescribed under Section 166 of the Companies Act, 2017 and Regulation 6 of the Listed Companies (Code of Corporate Governance) Regulations, 2019.

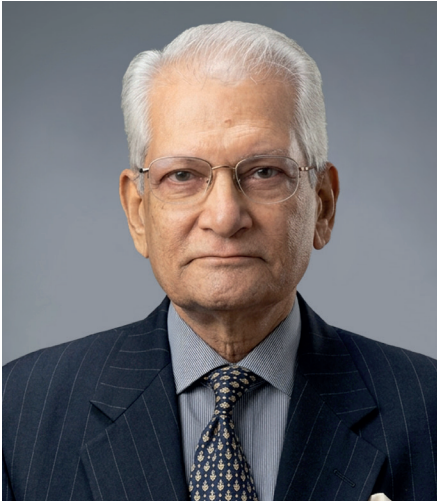


MUHAMMAD ALI DURRANI, FCA
INDEPENDENT DIRECTOR

Muhammad Ali Durrani, FCA, serves as an Independent Director of the Company. A Fellow Chartered Accountant with over three decades of experience, he brings extensive expertise in financial governance, institutional oversight and regulatory compliance.

He has held senior positions across professional services, dairy development, manufacturing, and other diverse industries. His financial and governance experience strengthens the Board's oversight, control and decision-making capabilities.

He meets the independence criteria prescribed under Section 166 of the Companies Act, 2017 and Regulation 6 of the Listed Companies (Code of Corporate Governance) Regulations, 2019.



IQBAL AHMAD KHAN
INDEPENDENT DIRECTOR

Iqbal Ahmad Khan serves as an Independent Director of the company. A career diplomat with 35 years of experience, he has represented Pakistan in several senior capacities, including Ambassador to Iran, High Commissioner to Bangladesh, non-resident Ambassador to Bhutan, Permanent Representative to the ECO and Consul General in New York.

He currently teaches international affairs as an adjunct professor at LUMS and lectures at leading public-sector training institutions. His extensive experience in diplomacy, public policy and international affairs brings valuable strategic insight to the Board.

He meets the independence criteria prescribed under Section 166 of the Companies Act, 2017 and Regulation 6 of the Listed Companies (Code of Corporate Governance) Regulations, 2019.



ZAHID MAHMUD
NON-EXECUTIVE DIRECTOR

Zahid Mahmud is a Chemical Engineer and qualified tyre and rubber technologist with over 37 years of experience in Pakistan's tyre and tube manufacturing industry. He joined Panther Tyres in 2007 after serving as General Manager Production at Atlas Tyres (Pvt.) Limited.

His extensive expertise covers production, plant management, tyre processing and quality control. Under his supervision, tyre-building machines and Bag-O-Matic presses were fabricated and reconditioned locally for the first time in Pakistan.

He has also completed specialized technical training through leading local and international institutions.

LEADERSHIP
TEAM



GHULAM ABBAS
CHIEF FINANCIAL OFFICER

Ghulam Abbas serves as Chief Financial Officer of Panther Tyres Limited since February 2012. With over 20 years in senior finance leadership roles at major listed companies, he brings deep expertise in corporate finance, strategy, operations, and governance. As a finance leader with both breadth and depth, Ghulam Abbas has played a central role in shaping Panther Tyres’ strategic direction. He led the IPO of the Company by contributing significantly to its capitalization, market visibility, and capacity to expand.

Ghulam Abbas is particularly strong in connecting finance with business strategy: he collaborates closely with operational, marketing, and manufacturing teams to design growth plans, optimize capital allocation, assess investment opportunities, and ensure that financial decisions support both short-term performance and long-term sustainable value.

He is a Fellow member of ICAP and ICMAP, a LUMS Management Development Program alumnus and an SECP-certified director. His professional achievements include the ICMAP Professional Excellence Award 2019 and recognition among Pakistan’s Top 100 Corporate Leaders in 2020.



MUHAMMAD RIAZ
GENERAL MANAGER OPERATIONS

Muhammad Riaz has been associated with Panther Tyres since 2003 and brings over two decades of experience in production, plant management, technology and project execution. He has served in various roles across planning, production, operations and project management.

An engineer specializing in Tyre and Rubber Technology, he has played an important role in expanding the Company’s product portfolio.

His contributions have supported the Company’s ISO certifications and EU e-mark certification for exports to European markets. He is also an alumnus of the Management Development Program at LUMS and has completed several specialized training programs locally and internationally.



MOHSIN MUZAFFAR BUTT
COMPANY SECRETARY & HEAD OF INTERNAL AUDIT

Mohsin Muzaffar Butt serves as Company Secretary and Head of Internal Audit at Panther Tyres Limited. He brings extensive experience in corporate governance, internal audit, finance, regulatory compliance and risk management within complex SAP environments. Following the Company’s IPO, he played a key role in strengthening governance practices, statutory compliance and corporate administration.

He also transformed the internal audit function through a risk-based approach covering operational and financial risks, controls and fraud prevention. His professional experience spans Pakistan, the UAE, Iraq and Canada. He is a Fellow member of ICAP, a Certified Internal Auditor from the Institute of Internal Auditors, USA, and has completed Directors’ Training Programs through LUMS, ICAP and ICMAP.



CH. ZAFAR SALAM
GENERAL SALES MANAGER

Zafar Salam serves as General Sales Manager at Panther Tyres Limited and has over 15 years of experience with the Company. He has progressed through several leadership positions, including Assistant Sales Manager, Regional Sales Manager and Senior Sales Manager.

An MBA graduate from the Lahore School of Economics. He brings experience across the insurance, textile manufacturing, and beverage industries. His extensive commercial and sales experience covers two-, three- and four-wheeler replacement markets, exports, institutional sales, OEMs and spare parts.

His market knowledge and customer-focused approach continue to support the Company's sales growth and distribution development.



ABID SALAR
HEAD OF HR

Abid Salar is a seasoned human resources professional with over 14 years of experience across diverse sectors. As Head of HR at Panther Tyres Limited, he leads people strategies aligned with the Company's objectives, focusing on talent development, employee engagement, performance management, and a culture of continuous improvement.

Previously, he held key HR roles across the retail and banking sectors, where he strengthened performance management, organizational development, and employee training initiatives. He holds an MBA from Durham University Business School and a BBA (Hons) from the Lahore School of Economics; both earned through scholarships. His strategic approach and commitment to developing high-performing teams make him a key contributor to the Company's continued success.



LEADERSHIP
IS NOT A POSITION OR A TITLE,
IT IS ACTION AND EXAMPLE

ROLE OF THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER

The roles of Chairman and Chief Executive Officer are held by different individuals — Mian Iftikhar Ahmed (Non-Executive Director) as Chairman and Mian Faisal Iftikhar (Executive Director) as Chief Executive Officer — and their responsibilities are set out in separate, Board-approved role descriptions. The relationship between the two roles is crucial to the Board's effective functioning, and the Company prohibits the CEO from serving as Chairman of the Board.

ROLE OF THE CHAIRMAN

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

- Acting as a liaison between the Company's senior management and the Board.
- Ensuring that the Board plays an effective role in setting the Company's corporate strategy and business direction.
- Promoting and overseeing the highest standards of corporate governance within the Board and the Company.
- Ensuring the integrity, credibility, trustworthiness and active participation of Board members in key matters of the Company.

- Ensuring that the Board directs the Company and does not manage it.
- Ensuring that relevant, accurate and up-to-date Company information is received from management and shared with Board members, enabling them to monitor performance, make sound decisions and give appropriate advice to promote the Company's success.
- Reviewing Board performance and leading the identification of development needs, both for individual directors and for the Board as a whole, with a view to enhancing its overall effectiveness as a team.
- Managing and resolving any conflict among Board members, and ensuring freedom of opinion within the Board.
- Promoting the highest moral, ethical and professional values and good governance throughout the Company.

Within the Board's own structure, the Chairman also presides over general meetings, sets the Board agenda in consultation with the CEO and Company Secretary, ensures adequate time is given to strategic and contentious matters, and chairs the Nomination Committee. As Chairman, he is not a member of the Audit or HR and Remuneration Committees, preserving their independence from the Board's presiding officer, and he is accountable to the Board and shareholders for the

effectiveness of the Board as a whole.

ROLE OF THE CHIEF EXECUTIVE OFFICER

The Chief Executive Officer is responsible for putting the strategy defined by the Board into practice. This leadership role entails ultimate responsibility for all day-to-day management decisions and for implementing the Company's long- and short-term goals and plans. The CEO's main responsibilities are:

- Developing strategies, in conjunction with the executive team, for the implementation of decisions established by the Board and its committees.
- Maintaining effective communication with the Chairman and bringing all important Company matters to the Board's attention.
- Working in the best interest of the Company and directing its overall growth by achieving and surpassing the performance targets set by the Board.
- Overseeing the implementation of the Company's financial and operational plans in accordance with its business strategy, identifying potential avenues for diversification and investment, and recommending plans and proposals to the Board for approval.
- Ensuring that all strategic and operational risks are managed

to an acceptable level, and that an adequate system of internal controls is in place across all major operational and financial areas.

- Developing Key Performance Indicators for the Board's approval and ensuring they are disseminated throughout the organization as the standard of performance at both

individual and collective levels.

- Communicating on the Company's behalf with shareholders, employees, government authorities, other stakeholders and the public.
- Promoting the highest moral, ethical and professional values and good governance throughout the Company.

As Chief Executive Officer, Mian Faisal Iftikhar is the most senior executive on the Board and chairs the Risk Management Committee, alongside membership of the HR and Remuneration and Nomination Committees. He is accountable to the Board for the Company's performance.

BOARD'S OPERATING STYLE

The Board has overall responsibility for the governance of the organization and has delegated defined elements of that responsibility to its committees and to management.

MATTERS RESERVED TO THE BOARD

The Board sets and upholds the Company's strategy and values, and approves strategic objectives, the annual budget and the business plan. It ensures the Company has effective

leadership, executive competence and sufficient resources to deliver these objectives, in a manner that promotes the long-term success of the business. The Board also monitors and tests the execution of strategy and performance against approved plans and controls, and oversees the achievement of Company objectives.

MATTERS DELEGATED TO MANAGEMENT

Operational management of the

business within the approved strategy, budget and delegated authority limits, including: procurement and supplier selection within limits; pricing and trade terms within approved parameters; production planning and scheduling; recruitment below senior management level; routine capital and revenue expenditure within limits; day-to-day treasury operations within approved facilities; and customer contracting within approved terms.



CHAIRMAN'S REVIEW REPORT

Mian Iftikhar Ahmed

It is my privilege to write to you as Chairman of the Company and to present my review of the Board's performance during the year ended 30 June 2026, the effectiveness of its oversight, and the results the Company has delivered.

An effective board is one that asks the right questions, challenges constructively and gives management the clarity it needs to execute. Throughout my tenure as Chairman, I have sought to encourage open discussion, to ensure that differing views are heard, and to see that decisions are taken on the basis of relevant and timely information. The quality of the Board's deliberations matters as much as the decisions that emerge from them.

For the Board, the year under review required a balance between three priorities: supporting profitable growth, maintaining financial discipline,

and preparing the Company for an operating environment marked by changing costs, geopolitical uncertainty and shifting market conditions.

The year brought continued growth in sales, improved gross and operating margins, and strengthening of profitability. Sales grew by 11.58%, notwithstanding lower export sales due to closure of Pak-Afghan border. Gross margin improved to 15.60% and profit after taxation increased by 204.26% to Rs. 1,313.26 million. Gearing eased to 35% from 36%, and borrowings as a proportion of sales remained controlled at 32.85%, even though additional inventory was deliberately carried to cushion the Company against supply chain disruption. Capacity utilization improved to 72% from 64%. None of this was achieved in isolation. It reflects the dedication of our workforce, the continued confidence of

our customers and business partners, and a Board that stayed closely engaged with the Company's direction throughout the year.

The year also brought meaningful progress in strengthening the Company's financing options. To diversify its sources of funding, the Company accessed the primary capital market for the first time, raising Rs. 2 billion in the second half of the year through rated, secured and privately placed short-term Sukuk, which was redeemed in full on maturity. This gave the Company an additional Shariah-compliant source of working capital finance and widened its funding options beyond conventional bank lines.

In line with this performance, the Board has recommended a final cash dividend of Rs. 2 per share (20%), in addition to

the interim dividend of Rs. 2 per share (20%) already paid for the half year ended 31 December 2025. This takes the total distribution for the year to Rs. 4 per share (40%) against earnings per share of Rs. 7.82, a payout ratio of 51%. The recommendation reflects the Board's commitment to returning value to shareholders while retaining the flexibility to fund the Company's future growth.

On strategy and capital allocation, the Board placed particular emphasis on capital discipline. It held capital expenditure at debottlenecking and maintenance levels, deferring further large-scale investment until the Company demonstrates sustained utilization of the capacity already installed. Alongside this, the Board has worked on broadening the funding base with special emphasis on shariah-compliant financing.

The election of Directors was held at the Extraordinary General Meeting on 31 December 2025, at which five of the retiring Directors were re-elected. Whereas, Mohammad Junaid Ali and Muhammad Ali Durrani, who had filled casual vacancies during the previous term, were also elected for a term of three years. Following the election, the Board comprises seven Directors: three Independent Directors, two Non-Executive



Directors and two Executive Directors, including one female Director. Between them they bring experience across engineering, sales and marketing, finance and manufacturing operations. This composition meets the requirements of the Listed Companies (Code of Corporate Governance) Regulations, 2019, and gave the Board a well-rounded basis from which to guide the Company through several important decisions during the year, from managing liquidity and the financing mix to overseeing the renewable energy build-out and responding to changes in export market conditions.

The Board places considerable importance on the effectiveness of the Company's internal control environment. Following its review, we at the Board are satisfied that the internal control framework was appropriately designed and operated effectively throughout the year. The framework is supported by defined authority limits, documented policies and procedures, and appropriate segregation of duties, with ongoing oversight from Internal Audit and the Audit Committee. The Internal Audit function reports functionally to the Audit Committee, which reviews the control environment and the financial statements each

quarter. No material weakness in internal controls came to the Board's attention during the year.

In this regard, I would like to acknowledge the contribution of the Audit Committee, whose members bring the financial and audit expertise that their oversight responsibilities demand. Through regular engagement with Internal Audit and the external auditors, and its detailed review of financial reporting and key control matters, the Committee gave the Board assurance over the quality of the Company's financial reporting and the robustness of its control environment.

I can confirm that the Board conducted its affairs in compliance with the Companies Act, 2017 and the Listed Companies (Code of Corporate Governance) Regulations, 2019. Board and committee meetings were held regularly and were well attended, giving Directors ample opportunity to examine operational performance and hold management to account against the Company's strategic priorities.

During the year, the performance of the Board, its committees, the Chairman and individual Directors was evaluated by an independent firm of Chartered Accountants, in accordance with the requirements of the Code. The evaluation confirmed that the Board and its committees are operating effectively. As is the purpose of such an exercise, it also identified opportunities to strengthen the Board's practices further, which the Board has adopted to keep in focus in the year ahead.

Looking ahead, the Board's agenda will center on converting the Company's available capacity into output, restoring export momentum, improving cash conversion, and completing the renewable energy program already under way. The Board will continue to give close attention to capital discipline and to the diversification of the Company's revenue streams as the regional and cost environment remains uncertain.

In closing, I wish to thank my fellow Directors for their judgement and engagement throughout

the year, and to record the Board's appreciation to our management, employees, lenders and business partners, whose efforts and continued confidence underpin the results reflected in this report.



Mian Iftikhar Ahmed
Chairman

04 September 2026
Lahore

چیرمین جائزہ رپورٹ

کمپنی کے چیرمین کی حیثیت سے آپ سے مخاطب ہونا اور 30 جون 2026 کو ختم ہونے والے سال کے دوران بورڈ کی کارکردگی، اس کی نگرانی کی مؤثریت اور کمپنی کے حاصل کردہ نتائج کا جائزہ پیش کرنا میرے لیے باعثِ اعزاز ہے۔

ایک مؤثر بورڈ وہ ہوتا ہے جو درست سوالات اٹھائے، تعمیری انداز میں معاملات کا تنقیدی جائزہ لے اور انتظامیہ کو عمل درآمد کے لیے واضح سمت فراہم کرے۔ بطور چیرمین اپنی مدت کے دوران، میری کوشش رہی ہے کہ کھلے تبادلہ خیال کی حوصلہ افزائی کی جائے مختلف آرا کو سنا جائے اور فیصلے متعلقہ اور بروقت معلومات کی بنیاد پر کیے جائیں۔ بورڈ کے غور و خوض کا معیار اتنا ہی اہم ہے جتنا اس کے نتیجے میں کیے جانے والے فیصلے۔

زیر جائزہ سال کے دوران بورڈ کو تین ترجیحات کے درمیان توازن قائم رکھنا تھا: منافع بخش نمو کی حمایت، مالی نظم و ضبط برقرار رکھنا، اور کمپنی کو ایسے کاروباری ماحول کے لیے تیار کرنا جس میں بدلتی لاگت، جغرافیائی و سیاسی بے یقینی اور مارکیٹ کے تغیر پذیر حالات نمایاں تھے۔

اس کارکردگی کے پیش نظر، بورڈ نے 2 روپے فی حصص، یعنی 20 فیصد، حتمی نقد منافع کی سفارش کی ہے۔ یہ 31 دسمبر 2025 کو ختم ہونے والی ششماہی کے لیے پہلے سے ادا کردہ 2 روپے فی حصص، یعنی 20 فیصد، عبوری نقد منافع کے علاوہ ہے۔ اس طرح سال کے لیے مجموعی نقد منافع 4 روپے فی حصص، یعنی 40 فیصد، بنتا ہے، جبکہ فی حصص آمدنی 7.82 روپے رہی۔ یوں منافع کی تقسیم کا تناسب 51 فیصد ہے۔ یہ سفارش حصص یافتگان کو ان کی سرمایہ کاری کا صلہ دینے کے ساتھ ساتھ کمپنی کی آئندہ ترقی کے لیے مالی گنجائش برقرار رکھنے کے بورڈ کے عزم کی عکاسی کرتی ہے۔

اس سال فروخت میں مسلسل اضافہ، مجموعی اور عملیاتی منافع کے مارجن میں بہتری اور منافع میں استحکام دیکھنے میں آیا۔ پاک افغان سرحد کی بندش کے باعث برآمدی فروخت میں کمی کے باوجود، مجموعی فروخت میں 11.58 فیصد اضافہ ہوا۔ مجموعی منافع کا مارجن بہتر ہو کر 15.60 فیصد تک پہنچ گیا، جبکہ بعد از ٹیکس منافع 204.26 فیصد اضافے کے ساتھ 1,313.26 ملین روپے ہو گیا۔ گیسٹنگ کا تناسب 36 فیصد سے کم ہو کر 35 فیصد رہا، جبکہ فروخت کے مقابلے میں قرضوں کا تناسب 32.85 فیصد کی قابو میں رہنے والی سطح پر برقرار رہا، حالانکہ سپلائی چین میں ممکنہ تعطل سے تحفظ کے لیے کمپنی نے دانستہ طور پر اضافی ذخیرہ رکھا۔ پیداواری صلاحیت کا استعمال 64 فیصد سے بڑھ کر 72 فیصد ہو گیا۔ یہ کامیابیاں کسی ایک فریق کی کوششوں کا نتیجہ نہیں تھیں، بلکہ ہمارے کارکنوں کی لگن، صارفین اور کاروباری شراکت داروں کے مسلسل اعتماد اور سال بھر کمپنی کی سمت کے تعین میں بورڈ کی فعال شمولیت کی عکاس ہیں۔

اس سال کمپنی کے مالی وسائل کے حصول کے ذرائع کو مستحکم بنانے میں بھی نمایاں پیش رفت ہوئی۔ فنڈنگ کے ذرائع میں تنوع لانے کے لیے کمپنی نے پہلی مرتبہ

حکمت عملی اور سرمائے کی تخصیص کے حوالے سے بورڈ نے سرمایہ جاتی نظم و ضبط پر خصوصی توجہ دی۔ سرمایہ جاتی اخراجات کو پیداواری رکاوٹیں دور کرنے اور دیکھ بھال کی ضروریات تک محدود رکھا گیا، جبکہ مزید بڑے پیمانے کی سرمایہ کاری اس وقت تک مؤخر کر دی گئی ہے جب تک کمپنی پہلے سے نصب شدہ صلاحیت کے مسلسل اور مستحکم استعمال کا مظاہرہ نہیں کرتی۔ اس کے ساتھ ساتھ، بورڈ نے فنڈنگ کے ذرائع کو وسیع کرنے پر بھی کام کیا، جس میں شریعت سے ہم آہنگ مالی سہولتوں پر خصوصی زور دیا گیا۔

ڈائریکٹرز کا انتخاب 31 دسمبر 2025 کو منعقدہ غیر معمولی اجلاس عام میں ہوا، جس میں سبکدوش ہونے والے پانچ ڈائریکٹرز دوبارہ منتخب ہوئے۔ اس کے علاوہ، محمد جنید علی اور محمد علی درانی، جنہوں نے گزشتہ مدت کے دوران اتفاق طور پر خالی ہونے والی نشستیں پُر کی تھیں، بھی تین سال کی مدت کے لیے منتخب ہوئے۔ انتخاب کے بعد بورڈ سات ڈائریکٹرز پر مشتمل ہے، جن میں تین آزاد ڈائریکٹرز، دو غیر انتظامی ڈائریکٹرز اور دو انتظامی ڈائریکٹرز شامل ہیں۔ بورڈ میں ایک خاتون

BOARD'S COMMITMENT TO ETHICS AND COMPLIANCE

The Board of Directors is committed to establishing and maintaining the highest standards of ethics and compliance throughout Panther Tyres Limited.

The Board has prepared and approved a Code of Conduct and has ensured that appropriate steps have been taken to disseminate it throughout the Company together with its supporting policies and procedures. The Board requires that:

- every employee, at every level, conducts the Company's

business honestly, fairly and in full compliance with applicable law

- no business objective, even if commercially attractive, justifies a breach of law, of the Code of Conduct or of the Company's values
- conflicts of interest are declared and managed transparently
- bribery, corruption and facilitation payments are prohibited without exception

- anyone who raises a concern in good faith is protected from retaliation; and
- breaches are investigated and dealt with consistently, irrespective of the seniority of the individual concerned.

For Board's own conduct, Directors are required to declare their interests, to recuse themselves from deliberations in which they have an interest, and to comply with the Company's insider trading restrictions and closed-period rules.

ANNUAL EVALUATION OF THE BOARD'S PERFORMANCE

As required by the Listed Companies (Code of Corporate Governance) Regulations, 2019, the Board undertakes a formal process of self-evaluation each year, covering its own performance as a whole, the performance of its committees, the Chairman and individual directors. The purpose of this evaluation is to ensure that the Board's overall performance and effectiveness are measured and benchmarked against the objectives set for the Company, and that the Board continues to discharge its three core roles of providing strategic direction, exercising oversight of management, and offering guidance in an advisory capacity. In line with the Regulations' encouragement of regular independent evaluation by an external body, the Company has adopted a policy of commissioning an independent evaluation of the Board's performance at least once every three years. The evaluation for the year ended 30 June 2026 was carried out by an independent external firm, as described in External Evaluation of Board Performance.

A comprehensive set of criteria has been developed for this purpose, against which the Board's performance is assessed at both the collective and individual level:

- Board Structure** – The composition, constitution and diversity of the Board and its committees, the competencies of individual members, the adequacy of Board and committee charters, and the frequency and conduct of meetings.
- Board Dynamics and Functioning** – The annual Board calendar, the availability and quality of information provided to directors, the Board's interaction with the Chief Executive Officer and senior management, and the cohesiveness and quality of participation in Board discussions.
- Business Strategy Governance** – The Board's role in shaping, challenging and approving the Company's strategy, and the time it

devotes to strategic rather than routine matters.

- Financial Reporting, Internal Audit and Internal Controls** – The integrity and robustness of the Company's financial and other controls, including its handling of related party transactions, its whistle-blowing mechanism, and its risk management arrangements.
- Monitoring Role** – The Board's oversight of the implementation of Company policies, strategy and systems.
- Supporting and Advisory Role** – The extent to which the Board provides constructive guidance and support to management beyond its formal oversight function.
- The Chairman's Role** – The Chairman's effectiveness in leading the Board, fostering open debate, and representing the Board to shareholders.

سال کے دوران، کوڈ کے تقاضوں کے مطابق، چارٹرڈ اکاؤنٹنٹس کی ایک آزاد فرم نے بورڈ، اس کی کمیٹیوں، چیئرمین اور انفرادی ڈائریکٹرز کی کارکردگی کا جائزہ لیا۔ اس جائزے نے تصدیق کی کہ بورڈ اور اس کی کمیٹیاں مؤثر انداز میں کام کر رہی ہیں۔ اس عمل کے مقصد کے مطابق، جائزے میں بورڈ کے طریقہ کار کو مزید بہتر بنانے کے مواقع کی نشاندہی بھی کی گئی، جنہیں بورڈ نے آئندہ سال اپنی توجہ کا حصہ بنانے کا فیصلہ کیا ہے۔

آئندہ کے لیے بورڈ کی ترجیحات میں کمپنی کی دستیاب پیداواری صلاحیت کو عملی پیداوار میں تبدیل کرنا، برآمدات کی رفتار بحال کرنا، کاروباری وصولیوں کو نقدی میں تبدیل کرنے کے عمل کو بہتر بنانا، اور قابل تجدید توانائی کے جاری پروگرام کی تکمیل شامل ہوگی۔ علاقائی حالات اور لاگت سے متعلق بے یقینی کے پیش نظر، بورڈ سرمایہ جاتی نظم و ضبط اور کمپنی کی آمدنی کے ذرائع میں تنوع پر بھی بھرپور توجہ جاری رکھے گا۔

آخر میں، میں اپنے ساتھی ڈائریکٹرز کا سال بھر ان کی معاملہ فہمی اور فعال شرکت پر شکریہ ادا کرتا ہوں۔ میں بورڈ کی جانب سے انتظامیہ، ملازمین، قرض فراہم کرنے والے اداروں اور کاروباری شراکت داروں کی خدمات کو بھی سراہتا ہوں، جن کی کوششیں اور مسلسل اعتماد اس رپورٹ میں پیش کردہ نتائج کی بنیاد ہیں۔

M. Qasim

میاں افتخار احمد

چیئرمین

04 ستمبر 2026

لاہور

ڈائریکٹر بھی شامل ہیں۔ بورڈ کے اراکین مجموعی طور پر انجینئرنگ، فروخت و مارکیٹنگ، مالیات اور پیداواری امور کا تجربہ رکھتے ہیں۔ یہ تشکیل لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ریگولیشنز، 2019 کے تقاضوں کے مطابق ہے۔ تجربات کے اس تنوع نے بورڈ کو سال کے دوران نقدی اور مالی وسائل کے امتزاج کے انتظام، قابل تجدید توانائی کی توسیع کی نگرانی اور برآمدی منڈیوں کے بدلنے حالات سے نمٹنے سمیت کئی اہم معاملات میں کمپنی کی رہنمائی کے لیے ایک جامع بنیاد فراہم کی۔

بورڈ کمپنی کے داخلی کنٹرول کے نظام کی موثریت کو خاص اہمیت دیتا ہے۔ اپنے جائزے کی بنیاد پر بورڈ مطمئن ہے کہ داخلی کنٹرول کا ڈھانچہ مناسب طور پر وضع کیا گیا تھا اور سال بھر مؤثر انداز میں کام کرتا رہا۔ اس نظام کو متعین اختیارات کی حدود، تحریری پالیسیوں اور طریقہ کار، اور فرائض کی مناسب علیحدگی کی حمایت حاصل ہے، جبکہ داخلی آڈٹ اور آڈٹ کمیٹی اس کی مسلسل نگرانی کرتے ہیں۔ داخلی آڈٹ کا شعبہ اپنے فرائض کی انجام دہی کے حوالے سے آڈٹ کمیٹی کو جواب دہ ہے، جو ہر سہ ماہی میں داخلی کنٹرول کے ماحول اور مالی بیانات کا جائزہ لیتی ہے۔ سال کے دوران داخلی کنٹرول میں کوئی اہم کمزوری بورڈ کے علم میں نہیں آئی۔

اس ضمن میں، میں آڈٹ کمیٹی کی خدمات کو سراہتا ہوں، جس کے اراکین اپنی نگرانی کی ذمہ داریوں کی انجام دہی کے لیے درکار مالی اور آڈٹ مہارت رکھتے ہیں۔ داخلی آڈٹ اور بیرونی آڈیٹرز کے ساتھ باقاعدہ رابطے، مالی رپورٹنگ اور داخلی کنٹرول کے اہم معاملات کے تفصیلی جائزے کے ذریعے کمیٹی نے کمپنی کی مالی رپورٹنگ کے معیار اور داخلی کنٹرول کے نظام کی مضبوطی کے بارے میں بورڈ کو اطمینان فراہم کیا۔

میں تصدیق کرتا ہوں کہ بورڈ نے اپنے امونیکپلٹیز ایکٹ، 2017 اور لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ریگولیشنز، 2019 کے مطابق انجام دیے۔ بورڈ اور اس کی کمیٹیوں کے اجلاس باقاعدگی سے منعقد ہوئے اور اراکین کی حاضری اطمینان بخش رہی۔ ان اجلاسوں نے ڈائریکٹر کو عملیاتی کارکردگی کا جائزہ لینے اور کمپنی کی ترویجی ترجیحات کے حوالے سے انتظامیہ سے جواب طلب کرنے کا بھرپور موقع فراہم کیا۔

EXTERNAL EVALUATION OF BOARD PERFORMANCE

The Code of Corporate Governance encourages an independent external evaluation of the Board's performance at least once every three years, and the Company has adopted this as its policy. For the year ended 30 June 2026, the Board engaged an external consultant M/s Ale Imran & Co., Chartered Accountants (a correspondent firm of J.C.A. International), to carry out this evaluation independently of management.

The evaluation was conducted through structured questionnaires addressed separately to the Board as a whole, to individual directors, to Independent Directors, to the Chairman, and to each Board committee, with responses anonymized and randomized to encourage candid feedback and corroborated against supporting data before being scored on a five-point scale ranging from "Unsatisfactory" to "Outstanding." Any item

scoring below three, whether from an individual respondent or collectively, requires a specific action plan and improvement timeline, and the results were benchmarked against recognized standards of Board effectiveness. The evaluation found the Board and each of its committees to be functioning effectively, with active participation from all members and diligent oversight of strategic and operational objectives.

ORIENTATION FOR DIRECTORS

The Company makes adequate arrangements to conduct orientation sessions for directors at the time of their appointment, acquainting them with the Company's operations, the applicable laws and regulations, and their duties

and responsibilities, so that they are equipped to govern the Company's affairs effectively on behalf of its shareholders. During the year, all retiring directors were re-elected for another term of three years under the Companies Act, 2017, and as the continuing

directors were already well acquainted with the Company's operations, applicable laws and their responsibilities, no separate orientation session was conducted during the year.

DIRECTORS' TRAINING PROGRAM

All Directors of the Company have obtained the prescribed certification under the Directors' Training Program from SECP-approved institutes.

RELATED PARTY TRANSACTIONS

(a) Approved Policy for Related Party Transactions

The Company has a Board-approved policy on related party transactions. Under the policy:

- all transactions with related parties must be carried out in the ordinary course of business and on an arm's length basis
- every related party transaction is placed before the Audit Committee for review, and, upon the Audit Committee's recommendation, before the Board of Directors for review

and approval

- a director having an interest in a transaction must declare that interest and must not participate in the Board's deliberation or vote on that transaction
- related party transactions are disclosed in the financial statements in accordance with the Fourth Schedule to the Companies Act, 2017 and IAS 24
- where majority of the directors have interest in a transaction,

the matter is placed before the shareholders in general meeting for approval.

(b) Details of Related Party Transactions

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

INTEGRITY IN EVERY DECISION

Accountable Today, Resilient Tomorrow

SIGNIFICANT POLICIES



RISK MANAGEMENT AND INTERNAL CONTROL

The Company has a well-defined Risk Management Policy, which establishes a mechanism for the identification and management of risks, including evaluation and the design of measures to minimize the negative impact of such risks on the Company's business. The Policy provides entity-wide risk management guidelines covering all key risk areas and their containment and minimization. The Board of Directors is responsible for establishing and overseeing an effective risk management framework and for developing and monitoring the policy that determines the Company's level of risk tolerance. The framework, methodology, appetite and reporting arrangements are set out in full in 'Risk and Opportunities' section.

The Internal Control Policy describes the manner in which the Company identifies, assesses, monitors and mitigates risk, and focuses on the responsibility of specified governance structures to control the Company's operations. It identifies five interrelated components that must be present and functioning as an integrated system: the control environment (including the integrity, ethical values and competence of employees), risk assessment, control activities, information and communication, and monitoring. Management is charged with establishing procedures that provide the Board with reasonable assurance that data published internally or externally is accurate, reliable and timely, the actions of managers and employees comply with Company policies, procedures, standards and all relevant laws and regulations, the Company's resources are adequately protected, resources are acquired economically and

employed profitably and the Company's plans, programs, goals and objectives are achieved.

DISCLOSURE OF DIRECTORS' INTEREST IN SIGNIFICANT CONTRACTS AND ARRANGEMENTS

The Board's policy requires every Director to declare any direct or indirect interest in any contract or arrangement entered into, or proposed to be entered into, by the Company. Declarations are made on appointment, annually thereafter, and immediately upon any change. A register of directors' interests is maintained by the Company Secretary. Declaration of interest is a standing item at the commencement of every Board and committee meeting, and an interested Director must recuse themselves from the deliberation and the vote.

REMUNERATION OF NON-EXECUTIVE DIRECTORS, INCLUDING INDEPENDENT DIRECTORS

The Board has a formal and transparent policy and procedure for the remuneration of directors, in accordance with the Companies Act, 2017 and the Code of Corporate Governance. The policy is underpinned by the principle that remuneration should be proportionate and sufficient to attract, retain and motivate directors of the caliber needed to operate the business successfully.

- Non-Executive Directors and Independent Directors are entitled to receive a prescribed meeting fee for participation in meetings of the Board of Directors and of its committees. They receive no other remuneration, no performance-related pay, no share-based compensation and no retirement benefits from the Company.
- No Director fixes their own remuneration. The policy framework is recommended by the HR and Remuneration Committee and approved by the Board. The level of fee is approved in accordance with the Articles of Association and applicable law.

RETENTION OF BOARD FEE BY AN EXECUTIVE DIRECTOR EARNED FROM OTHER COMPANIES

The Board's policy is that any fee earned by an Executive Director of the Company in respect of services rendered as a non-executive director of another

company may be retained by that Director in their personal capacity, provided that the external directorship has been disclosed to and does not conflict with the interests of the Company, the directorship does not impair the Director's ability to devote sufficient time to the Company's affairs and the total number of listed company directorships held does not exceed the statutory limit of seven. During the year, none of the Executive Directors of the Company served as non-executive director in other company.

SECURITY CLEARANCE OF FOREIGN DIRECTORS

All seven Directors of the Company are Pakistani nationals. The Company has no foreign director, and accordingly no security clearance under the applicable regulatory framework was required or obtained during the year.

BOARD MEETINGS HELD OUTSIDE PAKISTAN

The Board's policy is that meetings are ordinarily held at the registered office in Lahore or at the Sheikhpura manufacturing facility. Directors unable to attend in person may participate through video link, which is treated as valid attendance under the Companies Act, 2017 and the Company's Articles of Association. Notice sent to a member by email, whether the member is in Pakistan or outside Pakistan, is a valid notice. No meeting of the Board of Directors or of any Board committee was held outside Pakistan during the year ended 30 June 2026.

HUMAN RESOURCE MANAGEMENT

The Board has approved a comprehensive human resource policy framework, recommended by the HR and Remuneration Committee. Its principal elements are:

Succession planning – During the recruitment and selection process for the Board, Board Committees and Executive Directors, the Nomination Committee considers succession planning to ensure the Company has the right leadership for the future. The Committee makes recommendations to the Board on succession planning for members of the Board and its committees, and on appointments to fill casual vacancies. Senior leadership positions reporting directly to the CEO are recommended to the Board by the HR and Remuneration Committee, following shortlisting coordinated through the Company Secretary, and the Committee similarly recommends the selection, evaluation, development and compensation of the Chief Financial Officer, Company Secretary and Head of Internal Audit. Below this level, succession for critical executive and management positions is managed on a continuing basis by a dedicated Succession Planning Committee, chaired by the Chief Executive Officer and comprising the Heads of Human Resources and Finance, which identifies key positions and potential successors, tracks their development, and reports progress to the Chief Executive Officer.

Merit-based recruitment – All appointments are made on merit against defined role requirements. The processes for recruiting and selecting the Chief Financial Officer, Company Secretary and Head of Internal Audit are set out in the HR and Remuneration Committee's terms of reference, with recommendations forwarded to the Board for consideration and approval.

Performance-based appraisal

– A structured appraisal process assesses individual performance against agreed objectives and behavioral expectations, and informs decisions on progression, development and reward.

Promotion, reward and motivation

– The Company is committed to promoting individuals based on their performance and achievements. Reward comprises fixed remuneration benchmarked against the market, performance-related bonus, provident fund and other benefits.

Training and development

The Company invests in training for employees across skill upgradation, soft skills and health and safety. All employees have equal access to training, mentorship and leadership development programs. The Company's registration as a Training Organization Outside Practice with ICAP provides structured professional training within the finance function.

Diversity, Equity and Inclusion

– The Company is committed to fostering a culture of inclusion that values diversity and promotes equitable practice by increasing the representation of under-represented groups, ensuring equitable opportunity for growth and advancement, and prohibiting

retaliation against anyone reporting a policy violation.

Employee engagement and feedback

– Engagement is maintained through notices, employee portals and direct communication. A confidential grievance mechanism is available to every employee. Zero complaints regarding working conditions were received during the year.

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

The Company is committed to conducting its business in a socially responsible and environmentally sustainable manner. The Board has approved policies governing the Company's social and environmental responsibility, including its approach to procurement, waste and emissions. The Company follows a formal environmental policy and wastewater, energy and recycling policies.

COMMUNICATION WITH STAKEHOLDERS

The Board has approved a Communication and Disclosure Policy. Its principles are that communication with investors should be timely, factual and accurate; that the Company shall provide sufficient, accurate and consistent information to its investors in a timely manner, regardless of whether such information is positive or negative; and that material information shall be disclosed to recipients equally in terms of both content and timing.

Authorized spokespersons.

The CEO, CFO and Company Secretary are the primary contacts who may

communicate on behalf of the Company to investors. Where required, nominated individuals may be designated to respond to specific enquiries.

- **Earnings guidance.** The Company shall not provide information to market or research analysts for the purpose of anticipating forecast earnings.
- **Rumors** – The Company shall not comment on market rumors unless attributed to the Company or unless the Pakistan Stock Exchange requires clarification because the rumor has caused unusual trading activity. A "no comment" policy is generally adopted for rumors that are not price-sensitive, with reasonable precautions taken to avoid the spread of rumors. Where a rumor contains price-sensitive information, the Company will confirm or deny it in writing to the Pakistan Stock Exchange.
- **Material information** – Information required to be disclosed under the policy, including the policy itself, is made available on the Company's website. However, any price-sensitive information is disseminated to the Pakistan Stock Exchange immediately.

DIVIDEND POLICY

The Board's dividend policy is to distribute to shareholders a reasonable and sustainable proportion of profits, having regard to:

- the Company's financial performance and, critically, its cash generation rather than accounting profit alone;

- business requirements and working capital needs;
- committed and planned capital expenditure;
- debt service obligations, covenant requirements and the desired capital structure;
- growth opportunities and the returns available from reinvestment; and
- the Company's long-term strategic direction and the expectations of shareholders.

The Board reviews the appropriate distribution at each quarter end.

INVESTORS' RELATIONSHIP AND GRIEVANCES

The Board's policy is that every shareholder query, request or grievance is acknowledged and resolved promptly, and that shareholders have clearly published channels through which to raise them. The Company maintains an Investor Relations section on its corporate website containing audited annual reports, quarterly accounts, notices, the pattern of shareholding, unclaimed dividend information and claim forms.

INVESTOR CONTACT CHANNELS:

Corporate Department: Telephone +92 42 111-554-444

Email: corporate@panthertyres.com

Website: www.panthertyres.com

Share Registrar: Corplink (Private) Limited
Wings Arcade, 1-K Commercial, Model Town, Lahore. Telephone

+92 42 35916719; email shares@corplink.com.pk

HEALTH, SAFETY AND ENVIRONMENT

The Board has approved a Health, Safety and Environment Policy committing the Company to ensuring that the health and safety of every individual is achieved to the highest possible standards, and to providing the necessary management and resources to improve performance continually. The Company develops and continually improves its HSE Management System by:

- displaying safety signs in every department to create awareness and education, minimize accidents and ensure employee safety;
- minimizing air, water and noise pollution at all levels through preventive measures;
- implementing evacuation plans for the safe exit of employees in an emergency;
- developing preventive plans to avoid accidents, risks to health and damage to the environment;
- ensuring compliance with applicable health, safety and environmental laws and regulations using best industrial practice;
- installing fire alarms in each area to minimize fire risk and ensure a safe working environment; and
- providing training to employees in good HSE practice.

WHISTLE-BLOWING POLICY

The Board has approved a Whistle-Blowing Policy reflecting the Company's commitment to the highest possible standards of openness, probity and accountability. The Company expects employees and others with serious concerns about any aspect of its work to come forward and voice those concerns.

The policy applies to all individuals working for the Company at all levels and grades, including senior management, senior managers, employees (permanent, temporary and part-time), contractors, external consultants, suppliers, vendors and customers, and all personnel affiliated with third parties.

Whistle-blowers are encouraged to raise genuine concerns where there are reasonable grounds for believing that:

- a criminal offence, including fraud, has been, is being, or is likely to be committed;
- a person has failed, is failing, or is likely to fail to comply with legal obligations, whether arising from statute, regulation or contract;
- a false or inaccurate allegation has been, is being, or is likely to be made against a person connected with the Company;
- Company documents or financial instruments such as cheques and securities have been forged;
- Company assets have been stolen or misappropriated;

- a conflict of interest or abuse of office has occurred;
- business secrets or other confidential information relating to the Company or its customers, obtained in the course of employment, have been disclosed or leaked; or
- Company property, authority or systems have been misused, or passwords shared without authorization.

Whistle-blowers are expected to exercise reasonable care when raising a concern, avoiding baseless allegations, refraining from giving premature notice to a person suspected of misconduct or disclosing the matter to anyone not involved in the investigation, respecting the legal rights of the person concerned and the Company's own regulations and procedures, and not contacting the suspected person directly to investigate further or demand restitution.

The Company makes every effort to keep confidential the identity of a whistle-blower who wishes to remain so and, while whistle-blowers are encouraged to disclose their identity when raising a concern, anonymous disclosures are accepted provided sufficient corroborating evidence is given to justify an investigation. The Company will not tolerate harassment or victimization of a whistle-blower who raises a concern in good faith and not for personal gain, and will take appropriate action to protect them. Concerns should be raised directly with the Head of Internal Audit; where a disclosure is especially serious, or does not involve the Head of Internal Audit, it is instead raised with the Head of Human Resources,

who communicates it to the Chairman or the Chief Executive Officer without delay. Concerns are investigated independently, and the Audit Committee reviews the arrangements for staff and management to report concerns in confidence about actual or potential improprieties in financial and other matters, and recommends remedial and mitigating measures.

ANTI-HARASSMENT POLICY

The Board has approved an anti-harassment policy to safeguard employees from harassment and ensure a working environment free of intimidation and abuse. The policy:

- defines and prohibits harassment and applies to every employee across the Company's operations
- provides for a confidential complaint and inquiry process, under which the accused is notified of the allegations and given the opportunity to respond, evidence is examined, and findings are submitted to the Competent Authority within the prescribed timeframe
- provides for an inquiry committee constituted in accordance with statutory requirements, with a substitute member appointed where a complaint is made against a sitting member
- guarantees that no adverse action is taken against a complainant or witness, and that proceedings are conducted so as not to create a hostile environment that discourages a complainant from pursuing their case

- provides for penalties proportionate to the finding, a right of appeal, and support for the complainant, including counseling or medical treatment and additional leave where required.

SAFETY OF RECORDS OF THE COMPANY

The policy ensures that:

- a complete and accurate record of the Company's transactions is created, captured and stored both physically and in electronic form, along with proper backup;
- records are maintained in conditions suitable for the length of time required to meet the Company's needs and its statutory obligations under the applicable laws and regulations;
- records and archives, including statutory registers, share records, title documents and contracts held at the registered office, are protected against the risks of unauthorized access, fire, natural calamity and physical deterioration;
- records are made available to authorized persons only, within the constraints of security, confidentiality and privacy, with access to sensitive records restricted on a need-to-know basis under the Company's Code of Conduct; and
- records are retained, and eventually disposed of, in accordance with the Company's retention and disposal policies and procedures.

BUSINESS CONTINUITY AND DISASTER RECOVERY PLAN



The Board has satisfied itself that the Company maintains a business continuity plan and a disaster recovery plan appropriate to the nature and scale of its operations.

The plan addresses the two events that would most seriously interrupt the Company's ability to operate:

1. Interruption at the manufacturing facility – Since all manufacturing is concentrated at a single site, the plan addresses fire, flood, plant failure, utility interruption, industrial action and civil disruption. Mitigations include a preventive maintenance program, fire detection and suppression systems with alarms installed in each area, documented emergency evacuation plans, tested through drills conducted during the year, critical spare parts held on site, comprehensive insurance.
2. Interruption to information systems – The disaster recovery plan provides for backup of critical systems on defined cycles, off-site replication, documented and tested

recovery procedures, and defined recovery time and recovery point objectives. Detailed disclosure is at Section 08.

The plan also covers supply chain disruption (including multi-origin sourcing, inventory buffering and forward shipment coverage) and key person unavailability (succession planning through the Nomination and HR & Remuneration Committees).

Responsibility for maintaining the plan rests with the General Manager Operations for the manufacturing site and the Head of IT for information systems, with oversight by the Risk Management Committee and reporting to the Board.

No event occurred during the year that required activation of the business continuity plan, and no material interruption to production or to systems availability was experienced.

DIRECTORS' REPORT

The Board of Directors of Panther Tyres Limited (the “Company”) is pleased to present its Directors’ Report together with the audited financial statements of the Company for the year ended 30 June 2026.

The Board of your Company remained focused on strengthening the Company’s market position, improving operational performance, maintaining financial discipline and building sustainable long-term value for shareholders and other stakeholders.

The Company is principally engaged in the manufacture and sale of tyres & tubes and trading of automobile lubricants and spare parts. There has been no change in nature of the business of the Company during the year.

MACROECONOMIC OVERVIEW

Pakistan’s economy recorded real GDP growth of 3.7% in FY2026,

the highest in four years, though below the Government’s target of 4.2%. Growth was broad-based, with agriculture expanding by approximately 2.9%, industry by approximately 3.5% and services by approximately 4.1%. The size of the economy reached approximately Rs. 126.9 trillion.

The monetary environment was favorable for much of the year. Average inflation for FY2026 stood at 7.05%, and the State Bank of Pakistan maintained an accommodative stance relative to the preceding two years, holding the policy rate at 11.5% at the close of the year. Inflation, however, accelerated sharply in the final quarter, reaching 11.1% year-on-year in June 2026, largely on account of the oil price shock arising from the regional conflict that commenced in March 2026.

The country’s external position showed resilience during the year, underpinned by strong workers’ remittances and relative stability

in the exchange rate. Of particular relevance to the Company, the Pakistan Rupee closed the year at approximately Rs. 278 to the US Dollar with an appreciation of approximately 2.01% and the currency’s steadiest fiscal year performance in more than a decade. For a manufacturer whose principal raw materials are imported, this stability removed a source of margin volatility that had materially eroded profitability in earlier years.

BUSINESS OVERVIEW

During the year under review, the Company continued to focus on business growth, manufacturing efficiency, cost discipline, financial management and strengthening its competitive position. This strategy has started translating into performance and accordingly the Company has managed to post decent operational and financial results. The summarized view of the same is given below (Rs. In million unless otherwise stated):

Key Operational Heads	FY2026	FY2025	Change
Net sales	36,340	32,567	+11.58%
Gross profit	5,670	4,264	+32.97%
Selling and distribution expenses	(1,496)	(1,268)	+17.96%
Administrative expenses	(578)	(484)	+19.26%
Profit from operations	3,372	2,467	+36.67%
Finance cost	(1,447)	(1,459)	(0.80%)
Profit before taxation	1,869	722	+158.97%
Profit after taxation	1,313	432	+204.26%
EPS — basic and diluted (Rs.)	7.82	2.57	+204.26%

These results are reflected in the following key performance indicators:

Key performance indicator	FY2026	FY2025	Movement
Gross margin	15.60%	13.09%	+251 bps
EBITDA margin	11.74%	9.60%	+214 bps
Operating margin	9.28%	7.58%	+170 bps
Net margin	3.61%	1.33%	+228 bps

REVENUE

During the year, the Company’s net sales increased by 11.6% to Rs. 36.34 billion, taking the six-year compound annual growth rate to approximately 17.5%. The sales mix between local and export markets shifted towards the local market, with local sales contributing 88% of total sales (FY2025: 85%). Local sales recorded strong growth of around 15.5%, driven by improved volumes across both OEM and replacement markets. Export sales, however, declined by 10.5%, primarily due to the closure of the Pakistan–Afghanistan trade and disruptions in regional trade arising from the US–Iran conflict.

During the year, overall plant capacity utilization improved to 72.3% (FY2025: 64.0%), driven by a 14.6% increase in the production of tyres and tubes to support the growth in sales volumes. Capacity remained partly under-utilized for three reasons. First, plant and machinery capitalized towards the close of FY2026 increased installed tyre capacity by approximately 8%; as installed capacity is stated on a full-year basis, this addition was reflected in the capacity figure while contributing to production for only a small part of the year. Second, the actual product mix differed from the standard mix used to determine installed capacity. Thirdly, production of tubes remained low due to low demand in the market.

PROFITABILITY

The growth in revenue was accompanied by a substantial improvement in gross profitability which has increased to Rs. 5.67 billion (FY2025: Rs. 4.26 billion),

with gross profit margin improving to 15.6% from 13.1% in the previous year. This improvement was driven by economies of scale and better absorption of fixed manufacturing overheads on higher production volumes, a sales mix weighted towards the local market, and the stability of the Pak Rupee, which contained the landed cost of imported raw materials.

The higher gross profitability translated into improved operating performance, with operating profit increasing to Rs. 3.37 billion, representing a growth of approximately 36.7% over the previous year.

Selling and distribution expenses increased to Rs. 1.49 billion from Rs. 1.27 billion, while administrative expenses increased to Rs. 578 million from Rs. 484 million. Other operating expenses also increased to Rs. 225 million compared with Rs. 110 million in the previous year, mainly on account of higher Workers’ Profit Participation Fund and Workers’ Welfare Fund charges, which are statutory contributions linked to profitability.

The combined selling, distribution and administrative expenses, together with other operating expenses, increased as a percentage of revenue from 5.7% to 6.3%. This remains an area of management focus as the Company continues to scale while ensuring that investment in market development, customer service, people and infrastructure continues to support sustainable growth.

The finance cost was contained at Rs. 1.45 billion, despite higher working capital requirements. The reduction in finance costs compared to the last year was

attributable to lower average policy rate and reinforced financial discipline across operations.

As a combined result of the above, profit before levy and taxation increased substantially to Rs. 1.92 billion (2025: Rs. 1.01 billion), while profit after tax reached Rs. 1.31 billion compared to Rs. 0.43 billion in last year.

The Board believes that this performance reflects the combined impact of improved gross profitability, manufacturing efficiency and higher capacity utilization. At the same time, the Board recognizes that continued growth requires careful management of selling, distribution and administrative costs as the business expands.

CAPITAL INVESTMENT

The Company continues to invest in its manufacturing facilities to remain competitive in terms of product quality, cost efficiency and technology. During the year, the Company invested Rs. 1.04 billion in capacity expansion and balancing, modernization and replacement (BMR) initiatives. These investments have strengthened the Company’s manufacturing capabilities and supported the enhancement of tyre production capacity by approximately 8%, positioning the Company well to meet future demand and support its growth plans.

CAPITAL STRUCTURE AND LIQUIDITY

The Company continued to manage its financing requirements prudently during the year, balancing the need to support business growth with the objective of maintaining financial

resilience. During FY2026, the Company obtained new long-term financing of Rs. 862 million and repaid long-term loans of Rs. 764 million, while meeting all its debt obligations as they fell due.

As part of its working capital financing strategy, the Company also issued rated, secured and privately placed short-term Sukuk certificates amounting to Rs. 2 billion. The proceeds were utilized to meet the Company's working capital requirements, while the transaction also broadened its access to Shariah-compliant financing. The Sukuk certificates were fully redeemed on 30 June 2026, together with all accrued profit and principal obligations.

Net cash generated from operating activities was Rs. 177.52 million (2025: Rs. 1,256.62 million). This decline was not due to weaker underlying earnings, as cash generated from operations before working capital changes increased by 41.6% to Rs. 4,517.05 million. The lower operating cash flow mainly reflects Rs. 2,025.90 million absorbed in working capital, including a Rs. 804.38 million increase in stock-in-trade. In response to disruptions to regional supply chains and shipping routes arising from the ongoing conflict in the Middle East, the Company deliberately maintained higher inventory levels to safeguard continuity of production and customer supplies. Trade debts remained broadly in line with the previous year despite 11.6% growth in sales, reflecting disciplined credit management. In addition, Rs. 1,514.59 million in advance income tax (2025: Rs. 911.13 million) remained with the tax authorities at year-end, which the Company continues to pursue for adjustment and refund.

Going forward, the Company will continue to focus on liquidity management prudently, with financing decisions aligned to its operating needs, investment plans and long-term growth objectives.

FUTURE OUTLOOK

The operating environment is expected to remain influenced by regional and geopolitical uncertainties, commodity and energy prices, exchange-rate movements, interest rates and broader macroeconomic conditions. These factors may continue to affect inflation, consumer demand, input costs and the availability and cost of financing.

The Company expects demand to remain broadly stable in the near term, supported by activity in the automotive and agriculture-related segments, while continuing to monitor developments in replacement market demand. Nevertheless, elevated raw material and fuel costs, competitive pressures and external uncertainties will require cost increases to be passed on carefully to protect margins without affecting demand.

DIVIDENDS AND APPROPRIATIONS

The Board of Directors has recommended a final cash dividend at the rate of Rs. 2 per share (20%) for the year ended 30 June 2026. This is in addition to the interim cash dividend for the six months period ended 31 December 2025 at the rate of Rs. 2 per share (20%). This decision reflects a careful assessment of the Company's financial performance, business requirements, growth opportunities, and long-term strategic direction. The total

dividend for the year therefore amounts to Rs. 4 per share (40%).

For the year under review, the Company reported an earnings per share (EPS) of Rs. 7.82, resulting in a dividend payout ratio of 51%. The recommended distribution underscores the Board's continued commitment to delivering value to shareholders while maintaining financial flexibility to support future growth initiatives.

ENERGY TRANSITION AND EMISSIONS REDUCTION

The Company continues to strengthen its energy strategy by increasing the share of renewable energy in its manufacturing operations and reducing its reliance on conventional energy sources. In addition to the existing 2.5 MW solar power plant, the Company has commenced installation of a further 3.5 MW solar power plant. Upon completion by second quarter of FY2027, the Company's installed solar capacity will increase to 6 MW, providing greater access to renewable energy for its operations.

The investment is expected to improve energy efficiency and cost competitiveness while reducing the Company's exposure to fluctuations in conventional energy costs.

Based on current estimates, the additional renewable-energy capacity is expected to avoid approximately 4,700 metric tons of carbon dioxide equivalent (CO₂) emissions annually, subject to actual generation and the applicable emissions-factor methodology.

As part of its broader energy-transition efforts, the Company is also progressing the conversion of its steam-generation system from a coal-fired boiler to biomass-fuel boilers. The initiative is intended to reduce reliance on coal, improve fuel flexibility and lower the emissions intensity of the Company's thermal-energy operations. Together, these initiatives represent an important step in improving the Company's energy resilience, reducing its environmental footprint and embedding sustainability considerations into its manufacturing strategy.

CONTINGENCIES AND COMMITMENTS

The Company's financial statements include details of various tax, legal and other contingencies and commitments. The Company is actively pursuing

and defending these matters before the relevant authorities and judicial forums. Based on the facts and circumstances of the respective cases and the legal advice available to management, the Company expects a favorable outcome in these matters. The Board and management continue to closely monitor the proceedings and take all necessary legal and regulatory steps to protect the Company's interests. Appropriate accounting treatment and provisions, where required, have been recognized in accordance with the applicable financial reporting standards. Further details are provided in the notes to the financial statements.

COMPOSITION OF THE BOARD

The Board comprises seven elected members. The composition of the Board is in

compliance with the requirements of the Listed Companies (Code of Corporate Governance) Regulations, 2019. The composition as at the close of the financial year was as follows:

- a) Male 6
- b) Female..... 1

Composition

Independent Directors 3
Non-Executive Directors 2
Executive Directors..... 2
Female 1

BOARD OF DIRECTORS

During the financial year, five meetings of the Board of Directors were held. Leave of absence was granted to the director who could not attend certain meetings. Attendance was as follows:

Directors	Status	26 Sep 25	22 Oct 25	31 Dec 25	25 Feb 26	27 Apr 26
Mian Iftikhar Ahmed - Chairman	Non-Executive Director					
Mian Faisal Iftikhar - CEO	Executive Director					
Ayesha Iftikhar	Executive Director					
Muhammad Ali Durrani	Independent Director					
Iqbal Ahmad Khan	Independent Director					
Mohammad Junaid Ali	Independent Director					
Zahid Mahmud	Non-Executive Director					

AUDIT COMMITTEE

The Audit Committee oversees the internal control framework implemented by management. The Company's system of internal control is sound in design and has been continuously evaluated for effectiveness and adequacy. During the year, four meetings of the Audit Committee of the Board were held and attendance was as follows:

Directors	Status	25 Sep 25	21 Oct 25	24 Feb 26	25 Apr 26
Muhammad Ali Durrani - Chairman	Independent Director				
Iqbal Ahmad Khan	Independent Director				
Mohammad Junaid Ali	Independent Director				
Zahid Mahmud	Non-Executive Director				

HR & REMUNERATION COMMITTEE

During the year, two meetings of the HR & Remuneration committee were held.

Directors	Status	06 Oct 25	27 Jan 26
Iqbal Ahmad Khan - Chairman	Independent Director	👤	👤
Mian Faisal Iftikhar - CEO	Executive Director	👤	👤
Mohammad Junaid Ali	Independent Director	👤	👤

NOMINATION COMMITTEE

During the year, one meeting of the nomination committee was held.

Directors	Status	12 Nov 25
Mian Iftikhar Ahmed - Chairman	Non-Executive Director	👤
Mian Faisal Iftikhar - CEO	Executive Director	👤

RISK MANAGEMENT COMMITTEE

During the year, two meetings of the Risk Management Committee were held. Leave of absence was granted to the member who could not attend one meeting.

Directors	Status	05 Jan 26	24 Jun 26
Mian Faisal Iftikhar - CEO	Executive Director	👤	👤
Ayesha Iftikhar	Executive Director	👤	👤
Zahid Mahmud	Non-Executive Director	✖	👤

AUDITORS

The present auditors, M/s A.F. Ferguson & Co. (PwC Pakistan), Chartered Accountants, will retire at the conclusion of the forthcoming Annual General Meeting. Being eligible, M/s A.F. Ferguson & Co. (PwC Pakistan) has offered themselves for re-appointment as auditors. The Audit Committee of the Company has suggested and the Board has approved & recommended their reappointment to the shareholders as auditors of the Company for the year ending 30 June 2027.

annual report. Such disclosure is in line with the requirements of the Fourth Schedule to the Companies Act, 2017 and applicable International Financial Reporting Standards.

All transactions or arrangements with all related parties were carried out in the ordinary course of business on an arm's length basis. These transactions were reviewed by the Audit Committee and approved by the Board in accordance with Section 208 of the Companies Act, 2017 and the Company's related party transactions policy.

RELATED PARTY TRANSACTIONS

The Company has made disclosures about related party transactions in its financial statements annexed with this

STATEMENT OF COMPLIANCE WITH THE CODE OF CORPORATE GOVERNANCE

The requirements of the Listed

Companies (Code of Corporate Governance) Regulations, 2019 relevant for the year ended 30 June 2026 have been duly complied with. A statement to this effect is attached with the report.

STATEMENT ON CORPORATE AND FINANCIAL REPORTING FRAMEWORK

The Company has complied with the requirements of the Code of Corporate Governance as required by the Listed Companies (Code of Corporate Governance) Regulations, 2019.

Accordingly, the Directors are pleased to confirm the following:

1. The financial statements together with the notes thereon have been drawn up in conformity with the



Companies Act, 2017. These statements present fairly the Company's state of affairs, the result of its operations, cash flow and changes in equity.

2. The principal business activity of the Company is manufacturing and sale of tyres and tubes for vehicles and trading of automobile lubricants and spare parts.
3. Proper books of accounts have been maintained by the Company.
4. Appropriate accounting policies have been consistently applied in the preparation of financial statements which conform to the accounting and reporting standards as applicable in Pakistan.
5. The accounting estimates, wherever required are based on reasonable and prudent judgment.
6. International Financial Reporting Standards, as applicable in Pakistan,

have been followed in the preparation of the financial statements.

7. The system of internal control is sound in design and has been effectively implemented.
8. There are no significant doubts upon the Company's ability to continue as a going concern.
9. 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.

The key operating and financial data of the last six years is annexed with this report.

CORPORATE SOCIAL RESPONSIBILITY

The Company takes pride in being a responsible and positive contributor to the communities in which it operates, as well as society at large. This reflects the

Company's recognition that there is a strong positive correlation between financial performance and corporate, social and environmental responsibility. A detailed look into the activities of corporate, social and environmental responsibilities can be found in the relevant section of the Report.

DIVERSITY, EQUITY AND INCLUSION

The Company is committed to fostering a culture of inclusion that values diversity and promotes equitable practices. We recognize the importance of diverse perspectives in achieving our mission and enhancing innovation. Human Resources monitors workforce composition to support equity and inclusion objectives. The Company is also committed to prohibiting retaliation against those who report violation of the policy. The main objective is to increase representation of under-represented groups within the organization and to ensure equitable opportunities

for growth and advancement for all employees and create an inclusive culture where everyone feels valued and engaged.

To build an inclusive workplace culture, the Company conducts regular awareness and sensitivity training that equips employees and managers with the knowledge to embrace diversity and practice equity in daily interactions. The Company further ensures equitable opportunities by providing all employees with equal access to training, mentorship, and leadership development programs.

SUSTAINABILITY

Risks

The Company faces growing challenges due to climate-related regulations and evolving stakeholder expectations, which are increasing the pressure to reduce its environmental impact. The Company's operations remain significantly dependent on grid electricity and coal-fired steam generation, making it vulnerable to fluctuations in energy tariffs, potential supply interruptions, and the broader implications of relying on carbon-intensive power.

Water usage across the Company's facilities is substantial, posing a significant operational risk amid rising concerns over water scarcity and tightening regulatory frameworks. Continued dependence on freshwater resources could threaten long-term operational resilience.

While the Company maintained compliance with national environmental standards for non-greenhouse gas emissions during

the reporting period, any future deviation could lead to regulatory penalties, erosion of stakeholder confidence, and reputational damage.

Mitigation Measures

The Company is actively advancing its sustainability agenda by increasing the share of renewable energy in its operations and enhancing energy efficiency. These efforts are aimed at reducing indirect emissions and aligning with both regulatory requirements and stakeholder expectations.

The Company operates a 2.5 MW solar power plant and is installing a further 3.5 MW, alongside the conversion of its coal-fired boiler to bio-mass fuel boilers, as described under Energy Transition and Emissions Reduction. Alongside this, the Company is rolling out efficiency upgrades and cost-control strategies to buffer against energy market volatility and supply risks.

To address water-related concerns, the Company has implemented reclamation and reuse systems that significantly reduce its reliance on freshwater. Investments in advanced recycling technologies and process optimization are underway to further strengthen water stewardship.

Environmental compliance remains a top priority, with rigorous monitoring protocols and engagement with external stakeholders and regulators reinforcing the Company's commitment to responsible manufacturing practices.

SUBSEQUENT EVENTS

No material changes or commitments affecting the financial position of the Company have occurred between the end of the financial year of the Company and date of this report other than as disclosed.

RISK MANAGEMENT

The Company has a well-defined Risk Management Policy that sets out the framework for identifying, evaluating, and mitigating key business risks across the organization. The Policy provides entity-wide risk management guidelines that cover all key risk areas and their containment / minimization measures. The principal risks and uncertainties facing the Company include volatility in raw material and energy prices, foreign exchange and interest rate movements, working capital and liquidity requirements, geopolitical and supply chain disruptions, market demand, and evolving regulatory and environmental requirements. The Company continues to monitor these risks through its established risk management framework and takes appropriate measures to mitigate their potential impact.

DIRECTORS' REMUNERATION

Non-Executive Directors and Independent Directors of the Company are entitled to receive a prescribed meeting fee for their participation in the meetings of the Board of Directors. The details of the remuneration paid to the Directors including Chairman and Chief Executive of the Company

are disclosed in note 37 of the financial statements.

ADEQUACY OF INTERNAL FINANCIAL CONTROL

The Board of Directors has established an efficient system of internal financial controls, for ensuring effective and efficient conduct of operations, safeguarding of Company assets, compliance with applicable laws and regulations and reliable financial reporting. The independent Internal Audit function of the Company regularly evaluates and monitors the effectiveness of financial controls, whereas the Audit Committee reviews the effectiveness of the internal control framework and financial statements on quarterly basis.

VISION, MISSION AND OVERALL CORPORATE STRATEGY APPROVAL BY THE BOARD

The Board of Directors has reviewed and approved the vision and mission statements and the overall corporate strategy

For and on behalf of the Board

Mian Faisal Iftikhar
Chief Executive Officer

04 September 2026
Lahore

of the Company. The vision and mission set the direction for the Company's strategy and serve as the reference point for decision-making across the organization.

QUALIFICATION OF CFO AND HEAD OF INTERNAL AUDIT

The Chief Financial Officer and Head of Internal Audit possess the requisite qualification and experience as prescribed in the Code of Corporate Governance.

STAFF PROVIDENT FUND

The value of investments of the staff provident fund as at 30 June 2026, based on its management accounts, was Rs. 269.95 million (2025: Rs. 237.04 million).

OUTSTANDING STATUTORY PAYMENTS

There are no outstanding statutory payments on account of taxes, duties, levies and charges, other than those arising in the normal course of business or disclosed in the financial statements.

CONTRIBUTION TO THE NATIONAL EXCHEQUER

During the year, the Company contributed Rs. 3,519 million (2025: Rs. 3,375 million) to the national exchequer through sales tax, income tax, customs duties and other government levies. Sales tax on local sales alone amounted to Rs. 6,729 million. Export sales of Rs. 4,413 million also contributed to the country's foreign exchange earnings.

PATTERN OF SHAREHOLDING

Pattern of shareholding of the Company in accordance with the Companies Act, 2017 as at 30 June 2026 is annexed to this report.

ACKNOWLEDGMENT

The Board takes this opportunity to express its sincere appreciation to the Company's employees, customers, banks, suppliers, and other stakeholders for their continued trust, confidence, and support.

Mian Iftikhar Ahmed
Chairman

ڈائریکٹرز جائزہ رپورٹ

پینتھر ٹائرز لمیٹڈ ("کمپنی") کا بورڈ آف ڈائریکٹرز 30 جون 2026 کو ختم ہونے والے سال کے لیے کمپنی کے آڈٹ شدہ مالیاتی گوشواروں کے ساتھ اپنی رپورٹ پیش کرتے ہوئے مسرت محسوس کرتا ہے۔

کمپنی کا بورڈ اپنی مارکیٹ میں حیثیت مضبوط بنانے، عملی کارکردگی بہتر کرنے، مالیاتی نظم و ضبط برقرار رکھنے اور حصص یافتگان اور دیگر متعلقہ فریقوں کے لیے پائیدار طویل مدتی قدر پیدا کرنے پر توجہ مرکوز رکھے ہوئے ہے۔

کمپنی کی بنیادی سرگرمی گاڑیوں کے لیے ٹائروں اور ٹیوبوں کی تیاری اور فروخت، اور آٹوموبائل لبریکیٹس اور اسپئر پارٹس کی تجارت ہے۔ سال کے دوران کمپنی کے کاروبار کی نوعیت میں کوئی تبدیلی نہیں ہوئی۔

معاشی صورتحال کا جائزہ

مالی سال 2026 میں پاکستان کی معیشت کی حقیقی جی ڈی پی شرح نمو 3.7 فیصد رہی، جو چار سال کی بلند ترین سطح تھی، تاہم حکومت کے 4.2 فیصد ہدف سے کم تھی۔ نمونہ مختلف شعبوں میں دیکھی گئی؛ زرعی شعبے میں تقریباً 2.9 فیصد، صنعتی شعبے میں تقریباً 3.5 فیصد اور خدمات کے شعبے میں تقریباً 4.1 فیصد اضافہ ہوا۔ معیشت کا حجم تقریباً 126.9 ٹریلین روپے تک پہنچ گیا۔

سال کے بیشتر حصے میں مالیاتی ماحول سازگار رہا۔ مالی سال 2026 میں اوسط افراط زر 7.05 فیصد رہی اور اسٹیٹ بینک آف پاکستان نے گزشتہ دو سال کے مقابلے میں نسبتاً نرم مالیاتی پالیسی اختیار کی، جبکہ سال کے اختتام پر پالیسی ریٹ 11.5 فیصد تھا۔ تاہم آخری سہ ماہی میں افراط زر تیزی سے بڑھی اور جون 2026 میں سال بہ سال 11.1 فیصد تک پہنچ گئی۔ اس اضافے کی بڑی وجہ مارچ 2026 میں شروع ہونے والے علاقائی تنازع کے باعث تیل کی قیمتوں میں آنے والا شدید اضافہ تھا۔

سال کے دوران ملکی بیرونی شعبے نے استحکام کا مظاہرہ کیا، جسے کارکنوں کی ترسیلات زر اور شرح مبادلہ کے نسبتاً مستحکم رہنے سے سہارا ملا۔ کمپنی کے لیے خاص اہمیت کی بات یہ ہے کہ سال کے اختتام پر امریکی ڈالر کے مقابلے میں پاکستانی روپے کی قدر تقریباً 278 روپے رہی، جو تقریباً 2.01 فیصد بہتری کی عکاس تھی اور گزشتہ ایک دہائی سے زائد عرصے میں اس کی مالی سال کے دوران سب سے مستحکم کارکردگی تھی۔ چونکہ کمپنی کے بنیادی خام مال درآمد کیے جاتے ہیں، اس استحکام سے منافع کے مارجن میں اتار چڑھاؤ کا وہ سبب کم ہوا جس نے گزشتہ برسوں میں منافع بخشی کو نمایاں طور پر متاثر کیا تھا۔

کاروباری جائزہ

زیر جائزہ سال کے دوران کمپنی نے کاروباری ترقی، پیداواری کارکردگی، اخراجات میں نظم و ضبط، مالیاتی انتظام اور مسابقتی حیثیت مستحکم بنانے پر توجہ جاری رکھی۔ یہ حکمت عملی کارکردگی میں نظر آنا شروع ہو گئی ہے اور کمپنی نے مناسب عملی اور مالیاتی نتائج حاصل کیے ہیں۔

ان نتائج کا خلاصہ درج ذیل ہے (جب تک دوسری صورت میں نہ بتایا جائے، اعداد و شمار ملین روپے میں ہیں):

Key Operational Heads	FY2026	FY2025	Change
Net sales	36,340	32,567	+11.58%
Gross profit	5,670	4,264	+32.97%
Selling and distribution expenses	(1,496)	(1,268)	+17.96%
Administrative expenses	(578)	(484)	+19.26%
Profit from operations	3,372	2,467	+36.67%
Finance cost	(1,447)	(1,459)	(0.80%)
Profit before taxation	1,869	722	+158.97%
Profit after taxation	1,313	432	+204.26%
EPS — basic and diluted (Rs.)	7.82	2.57	+204.26%

ان نتائج کی عکاسی درج ذیل اہم کارکردگی اشاریوں میں ہوتی ہے:

Key performance indicator	FY2026	FY2025	Movement
Gross margin	15.60%	13.09%	+251 bps
EBITDA margin	11.74%	9.60%	+214 bps
Operating margin	9.28%	7.58%	+170 bps
Net margin	3.61%	1.33%	+228 bps

آمدنی

سال کے دوران کمپنی کی خالص فروخت 11.6 فیصد بڑھ کر 36.34 ارب روپے ہو گئی، جس کے نتیجے میں چھ سالہ مرکب سالانہ شرح نمو تقریباً 17.5 فیصد رہی۔ مقامی اور برآمدی منڈیوں کے درمیان فروخت کا تناسب مقامی منڈی کے حق میں تبدیل ہوا؛ مقامی فروخت کا حصہ کل فروخت کا 88 فیصد رہا (مالی سال 2025: 85 فیصد)۔ او ای ایم اور متبادل مارکیٹ، دونوں میں حجم بہتر ہونے کے باعث مقامی فروخت میں تقریباً 15.5 فیصد کی مضبوط نمو ہوئی۔ تاہم پاکستان اور افغانستان کے درمیان تجارت کی بندش اور امریکہ و ایران کے تنازع کے باعث علاقائی تجارت میں خلل کے نتیجے میں برآمدی فروخت 10.5 فیصد کم ہوئی۔

سال کے دوران پلانٹ کی مجموعی پیداواری صلاحیت کا استعمال بہتر ہو کر 72.3 فیصد ہو گیا (مالی سال 2025: 64.1 فیصد)۔ فروخت کے حجم میں اضافے کو پورا کرنے کے لیے ٹائروں اور ٹیوبوں کی پیداوار میں 14.6 فیصد اضافہ اس بہتری کا محرک رہا۔ پیداواری صلاحیت تین وجوہ سے جزوی طور پر غیر استعمال شدہ رہی۔ اوّل، مالی سال 2026 کے اختتام کے قریب اثاثوں میں شامل کیے گئے پلانٹ اور مشینری سے ٹائروں کی نصب شدہ پیداواری صلاحیت میں تقریباً 8 فیصد اضافہ ہوا۔ چونکہ نصب شدہ صلاحیت پورے سال کی بنیاد پر ظاہر کی جاتی ہے، اس لیے یہ اضافہ صلاحیت کے اعداد و شمار میں شامل تھا، جبکہ پیداوار میں اس کا حصہ سال کے صرف ایک مختصر عرصے تک محدود رہا۔ دوم، مصنوعات کی حقیقی ترکیب، نصب شدہ صلاحیت کے تعین کے لیے استعمال ہونے والی معیاری ترکیب سے مختلف تھی۔ سوم، مارکیٹ میں کم طلب کے باعث ٹیوبوں کی پیداوار کم رہی۔

منافع بخشی

آمدنی میں اضافے کے ساتھ مجموعی منافع میں نمایاں بہتری ہوئی اور یہ بڑھ کر 5.67 ارب روپے ہو گیا (مالی سال 2025: 4.26 ارب روپے)، جبکہ مجموعی منافع کا مارجن گزشتہ سال کے 13.1 فیصد سے بڑھ کر 15.6 فیصد ہو گیا۔ اس بہتری میں بڑے پیمانے پر پیداوار کے فوائد، زیادہ پیداواری حجم پر مستقل بالواسطہ پیداواری اخراجات کی بہتر تقسیم، فروخت میں مقامی منڈی کا زیادہ حصہ اور پاکستانی روپے کے استحکام نے کردار ادا کیا، جس سے درآمدی خام مال کی مجموعی حصولی لاگت قابو میں رہی۔

زیادہ مجموعی منافع سے عملی کارکردگی میں بہتری آئی اور عملی منافع بڑھ کر 3.37 ارب روپے ہو گیا، جو گزشتہ سال کے مقابلے میں تقریباً 36.7 فیصد اضافہ ہے۔

فروخت اور تقسیم کے اخراجات 1.27 ارب روپے سے بڑھ کر 1.49 ارب روپے ہو گئے، جبکہ انتظامی اخراجات 484 ملین روپے سے بڑھ کر 578 ملین روپے ہو گئے۔ دیگر عملی اخراجات بھی گزشتہ سال کے 110 ملین روپے کے مقابلے میں بڑھ کر 225 ملین روپے ہوئے۔ اس اضافے کی بنیادی وجہ ورکرز پرافٹ پارٹیشن فنڈ اور ورکرز ویلفیئر فنڈ کی مد میں زیادہ اخراجات تھے، جو منافع سے منسلک قانونی واجبات ہیں۔

فروخت، تقسیم اور انتظامی اخراجات اور دیگر عملی اخراجات مجموعی طور پر آمدنی کے 5.7 فیصد سے بڑھ کر 6.3 فیصد ہو گئے۔ یہ انتظامیہ کی توجہ کا اہم شعبہ ہے، کیونکہ کمپنی کاروبار میں توسیع کے ساتھ اس بات کو یقینی بنانا چاہتی ہے کہ مارکیٹ کی ترقی، صارفین کی خدمت، افرادی قوت اور بنیادی ڈھانچے میں سرمایہ کاری پائیدار نمو کی معاون رہے۔

کاروباری سرمائے کی زیادہ ضروریات کے باوجود مالیاتی لاگت 1.45 ارب روپے تک محدود رہی۔ گزشتہ سال کے مقابلے میں مالیاتی لاگت میں کمی کی وجہ اوسط پالیسی ریٹ میں کمی اور عملی سرگرمیوں میں مضبوط مالیاتی نظم و ضبط تھا۔

مذکورہ عوامل کے مجموعی نتیجے میں لیوی اور ٹیکس سے قبل منافع نمایاں طور پر بڑھ کر 1.92 ارب روپے ہو گیا (2025: 1.01 ارب روپے)، جبکہ بعد از ٹیکس منافع گزشتہ سال کے 0.43 ارب روپے کے مقابلے میں 1.31 ارب روپے رہا۔

بورڈ کے نزدیک یہ کارکردگی مجموعی منافع میں بہتری، پیداواری کارکردگی اور پیداواری صلاحیت کے زیادہ استعمال کے مشترکہ اثرات کی عکاس ہے۔ ساتھ ہی بورڈ تسلیم کرتا ہے کہ کاروبار کے پھیلاؤ کے ساتھ مسلسل نمو کے لیے فروخت، تقسیم اور انتظامی اخراجات کا محتاط انتظام ضروری ہے۔

سرمایہ جاتی سرمایہ کاری

مصنوعات کے معیار، لاگت کی کارکردگی اور ٹیکنالوجی کے لحاظ سے مسابقت برقرار رکھنے کے لیے کمپنی اپنی پیداواری سہولتوں میں سرمایہ کاری جاری رکھے ہوئے ہے۔ سال کے دوران کمپنی نے پیداواری صلاحیت میں توسیع اور توازن، جدید کاری اور تبدیلی (بی ایم آر) کے اقدامات پر 1.04 ارب روپے خرچ کیے۔ ان سرمایہ کاریوں نے کمپنی کی پیداواری صلاحیتوں کو مضبوط کیا اور ٹائروں کی پیداواری صلاحیت میں تقریباً 8 فیصد اضافہ کرنے میں مدد دی، جس سے کمپنی مستقبل کی طلب پوری کرنے اور ترقی کے منصوبوں پر عمل درآمد کے لیے بہتر مقام پر ہے۔

سرمائے کی ساخت اور نقد دستیابی

کمپنی نے سال کے دوران اپنی مالیاتی ضروریات کا محتاط انتظام جاری رکھا اور کاروباری نمو کی معاونت اور مالیاتی استحکام کے درمیان توازن برقرار رکھا۔ مالی سال 2026 میں کمپنی نے 862 ملین روپے کی نئی طویل مدتی فنانسنگ حاصل کی اور 764 ملین روپے کے طویل مدتی قرضے واپس کیے، جبکہ تمام واجب الادا قرض کی ذمہ داریاں مقررہ وقت پر پوری کیں۔

کاروباری سرمائے کی فنانسنگ کی حکمت عملی کے تحت کمپنی نے درجہ بندی شدہ، محفوظ اور نجی طور پر جاری کردہ 2 ارب روپے کے قلیل مدتی صکوک ٹھٹھکیٹ بھی جاری کیے۔ حاصل شدہ رقم کمپنی کی کاروباری سرمائے کی ضروریات پوری کرنے کے لیے استعمال ہونیں، جبکہ اس لین دین سے شرعی اصولوں کے مطابق فنانسنگ تک رسائی میں بھی اضافہ ہوا۔ صکوک ٹھٹھکیٹ 30 جون 2026 کو جمع شدہ منافع اور اصل رقم کی تمام ذمہ داریوں سمیت مکمل طور پر ادا کر دیے گئے۔

عملی سرگرمیوں سے حاصل ہونے والی خالص نقد رقم 177.52 ملین روپے رہی (2025: 1,256.62 ملین روپے)۔ یہ کمی بنیادی منافع میں کمزوری کے باعث نہیں تھی، کیونکہ کاروباری سرمائے میں تبدیلیوں سے قبل عملی سرگرمیوں سے حاصل ہونے والی نقد رقم 41.6 فیصد بڑھ کر 4,517.05 ملین روپے ہو گئی۔ عملی نقد بہاؤ میں کمی بنیادی طور پر کاروباری سرمائے میں 2,025.90 ملین روپے کے استعمال کی عکاسی کرتی ہے، جس میں تجارتی اسٹاک میں 804.38 ملین روپے کا اضافہ شامل ہے۔ مشرق وسطیٰ میں جاری تنازع کے باعث علاقائی سپلائی چین اور بحری ترسیل کے راستوں میں خلل کے پیش نظر کمپنی نے پیداوار اور صارفین کو فراہمی کا تسلسل برقرار رکھنے کے لیے دانستہ طور پر اسٹاک کی سطح بلند رکھی۔ فروخت میں 11.6 فیصد نمو کے باوجود تجارتی وصولیاں مجموعی طور پر گزشتہ سال کی سطح پر ہیں، جو قرض پر فروخت کے منظم انتظام کی عکاسی کرتی ہیں۔ مزید برآں، سال کے اختتام پر 1,514.59 ملین روپے کا پیٹنگی انکم ٹیکس (2025: 911.13 ملین روپے) ٹیکس حکام کے پاس موجود تھا، جس کی ایڈجسٹمنٹ اور واپسی کے لیے کمپنی مسلسل بیرونی کر رہی ہے۔

آئندہ کمپنی نقد دستیابی کا محتاط انتظام جاری رکھے گی، جبکہ فنانسنگ کے فیصلے اس کی عملی ضروریات، سرمایہ کاری کے منصوبوں اور طویل مدتی ترقی کے مقاصد سے ہم آہنگ ہوں گے۔

مستقبل کے امکانات

توقع ہے کہ عملی ماحول علاقائی و جغرافیائی سیاسی غیر یقینی صورتحال، اجناس اور توانائی کی قیمتوں، شرح مبادلہ، شرح سود اور وسیع تر معاشی حالات سے متاثر رہے گا۔ یہ عوامل افراط زر، صارفین کی طلب، پیداواری لاگت اور فنانسنگ کی دستیابی اور قیمت پر اثر انداز ہو سکتے ہیں۔

کمپنی کو توقع ہے کہ آٹوموٹیو اور زرعی شعبوں کی سرگرمیوں کی بدولت قریبی مدت میں طلب مجموعی طور پر مستحکم رہے گی۔ کمپنی متبادل مارکیٹ کی طلب میں پیش رفت پر بھی نظر رکھے گی۔ تاہم خام مال اور ایندھن کی بلند قیمتیں، مسابقتی دباؤ اور بیرونی غیر یقینی صورتحال لاگت میں اضافے کا محتاط انداز میں منتقل کرنے کا تقاضا کریں گے تاکہ طلب متاثر کیے بغیر منافع کے مارجن کا تحفظ کیا جاسکے۔

منافع حصص اور تخصیصات

بورڈ آف ڈائریکٹرز نے 30 جون 2026 کو ختم ہونے والے سال کے لیے فی حصص 2 روپے، یعنی 20 فیصد، حتمی نقد منافع حصص کی سفارش کی ہے۔ یہ 31 دسمبر 2025 کو ختم ہونے والی ششماہی کے لیے فی حصص 2 روپے، یعنی 20 فیصد، عبوری نقد منافع حصص کے علاوہ ہے۔ یہ فیصلہ کمپنی کی مالیاتی کارکردگی، کاروباری ضروریات، ترقی کے مواقع اور طویل مدتی حکمت عملی کے محتاط جائزے کی عکاسی کرتا ہے۔ اس طرح سال کے لیے مجموعی منافع حصص فی حصص 4 روپے، یعنی 40 فیصد، بنتا ہے۔

زیر جائزہ سال میں کمپنی کی فی حصص آمدنی 7.82 روپے رہی، جس کے نتیجے میں منافع حصص کی ادائیگی کا تناسب 51 فیصد بنتا ہے۔ تجویز کردہ تقسیم حصص یا فنانسنگ کو قدر فراہم کرنے اور آئندہ ترقی کے منصوبوں کی معاونت کے لیے مالیاتی گنجائش برقرار رکھنے کے سلسلے میں بورڈ کے عزم کی عکاس ہے۔

توانائی کی منتقلی اور اخراج میں کمی

کمپنی اپنی پیداواری سرگرمیوں میں قابل تجدید توانائی کا حصہ بڑھا کر اور روایتی توانائی پر انحصار کم کر کے توانائی کی حکمت عملی کو مضبوط بنارہی ہے۔ موجودہ 2.5 میگا واٹ سولر پاور پلانٹ کے علاوہ کمپنی نے مزید 3.5 میگا واٹ کے سولر پاور پلانٹ کی تنصیب شروع کی ہے۔ مالی سال 2027 کی دوسری ساہمہ تک اس کی تکمیل پر کمپنی کی نصب شدہ شمسی توانائی کی مجموعی صلاحیت 6 میگا واٹ ہو جائے گی، جس سے عملی سرگرمیوں کے لیے قابل تجدید توانائی زیادہ دستیاب ہوگی۔

توقع ہے کہ یہ سرمایہ کاری توانائی کی کارکردگی اور لاگت کے لحاظ سے مسابقت میں بہتری لائے گی، جبکہ روایتی توانائی کی قیمتوں میں اتار چڑھاؤ سے کمپنی کی حساسیت کم کرے گی۔

موجودہ تخمینوں کے مطابق قابل تجدید توانائی کی اضافی صلاحیت سے سالانہ تقریباً 4,700 میٹرک ٹن کاربن ڈائی آکسائیڈ کے مساوی (CO₂) اخراج سے بچاؤ متوقع ہے، تاہم اس کا انحصار حقیقی پیداوار اور اخراج کے عوامل کے حساب کے قابل اطلاق طریقہ کار پر ہوگا۔

توانائی کی منتقلی کی وسیع تر کوششوں کے تحت کمپنی بھاپ پیدا کرنے کے نظام کو مکمل سے چلنے والے بوائمر سے دو ایندھن استعمال کرنے والے بوائمرز میں تبدیل کرنے پر بھی پیش رفت کر رہی ہے۔ اس اقدام کا مقصد کونکے پر انحصار کم کرنا، ایندھن کے انتخاب میں چلک بڑھانا اور کمپنی کے حرارتی توانائی کے استعمال سے متعلق اخراج کی شدت کم کرنا ہے۔ یہ اقدامات مجموعی طور پر کمپنی کی توانائی سے متعلق چلک بہتر بنانے، ماحولیاتی اثرات کم کرنے اور پیداواری حکمت عملی میں پائیداری کے اصول شامل کرنے کی جانب اہم پیش رفت ہیں۔

مکمل ذمہ داریاں اور وعدے

کمپنی کے مالیاتی گوشواروں میں مختلف ٹیکس، قانونی اور دیگر مکمل ذمہ داریوں اور وعدوں کی تفصیلات شامل ہیں۔ کمپنی متعلقہ حکام اور عدالتی فورمز کے سامنے ان معاملات کی فعال بیرونی اور دفاع کر رہی ہے۔ ہر معاملے کے حقائق و حالات اور انتظامیہ کو دستیاب قانونی مشورے کی بنیاد پر کمپنی کو ان معاملات کے موافق نتائج کی توقع ہے۔ بورڈ اور انتظامیہ کارروائیوں کی مسلسل نگرانی کرتے ہیں اور کمپنی کے مفادات کے تحفظ کے لیے تمام ضروری قانونی اور ضابطہ جاتی اقدامات اٹھاتے ہیں۔ جہاں ضروری ہو، قابل اطلاق مالیاتی رپورٹنگ معیارات کے مطابق مناسب حسابی برتاؤ اور پروویژن تسلیم کی گئی ہیں۔ مزید تفصیلات مالیاتی گوشواروں کے نوٹس میں دی گئی ہیں۔

بورڈ کی تشکیل

بورڈ سات منتخب اراکین پر مشتمل ہے۔ بورڈ کی تشکیل لسٹڈ کمپنیز (ضابطہ کار پور بیٹ گورنس) ریگولیشنز 2019، کے تقاضوں کے مطابق ہے۔ مالی سال کے اختتام پر اس کی تشکیل درج ذیل تھی:

مرد:	6	خواتین:	1
آزاد ڈائریکٹرز	3:	غیر انتظامی ڈائریکٹرز	2:
انتظامی ڈائریکٹرز	2:	خاتون ڈائریکٹر	1:

مالی سال کے دوران بورڈ آف ڈائریکٹرز کے پانچ اجلاس منعقد ہوئے۔ بعض اجلاسوں میں شرکت نہ کر سکنے والی ڈائریکٹر کو رخصت کی منظوری دی گئی۔ حاضری کی تفصیل درج ذیل ہے:

Directors	Status	26 Sep 25	22 Oct 25	31 Dec 25	25 Feb 26	27 Apr 26
Mian Iftikhar Ahmed - Chairman	Non-Executive Director	☑	☑	☑	☑	☑
Mian Faisal Iftikhar - CEO	Executive Director	☑	☑	☑	☑	☑
Ayesha Iftikhar	Executive Director	☒	☑	☑	☒	☑
Muhammad Ali Durrani	Independent Director	☑	☑	☑	☑	☑
Iqbal Ahmad Khan	Independent Director	☑	☑	☑	☑	☑
Mohammad Junaid Ali	Independent Director	☑	☑	☑	☑	☑
Zahid Mahmud	Non-Executive Director	☑	☑	☑	☑	☑

آڈٹ کمیٹی

آڈٹ کمیٹی انتظامیہ کی جانب سے نافذ کردہ اندرونی کنٹرول کے نظام کی نگرانی کرتی ہے۔ کمپنی کا اندرونی کنٹرول کا نظام اپنی ساخت کے لحاظ سے مضبوط ہے اور اس کی مؤثریت اور موثریت کا مسلسل جائزہ لیا جاتا ہے۔ سال کے دوران بورڈ کی آڈٹ کمیٹی کے چار اجلاس منعقد ہوئے، جن میں حاضری درج ذیل رہی:

Directors	Status	25 Sep 25	21 Oct 25	24 Feb 26	25 Apr 26
Muhammad Ali Durrani - Chairman	Independent Director	☑	☑	☑	☑
Iqbal Ahmad Khan	Independent Director	☑	☑	☑	☑
Mohammad Junaid Ali	Independent Director	☑	☑	☑	☑
Zahid Mahmud	Non-Executive Director	☑	☑	☑	☑

انسانی وسائل اور معاوضہ کمیٹی

سال کے دوران انسانی وسائل اور معاوضہ کمیٹی کے دو اجلاس منعقد ہوئے۔

Directors	Status	06 Oct 25	27 Jan 26
Iqbal Ahmad Khan - Chairman	Independent Director	☑	☑
Mian Faisal Iftikhar - CEO	Executive Director	☑	☑
Mohammad Junaid Ali	Independent Director	☑	☑

نامزدگی کمیٹی

سال کے دوران نامزدگی کمیٹی کا ایک اجلاس منعقد ہوا۔

Directors	Status	12 Nov 25
Mian Iftikhar Ahmed - Chairman	Non-Executive Director	☑
Mian Faisal Iftikhar - CEO	Executive Director	☑

رسک مینجمنٹ کمیٹی

سال کے دوران رسک مینجمنٹ کمیٹی کے دو اجلاس منعقد ہوئے۔ ایک اجلاس میں شرکت نہ کر سکنے والے رکن کو رخصت کی منظوری دی گئی۔

Directors	Status	05 Jan 26	24 Jun 26
Mian Faisal Iftikhar - CEO	Executive Director	☑	☑
Ayesha Iftikhar	Executive Director	☑	☑
Zahid Mahmud	Non-Executive Director	☒	☑

آڈیٹرز

موجودہ آڈیٹرز، میسرز ایف فرگوسن اینڈ کمپنی (پی ڈبلیو سی پاکستان)، چارٹرڈ اکاؤنٹنٹس، آئندہ سالانہ جنرل میٹنگ کے اختتام پر سبکدوش ہوں گے۔ اہل ہونے کے باعث میسرز ایف فرگوسن اینڈ کمپنی (پی ڈبلیو سی پاکستان) نے دوبارہ تقرری کے لیے اپنی رضامندی ظاہر کی ہے۔ کمپنی کی آڈٹ کمیٹی نے تجویز دی ہے اور بورڈ نے منظور کر کے حص یافتگان سے سفارش کی ہے کہ انہیں 30 جون 2027 کو ختم ہونے والے سال کے لیے کمپنی کے آڈیٹرز کے طور پر دوبارہ مقرر کیا جائے۔

کارپوریٹ سماجی ذمہ داری

کمپنی اپنے اطراف کی آبادیوں اور وسیع تر معاشرے کے لیے ایک ذمہ دار اور مثبت کردار ادا کرنے پر فخر کرتی ہے۔ یہ اس حقیقت کے اعتراف کی عکاسی ہے کہ مالیاتی کارکردگی اور کارپوریٹ، سماجی اور ماحولیاتی ذمہ داری کے درمیان مضبوط مثبت تعلق ہے۔ ان سرگرمیوں کی تفصیل رپورٹ کے متعلقہ حصے میں موجود ہے۔

تنوع، مساوات اور شمولیت

کمپنی ایک ایسے جامع ماحول کو فروغ دینے کے لیے ہر عزم ہے جو تنوع کی قدر کرے اور مساوی طریقہ کار کو فروغ دے۔ ہم اپنے مقصد کے حصول اور جدت میں اضافے کے لیے مختلف نقطہ ہائے نظر کی اہمیت کو تسلیم کرتے ہیں۔ انسانی وسائل کا شعبہ مساوات اور شمولیت کے مقاصد کی معاونت کے لیے افرادی قوت کی ساخت پر نظر رکھتا ہے۔ کمپنی پالیسی کی خلاف ورزی کی اطلاع دینے والوں کے خلاف انتقامی کارروائی کی بھی ممانعت کرتی ہے۔ بنیادی مقصد ادارے میں کم نمائندگی رکھنے والے گروہوں کی شمولیت بڑھانا، تمام ملازمین کے لیے ترقی کے مساوی مواقع یقینی بنانا اور ایسا ماحول بنانا ہے جہاں ہر فرد کو قدر اور شمولیت کا احساس ہو۔

جامع دفتری ثقافت کی تشکیل کے لیے کمپنی باقاعدہ آگاہی اور حساسیت کی تربیت فراہم کرتی ہے، تاکہ ملازمین اور منتظمین روزمرہ معاملات میں تنوع کو اپنائیں اور مساوات پر عمل کریں۔ کمپنی تمام ملازمین کو تربیت، رہنمائی اور قیادت کی ترقی کے پروگراموں تک مساوی رسائی دے کر مواقع کی برابری کو مزید یقینی بناتی ہے۔

پائیداری

خطرات

موسمیاتی تبدیلی سے متعلق ضوابط اور متعلقہ فریقوں کی بدلتی توقعات کے باعث کمپنی کو بڑھتے ہوئے چیلنجوں کا سامنا ہے، جن سے ماحولیاتی اثرات کم کرنے کا دباؤ بڑھ رہا ہے۔ کمپنی کی عملی سرگرمیاں گرڈ سے حاصل ہونے والی بجلی اور کونکے سے بھاپ کی پیداوار پر نمایاں انحصار کرتی ہیں، جس سے وہ توانائی کے زخموں میں اتار چڑھاؤ، ممکنہ تعطل اور کاربن کے زیادہ اخراج والی بجلی پر انحصار کے وسیع تر اثرات کے لیے حساس ہے۔

کمپنی کی سہولتوں میں پانی کا استعمال کافی زیادہ ہے اور پانی کی کمی کے بڑھتے خدشات اور سخت ہوتے ضابطوں کے تناظر میں یہ ایک اہم عملی خطرہ ہے۔ تازہ پانی کے وسائل پر مسلسل انحصار طویل مدتی عملی استحکام کو متاثر کر سکتا ہے۔

رپورٹنگ مدت کے دوران کمپنی نے گرین ہاؤس گیسوں کے علاوہ دیگر اخراج سے متعلق قومی ماحولیاتی معیارات کی پابندی برقرار رکھی۔ تاہم مستقبل میں کسی بھی انحراف سے ضابطہ جاتی جرمانوں، متعلقہ فریقوں کے اعتماد میں کمی اور ساکھ کو نقصان کا خطرہ ہو سکتا ہے۔

خطرات میں کمی کے اقدامات

کمپنی عملی سرگرمیوں میں قابل تجدید توانائی کا حصہ بڑھا کر اور توانائی کے استعمال کی کارکردگی بہتر بنا کر پائیداری کے اقدامات آگے بڑھا رہی ہے۔ ان کوششوں کا مقصد بالواسطہ اخراج کم کرنا اور ضابطہ جاتی تقاضوں اور متعلقہ فریقوں کی توقعات سے ہم آہنگ رہنا ہے۔

کمپنی 2.5 میگا واٹ کولر پاور پلانٹ چلا رہی ہے اور مزید 3.5 میگا واٹ کی تنصیب کر رہی ہے۔ اس کے ساتھ کونکے سے چلنے والے بوائلر کو بائو ماس ایندھن سے چلنے والے بوائلر میں تبدیل کیا جا رہا ہے، جیسا کہ توانائی کی منتقلی اور اخراج میں کمی کے حصے میں بیان کیا گیا ہے۔ اس کے ساتھ کمپنی توانائی کی منڈی میں اتار چڑھاؤ اور فراہمی کے خطرات کے اثرات کم کرنے کے لیے کارکردگی میں بہتری اور لاگت پر قابو پانے کے اقدامات نافذ کر رہی ہے۔

متعلقہ فریقوں کے ساتھ لین دین

کمپنی نے اس سالانہ رپورٹ کے ساتھ منسلک مالیاتی گوشواروں میں متعلقہ فریقوں کے ساتھ لین دین کے انکشافات کیے ہیں۔ یہ انکشافات کمپنیز ایکٹ 2017، کے چوتھے شیڈول اور قابل اطلاق بین الاقوامی مالیاتی رپورٹنگ معیارات کے مطابق ہیں۔

تمام متعلقہ فریقوں کے ساتھ معاملات اور انتظامات معمول کے کاروباری سلسلے میں آزاد فریقوں کی بنیاد پر انجام دیے گئے۔ ان معاملات کا آڈٹ کمپنی نے جائزہ لیا اور بورڈ نے کمپنیز ایکٹ 2017، کی دفعہ 208 اور متعلقہ فریقوں کے ساتھ لین دین کی کمپنی پالیسی کے مطابق منظوری دی۔

ضابطہ کارپوریٹ گورننس کی تعمیل کا بیان

30 جون 2026 کو ختم ہونے والے سال سے متعلق لسٹڈ کمپنیز (ضابطہ کارپوریٹ گورننس) ریگولیشنز 2019، کے تقاضوں کی مکمل تعمیل کی گئی ہے۔ اس سلسلے کا بیان رپورٹ کے ساتھ منسلک ہے۔

کارپوریٹ اور مالیاتی رپورٹنگ کے نظام سے متعلق بیان

کمپنی نے لسٹڈ کمپنیز (ضابطہ کارپوریٹ گورننس) ریگولیشنز 2019، کے تحت ضابطہ کارپوریٹ گورننس کے تقاضے پورے کیے ہیں۔ اس بنا پر ڈائریکٹرز درج ذیل امور کی تصدیق کرتے ہیں:

مالیاتی گوشوارے اور ان سے متعلق نوٹس کمپنیز ایکٹ 2017، کے مطابق تیار کیے گئے ہیں۔ یہ گوشوارے کمپنی کی مالی حالت، عملی نتائج، نقد بہاؤ اور حقوق ملکیت میں تبدیلیوں کی درست تصویر پیش کرتے ہیں۔

کمپنی کی بنیادی کاروباری سرگرمی گاڑیوں کے لیے ٹائروں اور ٹیوبوں کی تیاری اور فروخت اور آئو موبائل لیبریکیشنس اور اسپئر پارٹس کی تجارت ہے۔

کمپنی نے مناسب حسابی کتابیں برقرار رکھی ہیں۔

مالیاتی گوشواروں کی تیاری میں مناسب حسابی پالیسیوں کو مستقل طور پر لاگو کیا گیا ہے، جو پاکستان میں قابل اطلاق حسابی اور رپورٹنگ معیارات کے مطابق ہیں۔

جہاں ضروری تھا، حسابی تخمینے معقول اور محتاط فیصلہ سازی کی بنیاد پر تیار کیے گئے۔

مالیاتی گوشواروں کی تیاری میں پاکستان میں قابل اطلاق بین الاقوامی مالیاتی رپورٹنگ معیارات کی پیروی کی گئی ہے۔

اندرونی کنٹرول کا نظام ساخت کے لحاظ سے مضبوط ہے اور مؤثر انداز میں نافذ کیا گیا ہے۔

کمپنی کی کاروباری سرگرمیاں جاری رکھنے کی صلاحیت کے بارے میں کوئی نمایاں شک نہیں ہے۔

لسٹڈ کمپنیز (ضابطہ کارپوریٹ گورننس) ریگولیشنز 2019، میں بیان کردہ کارپوریٹ گورننس کے بہترین طریقوں سے کوئی انحراف نہیں ہوا۔

گزشتہ چھ سال کے اہم عملی اور مالیاتی اعداد و شمار اس رپورٹ کے ساتھ منسلک ہیں۔

چیف فنانشل آفیسر اور سربراہ اندرونی آڈٹ کی اہلیت

چیف فنانشل آفیسر اور سربراہ اندرونی آڈٹ کے پاس ضابطہ کارپوریٹ گورننس میں مقررہ مطلوبہ اہلیت اور تجربہ موجود ہے۔

ملازمین کا پروڈیٹ فنڈ

30 جون 2026 کو ملازمین کے پروڈیٹ فنڈ کی سرمایہ کاریوں کی مالیت، اس کے انتظامی حسابات کے مطابق، 269.95 ملین روپے تھی (2025: 237.04 ملین روپے)۔

بقایا قانونی واجبات

معمول کے کاروباری معاملات میں پیدا ہونے والے یا مالیاتی گوشواروں میں ظاہر کیے گئے واجبات کے علاوہ ٹیکسوں، ڈیوٹیوں، لیویز اور دیگر حکومتی واجبات کی مد میں کوئی رقم واجب الادا نہیں ہے۔

قومی خزانے میں حصہ

سال کے دوران کمپنی نے سیلز ٹیکس، انکم ٹیکس، کسٹم ڈیوٹیوں اور دیگر حکومتی لیویز کی مد میں قومی خزانے میں 3,519 ملین روپے (2025: 3,375 ملین روپے) جمع کرائے۔ صرف مقامی فروخت پر سیلز ٹیکس 6,729 ملین روپے رہا۔ 4,413 ملین روپے کی برآمدی فروخت سے ملک کی زر مبادلہ آمدنی میں بھی اضافہ ہوا۔

حصص کی ملکیت کا نمونہ

30 جون 2026 کی تاریخ پر کمپنی کے حصص کی ملکیت کا نمونہ، کمپنیز ایکٹ 2017، کے مطابق، اس رپورٹ کے ساتھ منسلک ہے۔

اظہار تشکر

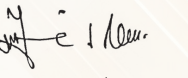
بورڈ کمپنی کے ملازمین، صارفین، بینکوں، سپلائرز اور دیگر متعلقہ فریقوں کے مسلسل اعتماد اور تعاون پر ان کا تہ دل سے شکریہ ادا کرتا ہے۔

بورڈ کی جانب سے:



میاں افتخار احمد

چیئر مین



میاں فیصل افتخار

چیف ایگزیکٹو آفیسر

04 ستمبر 2026

لاہور

پانی سے متعلق خدشات دور کرنے کے لیے کمپنی نے پانی کی بازیافت اور دوبارہ استعمال کے نظام قائم کیے ہیں، جو تازہ پانی پر انحصار نمایاں طور پر کم کرتے ہیں۔ پانی کی ذمہ دارانہ نگہداشت کو مزید مضبوط بنانے کے لیے جدید ری سائیکلنگ ٹیکنالوجی اور عملی طریقوں کی بہتری میں سرمایہ کاری جاری ہے۔

ماحولیاتی ضوابط کی تعمیل کمپنی کی اولین ترجیحات میں شامل ہے۔ سخت نگرانی کے طریقہ کار اور بیرونی متعلقہ فریقوں اور ضابطہ کار اداروں سے رابطہ ذمہ دارانہ پیداوار کے لیے کمپنی کے عزم کو مضبوط بناتے ہیں۔

بعد از سال واقعات

مالی سال کے اختتام اور اس رپورٹ کی تاریخ کے درمیان کمپنی کی مالی حالت پر اثر انداز ہونے والی کوئی اہم تبدیلی یا ذمہ داری پیش نہیں آئی، سوائے ان امور کے جن کا انکشاف کیا گیا ہے۔

خطرات کا انتظام

کمپنی کے پاس خطرات کے انتظام کی ایک واضح پالیسی ہے، جس میں ادارے بھر کے اہم کاروباری خطرات کی شناخت، جانچ اور تخفیف کا طریقہ کار وضع کیا گیا ہے۔ یہ پالیسی تمام اہم خطرات اور انہیں محدود یا کم کرنے کے اقدامات کے لیے رہنما اصول فراہم کرتی ہے۔

کمپنی کو درپیش بنیادی خطرات اور غیر یقینی عوامل میں خام مال اور توانائی کی قیمتوں میں اتار چڑھاؤ، شرح مبادلہ اور شرح سود میں تبدیلیاں، کاروباری سرمائے اور نقد دستیابی کی ضروریات، جغرافیائی سیاسی اور سپلائی چین میں خلل، مارکیٹ کی طلب، اور بدلتے ہوئے ضابطہ جاتی اور ماحولیاتی تقاضے شامل ہیں۔ کمپنی اپنے قائم شدہ رسک منجمنٹ نظام کے ذریعے ان خطرات کی مسلسل نگرانی کرتی ہے اور ان کے ممکنہ اثرات کم کرنے کے لیے مناسب اقدامات اٹھاتی ہے۔

ڈائریکٹرز کا معاوضہ

کمپنی کے غیر انتظامی اور آزاد ڈائریکٹرز بورڈ کے اجلاسوں میں شرکت کے لیے مقررہ اجلاس فیس وصول کرنے کے حق دار ہیں۔ چیئر مین اور چیف ایگزیکٹو سمیت ڈائریکٹرز کو ادا کیے گئے معاوضے کی تفصیلات مالیاتی گوشواروں کے نوٹ 37 میں دی گئی ہیں۔

اندرونی مالیاتی کنٹرول کی موزونیت

بورڈ آف ڈائریکٹرز نے عملی سرگرمیوں کے مؤثر اور کفایتی انعقاد، کمپنی کے اثاثوں کے تحفظ، قابل اطلاق قوانین اور ضوابط کی پابندی اور قابل اعتماد مالیاتی رپورٹنگ کے لیے اندرونی مالیاتی کنٹرول کا مؤثر نظام قائم کیا ہے۔ کمپنی کا آزاد اندرونی آڈٹ شعبہ مالیاتی کنٹرول کی مؤثریت کا باقاعدگی سے جائزہ اور نگرانی کرتا ہے، جبکہ آڈٹ کمیٹی سہ ماہی بنیاد پر اندرونی کنٹرول کے نظام اور مالیاتی گوشواروں کی مؤثریت کا جائزہ لیتی ہے۔

بورڈ کی جانب سے وٹن، مشن اور مجموعی کارپوریٹ حکمت عملی کی منظوری

بورڈ آف ڈائریکٹرز نے کمپنی کے وٹن اور مشن کے بیانات اور مجموعی کارپوریٹ حکمت عملی کا جائزہ لے کر ان کی منظوری دی ہے۔ وٹن اور مشن کمپنی کی حکمت عملی کی سمت متعین کرتے ہیں اور پورے ادارے میں فیصلہ سازی کے لیے رہنما بنیاد فراہم کرتے ہیں۔



INDEPENDENT AUDITOR'S
REVIEW REPORT
TO THE MEMBERS OF PANTHER TYRES 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 Panther Tyres Limited (the Company) for the year ended June 30, 2026 in accordance with the requirements of regulation 36 of the Regulations.

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

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

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

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

A. F. Ferguson & Co.
Chartered Accountants
Lahore

Date: September 28, 2026
UDIN: CR202610884gqpmTW2z7

A. F. FERGUSON & CO., Chartered Accountants, a member firm of the PwC network, 308-Upper Mall, Shahrah-e-Quaid-e-Azam, P.O. Box 39, Lahore-54000, Pakistan
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KARACHI LAHORE ISLAMABAD

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

The period ended: 30 June 2026

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

- 1. The total number of directors is seven (7) as per the following:
 - a. Male: Six (6)
 - b. Female: One (1)
- 2. The composition of the Board is as follows:

Category	Names
Independent Director(s)	Mr. Mohammad Ali Durrani Mr. Iqbal Ahmad Khan Mr. Mohammad Junaid Ali
Non-Executive Directors	Mr. Mian Iftikhar Ahmed Mr. Zahid Mahmud
Executive Directors	Mr. Mian Faisal Iftikhar Ms. Ayesha Iftikhar
Female Director	Ms. Ayesha Iftikhar

- 3. The directors have confirmed that none of them is serving as a director on more than seven listed companies, including this Company;
- 4. The Company has prepared a Code of Conduct and has ensured that appropriate steps have been taken to disseminate it throughout the Company along with its supporting policies and procedures;
- 5. The Board has developed a vision/mission statement, overall corporate strategy and significant policies of the Company. The Board has ensured that a 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 Act and these 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 meetings of the Board;
- 8. The Board of Directors have a formal policy and transparent procedures for the remuneration of directors in accordance with the Act and these Regulations.
- 9. The Board has arranged Directors' Training programs for the following:

Names	Designation
Mr. Mian Iftikhar Ahmed	Chairman / Non-Executive Director
Mr. Mian Faisal Iftikhar	CEO
Ms. Ayesha Iftikhar	Executive Director
Mr. Zahid Mahmud	Non-Executive Director
Mr. Mohammad Ali Durrani	Independent Director
Mr. Iqbal Ahmad Khan	Independent Director
Mr. Mohammad Junaid Ali	Independent Director
Mr. Ghulam Abbas	CFO
Mr. Mohsin Muzaffar Butt	Company Secretary

- 10.No new appointments have been made during the year for the CFO, Company Secretary and Head of Internal Audit. However, all such appointments, including their remuneration and terms and conditions of employment, were duly approved by the Board and complied with the 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:

a) Audit Committee

Names	Designation
Mr. Mohammad Ali Durrani	Chairman/Independent Director
Mr. Mohammad Junaid Ali	Member/ Independent Director
Mr. Iqbal Ahmad Khan	Member/ Independent Director
Mr. Zahid Mahmud	Member/ Non-Executive Director
Mr. Mohsin Muzaffar Butt	Secretary of Audit Committee

b) HR and Remuneration Committee

Names	Designation
Mr. Iqbal Ahmad Khan	Chairman/Independent Director
Mr. Mohammad Junaid Ali	Member/ Independent Director
Mr. Mian Faisal Iftikhar	Member/ Executive Director
Mr. Mohsin Muzaffar Butt	Secretary of HR & R Committee

c) Risk Management Committee

Names	Designation
Mr. Mian Faisal Iftikhar	Chairman/ Executive Director
Ms. Ayesha Iftikhar	Member/ Executive Director
Mr. Zahid Mahmud	Member/ Non-Executive Director
Mr. Mohsin Muzaffar Butt	Secretary of Risk Management Committee

d) Nomination Committee

Names	Designation
Mr. Mian Iftikhar Ahmed	Chairman/Non-Executive Director
Mr. Mian Faisal Iftikhar	Member/ Executive Director
Mr. Mohsin Muzaffar Butt	Secretary of the Nomination Committee

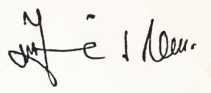
13. The terms of reference of the aforesaid committees have been formed, documented and advised to the committee for compliance;
14. The frequency of meetings (quarterly/half yearly/ yearly) of the committee were as per following:

Meetings	Frequency
Audit Committee	Four meetings were held during the financial year ended 30 June 2026.
HR & Remuneration Committee	Two meetings were held during the financial year ended 30 June 2026.
Nomination Committee	One meeting was held during the financial year ended 30 June 2026.
Risk Management Committee	Two meetings were held during the financial year ended 30 June 2026.

15. The Board has set up an effective internal audit function, which is considered suitably qualified and experienced for the purpose and is conversant with the policies and procedures of the Company.
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 the 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 the Regulations 3, 6, 7, 8, 27, 32, 33, and 36 of the regulations have been complied with.
19. Explanation for non-compliance with requirements, other than regulations 3, 6, 7,8, 27, 32, 33 and 36 is below:

S. No.	Requirement	Explanation	Reg No
1	In order to effectively discharge its sustainability-related duties, the board may establish a dedicated sustainability committee having at least one female director, or assign additional responsibilities to an existing board committee. The committee shall monitor and review the company's sustainability-related risks and opportunities, ensure DE&I practices are in effect across board committees, oversee compliance with relevant laws pertaining to sustainability-related considerations, and ensure appropriate disclosures. The committee shall submit to the board a report, at least once a year, on embedding sustainability principles into the organization's strategy and operations to increase corporate value.	The Board has designated the Risk Management Committee to perform the functions of the Sustainability Committee, which includes a female director. The Committee held two meetings during the year, arranged training, and resolved to engage an external expert to develop and implement a sustainability governance framework. With the expert's help, the Company has begun preparing a report on integrating sustainability into the Company's strategy and operations in accordance with applicable laws. The Committee will present the sustainability report to the Board, in due course of time, after receiving the consultant's feedback.	10A(5)


Mian Iftikhar Ahmed
Chairman


Mian Faisal Iftikhar
CEO

TORs OF THE BOARD COMMITTEES



AUDIT COMMITTEE CHARTER

The Charter of the Board's Audit Committee, constituted under clause 27 of the Listed Companies (Code of Corporate Governance) Regulations, 2019, sets out the composition requirements, meeting rules, and responsibilities (TORs) of the Audit Committee approved on December 10, 2020.

COMPOSITION

- The constitution of the Board's Audit Committee will be as follows: a. The Committee will be comprised of at least three members, consisting of non-executive directors and independent directors. b. The Chairman of the Committee shall be an independent director who shall not be the Chairman of the Board. c. The Chief

Executive Officer and Chief Financial Officer shall not be members of the Audit Committee. d. At least one member of the Committee shall be "financially literate"; "Financially literate" means a person who: i. is a member of any recognized body of professional accountants; or ii. has a postgraduate degree in finance from a university or equivalent institution, either in Pakistan or abroad, recognized by the HCE of Pakistan; or iii. has at least 10 years' experience as an audit committee member; or iv. has a minimum of 20 years of experience as head of the finance or audit department.

The Secretary of the Committee shall either be the Company Secretary or Head of Internal Audit.

The Board discussed and

approved the Audit Committee members as follows:

BOARD'S AUDIT COMMITTEE

Mr. Mohammad Ali Durrani - Chairman
Mr. Iqbal Ahmad Khan - Member
Mr. Mohammad Junaid Ali - Member
Mr. Zahid Mahmud - Member

MEETINGS

- Meetings of the Audit Committee shall be held as follows: a. The Audit Committee shall meet at least once every quarter of the financial year. These meetings shall be held prior to the approval of the financial results of the company by its board of directors and after the completion of the external audit. b. A meeting of the Audit Committee shall be held if requested by the external auditors, Head of

Internal Audit, or the Chairman of the Audit Committee. c. The CEO and CFO can be invited by the Chairman of the Audit Committee whenever required to present their point of view. d. The Head of Audit and external auditors represented by the engagement partner or, in their absence, any other partner designated by the audit firm shall attend meetings of the Audit Committee at which issues relating to accounts and audit are discussed. e. At least once a year, the Audit Committee shall meet the external auditors without the CFO and the Head of Internal Audit being present. f. At least once a year, the Audit Committee shall meet the Head of Internal Audit and other members of the internal audit function without the CFO and the external auditors being present. g. The Chairman of the Audit Committee and the engagement partner of the external auditor, or in their absence any other partner designated by the audit firm, shall be present at the AGM for necessary feedback to the shareholders. h. The secretary, on the requisition of the Chairman, shall, at any time, summon an audit committee meeting of members. Notice sent to a member through email, whether such member is in Pakistan or outside Pakistan, shall be a valid notice. i. The Head of Internal Audit and external auditors are entitled to receive notice of the audit committee meeting where half-yearly and annual accounts are to be discussed. j. At least one-third (1/3rd) of the total number of members or two (2) members, whichever is higher, present personally or through video-link shall constitute a quorum. k. Questions arising at the audit committee meeting shall be determined by a majority of votes of the members present by show of hands.

One member has one vote. No proxy can be appointed. In case of an equality of votes, the Chairman shall have and exercise a second or casting vote. l. Every meeting shall be chaired by the Chairman of the Committee. In their absence, one of the members, by a majority vote, shall act as the meeting Chairman. m. The Secretary shall circulate minutes of meetings of the Audit Committee to all members, directors, Head of Internal Audit, and the CFO prior to the meeting of the board. Where this is not practicable, the Chairman of the Audit Committee shall communicate a synopsis of the proceedings to the board, and the minutes shall be circulated within 15 days of the board meeting.

RESPONSIBILITIES (TOR)

The Committee shall carry out the following responsibilities:

FINANCIAL STATEMENTS

The Committee will: a. Review preliminary announcements of results prior to publication; b. Determine appropriate measures to safeguard the Company's assets; c. Review quarterly, half-yearly, and annual financial statements of the Company prior to their approval by the Board of Directors, focusing on: - major judgmental areas; - significant adjustments resulting from the audit; - the going-concern assumption; - any changes in accounting policies and practices; - compliance with applicable accounting standards; - compliance with listing regulations and other statutory and regulatory requirements; and - significant related party transactions.

INTERNAL CONTROLS

The Audit Committee shall:

- Ascertain that the internal control system, including financial and operational

controls, and the accounting system for timely and appropriate recording of income and expenses, receipts and payments, assets and liabilities, and reporting structure are adequate and effective.

- Review the Company's statement on internal control systems prior to endorsement by the Board of Directors and internal audit reports.

INTERNAL AUDIT

The Audit Committee shall: a. Review the scope and extent of internal audit, audit plan, reporting framework, and procedures, ensuring that the internal audit function has adequate resources and is appropriately placed within the Company; b. Consider major findings of internal investigations of activities characterized by fraud, corruption, and abuse of power, and management's response thereto; c. Determine the appointment, remuneration, and terms and conditions of employment of the Head of Internal Audit on behalf of the Board of Directors. The removal of the Head of Internal Audit shall be made with the approval of the board only upon recommendation of the Chairman of the Audit Committee.

EXTERNAL AUDIT

The Audit Committee shall: a. Be responsible for recommending to the Board of Directors the appointment of external auditors by the Company's shareholders and consider any questions of resignation or removal of external auditors, audit fees, and the provision by external auditors of any service to the Company in addition to the audit of its financial statements; b. Facilitate 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); c. Review the management letter

issued by external auditors and management's response thereto; d. Ensure coordination between the internal and external auditors of the Company; e. Ensure that the Company does not appoint a person as an external auditor or a person involved in the audit of the Company who is a close relative, i.e., spouse, parents, dependents, and non-dependent children, of the CEO, the CFO, an internal auditor, or a director of the listed company.

COMPLIANCE

The Audit Committee shall monitor significant violations of compliance with: a. Adopted best practices of corporate governance and identification of significant violations thereof; b. Company's internal policies and procedures; c. Institute special projects, value-for-money studies, or other investigations on any matter specified by the Board of Directors in consultation with the Chief Executive or on its own accord, and consider remittance of any matter to the external auditors or any other external body; d. Review the Company's policies relating to compliance with laws, regulations, code of ethics, conflict of interest, and investigation of misconduct and fraud; e. Consider any other issue or matter as may be assigned by the Board of Directors; f. Periodically review the details of all related party transactions, and upon recommendations of the Audit Committee, place them before the Board for review and approval.

HUMAN RESOURCE AND REMUNERATION COMMITTEE CHARTER

The Charter of the Human Resource & Remuneration Committee, constituted under clause 28 of the Listed Companies (Code of Corporate Governance) Regulations, 2019, sets out the composition requirements, meeting rules, and responsibilities (TORs) of the Human Resource & Remuneration Committee approved on December 10, 2020.

COMPOSITION

- 1. The composition of the Board's Human Resource & Remuneration Committee will be as follows: a. The Committee will be comprised of at least three members, consisting of non-executive directors/independent directors. b. The Chairman of the Committee shall be an independent director, who shall not be the Chairman of the Board. c. The Chief Executive Officer may be included as a member of the HR & R Committee.

The Secretary of the Human Resource & Remuneration Committee shall be the Company Secretary.

The Board discussed and approved the HR & R Committee members as follows:

BOARD'S HR & R COMMITTEE

- Mr. Iqbal Ahmad Khan (Chairman)
- Mr. Mohammad Junaid Ali (Member)
- Mr. Mian Faisal Iftikhar (Member)

MEETINGS

- 2. Meetings of the Human Resource & Remuneration Committee shall be held as follows: a. The HR & R Committee shall meet at least once in a financial year. b. A meeting of the Human Resources and Remuneration Committee can also be held if requested by a member of the Board or committee. c. The Chief Executive Officer (if not a member of the HR & R Committee), the Head of Human Resources, or any advisor or person may attend the meeting by invitation. d. A member of the committee shall not participate in the proceedings of the committee when an agenda item relating to his performance or review or renewal of the terms and

conditions of his service comes up for consideration. e. The Secretary, upon requisition by a member, shall at any time summon an HR & R Committee meeting. Notice sent to a member through email, whether in Pakistan or outside Pakistan, shall be considered valid notice. f. At least one-third (1/3) of the total number of members or two (2) members, whichever is higher, shall constitute a quorum for the meeting, either present personally or through video-link. g. Questions arising at the HR & R Committee meeting shall be determined by a majority vote of the members present by a show of hands. One member has one vote. No proxy can be appointed. In case of an equality of votes, the Chairman shall have and exercise a second or casting vote. h. Every meeting shall be chaired by the Chairman of the Committee. In his absence, one of the members, by a majority vote, shall act as the meeting Chairman. i. The Secretary shall circulate minutes of the meetings of the HR & R Committee to all members and directors prior to the next meeting of the HR & R Committee.

RESPONSIBILITIES (TOR)

- 3. The Committee shall carry out the following responsibilities: i. Recommend to the Board for consideration and approval a policy framework for determining the remuneration of directors (both executive and independent directors) and members of senior management. ii. Undertake, annually, a formal process of evaluation of the performance of the Board as a whole and its committees, either directly or by engaging an external independent consultant. If such a

consultant is appointed, a statement to that effect shall be made in the directors' report, disclosing the name and qualifications of such a consultant and the major terms of their appointment. iii. Recommend human resource management policies to the Board. iv. Recommend to the Board the selection, evaluation, development, and compensation (including retirement benefits) of the Chief Operating Officer, Chief Financial Officer, Company Secretary, and Head of Internal Audit. v. Consider and approve recommendations of the Chief Executive Officer on matters for key management positions who report directly to the Chief Executive Officer or Chief Operating Officer. vi. Where human resource and remuneration consultants are appointed, they shall disclose to the committee their credentials and whether they have any other connection with the company.

RISK MANAGEMENT COMMITTEE CHARTER

The charter of the board's risk management committee, constituted under clause 30 of the Listed Companies (Code of Corporate Governance), Regulations, 2019 (CCG19), sets out composition requirements, meeting rules and responsibilities (TORs) of the risk management committee approved on April 27, 2022. Clause 10A of CCG19, introduced on 12 June 2024, sets out the role of the Board and its members to address sustainability risk and opportunities. The risk management committee is being assigned additional responsibilities to monitor and review the sustainability. The Board has approved the revised TORs of this committee on September 26, 2026.

1.1 COMPOSITION

The constitution of the board's risk management

committee will be any class of directors and the number of members as it may deem appropriate in the current circumstances. The secretary of the committee shall be the company secretary.

The board discussed and approved the addition of a female director, Ms. Ayesha Iftikhar, to the risk management committee members as given below in Table A:

Table A
1.2 BOARD'S RISK MANAGEMENT COMMITTEE

- Mian Faisal Iftikhar
Chairman
- Ms. Ayesha Iftikhar
Member
- Mr. Zahid Mahmud
Member

1.3 MEETINGS

Meetings of the risk management committee shall be held as follows:

- 1. The secretary on the requisition of the chairman shall, at any time, summon risk management committee meetings of members. Notice sent to a member through email, whether such member is in Pakistan or outside Pakistan, shall be a valid notice.
- 2. The secretary shall circulate minutes of meetings of the risk management committee to all members within 15 days of the meeting of the committee.

1.4 RESPONSIBILITIES (TORS)

The committee shall carry out the following responsibilities:

- 1. Review of effectiveness of the risk management framework and process, and present a report to the board.
- 2. Ensure appropriate disclosure of the company's

risk management framework and its process and internal control system in the director's report.

- 3. Monitor and review the following types of risk, along with risk treatment, i.e., material controls:

A. FINANCIAL RISK:
This will include the following:
a) Liquidity / Cash flow Risk
b) Credit Risk
c) Currency / Exchange Risk
d) Interest Rate Risk

B. OPERATIONAL RISK:
Operational risks are risks that may adversely impact the value of the company caused by internal factors, operational and administrative procedures and shall include the following:

- a) Any significant accidents, fatalities, or dangerous occurrences;
- b) Significant public or product liability claims made or likely to be made against the company, including any adverse judgment or order made on the conduct of the company or of another company that may bear negatively on the company;
- c) Workforce turnover, supply-chain disruption, IT system shutdowns or control failures, etc.
- d) Monitoring the quality of production.

C. STRATEGIC RISK:
These risks are mostly external and emanate from the formation of the company's strategic objectives and business strategy decisions. Strategic risk will include market risk.

D. COMPLIANCE RISK:
The compliance risk includes compliance with specified laws and regulations.

E. **SUSTAINABILITY RISKS:**
This committee shall carry out the following additional responsibilities regarding sustainability:

The committee shall monitor and review sustainability-related risks and opportunities of the company, oversee compliance with relevant laws about relevant sustainability-related considerations, and its appropriate disclosures. The committee shall submit to the board a report, at least once a year, on embedding sustainability principles into the company's strategy and operations to increase corporate value. Sustainability risks include:

1 **Environmental Risks**

- 1.1 Climate Change:
Extreme weather, rising temperatures, or sea levels disrupting operations and supply chains.
- 1.2 Resource Depletion:
Scarcity of water, energy, or raw materials.
- 1.3 Pollution and Waste:
Regulatory fines or reputational damage due to emissions or improper waste handling.

2 **Social Risks**

- 2.1 Human Rights Violations:
Unsafe labor conditions or supply chain abuses.
- 2.2 Community Relations: Poor engagement leading to protests or loss of license to operate.
- 2.3 Health and Safety:
Workplace accidents

affecting employee wellbeing and productivity.

3 **Governance Risks**

- 3.1 Corruption and Fraud:
Legal penalties and investor distrust.
- 3.2 Lack of Transparency:
Poor ESG disclosures are damaging investor confidence.
- 3.3 Board Diversity and Ethics:
Weak oversight leading to strategic missteps.

NOMINATION COMMITTEE CHARTER

The charter of the Board's Nomination Committee, constituted under Clause 29 of the Listed Companies (Code of Corporate Governance) Regulations, 2019, sets out the composition requirements, meeting rules, and responsibilities (TORs) of the Nomination Committee approved on April 27, 2022.

COMPOSITION

1. The composition of the Board's Nomination Committee will include any class of directors and the number of members as deemed appropriate in the current circumstances.
2. There should be no duplication or conflict with matters stipulated under the TORs of the Human Resource and Remuneration Committee (HRRC). The Secretary of the Committee shall be the Company Secretary.

The Board discussed and approved the Nomination Committee members as follows:

BOARD'S NOMINATION COMMITTEE

Mian Iftikhar Ahmed.....Chairman
Mian Faisal Iftikhar.....Member

MEETINGS

3. Meetings of the Nomination Committee shall be held as follows: a. The secretary, upon requisition by the Chairman, shall at any time summon the Nomination Committee meeting of members. b. Every meeting shall be chaired/attended by the Chairman of the Committee. c. The secretary shall circulate minutes of meetings of the Nomination Committee to all members within 15 days of the meeting.

RESPONSIBILITIES (TORs)

4. The Committee shall carry out the following responsibilities: a. Consider and make recommendations to the Board in respect of the structure, size, and composition of the Board's committees and the chairmanship of the Board's committees. b. Review the structure, size, and composition (including the skills, knowledge, and experience) of the Board and make recommendations on any proposed changes to the Board. c. Make recommendations to the Board on succession planning for members of the Board and its committees. d. Make recommendations to the Board on appointments to fill casual vacancies on the Board or committees.

**REPORT OF
AUDIT COMMITTEE**



The Audit Committee members are pleased to present their annual report to the shareholders for the financial year ended 30 June 2026.

The Audit Committee of Panther Tyres Limited is constituted under Regulation 27 of the Listed Companies (Code of Corporate Governance) Regulations, 2019. The Committee comprises three independent directors and one non-executive director. The Chairman of the Committee is an Independent Director. The Chairman and members possess requisite financial, accounting, and business acumen, satisfying the requirement of being financially literate under corporate governance regulations.

The Audit Committee has concluded its annual review of the Company's financial reporting, operations, governance, internal control frameworks, and compliance mechanisms in accordance with its Board-approved Terms of Reference (Charter) and relevant statutory guidelines, and reports as follows:

FINANCIAL STATEMENTS & REPORTING

The Committee reviewed the preliminary announcements of results, interim financial statements, and the annual financial statements of the Company prior to recommending their endorsement and approval by the Board of Directors. Specifically, the Committee ensured that:

- The financial statements have been prepared on a going-concern basis under the requirements of the Companies Act, 2017, International Financial Reporting Standards (IFRS), and the Listed Companies (Code of Corporate Governance) Regulations, 2019.
- Major judgmental areas, significant accounting estimates, changes in accounting policies, and significant adjustments resulting from statutory audits were comprehensively evaluated with management and external auditors.

- Appropriate measures have been determined and implemented to safeguard the Company's physical, financial, and intangible assets.
- Details of all related party transactions were placed periodically before the Committee for review and scrutiny, ensuring pricing mechanisms and compliance with applicable legal requirements prior to recommending them to the Board of Directors

INTERNAL CONTROL FRAMEWORK & RISK GOVERNANCE

- The Committee ascertained that the Company's internal control system—encompassing financial, operational, and compliance controls—is sound in design, adequate, and effectively implemented to protect company assets and ensure timely, accurate recording of transactions.
- The accounting system facilitates appropriate recording of income, expenditures, receipts, payments, assets, and liabilities along with a structured reporting hierarchy.
- The Committee reviewed the Statement on Internal Control Systems prior to endorsement by the Board of Directors and ensured that appropriate action was taken on internal audit findings and control recommendations.

INTERNAL AUDIT FUNCTION

- The Company maintains an independent, objective internal audit function that reports functionally to the Audit Committee.

- The Committee reviewed and approved the internal audit charter, risk-based annual audit plan, scope, procedures, and reporting frameworks, confirming that the function is appropriately placed within the organizational hierarchy and provided with adequate resources.
- Internal audit reports and major investigation findings regarding operational irregularities, fraud risk, or abuse of authority, along with management's remedial responses, were reviewed and addressed.
- The Committee oversaw the appointment, remuneration, terms of employment, and performance evaluation of the Head of Internal Audit in accordance with the Charter.

EXTERNAL AUDIT

- The statutory external auditors concluded their annual audit of the financial statements and issued their audit report, together with the Review Report on the Company's Statement of Compliance with the Code of Corporate Governance.
- The Committee discussed the overall audit plan, key audit matters (KAMs), and observations emerging from interim and final audits directly with the external audit engagement partner.
- The management letter issued by the external auditors and management's written responses were reviewed in detail, and proper coordination between internal and external audit teams was maintained throughout the year.

- The Committee confirmed that the statutory auditors maintain full independence:

- No non-audit services prohibited by regulations were performed.
- No person involved in the external audit has any close familial relationship (spouse, parents, dependent, or non-dependent children) with the CEO, CFO, internal auditors, or any Director of the Company.

- Being eligible, the Committee evaluated the performance, qualification, and independence of the external auditors and recommended their re-appointment and proposed remuneration to the Board of Directors for shareholder approval at the Annual General Meeting.

CORPORATE GOVERNANCE & COMPLIANCE MONITORING

- The Committee monitored adherence to the best practices of corporate governance, company internal policies, ethics, and anti-fraud guidelines, noting no significant violations during the year.
- Effective arrangements remain in place to enable confidential reporting (whistleblowing) of suspected fraud, irregularities, or code of conduct violations.
- The Committee satisfactorily discharged all its duties and responsibilities in strict compliance with the Charter approved by the Board of Directors and the Code of Corporate Governance.

PRESENCE OF THE CHAIRMAN OF THE AUDIT COMMITTEE AT THE ANNUAL GENERAL MEETING

The Chairman of the Audit Committee attended the Annual General Meeting held during the year to answer questions on the Committee's activities and on matters within the scope of the Committee's responsibilities. The Chairman of the Audit Committee has consented to be present at the forthcoming Annual General Meeting.

DISCLOSURE ON THE COMPANY'S USE OF ENTERPRISE RESOURCE PLANNING SOFTWARE



The Company is committed to achieving operational excellence and delivering robust performance to its stakeholders. As part of this commitment, the Company has implemented SAP, which integrates the core functional domains of the business. Below, the management sets out how this ERP environment aligns with the Company's business goals and objectives.

(a) Integration of functions of the Core Business Processes – The Company's ERP system serves as a unified platform integrating Financial Accounting, Human Capital Management, Materials Management, Production Planning, Plant Maintenance, Quality Management, and Sales and Distribution. This integration allows a transaction to flow end to

end without re-keying, from a customer order through production and procurement to revenue recognition, enabling streamlined operations and better-informed decision-making. The Company has also implemented the FBR's digital invoicing regime within this environment.

(b) Management Support in Effective Implementation and

Continuous Updation – The CFO and the Head of IT sponsor the ERP environment as core business infrastructure. Ongoing updates and continuous improvement are supported by a dedicated in-house development team, with business process owners in each function responsible for their module's configuration, and a budgeted annual program of license maintenance, patching and enhancement. A periodic review of the ERP roadmap, including the Company's SAP S/4HANA readiness assessment, guides longer-term investment in the platform.

(c) User Training – The Company operates a comprehensive user training program, comprising induction training before system access is granted, role-based training in the transactions relevant to each user, and refresher training whenever configuration or regulatory change alters a process. A key-user network within each department provides real-time, first-line support and documentation to colleagues.

(d) Risk Management – With the ERP environment well established, the Company's focus is on the ongoing control of operational risk, through segregated development, testing and production environments, a documented change-management process requiring business sign-off before any change reaches production, and reconciliation controls over data migration.

System availability is monitored against a target of at least 99.5%, and business interruption risk is further addressed through defined backup and disaster recovery arrangements.

(e) System Security and Access Control – The Board considers the Company's ERP system a critical enabler of organizational efficiency and remains committed to its ongoing security and optimization. Role-based access control – Access is granted by role, on the principle of least privilege. No user holds broader authorization than their role requires.

- Segregation of duties enforced at the application layer – Incompatible transaction combinations are prevented by role design rather than by manual supervision.

- Joiner–mover–leaver reviews – Access is provisioned on joining, amended on role change and revoked on leaving, through a documented workflow. Periodic access recertification is performed by business process owners.

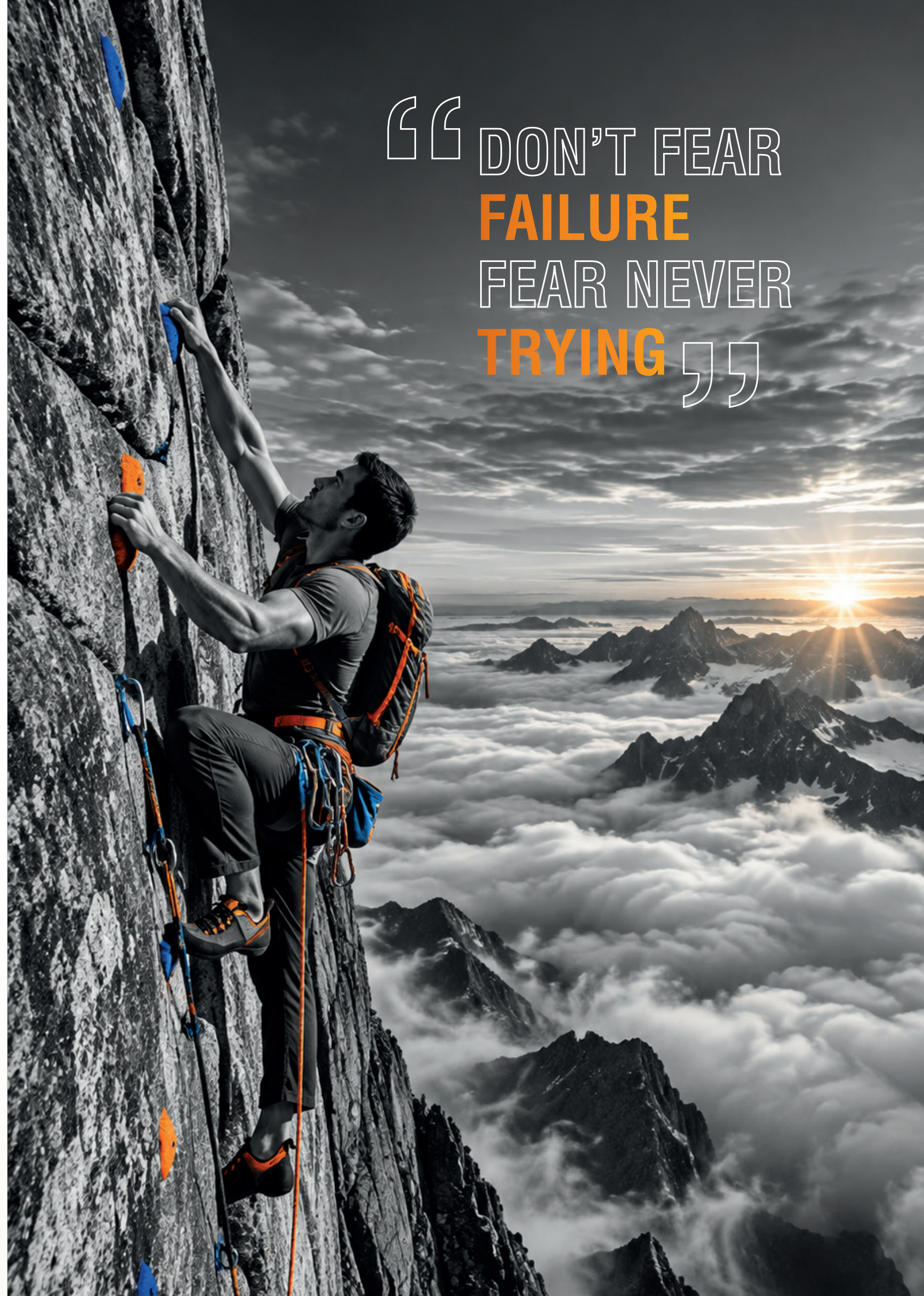
- Privileged access management – Administrative and superuser access is restricted, individually attributable, and subject to enhanced monitoring.

- Sensitive data – Access to sensitive information including payroll, customer pricing, supplier terms and financial reporting data is restricted on a need-to-know basis. The Company's confidentiality

obligations under the Code of Conduct apply to all such data.

- Audit trail – The system maintains transaction-level audit trails supporting attribution and investigation.
- Independent assessment – Internal audit tests application controls, access and segregation of duties as part of its risk-based program, and the external auditors obtain an understanding of the accounting and internal control systems as part of the statutory audit.

“DON'T FEAR
FAILURE
FEAR NEVER
TRYING”



06.

ANALYSIS OF THE FINANCIAL INFORMATION



VERTICAL ANALYSIS

STATEMENT OF FINANCIAL POSITION

DESCRIPTION	2026	26Vs 25	2025	25Vs 24	2024	24 Vs 23	2023	23 Vs 22	2022	22 Vs 21	2021	21 Vs 20
	Rs '000	%	Rs '000	%	Rs '000	%	Rs '000	%	Rs '000	%	Rs '000	%
Non Current Assets	13,249,767	49.8	13,146,214	52.8	12,339,795	52.2	9,736,649	51.6	8,514,413	44.3	5,362,038	39.3
Current Assets	13,355,762	50.2	11,740,926	47.2	11,297,726	47.8	9,137,696	48.4	10,717,160	55.7	8,285,287	60.7
Total Assets	26,605,529	100	24,887,140	100	23,637,521	100	18,874,345	100	19,231,573	100	13,647,325	100.0
Equity	9,457,264	35.5	8,802,292	35.4	7,422,537	31.4	6,643,074	35.2	6,386,479	33.2	6,064,381	44.4
Non Current Liabilities	4,036,453	15.2	4,425,690	17.8	3,434,353	14.5	3,076,217	16.3	2,969,628	15.4	2,147,191	15.7
Current Liabilities	13,111,812	49.3	11,659,158	46.8	12,780,631	54.1	9,155,054	48.5	9,875,465	51.4	5,435,753	39.8
Total Liabilities	26,605,529	100	24,887,140	100	23,637,521	100	18,874,345	100	19,231,573	100	13,647,325	100.0
Current Assets												
Stores and spares	368,980	1.4	298,138	1.2	268,067	1.1	226,406	1.2	189,610	1.0	158,033	1.2
Stock in trade	5,946,926	22.4	5,174,412	20.8	5,839,060	24.7	4,657,857	24.7	4,753,415	24.7	3,234,588	23.7
Trade debts	4,091,712	15.4	4,078,356	16.4	3,750,534	15.9	3,029,559	16.1	4,322,963	22.5	3,303,967	24.2
Advances, deposits, prepayments and other receivables	659,733	2.5	280,957	1.1	305,573	1.3	369,661	2.0	259,779	1.4	782,640	5.7
Advance income tax - net	1,514,587	5.7	911,130	3.7	599,129	2.5	500,294	2.7	477,022	2.5	-	-
Short term investments	222,619	0.8	223,513	0.9	63,521	0.3	25,455	0.1	300,075	1.6	437,075	3.2
Cash and bank balances	551,205	2.1	774,420	3.1	471,842	2.0	328,463	1.7	414,295	2.2	368,984	2.7
Total Current Assets	13,355,762	50.20	11,740,926	47.18	11,297,726	47.80	9,137,696	48.41	10,717,160	55.73	8,285,287	60.7
Current Liabilities												
Trade and other payables	3,557,529	13.4	4,194,221	16.9	3,641,137	15.4	2,940,358	15.6	2,003,178	10.4	892,883	6.5
Provisions	61,029	0.2	60,209	0.2	74,192	0.3	67,699	0.4	50,850	0.3	-	-
Current portion of long term loan and lease liabilities	1,808,567	6.8	895,567	3.6	991,006	4.2	420,699	2.2	408,007	2.1	360,923	2.6
Short term financing - secured	7,683,873	28.9	6,508,706	26.2	8,073,781	34.2	5,725,987	30.3	7,413,034	38.5	4,181,948	30.6
Unclaimed dividend	814	0.0	454	0.0	515	0.0	310	0.0	397	0.0	-	-
Total Current Liabilities	13,111,812	49.3	11,659,158	46.8	12,780,631	54.1	9,155,054	48.5	9,875,465	51.4	5,435,753	39.8

HORIZONTAL ANALYSIS

STATEMENT OF FINANCIAL POSITION

DESCRIPTION	2026	26Vs 25	2025	25Vs 24	2024	24 Vs 23	2023	23 Vs 22	2022	22 Vs 21	2021	21 Vs 20
	Rs '000	%	Rs '000	%	Rs '000	%	Rs '000	%	Rs '000	%	Rs '000	%
Non Current Assets	13,249,767	0.8	13,146,214	6.5	12,339,795	26.7	9,736,649	14.4	8,514,413	58.8	5,362,038	29.8
Current Assets	13,355,762	13.8	11,740,926	3.9	11,297,726	23.6	9,137,696	(14.7)	10,717,160	29.4	8,285,287	66.3
Total Assets	26,605,529	6.9	24,887,140	5.3	23,637,521	25.2	18,874,345	(1.9)	19,231,573	40.9	13,647,325	50
Equity	9,457,264	7.4	8,802,292	18.6	7,422,537	11.7	6,643,074	4.0	6,386,479	5.3	6,064,381	67.9
Non Current Liabilities	4,036,453	(8.8)	4,425,690	28.9	3,434,353	11.6	3,076,217	3.6	2,969,628	38.3	2,147,191	112.9
Current Liabilities	13,111,812	12.5	11,659,158	(8.8)	12,780,631	39.6	9,155,054	(7.3)	9,875,465	81.7	5,435,753	21.0
Total Liabilities	26,605,529	6.9	24,887,140	5.3	23,637,521	25.2	18,874,345	(1.9)	19,231,573	40.9	13,647,325	50
Current Assets												
Stores and spares	368,980	23.8	298,138	11.2	268,067	18.4	226,406	19.4	189,610	20.0	158,033	80.3
Stock in trade	5,946,926	14.9	5,174,412	(11.4)	5,839,060	25.4	4,657,857	(2.0)	4,753,415	47.0	3,234,588	69.8
Trade debts	4,091,712	0.3	4,078,356	8.7	3,750,534	23.8	3,029,559	(29.9)	4,322,963	30.8	3,303,967	35.4
Advances, deposits, prepayments and other receivables	659,733	134.8	280,957	(8.1)	305,573	(17.3)	369,661	42.3	259,779	(66.8)	782,640	96.0
Advance income tax - net	1,514,587	66.2	911,130	52.1	599,129	19.8	500,294	4.9	477,022	-	-	-
Short term investments	222,619	(0.4)	223,513	251.9	63,521	149.5	25,455	(91.5)	300,075	(31.3)	437,075	-
Cash and bank balances	551,205	(28.8)	774,420	64.1	471,842	43.7	328,463	(20.7)	414,295	12.3	368,984	144.6
Total Current Assets	13,355,762	13.8	11,740,926	3.9	11,297,726	23.6	9,137,696	(14.7)	10,717,160	29.4	8,285,287	66
Current Liabilities												
Trade and other payables	3,557,529	(15.2)	4,194,221	15.2	3,641,137	23.8	2,940,358	46.8	2,003,178	124.3	892,883	19.3
Provisions	61,029	1.4	60,209	(18.8)	74,192	9.6	67,699	33.1	50,850	-	-	-
Current portion of long term loan and lease liabilities	1,808,567	101.9	895,567	(9.6)	991,006	135.6	420,699	3.1	408,007	13.0	360,923	28.4
Short term financing - secured	7,683,873	18.1	6,508,706	(19.4)	8,073,781	41.0	5,725,987	(22.8)	7,413,034	77.3	4,181,948	20.8
Unclaimed dividend	814	79.1	454	(11.8)	515	65.9	310	(21.8)	397	-	-	-
Total Current Liabilities	13,111,812	12.5	11,659,158	(8.8)	12,780,631	39.6	9,155,054	(7.3)	9,875,465	81.7	5,435,753	21.0

VERTICAL ANALYSIS

PROFIT & LOSS ACCOUNT

DESCRIPTION	2026	26Vs 25	2025	25Vs 24	2024	24 Vs 23	2023	23 Vs 22	2022	22 Vs 21	2021	21 Vs 20
	Rs '000	%	Rs '000	%	Rs '000	%	Rs '000	%	Rs '000	%	Rs '000	%
Sales	36,339,676	100.0	32,566,880	100.0	29,535,355	100.0	21,363,404	100.0	20,460,233	100.0	16,202,067	100.0
Cost of sales	(30,669,239)	(84.4)	(28,302,537)	(86.9)	(25,221,361)	(85.4)	(18,261,462)	(85.5)	(18,179,517)	(88.9)	(13,731,305)	(84.8)
Gross Profit	5,670,437	15.6	4,264,343	13.1	4,313,993	14.6	3,101,942	14.5	2,280,716	11.1	2,470,761	15.2
Selling and distribution expenses	(1,495,927)	(4.1)	(1,268,210)	(3.9)	(1,409,344)	(4.8)	(931,709)	(4.4)	(687,456)	(3.4)	(581,072)	(3.6)
Administrative and general expenses (Including Impairment of Financial Asset)	(628,852)	(1.7)	(537,316)	(1.6)	(442,357)	(1.5)	(378,059)	(1.8)	(363,177)	(1.8)	(296,325)	(1.8)
Other operating expenses	(224,856)	(0.6)	(109,607)	(0.3)	(170,239)	(0.6)	(189,517)	(0.9)	(65,617)	(0.3)	(86,512)	(0.5)
Other operating income	50,926	0.1	117,820	0.4	91,895	0.3	91,727	0.4	189,696	0.9	41,604	0.3
Profit from operations	3,371,728	9.3	2,467,029	7.6	2,383,948	8.1	1,694,384	7.9	1,354,163	6.6	1,548,456	9.6
Finance cost	(1,447,435)	(4.0)	(1,459,083)	(4.5)	(1,488,275)	(5.0)	(1,048,512)	(4.9)	(649,849)	(3.2)	(328,192)	(2.0)
Profit before taxation	1,924,293	5.3	1,007,946	3.1	895,674	3.0	645,872	3.0	704,314	3.4	1,220,264	7.5
Taxation	(611,028)	(1.7)	(576,314)	(1.8)	(429,888)	(1.5)	(213,079)	(1.0)	(246,857)	(1.2)	(369,002)	(2.3)
Profit after taxation	1,313,265	3.6	431,632	1.3	465,785	1.6	432,794	2.0	457,457	2.2	851,262	5.3

HORIZONTAL ANALYSIS

PROFIT & LOSS ACCOUNT

DESCRIPTION	2026	26Vs 25	2025	25Vs 24	2024	24 Vs 23	2023	23 Vs 22	2022	22 Vs 21	2021	21 Vs 20
	Rs '000	%	Rs '000	%	Rs '000	%	Rs '000	%	Rs '000	%	Rs '000	%
Sales	36,339,676	116	32,566,880	103	29,535,355	38.3	21,363,404	4.4	20,460,233	26.3	16,202,067	39.9
Cost of sales	(30,669,239)	8.4	(28,302,537)	12.2	(25,221,361)	38.1	(18,261,462)	0.5	(18,179,517)	32.4	(13,731,305)	38.6
Gross Profit	5,670,437	33.0	4,264,343	(1.2)	4,313,993	39.1	3,101,942	36.0	2,280,716	(7.7)	2,470,761	47.3
Selling and distribution expenses	(1,495,927)	18.0	(1,268,210)	(10.0)	(1,409,344)	51.3	(931,709)	35.5	(687,456)	18.3	(581,072)	40.2
Administrative and general expenses (Including Impairment of Financial Asset)	(628,852)	17.0	(537,316)	21.5	(442,357)	17.0	(378,059)	4.1	(363,177)	22.6	(296,325)	13.5
Other operating expenses	(224,856)	105.1	(109,607)	(35.6)	(170,239)	(10.2)	(189,517)	188.8	(65,617)	(24.2)	(86,512)	193.3
Other operating income	50,926	(56.8)	117,820	28.2	91,895	0.2	91,727	(51.6)	189,696	356.0	41,604	550.3
Profit from operations	3,371,728	36.7	2,467,029	3.5	2,383,948	40.7	1,694,384	25.1	1,354,163	(12.5)	1,548,456	58.3
Finance cost	(1,447,435)	(0.8)	(1,459,083)	(2.0)	(1,488,275)	41.9	(1,048,512)	61.3	(649,849)	98.0	(328,192)	(45.2)
Profit before taxation	1,924,293	90.9	1,007,946	12.5	895,674	38.7	645,872	(8.3)	704,314	(42.3)	1,220,264	221.3
Taxation	(611,028)	6.0	(576,314)	34.1	(429,888)	101.8	(213,079)	(13.7)	(246,857)	(33.1)	(369,002)	188.3
Profit after taxation	1,313,265	204.3	431,632	(7.3)	465,785	7.6	432,794	(5.4)	457,457	(46.3)	851,262	238.0

ANALYSIS OF SIGNIFICANT DEVIATIONS

FROM THE PREVIOUS YEAR

Where the improvement came from — a bridge from FY2025 to FY2026 profit before levy and taxation

Rs in million	
Profit before levy and taxation — FY2025	1,008
Volume and price effect on gross profit	1,406
Higher selling and distribution expenses	(228)
Higher administrative expenses	(93)
Higher other operating expenses	(115)
Lower other income	(67)
Lower net impairment loss on financial assets	2
Lower finance cost	12
Profit before levy and taxation — FY2026	1,924

The gross profit increase of Rs 1,406 million decomposed:

Driver	Rs in million
Volume growth of 14.6% at the FY2025 gross margin	623
Margin recovery of 2.51 percentage points on FY2026 revenue	912
Mix and pricing effects	(129)
Total increase in gross profit	1,406

CHIEF EXECUTIVE OFFICER'S PRESENTATION

ON BUSINESS PERFORMANCE

The Chief Executive Officer's video presentation on the Company's business performance for the year ended 30 June 2026, covering the year's results, the Company's business strategy for improvement, and the future outlook, is available at Investor Relations section of the Company's website at www.panthertyres.com.

FINANCIAL

HIGHLIGHTS

	2026	2025	2024	2023	2022	2021
	Rupees in '000					
Operating Performance						
Sales	36,339,676	32,566,880	29,535,355	21,363,404	20,460,233	16,202,067
Gross Profit	5,670,437	4,264,343	4,313,993	3,101,942	2,280,716	2,470,761
Operating Profit	3,371,728	2,467,029	2,383,948	1,694,384	1,354,163	1,548,456
Profit before tax	1,924,293	1,007,946	895,674	645,872	704,314	1,220,264
Profit after tax	1,313,265	431,632	465,785	432,794	457,457	851,262
Earning Per Share (Rupees)	7.82	2.57	2.77	2.58	2.72	5.07
Financial position						
Net assets	9,457,264	8,802,292	7,422,537	6,643,074	6,386,479	6,064,381
Non current assets	13,249,767	13,146,214	12,339,795	9,736,649	8,514,413	5,362,038
Current Assets	13,355,762	11,740,926	11,297,726	9,137,696	10,717,160	8,285,287
Net working Capital	243,950	81,768	(1,482,905)	(17,358)	841,694	2,849,534
Long term liabilities	4,036,453	4,425,690	3,434,353	3,076,217	2,969,628	2,147,191
Capital Employed	13,892,172	13,139,310	10,797,594	9,446,324	9,070,246	7,908,594
Cash flows						
Operating activities	177,524	1,256,615	(91,961)	2,899,841	(438,038)	(1,309,420)
Investing activities	(870,506)	(1,162,666)	(2,159,473)	(1,498,096)	(3,291,238)	(1,852,390)
Financing activities	813,463	627,504	2,800,025	(927,989)	2,141,403	3,817,022
Effect of exchange rate changes on						
cash and cash equivalents	2,954	-	-	-	-	-
Opening cash and cash equivalent	194,830	(526,623)	(1,075,214)	(1,548,970)	38,903	(616,308)
Closing cash and cash equivalent	318,265	194,830	(526,623)	(1,075,214)	(1,548,970)	38,903
		-	-	-	-	-
Non-financial						
Units produced (million)	3709	32.36	2764	2588	3554	3498
Employees at year end	3,074	3,072	3,226	2,994	3,167	3,038

KEY

RATIOS

Key Ratios		2026	2025	2024	2023	2022	2021
Profitability Ratio							
Gross profit ratio	%	15.60	13.09	14.61	14.52	11.15	15.25
Operating profit ratio	%	9.28	7.58	8.07	7.93	6.62	9.56
Profit before tax ratio	%	5.30	3.10	3.03	3.02	3.44	7.53
Profit after tax ratio	%	3.61	1.33	1.58	2.03	2.24	5.25
Return on capital employed	%	24.27	18.78	22.08	17.94	14.93	19.58
Return on Equity - Revaluation Surplus	%	13.89	4.90	6.28	6.51	7.16	14.04
Return on Equity - w/o Revaluation Surplus	%	15.77	5.63	7.51	7.16	7.93	15.24
Return on Assets	%	4.94	1.73	1.97	2.29	2.38	6.24
EBIDA Margin to sales	%	11.74	9.60	9.71	9.66	8.38	11.60
Operating leverage ratio	Times	3.17	0.34	1.06	5.69	(0.48)	1.46
Shareholders' funds	Rs mn	9457	8802	7423	6643	6386	6064
Return on shareholders' funds	%	13.89	4.90	6.28	6.51	7.16	14.04
Total shareholder return	%	49.00	15.83	87.75	(31.60)	(51.69)	Not applicable - First year of listing
Investment Ratios							
EPS	Rs	7.82	2.57	2.77	2.58	2.72	5.07
Breakup Value							
Without Revaluation Reserve	Rs.	49.58	45.63	36.90	35.99	34.34	39.90
With Revaluation Reserve	Rs.	56.29	52.39	44.18	39.54	38.01	43.32
Market value per share at year end	Rs	58.34	41.84	37.85	20.16	32.40	69.13
Price earnings ratio	times	7.46	16.28	13.65	7.83	11.90	13.64
Price to book ratio	times	1.04	0.80	0.86	0.51	0.85	1.60
Dividend yield ratio	%	6.86	4.78	-	9.92	3.09	2.89
Dividend payout ratio	%	51.17	77.84	-	77.64	36.72	39.45
Cash dividend per share	Rs	4.00	2.00	-	2.00	1.00	2.00
Free Cash Flow to Equity							
Operating activities	Rs mn	177524	1,256,615	(91,961)	2,899,841	(438,038)	(1,309,420)
Less: Capital Expenditure	Rs mn	(1,043,299)	(1,215,765)	(2,184,105)	(1,503,195)	(3,304,898)	(1,860,324)
Add: Net debt obtained / (repaid)	Rs mn	1,511,503	703,414	3,139,314	(733,667)	2,296,623	594,621
Free Cash Flow to Equity	Rs mn	645,728	744,264	863,248	662,979	(1,446,313)	(2,575,123)
Liquidity Ratio							
Current Ratio	times	1.02	1.01	0.88	1.00	1.09	1.52
Quick /Acid Test Ratio	times	0.37	0.44	0.34	0.37	0.51	0.76
Cash to current liabilities	times	0.06	0.09	0.04	0.04	0.07	0.15
Cash flow from operating activities to sales	%	0.49	3.89	(0.31)	13.57	(2.14)	(8.08)
Cash from operations to sales	%	6.86	12.44	5.70	19.61	1.86	(3.17)
Cash flow to capital expenditure	times	0.17	1.04	(0.04)	1.93	(0.13)	(0.70)
Cash flow coverage ratio	times	0.06	0.57	(0.04)	2.37	(0.52)	(2.01)

KEY RATIOS

Key Ratios	2026	2025	2024	2023	2022	2021
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Activity/Turn over Ratios

Inventory turnover ratio	Times	552	514	481	388	455	534
No. of days in Inventory	Days	66	71	76	94	80	68
Debtors Turnover Ratio	Times	8.90	8.32	8.71	5.81	5.37	5.64
No. of days in Receivable	Days	41	44	42	63	68	65
Creditors Turnover Ratio	Times	7.91	7.22	7.66	7.39	12.55	16.73
No. of days in Payables	Days	46	51	48	49	29	22
Total assets turnover ratio - average assets	Times	1.41	1.34	1.39	1.12	1.24	1.42
Fixed Asset turnover ratio - average assets	Times	2.76	2.49	2.42	2.22	2.44	3.12
Cash Conversion Cycle	Days	61	64	70	107	119	111

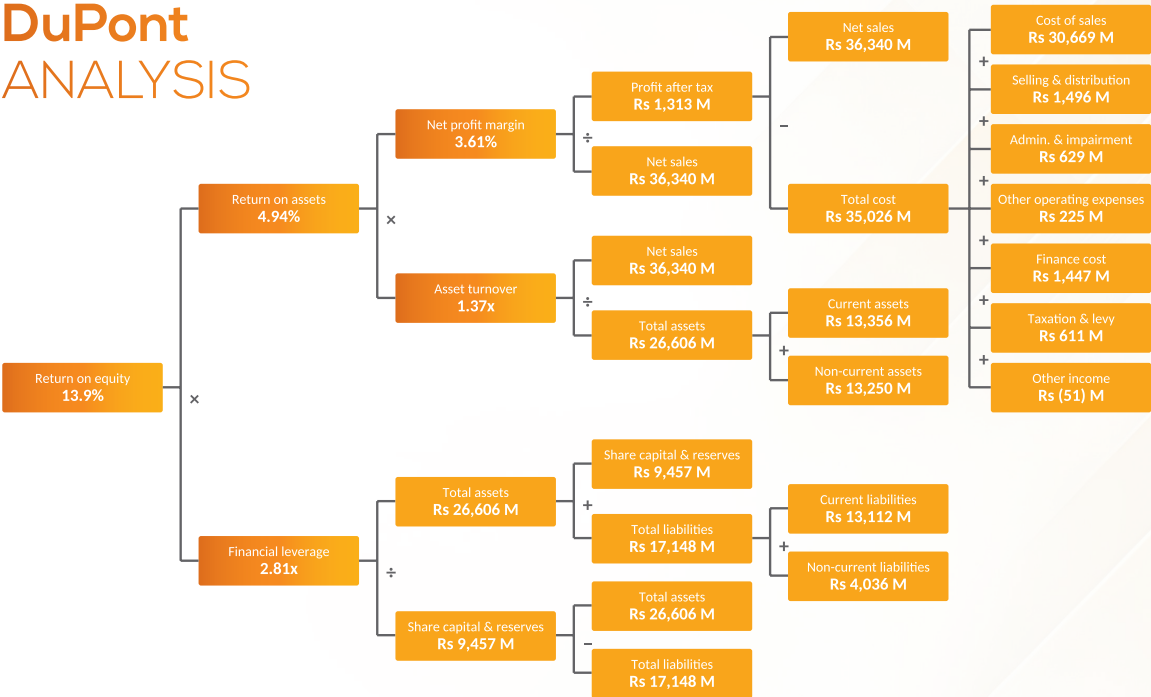
Non-financial ratios

Capacity utilization (%)		72%	64%	55%	65%	90%	89%
Revenue per employee (Rs mn)		11.82	10.60	9.16	7.14	6.46	5.33
Production per Employee (in units)		12,064	10,534	8,569	8,643	11,223	11,515

Capital Structure Ratios

Debt equity ratio - Book value	%	56.44	55.45	60.40	56.44	61.39	50.50
Debt equity ratio - Market value	%	55.45	60.40	63.37	71.29	65.35	34.66
Financial Leverage Ratio	%	2.81	2.83	3.18	2.84	3.01	2.25
Interest Cover ratio	Times	2.33	1.69	1.60	1.62	2.08	4.72
Weighted average cost of debt	%	12.80	13.44	15.39	11.52	8.20	6.49

DuPont ANALYSIS



FY2026. Balances at the reporting date (30 June 2026). Other income is deducted in arriving at total cost.

Year	Net profit margin A	Asset turnover B	Financial leverage C	ROE = A × B × C
2026	3.61%	1.37	2.81	13.89%
2025	1.33%	1.31	2.83	4.90%
2024	1.58%	1.25	3.18	6.28%
2023	2.03%	1.13	2.84	6.51%
2022	2.24%	1.06	3.01	7.16%
2021	5.25%	1.19	2.25	14.04%

Ratios are calculated on balances at the reporting date.

The main highlights of the DuPont analysis for FY2026 are as follows:

1. Net profit margin improvement. Net profit margin increased to 3.61% from 1.33% last year. Gross margin recovered from 13.09% to 15.60% as material cost normalized and fixed manufacturing costs were spread over 14.6% more units. Finance cost was held broadly flat at Rs 1,447 million (FY2025: Rs 1,459 million) on higher sales, and the levy (minimum tax differential) fell from Rs 286 million to Rs 55 million as taxable profitability improved.

2. Asset turnover. Asset turnover improved to 1.37 times from 1.31 times. Net sales grew 11.6% while total assets grew 6.9%, as capacity utilization rose from 64.0% to 72.3% and capital expenditure was reduced to Rs 1,043 million following completion of the major expansion programme.

3. Financial leverage. Financial leverage remained broadly stable at 2.81 times (FY2025: 2.83 times). Equity grew 7.4% through retained profit after dividends paid of Rs 672 million, while total liabilities grew 6.6%, principally short-term financing drawn to fund working capital for higher volumes.

Conclusion
The Company's return on equity improved to 13.9% in FY2026 from 4.9% in FY2025. The improvement came almost entirely from profitability: net profit margin nearly tripled, asset turnover made a modest further contribution, and financial leverage was essentially unchanged. The Company therefore earned a higher return on broadly the same capital structure rather than by taking on more debt. Over the six years, return on equity has recovered from the 4.9% to 7.2% range recorded between FY2022 and FY2025 to a level comparable with FY2021 (14.0%), the year of the Company's listing. It has done so with higher leverage than in FY2021 (2.81 times against 2.25 times), which places continued emphasis on deleveraging as earnings improve.

CASH FLOW STATEMENT
BASED ON DIRECT METHOD

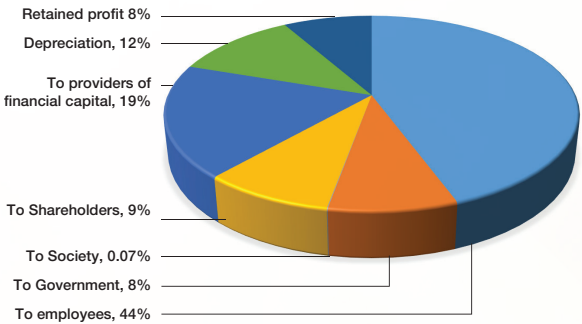
	2026	2025
	(Rupees)	
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash receipts from customers	36,302,094,870	32,148,024,872
Other operating receipts	7,826,299	5,369,975
Cash paid to suppliers, service providers and employees	(33,769,860,976)	(28,061,976,550)
Cash generated from operations	2,540,060,193	4,091,418,296
Contribution paid to provident fund trust	(41,634,994)	(37,888,933)
Workers' Profit Participation Fund paid	(56,686,104)	(51,557,628)
Workers' Welfare Fund paid	(14,435,043)	-
Warranty claims settled	(67,807,767)	(56,982,319)
Bank charges paid	(48,904,531)	(39,053,657)
Long term deposits (paid) / received	(2,120,000)	2,659,452
Mark-up paid against borrowings	(1,362,561,500)	(1,948,868,058)
Income tax and levy paid	(768,386,673)	(703,112,136)
Net cash generated from operating activities	177,523,581	1,256,615,017
CASH FLOWS FROM INVESTING ACTIVITIES	(870,505,634)	(1,162,666,476)
CASH FLOWS FROM FINANCING ACTIVITIES	813,462,895	627,503,955
NET INCREASE IN CASH AND CASH EQUIVALENTS	120,480,842	721,452,496
Effect of exchange rate changes on cash and cash equivalents	2,954,374	-
Cash and cash equivalents at the beginning of the year	194,829,842	(526,622,654)
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	318,265,058	194,829,842

Investing, financing and cash balances agree to the Statement of Cash Flows using indirect method. Only the operating section is re-presented.

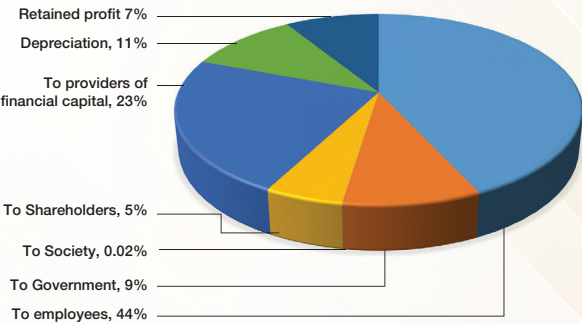
STATEMENT OF
VALUE ADDITION

	2026	2025
	Rupees in ‘000’	
Wealth Generated		
Revenue - Net	36,339,676	32,566,880
Other Income	50,926	117,820
	36,390,602	32,684,700
Brought in material and services	(28,631,899)	(26,475,614)
	7,758,703	6,209,086
Wealth Distribution		
To employees (Salaries,benefits and other costs)	3,441,388	2,731,470
To Government (Taxation and Workers Welfare Fund)	656,793	589,193
To Society (Donations)	5,340	1,230
To Shareholders (Dividends)	672,000	336,000
To providers of financial capital (Mark-up expense on borrowed funds)	1,447,435	1,459,083
Retained for reinvestment and future growth		
Depreciation	894,482	659,342
Amortization	-	1,136
Retained profit	641,265	431,632
	1,535,747	1,092,110
	7,758,703	6,209,086

WEALTH DISTRIBUTION 2026

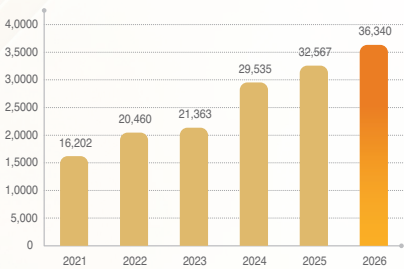


WEALTH DISTRIBUTION 2025

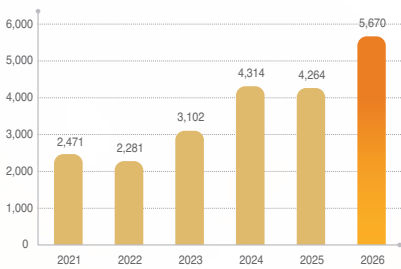


GRAPHICAL ANALYSIS

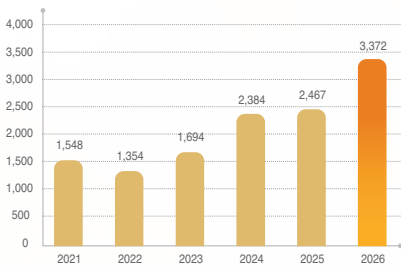
SALES



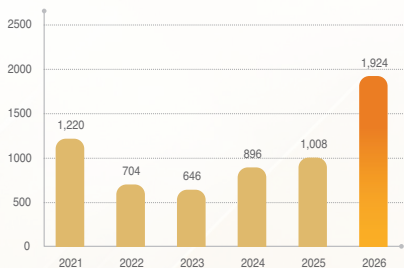
GROSS PROFIT



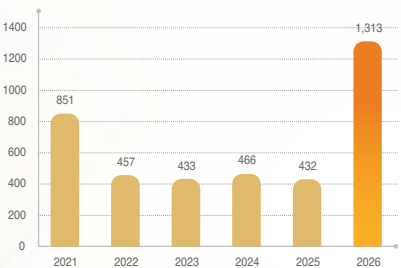
OPERATING PROFIT



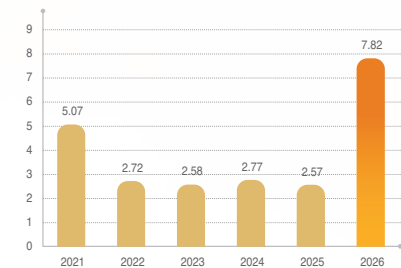
PROFIT BEFORE TAX



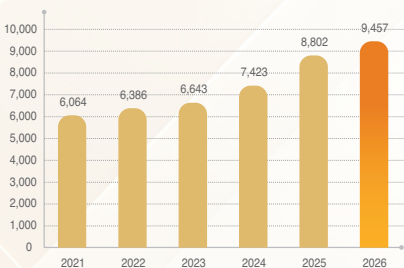
PROFIT AFTER TAX



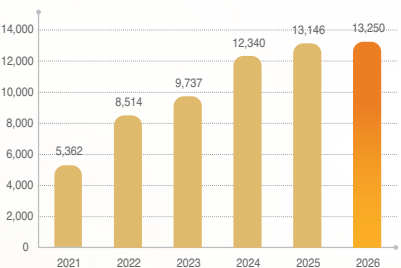
EARNING PER SHARE



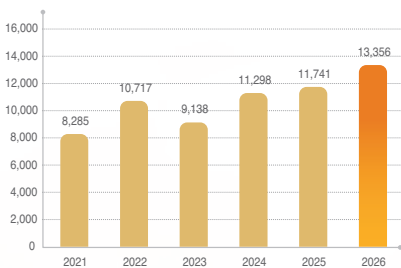
NET ASSETS



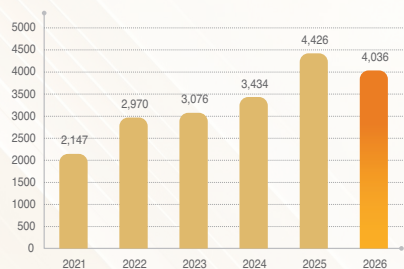
NON-CURRENT ASSETS



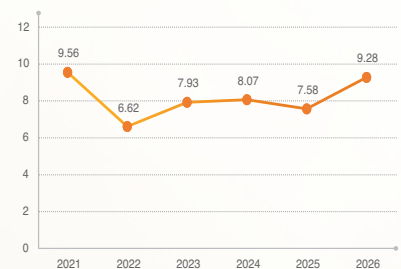
CURRENT ASSETS



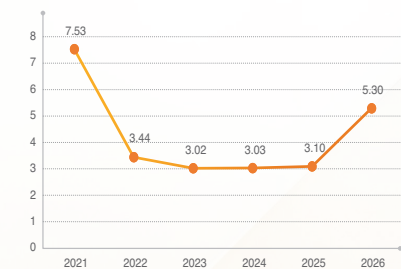
LONG TERM LIABILITIES



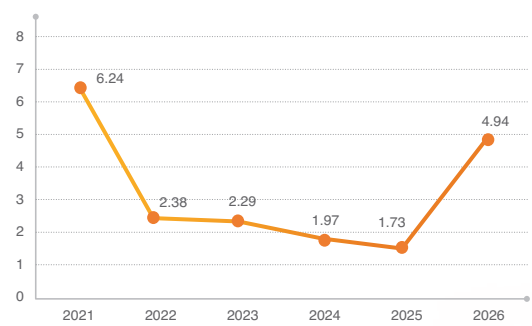
OPERATING PROFIT RATIO



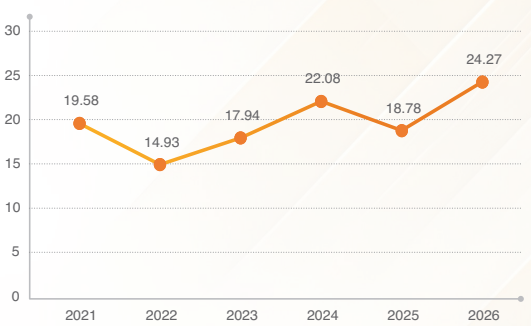
PROFIT BEFORE TAX RATIO



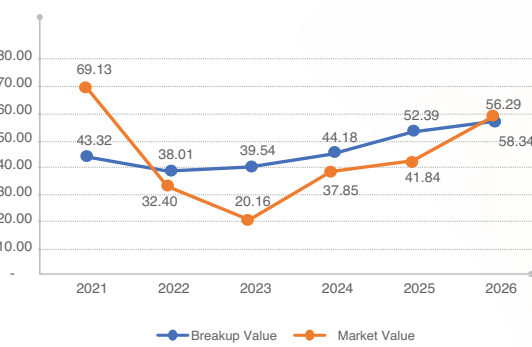
RETURN ON ASSETS



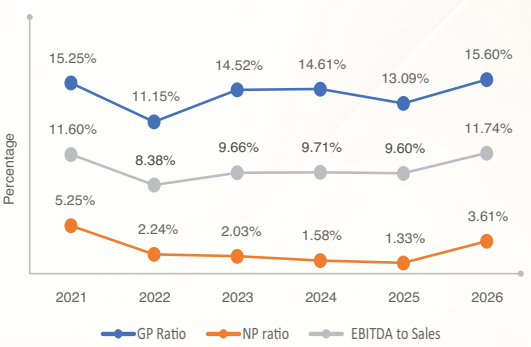
RETURN ON CAPITAL EMPLOYED



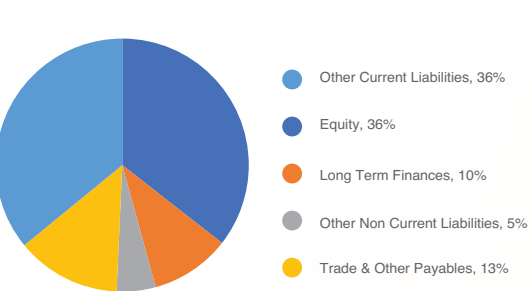
MARKET VALUE VS BREAK UP VALUE



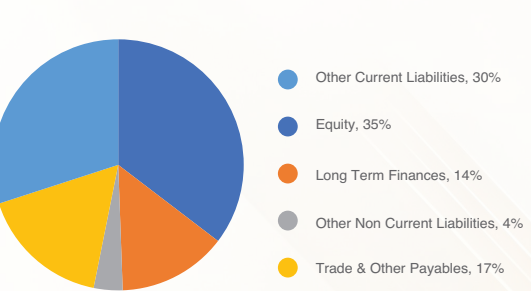
PROFITABILITY RATIOS



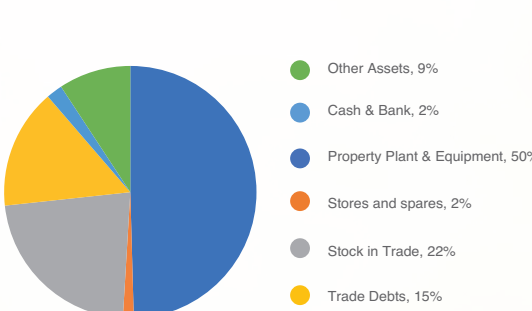
EQUITY AND LIABILITIES-2026



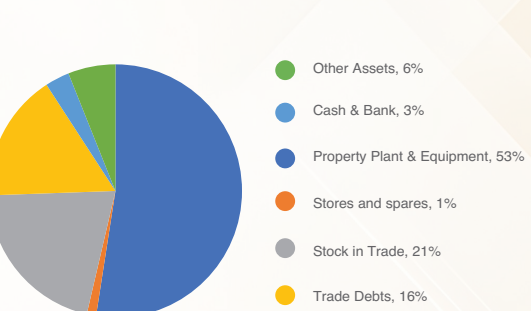
EQUITY AND LIABILITIES-2025



ASSETS-2026



ASSETS-2025



07

BUSINESS MODEL



08.

DISCLOSURES ON IT GOVERNANCE AND CYBERSECURITY



IT GOVERNANCE AND CYBERSECURITY



STATEMENT ON IT SYSTEMS, CONTROLS AND AI STRATEGY

As part of its evaluation of risks facing the business, the Company has taken measures to ensure the security of the Company's network and the confidentiality of its data, with controls validated through internal review and reported to the Audit Committee. The Company's core information system is governed by a documented suite of IT and SAP policies covering access control, data classification and incident response, consistent with its obligations under applicable data privacy and cybersecurity law. The Company has adopted a staged, business-value-led approach to artificial intelligence under its current IT strategy, limiting initial use to low-risk applications such as report preparation and non-sensitive data analysis, with wider adoption conditional on defined business value and adequate data-security controls.

IT GOVERNANCE AND CYBERSECURITY PROGRAMS

The Company has formed an IT Steering Committee to provide structured oversight of IT governance and

cybersecurity priorities. The Head of IT maintains a suite of Board-endorsed information security policies, each subject to yearly review, covering backup and recovery, business continuity and disaster recovery, network and email security, password and access management, data ownership and confidentiality, data centre access, SAP security, change management and incident management. Access to SAP is governed by role-based authorization and segregation of duties, with user access reviewed annually and privileged and generic accounts reviewed quarterly.

CYBERSECURITY AND BOARD'S RISK OVERSIGHT

The Board's Audit Committee, while performing its risk oversight function, reviews and evaluates cybersecurity risk as part of its oversight of the Company's internal control environment. IT-related capital expenditure and initiatives to strengthen cybersecurity are considered by the Board following presentation by management. Internal Audit includes IT general and application controls, together with the annual SAP access recertification, within its risk-

based audit programme, with findings reported to the Audit Committee.

COMPANY'S CONTROLS ABOUT EARLY WARNING SYSTEM

The Company has implemented preventive and detective controls to identify cybersecurity threats at an early stage. Antivirus protection is centrally managed and kept current across all endpoints, network traffic is filtered through a hardware firewall, and network and access logs are reviewed periodically. A documented Incident Management Policy governs the reporting, prioritization, escalation and resolution of IT, SAP, network and information security incidents, with critical or business-impacting incidents escalated to the Head of IT. No cybersecurity incident occurred during the year.

POLICY RELATED TO INDEPENDENT SECURITY ASSESSMENT OF TECHNOLOGY ENVIRONMENT

The Company's security assurance is presently based on in-house audits and reviews performed by Internal Audit and the IT function, including the annual review of SAP user access and the periodic review of privileged and generic accounts. The Company has planned to engage an independent third party to perform a comprehensive security assessment of its technology environment.

CONTINGENCY AND DISASTER RECOVERY PLAN

The Company maintains a documented Business Continuity and Disaster Recovery Plan for the continuity of its IT operations in the event of an extraordinary circumstance. The Company's primary site is hosted with a third-party provider at a Tier III-compliant data centre, with a disaster recovery server maintained in parallel and data replicated with minimal lag. Backup restoration is tested quarterly and a full disaster recovery drill is conducted twice yearly.

ADVANCEMENT IN DIGITAL TRANSFORMATION

The Company's digital transformation is guided by a three-year IT strategy progressing from stabilizing existing controls, to optimizing use of the Company's SAP environment and management reporting tools, to selective transformation including a SAP S/4HANA readiness assessment and staged adoption of artificial intelligence.

EDUCATION AND TRAINING TO MITIGATE CYBERSECURITY RISKS

Every user is bound by a defined set of information security policies, covering secure password practices, safe use of email, protection of login credentials and appropriate handling of confidential information, with adherence to

these policies a condition of system access. Users are trained specifically in the transactions their role requires, consistent with the segregation-of-duties principle underlying system access.

Building on this foundation, the Company has made structured information security awareness training, covering phishing and social engineering recognition, incident reporting and access control responsibilities, a defined priority under its current IT strategy.

09.

FUTURE OUTLOOK



FUTURE OUTLOOK



FORWARD-LOOKING STATEMENT

As we look ahead to FY2027 and beyond, the Company remains mindful of the opportunities and risks that may affect its resources, revenues and operations. Pakistan's economy closed FY2026 with growth at its highest level in four years and the Rupee at its most stable in over a decade. However, the regional conflict that began in March 2026 has pushed oil prices higher and lifted inflation to 11.1% by June 2026, and the policy rate stands at 11.5%. The operating environment is therefore expected to remain shaped by geopolitical uncertainty, commodity and energy prices, exchange-rate movements and the cost of financing.

In the short term, the Company expects demand to remain broadly stable, supported by activity in the automotive and

agriculture-related segments. Elevated material and fuel costs will require price increases to be passed on carefully, so that margins are protected without dampening demand. The Company is well placed to grow volumes without new capital: 27.7% of installed capacity remains available, and the 8% increase in tyre capacity capitalized towards the close of FY2026 will contribute to production for a full year. Restoring export growth is a key priority, after exports were affected by the closure of Pakistan-Afghanistan trade and disruption from the US-Iran conflict, and the Company is developing new markets in Asia, Europe and Africa. At the same time, the Company will continue to reduce its cost of debt through concessionary and Shariah-compliant financing, keeping selling and administrative costs in check as the business grows, and complete its additional 3.5

MW solar plant in the first half of FY2027.

In the medium term, the Company aims to broaden its export base across at least fifteen active markets, reducing its exposure to any single market. Growth will also come from extending the product range, including tyres for delivery riders, electric two-wheelers, and truck and bus, tractor and off-the-road applications. Capital expenditure will be held at maintenance-plus levels until capacity utilization exceeds 80%, with free cash flow directed towards debt reduction and dividends, and the Company will build a more data-driven manufacturing operation through production analytics.

Over the long term, the Company's ambition is to become a recognized regional exporter, with exports exceeding 20% of revenue, and to reduce Pakistan's dependence on imported tyres by

introducing products that substitute them. Capacity will be expanded in phased tranches once utilization has been sustained above 80% for four consecutive quarters, while keeping Debt/EBITDA below 3x. The Company also aims to lead the Pakistani tyre industry on sustainability, through circularity in rubber waste, water neutrality at its plant and a renewable majority in its energy mix, and to deepen its partnerships with OEM and institutional customers.

These forward-looking statements are based on internal assessments, industry trends and the assumptions described below. The Board remains committed to managing risks prudently while capturing growth opportunities, so that the Company continues to deliver sustainable value to all its stakeholders.

STATUS OF THE PROJECTS DISCLOSED IN THE PREVIOUS YEAR'S FORWARD-LOOKING STATEMENT

The Company made good progress during the year on the priorities it set out in its previous forward-looking statement. Gross margin recovered from 13.09% to 15.60%, and capacity utilization improved from 64.0% to 72.3% on a 14.6% increase in production. The Company invested Rs 1,043 million in capacity expansion and balancing, modernization and replacement, increasing tyre capacity by approximately 8%. Financial discipline was maintained, with Debt/EBITDA improving from 3.42x to 2.80x and all debt obligations met as they fell due. The ambition to expand the export footprint was not met, as exports declined by 10.5% owing to events in the region beyond the Company's control.

On sustainability, the 2.5 MW solar plant operated for the major part of the year and installation of a further 3.5 MW has commenced, which will take installed solar capacity to 6 MW. The Company has also begun converting its steam-generation system from a coal-fired boiler to biomass-fuel boilers. In information technology, the Company has planned an independent security assessment of its technology environment, and has scheduled a readiness assessment for SAP S/4HANA under its three-year IT strategy.

AI ADOPTION AND FUTURE OUTLOOK

The Company is adopting artificial intelligence in stages under its three-year IT strategy. As a first step, its use is limited to low-risk applications, such as assistance in preparing reports and analysis of non-sensitive business data, with wider adoption dependent on a clear business case and adequate data-security controls.

Building on this foundation, the Company intends to introduce machine-level data capture and AI-assisted quality inspection as part of its objective of building a data-driven manufacturing operation. Over time, the Board expects these technologies to improve unit cost and quality consistency, since reducing scrap and rework is a significant lever in a business where raw material is the largest element of cost.

COMPANY'S FUTURE RESEARCH AND DEVELOPMENT INITIATIVES

The Company's product development function continues to adapt its rubber compounds and tyre designs to the changing ways its tyres are used. Current

work includes compounds and treads for delivery riders, whose motorcycles cover three to five times the mileage of a private commuter, and lower-rolling-resistance tyres suited to electric two-wheelers. The Company is also extending its range in truck and bus, tractor and off-the-road tyres, and developing products that substitute imported tyres. In line with its sustainability objectives, it is developing compounds with a reduced environmental impact and working towards the recovery and reuse of rubber waste. The Company benchmarks its practices against the industry through PAMA and PAAPAM forums.

SOURCES OF INFORMATION AND ASSUMPTIONS

The Company draws on both internal and external sources in preparing its projections. External sources include State Bank of Pakistan statistics and monetary policy statements, Pakistan Bureau of Statistics and Pakistan Economic Survey data, and PAMA vehicle production and sales data. These are combined with the Company's own sales, production and project information, and with market intelligence gathered from its OEM customers and distribution network.

The forward-looking statement assumes that the regional conflict does not further restrict the Company's supply routes or export markets, that government policy continues to support local manufacturing, that the manufacturing facility operates without major disruption, and that raw material and energy prices move within a range consistent with recent volatility. No external consultant was engaged in preparing the forward-looking statement.

10.

STAKEHOLDERS RELATIONSHIP AND ENGAGEMENT



STAKEHOLDERS' RELATIONSHIP AND ENGAGEMENT

STAKEHOLDER ENGAGEMENT POLICY AND IDENTIFICATION OF STAKEHOLDERS

The Company employs targeted strategies to understand the requirements and preferences of all its stakeholders, using structured and, where appropriate, innovative methods to set and meet industry benchmarks for stakeholder engagement.

The Company has the authority to allocate its resources fairly among

its essential relationships and activities, and takes a considered approach to identifying which relationships constitute key stakeholders. It considers:

- the stakeholder's fundamental impact on the Company
- the Company's ability to define its expectations of the stakeholder
- the Company's desire for the relationship to develop
- the feasibility of the Company continuing to exist without the stakeholder, or the ease of replacing them; and

- whether the stakeholder has already been identified through another relationship.

Applying these criteria, the Company identifies the following as its key stakeholders:

- a) Shareholders and institutional investors
- b) Customers and suppliers
- c) Banks and other lenders
- d) Employees
- e) Regulators
- f) Media

STAKEHOLDER ENGAGEMENT PROCESS AND FREQUENCY

Stakeholder	Management of the relationship	Engagement process	Frequency	Effect and value
Shareholders / Institutional investors	The Company recognizes and respects the trust that investors place in it by seeking to ensure consistent returns, and is committed to a transparent and open relationship with all stakeholders	General meetings Corporate briefing sessions Investor Relations section of the web-site Quarterly and annual financial reporting	Regular	Capital providers enable the Company to realize its vision and sustained access to capital on favorable terms
Customers and suppliers	Substantial investment in customer relationship management, locally and internationally, extending beyond credit facilities and trade discounts; Multiple qualified sourcing channels for suppliers, both international and local	Periodic formal and informal meetings and conferences Technical support services Long-term contracting	Regular	Customer loyalty, brand preference over competitors, and effective supply chain management are the direct determinants of the Company's success and performance
Banks and other lenders	Ongoing interaction with banks and financial institutions on interest rates, lending requirements, short-term financing, deposits and investments Consultation also covers letters of credit, supplier payments and operational disbursements	Meetings on the negotiation of rates and financing terms	Regular	Better access to favorable interest rates and loan terms, reduced fees, improved service, and facilitated strategic and treasury planning.

Stakeholder	Management of the relationship	Engagement process	Frequency	Effect and value
Employees	The Company's human resource strategy emphasizes a dedicated, skilled workforce Investment in training and development of employees; Promotion of employee wellbeing through health and fitness programs Competitive compensation	In-house notices and employee portals A confidential grievance mechanism Periodic engagement events	Regular	Employees implement the Company's strategic and operational decisions and represent it within the industry and the community.
Regulators	Regular interaction with regulators to address issues relating to laws and regulations affecting operations	Meetings with officials Submission of data for review and compliance	Regular	Regulatory interaction directly influences the Company's performance through the laws, regulations and government-controlled factors that apply to it.
Media	Communication with the media to keep the public informed of recent developments and activities.	Press releases in prominent newspapers Announcements on the corporate website and Pakistan Stock Exchange (PSX).	Occasional	Raises public awareness of the Company's products and services, positively affecting its public profile

ENCOURAGING MINORITY SHAREHOLDERS TO ATTEND GENERAL MEETINGS

The Company takes active steps to encourage minority shareholders to participate in general meetings and in the governance of the Company:

- Participation by video conference** – All shareholders are entitled to designate a proxy and, on prior registration, to participate in the meeting via video conference, enabling participation regardless of location.
- Analyst briefing access** – Minority shareholders are encouraged to participate in analyst briefing sessions, the

dates of which are announced through the Pakistan Stock Exchange.

- Responsive engagement** – Meeting requests from minority shareholders are entertained, and their queries are addressed appropriately to their satisfaction.
- Feedback channels** – Shareholders may provide comments, proposals or reservations at the meeting itself, or in advance by email. All such input is recorded in the meeting minutes and shareholders are kept informed of follow-up action.
- Timely and accessible notice** – Notice of each General Meeting is circulated to shareholders within the period

prescribed by applicable law, together with the relevant meeting information. Further, meeting notices are published in prominent newspapers in both Urdu and English, and made available on the website of the Pakistan Stock Exchange.

- No inducements** – No gifts or incentives are distributed at the General Meetings, so that attendance reflects genuine engagement rather than inducement.

INVESTOR RELATIONS SECTION ON THE CORPORATE WEBSITE

The Company is committed to fair and equitable treatment of all investors and shareholders through transparency, effective

communication, appropriate disclosure and timely resolution of investor and shareholder queries or complaints.

To facilitate stakeholder's engagement and provide an accessible channel for queries and grievances, the Company maintains a dedicated Investor Relations section on its corporate website, www.panthertyres.com. The section is updated regularly and provides comprehensive information including:

- Annual reports and quarterly financial statements
- Notices of general meetings and related communications
- Shareholder information (including unclaimed dividend and pattern of shareholding)
- Information on the Company's products, services and financial highlights
- Contact details for investor queries.

The website undergoes regular updates to ensure the provision of extensive information.

ISSUES RAISED AT THE LAST ANNUAL GENERAL MEETING AND THEIR IMPLEMENTATION STATUS

Shareholders raised general inquiries and sought clarifications regarding the agenda items, all of which were effectively addressed to their satisfaction. No noteworthy issues or concerns were brought forth.

UNDERSTANDING VIEWS OF STAKEHOLDERS THROUGH CORPORATE BRIEFING SESSIONS

The Board of Directors places strong emphasis on engaging

stakeholders through regular communication channels, including corporate briefing sessions. During these sessions, the management provides a detailed overview of the Company's financial performance, operational updates, and strategic direction, while also addressing queries raised by participants. This interactive process ensures transparency, enables shareholders, analysts, and other stakeholders to develop an informed understanding of the Company's business, and allows the Board to incorporate stakeholder feedback into its decision-making process.

The Company hosted its Corporate Briefing Session on 26 November 2025, presented by the Chief Financial Officer to participants from investment firms, Pakistan Stock Exchange representatives, banks and other stakeholders. The briefing covered the Company's financial and operational performance, its regulatory environment and relevant economic developments, and was followed by a detailed question-and-answer session.

Presentation and video recording of the session are available on <https://panthertyres.com/corporate-briefing/>

REDRESSAL OF INVESTORS' COMPLAINTS

To facilitate the investors to register their complaints, a communication channel is available where the investor complaints and queries are received through the Corporate Department (telephone +92 42 111-554444, email: corporate@panthertyres.com). All complaints received are addressed appropriately to the satisfaction of the shareholder concerned.

No formal complaints were lodged by any shareholder with the Company during the year.

BENEFITS TO SHAREHOLDERS

The Company remains committed to enhancing shareholder value while delivering sustainable long-term returns. In view of the current strategic priorities and investment outlook, the Board has proposed a final cash dividend of Rs. 2 per share (i.e. 20%) for approval of the members at the Annual General Meeting to be held on 20 October 2026. This final dividend is in addition to the interim dividend of Rs. 2 per share declared in February 2026, the Company's first interim dividend since its listing representing a structural change in the Company's approach to shareholder distributions, signaling the Board's confidence in the sustainability of the earnings recovery.

Beyond the dividend, shareholders benefited during the year from a significant increase in earnings per share from Rs. 2.57 to Rs. 7.82. This marked improvement in profitability and operational efficiency has been reflected in a notable increase in our share price on the Pakistan Stock Exchange.

WHISTLE-BLOWING MECHANISM

The Company's whistle-blowing mechanism, established under the Whistle-Blowing Policy summarized in full in Governance section, provides for the confidential and, where the complainant wishes, anonymous receipt and handling of concerns raised by any individual working for or with the Company, in a fair and transparent manner, with protection for the complainant against victimization. During the year, no whistle-blowing incidents were reported.

DRIVING COMFORT ENABLING POSSIBILITIES



11.

STRIVING FOR EXCELLENCE IN CORPORATE REPORTING



STRIVING FOR EXCELLENCE IN CORPORATE REPORTING



BOARD’S RESPONSIBILITY STATEMENT ON COMPLIANCE WITH FINANCIAL ACCOUNTING AND REPORTING STANDARDS

The Board of Directors confirms that the financial statements of Panther Tyres Limited for the year ended 30 June 2026 have been prepared in full compliance with the financial accounting and reporting standards as applicable in Pakistan, comprising:

- IFRS Accounting Standards issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017; and
- the provisions of, and directives and notifications issued under, the Companies Act, 2017, which have been followed where they differ from IFRS Accounting Standards.

In accordance with these responsibilities, and as set out in the Directors’ Statement of Corporate Financial Reporting Framework, the Board confirms that:

- The financial statements, together with the notes thereon, have been drawn up in conformity with the Companies Act, 2017, and present fairly

- the Company’s state of affairs, the results of its operations, its cash flows and changes in equity
- The principal business activity of the Company is the manufacture and sale of tyres and tubes for vehicles and trading of automobile lubricants and spare parts
 - Proper books of account have been maintained by the Company
 - Appropriate accounting policies have been consistently applied in the preparation of the financial statements, which conform to the accounting and reporting standards as applicable in Pakistan
 - Accounting estimates, wherever required, are based on reasonable and prudent judgement
 - The system of internal control is sound in design and has been effectively implemented and monitored
 - There are no significant doubts upon the Company’s ability to continue as a going concern

BCR CRITERIA INDEX

		Page reference
1	Organizational Overview and External Environment	
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		Page reference
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	d) Role of Internal Audit in risk management and internal control, and the approach to Internal Audit to have direct access to Audit Committee and evaluation of Internal Auditor's performance.	
	e) Review of arrangements for staff and management to report to Audit Committee in confidence, concerns, if any, about actual or potential improprieties in financial and other matters, and recommended instituting remedial and mitigating measures.	
	f) An explanation as to how it has assessed the effectiveness of the external audit process and the approach taken to the appointment or reappointment of the external auditor; and if the external auditor provides non-audit services, an explanation as to how auditor's objectivity and independence is safeguarded.	
	g) If Audit Committee recommends external auditors other than the retiring external auditors, before the lapse of three consecutive years, reasons shall be reported.	
	h) The Audit Committee's views whether the Annual Report was fair, balanced and understandable and also whether it provided the necessary information to shareholders to assess the company's position and performance, business model and strategy.	
	i) Results of the self-evaluation of the Audit Committee carried out of its own performance.	
	j) Disclosure of the number of whistle-blowing incidences reported to the Audit Committee during the year.	
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	d) How the company manages risks or control risk factors on ERP projects;	
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8.05	Disclosure of policy related to independent comprehensive security assessment of technology environment, including third party risks and when last such review was carried out.	
8.06	Disclosure about resilient contingency and disaster recovery plan in terms of dealing with a possible IT failure or cyber breach and details about company's cyber insurance.	
8.07	Disclosure of advancement in digital transformation on how the organization has leveraged 4.0 Industrial revolution (Artificial Intelligence (AI), RPA, Data Analytics, Block Chain, Cloud Computing etc.) to improve transparency and governance, value creation and reporting.	
8.08	Disclosure about education and training efforts of the Company to mitigate cybersecurity risks.	
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10.04	Investors' Relations section on the corporate website with all relevant information including audited annual reports are available in the section.	
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10.06	a) Steps board has taken to solicit and understand the views of stakeholders through corporate briefing sessions; and	
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10.07	Highlights about redressal of investors' complaints including number of complaints received and resolved during the year.	
10.08	Details about corporate benefits to shareholders like value appreciation, dividend etc.	
10.09	Disclosure of whistle blowing mechanism to receive and handle complaints in a fair and transparent manner, and provide protection to the complainant against victimization and reporting in the Audit Committee's report.	
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PANTHER

12.

FINANCIAL
STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2026





INDEPENDENT

AUDITOR'S REPORT

To the members of Panther Tyres Limited

Report on the Audit of the Financial Statements

Opinion

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

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

Basis for Opinion

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

Key Audit Matter

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.

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Following is the key audit matter:

Sr. #	Key audit matter	How the matter was addressed in our audit
1	Revenue from Contracts with Customers (Refer notes 5.15 and 27 to the annexed financial statements) The Company has recorded total net revenue from contracts with customers amounting to Rs. 36,339.68 million for the year ended June 30, 2026. Revenue is recognized at the point in time when the underlying performance obligation is satisfied i.e. control of the product is transferred to the customer. Due to the significance of revenue to the Company's financial performance and the inherent significant risk of material misstatement in revenue recognition, it is considered a key audit matter.	Our audit procedures in respect of this matter included the following: - Obtained an understanding of the process relating to recording of revenue and tested the design and implementation of the relevant internal controls identified in such process; - Assessed the appropriateness of the Company's accounting policies for revenue recognition and compliance of those policies with applicable accounting and reporting standards in Pakistan; - Understood the nature of various discounts offered to customers and tested the same on a sample basis with underlying approvals and supporting documentation; - Verified a sample of revenue transactions with sales orders, sales invoices, delivery documents and other relevant underlying supporting evidence to assess whether the related revenue was recorded in accordance with the Company's accounting policy; - Performed cut-off procedures on sample basis to ensure revenue has been recorded in the correct 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.

Responsibilities of Management and Board of Directors for the Financial Statements

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

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

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

Auditor’s Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

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 comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes thereon have been drawn up in conformity with the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of account and returns;
- c) investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company’s business; and
- d) zakat deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980), was deducted by the Company and deposited in the Central Zakat Fund established under section 7 of that Ordinance.

Other matter

The financial statements for the year ended June 30, 2025 were audited by another firm of Chartered Accountants who had expressed an unmodified opinion thereon vide their report dated October 6, 2025.

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



A. F. Ferguson & Co.
Chartered Accountants
Lahore

Date: September 28, 2026
UDIN: AR20261088446N9zqZfg

STATEMENT OF

FINANCIAL POSITION

AS AT 30 JUNE 2026

	Note	2026 Rupees	2025 Rupees
NON CURRENT ASSETS			
Property, plant and equipment	6	13,185,317,552	13,054,317,011
Right-of-use asset	7	13,358,738	22,264,564
Intangible asset	8	-	-
Long term loans, advances and prepayments	9	17,968,637	38,630,774
Long term deposits	10	33,121,539	31,001,539
		13,249,766,466	13,146,213,888
CURRENT ASSETS			
Stores and spares		368,979,771	298,138,394
Stock in trade	11	5,946,926,408	5,174,412,332
Trade debts	12	4,091,712,436	4,078,355,605
Advances, deposits, prepayments and other receivables	13	659,733,049	280,957,007
Advance income tax - net		1,514,586,913	911,129,828
Short term investments	14	222,619,240	223,513,341
Cash and bank balances	15	551,204,568	774,419,603
		13,355,762,385	11,740,926,110
TOTAL ASSETS		26,605,528,851	24,887,139,998
EQUITY AND LIABILITIES			
Authorized Share Capital			
300,000,000 (2025: 300,000,000) ordinary shares of Rs.10/- each		3,000,000,000	3,000,000,000
Issued, subscribed and paid up capital			
168,000,000 (2025: 168,000,000) ordinary shares of Rs. 10/- each	16	1,680,000,000	1,680,000,000
Share premium		1,294,433,658	1,294,433,658
Surplus on revaluation of property, plant and equipment - net of tax	17	1,128,555,143	1,136,436,819
Shareholder's contribution - net of tax		63,637,522	63,637,522
Loan from director	18	1,013,052,490	1,013,052,490
Unappropriated profits		4,277,585,531	3,614,731,935
		9,457,264,344	8,802,292,424
NON CURRENT LIABILITIES			
Long term loans and lease liability	19	2,713,348,510	3,499,490,712
Deferred grant	20	35,148,800	70,634,809
Deferred taxation	21	1,287,955,224	855,564,163
		4,036,452,534	4,425,689,684
CURRENT LIABILITIES			
Trade and other payables	22	3,557,528,753	4,194,220,872
Provisions	23	61,028,863	60,209,344
Short term financing - secured	24	7,683,872,717	6,508,706,345
Current portion of long term loans, lease liability and deferred grant	25	1,808,567,618	895,566,901
Unclaimed dividend		814,022	454,428
		13,111,811,973	11,659,157,890
TOTAL EQUITY AND LIABILITIES		26,605,528,851	24,887,139,998

CONTINGENCIES AND COMMITMENTS

26

The annexed notes from 1 to 48 form an integral part of these financial statements.


Chief Executive Officer


Director


Chief Financial Officer

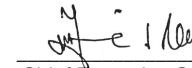
STATEMENT OF

COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2026

	Note	2026 Rupees	2025 Rupees
Revenue from contracts with customers - net	27	36,339,676,431	32,566,879,905
Cost of sales	28	(30,669,239,534)	(28,302,536,835)
Gross profit		5,670,436,897	4,264,343,070
Selling and distribution expenses	29	(1,495,926,552)	(1,268,209,956)
Administrative expenses	30	(577,730,407)	(484,426,880)
Other operating expenses	31	(224,855,916)	(109,607,055)
Other income	32	50,925,718	117,819,616
Net impairment loss on financial assets		(51,121,847)	(52,889,613)
Profit from operations		3,371,727,893	2,467,029,182
Finance cost	33	(1,447,435,324)	(1,459,083,354)
Profit before levy and taxation		1,924,292,569	1,007,945,828
Levy	34	(55,166,583)	(286,193,900)
Profit before taxation		1,869,125,986	721,751,928
Taxation	35	(555,861,329)	(290,119,687)
Profit after taxation for the year		1,313,264,657	431,632,241
Other comprehensive income / (loss)			
Items that may be reclassified to profit or loss in subsequent years		-	-
Items not to be reclassified to profit or loss in subsequent years			
Deferred tax on revaluation surplus due to change in tax rate		13,707,263	(64,929,139)
Total other comprehensive income / (loss) for the year		13,707,263	(64,929,139)
Total comprehensive income		1,326,971,920	366,703,102
Earnings per share			
- Basic and diluted (Rs.)	36	7.82	2.57

The annexed notes from 1 to 48 form an integral part of these financial statements.


Chief Executive Officer


Director


Chief Financial Officer

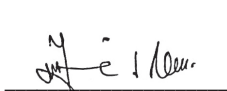
STATEMENT OF

CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2026

	CAPITAL RESERVE					REVENUE RESERVE	
	Issued, subscribed and paid up capital	Share Premium	Surplus on property, plant and equipment-net of tax	Shareholder's contribution	Loan from director	Unappropriated profit	Total
	-----Rupees-----						
Balance as on 01 July 2024	1,680,000,000	1,294,433,658	1,223,369,722	63,637,522	-	3,161,095,930	7,422,536,832
Profit for the year	-	-	-	-	-	431,632,241	431,632,241
Other comprehensive loss	-	-	(64,929,139)	-	-	-	(64,929,139)
Total comprehensive income for the year	-	-	(64,929,139)	-	-	431,632,241	366,703,102
Transfer of incremental depreciation from surplus on revaluation of fixed assets - net of tax	-	-	(22,003,764)	-	-	22,003,764	-
Transactions with owners in their capacity as owners recognized directly in equity							
Loan from director	-	-	-	-	1,013,052,490	-	1,013,052,490
Balance as on 30 June 2025	1,680,000,000	1,294,433,658	1,136,436,819	63,637,522	1,013,052,490	3,614,731,935	8,802,292,424
Profit for the year	-	-	-	-	-	1,313,264,657	1,313,264,657
Other comprehensive income	-	-	13,707,263	-	-	-	13,707,263
Total comprehensive income for the year	-	-	13,707,263	-	-	1,313,264,657	1,326,971,920
Transfer of incremental depreciation from surplus on revaluation of fixed assets - net of tax	-	-	(21,588,939)	-	-	21,588,939	-
Transactions with owners in their capacity as owners recognized directly in equity							
Final dividend for the year ended 30 June 2025 at the rate of Rs. 2 per ordinary share	-	-	-	-	-	(336,000,000)	(336,000,000)
Interim dividend for the six months period ended 31 December 2025 at the rate of Rs. 2 per ordinary share	-	-	-	-	-	(336,000,000)	(336,000,000)
Balance as on 30 June 2026	1,680,000,000	1,294,433,658	1,128,555,143	63,637,522	1,013,052,490	4,277,585,531	9,457,264,344

The annexed notes from 1 to 48 form an integral part of these financial statements.


Chief Executive Officer


Director


Chief Financial Officer

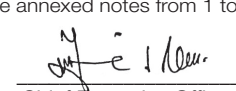
STATEMENT OF

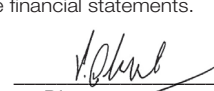
CASH FLOWS

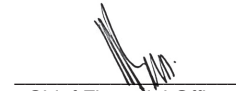
FOR THE YEAR ENDED 30 JUNE 2026

	Note	2026 Rupees	2025 Rupees
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before taxation		1,869,125,986	721,751,928
Adjustments for non-cash and other items:			
Mark up on short term finances under mark-up arrangements	33	944,807,285	888,274,327
Mark-up on long term loans	33	446,838,798	518,299,101
Mark-up on lease liability - rented premise	33	3,926,245	10,053,132
Markup on Workers' Profit Participation Fund	33	2,958,465	3,403,137
Levy	34	55,166,583	286,193,900
Depreciation on property, plant and equipment	6.3	885,576,570	650,435,832
Net impairment loss on financial assets	12.1	51,121,847	52,889,613
Depreciation on right-of-use assets	7	8,905,826	8,905,825
Workers' Profit Participation Fund provision	31	103,687,259	53,727,644
Workers' Welfare Fund provision	31	45,765,356	12,879,411
Provision for contribution to provident fund trust		44,736,684	39,598,528
Allowance for net realizable value - stock in trade	28	31,861,436	1,194,819
Provision for warranty claims	31	68,627,286	43,000,000
Unwinding of interest on employee loan	32	(4,903,280)	(4,218,790)
Amortization on intangibles	8	-	1,135,941
Gain on disposal of property, plant and equipment - net	32	(161,961)	(48,188,972)
Liabilities written back	32	(13,659,180)	(31,860,895)
Unrealized exchange gain		(2,954,374)	(5,739,192)
Profit on short term investments	32	(24,374,998)	(11,803,942)
Operating profit before working capital changes		2,647,925,847	2,468,179,419
Effects on cash flows due to working capital changes		4,517,051,833	3,189,931,347
Stores and spares		(70,841,377)	(30,071,055)
Stock in trade		(804,375,512)	663,452,988
Trade debtors		(64,478,678)	(380,711,358)
Advances, deposits, prepayments and other receivables		(378,776,042)	39,241,095
Trade and other payables		(707,424,562)	570,521,622
		(2,025,896,171)	862,433,292
Cash generated from operations		2,491,155,662	4,052,364,639
Contribution paid to provident fund trust		(41,634,994)	(37,888,933)
Workers' Profit Participation Fund paid		(56,686,104)	(51,557,628)
Workers' Welfare Fund paid		(14,435,043)	-
Long term deposits (paid) / received		(2,120,000)	2,659,452
Mark-up paid against borrowings		(1,362,561,500)	(1,948,868,058)
Warranty claims settled		(67,807,767)	(56,982,319)
Income tax and levy paid		(768,386,673)	(703,112,136)
Net cash generated from operating activities		177,523,581	1,256,615,017
CASH FLOW FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		(1,043,298,883)	(1,215,764,964)
Long term loans, advances and prepayments		25,565,417	(2,009,841)
Interest received from short term investments		23,721,331	13,478,919
Short term investments redeemed / (made) - net		96,622,768	(36,667,768)
Sale proceeds from disposal of property, plant and equipment		26,883,733	78,297,178
Net cash used in investing activities		(870,505,634)	(1,162,666,476)
CASH FLOW FROM FINANCING ACTIVITIES			
Long-term loans obtained from financial institutions		862,069,799	2,800,000,000
Long-term loans repaid to financial institutions		(764,179,595)	(1,068,039,414)
Sukuk certificates issued during the year		2,000,000,000	-
Sukuk certificates redeemed during the year		(2,000,000,000)	-
Short-term financing obtained / (repaid) other than repayable on demand - net		1,413,613,097	(1,028,547,002)
Lease rentals paid		(26,400,000)	(75,848,974)
Dividend paid		(671,640,406)	(60,655)
Net cash generated from financing activities		813,462,895	627,503,955
NET INCREASE IN CASH AND CASH EQUIVALENTS		120,480,842	721,452,496
Effect of exchange rate changes on cash and cash equivalents		2,954,374	-
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR		194,829,842	(526,622,654)
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	43	318,265,058	194,829,842

The annexed notes from 1 to 48 form an integral part of these financial statements.


Chief Executive Officer


Director


Chief Financial Officer

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2026

1 LEGAL STATUS AND NATURE OF BUSINESS

Panther Tyres Limited “The Company” was incorporated as a private limited company under the repealed Companies Act, 1913 (now Companies Act, 2017) and was converted into a public limited company with effect from 10 October 2003. The Company changed its name from Mian Tyre and Rubber Company Limited to Panther Tyres Limited on 25 October 2011. The Company was listed on Pakistan Stock Exchange on 22 February 2021. The Company is principally engaged in the manufacture and sale of tyres and tubes for vehicles and trading of automobile lubricants and spare parts.

Following are the business units of the Company along with their respective locations:

BUSINESS UNIT	LOCATION
Registered Office	Panther House, 97-B Aziz Avenue, Gulberg V, Lahore
Factory	29.5 Km, Sheikhpura Road, Sheikhpura
Regional Office	4th Floor, Shafi Courts, Mereweather Road, Karachi 2nd Floor, Luxus Mall and Residency Gulberg Greens, Islamabad 151 Khayaban Colony, Faisalabad Plot 327-328, Industrial Estate Phase 2, Multan Office B-31, Professor Housing Society, Main Shikarpur Road, Sukkur

2 STATEMENT OF COMPLIANCE

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

2.2 Initial application of standards, amendments or an interpretation to existing standards

2.2.1 Standards, amendments to published standards and interpretations that are effective in the current period

Certain standards, amendments and interpretations to International Financial Reporting Standards (‘IFRS’) are effective for accounting period beginning on 01 July 2025, but are considered not to be relevant or to have any significant effect on the Company’s operations (although they may affect the accounting for future transactions and events) and are, therefore, not detailed in these financial statements.

2.2.2 Standards, amendments and interpretations to existing standards that are not yet effective and have not been early adopted by the Company

There are certain standards, amendments to the accounting standards and interpretations that are mandatory for the Company’s accounting year beginning on or after 01 July 2026 but are considered not to be relevant to the Company’s operations and are, therefore, not detailed in these financial statements, except for the following:

a) Amendment to IFRS 9 and IFRS 7 – Classification and Measurement of Financial Instruments

The amendment clarify the timing for recognizing and derecognizing certain financial assets and liabilities, introduce an exception for some financial liabilities settled via electronic cash transfers, provide additional guidance for assessing if a financial asset meets the Solely Payment of Principal and Interest (‘SPPI’) criterion, require new disclosures for instruments with cash flow changes linked to Environmental, Social and Governance (‘ESG’) targets, and update disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (‘FVOCI’).

The Company is in the process of assessing the impact of this amendment on the Company’s financial statements.

The above mentioned amendment is effective for accounting periods beginning on or after 01 January 2026.

b) Amendment to IAS 21 – Translation to a Hyperinflationary Presentation Currency

This amendment focuses on the translation procedures applied when an entity’s presentation currency is that of a hyperinflationary economy. They clarify the requirements for translating the results and financial position of an entity with a functional currency of a non-hyperinflationary economy, as well as those of a foreign operation whose functional currency is non-hyperinflationary, into a hyperinflationary presentation currency. The amendment is intended to enhance the usefulness of the resulting information in a cost effective manner, reduce diversity in practice, and provide a clearer and more consistent basis for reporting in a hyperinflationary currency, in response to stakeholder feedback.

This amendment is not expected to have a material impact on the Company’s financial statements when it becomes effective.

The above mentioned standard is effective for accounting periods beginning on or after 01 January 2027.

c) IFRS 18 – Presentation and Disclosure in Financial Statements

The new standard on presentation and disclosure in financial statements, IFRS 18, focuses on updates to the statement of profit or loss. It introduces key concepts such as the structure of the statement of profit or loss, required disclosures for certain profit or loss performance measures reported outside the financial statements (management-defined performance measures), and enhanced principles on aggregation and disaggregation applicable to the primary financial statements and notes.

The Company is in the process of assessing the impact of this amendment on the Company’s financial statements.

The above mentioned standard is effective for accounting periods beginning on or after 01 January 2027.

d) Annual improvements to International Financial Reporting Standards (IFRS) – Volume 11

Annual improvements are limited to changes that either clarify the wording in an Accounting Standard or correct relatively minor unintended consequences, oversights or conflicts between the requirements in the Accounting Standards. The amendments are to the following standards:

- IFRS 1 First-time Adoption of International Financial Reporting Standards;
- IFRS 7 Financial Instruments: Disclosures and its accompanying Guidance on implementing IFRS 7;
- IFRS 9 Financial Instruments;
- IFRS 10 Consolidated Financial Statements; and
- IAS 7 Statement of Cash Flows.

The Company is in the process of assessing the impact of this amendment on the Company’s financial statements.

The above mentioned standard is effective for accounting periods beginning on or after 01 January 2026.

3 BASIS OF PREPARATION

3.1 Basis of measurement

These financial statements have been prepared under the historical cost convention except as otherwise stated in these financial statements.

3.2 Functional and Presentation currency

These financial statements have been prepared in Pak Rupees (‘Rs.’) which is the Company’s functional and presentation currency. All financial information has been rounded to the nearest rupee, except when otherwise indicated.

4 SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2026

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

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

	Notes
- Impairment of financial assets	5.5.4
- Provision for current tax	5.6
- Carrying value of deferred tax asset	5.6
- Revaluation of property, plant and equipment	5.8
- Useful life of property, plant and equipment	5.7
- Allowance for net realizable value of inventory	5.12
- Provision for warranty claims	5.17

5 MATERIAL ACCOUNTING POLICY INFORMATION

The material accounting policies adopted in the preparation of these financial statements have been consistently applied to all the years presented, unless otherwise stated. Material accounting policies are disclosed below:

5.1 Employee retirement benefits

The Company operates an approved funded contributory provident fund for all permanent employees. Equal monthly contributions are made by the Company and employees to the fund in accordance with the fund rules (i.e. 7% of basic salary of employees). The Company’s contribution to provident fund is charged to profit or loss.

Retirement benefits are payable to staff on completion of prescribed qualifying period of service under the scheme on retirement.

5.2 Trade and other payables

Liabilities for trade creditors and other amounts payable are carried at cost which is the fair value of the consideration to be paid in future for the goods and/or services received, whether or not billed to the Company.

5.3 Borrowing cost

Borrowings are recognized initially at fair value, net of transaction costs incurred. Borrowing costs are recognized as an expense in the period in which these are incurred except to the extent of borrowing cost that are directly attributable to the acquisition, construction or production of a qualifying asset, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets to the extent the carrying amount of the assets does not exceed its recoverable value, until such time as the assets are substantially ready for their intended use or sale.

5.4 Provisions and contingencies

5.4.1 Provisions:

Provisions are recognized when the Company has a present 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 obligation can be made. However, provisions are reviewed at each reporting date and adjusted to reflect current best estimate.

5.4.2 Contingencies:

A contingent liability is disclosed when:

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

5.5 Financial instruments

5.5.1 Recognition and initial measurement

All financial assets or financial liabilities are initially recognized when the Company becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus or minus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A receivable without a significant financing component is initially measured at the transaction price.

5.5.2 Classification and subsequent measurement

Financial assets

On initial recognition, a financial asset is classified as measured at amortized cost, fair value through other comprehensive income (FVOCI) and fair value through profit or loss (FVTPL).

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

Amortized cost

A financial asset is measured at amortized cost if it meets both of the following conditions and is not designated as at FVTPL:

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

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

Financial assets measured at amortized cost comprise of cash and bank balances, short term investment, trade debts, loans and deposits and other receivables.

Debt Instrument - FVOCI

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

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

These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognized in profit or loss. Other net gains and losses are recognized in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss. However, the Company has no such instrument at the reporting date.

Equity Instrument - FVOCI

On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment’s fair value in OCI. This election is made on an investment-by-investment basis.

These assets are subsequently measured at fair value. Dividends are recognized as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognized in OCI and are never reclassified to profit or loss. However, the Company has no such instrument at the reporting date.

NOTES TO THE

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2026

Fair value through profit or loss (FVTPL)

All financial assets not classified as measured at amortized cost or FVOCI as described above are measured at FVTPL.

On initial recognition, the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortized cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognized in profit or loss. However, the Company has no such instrument at the reporting date.

Financial assets – Business model assessment:

For the purposes of the assessment, ‘principal’ is defined as the fair value of the financial asset on initial recognition. ‘Interest’ is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Company considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Company considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable-rate features;
- prepayment and extension features; and
- terms that limit the Company’s claim to cash flows from specified assets (e.g. non-recourse features).

Financial liabilities

Financial liabilities are classified as measured at amortized cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognized in profit or loss. Other financial liabilities are initially measured at fair value and subsequently at amortized cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognized in profit or loss or capitalized as stated in note 5.3. Any gain or loss on derecognition is also recognized in profit or loss. The interest free or below market rate loan received from a director in capacity of shareholder is initially recognized at fair value using market rate of interest and the difference between the loan proceeds and fair value is recognized as shareholder’s contribution in the statement of changes in equity. Subsequent to initial recognition, the loan is carried at amortized cost using effective interest method. During the year ended 30 June 2025, the outstanding principal and accrued markup have been classified and recognized as equity upon meeting the criteria laid down in Technical Release 32 (TR-32) - Director’s Loan issued by Institute of Chartered Accountants of Pakistan.

Financial liabilities comprises of trade and other payables, long term and short term financing, unclaimed dividend and lease liability.

5.5.3 Derecognition

Financial assets

The Company derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Company might enter into transactions whereby it transfers assets recognized in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognized.

Financial liabilities

The Company derecognizes a financial liability when its contractual obligations are discharged or cancelled, or expire. The Company also derecognizes a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognized at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognized in profit or loss.

5.5.4 Impairment

5.5.4.1 Financial assets

The Company assesses on a forward looking basis the expected credit losses associated with its debt instruments carried at amortized cost and deducted from the gross carrying amount of the assets. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12–months (a 12–month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade debts and other receivables, the Company applies the simplified approach permitted by IFRS 9, which requires expected lifetime losses to be recognized from initial recognition of the receivables.

The expected credit losses on these financial assets are estimated using a provision matrix based on the Company’s historical credit loss experience, adjusted for factors that are specific to the debtors and other receivables, general economic conditions and an assessment of both the current as well as the forward looking forecast direction of conditions at the reporting date, including time value of money where appropriate. At every reporting date, the historical observed default rates are updated and changes in the forward–looking estimates are analyzed.

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward–looking information as described above. As for the exposure at default for financial assets, this is represented by the assets’ gross carrying amount at the reporting date.

The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Company’s historical credit loss experience and forecast of economic conditions may also not be representative of customer’s actual default in the future.

For the purpose of computing ECL, the Company considers overdue balances in excess of 365 days as “default”.

The financial asset is subsequently written off when there is no reasonable expectation of recovering the contractual cashflows.

The Company recognizes an impairment gain or loss in the profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account.

5.5.4.2 Non-financial assets

The carrying amount of the Company’s non-financial assets, other than inventories and deferred tax assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset’s recoverable amount is estimated. The recoverable amount of an asset or cash generating unit is the greater of its value in use and its fair value less cost to sell. In assessing value in use, the estimated future cash flows are discounted to their present values using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or cash generating unit.

An impairment loss is recognized if the carrying amount of the assets or its cash generating unit exceeds its estimated recoverable amount. Impairment losses are recognized in statement of profit or loss. Impairment losses recognized in respect of cash generating units are allocated to reduce the carrying amounts of the assets in a unit on a pro rata basis. Impairment losses recognized in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to

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determine the recoverable amount. An impairment loss is reversed only to that extent that the asset's carrying amount after the reversal does not exceed the carrying amount that would have been determined, net of depreciation and amortization, if no impairment loss had been recognized.

5.5.5 Offsetting of financial assets and liabilities

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

5.6 Taxation

Income tax expense comprises of current tax and deferred tax. It is recognized in profit or loss except to the extent that it relates to items recognized directly in equity or other comprehensive income, in which case it is recognized in equity or other comprehensive income as the case may be.

Current

Current tax is the amount of tax payable on taxable income for the year, using tax rates enacted or substantively enacted by the reporting date, and any adjustment to the tax payable in respect of previous years. Provision for current tax is based on current rates of taxation in Pakistan after taking into account tax credits, rebates and exemptions available, if any. The amount of unpaid income tax in respect of the current or prior periods is recognized as a liability. Any excess paid over what is due in respect of the current or prior periods is recognized as an asset. Where there is uncertainty in income tax accounting i.e. when it is not probable that the tax authorities will accept the treatment, the impact of the uncertainty is measured and accounted for using either the most likely amount or the expected value method, depending on which method better predicts the resolution of the uncertainty. Such judgements are reassessed whenever circumstances have changed or there is new information that affects the judgements. Where, at the assessment stage, the taxation authorities have adopted a different tax treatment and the Company considers that the most likely outcome will be in favor of the Company, the amounts are shown as contingent liabilities. In making a judgment and / or estimate relating to probability of outcome, the management considers laws, statutory rules, regulations and their interpretations. Where, based on management's estimate, a provision is required, the same is recorded in the financial statements.

Levy

As per guidance issued by The Institute of Chartered Accountants of Pakistan (ICAP) vide circular 07/2024 dated 15 May 2024, amount of minimum tax exceeding tax calculated on taxable income is presented separately in the statement of comprehensive income as levy (minimum tax differential). Further, final taxes paid and super tax thereon is also classified as levy.

Deferred

Deferred tax is recognized using balance sheet method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred tax provided is based on the expected manner of realization or settlement of the carrying amount of assets and liabilities, using the tax rates enacted or substantively enacted at the reporting date. A deferred tax liability is recognized for all taxable temporary differences.

A deferred tax asset is recognized for deductible temporary differences to the extent that future taxable profits will be available against which temporary differences can be utilized. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized. Further, the Company recognizes deferred tax asset / liability on deficit / surplus on revaluation of property, plant and equipment which is adjusted against the related deficit / surplus.

The Company accounts for the tax consequences of transactions and other events in the same way that it accounts for the transactions and other events themselves. Thus, for transactions and other events recognized in profit or loss, any related tax effects are also recognized in statement of profit or loss. For transactions and other events recognized outside profit or loss (either in other comprehensive income or directly in equity), any related tax effects are also recognized outside profit and loss (either in other comprehensive income or directly in equity, respectively).

5.7 Property, plant and equipment

Owned

Freehold land is measured at revalued amount less impairment if any, whereas, buildings are measured at revalued amount less accumulated depreciation and impairment if any. 'Plant and machinery', 'Furniture and fixtures', 'Motor

Vehicles' and 'Office equipment' are measured at cost amount less accumulated depreciation and impairment if any. Cost comprises purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates and other costs directly attributable to the acquisition or construction including expenditures on material, labor and overheads directly relating to construction, erection and installation of operating fixed assets.

Depreciation is charged on a systematic basis over the useful life of the assets, on reducing balance method, which reflects the patterns in which the economic benefits are consumed by the Company, at the rates specified in note 6.1. Depreciation on additions is charged when available for use and is discontinued when the asset is disposed of.

An item of property, plant and equipment is de-recognized when permanently retired from use. The gain or loss on disposal or retirement of an asset represented by the difference between the sale proceeds and the carrying amount of the asset is recognized as an income or expense in the profit or loss.

Major renewals and improvements to an item of property, plant and equipment are recognized in the carrying amount of the item if it is probable that the embodied future economic benefits will flow to the Company and the cost of renewal or improvement can be measured reliably. The cost of the day-to-day servicing of property, plant and equipment are recognized in profit or loss as incurred.

The asset's residual values and useful lives are reviewed at each reporting date and adjusted if appropriate. The Company's estimate of residual values of property, plant and equipment as at 30 June 2026 has not required any adjustment as its impact is considered insignificant.

Capital work-in-progress

Capital work in progress is stated at cost less identified impairment loss, if any. Cost includes expenditures on material, labor, appropriate directly attributable overheads and includes borrowing cost in respect of qualifying assets if any, as stated in note 5.3. These costs are transferred to operating fixed assets as and when assets are available for their intended use.

5.8 Revaluation of property, plant and equipment

Revaluation of items of property, plant and equipment measured at revalued amount is carried out with sufficient regularity to ensure that the carrying amount of assets does not differ materially from the fair value. Any revaluation increase arising on the revaluation is recognized in other comprehensive income and presented as a separate component of equity as 'Revaluation surplus on property, plant and equipment', except to the extent that it reverses a revaluation decrease for the same asset previously recognized in profit or loss, in which case the increase is credited to profit or loss to the extent of the decrease previously charged. Any decrease in carrying amount arising on the revaluation is charged to profit or loss to the extent that it exceeds the balance, if any, held in the revaluation surplus on property, plant and equipment relating to a previous revaluation of that asset.

The revaluation reserve is not available for distribution to the Company's shareholders. The revaluation surplus on item of property, plant and equipment measured at revalued amount, which includes land and buildings, is transferred to unappropriated profit to the extent of incremental depreciation charged (net of deferred tax). Upon disposal, any revaluation surplus is transferred to unappropriated profit (net of deferred tax).

Revaluation of property, plant and equipment is carried out by an independent professional valuer. The frequency of revaluations depends upon the changes in fair values of the items of property, plant and equipment being revalued. When the fair value of a revalued asset differs materially from its carrying amount, a further revaluation is required. Such frequent revaluations are unnecessary for items of property, plant and equipment with only insignificant changes in fair value. Instead, it may be necessary to revalue the item only every three or five years.

5.9 Lease

At the inception of a contract, the Company assesses whether a contract is or contains lease. A contract is, or contains, a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company uses the definition of a lease in IFRS 16. The Company recognizes a right of use asset and a lease liability at the lease commencement date. The right of use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date plus any initial direct cost incurred less any lease incentive received. The right of use asset is subsequently measured at cost less accumulated depreciation and impairment losses, and adjusted for certain re-measurements of the lease liability, if any. The right of use assets is depreciated using the straight line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Company by the end of the lease term or cost of the right of use asset reflects that the Company will exercise a purchase option.

The right-of-use asset is depreciated over the shorter of its useful life or the lease term.

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The lease liability is initially measured at present value of lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or if that rate cannot be readily determined, the Company's incremental borrowing rate. The Company has used its incremental borrowing rate as the discount rate for leases where rate is not readily available. The lease liability is subsequently increased by the interest cost on the lease liability and decreased by lease payment made.

The lease liability is measured at amortized cost using the effective interest method. It is re-measured when there is a change in future lease payments arising from a change in rate or a change in the terms of the lease arrangement, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, if the Company changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment. When the lease liability is re-measured in this way, a corresponding adjustment is made to the carrying amount of the right of use asset, or is recorded in statement of profit or loss if the carrying amount of the right of use asset has been reduced to zero. The Company applies judgement to determine the lease term for some lease contracts in which it is a lessee that includes renewal options. The assessment of whether the Company is reasonably certain to exercise such options impacts the lease term, which significantly affects the amount of lease liabilities and right of use assets recognized.

Short term leases and leases of low value assets

The Company has elected not to recognize right of use assets and liabilities for some leases of low value assets. The Company recognizes the lease payments associated with these leases as an expense on a straight line basis over the lease term.

5.10 Intangible assets

Expenditure incurred on intangible asset is capitalized and stated at cost less accumulated amortization and any accumulated impairment losses. Finite life intangible assets are amortized using the straight-line method over the estimated useful life of five years. Amortization of intangible assets is commenced from the date an asset is capitalized.

5.11 Government grant

Deferred government grants on government subsidized loans is initially recognized as a difference between cash received and present value of such loan receipts discounted using prevailing market rates of interest for a similar instrument. Subsequent to initial recognition, it is recorded in profit or loss or included in qualifying asset as adjusted to borrowing cost on a systematic basis to match with the effective interest rate based borrowing cost. Grant related to compensation of expense item is recognized as adjustment to related expense when such expenditure is incurred and when there is a reasonable assurance that grant amount will be received.

5.12 Inventory

Stores and spares

These are stated at lower of cost and net realizable value. Cost is determined using the weighted average method. Items in transit are valued at cost comprising invoice value plus other charges paid thereon.

Stock in trade

All stocks are stated at lower of cost or estimated net realizable value. Cost is determined by weighted average method except for those in transit where it represents invoice value and other charges incurred. Net realizable value signifies the estimated selling price in the ordinary course of business less estimated costs of completion and estimated costs necessary to make the sale. Cost of work in process and finished goods includes direct cost of materials, direct cost of labor and production overheads.

5.13 Trade Debts

These are classified at amortized cost and are initially recognized when they are originated and measured at fair value of consideration receivable. These assets are written off when there is no reasonable expectation of recovery.

5.14 Cash and cash equivalents

Cash and cash equivalents for the purpose of statement of cash flows comprise cash in hand, cash at banks and short term finances that are repayable on demand and form integral part of the Company's cash management.

5.15 Revenue recognition

The Company is involved in the manufacturing and sale of tyres and tubes. In local market, sale is made to original equipment manufacturers (OEM) and replacement market (RM) through distributors. Revenue is recognized when control of the goods are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services.

Local sales

Revenue from local sale of goods is recognized at the point in time when control of the goods is transferred to the customer, generally when the goods are dispatched from the premises of the Company. The Company grants discounts to customers in accordance with market conditions and competitive pricing considerations. Revenue is recognized net of such discounts.

Export sales

Revenue from export sales is recognized at the point in time when control of the goods is transferred to the customer which depends on the related terms; generally on date of bill of lading.

Receivable and payment terms

A receivable is recognized when the performance obligations are satisfied, as only the passage of time is required before the payment is due. The Company's contracts do not have credit periods in excess of market practices and accordingly, no financing components have been identified in any of the contracts of the Company.

The Company has concluded that it acts as the principal in its revenue arrangements because it controls the goods and services before they are transferred to the customer.

Return on deposits

Return on deposits is accrued on a time proportion basis by reference to the principal outstanding and rates applicable thereon.

5.16 Contract liabilities

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

5.17 Warranty claim

The Company provides warranties for general defects that existed at the time of sale. These assurance-type warranties are accounted for as warranty provisions. Provisions are recognized when the product is sold, based on historical warranty data and a weighting of possible outcomes against their associated probabilities. The estimate of warranty-related costs is revised annually.

5.18 Foreign currencies

Transactions in foreign currencies are translated to the respective functional currencies of the Company at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated to the functional currency at the exchange rate at that date. The foreign currency gain or loss on monetary items is the difference between amortized cost in the functional currency at the beginning of the year, adjusted for effective interest and payments during the year, and the amortized cost in foreign currency translated at the exchange rate at the end of the year.

Non-monetary assets and liabilities that are measured at fair value in a foreign currency are retranslated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary items that are measured based on historical cost in a foreign currency are translated using the exchange rate at the date of the transaction.

All exchange differences are included in profit or loss.

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- 5.19 Share premium
- This represents the amount received in excess of par value when shares were issued. This reserve can be utilized by the Company for the purposes specified in section 81(2) of the Companies Act, 2017.
- 5.20 Dividend distribution
- Dividend is recognized as a liability in the statement of financial position in the year in which it is declared and approved. Appropriations of profit are reflected in the statement of changes in equity in the period in which such appropriations are approved.
- 5.21 Earnings per share ('EPS')
- Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year.
- Diluted EPS is calculated by adjusting basic EPS by the weighted average number of ordinary shares that would be issued on conversion of all dilutive potential ordinary shares into ordinary shares and post-tax effect of changes in profit and loss attributable to ordinary shareholders of the Company that would result from conversion of all dilutive potential ordinary shares into ordinary shares.
- 5.22 Operating segment
- An operating segment is a component of the Company that engages in business activities from which it may earn revenues and incur expenses including revenues and expenses that relate to transactions with any of the Company's other components. The Company has determined that the Chief Executive Officer of the Company, is the chief operating decision maker in accordance with the requirements of IFRS 8 'Operating Segments'. The Company is involved in the business of manufacture and sale of tyres and tubes, which is its only operating segment.

6	PROPERTY, PLANT AND EQUIPMENT	Note	2026 Rupees	2025 Rupees
	Operating fixed assets	6.1	13,121,833,775	13,052,471,509
	Capital work-in-progress	6.7	63,483,777	1,845,502
			13,185,317,552	13,054,317,011

6.1

Operating Fixed Assets

2026	Rate of depreciation	COST / REVALUED AMOUNT				ACCUMULATED DEPRECIATION			Net Book Value	
		As at 01 July 2025	Additions	Disposals	As at 30 June 2026	Charge for the year	Disposals	As at 30 June 2026	As at 30 June 2026	
		(Rupees)								
OWNED	%									
Freehold land	-	1,261,128,676	3,879,200	-	1,265,007,876	-	-	-	-	1,265,007,876
Building on freehold land	5 - 7	2,475,154,164	59,166,644	-	2,534,320,808	94,377,484	-	-	601,128,047	1,933,192,761
Plant and machinery	5 - 20	12,181,877,159	795,786,371	(144,525)	12,977,519,005	738,383,656	(69,680)	-	3,368,921,752	9,608,597,253
Furniture and fixtures	10	22,708,568	472,881	-	23,181,449	1,141,228	-	-	12,697,919	10,483,530
Motor vehicles	20	348,474,587	108,483,292	(72,526,128)	384,431,751	44,934,418	(45,879,201)	-	147,026,752	237,404,999
Office equipment	10	107,068,664	13,872,220	-	120,940,884	6,739,784	-	-	53,793,528	67,147,356
		16,396,411,818	981,660,608	(72,670,653)	17,305,401,773	885,576,570	(45,948,881)	-	4,183,567,998	13,121,833,775

2025	COST / REVALUED AMOUNT					ACCUMULATED DEPRECIATION			Net Book Value	
	Rate of depreciation	As at 01 July 2024	Additions	Disposals	As at 30 June 2025	As at 01 July 2024	Charge for the year	Disposals	As at 30 June 2025	As at 30 June 2025
	%	(Rupees)								
OWNED										
Freehold land	-	1,261,128,676	-	-	1,261,128,676	-	-	-	-	1,261,128,676
Building on freehold land	5 - 7	2,390,820,174	84,333,990	-	2,475,154,164	407,532,804	99,217,759	-	506,750,563	1,968,403,601
Plant and machinery	5 - 20	8,523,127,997	3,658,749,162	-	12,181,877,159	2,135,942,123	494,665,653	-	2,630,607,776	9,551,269,383
Furniture and fixtures	10	22,237,368	471,200	-	22,708,568	10,321,617	1,235,074	-	11,556,691	11,151,877
Motor vehicles	20	444,691,832	16,768,199	(112,985,444)	348,474,587	180,810,884	50,037,889	(82,877,238)	147,971,535	200,503,052
Office equipment	10	83,357,359	23,711,305	-	107,068,664	41,774,287	5,279,457	-	47,053,744	60,014,920
		12,725,363,406	3,784,033,856	(112,985,444)	16,396,411,818	2,776,381,715	650,435,832	(82,877,238)	3,343,940,309	13,052,471,509

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6.2 Particulars of operating fixed assets disposed during the year:

Description	Cost	Net book value (NBV)	Sales proceed	Gain / (Loss)	Relationship of purchaser with the Company	Particulars of buyers	Mode of disposal (by tender or by negotiation)
Honda BRV	3,569,400	1,250,845	891,221	(359,624)	Employee	Abid Salar	Buy Back Policy
Suzuki WagonR	1,676,500	598,187	475,875	(122,312)	Employee	Hassan Malik	Buy Back Policy
Suzuki WagonR	1,676,500	598,187	475,875	(122,312)	Employee	M Awais Jamil	Buy Back Policy
Honda City	2,513,100	896,692	927,900	31,208	Employee	Zeehan Ejaz	Buy Back Policy
Suzuki Cultus	1,757,200	626,981	579,375	(47,606)	Employee	Arif Rizvi	Buy Back Policy
Suzuki Swift	2,263,200	821,946	641,271	(180,675)	Employee	Shahid Naz	Buy Back Policy
Toyota Yaris	3,101,100	1,126,253	1,817,784	691,531	Employee	Kamran Zafar	Buy Back Policy
Suzuki WagonR	1,767,400	641,882	489,375	(152,507)	Employee	Jawaid	Buy Back Policy
Suzuki WagonR	1,676,500	608,869	475,875	(132,994)	Employee	Ubaid	Buy Back Policy
Suzuki WagonR	1,757,200	649,574	579,374	(70,200)	Employee	Jawaid Butt	Buy Back Policy
Suzuki Cultus	1,817,900	683,388	638,275	(45,113)	Employee	Usman Ahmed Khan	Buy Back Policy
Suzuki Cultus	1,817,800	683,351	638,183	(45,168)	Employee	Zeeshan Junaid	Buy Back Policy
Suzuki Cultus	1,817,900	683,388	638,260	(45,128)	Employee	Faisal Attique	Buy Back Policy
Suzuki Cultus	2,009,800	755,528	860,925	105,397	Employee	Amer Ashraf	Buy Back Policy
KIA Picanto	1,986,600	775,286	832,025	56,739	Employee	Asim Rehman	Buy Back Policy
Toyota Altis	3,396,350	1,352,502	952,620	(399,882)	Employee	Abdullah Aftab	Buy Back Policy
Suzuki WagonR	1,798,000	773,284	512,195	(261,089)	Employee	Amir Khan	Buy Back Policy
Suzuki WagonR	2,125,800	998,918	576,240	(422,678)	Employee	Waseem Raja	Buy Back Policy
Suzuki Alto	1,467,400	523,412	415,810	(107,602)	Employee	Mian Farhan Aslam	Buy Back Policy
Suzuki Cultus	1,807,675	692,862	636,875	(55,987)	Employee	Farukh Raza	Buy Back Policy
Honda City	2,868,200	1,189,092	813,920	(375,172)	Employee	Raheel Siddiqui	Buy Back Policy
Suzuki Swift	2,263,200	792,591	624,957	(167,634)	Employee	Adeel Asghar	Buy Back Policy
Honda BRV	3,569,500	1,250,067	1,046,054	(204,013)	Employee	Rehan Ahmed	Buy Back Policy
Suzuki Cultus	1,758,293	661,681	514,975	(146,706)	Employee	Mohsin Butt	Buy Back Policy
Suzuki Alto	1,467,400	504,379	415,810	(88,569)	Employee	Sajjad Ayub	Buy Back Policy
Suzuki Cultus	1,817,750	622,320	613,267	(9,053)	Employee	Tazeem	Buy Back Policy
Suzuki WagonR	1,676,500	534,096	475,875	(58,221)	Employee	Adeel Shahzad	Buy Back Policy
Suzuki WagonR	1,767,400	563,054	579,360	16,306	Employee	Kamran Dar	Buy Back Policy
Suzuki WagonR	1,676,500	543,633	475,860	(67,773)	Employee	Asad Subhani	Buy Back Policy
Toyota Altis	4,163,500	1,369,507	2,793,674	1,424,167	Employee	Faheem Ashad	Buy Back Policy
Honda City	3,254,400	1,226,547	1,266,473	39,926	Employee	Zafar Chaudhary	Buy Back Policy
Honda Bently	875,000	616,131	420,000	(196,131)	Employee	Rizwan Shah	Buy Back Policy
Assets having net book value less than Rs. 500,000	1,891,885	423,988	2,150,000	1,726,012	Employee	Ahmer Iqbal	Buy Back Policy
	72,670,653	26,721,772	26,883,733	161,961			

	Note	2026 Rupees	2025 Rupees
6.3 Depreciation for the year has been allocated as follows:			
Cost of sales	28	836,919,917	599,360,757
Selling and distribution expenses	29	7,675,388	10,471,408
Administrative and general expenses	30	40,981,265	40,603,667
		885,576,570	650,435,832

6.4 Revaluation of freehold land and buildings was carried out as at 30 June 2024 by Joseph Lobo (Private) Limited (An independent valuer on the approved list of Pakistan Banking Association). Had there been no revaluation, the carrying amount of freehold land and buildings on freehold land would have been as follows:

	2026 Rupees	2025 Rupees
Freehold land	546,642,567	542,763,367
Building on freehold land	1,282,097,788	1,283,040,469
	1,828,740,355	1,825,803,836

6.5 Forced Sale Values of the assets measured under 'Revaluation model', based on valuation report as at 30 June 2024 by Joseph Lobo (Private) Limited, an independent valuer, are as follow:

	2024 Rupees
Freehold land	1,071,959,375
Building on freehold land	1,685,794,265
	2,757,753,640

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

Location	Usage of Immovable Property	2026	2025
		Total Area (Square ft.)	
29.5 KM Sheikhpura Road, Sheikhpura	Factory Land Area	1,375,547	1,373,369

Capital work-in-progress	Opening	Additions	Transfers	Closing
	(R u p e e s)			
30 June 2026				
Building	-	59,166,644	(59,166,644)	-
Plant and machinery	1,845,502	783,803,049	(722,164,774)	63,483,777
	1,845,502	842,969,693	(781,331,418)	63,483,777
30 June 2025				
Advance against land	14,624,990	-	(14,624,990)	-
Building	80,853,990	-	(80,853,990)	-
Plant and machinery	2,174,570,412	1,478,833,402	(3,651,558,312)	1,845,502
	2,270,049,392	1,478,833,402	(3,747,037,292)	1,845,502

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6.8 Borrowing cost capitalized

Additions to capital-work-in-progress includes borrowing cost amounting Rs. 12.34 million (2025: Rs. 314.69 million) determined using an average capitalization rate of 9.13% to 10.51% (2025: 11.20% to 17.68%).

	Note	2026 Rupees	2025 Rupees
7	RIGHT-OF-USE ASSET		
Building			
Cost			
Balance as at 01 July		121,318,428	143,712,934
Effect of lease modification		-	(22,394,506)
Balance as at 30 June		121,318,428	121,318,428
Accumulated depreciation			
Balance as at 01 July		99,053,864	90,148,039
Depreciation charge for the year	30	8,905,826	8,905,825
Balance as at 30 June		107,959,690	99,053,864
Net book value as at 30 June		13,358,738	22,264,564
Lease term		3.5 years	3.5 years
8	INTANGIBLE ASSET		
Cost			
Balance as at 01 July		17,389,649	17,389,649
Balance as at 30 June		17,389,649	17,389,649
Accumulated amortization			
Balance as at 01 July		17,389,649	16,253,708
Amortization for the year	30	-	1,135,941
Balance as at 30 June		17,389,649	17,389,649
Net book value as at 30 June		-	-
Amortization rate		20%	20%

8.1 Intangible asset represents accounting software SAP ECC 6.0.

	Note	2026 Rupees	2025 Rupees
9	LONG TERM LOANS, ADVANCES AND PREPAYMENTS		
Advances against capital expenditure		-	19,106,800
Loan to employees		25,166,080	21,947,328
Prepayments		4,167,421	4,195,736
	9.1	29,333,501	26,143,064
Less: Current portion		(11,364,864)	(6,619,090)
		17,968,637	38,630,774

9.1 This includes loan to Mr. Muhammad Riaz, a key management personnel, amounting to Rs. 10 million (2025: Rs. 20 million). The maximum aggregate amount outstanding at any time during the year calculated by reference to month-end balances amounts to Rs. 20 million (2025: Rs. 27 million). The remaining tenure of this loan is 1.6 years and the loan is secured against provident fund.

These represents interest free loans, secured against provident fund, provided to employees of the Company. The tenure of these loans are 1 to 4 years (2025: 1 to 5 years). The loan is initially measured at its fair value, in accordance with IFRS-9. As majority of these loans are secured against provident fund balances, although the counter parties may default, however, loss given such default is not expected to be significant to the financial statements. Accordingly no allowances against expected credit losses have been recognized.

10 LONG TERM DEPOSITS

This includes security deposits relating to utilities and to Pakistan State Oil Company Limited. These long term deposits are not recorded at present value as per 'IFRS 9 - Financial Instruments' because of practical limitation in estimating the timing of cashflows.

	Note	2026 Rupees	2025 Rupees
11	STOCK-IN-TRADE		
In hand			
Raw material		2,077,541,479	1,262,040,446
Packing material		166,081,846	134,592,513
Work in process		774,898,669	600,269,223
Finished goods - Manufactured		2,042,210,068	1,392,114,185
Finished goods - Trading		83,016,683	133,413,923
	11.1	5,143,748,745	3,522,430,290
In transit			
Raw material		510,358,262	1,430,062,801
Finished goods - Manufactured		292,819,401	221,919,241
		5,946,926,408	5,174,412,332

11.1 Stock of packing material and finished goods-manufactured has been written down to net realizable value by Rs. 3.33 million (2025: Rs. Nil) and Rs. 46.82 million (2025: Rs. 18.29 million) respectively. The amount charged to the statement of profit or loss on account of write down of packing material and finished goods-manufactured to net realizable value amounts to Rs. 3.33 million (2025: Rs. Nil) and Rs. 28.53 million (2025: Rs. 1.19 million) respectively.

	Note	2026 Rupees	2025 Rupees
12	TRADE DEBTS		
Exports - secured		597,233,259	493,459,306
Local - unsecured		3,821,093,737	3,860,758,715
		4,418,326,996	4,354,218,021
Less: Expected credit loss allowance	12.1	(326,614,560)	(275,862,416)
		4,091,712,436	4,078,355,605

12.1 Movement in expected credit loss allowance is as follows

Opening balance as at 01 July	275,862,416	225,649,828
Charge for the year	51,121,847	52,889,613
Amount written-off during the year	(369,703)	(2,677,025)
Closing balance as at 30 June	326,614,560	275,862,416

13 ADVANCES, DEPOSITS, PREPAYMENTS AND OTHER RECEIVABLES

Current portion of long term loans to employees	9	11,364,864	6,619,090
Advance to employees against salaries and expenses		9,863,617	4,390,155
Advances to suppliers		215,078,300	111,490,469
Margin on letter of credit		28,139,608	7,328,578
Earnest money receivable		47,019,528	45,963,447
Prepayments		1,726,273	1,552,276
Sales tax refundable - net		288,870,511	-
Export rebate receivable	13.1	44,933,458	79,759,806
Others		12,736,890	23,853,186
		659,733,049	280,957,007

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13.1 This balance represents receivable from the Government on account of export rebates. The Company expects to realize the outstanding amount within twelve months from the reporting date. As the Government has no history of default on local currency receivables due to the Company, no expected credit losses have been recognized at the reporting date.

	Note	2026 Rupees	2025 Rupees
14	SHORT TERM INVESTMENTS		
Term deposit receipts		220,075,000	221,622,768
Accrued markup		2,544,240	1,890,573
	14.1	222,619,240	223,513,341

14.1 This represents term deposit receipts placed with financial institutions. These deposits carry profit at rates ranging from 9.7% to 10.8% per annum (2025: 7.30% to 19% per annum) and have maturities up to three months. These are carried at amortized cost.

	Note	2026 Rupees	2025 Rupees
15	CASH AND BANK BALANCES		
Cash at bank - current accounts		547,661,146	771,948,276
Cash in hand		3,543,422	2,471,327
		551,204,568	774,419,603

	2026 (Number of shares)	2025	2026 Rupees	2025 Rupees
16.	ISSUED, SUBSCRIBED AND PAID UP CAPITAL			
Ordinary shares of Rs. 10 issued against cash	44,309,250	44,309,250	443,092,500	443,092,500
Ordinary shares of Rs. 10 issued as bonus shares	123,690,750	123,690,750	1,236,907,500	1,236,907,500
	168,000,000	168,000,000	1,680,000,000	1,680,000,000

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

16.2 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 general meetings of the Company.

	Note	2026 Rupees	2025 Rupees
17	SURPLUS ON REVALUATION OF PROPERTY, PLANT AND EQUIPMENT - NET OF TAX		
Revaluation surplus on:			
- Land		782,491,454	782,491,454
- Building		838,910,078	838,910,078
Less: Related deferred tax liability		(303,671,458)	(317,378,721)
		535,238,620	521,531,357
		1,317,730,074	1,304,022,811
Less: Transfer to retained earnings net of tax in respect of:			
Incremental depreciation		(187,815,105)	(153,546,947)
Less: Related deferred tax		62,766,319	50,087,100
		(125,048,786)	(103,459,847)
Surplus realized on disposal of related assets		(64,126,145)	(64,126,145)
		1,128,555,143	1,136,436,819
Break-up of closing balance of revaluation surplus on property, plant and equipment is as follows:			
Land		718,365,309	718,365,309
Building			
Revaluation surplus		651,094,973	685,363,131
Less: Related deferred tax liability	21	(240,905,139)	(267,291,621)
		410,189,834	418,071,510
		1,128,555,143	1,136,436,819

17.1 The Company's freehold land and buildings on freehold land were revalued by Joseph Lobo (Private) Limited, an independent valuer approved by the Pakistan Banks' Association (PBA), as at 30 June 2024.

The fair value of freehold land was determined using the market approach, which is categorised as a Level 2 fair value measurement under IFRS 13, as disclosed in note 6. Fair value was assessed through market surveys, taking into account the location of the properties and recent comparable market transactions.

The fair value of buildings on freehold land was determined using the depreciated replacement cost method, which is categorised as a Level 3 fair value measurement under IFRS 13. This method reflects the current amount that would be required to replace the service potential of the asset.

The following table summarises the qualitative information about the significant unobservable inputs used in recurring level 3 fair value measurements. Please refer to note 41.2 for fair value hierarchy.

Description	Significant unobservable inputs	Quantitative data / range and relationship to fair value
Buildings on freehold land	Cost of construction of a new similar building. Suitable depreciation rate to arrive at depreciated replacement value.	The market value has been determined using the depreciated replacement cost method. A significant increase / decrease in replacement cost rates would increase / decrease the fair value. Conversely, a significant increase / decrease in depreciation adjustments would decrease / increase the fair value of buildings.

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18 LOAN FROM DIRECTOR

This represents unsecured loan obtained from a director of the Company. The repayment of the outstanding amount is at the discretion of the Company. In line with the guidance set out in ICAP Technical Release 32 (TR-32), which states that a director's loan repayable at the borrower's discretion is of an equity nature rather than a liability, the outstanding principal and accrued markup, aggregating to Rs. 1,013 million, have accordingly been classified and recognized as equity in prior year.

19 LONG-TERM LOAN AND LEASE LIABILITIES

19.1 Loan from financial institutions - secured

	Note	2026 Rupees	2025 Rupees
PAIR Investment Company Limited	19.1.1	264,888,923	339,428,985
Pak Oman Investment Company Limited	19.1.2	583,516,273	387,516,273
Meezan Bank Limited	19.1.3	291,158,292	349,170,943
National Bank Limited	19.1.4	174,000,013	273,621,557
Habib Metropolitan Bank Limited	19.1.5	70,808,250	104,980,450
United Bank Limited	19.1.6	360,180,291	400,156,287
Bank Alfalah Limited	19.1.7	214,285,716	257,142,858
Saudi Pak Industrial And Agricultural Investment Company Limited	19.1.8	625,000,000	225,000,000
Askari Bank Limited - Syndicate loan	19.1.9	625,000,000	1,000,000,000
AL Baraka Bank (Pakistan) Limited	19.1.10	500,000,000	500,000,000
Pak Libya Holding Company Limited	19.1.11	500,000,000	500,000,000
Pak Brunei Investment Company Limited	19.1.12	226,069,799	-
		4,434,907,557	4,337,017,353
Add: Accrued mark-up		80,683,648	64,727,591
		4,515,591,205	4,401,744,944
Less: Deferred grant	20	(70,521,445)	(120,419,588)
Less: Accrued mark-up		(80,683,648)	(64,727,591)
Less: Current portion shown under current liabilities		(1,667,009,602)	(755,335,213)
		2,697,376,510	3,461,262,552
19.2 Lease liability - rented premises		41,473,723	63,947,478
Less: Current maturity shown under current liabilities		(25,501,723)	(25,719,318)
	19.2.1	15,972,000	38,228,160
		2,713,348,510	3,499,490,712

19.1.1 This includes loan amounting to Rs. 86.9 million obtained under Temporary Economic Refinance Facility (TERF) Scheme for retirement of import documents of plant and machinery. The loan is repayable in 20 equal quarterly installments and carries markup at the rate of 3% per annum. The tenure of the loan is 7 years including a grace period of 2 years. This loan is carried at amortized cost using effective rate ranging from 8.96% to 11.96% per annum. The difference between cash received and present value of cash outflow upon initial recognition has been recognized as deferred grant in accordance with IAS 20. This facility is secured against a joint pari passu charge on the Company's fixed assets.

This also includes term loan of Rs. 31.9 million obtained under SBP LTFF Scheme to meet the capital expenditures. The loan is repayable in 20 equal quarterly installments and carries markup at the rate of 4.5% per annum. The tenure of the loan is 6 years including a grace period of 1 year. The facility is secured against joint pari passu charge on the fixed assets of the Company.

This also includes Term Finance loan amounting to Rs. 146 million obtained during the year to meet the capital expenditures. The loan is repayable in 14 equal quarterly installments and carries markup at the effective rate ranging from 12.21% to 13.95% per annum. The tenure of the loan is 4 years including a grace period of 6 months. The facility is secured against joint pari passu charge on the fixed assets of the Company.

19.1.2 This includes Term Finance loan amounting to Rs. 64.2 million to meet the capital expenditures. The loan is repayable in 14 equal quarterly installments and carries markup at the effective rate ranging from 11.89% to 13.50% per annum. The tenure of the loan is 4 years including a grace period of 6 months. The facility is secured against joint pari passu charge on land, building and plant and machinery of the Company with 25% margin and post dated cheques.

This also includes Term Finance loan amounting to Rs. 123.2 million to meet the capital expenditures. The loan is repayable in 18 equal quarterly installments and carries markup at the effective rate ranging from 12.20% to 13.73% per annum. The tenure of the loan is 5 years including a grace period of 6 months. The facility is secured against joint pari passu charge on land, building and plant and machinery of the Company with 25% margin and post dated cheques.

This also includes Term Finance loan amounting to Rs.160 million to meet the capital expenditures. The loan is repayable in 20 equal quarterly installments and carries markup at the effective rate ranging from 12.20% to 12.53% per annum. The tenure of the loan is 5 years. The facility is secured against joint pari passu charge on land, building and plant and machinery of the Company with 25% margin and post dated cheques.

This also includes Term Finance loan amounting to Rs.236 million to meet the capital expenditures. The loan is repayable in 18 equal quarterly installments and carries markup at the effective rate ranging from 11.90% to 13.20%. The tenure of the loan is 5 years including a grace period of 6 months. The facility is secured against joint pari passu charge on land, building and plant and machinery of the Company with 25% margin and post dated cheques.

19.1.3 This represents loan obtained under Temporary Economic Refinance Facility (TERF) Scheme for retirement of import documents of plant and machinery. The loan is repayable in 32 equal quarterly installments and carries markup at the rate of 3.25% per annum. The tenure of the loan is 10 years including a grace period of 2 years. The loan is carried at amortized cost using effective rate ranging from 9.64% to 10.89% per annum. The difference between cash received and present value of cash outflow upon initial recognition has been recognized as deferred grant in accordance with IAS 20. The facility is secured against a joint pari passu charge on the Company's fixed assets.

19.1.4 This represents loan obtained under Temporary Economic Refinance Facility (TERF) Scheme for retirement of import documents of plant and machinery. The loan is repayable in 20 equal quarterly installments and carries markup at the rate of 2.75% per annum. The tenure of the loan is 7 years including a grace period of 2 years. The loan is carried at amortized cost using effective rate ranging from 8.89% to 16.38% per annum. The difference between cash received and present value of cash outflow upon initial recognition has been recognized as deferred grant in accordance with IAS 20. The facility is secured against a joint pari passu charge on the Company's fixed assets.

19.1.5 This represents loan obtained under Temporary Economic Refinance Facility (TERF) Scheme for retirement of import documents of plant and machinery. The loan is repayable in 20 equal quarterly installments and carries markup at the rate of 3% per annum. The tenure of the loan is 7 years including a grace period of 2 years. The loan is carried at amortized cost using effective rate ranging from 9.4% to 9.58% per annum. The difference between cash received and present value of cash outflow upon initial recognition has been recognized as deferred grant in accordance with IAS 20. The facility is secured against a joint pari passu charge on the Company's fixed assets.

19.1.6 This includes loan amounting to Rs. 74.5 million obtained under Temporary Economic Refinance Facility (TERF) Scheme for retirement of import documents of plant and machinery. The loan is repayable in 20 equal quarterly installments and carries markup at the rate of 3.25% per annum. The tenure of the loan is 7 years including a grace period of 2 years. The loan is carried at amortized cost using effective rate ranging from 9.69% to 12.69% per annum. The difference between cash received and present value of cash outflow upon initial recognition has been recognized as deferred grant in accordance with IAS 20. The facility is secured against a joint pari passu charge on the Company's fixed assets.

This also includes Term Finance loan amounting to Rs 285.7 million obtained to refinance the capital expenditure. The loan is repayable in 14 equal quarterly installments and carries markup at the effective rate ranging from 12.03% to 13.64% per annum. The tenure of the loan is 4 years including a grace period 6 months. The facility is secured against joint pari passu charge over the fixed assets of the Company with 25% Margin.

19.1.7 This represents Term Finance loan to meet the capital expenditures. The loan is repayable in 14 equal quarterly installments and carries markup at the effective rate ranging 12.50% to 13.84% per annum. The tenure of the loan is 4 years including a grace period of 6 months. The facility is secured against joint pari passu charge on the fixed assets of the Company.

19.1.8 This includes Term Finance loan amounting to Rs. 225 million to meet the capital expenditures. The loan is repayable in 8 equal quarterly installments and carries markup at the effective rate ranging 12.23% to 13.07% per annum. The tenure of the loan is 3 years including a grace period of 1 year. The facility is secured against joint pari passu charge on fixed assets of the Company.

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This also includes Term Finance loan amounting to Rs. 400 million to meet the capital expenditures. The loan is repayable in 14 equal quarterly installments and carries markup at the effective rate ranging from 12.19% to 14.16% per annum. The tenure of the loan is 4 years including a grace period of 6 months. The facility is secured against joint pari passu charge on fixed assets of the Company with 25% margin.

- 19.1.9 This represents syndicated loan to refinance the capital expenditure. The loan is repayable in 8 equal quarterly installments and carries markup at the effective rate ranging 11.91% to 13.23%. The tenure of the loan is 3 years including a grace period of 1 year. The facility is secured against joint pari passu charge on fixed assets of the Company.
- 19.1.10 This represents Diminishing Musharka loan to meet the capital expenditures. The loan is repayable in 16 equal quarterly installments and carries markup at the effective rate ranging from 11.74% to 13.68% per annum. The tenure of the loan is 5 years including a grace period of 1 year. The facility is secured against joint pari passu charge on fixed assets of the Company.
- 19.1.11 This represents Long Term Finance Facility obtained by the Company to refinance the capital expenditure. The loan is repayable in 18 equal quarterly installments and carries markup at the effective rate ranging from 12.36% to 13.68% per annum. The tenure of the loan is 6 years including a grace period of 1.5 year. The facility is secured against joint pari passu charge over fixed assets of the Company.
- 19.1.12 This represents Long Term Finance Facility obtained by the Company to meet the capital expenditure. The loan is repayable in 16 equal quarterly installments and carries markup at the effective rate of 13.82% per annum. The tenure of the loan is 5 years including a grace period of 1 year. The facility is secured against joint pari passu charge over fixed assets of the Company.

19.2.1 Lease liability

This represents liability recognized against right-of-use asset (i.e. rented premise). The effective interest rate used as the discounting factor is (i.e. incremental borrowing rate) 16.98% (2025: 16.98%). The amount of future payments and the year which they will become due are:

	Note	2026 Rupees	2025 Rupees
Year ending 30 June			
2026		-	26,400,000
2027		29,040,000	29,040,000
2028		15,972,000	15,972,000
		45,012,000	71,412,000
Less: Future finance charges		(3,538,277)	(7,464,522)
		41,473,723	63,947,478
Less: Current maturity shown under current liabilities	25	(25,501,723)	(25,719,318)
		15,972,000	38,228,160
19.2.2 Set out below are the carrying amounts of lease liability and the movement during the year:			
Opening balance		63,947,478	152,137,826
Effect of lease modification		-	(22,394,506)
Mark-up on lease liability - rented premise	33	3,926,245	10,053,132
		67,873,723	139,796,452
Lease rentals paid		(26,400,000)	(75,848,974)
Closing balance		41,473,723	63,947,478

- 19.2.3 The premises is obtained on rent from Mian Iftikhar Ahmed - Chairman of the Company.
- 19.2.4 Lease term of the lease is 3.5 years (2025: 3.5 years).
- 19.2.5 The Company has recognized expense relating to leases of short term nature amount to Rs. 14.12 million (2025: Rs. 11.52 million).

20 DEFERRED GRANT

This represents deferred grant recognized on loans received from banks under SBP (TERF) scheme (as explained in Note 19)

Movement during the year is as follows:

	Note	2026 Rupees	2025 Rupees
Opening balance as at 01 July		120,419,588	190,194,582
Amortization for the year		(49,898,143)	(69,774,994)
Closing balance as at 30 June		70,521,445	120,419,588
Less: Current portion	25	(35,372,645)	(49,784,779)
Closing balance		35,148,800	70,634,809

21 DEFERRED TAXATION

The liability for deferred taxation comprises temporary differences relating to:

	2026			
	Opening balance	Charge / (reversal) to profit or loss	Charge to OCI	Closing balance
	-----Rupees-----			
Taxable Temporary Differences				
Accelerated tax depreciation	1,476,989,348	127,286,763	-	1,604,276,111
Surplus on revaluation on property, plant and equipment	267,291,621	(12,679,219)	(13,707,263)	240,905,139
Right-of-use asset	8,683,180	(3,740,447)	-	4,942,733
Others	2,238,285	(2,238,285)	-	-
	1,755,202,434	108,628,812	(13,707,263)	1,850,123,983
Deductible Temporary Differences				
Intangible	(1,356,393)	1,356,393	-	-
Provision against slow moving stock	(7,133,115)	(11,422,930)	-	(18,556,045)
Provision for claims	(23,481,644)	900,965	-	(22,580,679)
Credit loss allowance	(107,586,342)	(13,261,045)	-	(120,847,387)
Lease liability	(24,939,516)	9,594,238	-	(15,345,278)
Minimum tax	(735,141,261)	357,701,891	-	(377,439,370)
Others	-	(7,400,000)	-	(7,400,000)
	(899,638,271)	337,469,512	-	(562,168,759)
	855,564,163	446,098,324	(13,707,263)	1,287,955,224

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	2025			
	Opening balance	Charge / (reversal) to profit or loss	Charge to OCI	Closing balance
----- Rupees -----				
Taxable Temporary Differences				
Accelerated tax depreciation	958,598,313	518,391,035	-	1,476,989,348
Surplus on revaluation on property, plant and equipment	216,430,462	(14,067,980)	64,929,139	267,291,621
Right-of-use asset	16,069,469	(7,386,289)	-	8,683,180
Loan from director	4,004,489	(4,004,489)	-	-
Others	-	2,238,285	-	2,238,285
	1,195,102,733	495,170,562	64,929,139	1,755,202,434
Deductible Temporary Differences				
Intangible	-	(1,356,393)	-	(1,356,393)
Provision against slow moving stock	(5,128,566)	(2,004,549)	-	(7,133,115)
Provision for claims	(22,257,499)	(1,224,145)	-	(23,481,644)
Credit loss allowance	(67,694,948)	(39,891,394)	-	(107,586,342)
Lease liability	(45,641,348)	20,701,832	-	(24,939,516)
Minimum tax	(448,947,361)	(286,193,900)	-	(735,141,261)
	(589,669,722)	(309,968,549)	-	(899,638,271)
	605,433,011	185,202,013	64,929,139	855,564,163

21.1 Based on the analysis of the Company's projections of taxable profits, the Company's management is confident that it will be able to adjust the minimum tax for the tax years 2025 and 2026 against excess tax payable, under the Normal Tax Regime (NTR), before their expiry.

Expiry of minimum tax is as follows:

Nature	Expiry in tax year	2026 Rupees	2025 Rupees
Minimum tax - 2023	2026	-	129,928,280
Minimum tax - 2024	2027	-	319,019,081
Minimum tax - 2025	2028	322,272,787	286,193,900
Minimum tax - 2026	2028	55,166,583	-
		377,439,370	735,141,261

	Note	2026 Rupees	2025 Rupees
22 TRADE AND OTHER PAYABLES			
Trade creditors		2,455,668,932	2,211,472,411
Accrued liabilities		754,290,288	1,638,449,565
Contract liabilities / advance from customers	22.1	92,519,831	65,622,714
Payable to provident fund		13,965,633	10,863,943
Workers' profit participation fund	22.2	103,687,264	53,727,644
Workers' welfare fund		65,850,720	34,520,407
Sales tax payable - net		-	97,621,056
Income tax withheld		66,270,153	57,298,605
Other liabilities		5,275,932	24,644,527
		3,557,528,753	4,194,220,872

22.1 The amount of Rs. 59.54 million included in contract liabilities as at 30 June 2025 has been recognized as revenue in the year 30 June 2026 (2025: Rs 95.90 million). This includes advance received from M.T.R.C. Imports and Exports (FZE), a related party, amounting Rs. 1.75 million (2025: Rs. 1.75 million)

	Note	2026 Rupees	2025 Rupees
22.2 Workers' profit participation fund			
Opening balance		53,727,644	48,154,491
Provision for the year	31	103,687,259	53,727,644
Interest charge	33	2,958,465	3,403,137
		160,373,368	105,285,272
Payment made during the year		(56,686,104)	(51,557,628)
Closing balance		103,687,264	53,727,644

23 PROVISIONS

Provision for warranty claims		61,028,863	60,209,344
Movement during the year is as follows			
Opening balance		60,209,344	74,191,663
Claims settled during the year		(67,807,767)	(56,982,319)
Expense for the year	31	68,627,286	43,000,000
Closing balance		61,028,863	60,209,344

23.1 The provision for warranty claims relates to goods sold during the year. The provision has been estimated based on historical warranty data associated with similar products. The Company expects to settle the majority of the provision for claims over the next 12 months.

	Note	2026 Rupees	2025 Rupees
24 SHORT-TERM FINANCING - SECURED			
Short term financing - secured		7,504,198,266	6,342,160,420
Accrued markup		179,674,451	166,545,925
		7,683,872,717	6,508,706,345

Short term credit facilities including funded and unfunded having aggregate limit Rs. 14.59 billion (30 June 2025: Rs. 11.97 billion) are available from commercial banks under mark up arrangements. The unutilized limit of funded and unfunded facilities at the reporting date amounts to Rs. 4.02 billion (2025: Rs. 2.62 billion) The mark up on short term funded facilities charged at the rates ranging from 4.5% per annum to 13.74% per annum (2025: 9.00% per annum to 22.08% per annum). Aggregate short term funded facilities are secured by joint pari passu charge on the current and fixed assets of the Company.

During the year, the Company issued rated, secured and privately placed short-term Sukuk certificates amounting to Rs. 2,000,000,000 carrying a tenor of six months and effective markup of 11.15% per annum. The proceeds from the Sukuk certificates were utilized to meet the working capital requirements of the Company. These Sukuk certificates were redeemed, together with the payment of all accrued profit and principal obligations upon maturity on 30 June 2026.

		2026 Rupees	2025 Rupees
25 CURRENT PORTION OF LONG TERM LOANS, LEASE LIABILITY AND DEFERRED GRANT			
Current portion of long term loans	19.1	1,667,009,602	755,335,213
Current portion of deferred grant	20	35,372,645	49,784,779
Current portion of lease liability	19.2	25,501,723	25,719,318
Accrued markup on long term loans	19.1	80,683,648	64,727,591
		1,808,567,618	895,566,901

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CONTINGENCIES AND COMMITMENTS

- Contingencies
- 26.1

The Company had claimed tax credits under section 113(2)(c) pertaining to tax years 2005 to 2008 in the tax year 2010. The same was disallowed by the Department on the sole ground that section 113 of the Ordinance was omitted vide Finance Act, 2008. The financial impact of this amounts to Rs. 27.03 million. The matter has been decided by Appellate Tribunal Inland Revenue (ATIR) through order dated 16 November 2020, in favor of the Company. In November 2022, the department has filed a reference before the Honorable Lahore High Court (LHC) which is still pending for adjudication. Based on the advice of legal advisor, management believes that the Lahore High Court (LHC) will uphold the decision of the Appellate Tribunal Inland Revenue (ATIR), thereby allowing the tax refund to remain in effect.
- 26.2

The Company had received an order dated 31 May 2015 under section 122(5A) of the Income Tax Ordinance, 2001 for the tax year 2013, wherein the income of the Company was re-assessed and certain expenses were added back to the income for the year. The Appellate Tribunal Inland Revenue (ATIR) has decided the case in favor of the Company through order dated 31 March 2022, after which the tax demand has been reduced to Rs. 0.6 million. The department has filed a reference before the Honorable Lahore High Court on 31 August 2022, having estimated tax incidence of Rs. 60.68 million. The case is pending for adjudication. Based on the advice of legal advisor, management believes that the Honorable Lahore High Court (LHC) will uphold the decision of the Appellate Tribunal Inland Revenue (ATIR).
- 26.3

The original assessment was amended by the Additional Commissioner Inland Revenue (Addl. CIR) through order under section 122(5A) dated 31 August 2020 for tax year 2014; wherein the income of the Company was reassessed by making certain additions. The tax impact of the above order was Rs. 3.04 million. Being aggrieved, the Company filed an appeal before CIR(A), who decided the case against the Company in certain points and remaining points remanded back to tax department. The Company has filed an appeal before ATIR. The matter is still pending for adjudication. Management and the tax advisor believes that the decision of ATIR will come in favor of the Company.
- 26.4

The Company has received a sales tax order dated 16 July 2024 under section 11 of the Sales Tax Act, 1990 for the period from July 2018 to June 2023. The Deputy Commissioner Inland Revenue (DCIR) passed an order wherein he has disallowed certain input sales tax amounting Rs. 1.55 billion without rebutting the reply submitted by the Company. Being aggrieved, the Company filed an appeal before the Appellate Tribunal Inland Revenue (ATIR). The ATIR has set aside the order of the department and remanded back the subject matter for de novo consideration via order dated 11 July 2025. The Company has also filed a reference before the Honorable Lahore High Court on legal basis which is pending adjudication. Based on the advice of legal advisor, the management believes favorable outcome of the appeal filed.
- 26.5

The Company has received a Sindh Sales Tax Withholding order amounting to Rs. 68.36 million dated 22 November 2024 for the period from February 2020 to April 2024. The Deputy Commissioner Inland Revenue (DCIR) passed an order wherein the Sindh Sales Tax Withholding paid by the Company is not accepted. Being aggrieved, the Company filed an appeal before the Commissioner (Appeals) - Sindh Revenue Board on 24 December 2024, which is pending adjudication. Management and tax advisor believes a favorable outcome of the appeal filed. In the meantime, the Company has obtained a stay order from the Honorable High Court of Sindh dated 12 November 2025 against recovery proceedings by SRB, which remains in force.
- 26.6

The Company filed refund applications for Tax Years 2024 and 2025 claiming refunds of Rs. 253.263 million and Rs. 413.528 million, respectively. However, the tax authorities issued cash refunds of Rs. 125.00 million for Tax Year 2024 and Rs. 300.00 million for Tax Year 2025 vide orders dated 30 January 2025 and 31 March 2026. The tax authorities disallowed certain advance tax credits while processing the refund applications. Being aggrieved by the refund issuance orders, the Company filed appeals before the Commissioner Inland Revenue (Appeals) on 20 May 2026, which are currently pending adjudication. Based on the advice of the Company's tax advisors, management believes that the outcome of the appeals will be favorable.
- 26.7

Certain banks have issued letters of guarantee on behalf of the Company aggregating to Rs. 439.76 million (2025: Rs. 333.38 million).
- Commitments
- 26.8

The Company has commitments against letters of credit aggregating to Rs. 2,624.24 million (2025: Rs. 2,671.42 million) which includes commitments in respect of capital expenditure outstanding at the year end amounting to Rs. 170.73 million (2025: Rs. 24.29 million).

	Note	2026 Rupees	2025 Rupees
27. REVENUE FROM CONTRACT WITH CUSTOMERS-NET			
Local sales		41,810,060,851	34,637,375,655
Less: discounts		(3,154,356,135)	(1,398,799,472)
Less: sales tax		(6,729,354,891)	(5,603,830,441)
		31,926,349,825	27,634,745,742
Export sales		4,413,326,606	4,932,134,163
		36,339,676,431	32,566,879,905
27.1 All revenue is recognized at point in time.			
27.2 Geographical and production type composition of the sales during the year is as follows:			
Pakistan		31,926,349,825	27,634,745,742
Europe		876,333,174	912,630,064
Asia		1,334,548,886	2,073,989,907
Africa		1,505,665,929	1,254,182,329
South America		696,778,617	691,331,863
		36,339,676,431	32,566,879,905
- Manufactured goods		35,773,586,401	31,844,901,838
- Trading goods		566,090,030	721,978,067
		36,339,676,431	32,566,879,905
28 COST OF SALES			
Raw material consumed		23,397,620,665	20,692,690,957
Packing material consumed		686,621,637	527,650,736
Salaries, wages and other benefits	28.1	2,671,232,163	2,094,499,178
Transportation expense		99,113,115	93,966,299
Fuel and power		2,648,784,995	2,345,693,958
Telephone and postage		1,655,537	1,224,071
Insurance		21,445,735	23,442,419
Repair and maintenance		49,236,176	30,376,753
Stores and spares consumed		595,235,534	358,432,772
Vehicle running and maintenance		38,360,641	33,015,729
Rent, rates and taxes		9,453,736	8,010,948
Printing and stationery		8,150,827	5,870,924
Fees and subscription		4,055,811	1,047,569
Allowance for net realizable value		31,861,436	1,194,819
Depreciation - owned assets	6.3	836,919,917	599,360,757
Miscellaneous expenses		17,511,579	7,310,589
		31,117,259,504	26,823,788,478
Add: Work-in-process - opening		600,269,223	709,993,228
Less: Work-in-process - closing		(774,898,669)	(600,269,223)
		(174,629,446)	109,724,005
Cost of goods manufactured		30,942,630,058	26,933,512,483
Add: Finished goods - opening	11	1,765,737,387	2,458,365,639
Add: Finished goods purchased		425,736,734	676,396,100
Less: Finished goods - closing	11	(2,464,864,645)	(1,765,737,387)
		(273,390,524)	1,369,024,352
Cost of goods sold		30,669,239,534	28,302,536,835

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28.1 Salaries, wages and other benefits include Rs. 24.95 million (2025: Rs. 22.28 million) in respect of provident fund contribution by the employer.

29 SELLING AND DISTRIBUTION EXPENSES	Note	2026 Rupees	2025 Rupees
Salaries, wages and other benefits	29.1	354,532,556	317,973,308
Telephone, telex and postage		1,444,590	1,605,303
Entertainment		20,109,578	15,040,761
Travel and transport		940,588,605	686,044,442
Advertisement and promotion		82,647,666	173,677,772
Rent expense		8,203,395	4,966,565
Fuel and electricity		1,323,714	1,659,477
Repairs and maintenance		37,909,168	28,604,302
Depreciation - owned assets	6.3	7,675,388	10,471,408
Miscellaneous expenses		41,491,892	28,166,618
		1,495,926,552	1,268,209,956

29.1 Salaries, wages and other benefits include Rs. 11.79 million (2025: Rs. 10.43 million) in respect of provident fund contribution by the employer.

30 ADMINISTRATIVE AND GENERAL EXPENSES	Note	2026 Rupees	2025 Rupees
Salaries, wages and other benefits	30.1	311,936,495	265,270,216
Directors' remuneration		6,200,000	6,300,000
Printing and stationery		2,874,127	2,919,218
Telephone, telex and postage charges		8,993,292	6,161,835
Depreciation - owned assets	6.3	40,981,265	40,603,667
Depreciation - right-of-use asset	7	8,905,826	8,905,825
Amortization of intangible asset	8	-	1,135,941
Insurance		28,279,491	18,828,524
Vehicles running and maintenance		27,413,443	23,187,756
Traveling and conveyance		25,545,126	23,031,457
Entertainment		12,420,643	8,985,651
Rent, rates, taxes and fees		3,577,643	5,652,669
Auditor's remuneration	30.2	7,800,000	6,270,000
Donations	30.3	5,340,000	1,230,000
Legal and professional charges		10,953,000	9,128,827
Fee and subscription		17,987,571	8,072,505
Utilities charges		10,747,763	9,244,601
Support services		19,625,670	8,785,436
Repairs and maintenance		25,737,835	29,108,986
Miscellaneous expenses		2,411,217	1,603,766
		577,730,407	484,426,880

30.1 Salaries, wages and other benefits include Rs. 7.99 million (2025: Rs. 7.03 million) in respect of provident fund contribution by the employer.

Note	2026 Rupees	2025 Rupees
30.2 Auditor's remuneration (Inclusive of sales tax)		
Statutory audit	5,250,000	3,937,500
Half year review	1,050,000	630,000
Tax services	-	420,000
Certifications	840,000	682,500
Out of pocket expenses	660,000	600,000
	7,800,000	6,270,000

30.3 Donations

No donation made to a single party during the year or prior year exceeds higher of 10% of total donations or 1 million. None of the Directors, their spouses or other close family members had any interest in the donees.

Note	2026 Rupees	2025 Rupees
31 OTHER OPERATING EXPENSES		
Workers' profit participation fund	22.2	103,687,259
Workers' welfare fund		45,765,356
Exchange loss - net		6,776,015
Provision against warranty claim	23	68,627,286
		224,855,916
		109,607,055

32 OTHER INCOME

Income from financial assets		
Profit on short term investments	24,374,998	11,803,942
Unwinding of interest on employee loan	4,903,280	4,218,790
Income from non-financial assets		
Exchange gain - net	-	16,377,042
Gain on disposal of property, plant and equipment	161,961	48,188,972
Liabilities written back	13,659,180	31,860,895
Miscellaneous income	7,826,299	5,369,975
	50,925,718	117,819,616

33 FINANCE COST

Mark up on		
- long term loans	446,838,798	518,299,101
- short term finances under mark up arrangements	944,807,285	888,274,327
- lease liability - rented premise	19.2.1	3,926,245
- late payment surcharge - WPPF	22.2	2,958,465
Bank charges	48,904,531	39,053,657
	1,447,435,324	1,459,083,354

34 LEVY

Minimum tax differential	34.1	55,166,583	286,193,900
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34.1 This represents minimum tax differential under section 113 of Income Tax Ordinance, 2001 (ITO, 2001).

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FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

	Note	2026 Rupees	2025 Rupees
35 TAXATION			
Current			
- For the year		156,516,348	201,553,330
- Prior period		(46,753,343)	(96,635,656)
		109,763,005	104,917,674
Deferred tax	21	446,098,324	185,202,013
		555,861,329	290,119,687

35.1 Relationship between tax expense and accounting profit

Profit before taxation		1,869,125,986	721,751,928
Tax calculated at the rate of 29%		542,046,536	209,308,059
Tax effect of:			
- Super tax		158,609,723	63,140,133
- Deferred tax asset on minimum tax		(39,168,274)	(203,197,669)
- Rate change impact		(67,867,375)	251,384,973
- Prior year		(46,753,343)	(96,635,656)
- Permanent differences and others		8,994,062	66,119,847
		555,861,329	290,119,687

36 EARNINGS PER SHARE - BASIC AND DILUTED

Profit after taxation	Rupees	1,313,264,657	431,632,241
Weighted average number of ordinary shares at the end of the year	Numbers	168,000,000	168,000,000
Earnings per share - (basic / diluted)	Rupees	7.82	2.57

37 REMUNERATION OF DIRECTOR AND CHIEF EXECUTIVE

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

	Executive director		Chief Executive		Executives	
	2026	2025	2026	2025	2026	2025
	(R u p e e s)					
Managerial remuneration	7,400,000	15,900,000	42,000,000	40,500,000	520,335,124	456,941,673
Bonus	266,666	1,000,000	4,666,666	2,333,334	55,231,828	25,152,298
Provident fund	-	-	-	-	23,497,559	21,323,945
Other benefits	-	-	-	-	152,174,446	117,862,864
	7,666,666	16,900,000	46,666,666	42,833,334	751,238,957	621,280,780
Number of persons	1	1	1	1	118	103

37.1 The Chief Executive, Directors and certain executives have also been provided with Company-maintained cars. Executive Director has been provided remuneration while 5 (2025: 5) other Directors have been provided with meeting fees aggregating to Rs. 6.2 million (2025: Rs. 6.3 million).

38 RELATED PARTY TRANSACTIONS

The related parties comprise of Directors of the Company, key management personnel, other related companies and post employment benefit plan. Amount due from and due to related parties are shown under respective notes. Other significant transactions with related parties except those disclosed elsewhere are as follows::

Name of related party	Relationship with the Company	%age of shareholding	Nature of transactions	2026 Rupees	2025 Rupees
Mian Iftikhar Ahmed	Chairman	47.86%	Payment of rent of head office	26,400,000	75,848,980
			Interest charged on loan	-	124,602,877
			Payment of interest	-	124,602,877
			Payment of dividend	321,597,888	-
Mian Faisal Iftikhar	Chief Executive Officer	15.75%	Payment of dividend	105,848,016	-
Samina Iftikhar	Spouse of Director	10.53%	Payment of dividend	70,140,310	-
Staff provident fund	Other related parties	N/A	Contribution to staff provident fund	41,634,994	39,598,528
Key Management Personnel	Key Management Personnel	N/A	Remuneration and other benefits	161,815,641	149,032,343
			Payment of dividend	6,546	-
Directors	Directors		Payment of dividend	8,001,856	-

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity. The Company considers all members of their management team, including Chief Executive Officer and Directors to be its key management personnel and these are disclosed below:

Name	Relationship	% shareholding in the company	Number of shares
Mian Iftikhar Ahmed	Chairman	47.86%	80,399,472
Mian Faisal Iftikhar	Chief Executive Director	15.75%	26,462,004
Ayesha Iftikhar	Executive director	1.19%	2,000,000
Zahid Mahmud	Non-executive director	0.00%	132
Muhammad Ali Durrani	Independent director	0.00%	100
Muhammad Junaid Ali	Independent director	0.00%	100
Iqbal Ahmed Khan	Independent director	0.00%	132
Mohsin Muzaffar Butt	Key Management Personnel	0.00%	3,173
Ghulam Abbas	Key Management Personnel	N/A	N/A
Muhammad Riaz	Key Management Personnel	N/A	N/A
Ch. Zafar Salam	Key Management Personnel	N/A	N/A
Kamran Zaffar	Key Management Personnel	N/A	N/A

39 CAPACITY AND ACTUAL PRODUCTION

	2026		2025	
	Production capacity	Actual production	Production capacity	Actual production
Tyres / Tyre Sets	10,680,000	8,521,303	9,885,600	6,756,256
Tubes - packed	40,639,500	28,564,903	40,639,500	25,603,532
	51,319,500	37,086,206	50,525,100	32,359,788

39.1 The calculation of production capacity is based on 300 working days, taking into account the planned product mix. The Company manufactures various tyres and sizes of tyres and tubes and any change in the production mix requires corresponding adjustments in manufacturing operations, which leads to variances not only between installed capacity and actual output but also between actual production volumes from the same plant. Accordingly, the overall capacity cannot be measured with absolute precision.

Capacity utilization is dependent upon market demands and the actual orders received by the Company. The gap in the Company's actual production compared to the installed capacity is mainly attributable to variation in market demand of different products and actual customer orders received, which influenced capacity utilization and variations in the actual product mix as compared to the standard mix considered for determining production capacity.

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40	NUMBER OF EMPLOYEES	2026	2025
	Number of employees as at reporting date	3,074	3,072
	Average number of employees during the year	3,146	3,149

41

FINANCIAL RISK MANAGEMENT OBJECTIVES

41.1

Financial risk factors

The Company's activities expose it to a variety of financial risks: market risk (including currency risk, other price risk and interest rate risk), credit risk and liquidity risk. The Company's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the financial performance.

Risk management is carried out by the Company's finance department under policies approved by the Board of Directors.

41.1.1

Market risk

41.1.1.1

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Currency risk arises mainly from future commercial transactions or receivables and payables that exist due to transactions in foreign currencies. The Company is exposed to foreign currency exchange risk in respect of purchases from foreign suppliers in foreign currency and foreign currency exposure in US Dollars on trade receivables in respect of exports. The management does not view hedging as being financially feasible.

At 30 June 2026, if the Company's functional currency had weakened / strengthened by 10% against the US Dollar with all the other variables held constant, the post-tax profit for the year would have been lower / higher by Rs. 36.43 million (2025: Rs. 38.67 million), mainly as a result of foreign exchange losses / gains on translation of financial assets and liabilities denominated in US Dollars.

41.1.1.2

Other price risk

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

41.1.1.3

Interest rate risk

Interest rate risk represents the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Borrowings obtained at variable rates expose the Company to cash flow interest rate risk.

At the reporting date, the interest rate profile of the Company's interest bearing financial instruments was:

	Rate	2026 Rupees	2025 Rupees
Floating rate instruments			
Financial liabilities			
Long term loans from financial institutions	11.74% - 14.16%	3,705,586,078	3,301,373,413
Short-term finances	10.68% - 13.74%	6,194,198,266	5,232,160,420
		9,899,784,344	8,533,533,833
Fixed rate instruments			
Financial liabilities			
Long term loans from financial institutions	2.75% - 4.5%	729,321,479	1,035,643,940
Lease liability - rented premise	16.98%	41,473,723	63,947,478
Short term financing - secured	4.5% - 9.0%	1,310,000,000	1,110,000,000
		2,080,795,202	2,209,591,418
Financial assets			
Short term investments	9.7% - 10.8%	(222,619,240)	(223,513,341)
		1,858,175,962	1,986,078,077

Fair value sensitivity analysis for fixed rate instruments

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

Cash flow sensitivity analysis for variable rate instruments

If interest rates on long term and short term loans under mark-up arrangement, at the year end date, had been 100 basis points higher / lower with all other variables held constant, the post-tax profit for the year would have been lower / higher by Rs. 60.39 million (2025: Rs. 52.05 million), mainly as a result of higher / lower interest expense on floating rate borrowings.

The Company, however, capitalizes a part of its borrowing costs in respect of qualifying assets. Accordingly, such additional cost would be charged to profit or loss over the life of those qualifying assets.

41.1.2

Credit risk

Credit risk represents the risk of financial loss being caused if counter party fails to discharge an obligation. Credit risk of the Company arises from deposits with banks and financial institutions, as well as credit exposures to OEM (Original Equipment Manufacturers) and Replacement Market customers, including outstanding receivables. The management assesses the credit quality of the customers, taking into account their financial position, past experience and other factors. For banks and financial institutions, only independently rated parties with a strong credit rating are accepted. Since export debtors are secured against letters of credit, there is no credit risk involved in these cases.

The carrying values of financial assets having credit risk are as under:

	2026 Rupees	2025 Rupees
Trade debts (local sales)	3,821,093,737	3,860,758,715
Loans to employees	25,166,080	21,947,328
Short term investment	222,619,240	223,513,341
Balances with bank	547,661,146	771,948,276
Long term deposits	33,121,539	31,001,539
Export rebate receivable	44,933,458	79,759,806
Earnest money receivable	47,019,528	45,963,447
Other receivables	38,885,398	29,304,663
	4,780,500,126	5,064,197,115

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	Current	1 to 180 days	181 to 365 days	Above 365 days	Total		
As at 30 June 2026		R	u	p	e	e	s
Expected credit loss rate	0.07%	8.76%	35.89%	100.00%			
Estimated total gross carrying amount at default	3,896,939,702	180,672,649	51,115,756	289,598,889	4,418,326,996		
Expected credit loss	2,849,678	15,820,219	18,345,774	289,598,889	326,614,560		
As at 30 June 2025							
Expected credit loss rate	0.08%	5.95%	27.79%	100.00%			
Estimated total gross carrying amount at default	3,966,168,243	65,692,620	73,734,756	248,622,402	4,354,218,021		
Expected credit loss	2,848,375	3,908,695	20,493,553	248,611,793	275,862,416		

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. Provision matrix is based on the Company's historical credit loss experience, adjusted for forward-looking factors which includes GDP and consumer price index. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets. The Company does not hold collateral as security other than export debtors which are secured against letters of credit. The letters of credit and other forms of credit insurance are considered an integral part of export related trade receivables and considered in the calculation of impairment.

Bank balances

Credit risk from balances with banks and financial institutions is managed by the Company's finance department in accordance with the Company's policy. Investments of surplus funds are made only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Company's Board of Directors on an annual basis, and may be updated throughout the year subject to approval of the Company's Finance Committee. The limits are set to minimize the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The credit quality of Company's bank balances can be assessed with reference to external credit ratings as follows:

	Rating Agency	Short term	Long term	2026	2025
Short term investment and balances with bank:	R u p e e s				
Al Baraka Bank	VIS	A1	AA-	15,211,304	
Allied Bank	PACRA	A1+	AAA	7,343,750	51,128,050
Askari Bank	PACRA	A1+	AA+	4,537,738	-
Bank AL Habib	PACRA	A1+	AAA	264,520	346,477
Bank Alfalah	PACRA	A1+	AAA	92,008,383	93,806,345
Bank Islami	PACRA	A1	AA-	2,598,412	1,924,110
Bank Of Khyber	VIS	A1	AA-	23,274	23,414
Dubai Islamic Bank	VIS	A1+	AA	590,707	258,816
Faysal Bank	PACRA	A1+	AA	18,739,479	136,326,130
Habib Bank	VIS	A1+	AAA	43,292,977	115,126,421
Habib Metropolitan Bank	PACRA	A1+	AA+	60,506,092	26,659,111
Industrial and Commercial					
Bank of China	Fitch	F1+	A	823	823
JS Bank	PACRA	A1+	AA	34,580,321	-
MCB Bank	PACRA	A1+	AAA	25,352,313	31,180,843
Meezan Bank	VIS	A1+	AAA	166,561,302	233,273,005
National Bank	PACRA	A1+	AAA	1,901,231	2,913,290
Pak Libya Holding Company	PACRA	A1+	AA	-	125,000,000
Samba Bank	PACRA	A1	AA	220,000,000	96,547,768
Soneri Bank	PACRA	A1+	AA-	183,770	184,350
Standard Chartered	PACRA	A1+	AAA	862,383	68,069
United Bank	VIS	A1+	AAA	73,177,367	78,804,022
				767,736,146	993,571,044

All of the Company's deposit are with banks having better investment grade external ratings. Accordingly, the Company has assessed allowance for expected credit loss. Due to the Company's long standing business relationships with these counterparties and after giving due consideration to their strong financial standing, management does not expect non-performance by these counter parties on their obligations to the Company. Accordingly, the credit risk is minimal. Similarly loans to employees, deposits and other receivables are also subject to impairment requirements of IFRS 9, however, the assessed impairment loss was immaterial and are therefore these balances are not exposed to any material credit risk.

41.1.3 Liquidity risk

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

The Company manages liquidity risk by maintaining sufficient cash and bank balances and the availability of funding through an adequate amount of committed credit facilities. The Company follows an effective cash management and planning policy to ensure availability of funds and to take appropriate measures for new requirements.

All of the following financial liabilities are exposed to profit / mark-up rate risk except unclaimed dividend and trade and other payables.

The following are the contractual maturities of financial liabilities as at 30 June 2026:

	Carrying value	On demand	within 1 year	Over 1 year	Contractual value total
	R u p e e s				
Long term loans from financial institutions	4,445,069,760	-	2,166,194,291	3,147,892,584	5,314,086,875
Lease liability - rented premises	41,473,723	-	29,040,000	15,972,000	45,012,000
Short term finances - secured	7,683,872,717	453,014,510	7,230,858,207	-	7,683,872,717
Trade and other payables	3,229,200,785	-	3,229,200,785	-	3,229,200,785
Unclaimed dividend	814,022	814,022	-	-	814,022
	15,400,431,007	453,828,532	12,655,293,283	3,163,864,584	16,272,986,399

The following are the contractual maturities of financial liabilities as at 30 June 2025:

	Carrying value	On demand	within 1 year	Over 1 year	Contractual value total
	R u p e e s				
Long term loans from financial institutions	4,281,325,356	-	1,229,525,554	4,159,014,922	5,388,540,476
Lease liability - rented premises	63,947,478	-	26,400,000	45,012,000	71,412,000
Short term finances - secured	6,508,706,345	704,589,761	5,804,116,584	-	6,508,706,345
Trade and other payables	3,885,430,446	-	3,885,430,446	-	3,885,430,446
Unclaimed dividend	454,428	454,428	-	-	454,428
	14,739,864,052	705,044,189	10,945,472,584	4,204,026,922	15,854,543,695

41.2 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 between market participants at the measurement date. Underlying the definition of fair value is the presumption that the Company is a going concern without any intention or requirement to curtail materially the scale of its operations or to undertake a transaction on adverse terms. The fair value of financial assets and liabilities traded in active markets i.e. listed equity shares are based on the quoted market prices at the close of trading on the period end date. The quoted market prices used for financial assets held by the Company is current bid price. A financial instrument is regarded as quoted in an active market if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency and those prices represent actual and regularly occurring market transactions on an arm's length basis.

41.2.1 Fair value hierarchy

IFRS 13, 'Fair Value Measurements' requires the Company to classify 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 that the entity can access at the measurement date (level 1).

NOTES TO THE

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2026

- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly (level 2).
- Unobservable inputs for the asset or liability (level 3).

The financial assets and liabilities (except non-current portion of long term loans) approximate their carrying amounts largely due to the short-term maturities of these instruments. The fair value of non-current portion of long term loans is not significantly different from its carrying value as these financial instruments bear interest at floating rates which gets re-priced at regular intervals.

Transfer between levels of the fair value hierarchy are recognized at the end of the reporting period during which the changes have occurred, if any. The Company's policy is to recognize transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period.

The following table presents the company's freehold land and buildings on freehold land at 30 June 2026:

	Rupees			
	Level 1	Level 2	Level 3	Total
Freehold land	-	1,265,007,876	-	1,265,007,876
Building on freehold land	-	-	1,933,192,761	1,933,192,761
	-	1,265,007,876	1,933,192,761	3,198,200,637

The following table presents the company's freehold land and buildings on freehold land at 30 June 2025:

	Rupees			
	Level 1	Level 2	Level 3	Total
Freehold land	-	1,261,128,676	-	1,261,128,676
Building on freehold land	-	-	1,968,403,601	1,968,403,601
	-	1,261,128,676	1,968,403,601	3,229,532,277

Movements of the above mentioned assets and surplus on revaluation of these assets have been disclosed in note 6.1 and note 17 respectively to these financial statements.

41.3 Financial instruments by categories	2026	
	Amortized cost	Total
Financial assets		
Loans to employees	25,166,080	25,166,080
Trade debts	4,418,326,996	4,418,326,996
Other receivable	38,885,398	38,885,398
Short term investments	222,619,240	222,619,240
Long term deposits	33,121,539	33,121,539
Export rebate receivable	44,933,458	44,933,458
Earnest money receivable	47,019,528	47,019,528
	4,830,072,239	4,830,072,239
	2026	
	Financial liabilities	
	at amortized cost	
Loan from financial institutions	4,445,069,760	
Trade and other payable*	3,215,235,152	
Short term finances	7,683,872,717	
Unclaimed dividend	814,022	
	15,344,991,651	

	2025	
	Amortized cost	Total
Financial assets		
Loans to employees	21,947,328	21,947,328
Trade debts	4,354,218,021	4,354,218,021
Other receivable	29,304,663	29,304,663
Short term investments	223,513,341	223,513,341
Long term deposits	31,001,539	31,001,539
Export rebate receivable	79,759,806	79,759,806
Earnest money receivable	45,963,447	45,963,447
	4,785,708,145	4,785,708,145

	2025
	Financial liabilities at amortized cost
Financial liabilities	
Loan from financial institutions	4,281,325,356
Trade and other payable*	3,874,566,503
Short term finances	6,508,706,345
Unclaimed dividend	454,428
	14,665,052,632

*Trade and other payable that are not financial liabilities (contract liabilities, workers' profit participation fund, workers' welfare fund, sales tax payable and income tax withheld) are not included. Further, IFRS 7 scope excludes employers' rights and obligations arising from employee benefit plans, to which IAS 19 Employee Benefits applies, therefore, provident fund payable is also not included. Similarly, items under 'Long term loans, advances and prepayments' and 'Advances, deposits, prepayments and other receivables' that are not financial assets (advance to employees and suppliers and prepayments) are not included.

42 CAPITAL RISK MANAGEMENT

The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. In order to maintain or adjust the capital structure, the Company may issue new shares or sell assets to reduce debt. Consistent with others in the industry and the requirements of the lenders the Company monitors the capital structure on the basis of gearing ratio based on long term borrowing. Total capital is calculated as 'equity' as shown in the statement of financial position plus long term finances. The gearing ratio as at year ended 30 June 2026 and 30 June 2025 are as follows:

	2026 Rupees	2025 Rupees
Long term finances (excluding markup and deferred grant)	4,434,907,557	4,337,017,353
Total equity - excluding surplus on revaluation	8,328,709,201	7,665,855,605
Total capital	12,763,616,758	12,002,872,958
Gearing ratio	35%	36%

NOTES TO THE

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2026

	2026 Rupees	2025 Rupees
43 CASH AND CASH EQUIVALENT		
Cash and bank balances	551,204,568	774,419,603
Short term investment having maturity of less than three months	220,075,000	125,000,000
Short term running finances	(453,014,510)	(704,589,761)
	318,265,058	194,829,842

44 CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES

	2026				
	Long term finances	Short term financing (excluding markup)	Lease liabilities	Dividend	Total
	Rupees				
Balance as at 01 July 2025	4,337,017,353	6,342,160,420	63,947,478	454,428	10,743,579,679
Changes from financing activities					
Repayments during the year	(764,179,595)	-	(26,400,000)	(671,640,406)	(1,462,220,001)
Proceeds during the year	862,069,799	-	-	-	862,069,799
Short term financing repayments - net	-	1,413,613,097	-	-	1,413,613,097
Total changes from financing cash flows	97,890,204	1,413,613,097	(26,400,000)	(671,640,406)	813,462,895
Other changes					
Effect of unwinding and others	-	-	3,926,245	-	3,926,245
Change in running finance	-	(251,575,251)	-	-	(251,575,251)
Dividend declared	-	-	-	672,000,000	672,000,000
Total liability related to other changes	-	(251,575,251)	3,926,245	672,000,000	424,350,994
Closing as at 30 June 2026	4,434,907,557	7,504,198,266	41,473,723	814,022	11,981,393,568

	2025				
	Long term finances	Short term financing (excluding markup)	Lease liabilities	Dividend	Total
	Rupees				
Balance as at 01 July 2024	2,605,056,767	7,664,582,255	152,137,826	515,083	10,422,291,931
Changes from financing activities					
Repayments during the year	(1,068,039,414)	-	(75,848,974)	(60,655)	(1,143,949,043)
Proceeds during the year	2,800,000,000	-	-	-	2,800,000,000
Short term financing proceeds - net	-	(1,028,547,002)	-	-	(1,028,547,002)
Total changes from financing cash flows	1,731,960,586	(1,028,547,002)	(75,848,974)	(60,655)	627,503,955
Other changes					
Effect of unwinding and others	-	-	(12,341,374)	-	(12,341,374)
Change in running finance	-	(293,874,833)	-	-	(293,874,833)
Total liability related to other changes	-	(293,874,833)	(12,341,374)	-	(306,216,207)
Closing as at 30 June 2025	4,337,017,353	6,342,160,420	63,947,478	454,428	10,743,579,679

45 Disclosure requirement for companies not engaged in Shariah Non-permissible business activities

Securities Exchange Commission of Pakistan (SECP) vide its S.R.O. 1278(1) / 2024 dated August 15, 2024 has notified an amendment in the Fourth Schedule of Companies Act, 2017 requiring listed companies and their subsidiaries to disclose certain information if they are not engaged in Shariah non-permissible business activities as their core business activities. Following information is disclosed pursuant to the amendment:

Description	Note number of relevant financial statement caption	2026	2025
		Rupees	Rupees
Statement of financial position			
Financing obtained as per Islamic mode			
Long term financing	19	1,076,872,583	1,134,885,230
Short term financing	24	3,042,074,623	2,145,140,809
Mark-up accrued on conventional loan			
Long term financing		53,939,829	60,032,049
Short term financing		108,937,920	99,975,772
Long-term and short-term Shariah compliant Investments		-	-
Shariah-compliant bank deposits and bank balances			
Cash and bank balances - current account	15	547,661,146	771,948,276
Statement of profit or loss			
Revenue earned from shariah compliant business segment			
Revenue from contracts with customers - net	27	36,339,676,431	32,566,879,905
Late payments or liquidated damages		2,958,465	3,403,137
Gain or loss or dividend earned on Shariah compliant investments or share of profit from Shariah-compliant associates		-	-
Profit earned from Shariah-compliant bank deposits, bank balances, or TDRs		-	-
Exchange gain earned from actual currency			
Exchange (loss) / gain - net	31 & 32	(9,730,389)	10,637,850
Exchange gains earned using conventional derivative financial instruments		-	-
Profit paid on Islamic mode of financing			
Short term and long term islamic financing		500,307,871	667,753,787
Total Interest earned on any conventional loan or advance		-	-
Source and detailed breakup of other income			
Shariah-compliant income			
Gain on disposal of property, plant and equipment		161,961	48,188,972
Unwinding of interest on employee loan		4,903,280	4,218,790
Liabilities written back		13,659,180	31,860,895
Miscellaneous income		7,826,299	5,369,975
Exchange gain - net		-	10,637,850
Shariah non-compliant income			
Profit on short term investments		24,374,998	11,803,942
Exchange gain - net		-	5,739,192

NOTES TO THE

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2026

Relationship with Shariah-compliant financial institutions with balances outstanding at year end

Name	Relationship
Al Baraka Bank	Bank deposits and borrowing arrangement
Bank AL Habib	Bank deposits
Bank Islami	Bank deposits and borrowing arrangement
Dubai Islamic Bank	Bank deposits and borrowing arrangement
Faysal Bank	Bank deposits and borrowing arrangement
HBL Islamic	Bank deposits and borrowing arrangement
Meezan Bank	Bank deposits and borrowing arrangement
National Bank of Pakistan	Borrowing arrangement
Standard Chartered Bank	Bank deposits
United Bank	Borrowing arrangement

46 STAFF PROVIDENT FUND

Investments out of provident fund have been made in accordance with the provisions of section 218 of the Companies Act, 2017 and the rules formulated for this purpose.

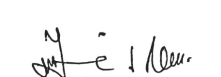
47 CORRESPONDING FIGURES

Corresponding figures have been rearranged and reclassified, wherever necessary, to reflect more appropriate presentation of events and transactions for the purpose of comparison. However, no significant reclassifications / re-arrangements were made during the year.

48 SUBSEQUENT EVENT AND DATE OF AUTHORIZATION FOR ISSUE

- 48.1 The Board of Directors in their meeting held on 4 September 2026 have proposed a final cash dividend for the year ended 30 June 2026 of Rs. 2 per share (2025: Rs. 2 per share), for approval of the members at the Annual General Meeting to be held on 20 October 2026. These financial statements do not reflect the effect of this dividend.
- 48.2 These financial statements were authorized for issue by the Board of Directors on 4 September 2026.

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Chief Executive Officer


Director


Chief Financial Officer

13.

STAKEHOLDERS INFORMATION



PATTERN OF SHAREHOLDING

FORM 20

THE COMPANIES ACT, 2017
(Section 227(2)(f))
PATTERN OF SHAREHOLDING

1.1 Name of the Company	PANTHER TYRES LIMITED
2.1. Pattern of holding of the shares held by the shareholders as at	30-06-2026

SHAREHOLDINGS			
No. of Shareholders	From	To	Total Shares Held
751	1	100	22,093
373	101	500	119,775
729	501	1,000	496,749
725	1,001	5,000	1,465,491
122	5,001	10,000	902,404
27	10,001	15,000	352,157
25	15,001	20,000	448,741
15	20,001	25,000	348,422
8	25,001	30,000	228,052
6	30,001	35,000	196,214
6	35,001	40,000	233,000
3	40,001	45,000	129,970
9	45,001	50,000	440,905
3	50,001	55,000	159,504
5	55,001	60,000	294,489
4	60,001	65,000	250,329
2	65,001	70,000	131,900
1	70,001	75,000	70,685
2	75,001	80,000	156,494
1	90,001	95,000	92,500
4	95,001	100,000	398,846
1	105,001	110,000	107,500
1	115,001	120,000	119,000
2	120,001	125,000	248,500
1	145,001	150,000	150,000
2	150,001	155,000	308,850
1	165,001	170,000	170,000
1	175,001	180,000	179,238
1	180,001	185,000	182,000
1	200,001	205,000	203,039
1	245,001	250,000	250,000
1	255,001	260,000	256,661
1	275,001	280,000	279,015
1	340,001	345,000	343,639
1	500,001	505,000	502,791

SHAREHOLDINGS			
No. of Shareholders	From	To	Total Shares Held
1	595,001	600,000	600,000
1	655,001	660,000	657,953
1	1,020,001	1,025,000	1,020,136
1	1,220,001	1,225,000	1,220,417
1	1,340,001	1,345,000	1,341,228
1	1,395,001	1,400,000	1,400,000
1	1,825,001	1,830,000	1,827,885
1	3,585,001	3,590,000	3,586,801
1	4,855,001	4,860,000	4,860,000
1	7,445,001	7,450,000	7,450,000
1	9,295,001	9,300,000	9,300,000
1	17,695,001	17,700,000	17,697,155
1	26,395,001	26,400,000	26,400,000
1	80,395,001	80,400,000	80,399,472
2,851			168,000,000

2.3 Categories of Shareholders	No. of Shareholders	Shares Held	Percentage
2.3.1 Directors, Chief Executive Officer, and their spouse and minor children	10	126,559,095	75.3328%
2.3.2 Associated Companies, undertakings and related parties. (Parent Company)	2	7,729,015	4.6006%
2.3.3 NIT and ICP	1	179,238	0.1067%
2.3.4 Banks Development Financial Institutions, Non Banking Financial Institutions.	0	0	0.0000%
2.3.5 Insurance Companies	4	6,550,074	3.8989%
2.3.6 Modarabas and Mutual Funds	7	15,862,569	9.4420%
2.3.7 Shareholders holding 10% or more	3	124,558,631	74.1420%
2.3.8 General Public			
a. Local	2,790	8,049,187	4.7912%
b. Foreign	4	73,805	0.0439%
2.3.9 Others (to be specified)			
- Joint Stock Companies	23	583,047	0.3471%
- Leasing Company	1	1,000	0.0006%
- Pension Funds	5	2,295,253	1.3662%
- Others	4	117,717	0.0701%

CATEGORIES OF SHAREHOLDING
REQUIRED UNDER CODE OF
CORPORATE GOVERNANCE (CCG)
AS ON 30 JUNE 2026

Sr. No.	Name	No. of Shares Held	Percentage
Associated Companies, Undertakings and Related Parties (Name Wise Detail):			
1	MR. MUHAMMAD FAISAL IFTIKHAR	7,729,015	4.6006
Mutual Funds (Name Wise Detail)			
1	CDC - TRUSTEE ABL STOCK FUND	1,827,885	1.0880
2	CDC - TRUSTEE ALHAMRA ISLAMIC STOCK FUND	3,586,801	2.1350
3	CDC - TRUSTEE AWT ISLAMIC STOCK FUND	63,269	0.0377
4	CDC - TRUSTEE MCB PAKISTAN ASSET ALLOCATION FUND	256,661	0.1528
5	CDC - TRUSTEE MCB PAKISTAN STOCK MARKET FUND	9,300,000	5.5357
6	CDC - TRUSTEE PAKISTAN CAPITAL MARKET FUND	170,000	0.1012
7	CDC - TRUSTEE ALHAMRA ISLAMIC ASSET ALLOCATION FUND	657,953	0.3916
Directors and their Spouse and Minor Children (Name Wise Detail):			
1	MIAN IFTIKHAR AHMED	80,399,472	47.8568
2	MIAN FAISAL IFTIKHAR	26,462,004	15.7512
3	MRS. AYESHA IFTIKHAR	2,000,000	1.1905
4	MR. IQBAL AHMED KHAN	132	0.0001
5	MR. ZAHID MAHMUD	132	0.0001
6	MR. MUHAMMAD JUNAID ALI	100	0.0001
7	MR. MUHAMMAD ALI DURRANI	100	0.0001
8	MRS. SAMINA IFTIKHAR W/O MIAN IFTIKHAR AHMED	17,697,155	10.5340
Executives:		3,173	0.0019
Public Sector Companies & Corporations:		-	-
Banks, Development Finance Institutions, Non Banking Finance Companies, Insurance Companies, Takaful, Modarabas and Pension Funds:		8,846,327	5.2657%
Shareholders holding five percent or more voting interest in the listed company (Name Wise Detail)			
1	MIAN IFTIKHAR AHMED	80,399,472	47.8568
2	MIAN FAISAL IFTIKHAR	26,462,004	15.7512
3	MRS. SAMINA IFTIKHAR	17,697,155	10.5340
4	CDC - TRUSTEE MCB PAKISTAN STOCK MARKET FUND	9,300,000	5.5357
All trades in the shares of the listed company, carried out by its Directors, Executives and their spouses and minor children shall also be disclosed:			
S.NO.	NAME	SALE	PURCHASE
1	MIAN FAISAL IFTIKHAR	18,000	-
2	MRS. SAMINA IFTIKHAR W/O MIAN IFTIKHAR AHMED	-	324,155
3	MR. MOHSIN MUZAFFAR BUTT	-	3,073

NOTICE OF ANNUAL
GENERAL MEETING



Notice is hereby given that the 43rd Annual General Meeting (“AGM”) of Panther Tyres Limited (the “Company”) will be held on Tuesday, 20 October 2026, at 14:00 hours at Faletti’s Hotel, 24-Egerton Road, Lahore, to transact the following business:

ORDINARY BUSINESSES:

1.

To confirm the minutes of the last Extraordinary General Meeting (EOGM) held on 31 December 2025.
2.

To receive, consider and adopt the audited financial statements of the Company for the year ended 30 June 2026, together with the Auditors’ Report, Directors’ Report and Chairman’s Review.
3.

To consider and approve the payment of a cash dividend for the year ended 30 June 2026, at the rate of 20% (i.e., PKR 2.00 per share) as recommended by the Board of Directors.
4.

To appoint auditors of the Company for the year ending June 30, 2027 and to fix their remuneration. The Board has recommended M/s A.F. Ferguson & Co., Chartered Accountants, for re-appointment as auditors.
5.

To transact any other ordinary business with the permission of the Chairman.

By Order of the Board

Lahore:
29 September 2026

Mohsin Muzaffar Butt
Company Secretary

NOTES:

1. CLOSURE OF THE REGISTER OF MEMBERS

The Register of Members of the Company will remain closed from 14 October 2026, to 20 October 2026 (both days inclusive). An account holder or a subaccount holder who is named in the central depository register, at the close of business hours of the central depository on the day before the first day of the period of closure of the register of members of the Company, as the holder of book-entry securities representing securities carrying voting rights in the Company, shall be regarded as a member of the Company for the purpose of attending and exercising all rights at a general meeting of the members of the Company in respect of which the register of members has been closed.

2. PROXY / ATTENDANCE

An individual member entitled to attend and vote at the company meeting may appoint another member as his proxy to exercise their rights to attend, speak, and vote. The proxy form is enclosed and also available on the company's website. The appointer or duly authorised attorney must sign the proxy form.

A company has to authorise an individual to act as its representative at the meeting by resolution of its Board. An officer or attorney duly authorised by the company must sign the proxy form. The authorised individual shall be entitled to exercise the same powers as the appointer. Members must lodge proxies with the company at least forty-eight hours before the AGM. An earlier submission is preferable.

When attending the meeting, a member or their proxy shall authenticate their identity by presenting the original CNIC/passport and also bring their CDC Investor Account/CDC Participant Account or Stockbrokers Account number. All shareholders are requested to arrive 30 minutes early to ensure timely attendance and avoid congestion.

3. VIDEO CONFERENCE FACILITY

In accordance with Section 133(2) read with Section 134(1)(b) of the Companies Act, 2017, shareholders residing together in any other city and collectively holding at least 10% of the total paid-up share capital may demand that the Company provide a dedicated video conference facility for participating in the meeting. The Company must receive the demand for the video-link facility at least seven days before the meeting date in the following format.

I/we [name(s)] of [city], being members of Panther Tyres Limited, holders of [no. of shares] as per [CDC Account No(s)], hereby opt for a video conference

facility at [name of city] regarding the Company's Annual General Meeting.

In that case, the Company will inform the respective members of the video conference venue two days before the meeting, along with all necessary information to enable them to access the facility.

4. VIRTUAL PARTICIPATION IN THE AGM PROCEEDINGS

According to the clarification issued by the Securities and Exchange Commission of Pakistan (SECP) vide its letter No. SMD/SE/2(20)/2021/117 dated December 15, 2021, the video link facility through the Zoom application is being offered to all shareholders to attend/participate in the Annual General Meeting. To attend the Annual General Meeting via video link, members and proxies are requested to register their particulars, including Name, CNIC Number, CDC Account Number, Cell Number, and Email Address, by emailing corporate@panthertyres.com at the earliest, but no later than 48 hours before the meeting time. The video link and login credentials will be shared with the shareholders whose e-mails, containing all the requested particulars, are received in time as mentioned above.

This facility is offered in addition to physical attendance and the video-conference as mentioned above.

Shareholders may also provide comments/suggestions on the proposed agenda items of the AGM using the means above.

5. DIVIDENDS TO THE ENTITLED SHAREHOLDERS

Under Section 242 of the Companies Act, 2017, a listed Company shall transfer dividends payable in cash only by electronic mode, directly into the bank account designated by the entitled shareholders.

Entitled shareholders who have not yet updated or validated their bank accounts in the central depository register are requested to approach the CDC or stock broker and complete the process before the closure date of the register of members of the company.

In accordance with section 150 of the Income Tax Ordinance, read with Division I, Part III of the First Schedule read with Rule 1 of the Tenth Schedule, the withholding tax rates on the amount of dividends are as follows:

- a) Rate of tax deduction appearing in Active Taxpayer List (ATL)15%
- b) Rate of tax deduction not appearing in the Active Taxpayer List (ATL)30%

To enable the Company to make tax deduction on the amount of cash dividend @15% instead of 30%, all entitled shareholders whose names do not appear on the Active Taxpayers List (ATL) provided on the website of FBR, even though they are filers, tax on their cash dividend will be deducted @ 30% instead of 15%. Entitled shareholders are advised to ensure their names appear on the ATL before the dividend payment date. Cash dividends can be paid any time within 10 working days of the AGM.

Members are requested to submit their Notarised Declarations (CZ-50) under the Zakat & Ushr Ordinance, 1980, in the central depository register by approaching the CDC or the stock broker if they want to claim

			Principal Shareholder		Joint Holder(s)	
Company Name	Folio / CDC A/C No.	Total No. of Shares	Name and CNIC No.	Shareholding Proportion (No. of Shares)	Name and CNIC No.	Shareholding Proportion (No. of Shares)

An updated list of unclaimed dividends/shares of the Company is available on the Company's website www.panthertyres.com. These are unclaimed dividends that have remained unclaimed or unpaid for three years or more from the date they became due and payable.

Claims can be lodged by shareholders on Claim Forms that are available on the Company's website. Claim Forms must be submitted to the Company's Shares Registrar for the receipt of cash dividends.

6. PROHIBITION ON THE DISTRIBUTION OF GIFTS

The Securities and Exchange Commission of Pakistan (the "SECP"), through its Circular 2 of 2018, dated February 9, 2018, has strictly prohibited companies from providing gifts or incentives, instead of gifts (tokens/ coupons/lunches/takeaway packages) in any form or manner, to shareholders at or in connection with general meetings. Under Section 185 of the Act, any violation of this directive is considered an offence. Companies failing to comply may face penalties. In accordance with the directive issued by the SECP, vide its S.R.O. 452(I)/2025 dated 17 March 2025, the Company would like to inform all shareholders that no gifts will be distributed at the AGM.

7. ELECTRONIC TRANSMISSION AND PLACEMENT OF THE ANNUAL REPORT:

In compliance with Section 223(6) of the Act, the Company has electronically transmitted the Annual Report 2026 through email to Shareholders whose email addresses are available with the Company. However, the Company will provide hard copies of the Annual Report to any Member on his demand, at their registered address

exemption from zakat deduction on cash dividends.

Withholding tax exemption from dividend income shall only be allowed if a copy of a valid tax exemption certificate is made available to our Share Registrar, Corplink Private Limited, Wings Arcade, 1-K Commercial, Model Town, Lahore, before the closure date of the register of members of the company.

In the case of a Joint account, each holder is to be treated individually, considering each joint holder's status as appears in the ATL at the dividend payment date. Each joint holder shall be assumed to have an equal number of shares unless the joint holders notify in writing, as follows, to our Share Registrar within 10 days of this notice.

and email given below, free of cost, within one week of receiving such a request.

Annual Report 2026 shall also be available electronically on the PUCARS system of the Pakistan Stock Exchange and the Company's website.

According to SRO389(I)/2023 dated March 21, 2023, of the Securities & Exchange Commission of Pakistan, the Company has obtained shareholders' approval in the last Annual General Meeting held on September 26, 2023, to circulate the Annual Report of the Company to members through a QR code and Web link. The Annual Report is available through the following QR code and Web link.

Web Link:
<https://panthertyres.com/financial-reports/>



8. COMPANY'S CONTACTS

For any information, the shareholders may contact Panther Tyres Ltd's Corporate Department at phone 042-111-554444 (Extension 173) and at email corporate@panthertyres.com.

The shareholders must contact the Company's share registrar, M/S. Corplink Private Limited, at 042-35916719, at e-mail shares@corplink.com.pk to deal with the matters mentioned in point no. 05 of this notice.

پینتھر ٹائرز لمیٹڈ

43 ویں سالانہ اجلاس عام کانوٹس

بذریعہ نوٹس ہذا مطلع کیا جاتا ہے کہ پینتھر ٹائرز لمیٹڈ (”کمپنی“) کا 43 واں سالانہ عام اجلاس ("AGM") بروز منگل، 20 اکتوبر 2026 کو سہ پہر 14:00 بجے فلمینیز ہوٹل، 24 ایبجریٹ روڈ، لاہور میں منعقد ہوگا، تاکہ درج ذیل کاروبار نمٹایا جاسکے:

عام کاروبار:

- 31 دسمبر 2025 کو منعقد ہونے والی آخری غیر معمولی جنرل میٹنگ (EOGM) کے منٹس کی توثیق کرنا۔
- کمپنی کے 30 جون 2026 کو ختم ہونے والے مالی سال کے حسابات بمع آڈیٹرز کی رپورٹ، ڈائریکٹرز کی رپورٹ اور چیئرمین کے رپورٹ کو وصول کرنا، غور کرنا اور منظور کرنا۔
- 30 جون 2026 کو ختم ہونے والے مالی سال کے لیے بورڈ آف ڈائریکٹرز کی سفارش کے مطابق 20% (یعنی فی شیئر روپے 2.00) کی شرح سے نقد منافع کی منظوری دینا۔
- 30 جون 2027 کو ختم ہونے والے سال کے لیے کمپنی کے آڈیٹرز کی تقرری اور ان کی فیس مقرر کرنا۔ بورڈ نے ایم/ایس اے۔ ایف۔ فرگوسن اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس کو دوبارہ آڈیٹر مقرر کرنے کی سفارش کی ہے۔
- چیئرمین کی اجازت سے کسی بھی دوسرے عام کام کو انجام دینا۔

بورڈ کے حکم سے

محسن مظفریٹ کمپنی سیکرٹری

لاہور: 29 ستمبر، 2026

نوٹ:

1 ممبران کے رجسٹر کی بندش

کمپنی کے اراکین کا رجسٹر 14 اکتوبر 2026 سے 20 اکتوبر 2026 تک بند رہے گا (دونوں دن شامل ہیں)۔ ایک اکاؤنٹ ہولڈر یا سب اکاؤنٹ ہولڈر جس کا نام مرکزی ڈپازٹری رجسٹر میں مرکزی ڈپازٹری کے کاروباری اوقات کے اختتام پر، کمپنی کے ممبران کے رجسٹر کی بندش کی مدت کے پہلے دن سے ایک دن پہلے ہو، بطور بک انٹری سکیورٹیز ہولڈر جو کمپنی میں ووٹنگ کے حقوق رکھتی ہیں، کمپنی کا رکن سمجھا جائے گا تاکہ وہ کمپنی کے اراکین کی جنرل میٹنگ میں تمام حقوق استعمال کر سکے جس کے تحت ممبران کا رجسٹر بند کیا گیا ہے۔

2. پراسی/حاضری

کوئی فرد رکن جو کمپنی کی میٹنگ میں شرکت اور ووٹ دینے کا حق رکھتا ہے، وہ کسی دوسرے رکن کو اپنا پراسی مقرر کر سکتا ہے تاکہ وہ حاضری، تقریر اور ووٹ دینے کے حقوق استعمال کر سکے۔ پراسی فارم منسلک ہے اور کمپنی کی ویب سائٹ پر بھی دستیاب ہے۔ مقرر کنندہ یا مجاز وکیل کو پراسی فارم پر دستخط کرنا ضروری ہیں۔ کمپنی کو بورڈ کی قرارداد کے ذریعے کسی فرد کو اجلاس میں اپنا نمائندہ بننے کا اختیار دینا ہوتا ہے۔ کمپنی کی طرف سے باقاعدہ مجاز افسر یا وکیل کو پراسی فارم پر دستخط کرنا ضروری ہیں۔ مجاز فرد کو وہی اختیارات استعمال کرنے کا حق حاصل ہوگا جو درخواست دینے والے کو حاصل ہیں۔ اراکین کو AGM سے کم از کم اڑتالیس گھنٹے پہلے کمپنی کے ساتھ پراسی جمع کرانی ہوگی۔ پہلے سے درخواست دینا بہتر ہے۔ میٹنگ میں شرکت کے وقت، رکن یا ان کا پراسی اپنی شناخت کی تصدیق اصل CNIC / پاسپورٹ پیش کرے گا اور ساتھ ہی اپنا CDC انویسٹر اکاؤنٹ / CDC پارٹنیشنٹ اکاؤنٹ یا اسٹاک بروکرز اکاؤنٹ نمبر بھی ساتھ لے کر آئے گا۔ تمام شیئر ہولڈرز سے درخواست کی جاتی ہے کہ وہ بروقت حاضری یقینی بنانے اور بھیڑ سے بچنے کے لیے 30 منٹ پہلے پہنچیں۔

3. ویڈیو کانفرنس کی سہولت

سیکشن 133(2) کے مطابق، جو کمپنیز ایکٹ 2017 کے سیکشن 134(1)(b) کے ساتھ پڑھا جاتا ہے، شیئر ہولڈرز جو کسی اور شہر میں اکٹھے رہتے ہیں اور مجموعی طور پر کل ادا شدہ شیئر کمپنیل کا کم از کم 10% رکھتے ہیں، کمپنی سے میٹنگ میں شرکت کے لیے مخصوص ویڈیو کانفرنس سہولت فراہم کرنے کا مطالبہ کر سکتے ہیں۔ کمپنی کو میٹنگ کی تاریخ سے کم از کم سات دن پہلے ویڈیو لنک سہولت کی طلب درج ذیل فارمیٹ میں وصول کرنی ہوگی۔

میں/ہم (شہر) کا (نام)، پینتھر ٹائرز لمیٹڈ کے ممبر ہونے کے ناطے، (سی ڈی سی اکاؤنٹ نمبر) کے مطابق (حصص کی تعداد) کے ہولڈر کے طور پر، کمپنی کی سالانہ جنرل میٹنگ کے حوالے سے (شہر کا نام) پروڈیو کانفرنس کی سہولت کا انتخاب کرتا ہوں۔

ایسی صورت میں، کمپنی متعلقہ اراکین کو میٹنگ سے دو دن پہلے ویڈیو کانفرنس مقام کے بارے میں آگاہ کرے گی، ساتھ ہی تمام ضروری معلومات فراہم کرے گی تاکہ وہ سہولت تک رسائی حاصل کر سکیں۔

4. اے جی ایم کی کارروائی میں ورچوئل شرکت

سیکیورٹیز اینڈ ایکسچینج کمیشن آف پاکستان (ایس ای سی پی) کی جانب سے جاری کردہ وضاحت کے مطابق لیٹر نمبر SE/SMD/2(20)/2021/117 مورخہ 15 دسمبر 2021، زوم آپلیکیشن کے ذریعے ویڈیو لنک کی سہولت شیئر ہولڈرز کو سالانہ جنرل میٹنگ میں شرکت/شرکت کے لیے پیش کی جا رہی ہے۔ ویڈیو لنک کے ذریعے سالانہ جنرل میٹنگ میں شرکت کے لیے، اراکین اور پراسیز سے درخواست کی جاتی ہے کہ وہ میٹنگ کے وقت سے پہلے جلد از جلد corporate@panthertyres.com کو ای میل بھیج کر کوئی میل بھیج کر اپنی تفصیلات رجسٹر کریں، جن میں نام، سی این آئی سی نمبر، سی ڈی سی اکاؤنٹ نمبر، میل نمبر، اور ای میل ایڈریس شامل ہیں۔ ویڈیو لنک اور لاگ ان اسناد ان حصص یافتگان کے ساتھ شیئر کی جانیں گی جن کی ای میلز، جس میں تمام درخواست کی گئی تفصیلات شامل ہیں، بروقت موصول ہو جائیں گے جیسا کہ اوپر بتایا گیا ہے۔

یہ سہولت جسمانی حاضری اور اوپر بیان کردہ ویڈیو کانفرنس کے علاوہ بھی فراہم کی جاتی ہے۔

شیئر ہولڈرز مذکورہ بالا ذرائع کا استعمال کرتے ہوئے اے جی ایم کے مجوزہ ایجنڈے آئٹمز کے لیے اپنے تبصرے/تجاویز بھی فراہم کر سکتے ہیں۔

5. شیئر ہولڈرز کو منافع

کمپنیز ایکٹ، 2017 کے سیکشن 242 کی دفعات کے تحت، ایک لسٹڈ کمپنی کو اپنے شیئر ہولڈرز کو صرف الیکٹرانک موڈ کے ذریعے براہ راست حقدار شیئر ہولڈرز کے ذریعہ نامزد بینک اکاؤنٹ میں نقد منافع ادا کرنا ہوگا۔

وہ حقدار شیئر ہولڈرز جنہوں نے ابھی تک اپنے بینک اکاؤنٹس کو مرکزی ڈپازٹری رجسٹر میں اپ ڈیٹ یا تصدیق نہیں کی، ان سے درخواست کی جاتی ہے کہ وہ CDC یا اسٹاک بروکر سے رابطہ کریں اور کمپنی کے ممبران کے رجسٹر کی بندش کی تاریخ سے پہلے مکمل کریں۔

انکم ٹیکس آرڈیننس کے سیکشن 150 کے مطابق، جو ڈویژن I، پہلے شیڈول کے حصہ III اور دسویں شیڈول کے رول 1 کے ساتھ پڑھا گیا ہے، ڈیویڈنڈز کی مقدار پر وہ ہولڈنگ ٹیکس کی شرحیں درج ذیل ہیں

ا) ایکٹیو ٹیکس دہندگان کی فہرست (اے ٹی ایل) میں ظاہر ہونے والی ٹیکس کوٹنی کی شرح	15%
ب) ایکٹیو ٹیکس دہندگان کی فہرست (اے ٹی ایل) میں نہ ظاہر ہونے والی ٹیکس کوٹنی کی شرح	30%

کمپنی کو نقد ڈیویڈنڈ کی رقم پر 30% کی بجائے 15% @ ٹیکس کوٹنی کرنے کے قابل بنانے کے لیے، تمام حقدار شیئر ہولڈرز جن کے نام FBR کی ویب سائٹ پر فراہم کردہ List Taxpayers Active (ATL) میں شامل نہیں ہیں، چاہے وہ فالنگ ہوں، ان کے نقد ڈیویڈنڈ پر ٹیکس 15% کی بجائے 30% کوٹنی کیا جائے گا۔ حقدار شیئر ہولڈرز کو مشورہ دیا جاتا ہے کہ وہ ڈیویڈنڈ کی ادائیگی کی تاریخ سے پہلے ATL پر اپنے نام ظاہر کریں۔ نقد ڈیویڈنڈز AGM کے 10 ورکنگ دنوں کے اندر کسی بھی وقت ادا کیے جاسکتے ہیں۔

اراکین سے درخواست کی جاتی ہے کہ وہ زکات و عشر آرڈیننس 1980 کے تحت اپنے نوٹرائزڈ ڈبل سکرینیشن (CZ-50) مرکزی ڈپازٹری رجسٹر میں جمع کروائیں، اگر وہ نقد منافع پر کوٹنے سے استثنیٰ کا دعویٰ کرنا چاہتے ہیں تو CDC یا اسٹاک بروکر سے رابطہ کریں۔

ڈیویڈنڈ آمدنی سے وہ ہولڈنگ ٹیکس چھوٹ صرف اسی صورت میں ممکن ہوگی جب ہمارے شیئر رجسٹرار، کارپ لنک پرائیویٹ لمیٹڈ، فگنر آرکیڈ، 1-K کمرشل، ماڈل ٹاؤن، لاہور کو کمپنی کے ممبران کے رجسٹر کی بندش کی تاریخ سے پہلے درست ٹیکس چھوٹ حقیقی کی کاپی فراہم کی جائے۔

مشترکہ اکاؤنٹ کی صورت میں، ہر ہولڈر کے ساتھ انفرادی طور پر سلوک کیا جانا چاہیے، اس سے قطع نظر کہ وہ اے ٹی ایل میں ظاہر ہوتے ہیں یا نہیں۔ ٹیکس ہر مشترکہ ہولڈر کے شیئر ہولڈنگ کی بنیاد پر کوٹنی کی جائے گی جیسا کہ شیئر ہولڈر کی طرف سے تحریری طور پر، مندرجہ ذیل طور پر، ہمارے شیئر رجسٹرار کو مطلع کیا جاسکتا ہے، یا اگر اس نوٹس کے 10 دن کے اندر مطلع نہیں کیا گیا ہے، تو ہر مشترکہ ہولڈر کے پاس حصص کی مساوی تعداد سمجھی جائے گی۔

کمپنی نام	فولیو ایسی ڈی سی	شیئرز کی تعداد	نام اور شناختی کارڈ نمبر	شیئر ہولڈنگ تناسب	نام اور شناختی کارڈ نمبر	جوائنٹ شیئرز ہولڈرز
		اکاؤنٹ نمبر	(شیئرز کی تعداد)	نمبر	(شیئرز کی تعداد)	

کمپنی کے غیر دعویٰ شدہ منافع/حصص کی تازہ ترین فہرست کمپنی کی ویب سائٹ پر دستیاب ہے www.panthertyres.com یہ غیر دعویٰ شدہ منافع ہیں جو واجب الادا اور قابل ادائیگی ہونے کی تاریخ سے تین سال یا اس سے زیادہ کی مدت کے لئے غیر دعویٰ شدہ یا غیر ادا شدہ رہے ہیں۔

دعویٰ حصص یافتگان کے ذریعہ دعویٰ فارم پر درج کیے جاسکتے ہیں جو کمپنی کی ویب سائٹ پر دستیاب ہیں۔ ڈیویڈنڈ/حصص کی وصولی کے لیے دعویٰ فارم کمپنی کے حصص رجسٹرار کو جمع کروانا ضروری ہے۔

6. تحائف کی تقسیم پر پابندی

کیو رٹیز اینڈ انویسٹمنٹ کمپنیز آف پاکستان (ایس ای سی پی) نے 9 فروری 2018 کو اپنے سرکلر 2018/2 کے ذریعے کمپنیوں کو جنرل میٹنگز میں یا اس کے سلسلے میں حصص یافتگان کو کسی بھی شکل یا انداز میں تحائف (ٹوکنز/کوپن/لچ/ٹیک اوے/یکچر) کے بدلے تحائف یا مراعات فراہم کرنے سے سختی سے منع کیا ہے۔ ایکٹ کی دفعہ 185 کے تحت اس ہدایت کی کسی بھی خلاف ورزی کو جرم سمجھا جاتا ہے۔ تعمیل کرنے میں ناکام رہنے والی کمپنیوں کو جرمانے کا سامنا کرنا پڑ سکتا ہے۔ ایس ای سی پی کی جانب سے جاری کردہ ہدایت کے مطابق کمپنی تمام حصص یافتگان کو مطلع کرنا چاہتی ہے کہ اے جی ایم میں کوئی تحائف تقسیم نہیں کیے جائیں گے۔

7. سالانہ رپورٹ کی الیکٹرانک ٹرانسمیشن اور پلیسمنٹ:

ایکٹ کے سیکشن 223(6) کی تعمیل میں، کمپنی نے سالانہ رپورٹ 2025 کو الیکٹرانک طور پر ای میل کے ذریعے حصص یافتگان کو بھیج دیا ہے جن کے ای میل پتے کمپنی کے پاس دستیاب ہیں۔ تاہم، کمپنی کسی بھی ممبر کو ان کے مطالبے پر، ان کے رجسٹرڈ پتے پر، ایسی درخواست موصول ہونے کے ایک ہفتے کے اندر مفت سالانہ رپورٹ کی ہارڈ کاپیاں فراہم کرے گی۔

سالانہ رپورٹ 2025 پاکستان اسٹاک ایکسچینج کے پی یو ای آر ایس سسٹم اور کمپنی کی ویب سائٹ پر الیکٹرانک طور پر بھی دستیاب ہوگی۔

کیو رٹیز اینڈ انویسٹمنٹ کمپنیز آف پاکستان کے SRO389(I)/2023 مورخہ 21 مارچ 2023 کے مطابق، کمپنی نے 26 ستمبر 2023 کو منعقدہ آخری سالانہ جنرل میٹنگ میں شیئر ہولڈرز کی منظوری حاصل کی ہے، تاکہ کمپنی کی سالانہ رپورٹ کو کیو آر کوڈ اور ویب لنک کے ذریعے ممبران کو بھیجا جاسکے۔ سالانہ رپورٹ درج ذیل کیو آر کوڈ اور ویب لنک کے ذریعے دستیاب ہے۔

کیو آر کوڈ:		ویب لنک: https://panthertyres.com/financial-reports/
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8. کمپنی کے رابطے

کسی بھی معلومات کے لیے، شیئر ہولڈرز پینتھر ٹائرز لمیٹڈ کے کارپوریٹ ڈیپارٹمنٹ سے فون 042-111-5544444 (ایکسٹینشن 173) اور ای میل corporate@panthertyres.com پر رابطہ کر سکتے ہیں۔ شیئر ہولڈرز کو کمپنی کے شیئر رجسٹرار، Corplink Private Limited سے ای میل shares@corplink.com.pk پر رابطہ کرنا ہوگا تاکہ اس نوٹس کے پوائنٹ نمبر 05 میں بیان کردہ معاملات کو حل کیا جاسکے۔

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FORM OF PROXY

43RD ANNUAL GENERAL MEETING

I/We _____

Of (Residence / Registered Office)_____

Being a member of **Panther Tyres Limited** hereby appoint (Name & CNIC) _____

Of (Residence) _____

as a proxy to attend, speak and vote on my / our behalf at the Annual General Meeting of the Company to be held on Tuesday, 20th day of October 2026 at 14:00 hours and at any adjournment thereof.

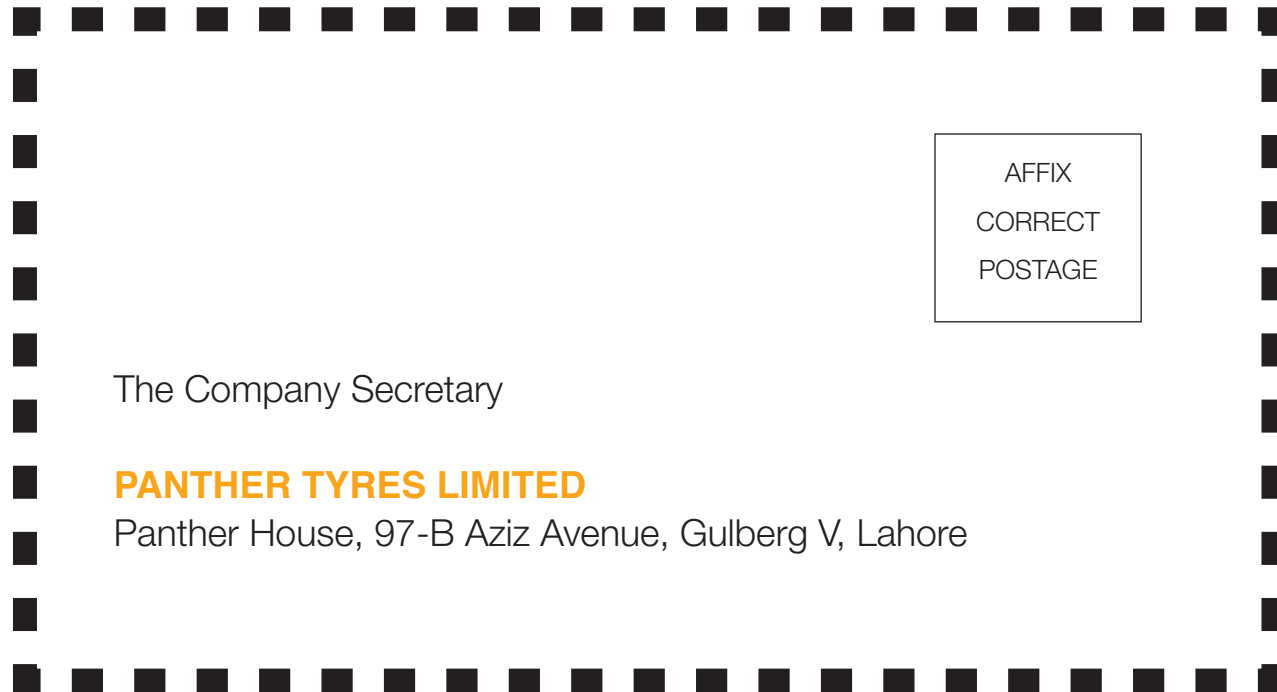
Detail of Appointer

CDC main account/ Sub account:	CNIC/CUIN:	No of shares

Signature / Stamp
Date:

Notes:

- The proxy form should be signed by the appointer or attorney duly authorised in writing.
- A company will attach a resolution of its board of directors along with this proxy form.
- The proxies must be lodged with the company not later than forty-eight hours before the time for holding the general meeting. No account shall be taken of any part of the day that is not a working day.
- The proxies must reach the registered address of the Company at the Company Secretary, Panther House, 97-B, Aziz Avenue Jail Road, Lahore, and email corporate@panthertyres.com.
- The proxy shall authenticate their identity by showing the original CNIC/passport at the time of attending the meeting.



The Company Secretary

PANTHER TYRES LIMITED

Panther House, 97-B Aziz Avenue, Gulberg V, Lahore

پراکسی فارم

چینتھر ٹائٹلزمیڈ

تینتا لسواں سالانہ اجلاس عام

میں اہم۔۔۔۔۔ساکن /رجسٹرڈ آفس۔۔۔۔۔بطور ممبر پیٹنٹر ٹائرز لمیٹڈ جناب /شناختی کارڈ نمبر۔۔۔۔۔ساکن۔۔۔۔۔کو اپنی جگہ بروز منگل مورخہ 20اکتوبر 2026بوقت 14:00 بجے دوپہر یا کسی دیگر تاریخ پر ملتوی ہونے والے کمپنی کے سالانہ اجلاس میں شرکت، خطاب اور رائے دی کیلئے اپنا نمائندہ مقرر کرتا ہوں /کرتے ہیں۔

تقرر کرنے والے کی تفصیل

شیرز کی تعداد	قومی شناختی کارڈ نمبر / کمپنی رجسٹریشن نمبر	سی ڈی سی / پارٹنر شپ آئی ڈی نمبر

دستخط / مهر

مورخ

ضروری ہدایات:

- 1- پراسی فارم پر دستخط تقرر کنندہ یا وکیل کی طرف سے تحریری طور پر ہونا چاہیے۔
- 2- ایک کمپنی اپنے بورڈ آف ڈائریکٹرز کی قرارداد اس پراسی فارم کے ساتھ منسلک کرے گی۔
- 3- پراسی کو کمپنی کے پاس جنرل مینٹنگ کے وقت سے زیادہ سے زیادہ اثرائتالیس گھنٹے پہلے جمع کروانا ضروری ہے۔ دن کے کسی بھی حصے کا حساب نہیں لیا جائے گا جو کام کا دن نہ ہو۔
- 4- پراسی کو کمپنی کے رجسٹرڈ پتے تک پہنچنا ہوگا جو کمپنی سیکریٹری، پینتھر ہاؤس، B-97، عزیزالونیو خیلم روڈ، لاہور پر ہے، اور ای میل corporate@panthertyrescom ہے۔
- 5- تمام اراکین، پراسی کے ذریعے، اجلاس میں شرکت کے وقت اصل CNIC / پاسپورٹ دکھا کر اپنی شناخت کی تصدیق کریں گے۔

AFFIX
CORRECT
POSTAGE

The Company Secretary

PANTHER TYRES LIMITED

Panther House, 97-B Aziz Avenue, Gulberg V, Lahore



PANTHER

Panther House, 97-B, Aziz Avenue,
Gulberg V, Lahore Pakistan

U.A.N: +92-42-111-55-4444

Website: www.panthertyres.com