

# BCR INDEX 2024

BCR Ref.	Particulars	Page No
<b>1</b>	<b>Organizational Overview and External Environment</b>	
1.01	Mission, vision, code of conduct, ethical, principal and core values.	26, 118 to 120, 2 to 21, 112 to 113
1.02	Profile of the company including principal business activities, markets (local and international), key brands, products and services.	32, 223, 283 to 292
1.03	Geographical location and address of all business units including sales units and plants.	56 to 57, 407 to 423
1.04	The legislative and regulatory environment in which the company operates.	208 to 209
1.05	Ownership, operating structure and relationship with group companies (i.e. subsidiary, associated undertaking etc.) and number of countries in which the organization operates.	38 to 53
1.06	Name and country of origin of the holding company/subsidiary company, if such companies are a foreign company.	56 to 57
1.07	Disclosure of beneficial (including indirect) ownership and flow chart of group shareholding and relationship as holding company, subsidiary company or associated undertaking.	38 to 39, 240 to 241, 283 to 292
1.08	Organization chart indicating functional and administrative reporting, presented with legends.	104 to 105
1.09	A general review of the performance of the company, including its subsidiaries, associates, divisions etc., for the year and major improvements from last year.	38 to 53
1.10	Description of the performance of the various activities / product(s) / service(s) / segment(s) of the entity and its group entities during the period under review.	38 to 53
1.11	Position of the reporting organization within the value chain showing connection with other businesses in the upstream and downstream value chain.	38 to 53
1.12	(a) Explanation of significant factors affecting the external environment including political, economic, social, technological, environmental and legal environment that is likely to be faced in the short, medium and long term and the organization's response. (b) The effect of seasonality on business in terms of production and sales.	164 to 171
1.13	The legitimate needs, interests of key stakeholders and industry trends.	169 to 171, 184
1.14	SWOT Analysis of the company.	161 to 162
1.15	Competitive landscape and market positioning (considering factors such as the threat of new competition and substitute products or services, the bargaining power of customers and suppliers, relative strengths and weaknesses of competitors and customer demand and the intensity of competitive rivalry).	163
1.16	History of major events.	33 to 37
1.17	Details of significant events occurred during the year and after the reporting period.	289 to 290
<b>2</b>	<b>Strategy and Resource Allocation</b>	
2.01	Short, medium and long-term strategic objectives and strategies in place to achieve objectives.	156 to 159
2.02	Resource allocation plans to implement the strategy. Resource mean 'Capitals' including: (a) Financial Capital; (b) Human Capital; (c) Manufactured Capital; (d) Intellectual Capital; (e) Social and Relationship Capital; and (f) Natural Capital.	166
2.03	The capabilities and resources of the company that provide sustainable competitive advantage, resulting in value creation by the company.	157
2.04	Company's strategy on market development, product and service development.	167
2.05	The effects of the given factors on the company strategy and resource allocation: (a) Technological Changes; (b) Sustainability reporting and challenges; (c) Initiatives taken by the company in promoting and enabling innovation; and (d) Resource shortages (if any)	168

BCR Ref.	Particulars	Page No
2.06	Key Performance Indicators (KPIs) to measure the achievement against strategic objectives including statement as to whether the indicators used will continue to be relevant in the future.	158-159
2.07	The linkage of strategic objectives with company's overall mission, vision and objectives.	157
2.08	Board's statement on the significant plans and decisions such as corporate restructuring, business expansion, major capital expenditure or discontinuance of operations."	159
2.09	(a) Information about defaults in payment of any debt with reasons and its repayment plan;	33
	(b) Board strategy to overcome liquidity problems and plans to meet operational losses.	175
<b>3</b>	<b>Risks and Opportunities</b>	
3.01	Key risks and opportunities (internal and external), including Sustainability-related risks and opportunities affecting availability, quality and affordability of Capitals."	175 to 180
3.02	A Statement from the Board for determining the following: (a) Company's level of risk tolerance by establishing risk management policies;	68, 174
	(b) Company's robust assessment of the principal risks being faced, including those that would threaten the business model, future performance and solvency or liquidity.	68, 174-180
3.03	Risk Management Framework covering principal risks and uncertainties facing by the company, risk methodology, risk appetite and risk reporting.	174
3.04	Specific steps being taken to mitigate or manage key risks or to create value from key opportunities by identifying the associated strategic objectives, strategies, plans, policies, targets and KPIs.	175 to 180
3.05	Disclosure of a risk of supply chain disruption due to an environmental, social or governance incident and company's strategy for monitoring and mitigating these risks (if any).	179
<b>4</b>	<b>Sustainability Reporting and Corporate Social Responsibility (CSR)</b>	
4.01	Board's statement for the adoption of CSR best practices including Board's commitment to continuous improvement and implementation updates in the form of periodic reviews to ensure the relevance and effectiveness of CSR practices in business strategies.	71 and 134
4.02	Board's statement about the company's strategic objectives and the intended impact on stakeholders on ESG (Environmental, Social and Governance) reporting/ Sustainability Reporting in line with IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information' and IFRS S2 Climate-related Disclosures'.  Weightage will be given to companies who provides following disclosures (as per IFRS S1 and IFRS S2) along with the company specific examples for each factor for the investor's information:" (a) Disclosures of company specific sustainability-related risks and opportunities and their impact on the financial performance in the short, medium and long term; (b) Disclosures about four-pillars core content (Governance, Strategy, Risk Management and Metrics and Targets), together with the specific metrics designed by the company to demonstrate the performance and progress of the company. (c) Disclosures of material information about sustainability-related risks and opportunities throughout a company's value chain together with specific examples of initiatives taken by the company.  [In IFRS S1, the 'value chain' is the full range of interactions, resources and relationships related to a company's business model and the external environment in which it operates] (d) Disclosure about company's climate-related risks and opportunities, as required in IFRS S2 including explanation of the specific methodologies and tools used by the company.  [Climate-related opportunities refer to the potential positive effects arising from climate change for a company. Climate-related risks refers to the potential negative effects of climate change on a company and are of two types, physical risks (such as those resulting from increased severity of extreme weather) and transition risks (such as those associated with policy action and changes in technology)]	132 to 133

BCR Ref.	Particulars	Page No
4.04	A chairman's overview on how the company's sustainable practices can affect the financial performance of the company	61
4.04	Highlights of the company's performance, policies, initiatives and plans in place relating to the various aspects of sustainability and CSR: <ul style="list-style-type: none"> <li>Social initiatives such as research and development initiatives, employment generation, community health and education, and health and safety of staff etc.;</li> <li>Environmental initiatives like climate change mitigation etc. by focusing on 3R's (Reduce, Reuse &amp; Recycle) and how does the company reduce pollution, depletion and degradation of natural resources;</li> <li>Technological innovation such as contributing to sustainability (i.e. energy-efficient processes or eco-friendly product designs);</li> <li>Information on consumption and management of materials, energy, water, emissions and waste."</li> </ul>	134 to 153
4.05	<ul style="list-style-type: none"> <li>Status of adoption/ compliance of the Corporate Social Responsibility (Voluntary) Guidelines, 2013 issued by the SECP.</li> </ul>	134 to 153
	<ul style="list-style-type: none"> <li>ISO certifications acquired for best sustainability and CSR practices.</li> </ul>	134
<b>5</b>	<b>Governance</b>	
5.01	Board composition: <ul style="list-style-type: none"> <li>(a) Leadership structure of those charged with governance;</li> <li>(b) Name of independent directors indicating justification for their independence;</li> <li>(c) Diversity in the board i.e. competencies, requisite knowledge &amp; skills, and experience;</li> <li>(d) Profile of each director including education, experience and engagement in other entities as CEO, Director CFO or Trustee etc.;</li> <li>(e) No. of companies in which the executive director of the reporting organization is serving as non-executive director.</li> </ul>	68 69 94 to 97 94 to 97 94 to 97
5.02	A brief description about role of the Chairman and the CEO.	99 to 100
5.03	A statement of how the board operates, including a high-level statement of which types of decisions are to be taken by the board and which are to be delegated to management."	99 to 100
5.04	Chairman's Review Report on the overall performance of the board including: <ul style="list-style-type: none"> <li>(a) Effectiveness of the role played by the board in achieving the company's objectives;</li> <li>(b) Chairman's significant commitments, such as strategic, financial, CSR and ESG etc., and any changes thereto from last year';</li> <li>(c) Board statement on the company's structure, processes and outcomes of internal control system and whether board has reviewed the adequacy of the system of internal control.</li> </ul>	61
5.05	Board statement of its commitment to establish high level of ethics and compliance in the company.	71
5.06	Annual evaluation of performance, along with a description of criteria used for the members of the board, including CEO, Chairman, and board's committees.	70 and 115-116
5.07	Disclosure if the board's performance evaluation is carried out by an external consultant once in every three years.	70 and 115-116
5.08	Details of formal orientation courses for directors.	115
5.09	Directors' Training Program (DTP) attended by directors, female executives, and head of departments from the institutes approved by the SECP, along with names of those who availed exemptions during the year.	70, 115
5.10	Description of external oversight of various functions like systems audit or internal audit by an external specialist and other measures taken to enhance credibility of internal controls and systems"	68
5.11	Disclosure about related party transactions: <ul style="list-style-type: none"> <li>(a) Approved policy for related party transactions;</li> <li>(b) Details of all related party transactions, along with the basis of relationship describing common directorship and percentage of shareholding;</li> <li>(c) Contract or arrangement with the related party other than in the ordinary course of business on an arm's length basis, if any along with the justification for entering into such contract or arrangement;</li> <li>(d) Disclosure of director's interest in related party transactions;</li> <li>(e) In case of conflict, disclosure of how conflicts are managed and monitored by the board.</li> </ul>	120 257-260 and 396-403 70 70 70



BCR Ref.	Particulars	Page No
5.12	Disclosure of Board's Policy on the following significant matters: <ul style="list-style-type: none"> <li>(a) Governance of risk and internal controls</li> <li>(b) Diversity (including gender), any measurable objectives that it has set for implementing the policy, and progress on achieving the objectives</li> <li>(c) Disclosure of director's interest in significant contracts and arrangements.</li> <li>(d) Remuneration of non-executive directors including independent directors for attending board meetings and general meetings."</li> <li>(e) Retention of board fee by the executive director earned by him against his services as non-executive director in other companies.</li> <li>(f) Security clearance of foreign directors.</li> <li>(g) Board meetings held outside Pakistan.</li> <li>(h) Human resource management including: <ul style="list-style-type: none"> <li>Preparation of succession plan;</li> <li>Merit based recruitment;</li> <li>Performance based appraisal system;</li> <li>Promotion, reward and motivation;</li> <li>Training and development;</li> <li>Gender and race diversity;</li> <li>Appointment of / quota for people with disability; and</li> <li>Employee engagement /feedback.</li> </ul> </li> <li>(i) Social and environmental responsibility including policies like procurement, waste and emissions.</li> <li>(j) Communication with stakeholders.</li> <li>(k) Dividend policy.</li> <li>(l) Investors' relationship and grievances.</li> <li>(m) Employee's health, safety and protection.</li> <li>(n) Whistle blowing policy including mechanism to receive and handle complains in a fair and transparent manner, and provide protection to the complainant against victimization and reporting in Audit Committee's report.</li> <li>(o) Safety of records of the company</li> </ul>	115 71 and 116 439 70 70, 114 to 120 115 115 116-117 71 184 65 to 67 117 and 186 112 to 113, 116 to 118, 184 119 120
5.13	Board statement of the organization's business continuity plan or disaster recovery plan	181
5.14	Compliance with the Best Practices of Code of Corporate Governance (No marks in case of any non-compliance)	126 to 128
5.15	Disclosure about: <ul style="list-style-type: none"> <li>(a) Shares held by Sponsors / Directors / Executives;</li> <li>(b) Distribution of shareholders (Number of shares as well as category, e.g. Promoter, Directors / Executives or close family member of Directors / Executives etc.) or foreign shareholding (if any).</li> </ul>	426 to 431 426 to 431
5.16	Details about Board meetings and its attendance.	69
5.17	TORs, composition and meeting attendance of the board committees including (Audit, Human Resource, Nomination and Risk management). "	69 and 98
5.18	Timely Communication: <p>Date of authorization of financial statements by the board of directors:</p> <p>Within 40 days - 6 marks Within 50 days - 6 marks (in case of holding company who has listed subsidiary /subsidiaries) Within 60 days - 3 marks</p> <p>(Entities requiring approval from a Regulator before finalization of their financial statements would be provided a 20 days relaxation, on providing evidence to the Committee).</p>	
5.19	Audit Committee report should describe the work of the committee in discharging its responsibilities. The report should include: <ul style="list-style-type: none"> <li>(a) Composition of the committee with at least one member qualified as "financially literate" and all members are non-executive / Independent directors including the Chairman of the Audit Committee.</li> <li>(b) Committee's overall role in discharging its responsibilities for the significant issues related to the financial statements, and how these issues were addressed.</li> <li>(c) Committee's overall approach to risk management and internal control, and its processes, outcomes and disclosure.</li> <li>(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.</li> <li>(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.</li> <li>(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.</li> </ul>	101

BCR Ref.	Particulars	Page No
	(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.	
5.20	Presence of the chairman of the Audit Committee at the AGM to answer questions on the Audit Committee's activities / matters that are within the scope of the Audit Committee's responsibilities.	116
5.21	Board disclosure on Company's use of Enterprise Resource Planning (ERP) software including:" (a) How it is designed to manage and integrate the functions of core business processes / modules like finance, HR, supply chain and inventory management in a single system;" (b) Management support in the effective implementation and continuous updation; (c) Details about user training of ERP software; (d) How the company manages risks or control risk factors on ERP projects; (e) How the company assesses system security, access to sensitive data and segregation of duties"	71, 121 to 122
5.22	Disclosure about the Government of Pakistan policies related to company's business /sector in Directors' Report and their impact on the company business and performance.	64 and 72
5.23	Information on company's contribution to the national exchequer (in terms of payment of duties, taxes and levies) and to the economy (measured in terms of GDP contribution, new jobs creation, increase in exports, contributions to society & environment and community development etc.)	67
<b>6</b>	<b>Analysis of the Financial Information</b>	
6.01	Analysis of the financial and non-financial performance using both qualitative and quantitative indicators, showing linkage between: (a) Past and current performance; (b) Performance against targets /budget; and The analysis should cover significant deviations from previous year in operating results and the reasons for loss, if incurred, as well as future prospects of profits.	Financial Performance Analysis: 65, 190 to 201 Non-Financial Performance Analysis 158 to 159 166
6.02	(a) Analysis of financial ratios (Annexure I) with graphical presentation and disclosure of methods and assumptions used in compiling the indicators." (b) Explanation of negative change in the performance as compared to last year.	199 to 201 192 to 201
6.03	Vertical and horizontal analysis of Balance Sheet, Profit and Loss Account and summary of Cash Flow Statement for last 6 years. Weightage to be given to graphical presentation.	192 to 194
6.04	Cash Flow Statement based on Direct Method (separate Cash Flow for specific funds e.g. Zakat)."	203
6.05	(a) Information about business segment and non-business segment; and (b) Segmental analysis of business performance including segment revenue, segment results, profit before tax, segment assets and liabilities."	403 to 405
6.06	Share price sensitivity analysis using key variables (i.e. selling price, raw material cost, interest rate and currency) with the consequent impact on the company's earning."	202
6.07	Composition of local versus imported material and sensitivity analysis in narrative form due to foreign currency fluctuations.	N/A
6.08	Disclosure of market share of the company and its products and services.	N/A
6.09	Statement of value added and its distribution with graphical presentation: (a) Employees as remuneration; (b) Government as taxes (separately direct and indirect) (c) Shareholders as dividends; (d) Providers of financial capital as financial charges; (e) Society as donation; and (f) Retained within the business.	191
6.10	Statement of Economic value added (EVA) [EVA = NOPAT – WACC x TC, where NOPAT is Net Operating Profit After Tax, WACC is Weighted Average Cost of Capital, and TC is Total Invested Capital]	N/A



BCR Ref.	Particulars	Page No
6.11	CEO presentation video on the company's business performance of the year covering the company business strategy to improve and future outlook. (Please provide relevant webpage link of the video in the company's annual report).	159
<b>7</b>	<b>Business Model</b>	
7.01	Describe the business model including inputs, business activities, outputs and outcomes as per international applicable framework.	160
7.02	Explanation of any material changes in the entity's business model during the year.	160
<b>8</b>	<b>Disclosures on IT Governance and Cybersecurity</b>	
8.01	The Board responsibility statement on the evaluation and enforcement of legal and regulatory implications of cyber risks and the responsibilities of the board in case of any breaches.	123
8.02	Disclosure related to IT governance and cybersecurity programs, policies and procedures and industry specific requirements for cybersecurity and strategy in place.	123 to 124
8.03	Disclosures about how cybersecurity fits into the board's risk oversight function and how the board is engaging with management on this issue.	124
8.04	Disclosure that at least one board-level committee is charged with oversight of IT governance and cybersecurity matters and how the board administers its IT risk oversight function related to these risks.	124
8.05	Disclosure about Company's controls and procedures about an "early warning system" that enables the company to identify, assess, address, make timely disclosures and timely communications to the board about cybersecurity risks and incidents.	124
8.06	Disclosure of policy related to independent comprehensive security assessment of technology environment, including third party risks and when last such review was carried out.	124
8.07	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.	181
8.08	Disclosure of advancement in digital transformation on how the organization has leveraged 4.0 Industrial revolution (RPA, Block Chain, AI, Cloud Computing etc.) toance improve transparency, reporting and govern	124
8.09	Disclosure about education and training efforts of the Company to mitigate cybersecurity risks.	124
<b>9</b>	<b>Future Outlook</b>	
9.01	Forward-looking statement in narrative and quantitative form, including projections or forecasts about known trends and uncertainties that could affect the company's resources, revenues and operations in the short, medium and long term.	169 to 171
9.02	Explanation as to how the performance of the company aligns with the forward-looking disclosures made in the previous year.	171
9.03	Status of the projects in progress and those disclosed in the forward-looking statement in the previous year.	169 to 171
9.04	Sources of information and assumptions used for projections / forecasts in the forwardlooking statement, and any assistance taken by any external consultant.	171
9.05	Disclosure about company's future Research & Development initiatives.	169
<b>10</b>	<b>Stakeholders Relationship and Engagement</b>	
10.01	Stakeholder's engagement policy of the company and how the company has identified its stakeholders."	184
10.02	Stakeholders' engagement process and the frequency of such engagements during the year. Explanation on how the relationship is likely to affect the performance and value of the company, and how those relationships are managed. These engagements may be with:" (a) Institutional investors; (b) Customers & suppliers; (c) Banks and other lenders; (d) Media; (e) Regulators; (f) Local committees; and (g) Analysts.	184 to 185

BCR Ref.	Particulars	Page No
10.03	Steps taken by the management to encourage the minority shareholders to attend the general meetings.	187
10.04	Investors' Relations section on the corporate website.	186
10.05	Issues raised in the last AGM, decisions taken and their implementation status.	185
10.06	(a) Steps board has taken to solicit and understand the views of stakeholders through corporate briefing sessions; and (b) Disclosure of brief summary of Analyst briefing conducted during the year.	187
10.07	Highlights about redressal of investors' complaints including number of complaints received and resolved during the year.	117
10.08	Details about corporate benefits to shareholders like value appreciation, dividend etc.	67
<b>11</b>	<b>Striving for Excellence in Corporate Reporting</b>	
11.01	Board's responsibility statement on full compliance of financial accounting and reporting standards as applicable in Pakistan (i.e. International Financial Reporting Standards (IFRSs) issued by the International Accounting Standards Board (IASB)).	208 to 209
11.02	BCR criteria cross referred with page numbers of the annual report. (details can be maintained by companies on the Investor Relation section of the company's website).	450-456
<b>12</b>	<b>Specific Disclosure of the Financial Statements</b>	
12.01	Specific disclosures of the financial statements required under the Companies Act, 2017 and IFRSs (Annexure II)." <b>Annexure II - Specific Disclosures of the Financial Statements (refer section 12 of the criteria)</b>	
	1 Fair value of Property, Plant and Equipment.	238 to 239
	2 Particulars of significant / material assets and immovable property including location and area of land.	238 to 239
	3 Capacity of an industrial unit, actual production and the reasons for shortfall.	N/A
	4 Forced sale value in case of revaluation of Property, Plant and Equipment or investment property.	239
	5 Specific disclosures required for shariah compliant companies / companies listed on the Islamic Indices as required under clause 10 of the Fourth Schedule of the Companies Act, 2017	316 to 318
	6 Disclosure requirements for common control transactions as specified under the Accounting Standard on 'Accounting for common control transactions' developed by ICAP and notified by SECP (through SECP S.R.O. 53(I)/2022 dated January 12, 2022)	289 to 290
	7 Disclosure about Human Resource Accounting (includes the disclosure of process of identifying and measuring the cost incurred by the company to recruit, select, hire, train, develop, allocate, conserve, reward and utilize human assets).	204 to 205
	8 In financial statements issued after initial or secondary public offering(s) of securities or issuance of debt instrument(s) implementation of plans as disclosed in the prospectus/offering document with regards to utilization of proceeds raised till full implementation of such plans.	No initial or secondary public offers were made during the year 2024
	9 Where any property or asset acquired with the funds of the company and is not held in the name of the company or is not in the possession and control of the company, this fact along with reasons for the property or asset not being in the name of or possession or control of the company shall be stated; and the description and value of the property or asset, the person in whose name and possession or control it is held shall be disclosed.	No such property exist