No.	Best Corporate Report Criteria 2022	Reference
		Page number of
1	Organizational Overview and External Environment	printed report
	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.	2, 50, 73 to 89 Also refer: 68 to 70
1.02	Geographical location and address of all business units including sales units and plants.	65 to 67
1.03	Mission, vision, code of conduct, culture, ethics and values.	52 to 61
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.	64 Also refer: 242
1.05	Organization chart indicating functional and administrative reporting, presented with legends.	220
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).	68 to 71
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).	72
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).	282 to 286
1.09	The legitimate needs, interests of key stakeholders and industry trends.	104
	SWOT Analysis of the company.	289
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).	286 to 288
1.12		284
1.13	The political environment where the organization operates and other countries that may affect the ability of the organization to implement its strategy.	284
1.14	Significant changes from prior years (regarding the information disclosed in this section).	95
1.15	History of major events.	62 to 63 Also refer: 5 to 9
1.16	Details of significant events occurred during the year and after the reporting period.	137, 295
2	Strategy and Resource Allocation	
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2.02	Strategies in place or intended to be implemented to achieve the strategic objectives. Resource allocation plans to implement the strategy and financial capital structure. Resource mean CAPITALS including:	125 to 126 130 to 132
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	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.	
	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.	
	Key resources and capabilities of the company which provide sustainable competitive advantage.	132 to 133
2.04	, , , , , , , , , , , , , , , , , , , ,	
2.05	Value created by the business, and for whom, using these resources and capabilities.	133
2.05		133 134
2.04 2.05 2.06	Value created by the business, and for whom, using these resources and capabilities. 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	
2.05 2.06 2.07	Value created by the business, and for whom, using these resources and capabilities. 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. 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. Key performance indicators (KPIs) to measure the achievement against strategic objectives including statement as	134
2.05 2.06 2.07 2.08	Value created by the business, and for whom, using these resources and capabilities. 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. 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. 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.	134 135 to 136 125 to 127
2.05 2.06 2.07	Value created by the business, and for whom, using these resources and capabilities. 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. 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. Key performance indicators (KPIs) to measure the achievement against strategic objectives including statement as	134 135 to 136

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3.02	Risk Management Framework including risk management methodology and principal risk and uncertainties facing the company.	140 to 145 Also refer: 415 to
3.03	Sources of risks and opportunities (internal and external).	430 148 to 155
3.04	The initiatives taken by the company in promoting and enabling innovation.	90 to 94
3.05	Assessment of the 'likelihood' that the risk or opportunity will come to fruition and the 'magnitude' of its effect if it	148 to 155
3.06	Specific steps being taken to mitigate or manage key risks or to create value from key opportunities by identifying	148 to 155
	the associated strategic objectives, strategies, plans, policies, targets and KPIs.	
3.07	Board's efforts for determining the company's level of risk tolerance by establishing risk management policies.	146 to 147 Also refer : 143 to 145
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.	146 to 147
3.09	Strategy to overcome liquidity problem and the company's plan to manage its repayment of debts and meet operational losses.	156
3.10	Inadequacy in the capital structure and plans to address such inadequacy.	156 Also refer: 132
4	Sustainability and Corporate Social Responsibility	
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	168 to 192
4.02	c) company's responsibility towards the staff, health & safety. Status of adoption/compliance of the Corporate Social Responsibility (Voluntary) Guidelines, 2013 issued by the	SBP: 189 to 190,
4.03	SECP or any other regulatory framework as applicable. Certifications acquired and international standards adopted for best sustainability and CSR practices.	Other: 193 to 208 209,
		Also refer: 193, 206
5	Governance	
	How does the organization's governance structure support its ability to create value in the short, medium and long	
5.01	Board composition: a) Leadership structure of those charged with governance.	235
	b) Name of independent directors indicating justification for their independence.	235
	c) Diversity in the board i.e. competencies, requisite knowledge & skills, and experience.	235
	d) Profile of each director including education, experience and involvement /engagement of in other entities as CEO, Director, CFO or Trustee etc.	212 - 213 Also refer: 259 to 260
	e) No. of companies in which the executive director of the reporting organization is serving as non-executive	
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.	
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.	221
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.	233 to 234
5.05	Disclosure if the board's performance evaluation is carried out by an external consultant once in three years.	234
5.06	Details of formal orientation courses for directors.	236
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.	236
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.	237 Also refer: 243 to 245, 160 to 165
5.09	a) Approved policy for related party transactions.	236
	b) Details of all related parties transactions, along with the basis of relationship describing common directorship and percentage of shareholding.	236, 412 to 413 Also refer: 64, 259 to 260, 515 to 516
	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.	236
	d) Disclosure of director's interest in related party transactions.	236, 396
	e) In case of conflict, disclosure that how such a conflict is managed and monitored by the board.	236
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5.10	Disclosure of Board's Policy on the following significant matters:	
	a) Governance of risk and internal controls.	237
	b) Diversity (including gender), any measurable objectives that it has set for implementing the policy, and progress	237 - 238
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	c) Disclosure of director's interest in significant contracts and arrangements.	236 to 237
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	general meetings.	
	e) Retention of board fee by the executive director earned by him against his services as non-executive director in	238
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	f) Security clearance of foreign directors.	238
	g) Board meetings held outside Pakistan.	238
	h) Human resource management including preparation of succession plan.	238, 339
	i) Social and environmental responsibility.	238
	j) Communication with stakeholders.	239
	k) Investors' relationship and grievances.	239
	l) Employee health, safety and protection.	239
	m) Whistle blowing policy including mechanism to receive and handle complains in a fair and transparent manner	239 to 240
	and providing protection to the complainant against victimization and reporting in Audit Committee's report.	
	n) Safety of records of the company.	240
	o) Providing reasonable opportunity to the shareholder for participation in the AGM.	240
5.11	Board review statement of the organization's business continuity plan or disaster recovery plan.	241
		Also refer: 229
5.12	Disclosure of beneficial (including indirect) ownership and flow chart of group shareholding and relationship as	242, 64
	holding company, subsidiary company or associated undertaking.	
5.13	Compliance with the Best Practices of Code of Corporate Governance (No marks in case of any non-compliance).	242
5.14	A brief description about role of the Chairman and the CEO.	222
5.15	Shares held by Sponsors / Directors / Executives.	241 to 242
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5.16	Salient features of TOR and attendance in meetings of the board committees (Audit, Human Resource, Nomination	223 to 230
	and Risk management).	
5.17	Timely Communication:	430, 532
	Date of authorization of financial statements by the board of directors:	
	within 40 days6 marks	
	within 60 days3 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).	
5.18	Audit Committee report should describe the work of the committee in discharging its responsibilities. The report	243 to 245
	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.	
E 10	j) Disclosure of the number of whistle-blowing incidences reported to the Audit Committee during the year.	242
5.19	Presence of the chairman of the Audit Committee at the AGM to answer questions on the Audit Committee's	242
E 20	activities / matters that are within the scope of the Audit Committee's responsibilities.	
5.20	Board disclosure on Company's use of Enterprise Resource Planning (ERP) software including:	

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	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;	printed report 164
	b) management support in the effective implementation and continuous updation;	164
	c) details about user training of ERP software;	165
	d) how the company manages risks or control risk factors on ERP projects;	165
	e) how the company assesses system security, access to sensitive data and segregation of duties.	165
5.21	Where an external search consultancy has been used in the appointment of the Chairman or a non-executive	243
	director, it should be disclosed if it has any other connection with the company.	
5.22	Chairman's significant commitments and any changes thereto.	243
5.23	Disclosure about the Government of Pakistan policies related to company's business/sector in Directors' Report	35 to 37
5.24	and their impact on the company business and performance.	242
6	How the organization's implemented governance practices have been exceeding legal requirements. Analysis of the Financial Information	242
v	To what extent has the organization achieved its strategic objectives for the period	
6.01	Analysis of the financial and non-financial performance using both qualitative and quantitative indicators showing	294 to 297
0.01	linkage between:	254 to 257
	(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.	
6.02	Analysis of financial ratios (Annexure I)	322 to 323
	(this includes marks of ratios for Shariah compliant companies and companies listed on Islamic indices)	Also refer:
	,	annexure below
6.03	Vertical and horizontal analysis of Balance Sheet, Profit and Loss Account and summary	301 to 303
	of Cash Flow Statement for last 6 years.	
6.04	Graphical presentation of 6.02 and 6.03 above.	298 to 300, 306, 324, 327
6.05	Explanation of negative change in the performance against prior year including analysis of variation in results	296, 306 to 307
0.00	reported in interim reports with the final accounts, including comments on the results disclosed in 6.02 and 6.03	250, 500 to 50.
6.06	Any significant change in accounting policies, judgements, estimates and assumptions with rationale.	356 to 359
	Information about defaults in payment of any debts and reasons thereof period.	156, 342
6.08	Methods and assumptions used in compiling the indicators.	281, 342
6.09	Cash Flow Statement based on Direct Method (separate Cash Flow for specific funds e.g. Zakat).	326
6.10	Segmental review and analysis of business performance including segment revenue, segment results, profit before tax, segment assets and liabilities.	308 to 320, 407 to 410
6.11	a) Share price sensitivity analysis using key variables (i.e. selling price, raw material cost, interest rate and currency)	330 to 331
	with the consequent impact on the company's earning.	157 221
	b) Composition of local versus imported material and sensitivity analysis in narrative form due to foreign currency fluctuations.	157, 331 Also refer: 421, 523
6.12	Brief description and reasons:	342
	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.	
6.13	CEO presentation video on the company's business performance of the year covering the company business	19, 127, 342
-	strategy to improve and future outlook. (Please provide relevant webpage link of the video in the company's	
7	Disclosures on IT Governance and Cybersecurity	
7.01	How the Board evaluate the company's IT governance and cybersecurity risk and The Board responsibility statement on the evaluation and enforcement of logal and regulatory implications of	161
7.01	The Board responsibility statement on the evaluation and enforcement of legal and regulatory implications of	161
7.02	cyber risks and the responsibilities of the board in case of any breaches.	160 & 161
7.02	Disclosure related to IT governance and cybersecurity programs, policies and procedures and industry specific requirements for cybersecurity and strategy in place.	100 & 101
7.03	Disclosures about how cybersecurity fits into the board's risk oversight function and how the board is engaging	161 to 162
7.03	with management on this issue.	101 to 102
7.04	Disclosure that at least one board-level committee is charged with oversight of IT governance and cybersecurity	163
	matters and how the board administers its IT risk oversight function related to these risks.	
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	163
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7.06	Disclosure of policy related to independent comprehensive security assessment of technology environment,	163
7.07	including third party risks and when last such review was carried out.	4.00
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.	163
7.08	Disclosure of advancement in digital transformation on how the organization has leveraged 4.0 Industrial	164
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8	Future Outlook	printed report
	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	272 to 273
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	and long term.	
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	
0.00	organization in terms of its business performance, strategic objectives and availability, quality and affordability of	274+- 270
8.03	Explanation as to how the performance of the company meets the forward looking disclosures made in the	274 to 278
8.04	previous year. Status of the projects in progress and were disclosed in the forward looking statement in the previous year.	279 to 280
8.05	Sources of information and assumptions used for projections / forecasts in the forward looking statement and	
0.03	assistance taken by any external consultant.	201
8.06	How the organization is currently equipped in responding to the critical challenges and uncertainties that are likely	281
	to arise.	Also refer: 273
9	Stakeholders Relationship and Engagement	
	State of key stakeholder relationships and how the organization has responded to key stakeholders' legitimate	
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9.01	Stakeholders engagement policy of the company and how the company has identified its stakeholders.	101, 239
9.02	Stakeholders' engagement process and the frequency of such engagements during the year. Explanation on how	98 to 100,
	these relationships are likely to affect the performance and value of the company, and how those relationships are	102 to 121
	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.	
9.03	Steps taken by the management to encourage the minority shareholders to attend the general meetings.	117 to 118
9.04	Investors' Relations section on the corporate website.	119
9.05	Issues raised in the last AGM, decisions taken and their implementation status. Statement of value added and its distribution with graphical presentation:	118 to 119 328
9.00	 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	
9.07	Steps board has taken to solicit and understand the views of stakeholders through corporate briefing sessions and	
3.07	disclosure of brief summary of Analyst briefing conducted during the year.	
9.08	Highlights about redressal of investors' complaints.	118
10	Business Model	
	Business model is a system of transforming inputs, through business activities, into outputs and outcomes that aims	
	to fulfil the organization's strategic purposes and create value over the short, medium and long term	
10.01	10.01 Describe the business model including inputs, business activities, outputs and outcomes in accordance with	68 to 71
	the guidance as set out under section 4C of the International Integrated Reporting Framework (IR Framework).	
11	Striving for Excellence in Corporate Reporting	
11.01	Board's responsibility statement on full compliance of financial accounting and reporting standards as applicable in	
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44.02	Board (IASB)).	22.4.22
11.02	Adoption of IR Framework by fully applying the 'Fundamental Concepts', 'Content Elements' and 'Guiding	
11 02	Principles' in the IR Framework. BCR criteria cross referred with page numbers of the annual report. (details can be maintained by companies on	268 to 269 23
11.03	the Investor Relation section of the company's website).	Also refer: website
	the investor relation section of the company's website).	Also refer. Website
11.04	Disclosures beyond BCR criteria (The participating organization to send the list of additional disclosures to BCR	340 to 341
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12	Specific Disclosures of the Financial Statements	
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		below
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a)	Disclosures required for Banking Company (Annexure V).	Refer annexure

14	Industry Specific Disclosures (if applicable)	
a)	Disclosures required for Banking Company (Annexure V).	Refer annexure
		below

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d) e)	Cost/Income ratio Return on Equity	322 322
f)	Return on Capital employed	322
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3		220
4	Key quantitative information (Number of persons employed as on the date of financial statements and average	338
	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).	Also refer: 399,
4	number of employees during the year, separately disclosing factory employees).	Also refer: 399, 501
		Also refer: 399, 501 343
4	number of employees during the year, separately disclosing factory employees).	Also refer: 399, 501 343 Also refer: 407 to
4	number of employees during the year, separately disclosing factory employees).	Also refer: 399, 501 343
4	number of employees during the year, separately disclosing factory employees).	Also refer: 399, 501 343 Also refer: 407 to 408, 510 to 511,

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11	Summary of significant transactions and events that have affected the company's financial position and	295
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12	Forced sale value in case of revaluation of Property, Plant and Equipment or investment property.	342
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		542
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.	242 Also refer: 343
15	Particulars where company has given loans or advances or has made investments in foreign companies or undertakings.	343
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.	N/A for bank
17	Treasury shares in respect of issued share capital of a company.	295 & 390
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.	393, 398
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.	343
20	Income tax reconciliation as required by IFRS and applicable tax regime for the year.	397, 498 Also refer: 343
21	In respect of loans and advances, other than those to the suppliers of goods or services, the name of the borrower	N/A as the Bank's
21	and terms of repayment if the loan or advance exceeds rupees one million, together with the collateral security, if any.	core business is lending
22	Disclosure about Human Resource Accounting (includes the disclosure of process of identifying and measuring the	339
	cost incurred by the company to recruit, select, hire, train, develop, allocate, conserve, reward and utilize human assets).	Also refer: 106 to 116, 364-365, 395,
		400 to 404, 501 to 507
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.	
24	Where any property or asset acquired with the funds of the company and is not held in the name of the company	N/A as the Bank
	or is not in the possession and control of the company, this fact along with reasons for the property or asset not	holds all properties
	being in the name of or possession or control of the company shall be stated; and the description and value of the	under legal title to
	property or asset, the person in whose name and possession or control it is held shall be disclosed.	itself
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