BCR Creteria 2022 --- Cross Referred with Annual Report

	Table of Content	Total Marks	Obtained Marks	Page Ref No.
	Organizational Overview and External Environment			
	What does the organization do and circumstances under which it operates			
1.01	Principal business activities and markets (local and international) including key brands, products and services.	1	1	12-13
	Geographical location and address of all business units including sales units and plants.	1	1	13, 11
	Mission, vision, code of conduct, culture, ethics and values.	2	1	8-11
	Ownership, operating structure and relationship with group companies (i.e. subsidiary, associated undertaking etc.) and number of countries in which the organization operates. Also name and country of origin of the holding	2	2	15-20
	company/subsidiary company, if such companies are a foreign company.			
	Organization chart indicating functional and administrative reporting, presented with legends.	1	1	21
	Identification of the key elements of the business model of the company through simple diagram supported by a clear	2	2	30-31
	explanation of the relevance of those elements to the organization. (The key elements of business model are Inputs, Business activities, Outputs and Outcomes).			
	Position of the reporting organization within the value chain showing connection with other businesses in the upstream and	1	1	22
	downstream value chain. (This disclosure shall be provided by the companies in service and non-service sector organizations			
	through graphical presentation).			
	Significant factors effecting the external environment and the associated organization's response. Also describe the effect of seasonality on business in terms of production and sales. (External environment includes commercial,	1	1	23, 24
	political, economic, social, technological, environmental and legal environment).			
	The legitimate needs, interests of key stakeholders and industry trends.	1	1	25
	SWOT Analysis of the company.	1	1	24
	Competitive landscape and market positioning (considering factors such as the threat of new competition and substitute	1	1	25
	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).			
	The legislative and regulatory environment in which the organization operates.	1	1	32
	The political environment where the organization operates and other countries that may affect the ability of the	1	1	24
	organization to implement its strategy.			
	Significant changes from prior years (regarding the information disclosed in this section).	1	1	32
	History of major events.	1	1	26-27
1.16	Details of significant events occurred during the year and after the reporting period.	18	18	28-29
2	Strategy and Resource Allocation Where does the organization want to go and how does it intend to get there			
2.01	Short, medium and long term strategic objectives.	1	1	36
	Strategies in place or intended to be implemented to achieve the strategic objectives.	2	2	36
	Resource allocation plans to implement the strategy and financial capital structure. Resource mean CAPITALS including:	2	2	37
	 a. financial capital (e.g. liquidity, cash flows, financing arrangements); human capital; b. manufactured capital (e.g. building, equipment, infrastructure); 			
	 c. intellectual capital (e.g. patents, copyrights, software, licenses, knowledge, system, procedures); 			
	d. human capital;			
	e. social and relationship capital; and			
	f. natural capital.			
	Key resources and capabilities of the company which provide sustainable competitive advantage. Value created by the business, and for whom, using these resources and capabilities.	1	1	37 37
	The effect of technological change, societal issues such as population and demographic changes, human rights, health, poverty,	2	2	38
	collective values and educational systems, environmental challenges, such as climate change, the loss of ecosystems, and			
	resource shortages on the company strategy and resource allocation.			
2.07	Specific processes used to make strategic decisions and to establish and monitor the culture of the organization, including its	1	1	38
	attitude to risk and mechanisms for addressing integrity and ethical issues.			
		2	2	26
2.08	Key performance indicators (KPIs) to measure the achievement against strategic objectives including statement as to whether	2	2	36
2.08		2	2	36
2.08	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.			36
2.08 2.09 a) b)	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. Board's statement on the following: significant plans and decisions such as corporate restructuring, business expansion, or discontinuance of operations; business rationale of major capital expenditure or projects started during the year and those planned for next year etc.	2		39 39
2.08 2.09 a) b)	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. Board's statement on the following: significant plans and decisions such as corporate restructuring, business expansion, or discontinuance of operations;	2	2	39
2.08 2.09 a) b) 2.10	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. Board's statement on the following: significant plans and decisions such as corporate restructuring, business expansion, or discontinuance of operations; business rationale of major capital expenditure or projects started during the year and those planned for next year etc. Significant changes in objectives and strategies from prior years.	2		39 39
2.08 2.09 a) b) 2.10 3	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. Board's statement on the following: significant plans and decisions such as corporate restructuring, business expansion, or discontinuance of operations; business rationale of major capital expenditure or projects started during the year and those planned for next year etc. Significant changes in objectives and strategies from prior years. Risks and Opportunities	2	2	39 39
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2.08 2.09 a) b) 2.10 3 3.01	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. Board's statement on the following: significant plans and decisions such as corporate restructuring, business expansion, or discontinuance of operations; business rationale of major capital expenditure or projects started during the year and those planned for next year etc. Significant changes in objectives and strategies from prior years. Risks and Opportunities Specific risks and opportunities that affect the organization's ability to create	2	2	39 39
2.08 2.09 a) b) 2.10 3 3.01 3.02	Key risks and opportunities effecting availability, quality and affordability of CAPITALS in the short, medium and long term. Risk Management Framework including risk management methodology and principal risk and uncertainties facing the company.	2 1 15 2	2 1 15 2	39 39 36 44-45 42
2.08 2.09 a) b) 2.10 3 3.01 3.02 3.03 3.04	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. Board's statement on the following: significant plans and decisions such as corporate restructuring, business expansion, or discontinuance of operations; business rationale of major capital expenditure or projects started during the year and those planned for next year etc. Significant changes in objectives and strategies from prior years. Risks and Opportunities Specific risks and opportunities that affect the organization's ability to create value over the short, medium and long term, and how it is dealing with them Key risks and opportunities effecting availability, quality and affordability of CAPITALS in the short, medium and long term. Risk Management Framework including risk management methodology and principal risk and uncertainties facing the company. Sources of risks and opportunities (internal and external). The initiatives taken by the company in promoting and enabling innovation.	2 1 15 2	2 1 15 2	39 39 36 44-45 42 44-45 42 44-45 46
2.08 2.09 a) b) 2.10 3 3 3 3 3 3 3 3	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. Board's statement on the following: significant plans and decisions such as corporate restructuring, business expansion, or discontinuance of operations; business rationale of major capital expenditure or projects started during the year and those planned for next year etc. Significant changes in objectives and strategies from prior years. Risks and Opportunities Specific risks and opportunities that affect the organization's ability to create value over the short, medium and long term, and how it is dealing with them Key risks and opportunities (internal availability, quality and affordability of CAPITALS in the short, medium and long term. Risk Management Framework including risk management methodology and principal risk and uncertainties facing the company. Sources of risks and opportunities (internal and external). The initiatives taken by the company in promoting and enabling innovation. Assessment of the 'likelihood' that the risk or opportunity will come to fruition and the 'magnitude' of its effect if it does.	2 1 15 2 2 3 3 1 1 1	2 1 15 2 3 3 1 1 1	39 39 36 44-45 42 44-45 46 44-45
2.08 2.09 a) b) 2.10 3 3 3 3 3 3 3 3	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. Board's statement on the following: significant plans and decisions such as corporate restructuring, business expansion, or discontinuance of operations; business rationale of major capital expenditure or projects started during the year and those planned for next year etc. Significant changes in objectives and strategies from prior years. Risks and Opportunities Specific risks and opportunities that affect the organization's ability to create value over the short, medium and long term, and how it is dealing with them Key risks and opportunities effecting availability, quality and affordability of CAPITALS in the short, medium and long term. Risk Management Framework including risk management methodology and principal risk and uncertainties facing the company. Sources of risks and opportunities (internal and external). The initiatives taken by the company in promoting and enabling innovation.	2 1 15 2 2 3 1	2 1 15 2	39 39 36 44-45 42 44-45 42 44-45 46

	trategy to overcome liquidity problem and the company's plan to manage its repayment of debts and meet operational	1	1	46
	isses. nadequacy in the capital structure and plans to address such inadequacy.	1	1	47
		16	16	
4	Sustainability and Corporate Social Responsibility			
	lightlights of the company's performance, policies, initiatives and plans in place relating to the various aspects of	10	10	50-53, 54-56
a)	ustainability and corporate social responsibility as per best business practices including: environment related obligation applicable on the company;			
b) c)	company progress towards environmental, social and & governance initiatives during the year; and company's responsibility towards the staff, health & safety.			
4.02 9	tatus of adoption/compliance of the Corporate Social Responsibility (Voluntary) Guidelines, 2013 issued by the SECP or any ther regulatory framework as applicable.	5	5	53
	ertifications acquired and international standards adopted for best sustainability and CSR practices.	5	5	57
		20	20	
-	Sovernance How does the organization's governance structure support its ability to create			
	value in the short, medium and long term			
	oard composition: eadership structure of those charged with governance.	1	1	63
b) N	lame of independent directors indicating justification for their independence.	1	1	63
c) [iversity in the board i.e. competencies, requisite knowledge & skills, and experience.	1	1	63
	rofile of each director including education, experience and involvement /engagement of in other entities as CEO, Director, FO or Trustee etc.	1	1	60-62
	lo. of companies in which the executive director of the reporting organization is serving as non-executive director.	1	1	61
5.02 0	hairman's Review Report on the overall performance of the board and effectiveness of the role played by the board in	1	1	64
â	chieving the company's objectives. Istatement of how the board operates, including a high-level statement of which types of decisions are to be taken by	1	1	65
	statement of now the board operates, including a high-level statement of which types of decisions are to be taken by ne board and which are to be delegated to management.	1	1	CO
5.05 A	nnual evaluation of performance, along with description of criteria used for the members of the board including CEO,	1	1	65
(hairman and board's committees. Jisclosure if the board's performance evaluation is carried out by an external consultant once in three years.	1	1	63
		1	1	
	etails of formal orientation courses for directors. virectors' Training Program (DTP) attended by directors, female executive and head of department from the institutes	1	1	65
	pproved by the SECP and names of those who availed exemptions during the year.	-	*	
5.09 [escription of external oversight of various functions like systems audit or internal audit by an external specialist and other	1	1	65
r	neasures taken to enhance credibility of internal controls and systems.			
5.10	anna a' an l'an fan wlatad an de banna than			
b) [pproved policy for related party transactions. letails of all related parties transactions, along with the basis of relationship describing common directorship and percentage	1	1	66 66,16-17, 179
	f shareholding. ontract or arrangement with the related party other than in the ordinary course of business on an arm's length basis, if	1	1	66,178-179
a	ny along with the justification for entering into such contract or arrangement.	1		
e) I	visclosure of director's interest in related party transactions. n case of conflict, disclosure that how such a conflict is managed and monitored by the board.	1	1	66,178-179 66
	visclosure of Board's Policy on the following significant matters: iovernance of risk and internal controls.	1	1	66
b) [viversity (including gender), any measurable objectives that it has set for implementing the policy, and progress on	1	1	66
c) [chieving the objectives. visclosure of director's interest in significant contracts and arrangements.	1	1	66
	emuneration of non-executive directors including independent directors for attending board meetings and general neetings.	1	1	66
e) F	etention of board fee by the executive director earned by him against his services as non-executive director in other	1	1	66
	ompanies. ecurity clearance of foreign directors.	1	1	66
	oard meetings held outside Pakistan. Iuman resource management including preparation of succession plan.	1	1	63
i) S	ocial and environmental responsibility.	1	1	68 69
k) I	nvestors' relationship and grievances.	1	1	68
	mployee health, safety and protection. /histle blowing policy including mechanism to receive and handle complains in a fair and transparent manner and providing	1	1	69 67
ſ	rotection to the complainant against victimization and reporting in Audit Committee's report. afety of records of the company.	1	1	69
0) F	roviding reasonable opportunity to the shareholder for participation in the AGM.	1	1	68
	oard review statement of the organization's business continuity plan or disaster recovery plan. visclosure of beneficial (including indirect) ownership and flow chart of group shareholding and relationship as holding	1 4	1 4	69 20
c	ompany, subsidiary company or associated undertaking. ompliance with the Best Practices of Code of Corporate Governance (No marks in case of any non-compliance).	1	1	74-76
5.15 A	brief description about role of the Chairman and the CEO.	1	1	65
	hares held by Sponsors / Directors / Executives. alient features of TOR and attendance in meetings of the board committees (Audit, Human Resource, Nomination and	1 1	1	85
F	isk management). imely Communication:	6	0	118
[nate of authorization of financial statements by the board of directors:	0	U	110
	/ithin 40 days6 marks /ithin 60 days3 marks			
(Entities requiring approval from a Regulator before finalization of their financial statements would be provided a 20 days elaxation, on providing evidence to the Committee).			
5.19	udit Committee report should describe the work of the committee in discharging its responsibilities. The report should	3	3	78
	nclude: iomposition of the committee with at least one member qualified as "financially literate and all members are non-executive /			78
I	ndependent directors including the Chairman of the Audit Committee. ole of the committee in discharging its responsibilities for the significant issues in relation to the financial statements, and			78
ł	ow these issues were addressed with details where particular attention was paid in this regard.			
	iommittee's overall approach to risk management and internal control, and its processes, outcomes and disclosure. ole of Internal Audit to risk management and internal control, and approach to Internal Audit to have direct access to			78
A	udit Committee and evaluation of Internal Auditor's performance. eview of arrangement for staff and management to report to Audit Committee in confidence, concerns, if any, about			78
ā	ctual or potential improprieties in financial and other matters and recommended instituting remedial and mitigating			70
r	neasures.			

f)				
	An explanation as to how it has assessed the effectiveness of the external audit process and the approach taken to the			78
ļ'	appointment or reappointment of the external auditor, and information on the length of tenure of the current statutory			_
	auditor; and if the external auditor provides non-audit services, an explanation as to how auditor's objectivity and independence is safequarded.			
g)	If Audit Committee recommends external auditors other than the retiring external auditors, before the lapse of three			78
	In Addit committee recommends external additions one than the rechning external additors, before the tapse of three			70
h)	The Audit Committee's views whether the Annual Report was fair, balanced and understandable and also whether it			78
	provided the necessary information for shareholders to assess the company's position and performance, business model and			
	strategy.			
	Results of the self-evaluation of the Audit Committee carried out of its own performance.			78
	Disclosure of the number of whistle-blowing incidences reported to the Audit Committee during the year.			78
	Presence of the chairman of the Audit Committee at the AGM to answer questions on the Audit Committee's activities /	1	1	
	matters that are within the scope of the Audit Committee's responsibilities.			
	Board disclosure on Company's use of Enterprise Resource Planning (ERP) software including:	1	1	79
	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;		1	/9
	Internation internet support in the effective implementation and continuous updation;	1	1	79
	details apport in the checker in monthead and continued apport in the checker apport in	1	1	79
	how the company manages risks or control risk factors on ERP projects;	1	1	79
	how the company assesses system security, access to sensitive data and segregation of duties.	1	1	79
5.22	Where an external search consultancy has been used in the appointment of the Chairman or a non-executive director, it	1	1	N/A
	should be disclosed if it has any other connection with the company.			
	Chairman's significant commitments and any changes thereto.	1	1	63
5.24	Disclosure about the Government of Pakistan policies related to company's business/sector in Directors' Report and	1	1	79, 98
5.25	their impact on the company business and performance. How the organization's implemented governance practices have been exceeding legal requirements.	1	1	80
5.25	The digalizations implemented governance practices have been exceeding regarized internents.	CO.		
		60	54	
6	Analysis of the Financial Information			
	To what extent has the organization achieved its strategic objectives for the		1	
	period			
6.01	Analysis of the financial and non-financial performance using both qualitative and quantitative indicators showing linkage	3	3	99,103-104
	between:			
	(a) Past and current performance;			99,103-104
	(b) Performance against targets /budget; and	-		99,103-104
	(c) Objectives to assess stewardship of management. The analysis should cover significant deviations from previous year in ananting arouthe and the program for loss if insured and foture programs of profile.	-		99,103-104
	operating results and the reasons for loss, if incurred and future prospects of profits.	-		
6.02	Analysis of financial ratios (Annexure I) (this includes marks of ratios for Shariah compliant companies and companies listed	26	26	101, 103-104
0.02	Analysis of manual radius (Ametule 1) (this includes marks of radius for sharaff compliant complaints and companies instea	20	20	101, 103-10
	Non-Financial Sector			
	Profitability Ratios			
	Gross Profit ratio			101
	Net Profit to Sales			101
	EBITDA Margin to Sales			101
	Operating leverage ratio			101
	Return on Equity			101
	Return on Capital employed			101
<u>g)</u>	Shareholders' Funds			101
h)	Return on Shareholders' Funds Liquidity Ratios			101
a)				101
	Quick / Acid test ratio			101
	Cash to Current Liabilities			101
	Cash flow from operations to Sales			101
	Cash flow to capital expenditures			101
f)	Cash flow coverage ratio			101
	Investment / Market Ratios			
	Earnings per Share (EPS) and diluted EPS			101
	Price Earnings ratio			101
	Price to Book ratio			101
	Dividend Yield ratio			101
	Dividend Payout ratio / Dividend Cover Ratio			101
)	Cash Dividend per share / Stock Dividend per share Market value per share at the year end and high/low during the year			101
<u>y</u>) h)	Market value per share at the year end and high/low during the year Breakup value per share			101
	i. Without Surplus on Revaluation of property, plant and equipment		1	101
	ii. With Surplus on Revaluation of Property plant and equipment including the effect of all Investments			101
	iii.Including Investment in Related Party at fair /market value and also with Surplus on Revaluation of property plant and			101
	equipment.			
	DuPont Analysis			110
	Free Cash Flow			108
k)	Economic Value Added (EVA)	-		108
	Capital Structure	+	+	101
2)			1	101
	Financial leverage ratio Weighted average cost of debt		1	101
b)	Weighted average cost of debt			
b) c)	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value)			101
b) c) d) e)	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio			
b) c) d) e)	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios			101 101
b) c) d) e) a)	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios Total Assets turnover ratio			101 101 101
b) c) d) e) a) b)	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios Total Assets turnover ratio Fixed Assets turnover ratio			101 101 101 101
b) c) d) e) a) b) c)	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios Total Assets turnover ratio Fixed Assets turnover ratio No. of Days in Inventory			101 101 101 101 101 101
b) c) d) e) a) b) c) d)	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios Total Assets turnover ratio Fixed Assets turnover ratio No. of Days in Inventory No. of Days in Receivables			101 101 101 101 101 101
b) c) d) e) a) b) c) d) e)	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios Total Assets turnover ratio Fixed Assets turnover ratio No. of Days in Inventory No. of Days in Receivables No. of Days in Payables			101 101 101 101 101 101 101
b) c) d) e) a) b) c) d) e) f)	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios Total Assets turnover ratio Fixed Assets turnover ratio No. of Days in Inventory No. of Days in Receivables No. of Days in Payables Operating cycle			101 101 101 101 101 101
b) c) d) e) b) c) d) e) f)	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios Total Assets turnover ratio Fixed Assets turnover ratio No. of Days in Inventory No. of Days in Receivables No. of Days in Receivables Derating cycle Employee Productivity ratios			101 101 101 101 101 101 101 101
b) c) d) e) a) b) c) d) e) f) a)	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios Total Assets turnover ratio Fixed Assets turnover ratio No. of Days in Inventory No. of Days in Receivables No. of Days in Payables Operating cycle Employee Production per Employee			101 101 101 101 101 101 101 101 101
b) c) d) e) a) b) c) d) e) f) b) b)	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios Total Assets turnover ratio Fixed Assets turnover ratio No. of Days in Inventory No. of Days in Receivables No. of Days in Pavables Operating cycle Employee Productivity ratios Production per Employee			101 101 101 101 101 101 101 101 101 101
b) c) d) e) c) c) c) c) f) b) c) c)	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios Total Assets turnover ratio Fixed Assets turnover ratio No. of Days in Inventory No. of Days in Receivables No. of Days in Payables Operating cycle Employee Production per Employee			101 101 101 101 101 101 101 101 101
b) c) d) e) b) c) d) e) f) b) c) c) c) c) c) c) c) c) c) c	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios Total Assets turnover ratio Fixed Assets turnover ratio No. of Days in Inventory No. of Days in Receivables No. of Days in Payables Operating cycle Employee Production per Employee Staff turnover ratio Non-Financial Ratios			101 101 101 101 101 101 101 101 101 101
b) c) d) e) b) c) d) e) f) b) c) a)	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios Total Assets turnover ratio Fixed Assets turnover ratio No. of Days in Inventory No. of Days in Receivables Operating cycle Employee Productivity ratios Production per Employee Revenue per Employee Staff furnover ratio			101 101 101 101 101 101 101 101 101 101
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b) c) d) e) b) c) d) e) f) b) c) a) b) c) a) b) c) c) c) c) c) c) c) c) c) c	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios Total Assets turnover ratio No. of Days in Inventory No. of Days in Receivables Operating cycle Employee Productivity ratios Production per Employee Staff turnover ratio No. of Pays in Receivables Operating cycle Employee Employee Staff turnover ratio No. of Pays in Ratois Yoo Prinancial Ratios No of Pays and Staff turnover ratio Staff turnover satisfaction Index Others Spares Inventory as % of Assets Cost			101 101 101 101 101 101 101 101 101 101
b) c) d) e) b) c) d) c) d) e) f) b) c) a) b) c) a) b) c) c) c) c) c) c) c) c) c) c	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios Total Assets turnover ratio Fixed Assets turnover ratio No. of Days in Inventory No. of Days in Receivables No. of Days in Receivables Production per Employee Revenue per Employee Staff turnover ratio Mon-Financial Ratios % of Plant Availability Customer Satisfaction Index Others			101 101 101 101 101 101 101 101 101 101
b) c) d) e) b) c) c) c) f) b) c) c) c) b) c) c) c) c) c) c) c) c) c) c	Weighted average cost of debt Debt to Equity ratio (as per book and as per market value) Net assets per share Interest Cover /Time Interest earned ratio Activity / Turnover Ratios Total Assets turnover ratio No. of Days in Inventory No. of Days in Receivables Operating cycle Employee Productivity ratios Production per Employee Staff turnover ratio No. of Pays in Receivables Operating cycle Employee Employee Staff turnover ratio No. of Pays in Ratois Yoo Prinancial Ratios No of Pays and Staff turnover ratio Staff turnover satisfaction Index Others Spares Inventory as % of Assets Cost	5	5	101 101 101 101 101 101 101 101 101 101

6 6 4				
	Graphical presentation of 6.02 and 6.03 above.	5	5	105
6.05	Explanation of negative change in the performance against prior year including analysis of variation in results reported in interim reports with the final accounts, including comments on the results disclosed in 6.02 and 6.03 above.	2	2	103-104, 106
6.06	Any significant change in accounting policies, judgements, estimates and assumptions with rationale.	1	1	108
	Information about defaults in payment of any debts and reasons thereof period.	1	1	108
	Methods and assumptions used in compiling the indicators.	2	2	108
	Cash Flow Statement based on Direct Method (separate Cash Flow for specific funds e.g. Zakat).	2	2	109
	Segmental review and analysis of business performance including segment revenue, segment results, profit before tax, segment assets and liabilities.	2	2	107
	 a) Share price sensitivity analysis using key variables (i.e. selling price, raw material cost, interest rate and currency) with 	1	1	110
	the consequent impact on the company's earning .	1	1	110
	b) Composition of local versus imported material and sensitivity analysis in narrative form due to foreign currency	1	1	108
	fluctuations			
	Brief description and reasons:	2	2	
	 a) for not declaring dividend despite earning profits and future prospects of dividend. b) where any payment on account of taxes, duties, levies etc. is overdue or outstanding. 			108
	CEO presentation video on the company's business performance of the year covering the company business strategy to	7	7	Attacked Link
0.15	improve and future outlook. (Please provide relevant webpage link of the video in the company's annual report).	,	,	Accord
		60	60	
				_
7	Disclosures on IT Governance and Cybersecurity			
	How the Board evaluate the company's IT governance and cybersecurity risk			
	and how the Board manages those risks that threaten the company's			
	operations			-
7.1				70.70
7.1	The Board responsibility statement on the evaluation and enforcement of legal and regulatory implications of cyber risks and	5	5	70, 78
7.2	the responsibilities of the board in case of any breaches. Disclosure related to IT governance and cybersecurity programs, policies and procedures and industry specific requirements	3	3	71
	Discussione related to 11 governmence and cybersecurity programs, policies and procedures and industry specific requirements for cybersecurity and strategy in place.		5	/1
	Disclosures about how cybersecurity fits into the board's risk oversight function and how the board is engaging with	2	2	71
	management on this issue.			
7.4	Disclosure that at least one board-level committee is charged with oversight of IT governance and cybersecurity matters	2	2	71
7 -	and how the board administers its IT risk oversight function related to these risks.		2	71
	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.	2	2	71
	Disclosure of policy related to independent comprehensive security assessment of technology environment, including third	1	1	72
2.5	Discussie of policy related to independent completensive security assessment of technology environment, including unit		*	1 12
7.7	Disclosure about resilient contingency and disaster recovery plan in terms of dealing with a possible IT failure or cyber	2	2	72
	breach and details about company's cyber insurance.			
	Disclosure of advancement in digital transformation on how the organization has leveraged 4.0 Industrial revolution (RPA,	1	1	73
	Block Chain, AI, Cloud Computing etc.) to improve transparency, reporting and governance.	2	2	73
7.9	Disclosure about education and training efforts of the Company to mitigate cybersecurity risks.			/3
		20	20	
8	Future Outlook			
	Challenges and uncertainties that the organization is likely to encounter in			
	pursuing its strategy, and what are the potential implications for its business			
	model and future performance			
8.01	Forward looking statement in narrative and quantitative form including projections or forecasts about known trends and	4	4	111-112
	uncertainties that could affect the company's resources, revenues and operations in the short, medium and long term.			
8.02	Explanation of the external environment including political, economic, social, technological, environmental and legal	2	2	111-112
	environment that is likely to be faced in the short, medium and long term and how it will affect the organization in terms of			_
8.03	its business performance, strategic objectives and availability, quality and affordability of capitals. Explanation as to how the performance of the company meets the forward looking disclosures made in the previous year.	3	3	111
	Status of the projects in progress and were disclosed in the forward looking statement in the previous year.	2	2	111
8.05	Sources of information and assumptions used for projections / forecasts in the forward looking statement and assistance	2	2	112
	taken by any external consultant.			
8.06	How the organization is currently equipped in responding to the critical challenges and uncertainties that are likely to arise.	2	2	112
		15	15	
9	Stakeholders Relationship and Engagement			
3				
	State of key stakeholder relationships and how the organization has			
	responded to key stakeholders' legitimate needs and interests			
	Stakeholders engagement policy of the company and how the company has identified its stakeholders.	2	2	88
	Stakeholders' engagement process and the frequency of such engagements during the year. Explanation on how these solutions are likely the second base of the second second base of the second base the second base of the second	3	3	88-89
	relationships are 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. 			
	E) regulators, if total committees and g) Analysis. Steps taken by the management to encourage the minority shareholders to attend the general meetings.	3	3	89
9.04	Investors' Relations section on the corporate website.	1	1	90
	Issues raised in the last AGM, decisions taken and their implementation status.	1	1	89
9.06	Statement of value added and its distribution with graphical presentation: a) Employees as remuneration; b)	2	2	91
	Government as taxes (separately direct and indirect); c) Shareholders as dividends; d) Providers of financial capital as			
9.07	financial charges; e) Society as donation; and f) Retained within the business. Steps board has taken to solicit and understand the views of stakeholders through corporate briefing sessions and	2	2	90
5.07	disclosure of brief summary of Analyst briefing conducted during the year.		۷.	
9.08	Highlights about refressal of investors' complaints.	1	1	90
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	Rusiness Model			
10	Business Model			
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10	Business model is a system of transforming inputs, through business activities,			
10				
10	into outputs and outcomes that aims to fulfil the organization's strategic			
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10	into outputs and outcomes that aims to fulfil the organization's strategic			
	into outputs and outcomes that aims to fulfil the organization's strategic purposes and create value over the short, medium and long term	5	5	30-31
	into outputs and outcomes that aims to fulfil the organization's strategic	5	5	30-31
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Specific Disclosure of the Financial Statements - Annexure II - (Refer section 12 of the criteria) Image: Criteria Image: Criteria 1 Fair value of Property, Part and Coupment. 1		nework. teria cross referred with page numbers of the annual report. (details can be maintained by companies on the	3	3	33
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22 Specific Disclosures of the Financial Statements and the second statements of the second statements and the second statements and the second statements and the second statement and the second s	1.04 Disclosu	ures beyond BCR criteria (The participating organization to send the list of additional disclosures to BCR Committee).			33
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11 Summary of significant transactions and events that have afficient the company's financial position and performance during 1 1 120-1 2 Force also data in case of resultation of Property, Flatt and Exploment or investment property. 0.5 0.5 1 142-1 2 Force also data investigates resultation of Property, Flatt and Exploment or investment property. 0.5 0.5 1 142-1 4 Particulars of many force and the data investigates resultation on the most investments in forcing on companies or undertaking. 0.5 0.5 109.1 5 Particulars of these company rules given by the sector of company or undertaking needed and sector of the sector of company in Particulars of these company rules given by the sector of company or undertaking needed and sector of the sector of company in Particulars of these company rules given by the sector of company in Particular Data institutes and the sector of company in Particular Data institutes and the sector of				1	
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3] Detriculation of shareholders (Number of shares as well as calegory, e.g. Promoter, DirectoryStecutives or close Tamly 1					
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4 Particulars of major foreign sharefolders, other than natural person, holding more than 5% of paid up capital in the 1				1	142-14
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15 Particulars where company has diven loans or advances or has made investments in foreign companies or undertaking. 0.5 0.5 0.5 159.1 default brief description of any lagal action taken against the defaulting parties. 0.5 0.5 0.5 159.1 default brief description of any lagal action taken against the defaulting parties. 0.5 0.5 157.1 of the court, agency or authority in which the proceeding actes yo or overneement authority, whether local of foreign, include name. 0.5 0.5 157.1 of the court, agency or authority in which the proceeding acte yo to solve mere authority, whether local of foreign, include name. 0.5 0.5 157.1 of the court, agency or authority in which the proceeding acte yo to solve a solve at automice in the local solve actes automice. 0.5 0.5 177.1 10 Inscription and advances, other that not solve at automice in the local solve actes automice. 0.5 0.5 170.1 11 Inscription advances, other that not solve at automice and automice. 0.5 0.5 10.1 12 Descloare about Human Resource Accounting (includes the discloare of accounts for excloare and automice in automice and automic				1	04-8
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72 Treasury shares in respect of issued share capital of a company. 0.5 0.5 0.5 16 In description of the factual basis of the proceeding are pending, the data instituted, the principal parties thereto, a 0.5 0.5 0.5 17 Treasury shares in respect of inspecting and the relief south, may financial atterments shall be stated along 0.5 0.5 0.5 18 Description of the factual basis of the proceeding are pending. The factual basis of proceeding are pending. The factual basis of proceeding are pending. The pending are pending are pendi				0.0	1 200, 1
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