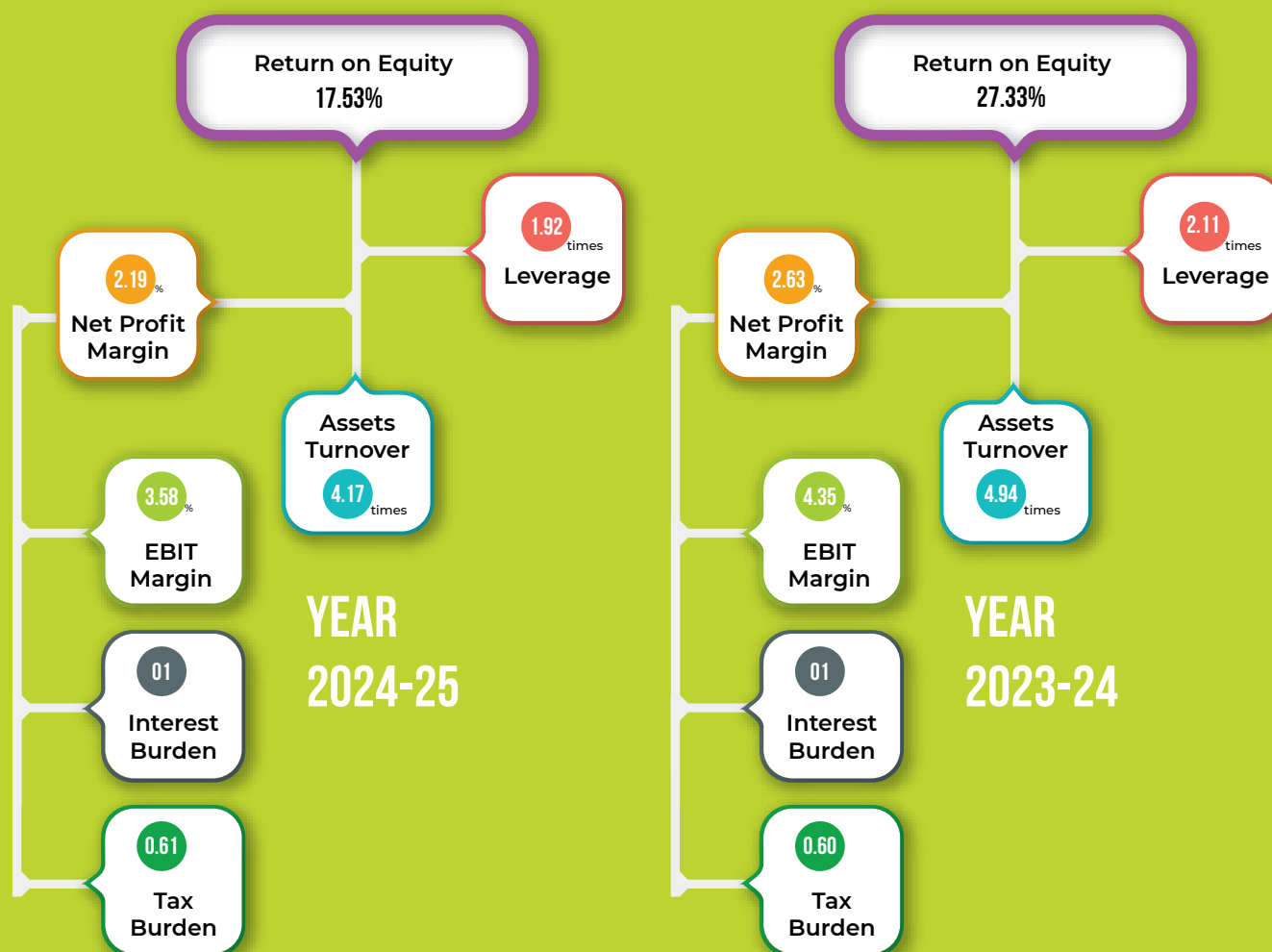


# FINANCIAL **ANALYSIS**



# DUPONT ANALYSIS



Net profit margin fell from 2.63% to 2.19% (17%) due to reduced profitability mainly driven by lower EBIT Margin. Asset turnover decreased from 4.94 times to 4.17 times (16%) owing to lower sales coupled with higher average asset base. Leverage Ratio declined from 2.11 times to 1.92 times (9%) as higher equity reduced the equity multiplier effect.

Return on Equity (ROE) declined significantly from 27.33% in 2024 to 17.53% in 2025, primarily due to the combined impact of lower profitability, reduced asset turnover, and a decline in the leverage ratio as noted above.

# KEY OPERATING AND FINANCIAL DATA

for Six Years from 2019-20 to 2024-25

|                                                                     |             | 2024-25     | 2023-24     | 2022-23     | 2021-22     | 2020-21     | 2019-20     |
|---------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Summary of Profit or Loss</b>                                    |             |             |             |             |             |             |             |
| Sales volumes                                                       | Metric Tons | 1,551,322   | 1,605,261   | 1,743,161   | 2,320,736   | 1,912,823   | 1,907,342   |
| Net sales                                                           | Rs thousand | 474,097,307 | 526,316,756 | 473,938,329 | 370,074,929 | 188,645,375 | 201,078,720 |
| Gross profit                                                        | Rs thousand | 18,829,179  | 22,042,471  | 26,070,668  | 41,003,092  | 9,981,941   | 3,637,890   |
| Operating profit                                                    | Rs thousand | 12,484,143  | 16,506,220  | 18,820,534  | 32,759,923  | 7,499,729   | 1,083,793   |
| Profit before income tax and final taxes                            | Rs thousand | 16,978,879  | 22,911,766  | 20,384,969  | 30,609,769  | 6,939,058   | 1,503,086   |
| Profit after tax                                                    | Rs thousand | 10,392,588  | 13,821,630  | 12,460,790  | 18,536,343  | 4,919,632   | 1,008,294   |
| Profit before interest, tax, depreciation and amortization (EBITDA) | Rs thousand | 19,933,252  | 25,356,502  | 22,604,141  | 32,620,852  | 8,567,400   | 2,677,291   |
| <b>Summary of Financial Position</b>                                |             |             |             |             |             |             |             |
| <b>Shareholders' equity</b>                                         |             |             |             |             |             |             |             |
| Share capital                                                       | Rs thousand | 1,244,160   | 1,244,160   | 1,244,160   | 995,328     | 995,328     | 995,328     |
| Reserves                                                            | Rs thousand | 61,384,710  | 54,693,836  | 43,975,745  | 36,323,827  | 21,725,606  | 17,450,693  |
|                                                                     | Rs thousand | 62,628,870  | 55,937,996  | 45,219,905  | 37,319,155  | 22,720,934  | 18,446,021  |
| <b>Non- current liabilities</b>                                     |             |             |             |             |             |             |             |
| Long term lease liabilities                                         | Rs thousand | 9,983,972   | 8,447,613   | 7,531,422   | 6,257,911   | 6,274,485   | 3,978,932   |
| Others                                                              | Rs thousand | 1,461,853   | 2,049,101   | 1,103,923   | 1,088,247   | 1,107,011   | 904,651     |
|                                                                     | Rs thousand | 11,445,825  | 10,496,714  | 8,635,345   | 7,346,158   | 7,381,496   | 4,883,583   |
| <b>Current assets</b>                                               |             |             |             |             |             |             |             |
| Stock in trade                                                      | Rs thousand | 42,258,454  | 35,492,045  | 30,169,689  | 51,662,152  | 16,121,539  | 9,464,503   |
| Trade debts                                                         | Rs thousand | 6,484,102   | 7,646,562   | 13,917,495  | 18,218,902  | 11,025,245  | 13,970,178  |
| Cash, bank balances & Short term investments                        | Rs thousand | 41,816,455  | 29,104,925  | 39,571,022  | 5,438,672   | 11,391,415  | 8,279,393   |
| Others                                                              | Rs thousand | 4,618,767   | 7,434,303   | 3,561,318   | 3,055,306   | 5,672,781   | 3,812,064   |
|                                                                     | Rs thousand | 95,177,778  | 79,677,835  | 87,219,524  | 78,375,032  | 44,210,980  | 35,526,138  |
| <b>Current liabilities</b>                                          |             |             |             |             |             |             |             |
| Trade and other payables                                            | Rs thousand | 44,546,243  | 35,325,521  | 48,551,243  | 47,614,884  | 31,179,480  | 27,561,324  |
| Others                                                              | Rs thousand | 3,681,771   | 3,518,885   | 5,547,772   | 4,070,848   | 615,975     | 347,404     |
|                                                                     | Rs thousand | 48,228,014  | 38,844,406  | 54,099,015  | 51,685,732  | 31,795,455  | 27,908,728  |
| Net current assets                                                  | Rs thousand | 46,949,764  | 40,833,429  | 33,120,509  | 26,689,300  | 12,415,525  | 7,617,410   |
| Property, plant and equipment                                       | Rs thousand | 23,954,051  | 23,226,936  | 19,077,870  | 16,597,854  | 16,616,819  | 13,839,661  |
| Other non-current assets                                            | Rs thousand | 3,170,880   | 2,374,345   | 1,656,871   | 1,378,159   | 1,070,086   | 1,872,533   |
| Capital expenditure during the year                                 | Rs thousand | 1,979,015   | 2,712,757   | 2,751,209   | 1,249,610   | 1,597,707   | 2,135,057   |
| Total assets                                                        | Rs thousand | 122,302,709 | 105,279,116 | 107,954,265 | 96,351,045  | 61,897,885  | 51,238,332  |
| Total liabilities                                                   | Rs thousand | 59,673,839  | 49,341,120  | 62,734,360  | 59,031,890  | 39,176,951  | 32,792,311  |

|                                            |             | 2024-25     | 2023-24      | 2022-23     | 2021-22     | 2020-21     | 2019-20     |
|--------------------------------------------|-------------|-------------|--------------|-------------|-------------|-------------|-------------|
| <b>Summary of Cash Flows</b>               |             |             |              |             |             |             |             |
| Cash flow from operating activities        | Rs thousand | 13,501,711  | (7,760,980)  | 37,354,107  | (552,540)   | 5,631,875   | 7,414,512   |
| Cash flow from investing activities        | Rs thousand | 11,978,108  | (13,602,628) | 1,752,668   | 965,658     | (1,177,105) | (1,681,346) |
| Cash flow from financing activities        | Rs thousand | (5,502,884) | (7,737,768)  | (4,988,807) | (5,223,655) | (1,498,680) | (1,851,147) |
| Net change in cash and cash equivalents    | Rs thousand | 19,976,935  | (29,101,376) | 34,117,968  | (4,810,537) | 2,956,090   | 3,882,019   |
| Effect of exchange rate changes            | Rs thousand | 958         | (1,608)      | 14,382      | 8,426       | 1,726       | (1,684)     |
| Cash & cash equivalents at end of the year | Rs thousand | 30,445,931  | 10,468,038   | 39,571,022  | 5,438,672   | 10,240,783  | 7,282,967   |
| Free cash flows                            | Rs thousand | 9,750,177   | (13,689,120) | 32,825,240  | (2,913,000) | 3,076,028   | 4,740,157   |

### PERFORMANCE INDICATORS (RATIOS)

|                                           |       | 2024-25 | 2023-24 | 2022-23 | 2021-22 | 2020-21 | 2019-20 |
|-------------------------------------------|-------|---------|---------|---------|---------|---------|---------|
| <b>Profitability and Operating Ratios</b> |       |         |         |         |         |         |         |
| Gross profit ratio                        | %     | 3.97    | 4.19    | 5.50    | 11.08   | 5.29    | 1.81    |
| Net profit to sales                       | %     | 2.19    | 2.63    | 2.63    | 5.01    | 2.61    | 0.50    |
| EBITDA margin to sales                    | %     | 4.20    | 4.82    | 4.77    | 8.81    | 4.54    | 1.33    |
| Operating leverage ratio                  | Times | 2.61    | 1.12    | (1.19)  | 3.55    | (58.49) | 7.48    |
| Return on equity                          | %     | 17.53   | 27.33   | 30.19   | 61.75   | 23.90   | 5.40    |
| Return on capital employed                | %     | 14.98   | 23.35   | 25.59   | 50.32   | 18.86   | 4.84    |
| Shareholders' funds                       | %     | 51.21   | 53.13   | 41.89   | 38.73   | 36.71   | 36.00   |
| Return on shareholders' funds             | %     | 17.53   | 27.33   | 30.19   | 61.75   | 23.90   | 5.40    |
| Return on Investment                      | %     | 9.13    | 12.96   | 12.20   | 23.43   | 8.70    | 2.07    |
| Total shareholder return                  | %     | 31.94   | 36.97   | 31.01   | 12.39   | 7.39    | 10.73   |
| <b>Liquidity Ratios</b>                   |       |         |         |         |         |         |         |
| Current ratio                             | Times | 1.97    | 2.05    | 1.61    | 1.52    | 1.39    | 1.27    |
| Quick / Acid test ratio                   | Times | 1.09    | 1.13    | 1.05    | 0.51    | 0.88    | 0.93    |
| Cash to current liabilities               | Times | 0.63    | 0.27    | 0.73    | 0.11    | 0.32    | 0.26    |
| Cash flows from operations to sales       | Times | 0.03    | (0.01)  | 0.08    | (0.00)  | 0.03    | 0.04    |
| Cash flow to capital expenditures         | Times | 6.82    | (2.86)  | 13.58   | (0.44)  | 3.52    | 3.47    |
| Cash flow coverage ratio                  | Times | -       | -       | 784.34  | (3.18)  | 27.12   | 90.77   |
| Operating cashflow ratio                  | Times | 0.28    | (0.20)  | 0.69    | (0.01)  | 0.18    | 0.27    |
| <b>Activity / Turn Over Ratios</b>        |       |         |         |         |         |         |         |
| Inventory turnover ratio                  | Times | 11.71   | 15.36   | 10.95   | 9.71    | 13.97   | 17.68   |
| No. of days in inventory                  |       | 31      | 24      | 33      | 38      | 26      | 21      |
| Debtors turnover ratio                    | Times | 67.10   | 48.81   | 29.50   | 25.31   | 15.09   | 13.05   |
| No. of days in receivables                |       | 5       | 7       | 12      | 14      | 24      | 28      |
| Creditors turnover ratio                  | Times | 11.40   | 12.02   | 9.32    | 8.35    | 6.08    | 7.29    |
| No. of days in payables                   |       | 32      | 30      | 39      | 44      | 60      | 50      |
| Total assets turnover ratio               | Times | 4.17    | 4.94    | 4.64    | 4.68    | 3.33    | 4.12    |
| Fixed assets turnover ratio               | Times | 35.58   | 43.01   | 45.09   | 38.79   | 20.75   | 23.53   |
| Operating cycle                           | Days  | 5       | 1       | 7       | 8       | (10)    | (1)     |
| Number of retail outlets at year end      |       | 778     | 798     | 754     | 731     | 738     | 702     |

|                                                                                                                                                      |             | 2024-25   | 2023-24   | 2022-23   | 2021-22    | 2020-21   | 2019-20     |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------|-----------|-----------|------------|-----------|-------------|
| <b>Investment / Market Ratios</b>                                                                                                                    |             |           |           |           |            |           |             |
| Basic and diluted EPS                                                                                                                                | Rs          | 83.53     | 111.09    | 100.15    | 186.23     | 49.43     | 10.13       |
| Basic and diluted EPS (restated)                                                                                                                     | Rs          | 83.53     | 111.09    | 100.15    | 148.99     | 39.54     | 8.10        |
| Price earnings ratio                                                                                                                                 | Times       | 5.74      | 3.48      | 3.00      | 1.73       | 6.50      | 30.13       |
| Price to book ratio                                                                                                                                  | Times       | 0.95      | 0.86      | 0.83      | 0.86       | 1.41      | 1.65        |
| Dividend yield ratio                                                                                                                                 | %           | 5.60      | 7.65      | 8.89      | 14.25      | 8.05      | 2.96        |
| Dividend payout ratio                                                                                                                                | %           | 30.53     | 24.75     | 27.46     | 24.16      | 54.63     | 88.84       |
| Dividend cover ratio                                                                                                                                 | Times       | 3.28      | 4.04      | 3.64      | 4.14       | 1.83      | 1.13        |
| Cash dividends                                                                                                                                       | Rs thousand | 3,172,608 | 3,421,440 | 3,421,440 | 4,478,976  | 2,687,386 | 895,795     |
| Cash dividend per share                                                                                                                              | Rs          | 25.50     | 27.50     | 27.50     | 45.00      | 27.00     | 9.00        |
| Bonus shares issued                                                                                                                                  | Rs thousand | -         | -         | -         | 248,832    | -         | -           |
| Bonus per share                                                                                                                                      | %           | -         | -         | -         | 25         | -         | -           |
| Break-up value per share without surplus on revaluation of property plant and equipment                                                              | Rs          | 503       | 450       | 363       | 375        | 228       | 185         |
| Break-up value per share with surplus on revaluation of property plant and equipment including the effect of all investments                         | Rs          | 503       | 450       | 363       | 375        | 228       | 185         |
| Break-up value per share including investment in related party at fair/ market value and with surplus on revaluation of property plant and equipment | Rs          | 503       | 450       | 363       | 375        | 228       | 185         |
| Market value per share                                                                                                                               |             |           |           |           |            |           |             |
| Year end                                                                                                                                             | Rs          | 480       | 386       | 300       | 321        | 321       | 305         |
| Highest (during the year)                                                                                                                            | Rs          | 575       | 440       | 399       | 362        | 390       | 398         |
| Lowest (during the year)                                                                                                                             | Rs          | 372       | 280       | 275       | 285        | 297       | 207         |
| Economic Value Added (EVA)                                                                                                                           | Rs thousand | 310,416   | 4,106,818 | 3,840,179 | 13,876,268 | 1,879,728 | (1,912,101) |
| Sustainable growth rate                                                                                                                              | %           | 12.18     | 20.56     | 21.90     | 46.83      | 10.84     | 0.60        |

|                                             |             | 2024-25   | 2023-24   | 2022-23   | 2021-22 | 2020-21      | 2019-20      |
|---------------------------------------------|-------------|-----------|-----------|-----------|---------|--------------|--------------|
| <b>Capital Structure Ratios</b>             |             |           |           |           |         |              |              |
| Debt to equity ratio (as per book value)    | %           | 0:100     | 0:100     | 0:100     | 0:100   | 0.27 : 99.73 | 0.65 : 99.35 |
| Debt to equity ratio (as per market value)  | %           | 0:100     | 0:100     | 0:100     | 0:100   | 0.02 : 99.98 | 0.04 : 99.96 |
| Financial leverage ratio                    | times       | -         | -         | -         | -       | 0.00         | 0.01         |
| Weighted average cost of debt               | %           | -         | -         | -         | -       | 0.64         | 0.93         |
| Net assets per share                        | Rs          | 503       | 450       | 363       | 375     | 228          | 185          |
| Interest cover ratio                        | times       | -         | -         | -         | 881     | 5,183        | 1,989        |
| <b>Non-Financial Ratios</b>                 |             |           |           |           |         |              |              |
| Revenue per employee                        | Rs thousand | 1,010,868 | 1,151,678 | 1,050,861 | 815,143 | 404,818      | 430,575      |
| Staff turnover ratio                        | %           | 7.89      | 8.10      | 10.64     | 10.57   | 6.22         | 7.28         |
| Spares inventory as %age assets cost        | %           | 0.22      | 0.22      | 0.18      | 0.16    | 0.21         | 0.32         |
| Maintenance cost as % of operating expenses | %           | 4.83      | 4.87      | 3.34      | 3.09    | 6.22         | 5.57         |
| Customer retention ratio                    | %           | 99.40     | 99.57     | 99.66     | 98.95   | 99.63        | 99.16        |
| Market Share (Source: OCAC)                 | %           | 9.3       | 10.2      | 10.1      | 10.0    | 9.4          | 10.9         |

**Note:** Due to the nature of the Company's operations, the percentage of plant availability for its products is not a relevant metric.

Figures from previous years have been restated, where necessary, for the purpose of comparison.

VERTICAL ANALYSIS

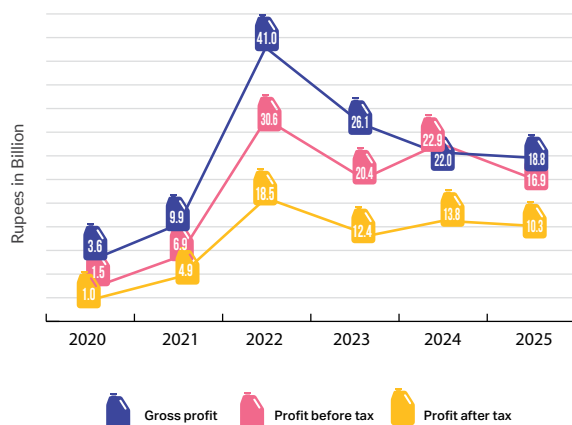
| Statement of Financial Position          |             |         |             |         |             |         |             |         |             |         |             |
|------------------------------------------|-------------|---------|-------------|---------|-------------|---------|-------------|---------|-------------|---------|-------------|
| 2024-25                                  |             | 2023-24 |             | 2022-23 |             | 2021-22 |             | 2020-21 |             | 2019-20 |             |
|                                          | Rs ('000)   | %       | Rs ('000)   | %       | Rs ('000)   | %       | Rs ('000)   | %       | Rs ('000)   | %       | Rs ('000)   |
| Statement of Financial Position          |             |         |             |         |             |         |             |         |             |         |             |
| Property, Plant and Equipment            | 23,954,051  | 19.6    | 23,226,936  | 22.1    | 19,077,870  | 17.7    | 16,597,854  | 17.2    | 16,616,819  | 26.8    | 13,839,661  |
| Other Non-Current Assets                 | 3,170,880   | 2.6     | 2,374,345   | 2.3     | 1,656,871   | 1.5     | 1,378,159   | 1.4     | 1,070,086   | 1.7     | 1,872,533   |
| Current Assets                           | 95,177,778  | 77.8    | 79,677,835  | 75.7    | 87,219,524  | 80.8    | 78,375,032  | 81.3    | 44,210,980  | 71.4    | 35,526,138  |
| Total Assets                             | 122,302,709 | 100.0   | 105,279,116 | 100.0   | 107,954,265 | 100.0   | 96,351,045  | 100.0   | 61,897,885  | 100.0   | 51,238,332  |
| Statement of Profit or Loss              |             |         |             |         |             |         |             |         |             |         |             |
| Shareholders' Equity                     | 62,628,870  | 51.2    | 55,937,996  | 53.1    | 45,219,905  | 41.9    | 37,319,155  | 38.7    | 22,720,934  | 36.7    | 18,446,021  |
| Non- Current Liabilities                 | 11,445,825  | 9.4     | 10,496,714  | 10.0    | 8,635,345   | 8.0     | 7,346,158   | 7.6     | 7,381,496   | 11.9    | 4,883,583   |
| Current Liabilities                      | 48,228,014  | 39.4    | 38,844,406  | 36.9    | 54,099,015  | 50.1    | 51,685,732  | 53.6    | 31,795,455  | 51.4    | 27,908,728  |
| Total Shareholders' Equity & Liabilities | 122,302,709 | 100.0   | 105,279,116 | 100.0   | 107,954,265 | 100.0   | 96,351,045  | 100.0   | 61,897,885  | 100.0   | 51,238,332  |
| Statement of Profit or Loss              |             |         |             |         |             |         |             |         |             |         |             |
| Net Sales                                | 474,097,307 | 100.0   | 526,316,756 | 100.0   | 473,938,329 | 100.0   | 370,074,929 | 100.0   | 188,645,375 | 100.0   | 201,078,720 |
| Cost of Products Sold                    | 455,268,128 | 96.0    | 504,274,285 | 95.8    | 447,867,661 | 94.5    | 329,071,837 | 88.9    | 178,663,434 | 94.7    | 197,440,830 |
| Gross Profit                             | 18,829,179  | 4.0     | 22,042,471  | 4.2     | 26,070,668  | 5.5     | 41,003,092  | 11.1    | 9,981,941   | 5.3     | 3,637,890   |
| Operating Profit                         | 12,484,143  | 2.6     | 16,506,220  | 3.1     | 18,407,445  | 3.9     | 32,759,923  | 8.9     | 7,499,729   | 4.0     | 1,083,793   |
| Profit before income tax and final taxes | 16,978,879  | 3.6     | 22,911,766  | 4.4     | 20,384,969  | 4.3     | 30,609,769  | 8.3     | 6,939,058   | 3.7     | 1,503,086   |
| Profit for the Year                      | 10,392,588  | 2.2     | 13,821,630  | 2.6     | 12,460,790  | 2.6     | 18,536,343  | 5.0     | 4,919,632   | 2.6     | 1,008,294   |

# HORIZONTAL ANALYSIS

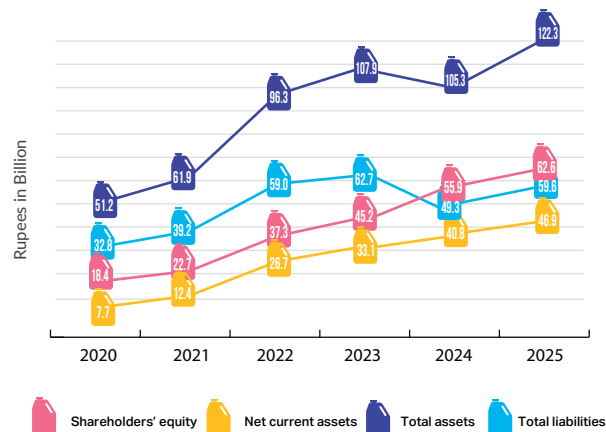
| 2024-25                                  |             |                                          | 2023-24     |                                          |             | 2022-23                                  |             |                                          | 2021-22     |                                          |             | 2020-21                                  |           |                                          | 2019-20   |                                          |  |
|------------------------------------------|-------------|------------------------------------------|-------------|------------------------------------------|-------------|------------------------------------------|-------------|------------------------------------------|-------------|------------------------------------------|-------------|------------------------------------------|-----------|------------------------------------------|-----------|------------------------------------------|--|
|                                          | Rs ('000)   | Increase / (decrease) from last year (%) | Rs ('000)   | Increase / (decrease) from last year (%) | Rs ('000)   | Increase / (decrease) from last year (%) | Rs ('000)   | Increase / (decrease) from last year (%) | Rs ('000)   | Increase / (decrease) from last year (%) | Rs ('000)   | Increase / (decrease) from last year (%) | Rs ('000) | Increase / (decrease) from last year (%) | Rs ('000) | Increase / (decrease) from last year (%) |  |
| Statement of Financial Position          |             |                                          |             |                                          |             |                                          |             |                                          |             |                                          |             |                                          |           |                                          |           |                                          |  |
| Property, Plant and Equipment            | 23,954,051  | 3.1                                      | 23,226,936  | 21.7                                     | 19,077,870  | 14.9                                     | 16,597,854  | (0.1)                                    | 16,616,819  | 20.1                                     | 13,839,661  | 65.8                                     |           |                                          |           |                                          |  |
| Other Non-Current Assets                 | 3,170,880   | 33.5                                     | 2,374,345   | 43.3                                     | 1,656,871   | 20.2                                     | 1,378,159   | 28.8                                     | 1,070,086   | (42.9)                                   | 1,872,533   | 96.9                                     |           |                                          |           |                                          |  |
| Current Assets                           | 95,177,778  | 19.5                                     | 79,677,835  | (8.6)                                    | 87,219,524  | 11.3                                     | 78,375,032  | 77.3                                     | 44,210,980  | 24.4                                     | 35,526,138  | (4.2)                                    |           |                                          |           |                                          |  |
| Total Assets                             | 122,302,709 | 16.2                                     | 105,279,116 | (2.5)                                    | 107,954,265 | 12.0                                     | 96,351,045  | 55.7                                     | 61,897,885  | 20.8                                     | 51,238,332  | 10.4                                     |           |                                          |           |                                          |  |
|                                          |             |                                          |             |                                          |             |                                          |             |                                          |             |                                          |             |                                          |           |                                          |           |                                          |  |
| Shareholders' Equity                     | 62,628,870  | 12.0                                     | 55,937,996  | 23.7                                     | 45,219,905  | 21.2                                     | 37,319,155  | 64.3                                     | 22,720,934  | 23.2                                     | 18,446,021  | (2.5)                                    |           |                                          |           |                                          |  |
| Non- Current Liabilities                 | 11,445,825  | 9.0                                      | 10,496,714  | 21.6                                     | 8,635,345   | 17.5                                     | 7,346,158   | (0.5)                                    | 7,381,496   | 51.1                                     | 4,883,583   | 515.8                                    |           |                                          |           |                                          |  |
| Current Liabilities                      | 48,228,014  | 24.2                                     | 38,844,406  | (28.2)                                   | 54,099,015  | 4.7                                      | 51,685,732  | 62.6                                     | 31,795,455  | 13.9                                     | 27,908,728  | 4.6                                      |           |                                          |           |                                          |  |
| Total Shareholders' Equity & Liabilities | 122,302,709 | 16.2                                     | 105,279,116 | (2.5)                                    | 107,954,265 | 12.0                                     | 96,351,045  | 55.7                                     | 61,897,885  | 20.8                                     | 51,238,332  | 10.4                                     |           |                                          |           |                                          |  |
| Statement of Profit or Loss              |             |                                          |             |                                          |             |                                          |             |                                          |             |                                          |             |                                          |           |                                          |           |                                          |  |
|                                          |             |                                          |             |                                          |             |                                          |             |                                          |             |                                          |             |                                          |           |                                          |           |                                          |  |
| Net Sales                                | 474,097,307 | (9.9)                                    | 526,316,756 | 11.1                                     | 473,938,329 | 28.1                                     | 370,074,929 | 96.2                                     | 188,645,375 | (6.2)                                    | 201,078,720 | (9.9)                                    |           |                                          |           |                                          |  |
| Cost of Products Sold                    | 455,268,128 | (9.7)                                    | 504,274,285 | 12.6                                     | 447,867,661 | 36.1                                     | 329,071,837 | 84.2                                     | 178,663,434 | (9.5)                                    | 197,440,830 | (8.1)                                    |           |                                          |           |                                          |  |
| Gross Profit                             | 18,829,179  | (14.6)                                   | 22,042,471  | (15.5)                                   | 26,070,668  | (36.4)                                   | 41,003,092  | 310.8                                    | 9,981,941   | 174.4                                    | 3,637,890   | (55.7)                                   |           |                                          |           |                                          |  |
| Operating Profit                         | 12,484,143  | (24.4)                                   | 16,506,220  | (10.3)                                   | 18,407,445  | (43.8)                                   | 32,759,923  | 336.8                                    | 7,499,729   | 592.0                                    | 1,083,793   | (81.0)                                   |           |                                          |           |                                          |  |
| Profit before income tax and final taxes | 16,978,879  | (25.9)                                   | 22,911,766  | 12.4                                     | 20,384,969  | (33.4)                                   | 30,609,769  | 341.1                                    | 6,939,058   | 361.7                                    | 1,503,086   | (73.7)                                   |           |                                          |           |                                          |  |
| Profit for the Year                      | 10,392,588  | (24.8)                                   | 13,821,630  | 10.9                                     | 12,460,790  | (32.8)                                   | 18,536,343  | 276.8                                    | 4,919,632   | 387.9                                    | 1,008,294   | (74.5)                                   |           |                                          |           |                                          |  |

# GRAPHICAL PRESENTATION

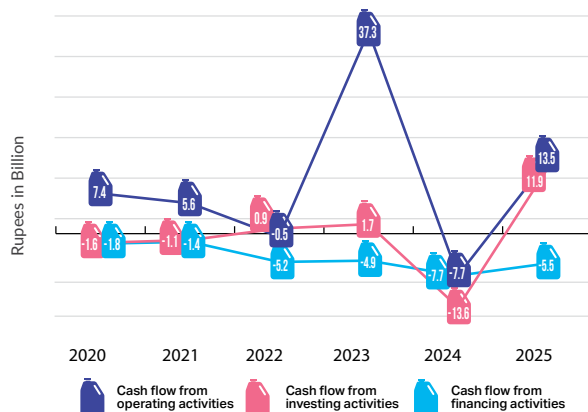
## Profit or Loss



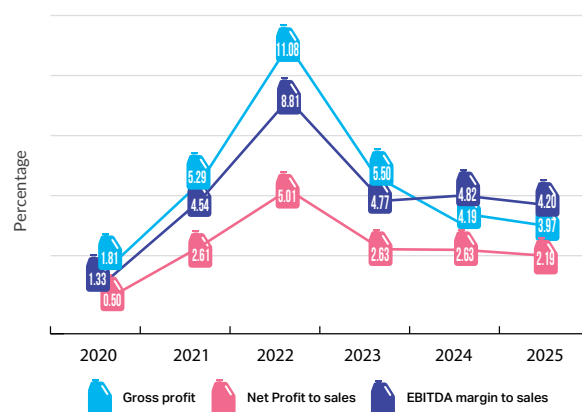
## Financial Position



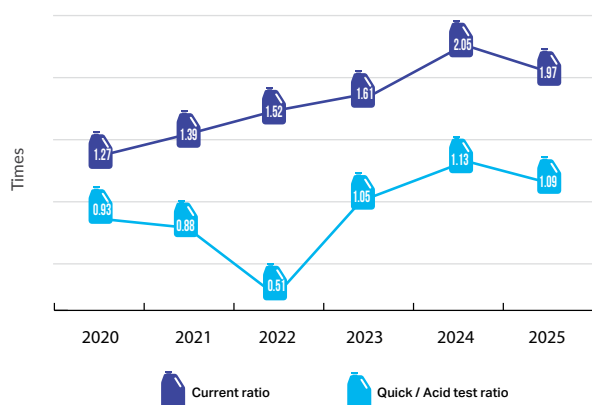
## Cash Flows



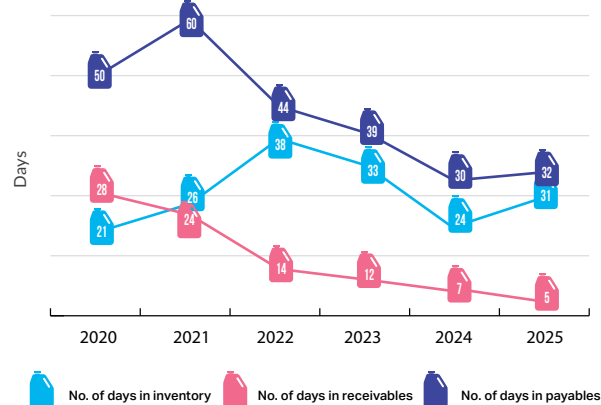
## Profitability Ratios



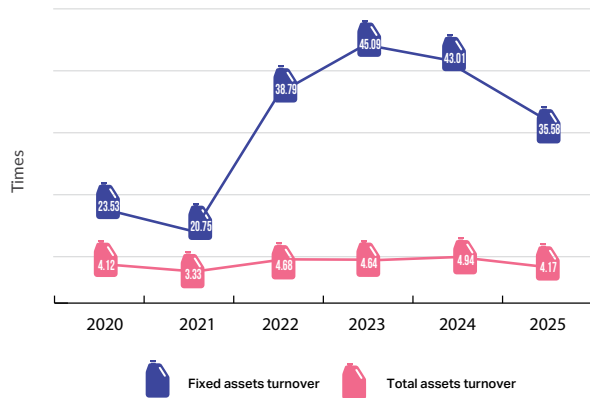
## Liquidity Ratios



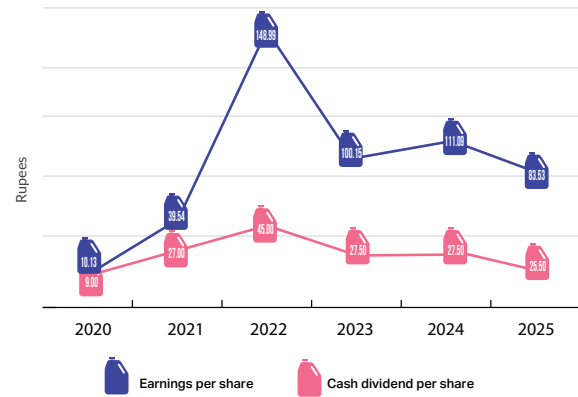
## Activity Ratios



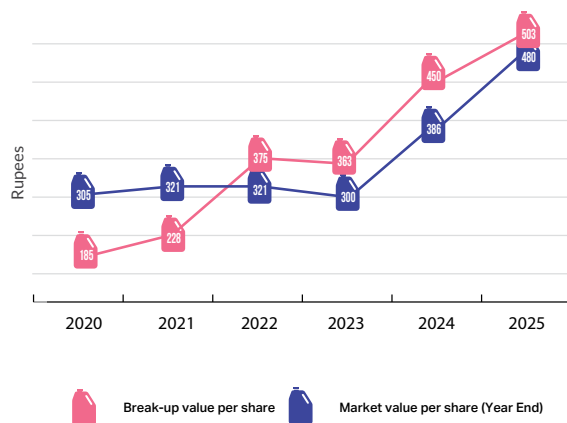
## Turnover Ratios



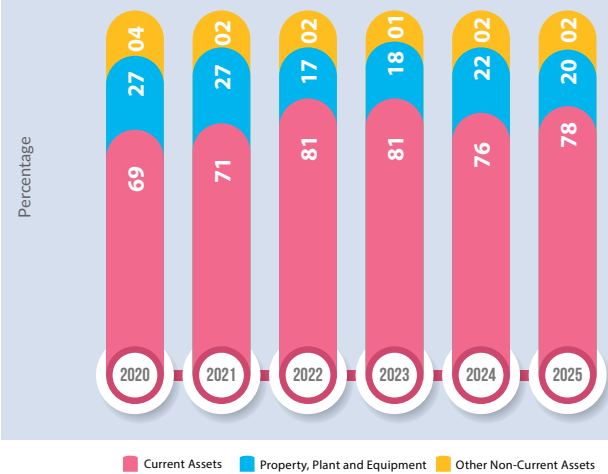
## Investment Ratios



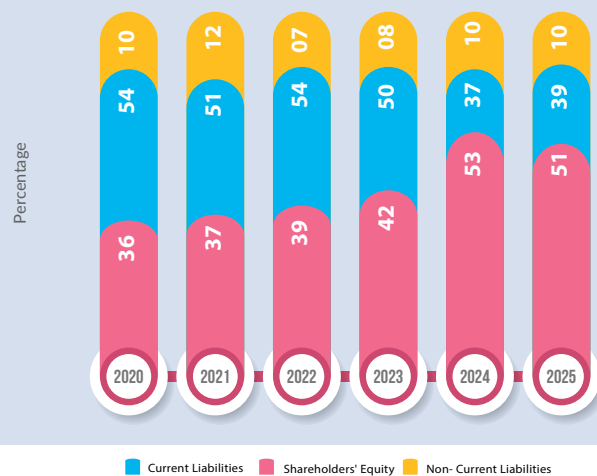
## Market Ratios



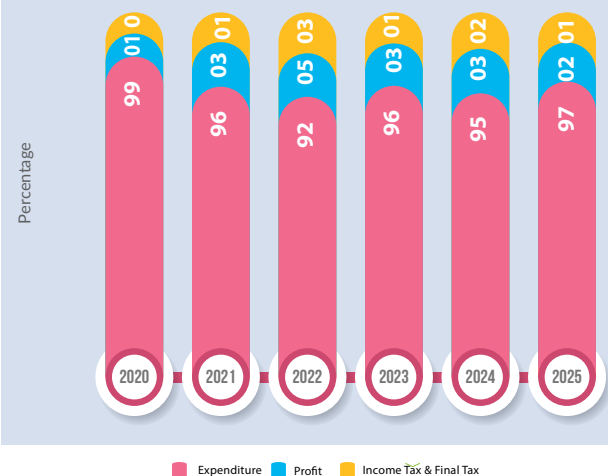
## Composition of Assets



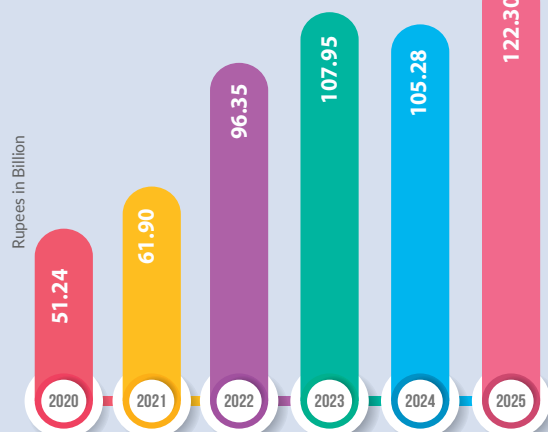
## Composition of Total Liabilities &amp; Shareholders' Equity



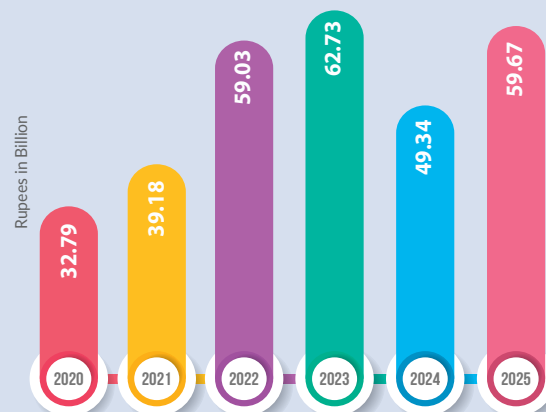
## Composition of Profit and loss



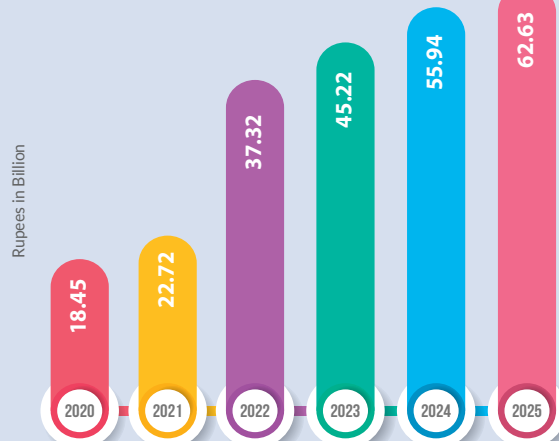
## Total Assets



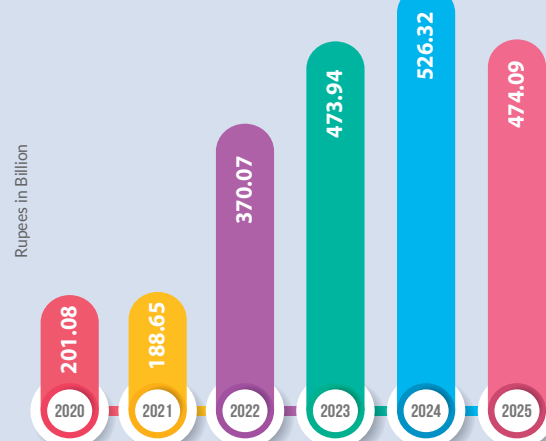
## Total Liabilities



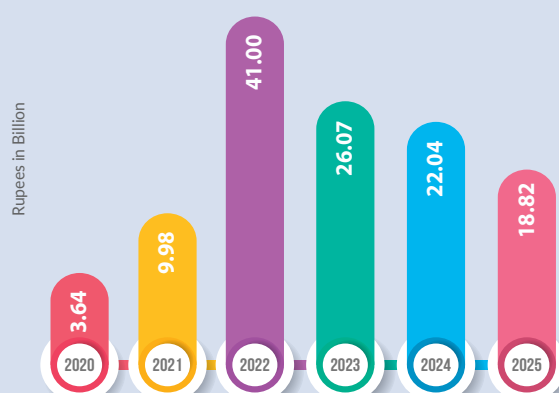
## Total Shareholders' Equity



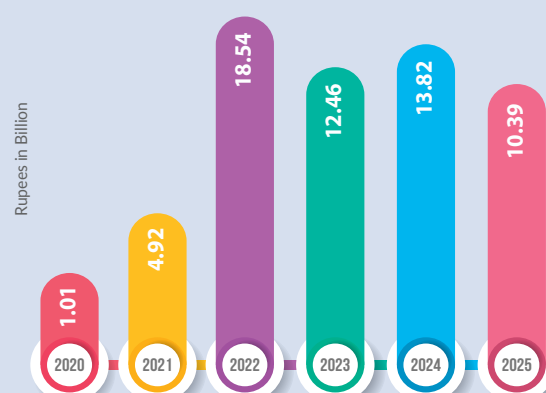
## Net Sales



## Gross Profit



## Profit for the year



# COMMENTS ON FINANCIAL ANALYSIS

## Statement of Cash flows

**Operating activities:** Over the six-year period (2020–2025), operating cash flows fluctuated mainly due to changes in profitability, inventory levels, trade receivables, and trade payables. In 2025, cash flows turned positive at Rs 13,502 million, supported by increase in trade and other payables, a reduction in advances and other receivables, and net profit for the year. In contrast, 2024 recorded a negative cash flow of Rs 7,761 million, primarily due to higher inventory levels and decline in trade and other payables following payments to suppliers. Overall, fluctuations in operating cash flows from 2020 to 2023 reflect the company's operational performance, working capital management practices, and the impact of market conditions on inventory and trade balances.

**Investing activities:** Over the six-year period (2020–2025), cash flows from investing activities fluctuated substantially. In 2025, positive inflows were recorded, primarily driven by investment income and proceeds from the maturity of short-term investments. In contrast, 2024 recorded a significant outflow of Rs 13,603 million, mainly attributable to higher short-term investments and capital expenditures on property, plant, and equipment. In comparison, 2023 and 2022 generated positive cash flows of Rs 1,753 million and Rs 966 million, respectively, supported by favorable investment returns. However, 2021 and 2020 reflected negative cash flows, largely attributable to substantial capital expenditures and lower investment returns during those years.

**Financing activities:** Over the six-year period (2020–2025), cash flows from financing activities consistently showed net outflows, mainly driven by dividend distributions and lease liability payments. In 2025, cash outflows declined to Rs. 5,503 million, as compared to outflow of Rs. 7,738 million in 2024, which is highest level during the six years under review, reflecting increased dividend payouts and lease obligations. Similarly, 2023 and earlier years recorded varying levels of outflows, largely influenced by fluctuations in dividend payments and lease settlements.

## Ratios Analysis

**Profitability and operating ratios:** Over the six-year period (2020–2025), gross profit ratio peaked in 2022, reflecting stronger product margins driven by inventory gains. In 2025, the gross profit ratio

stood at 3.97% compared to 4.19% in 2024, mainly due to fluctuation in prices. Net profit margin declined to 2.19% in 2025, down from 2.63% in 2024, while 2022 recorded the highest net margin of 5.01%. These variations were influenced by changes in gross profit, operating expenses, and other income. The EBITDA margin improved steadily, rising from 1.33% in 2019–20 to 4.20% in 2024–25, reflecting enhanced operational efficiency. Return on equity, however, decreased to 17.53% in 2025 from 27.33% in 2024, with the highest level of 61.75% achieved in 2022 on the back of higher profitability.

**Liquidity ratios:** Over the six-year period (2020–2025), current ratio remained stable at 1.97 times in the year 2025 compared to previous years, improving from lowest level of 1.27 times in 2020, indicating stronger ability to cover short-term liabilities with current assets over time. The quick ratio, which excludes inventory, showed more variability, rising from 0.93 times in 2020, dropping to 0.51 times in 2022, and subsequently stabilizing above 1.00 times, reaching 1.09 in 2025. This improvement reflects enhanced liquidity excluding inventory, showing a stronger capacity to meet short-term obligations.

**Activity / Turn over ratios:** Over the six-year period (2020–2025), the debtors' turnover ratio showed a remarkable improvement, increasing from 13.05 times in 2020 to 67.10 times in 2025, the highest level, reflecting stronger receivables collection and improved cash flow management. The creditors' turnover ratio also strengthened, rising from 7.29 times to 11.40 times, indicating more frequent payments to creditors, while ensuring effective cash management. The inventory turnover ratio stood at 11.71 times in 2025, compared to 15.36 times in the year 2024, reflecting higher stock levels. The assets turnover ratio improved from its lowest point of 3.33 times in 2021 to 4.17 times in 2025, demonstrating greater efficiency in generating sales from assets.

**Investment / Market ratios:** Over the six-year period (2020–2025), Basic and diluted EPS declined to Rs. 83.53 in 2025 from Rs. 111.09 in 2024, mainly due to lower profitability. EPS was at its lowest in 2020 at Rs. 10.13, then rose sharply to Rs. 186.23 in 2022 before stabilizing in the following years. The dividend payout ratio fluctuated between 24.16% and 88.84% during the six-year period, primarily influenced by profitability trends and liquidity

requirements. The market value per share rose to Rs. 480 at year-end 2025, up from Rs. 386 in 2024, reflecting the positive impact of consistent, healthy earnings.

**Capital Structure ratios:** All capital requirements are financed through equity contribution.

### Vertical analysis

**Statement of financial position:** The vertical analysis of the Statement of Financial Position from 2020 to 2025 highlights notable shifts in the composition of assets, liabilities, and shareholders' equity. The proportion of Property, Plant, and Equipment (PPE) in total assets declined from 27.0% in 2020 to 19.6% in 2025, despite consistent investments, indicating relatively higher growth in other asset categories. Current assets increased from 69.3% in 2020 to 77.8% in 2025, driven mainly by higher stock-in-trade levels. Shareholders' equity as a proportion of total equity and liabilities rose significantly from 36.0% in 2020 to 51.2% in 2025, largely due to the accumulation of retained earnings. This trend reflects the company's ability to generate sustainable profits, strengthen its financial base, and reduce reliance on debt financing. The proportion of non-current liabilities remained stable over the six-year period, indicating monetary growth in line with total equity and liabilities. Meanwhile, current liabilities declined from 54.5% in 2020 to 39.4% in 2025, reflecting improved management of short-term obligations and stronger liquidity positioning.

**Statement of Profit or loss:** Gross profit as a percentage of net sales fluctuated over the six-year period, reaching its highest level of 5.0% in 2022 and its lowest of 0.5% in 2020. From 2023 onward, it remained relatively stable above 2%, closing at 2.2% in 2025.

### Horizontal Analysis

**Statement of Financial Position:** Property, Plant, and Equipment (PPE) grew by 3.1% in 2025 compared to 2024, continuing its upward trend after the substantial 65.8% increase recorded in 2020, reflecting sustained capital investments. Current assets increased significantly by 19.5% in 2025 compared to 2024, following a sharp 77.3% rise in 2022. Total assets expanded by 16.2% in 2025 over 2024, primarily driven by the growth in current assets. Shareholders' equity maintained its upward trajectory, increasing by 12% in 2025 compared to 2024, following a substantial 64.3%

surge in 2022 over 2021. This growth primarily reflects the strengthening of retained earnings, underscoring the company's ability to generate and retain profits. Non-current liabilities rose by 9% in 2025 compared to 2024, while current liabilities increased by 24.2% over the same period, mainly driven by higher trade and other payables.

**Statement of Profit or loss:** Over the years, fluctuations in sales volumes, improved margins, and the impact of changing petroleum product prices, both favorable and unfavorable, have resulted in varying levels of sales and profitability. In addition, shifts in demand patterns, regulatory changes, and the volatility of exchange rates have further influenced overall performance, reflecting the sector's sensitivity to both internal efficiencies and external market dynamics.

### METHODS/ASSUMPTIONS USED TO COMPILE THE INDICATORS:

The company's performance is effectively reflected through key operating and financial data, which are regularly reviewed by management to assess and enhance overall performance.

Profitability ratios are crucial financial benchmarks that stakeholders use to assess and evaluate a company's ability to generate profit in relation to its revenue.

Liquidity ratios are used to assess a company's ability to meet its obligations and provide insights into how effectively working capital is managed over time.

Activity ratios indicates how efficiently the Company is leveraging its assets to generate revenues and cash.

Earnings per share measures the earnings of the Company against the total outstanding shares and dividend per share reflects dividend declared by Company for every outstanding ordinary share.

Market price per share is the measure of perception of the Company in the market.

### RATIONAL FOR MAJOR CAPITAL EXPENDITURES

Capital expenditure has been incurred for establishing and construction of retail outlets and terminals, rational for the same has been discussed in detail in Directors' report for the year ended June 30, 2025.

## ANALYSIS OF PERFORMANCE AGAINST TARGET/BUDGET

During the current year, the company recorded a modest improvement in profit compared to budgeted expectations. This performance was shaped by a mix of key factors influencing overall profitability.

Sales fell short of expectations due to lower-than-anticipated volumes, primarily driven by reduced demand for Furnace Fuel Oil (FFO) resulting from lower electricity generation requirements of FFO based power plants, which had an unfavorable impact on the company's gross profit.

Operating expenses were lower than planned, supported by effective cost management, and improved operational efficiencies, which contributed positively to profitability.

In addition, other income, including net finance income and share of profit from associates, exceeded budgeted expectations, further strengthening overall results.

Overall, the company reported a modestly higher net profit than anticipated.

## STATEMENT OF CHARITY ACCOUNT

| Particulars                 | 2024-25       |
|-----------------------------|---------------|
|                             | Rs ('000)     |
| Education and Scholarship   | 26,395        |
| Health care and Environment | 2,634         |
| Sports Development          | 3,587         |
| Community Welfare           | 23,575        |
| <b>Total *</b>              | <b>56,191</b> |

\* Includes through Company's trust

# ANALYSIS OF VARIATION

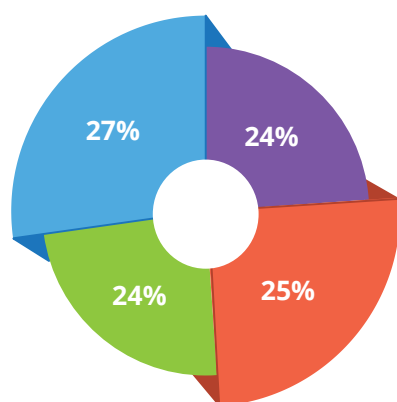
in results of interim reports with the final accounts

|  | First Quarter | Second Quarter | Third Quarter | Fourth Quarter | Total for the year 2024-25 |
|--|---------------|----------------|---------------|----------------|----------------------------|
|  | Rs ('000)     | Rs ('000)      | Rs ('000)     | Rs ('000)      | Rs ('000)                  |

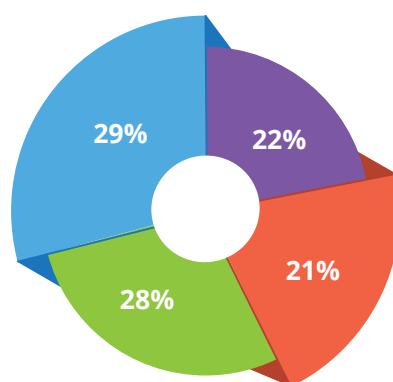
## Statement of Profit or Loss

|                                                |             |             |             |             |             |
|------------------------------------------------|-------------|-------------|-------------|-------------|-------------|
| Net sales                                      | 112,718,079 | 119,099,322 | 114,918,479 | 127,361,427 | 474,097,307 |
| Gross profit                                   | 4,051,038   | 4,013,707   | 5,344,455   | 5,419,979   | 18,829,179  |
| Profit before income tax & final taxes         | 3,895,069   | 4,196,395   | 4,312,196   | 4,575,219   | 16,978,879  |
| Profit for the year/period                     | 2,384,624   | 2,738,869   | 2,575,240   | 2,693,855   | 10,392,588  |
| Earnings per share- Basic and diluted (Rupees) | 19.17       | 22.01       | 20.70       | 21.65       | 83.53       |

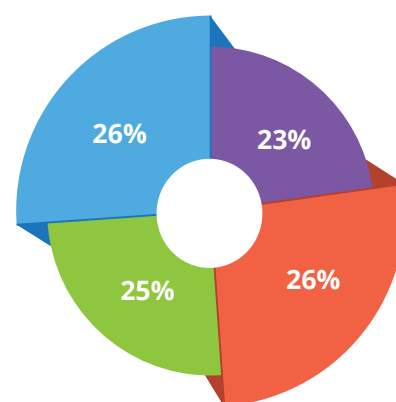
Net Sales



Gross Profit



Profit for the year



■ First Quarter ■ Second Quarter ■ Third Quarter ■ Fourth Quarter

Net sales peaked in the fourth quarter of the year, primarily due to higher sales volumes driven by improved demand for petroleum products and seasonal factors. In contrast, net sales were at their lowest in the first quarter, mainly because of reduced demand during the rainy season and lower development activities.

Gross profit was highest in the fourth quarter, supported by volumetric growth, followed by the third quarter where favorable price fluctuations supported to strong performance. In contrast, gross profit in the first and second quarters remained relatively low, impacted by unfavorable petroleum price changes and lower sales volumes.

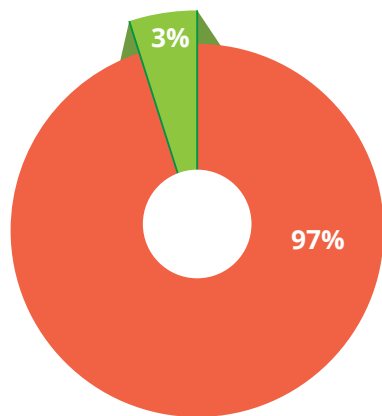
Profit for the period peaked in the second quarter, driven by lower operating expenses and higher finance income. In contrast, net profit in the first quarter was the lowest, primarily due to lower sales. Meanwhile, profits in the third and fourth quarters remained stable, supported by volumetric growth and favorable price fluctuations.

# STATEMENT OF ECONOMIC VALUE ADDED

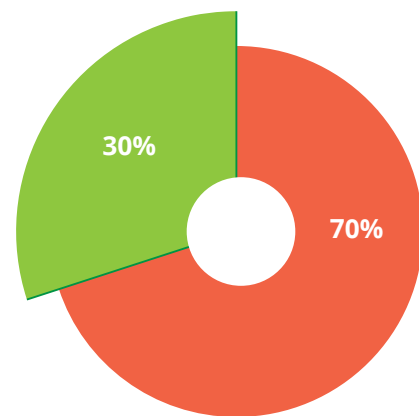
| Description                             | 2024-25      | 2023-24     |
|-----------------------------------------|--------------|-------------|
|                                         | Rs ('000)    | Rs ('000)   |
| Profit for the year                     | 10,392,588   | 13,821,630  |
| Cost of Capital                         | (10,082,172) | (9,714,812) |
| Economic Value Added (EVA)              | 310,416      | 4,106,818   |
| Economic Value Added Per share (Rupees) | 2.49         | 33.01       |

Economic Value Added (EVA) reflects decline in 2024-25, falling to Rs. 310 million from Rs. 4,107 million in 2023-24. This downturn was primarily driven by a 25% decrease in profit for the year, attributable to lower sales volumes, higher operating expenses, and reduced finance income. In parallel, the cost of capital increased to Rs. 10,082 million from Rs. 9,715 million in the prior year, due to higher equity base.

## Composition of Net Profit



2024-25



2023-24

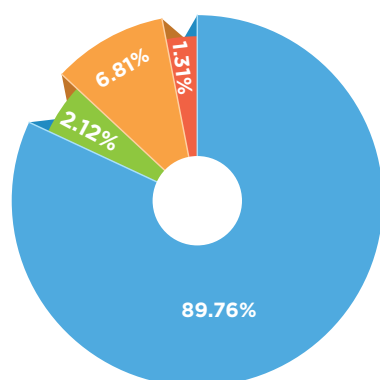
● Economic Value Added ● Cost of Capital

# STATEMENT OF VALUE ADDED

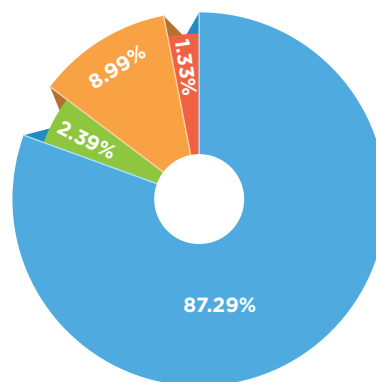
|                                      | 2024-25        |   | 2023-24        |   |
|--------------------------------------|----------------|---|----------------|---|
|                                      | Rs in thousand | % | Rs in thousand | % |
| Gross revenue and other income       | 492,760,093    |   | 550,367,577    |   |
| Cost of sales and operating expenses | (343,307,305)  |   | (407,477,167)  |   |
| Total value added                    | 149,452,788    |   | 142,890,410    |   |

## DISTRIBUTION

|                              |             |        |             |        |
|------------------------------|-------------|--------|-------------|--------|
| Employee remuneration:       | 1,963,178   | 1.31   | 1,895,775   | 1.33   |
| Government as:               |             |        |             |        |
| Company taxation             | 6,586,291   | 4.41   | 9,090,136   | 6.36   |
| Sales tax, duties and levies | 126,339,953 | 84.54  | 113,955,306 | 79.75  |
| WPPF and WWF                 | 1,216,405   | 0.81   | 1,682,827   | 1.18   |
| Shareholders as:             |             |        |             |        |
| Dividends                    | 3,172,608   | 2.12   | 3,421,440   | 2.39   |
| Bonus shares                 | -           | -      | -           | -      |
| Society as:                  |             |        |             |        |
| Donation                     | -           | -      | -           | -      |
| Providers of finance as:     |             |        |             |        |
| Financial Charges            | -           | -      | -           | -      |
| Retained in business:        |             |        |             |        |
| Depreciation                 | 2,954,373   | 1.98   | 2,444,736   | 1.71   |
| Net earnings                 | 7,219,980   | 4.83   | 10,400,190  | 7.28   |
|                              | 149,452,788 | 100.00 | 142,890,410 | 100.00 |



2024-25



2023-24

● Government 
 ● Shareholders 
 ● Retained in business 
 ● Employee remuneration 
 ● Provider of finance 
 ● Society