

| No. | Best Corporate Report Awards 2022 Self Assessment Checklist Name of Company: K-Electric Limited | Allocated Marks | Obtained Marks | Reference | Remarks |
|----------|---|-----------------|----------------|--|---------|
| 1 | Organizational Overview and External Environment What does the organization do and circumstances under which it operates | 18 | 18 | | |
| 1.01 | Principal business activities and markets (local and international) including key brands, products and services. | 1 | 1 | Page 1, 5, 6 Note 1.1, 1.2 & 1.3 of FS (page 109) | |
| 1.02 | Geographical location and address of all business units including sales units and plants. | 1 | 1 | Page 6 Note 1.3 of FS (page 109) | |
| 1.03 | Mission, vision, code of conduct, culture, ethics and values. | 1 | 1 | Vision = Page 10 Mission = Page 10 Culture & Ethics: Page 10 Corporate Values = Page 11 Code of conduct = Page 20 | |
| 1.04 | 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 company/subsidiary company, if such companies are a foreign company. | 2 | 2 | Ownership: Page 5 Operating structure: Page 15 Relationship with group companies: Page 5 Name & origin country of foreign holding Co.: Point g of page 31, note 1.2 of FS (Page 109) | |
| 1.05 | Organization chart indicating functional and administrative reporting, presented with legends. | 1 | 1 | Page 15 | |
| 1.06 | Identification of the key elements of the business model of the company through simple diagram supported by a clear explanation of the relevance of those elements to the organization. (The key elements of business model are Inputs, Business activities, Outputs and Outcomes). | 2 | 2 | Page 42 & 43 | |
| 1.07 | Position of the reporting organization within the value chain showing connection with other businesses in the upstream and downstream value chain. (This disclosure shall be provided by the companies in service and non-service sector organizations through graphical presentation). | 1 | 1 | KE within the Value Chain: Page 35 Competitive landscape and market positioning: Page 29 | |
| 1.08 | 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, political, economic, social, technological, environmental and legal environment). | 1 | 1 | PESTEL Analysis: Page 55 | |
| 1.09 | The legitimate needs, interests of key stakeholders and industry trends. | 1 | 1 | Page 250 | |
| 1.10 | SWOT Analysis of the company. | 1 | 1 | Page 54 | |
| 1.11 | 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). | 1 | 1 | Page 29 | |
| 1.12 | The legislative and regulatory environment in which the organization operates. | 1 | 1 | Page 250 (Regulators) | |
| 1.13 | The political environment where the organization operates and other countries that may affect the ability of the organization to implement its strategy. | 1 | 1 | Page 55 | |
| 1.14 | Significant changes from prior years (regarding the information disclosed in this section). | 1 | 1 | Page 35 | |
| 1.15 | History of major events. | 1 | 1 | Page 8 | |
| 1.16 | Details of significant events occurred during the year and after the reporting period. | 1 | 1 | Page 35, 34, 36, 37, 40 & 41 | |
| 2 | Strategy and Resource Allocation <i>Where does the organization want to go and how does it intend to get there</i> | 15 | 15 | | |
| 2.01 | Short, medium and long term strategic objectives. | 1 | 1 | Page 28 & 35 | |
| 2.02 | Strategies in place or intended to be implemented to achieve the strategic objectives. | 2 | 2 | Page 28 & 35 | |
| 2.03 | Resource allocation plans to implement the strategy and financial capital structure. Resource mean CAPITALS including: 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. Explanation: Disclosures about the capitals should include the factors that affect the availability, quality and affordability of relevant capitals and the organization's expectations of its ability to produce flows from them to meet future demand. <i>Demonstrating the connectivity of financial performance with performance and outcomes regarding the other capitals & how the organization's strategy and resource allocation plans affect key capitals and risk management arrangements related to them should be included under capital reporting.</i> | 2 | 2 | Page 35 & 45 | |
| 2.04 | Key resources and capabilities of the company which provide sustainable competitive advantage. | 1 | 1 | Page 42 & 43 | |
| 2.05 | Value created by the business, and for whom, using these resources and capabilities. | 1 | 1 | Page 42 & 43 | |
| 2.06 | The effect of technological change, societal issues such as population and demographic changes, human rights, health, poverty, 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 | 2 | Page 55 | |
| 2.07 | Specific processes used to make strategic decisions and to establish and monitor the culture of the organization, including its attitude to risk and mechanisms for addressing integrity and ethical issues. | 1 | 1 | Page 61 - 64 | |
| 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. | 2 | 2 | Page 35 | |
| 2.09 | Board's statement on the following: a) significant plans and decisions such as corporate restructuring, business expansion, or discontinuance of operations; b) business rationale of major capital expenditure or projects started during the year and those planned for next year etc. | 2 | 2 | a) Not Applicable b) Page 25-28 | |
| 2.10 | Significant changes in objectives and strategies from prior years. | 1 | 1 | Page 35 | |
| 3 | Risks and Opportunities <i>Specific risks and opportunities that affect the organization's ability to create value over the short, medium and long term.</i> | 16 | 14 | | |
| 3.01 | Key risks and opportunities effecting availability, quality and affordability of CAPITALS in the short, medium and long term. | 2 | 2 | Page 56 & 57 | |

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|----------|--|-----------------------|-----------------------|--|---------|
| 3.02 | Risk Management Framework including risk management methodology and principal risk and uncertainties facing the company. | 3 | 3 | Risk management framework: Page 162, Page 64 Principal risks: Page 56 | |
| 3.03 | Sources of risks and opportunities (internal and external). | 1 | 1 | Risks: Page 56 & 57 Opportunities: Page 54 | |
| 3.04 | The initiatives taken by the company in promoting and enabling innovation. | 1 | 1 | Page 1 | |
| 3.05 | Assessment of the 'likelihood' that the risk or opportunity will come to fruition and the 'magnitude' of its effect if it does. | 1 | | | |
| 3.06 | 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. | 3 | 3 | Page 56 & 57 | |
| 3.07 | Board's efforts for determining the company's level of risk tolerance by establishing risk management policies. | 1 | 1 | Page 64 | |
| 3.08 | Statement from the board that they have carried out a robust assessment of the principal risks facing the company, including those that would threaten the business model, future performance and solvency or liquidity. | 2 | 1 | Page 56 & 57 | |
| 3.09 | Strategy to overcome liquidity problem and the company's plan to manage its repayment of debts and meet operational losses. | 1 | 1 | Financing update (Page 30) | |
| 3.10 | Inadequacy in the capital structure and plans to address such inadequacy. | 1 | 1 | Financing update (Page 30) | |
| 4 | Sustainability and Corporate Social Responsibility | 20 | 20 | | |
| 4.01 | Highlights of the company's performance, policies, initiatives and plans in place relating to the various aspects of sustainability and corporate social responsibility as per best business practices including: a) environment related obligation applicable on the company; b) company progress towards environmental, social and & governance initiatives during the year; and c) company's responsibility towards the staff, health & safety. | 10 | 10 | a) & b) Environmental, Social, Governance and Sustainability management: Page 50 c) Health, Safety, Environment & Quality: Page 48 | |
| 4.02 | Status of adoption/compliance of the Corporate Social Responsibility (Voluntary) Guidelines, 2013 issued by the SECP or any other regulatory framework as applicable. | 5 | 5 | Page 50 - Alignment with UN SDGs (int. standards) | |
| 4.03 | Certifications acquired and international standards adopted for best sustainability and CSR practices. | 5 | 5 | Certifications: Page 53 Alignment with UN SDGs (int. standards): Page 53 | |
| 5 | Governance <i>How does the organization's governance structure support its ability to create value in the short, medium and</i> | 60 | 50 | | |
| 5.01 | Board composition: a) Leadership structure of those charged with governance. b) Name of independent directors indicating justification for their independence. c) Diversity in the board i.e. competencies, requisite knowledge & skills, and experience. d) Profile of each director including education, experience and involvement /engagement of in other entities as CEO, Director, CFO or Trustee etc. e) No. of companies in which the executive director of the reporting organization is serving as non-executive director. | 1 1 1 1 1 | 1 1 1 1 1 | Page 15 Page 17 Page 16 & 17 Page 16 & 17 3rd para of 2nd column on Page 62 ("Chief Executive Officer is the only Executive Director not serving as a Director of any other company") | |
| 5.02 | Chairman's Review Report on the overall performance of the board and effectiveness of the role played by the board in achieving the company's objectives. | 1 | 1 | Page 12 | |
| 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. | 1 | 1 | Page 61 (3rd para) | |
| 5.04 | Annual evaluation of performance, along with description of criteria used for the members of the board including CEO, Chairman and board's committees. | 1 | 1 | Page 62, 3rd para onwards, Board performance evaluation, Page 63, Page 32 | |
| 5.05 | Disclosure if the board's performance evaluation is carried out by an external consultant once in three years. | 1 | 1 | Page 32, First para of Page 63 | |
| 5.06 | Details of formal orientation courses for directors. | 1 | 1 | Page 32 | |
| 5.07 | Directors' Training Program (DTP) attended by directors, female executive and head of department from the institutes approved by the SECP and names of those who availed exemptions during the year. | 1 | 1 | Page 71 (point no. 9) | |
| 5.08 | 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. | 1 | - | Not applicable | |
| 5.09 | a) Approved policy for related party transactions. b) Details of all related parties transactions, along with the basis of relationship describing common directorship and percentage of shareholding. 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. d) Disclosure of director's interest in related party transactions. e) In case of conflict, disclosure that how such a conflict is managed and monitored by the board. | 1 1 1 1 1 | - 1 - - 1 | - Page 166-169 - - Not Applicable | |
| 5.10 | Disclosure of Board's Policy on the following significant matters: a) Governance of risk and internal controls. b) Diversity (including gender), any measurable objectives that it has set for implementing the policy, and progress on achieving the objectives. c) Disclosure of director's interest in significant contracts and arrangements. d) Remuneration of non-executive directors including independent directors for attending board meetings and general meetings. e) Retention of board fee by the executive director earned by him against his services as non-executive director in other companies. f) Security clearance of foreign directors. g) Board meetings held outside Pakistan. h) Human resource management including preparation of succession plan. i) Social and environmental responsibility. j) Communication with stakeholders. k) Investors' relationship and grievances. | 15 | 15 | Page 64 Page 45 & 50 Page 66 (under conflict of interest policy) 2nd para of 2nd column (Page 61), Page 31 Not Applicable Page 61 Page 60 Page 45 Page 50 Page 250 - 251 Page 65 | |

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| | l) Employee health, safety and protection. | | | Page 48, first para | |
| | m) Whistle blowing policy including mechanism to receive and handle complains in a fair and transparent manner and providing protection to the complainant against victimization and reporting in Audit Committee's report. | | | Page 64 | |
| | n) Safety of records of the company. | | | Page 65 | |
| | o) Providing reasonable opportunity to the shareholder for participation in the AGM. | | | Page 250 | |
| 5.11 | Board review statement of the organization's business continuity plan or disaster recovery plan. | 1 | 1 | Page 65 | |
| 5.12 | Disclosure of beneficial (including indirect) ownership and flow chart of group shareholding and relationship as holding company, subsidiary company or associated undertaking. | 4 | 4 | Page 5 | |
| 5.13 | Compliance with the Best Practices of Code of Corporate Governance (No marks in case of any non-compliance). | 1 | 1 | Page 71 | |
| 5.14 | A brief description about role of the Chairman and the CEO. | 1 | 1 | Page 61 | |
| 5.15 | Shares held by Sponsors / Directors / Executives. | 1 | 1 | Page 254 | |
| 5.16 | Salient features of TOR and attendance in meetings of the board committees (Audit, Human Resource, Nomination and Risk management). | 1 | 1 | TORs: Page 67 Attendance: Page 60 | |
| 5.17 | Timely Communication: Date of authorization of financial statements by the board of directors: within 40 days ---6 marks within 60 days ---3 marks (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). | 6 | | | |
| 5.18 | Audit Committee report should describe the work of the committee in discharging its responsibilities. The report should include: 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. b) Role of the committee in discharging its responsibilities for the significant issues in relation to the financial statements, and how these issues were addressed with details where particular attention was paid in this regard. c) Committee's overall approach to risk management and internal control, and its processes, outcomes and disclosure. d) Role of Internal Audit to risk management and internal control, and approach to Internal Audit to have direct access to Audit Committee and evaluation of Internal Auditor's performance. e) Review of arrangement for staff and management to report to Audit Committee in confidence, concerns, if any, about actual or potential improprieties in financial and other matters and 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 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 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 for 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. | 3 | 3 | Page 69 Page 69 Page 69 Page 69 Page 69 Page 70 Page 70 Page 70 Page 70 | |
| 5.19 | 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. | 1 | 1 | Page 61, 2nd column, 5th para | |
| 5.20 | 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. | 1 1 1 1 1 | 1 1 1 1 1 | Page 46, 47 Page 47 Page 47 Page 47, 1st column, 5th para Page 47 | |
| 5.21 | Where an external search consultancy has been used in the appointment of the Chairman or a non-executive director, it should be disclosed if it has any other connection with the company. | 1 | 1 | Not applicable | |
| 5.22 | Chairman's significant commitments and any changes thereto. | 1 | 1 | Page 12 | |
| 5.23 | 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. | 1 | 1 | Page 29 & 30 | |
| 5.24 | How the organization's implemented governance practices have been exceeding legal requirements. | 1 | 1 | Page 61, 2nd column, 4th para | |
| 6 | Analysis of the Financial Information <i>To what extent has the organization achieved its strategic objectives for the period</i> | 60 | 60 | | |
| 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 (c) Objectives to assess stewardship of management. The analysis should cover significant deviations from previous year in operating results and the reasons for loss, if incurred and future prospects of profits. | 3 | 3 | Page 86 to 95 | |
| 6.02 | Analysis of financial ratios (Annexure I) (this includes marks of ratios for Shariah compliant companies and companies listed on Islamic indices) | 26 | 26 | Page 87 | |
| 6.03 | Vertical and horizontal analysis of Balance Sheet, Profit and Loss Account and summary of Cash Flow Statement for last 6 years. | 5 | 5 | Vertical and horizontal analysis (Page 88) & Cash flow (Page 86) | |
| 6.04 | Graphical presentation of 6.02 and 6.03 above. | 5 | 5 | Page 90-92 | |

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| 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 | Page 89 | |
| 6.06 | Any significant change in accounting policies, judgements, estimates and assumptions with rationale. | 1 | 1 | Page 89 | |
| 6.07 | Information about defaults in payment of any debts and reasons thereof period. | 1 | 1 | Page 89 | |
| 6.08 | Methods and assumptions used in compiling the indicators. | 2 | 2 | Page 89 | |
| 6.09 | Cash Flow Statement based on Direct Method (separate Cash Flow for specific funds e.g. Zakat). | 2 | 2 | Page 95 | |
| 6.10 | Segmental review and analysis of business performance including segment revenue, segment results, profit before tax, segment assets and liabilities. | 2 | 2 | Page 89 & 170 | |
| 6.11 | a) 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. b) Composition of local versus imported material and sensitivity analysis in narrative form due to foreign currency fluctuations. | 1 1 | 1 1 | Page 253 Page 253 | |
| 6.12 | Brief description and reasons: 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. | 2 | 2 | Page 89 | |
| 6.13 | 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). | 7 | 7 | Page 1 | |
| 7 | Disclosures on IT Governance and Cybersecurity <i>How the Board evaluate the company's IT governance and cybersecurity risk and</i> | 20 | 20 | Page 47 | |
| 7.01 | 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. | 5 | 5 | Page 47 | |
| 7.02 | Disclosure related to IT governance and cybersecurity programs, policies and procedures and industry specific requirements for cybersecurity and strategy in place. | 3 | 3 | Page 47 | |
| 7.03 | Disclosures about how cybersecurity fits into the board's risk oversight function and how the board is engaging with management on this issue. | 2 | 2 | Page 47 | |
| 7.04 | 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. | 2 | 2 | Page 47 | |
| 7.05 | 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. | 2 | 2 | Page 47 | |
| 7.06 | Disclosure of policy related to independent comprehensive security assessment of technology environment, including third party risks and when last such review was carried out. | 1 | 1 | Page 47 | |
| 7.07 | 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. | 2 | 2 | Page 47 | |
| 7.08 | Disclosure of advancement in digital transformation on how the organization has leveraged 4.0 Industrial revolution (RPA, Block Chain, AI, Cloud Computing etc.) to improve transparency, reporting and governance. | 1 | 1 | Digital transformation of human resource processes (Page 46) | |
| 7.09 | Disclosure about education and training efforts of the Company to mitigate cybersecurity risks. | 2 | 2 | Page 47 | |
| | Explanatory Note <i>Companies are recommended to assess the risks related to the potential theft or compromise of their technology, data or intellectual property in connection with their operations, as well as how the recognition of these risks may impact their business, including their financial condition and results of operations, and any effects on their reputation, stock price and long-term value. Where these risks are material to investment and voting decisions, they should be disclosed, and we encourage companies to provide disclosure that allows investors to evaluate these risks through the eyes of management. Please note that disclosure about these risks should be specifically fit to a company's unique facts and circumstances. We trust that corporations should continue to consider this growing area of risk and evaluate its materiality on an ongoing basis.</i> <i>Further, the Company should not make such detailed disclosures that could compromise its cybersecurity efforts – for example, by providing a "roadmap or product details" for those who seek to penetrate a company's security protections. However, companies should disclose IT governance and cybersecurity risks and incidents that are material to investors, including the associated financial, legal, or reputational consequences, if any.</i> | | | | |
| 8 | Future Outlook <i>Challenges and uncertainties that the organization is likely to encounter in pursuing its strategy, and what are</i> | 15 | 8 | | |
| 8.01 | 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. | 4 | 2 | Page 33 (in narrative form), Planned project on page 28, page 38, (major projects), page 39 (future initiative) | |
| 8.02 | Explanation of 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 how it will affect the organization in terms of its business performance, strategic objectives and availability, quality and affordability of capitals. | 2 | 2 | Page 55 | |
| 8.03 | Explanation as to how the performance of the company meets the forward looking disclosures made in the previous year. | 3 | 2 | Page 25 & 26, Page 36-40 | |
| 8.04 | Status of the projects in progress and were disclosed in the forward looking statement in the previous year. | 2 | 2 | Page 25 & 26, Page 36-40 | |
| 8.05 | Sources of information and assumptions used for projections / forecasts in the forward looking statement and assistance taken by any external consultant. | 2 | | | |
| 8.06 | How the organization is currently equipped in responding to the critical challenges and uncertainties that are likely to arise. | 2 | | | |
| 9 | Stakeholders Relationship and Engagement <i>State of key stakeholder relationships and how the organization has responded to key stakeholders' legitimate</i> | 15 | 14 | | |
| 9.01 | Stakeholders engagement policy of the company and how the company has identified its stakeholders. | 2 | 2 | Page 250 | |
| 9.02 | Stakeholders' engagement process and the frequency of such engagements during the year. Explanation on how these 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. | 3 | 3 | Page 250 | |

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| Name of Company: K-Electric Limited | | | | | |
| 9.03 | Steps taken by the management to encourage the minority shareholders to attend the general meetings. | 3 | 2 | - Participation in AGM through Electronic Means (Page 273). - Company has published notice in English & Urdu in newspaper having wide circulation atleast 21 days before meeting. Notice is also sent to PSX and kept on KE's website. - Further, KE encourages minority shareholders to attend analyst briefing sessions | |
| 9.04 | Investors' Relations section on the corporate website. | 1 | 1 | Page 65 | |
| 9.05 | Issues raised in the last AGM, decisions taken and their implementation status. | 1 | 1 | Page 252 | |
| 9.06 | 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. | 2 | 2 | Page 93 | |
| 9.07 | Steps board has taken to solicit and understand the views of stakeholders through corporate briefing sessions and disclosure of brief summary of Analyst briefing conducted during the year. | 2 | 2 | 4th para, 2nd column, Page 61 | |
| 9.08 | Highlights about redressal of investors' complaints. | 1 | 1 | Page 252 | |
| 10 | Business Model | 5 | 5 | | |
| | <i>Business model is a system of transforming inputs, through business activities, into outputs and outcomes that</i> | | | | |
| 10.01 | 10.01 Describe the business model including inputs, business activities, outputs and outcomes in accordance with the guidance as set out under section 4C of the International Integrated Reporting Framework (IR Framework). | 5 | 5 | Page 42 - 43 | |
| 11 | Striving for Excellence in Corporate Reporting | 18 | 13 | | |
| 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)). | 5 | 5 | Statement of compliance (Page 110, 111) | |
| 11.02 | Adoption of IR Framework by fully applying the 'Fundamental Concepts', 'Content Elements' and 'Guiding Principles' in the IR Framework. | 5 | - | | |
| 11.03 | 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). | 3 | 3 | Details of BCR criteria cross referred with annual report has been maintained on Company's website | |
| 11.04 | Disclosures beyond BCR criteria (The participating organization to send the list of additional disclosures to BCR Committee). | 5 | 5 | Sent to committee along with BCR checklist | |
| 12 | Specific Disclosures of the Financial Statements | 30 | 18 | | |
| 12.01 | Specific disclosures of the financial statements required under the Companies Act, 2017 and IFRSs (Annexure II). | 20 | 18 | Please refer the cross referencing below | |
| 12.02 | Shariah compliant companies/ companies listed on the Islamic Indices (Annexure III). | 10 | - | Not Applicable | |
| 13 | Assessment based on Qualitative Factors | 8 | 8 | | |
| 13.01 | Please refer (Annexure IV). | 8 | 8 | | |

TOTAL MARKS = 300 263

| | | | | | |
|-----------|---|-----------|----------|----------------|--|
| 14 | Industry Specific Disclosures (if applicable) | 20 | - | | |
| a) | Disclosures required for Banking Company (Annexure V). | | | Not Applicable | |
| b) | Disclosures required for Insurance Company (Annexure VI). | | | Not Applicable | |
| c) | Disclosures required for Exploration and Production (E&P) Company (Annexure VII). | | | Not Applicable | |

TOTAL MARKS = 320 263

| Annexure I - Financial Ratios (refer section 6 of the criteria) | | | | | |
|---|--|--|--|----------------|--|
| <i>(Total marks include marks of ratios required for Shariah compliant companies and companies listed on Islamic indices)</i> | | | | | |
| Financial Sector | | | | | |
| Profitability Ratios | | | | | |
| a) | Profit before tax ratio | | | Not Applicable | |
| b) | Gross Yield on Earning Assets | | | Not Applicable | |
| c) | Gross Spread ratio | | | Not Applicable | |
| d) | Cost/Income ratio | | | Not Applicable | |
| e) | Return on Equity | | | Not Applicable | |
| f) | Return on Capital employed | | | Not Applicable | |
| g) | Shareholders' Funds | | | Not Applicable | |
| h) | Return on Shareholders' Funds | | | Not Applicable | |
| Liquidity Ratios | | | | | |
| a) | Advances to deposits ratio | | | Not Applicable | |
| b) | Current ratio | | | Not Applicable | |
| c) | Quick / Acid test ratio | | | Not Applicable | |
| d) | Cash to Current Liabilities | | | Not Applicable | |
| e) | Cost of Funds | | | Not Applicable | |
| f) | Cash flow coverage ratio | | | Not Applicable | |
| g) | Net interest income as a percentage of working funds / Operating cost - Efficiency ratio | | | Not Applicable | |
| h) | Cash Reserve Ratio / Liquid Asset ratio | | | Not Applicable | |
| i) | Gross Non-Performing assets to gross advances | | | Not Applicable | |
| j) | Non-Performing loans to Total Loans | | | Not Applicable | |
| Investment /Market Ratios | | | | | |
| a) | Earnings per share (EPS) and diluted EPS | | | Not Applicable | |
| b) | Price Earnings ratio | | | Not Applicable | |
| c) | Price to Book ratio | | | Not Applicable | |
| d) | Dividend Yield ratio | | | Not Applicable | |
| e) | Dividend Payout ratio / Dividend Cover Ratio | | | Not Applicable | |
| f) | Cash Dividend per share / Stock Dividend per share | | | Not Applicable | |
| g) | Market value per share at the end of the year and high/low during the year | | | Not Applicable | |
| h) | Breakup value per share | | | Not Applicable | |
| i) | Without Surplus on Revaluation of property, plant and equipment | | | Not Applicable | |

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|--|---|-----------------|----------------|----------------|---------|
| | ii. With Surplus on Revaluation of property plant and equipment including the effect of all Investments | | | Not Applicable | |
| | iii. Including Investment in Related Party at fair /market value and also with Surplus on Revaluation of property plant and equipment. | | | Not Applicable | |
| i) | DuPont Analysis | | | Not Applicable | |
| j) | Free Cash Flow | | | Not Applicable | |
| k) | Economic Value Added (EVA) | | | Not Applicable | |
| Capital Structure | | | | Not Applicable | |
| a) | Capital Adequacy ratio | | | Not Applicable | |
| b) | Earning assets to total assets ratio | | | Not Applicable | |
| c) | Weighted Average cost of deposit | | | Not Applicable | |
| d) | Statutory Liquidity Reserve (Ratio) | | | Not Applicable | |
| e) | Net assets per share | | | Not Applicable | |
| f) | Debt to Equity ratio (as per book and as per market value) | | | Not Applicable | |
| Non-Financial Ratios | | | | Not Applicable | |
| a) | Staff turnover ratio | | | Not Applicable | |
| b) | Customer Satisfaction Index | | | Not Applicable | |
| c) | Employee Productivity Rate | | | Not Applicable | |
| Non-Financial Sector | | | | | |
| Profitability Ratios | | | | | |
| a) | Gross Profit ratio | | | | |
| b) | Net Profit to Sales | | | | |
| c) | EBITDA Margin to Sales | | | | |
| d) | Operating leverage ratio | | | | |
| e) | Return on Equity | | | | |
| f) | Return on Capital employed | | | | |
| g) | Shareholders' Funds | | | | |
| h) | Return on Shareholders' Funds | | | | |
| Liquidity Ratios | | | | | |
| a) | Current ratio | | | | |
| b) | Quick / Acid test ratio | | | | |
| c) | Cash to Current Liabilities | | | | |
| d) | Cash flow from operations to Sales | | | | |
| e) | Cash flow to capital expenditures | | | | |
| f) | Cash flow coverage ratio | | | | |
| Investment /Market Ratios | | | | | |
| a) | Earnings per Share (EPS) and diluted EPS | | | | |
| b) | Price Earnings ratio | | | | |
| c) | Price to Book ratio | | | | |
| d) | Dividend Yield ratio | | | | |
| e) | Dividend Payout ratio / Dividend Cover Ratio | | | | |
| f) | Cash Dividend per share / Stock Dividend per share | | | | |
| g) | Market value per share at the year end and high/low during the year | | | | |
| h) | Breakup value per share | | | | |
| | i. Without Surplus on Revaluation of property, plant and equipment | | | | |
| | ii. With Surplus on Revaluation of Property plant and equipment including the effect of all Investments | | | | |
| | iii. Including Investment in Related Party at fair /market value and also with Surplus on Revaluation of property plant and equipment. | | | Page 87 | |
| i) | DuPont Analysis | | | | |
| j) | Free Cash Flow | | | | |
| k) | Economic Value Added (EVA) | | | | |
| Capital Structure | | | | | |
| a) | Financial leverage ratio | | | | |
| b) | Weighted average cost of debt | | | | |
| c) | Debt to Equity ratio (as per book and as per market value) | | | | |
| d) | Net assets per share | | | | |
| e) | Interest Cover /Time Interest earned ratio | | | | |
| Activity / Turnover Ratios | | | | | |
| a) | Total Assets turnover ratio | | | | |
| b) | Fixed Assets turnover ratio | | | | |
| c) | No. of Days in Inventory | | | | |
| d) | No. of Days in Receivables | | | | |
| e) | No. of Days in Payables | | | | |
| f) | Operating cycle | | | | |
| Employee Productivity ratios | | | | | |
| a) | Production per Employee | | | | |
| b) | Revenue per Employee | | | | |
| c) | Staff turnover ratio | | | | |
| Non-Financial Ratios | | | | | |
| a) | % of Plant Availability | | | | |
| b) | Customer Satisfaction Index | | | | |
| Others | | | | | |
| a) | Spares Inventory as % of Assets Cost | | | | |
| b) | Maintenance Cost as % of Operating Expenses | | | | |
| Ratios required for Shariah compliant companies and the companies listed on the Islamic Indices | | | | | |
| In case of Listed companies | | | | | |
| a. | Loan on interest to market capitalization of the company (loan on interest whether long-term or short-term debt should not exceed thirty percent of the market capitalization of the company). | | | | |
| b. | Total interest-taking deposits to market capitalization of Total Equity (total interest-taking deposits whether short-, medium- or long-term, should not exceed thirty percent of the market capitalization of total equity). | | | | |
| c. | Income generated from prohibited component to Total Income (income generated from prohibited component should not exceed five percent of the total income of the company). | | | | |

| No. | Best Corporate Report Awards 2022 Self Assessment Checklist | Allocated Marks | Obtained Marks | Reference | Remarks |
|--|--|--------------------|-------------------|---------------------------|---------|
| Name of Company: K-Electric Limited | | | | | |
| d. | Net liquid assets per share to market value per share (should be at least twenty-five percent) (Net Liquid Assets is calculated as = Liquid Assets – Current Liabilities). | | | NA | |
| In case of un-listed companies | | | | | |
| a. | Interest bearing debt including preference shares to total assets (should be less than thirty percent). | | | | |
| b. | Non-Shariah Compliant Investments to total assets (should be less than thirty percent). | | | | |
| c. | Shariah non-compliant income (non-core income contribution) to Total Revenue (should be less than five percent). | | | | |
| d. | Illiquid Assets to Total Assets (should be at least twenty-five percent). | | | | |
| Annexure II - Specific Disclosures (refer section 12 of the criteria) | | 20 | 19 | | |
| Specific Disclosures of the Financial Statements | | | | | |
| 1 | Fair value of Property, Plant and Equipment. | 1 | 1 | Page 201 & 202 | |
| 2 | Reconciliation of weighted average number of shares for calculating EPS and diluted EPS. | 1 | 1 | Not Applicable | |
| 3 | Particulars of significant/ material assets and immovable property including location and area of land. | 1 | 1 | Page 129 | |
| 4 | Key quantitative information (Number of persons employed as on the date of financial statements and average number of employees during the year, separately disclosing factory employees). | 1 | 1 | Page 172 | |
| 5 | Disclosure of product wise data mentioning, product revenue, profit etc. | 1 | 1 | Not Applicable | |
| 6 | Capacity of an industrial unit, actual production and the reasons for shortfall. | 1 | 1 | Page 170 | |
| 7 | Disclosure of discounts on revenue. | 1 | 1 | Not Applicable | |
| 8 | Sector wise analysis of deposits and advances. | 1 | 1 | Not Applicable | |
| 9 | Complete set of financial statements (Balance sheet, Income statement & Cash flow) for Islamic banking operations. | 1 | 1 | Not Applicable | |
| 10 | Status for adoption of Islamic Financial Accounting Standards (IFAS) issued by the ICAP. | 1 | 1 | Page 111 | |
| 11 | Summary of significant transactions and events that have affected the company's financial position and performance during the year. | 1 | 1 | Page 110 (note 1.8) | |
| 12 | Forced sale value in case of revaluation of Property, Plant and Equipment or investment property. | 1 | 1 | Page 125 | |
| 13 | Distribution of shareholders (Number of shares as well as category, e.g. Promoter, Directors / Executives or close family member of Directors/Executives etc.). | 1 | 1 | Page 254 | |
| 14 | Particulars of major foreign shareholders, other than natural person, holding more than 5% of paid up capital in the company in Pattern of Shareholding. | 1 | 1 | Page 254, Page 109 | |
| 15 | Particulars where company has given loans or advances or has made investments in foreign companies or undertakings. | 1 | 1 | Not Applicable | |
| 16 | Accounts Receivable in respect of Export Sales - Name of company or undertaking in case of related party and in case of default brief description of any legal action taken against the defaulting parties. | 1 | 1 | Not Applicable | |
| 17 | Treasury shares in respect of issued share capital of a company. | 1 | 1 | Not Applicable | |
| 18 | In describing legal proceedings, under any court, agency or government authority, whether local or foreign, include name of the court, agency or authority in which the proceedings are pending, the date instituted, the principal parties thereto, a description of the factual basis of the proceeding and the relief sought. | 1 | 1 | Page 150-154 | |
| 19 | Management assessment of sufficiency of tax provision made in the company's financial statements shall be stated along with comparisons of tax provision as per accounts vis a vis tax assessment for last three years. | 1 | - | | |
| 20 | Income tax reconciliation as required by IFRS and applicable tax regime for the year. | 1 | 1 | Page 160 | |
| 21 | In respect of loans and advances, other than those to the suppliers of goods or services, the name of the borrower and terms of repayment if the loan or advance exceeds rupees one million, together with the collateral security, if any. | 1 | | | |
| 22 | 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). | 1 | 1 | Page 144 - 145, 156 - 157 | |
| 23 | 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. | 1 | 1 | Not Applicable | |
| 24 | 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. | 1 | 1 | Page 126 (note 4.1.6) | |
| 25 | Standards, amendments and interpretations adopted during the current year along with their impact on the company's financial statements. | 1 | 1 | Page 111 & 112 | |
| 26 | Standards, amendments and interpretations, not yet effective and not adopted along with their impact on the company's financial statements. | 1 | 1 | Page 111 & 112 | |
| Annexure III - Specific Disclosures required for Shariah Compliant Companies and the Companies Listed on the | | 10 | - | | |
| Following disclosures are required under clause 10 of the Fourth Schedule of the Companies Act, 2017 for Sharia compliant companies and the companies listed on Islamic index: | | | | | |
| 1 | Loans/advances obtained as per Islamic mode. | | | Not Applicable | |
| 2 | Shariah compliant bank deposits/bank balances. | | | Not Applicable | |
| 3 | Profit earned from shariah compliant bank deposits/bank balances. | | | Not Applicable | |
| 4 | Revenue earned from a shariah compliant business segment. | | | Not Applicable | |
| 5 | Gain/loss or dividend earned from shariah compliant investments. | | | Not Applicable | |
| 6 | Exchange gain earned from actual currency. | | | Not Applicable | |
| 7 | Mark up paid on Islamic mode of financing. | | | Not Applicable | |
| 8 | Relationship with shariah compliant banks. | | | Not Applicable | |
| 9 | Profits earned or interest paid on any conventional loan or advance. | | | Not Applicable | |
| Annexure IV - Assessment based on Qualitative Factors | | 8 | 8 | | |
| 1 | Clarity and conciseness: Express information clearly, concisely and in as few words as possible without repeating the same concept and information using different words or under different sections of the corporate report. | 1 | 1 | | |
| 2 | Concrete and specific: The information disclosed should be specific to the organization and should not be generic. | 1 | 1 | | |

| No. | Best Corporate Report Awards 2022 Self Assessment Checklist Name of Company: K-Electric Limited | Allocated Marks | Obtained Marks | Reference | Remarks |
|---|---|-----------------|----------------|----------------|---------|
| 3 | Good, bad and ugly: Present both negative and positive information in a balanced way and with equal prominence. | 1 | 1 | | |
| 4 | Effective use of presentation tools: Maximum, effective and creative use of photographs, diagrams, graphs, charts, smart arts, icons, tables and infographics in the sections where normally narrative disclosures are given. This also include the theme on the cover page. | 1 | 1 | | |
| 5 | Sequence, structure, logic and flow: Follow a logical structure to enhance connectivity of information through sections and chapters and include internal cross-references and linkages as appropriate to limit repetition. | 1 | 1 | | |
| 6 | Easy to understand: Use of simple plain language and avoid using jargons or technical terms. | 1 | 1 | | |
| 7 | Consistency & comparability: Where disclosures differ or have been rearranged, have been properly presented with cross reference. | 1 | 1 | | |
| 8 | Relevance: Effectiveness of photos and graphs including the theme on the cover page. | 1 | 1 | | |
| Annexure V - Specific Disclosures for Banking Company | | 20 | - | | |
| 1 | Disclosure of Ratings given by various rating agencies for the Bank and for its Instruments issued by /of Bank. For e.g. Tier I and Tier II. | 2 | | Not Applicable | |
| 2 | Details of Advances portfolio Classification wise as per the direction issued by SBP. | 1 | | Not Applicable | |
| 3 | Disclosure for Non-Performing Assets (NPA): i. Movements in NPA ii. Sector-wise breakup of NPA iii. Movement of Provisions made against NPA iv. Details of accounts restructured as per regulatory guidelines | 4 | | Not Applicable | |
| 4 | Maturity Pattern of Key Assets and Liabilities. | 2 | | Not Applicable | |
| 5 | Classification and valuation of investments as per SBP guidelines/ IAS/ IFRSs. | 2 | | Not Applicable | |
| 6 | Details of credit concentration / sector-wise exposure. | 1 | | Not Applicable | |
| 7 | Concentration of assets, liabilities and off-Balance Sheet items | 1 | | Not Applicable | |
| 8 | Disclosure of Non-Performing Loans | 2 | | Not Applicable | |
| 9 | Disclosures under regulatory requirements (for e.g. prudential regulations). | 2 | | Not Applicable | |
| 10 | Details of Non statutory investment portfolio. | 1 | | Not Applicable | |
| 11 | Disclosures for derivative investments. | 1 | | Not Applicable | |
| 12 | Bank's Network : List of Bank's Branches. | 1 | | Not Applicable | |
| Annexure VI - Specific Disclosures for Insurance Company | | 20 | - | | |
| 1 | Claims management and details of outstanding claims (IBNR & IBNER) with estimated liability and ageing thereof. | 3 | | Not Applicable | |
| 2 | Highlights of segment revenue account. | 1 | | Not Applicable | |
| 3 | Disclosure of outstanding premium/ unearned premium. | 2 | | Not Applicable | |
| 4 | Details of claims under different categories of policies. | 1 | | Not Applicable | |
| 5 | Disclosures pertaining to solvency margin. | 2 | | Not Applicable | |
| 6 | Certificate of actuary giving details of the liabilities on account of live policies and estimates / assumptions made for the same. | 2 | | Not Applicable | |
| 7 | Following accounting ratios pertaining to insurance sector: • Claim ratio • Solvency ratio • Premium growth ratio • Claim settlement ratio • Combined ratio • Persistency ratio • Reinsurance premium ceded on gross premium (%) • Reinsurance claim recovery percentage • Retention ratio • External liability ratio | 4 | | Not Applicable | |
| 8 | Review of assets quality. | 3 | | Not Applicable | |
| 9 | Report of the life actuary (for life insurance). | 2 | | Not Applicable | |
| Annexure VII - Specific Disclosures for Exploration and Production (E&P) Company | | 20 | - | | |
| 1 | Disclosure of definition used by the company for: (i) Net Proved developed reserves (ii) Net Proved undeveloped reserves | 5 | | Not Applicable | |
| 2 | Disclosure of estimates of net proved developed reserves, net proved undeveloped reserves and total net proved reserves showing by major geographical area in tabular form with movement occurred during the year. | 10 | | Not Applicable | |
| 3 | Disclosure of the company's progress in converting proved undeveloped reserves into proved developed reserves. | 5 | | Not Applicable | |