



Where Challenges Inspire Excellence



About this Report

Contents: This Report provides a thorough overview of MariEnergies, including essential background information and a comprehensive review of the Company's performance during FY 2024-25. It features detailed financial and operational data, enhanced with graphs, charts, and analyses for data visualization and interpretation. The narrative sections highlight key aspects of the Company's operations in descriptive form. The Report includes a dedicated Sustainability Report, and Separate and Consolidated Financial Statements. The topics covered, including the Sustainability Report, and their locations in the Report are outlined in the table of contents.

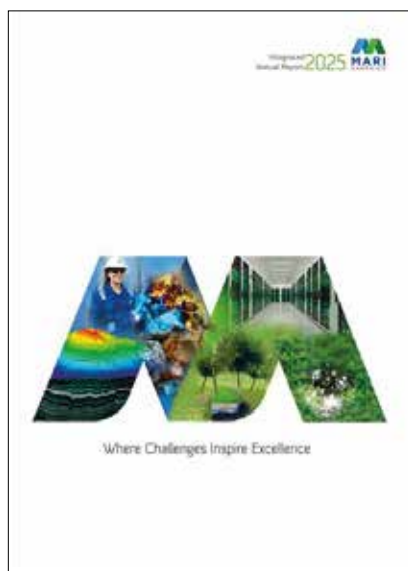
Scope and Boundary: The Report covers the period from July 01, 2024, to June 30, 2025. However, subsequent events and developments up to the date of printing of the Report have been included where

relevant, to keep the information up to date. Financial analysis and reviews are based on the financial information contained in the approved Audited Separate and Consolidated Financial Statements for the year ended on June 30, 2025, with relevant comparative information. The Separate and Consolidated Financial Statements have been prepared in accordance with the accounting and reporting standards as applicable in Pakistan. Additional data and information have been included in line with the best corporate and sustainability reports criteria prescribed by the Joint Committee of ICAP-ICMAP and the Pakistan Stock Exchange. The information contained in the forward looking statements is valid only till the date of publication of this Report. There have been no significant changes to the scope, boundary, or reporting basis since the last reporting date of June 30, 2024, except as stated above.

External Assurances/Reviews: The Separate and Consolidated Financial Statements have been audited and the Statement of Compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019 has been reviewed by the Company's statutory auditors, M/s A.F. Ferguson & Co., Chartered Accountants, and their reports are part of this Annual Report. Details of external assurances and reviews of the Sustainability Report are mentioned in the report itself.

Disclaimer: All forward-looking statements included in this Report reflect the management's current expectations of future events and are subject to a number of factors and uncertainties that could cause actual results to differ materially from those described in the forward-looking statements. These statements should not be relied upon for investment or other decision-making purposes, as these speak only as of the date they were issued.

About the Cover



The cover of our 2024-25 Integrated Annual Report captures the essence of MariEnergies' transformation. The logo embodies our renewed purpose, while images integrated within it represent the three pillars driving our journey: core business excellence, strategic diversification, and sustainability leadership.

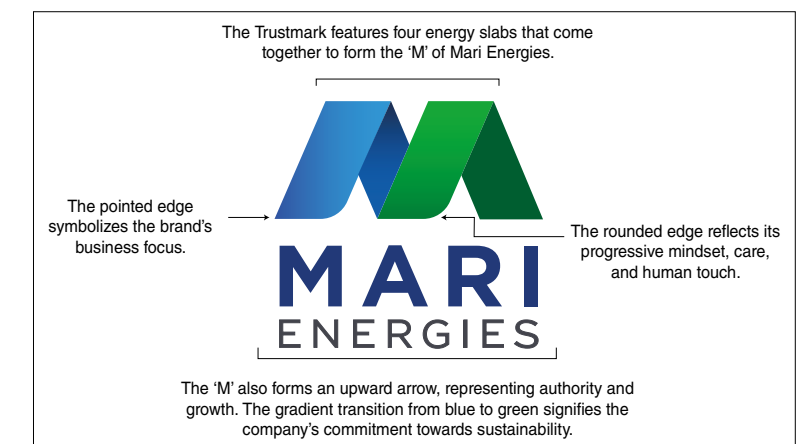
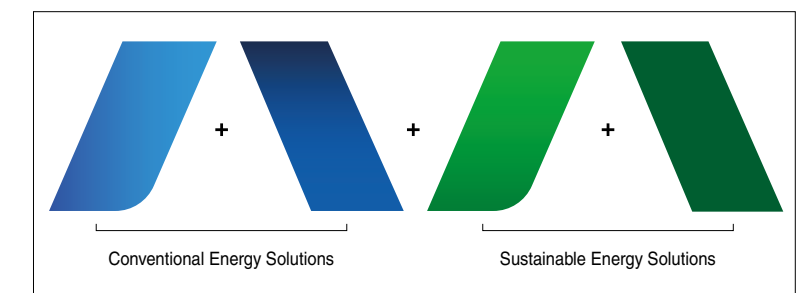
We continue to optimize and expand our exploration and production capabilities. By leveraging technological innovation and operational excellence, we maintain our leadership in Pakistan's energy sector, delivering reliable energy that fuels national growth and socio-economic development.

Recognizing the evolving energy landscape, we have made significant strides into new sectors, including mining and data and cloud services. These initiatives allow us to seize emerging opportunities while building resilience against market and technological shifts.

Our commitment to environmental stewardship, social responsibility, and governance sets a benchmark for the sector. From advancing HSE standards to embedding sustainability in our decision-making, we aim to create enduring value for all stakeholders.

This year, transformation is not just a theme - it is our reality. In our journey, the challenges we face only inspire us to strive for excellence.

Our New Logo - Explained



Contents

Management Report 2025

04	Our Performance	63	MariEnergies Reserves & Resources
06	Sustainable Shareholders' Return	64	Pioneering Excellence - Mari Services Division (MSD)
07	Reinvestment for Sustainable Growth and Future Cash Flows	68	Risks and Opportunities Report
08	Contribution to the National Economy	74	Organizational Overview and External Environment
09	Economic and Social Impact over Last Five Years	77	Strategy and Resource Allocation
10	MariEnergies' Transformation Journey (2020-2025)	83	Human Resource Management & Development
16	Chairmen MariEnergies Board of Directors (1984-Todate)	85	Information Technology
17	Managing Directors MariEnergies (1984-Todate)	90	Major Social Events
18	Company Information	92	Annual Function 2024
20	Code of Conduct	94	Awards and Recognitions
22	Notice of Annual General Meeting	96	Corporate Governance
26	Company Profile	114	Performance Indicators
27	Core Values	115	Quarterly Analysis
28	Our History	116	Summary of Cash Flows
30	Our Vision & Mission	117	Return on Equity (DuPont Analysis)
31	Our Commitments	118	Horizontal Analysis - Statement of Financial Position
32	Profile of Board of Directors	120	Horizontal Analysis - Statement of Profit or Loss
39	Organogram	122	Vertical Analysis - Statement of Financial Position
40	Chairman's Review	124	Vertical Analysis - Statement of Profit or Loss
42	Managing Director's Outlook	126	Financial Capital
48	MariEnergies' Engagement in MOUs, Trainings and Workshops	128	Six Years' Analysis
50	Participation in PDAC 2025	133	Statement of Value Added
50	Participation in ADIPEC 2024	134	Ten Years at a Glance
51	MariEnergies Leads Reserves Growth	135	Pattern of Shareholding
52	Success Stories		
	• 54 Unlocking Waziristan's Potential		
	• 56 Mapping the Future		
	• 57 Sujawal Facility Expansion		
	• 58 MariEnergies' Landmark Year		
	• 59 From Petroleum to New Possibilities		
	• 60 Mari Revitalization Initiatives		
	• 61 Ghazij Fracturing Breakthrough		
	• 62 Successful Completion of the Supply Chain Transformation Project		

Sustainability Report 2025

146	About MariEnergies
147	Report Overview
148	CEO's Message
149	Our Sustainability Journey
151	Sustainability Highlights 2025
152	Sustainability on the Horizon
153	Looking Ahead
154	Our Business Model
156	Sustainability at MariEnergies
157	Sustainability Strategy
158	ESG Policy
160	SDGs and MariEnergies
161	Stakeholders' Engagement
162	Material Sustainability Issues
163	Our Material Topics
164	Governance
165	Governance
167	Sustainability Governance Structure
169	Policy Commitments
170	Ethical Business Practices
174	Energizing Economic Value
175	Our Approach
176	Energy and Food Security
177	Economic Returns
178	Thriving with Nature
179	Our Approach
180	Climate Change
183	Protecting Biodiversity
186	Conserving Water Resources
188	Circularity and Waste
190	Uplifting Lives
191	Our Approach
192	Nurturing Talent
196	Diversity, Inclusion and Work-life Balance
198	Health, Safety and Environment Policy
200	Health, Safety, and Security
206	Respecting Human Rights
208	Partnering for Community Progress
209	Our Approach
210	Sustainable Communities: Advancing Together

216	Annexures
217	External Assurance Report
220	GRI Content Index
228	SDGs Index
229	Annexures
230	PSX SDGs Index
233	Acronyms
234	Sustainability Related Financial Disclosures
235	Overview of the Reporting Entity
238	Governance
239	Strategy
246	Risk Management
247	Metrics and Targets
248	General Disclosures

250	Directors' Report
266	MariEnergies' Operated Blocks
268	MariEnergies' Non-Operated Blocks
270	Geographical Presence
271	Independent Auditors' Review Report
272	Statement of Compliance with Listed Companies with Listed Companies (Code of Corporate Governance) Regulations, 2019

Financial Statements 2024-25

279	Independent Auditors' Report
284	Statement of Financial Position
286	Statement of Profit or Loss
287	Statement of Comprehensive Income
288	Statement of Changes in Equity
289	Statement of Cash Flows
290	Notes to and Forming Part of the Financial Statements

Consolidated Financial Statements 2024-25

345	Independent Auditors' Report
350	Consolidated Statement of Financial Position
352	Consolidated Statement of Profit or Loss
353	Consolidated Statement of Comprehensive Income
354	Consolidated Statement of Changes in Equity
355	Consolidated Statement of Cash Flows
356	Notes to the Consolidated Financial Statements
410	Definitions and Glossary of Terms
427	Directors' Report (Urdu)



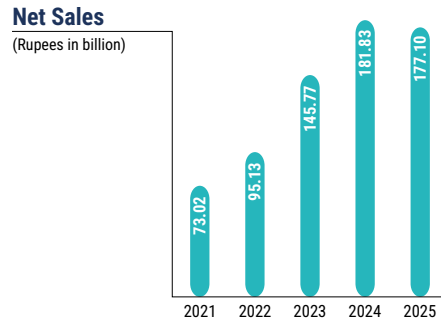
Our Performance

(FY 2024-25)

FINANCIAL PERFORMANCE

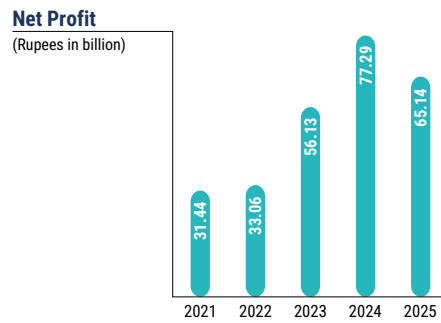
OPERATIONAL EXCELLENCE

Setting new benchmarks with consistent growth



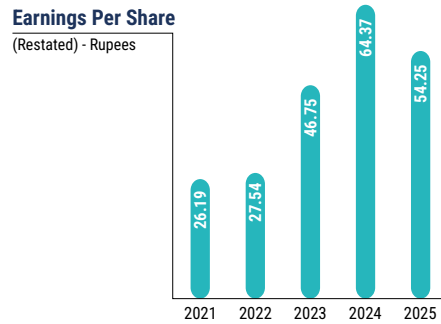
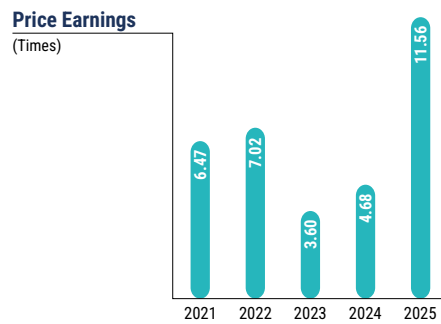
Net Sales
Rs **177** bn
(2024: Rs 182 bn) (3%)

Net Profit
Rs **65** bn
(2024: Rs 77 bn) (16%)



Earnings Per Share
Rs **54.25** (16%)
[2024: Rs 64.37 (Restated)]

Price Earnings
11.56
Times 147%
[2024: 4.68 Times]

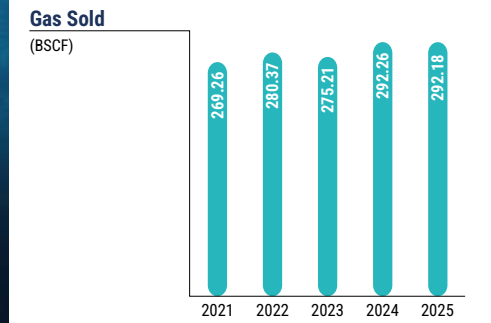
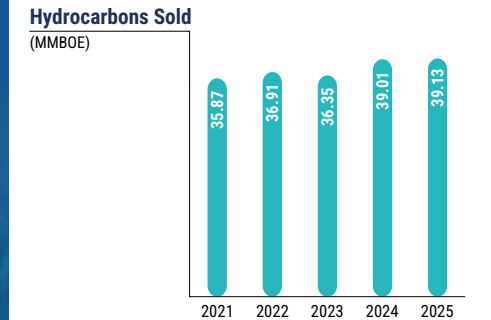


Highest Ever Hydrocarbons Sold
39.1 MMBOE 0.3%
(2024: 39.0 MMBOE)

Gas Sold
292 BSCF
(2024: 292 BSCF)

Liquid Sold
509,351 Barrels 17%
(2024: 436,800 Barrels)

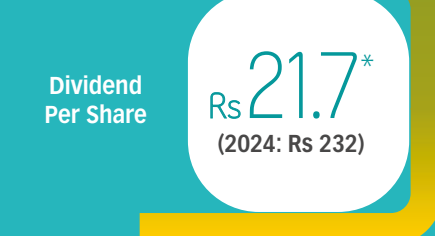
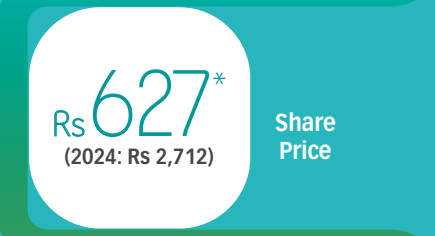
Process Safety Event Rate (Tier1)
0.00 PSE
(2024: 0.00 PSE Per Million Hours)



Sustainable Shareholders' Return (FY 2024-25)



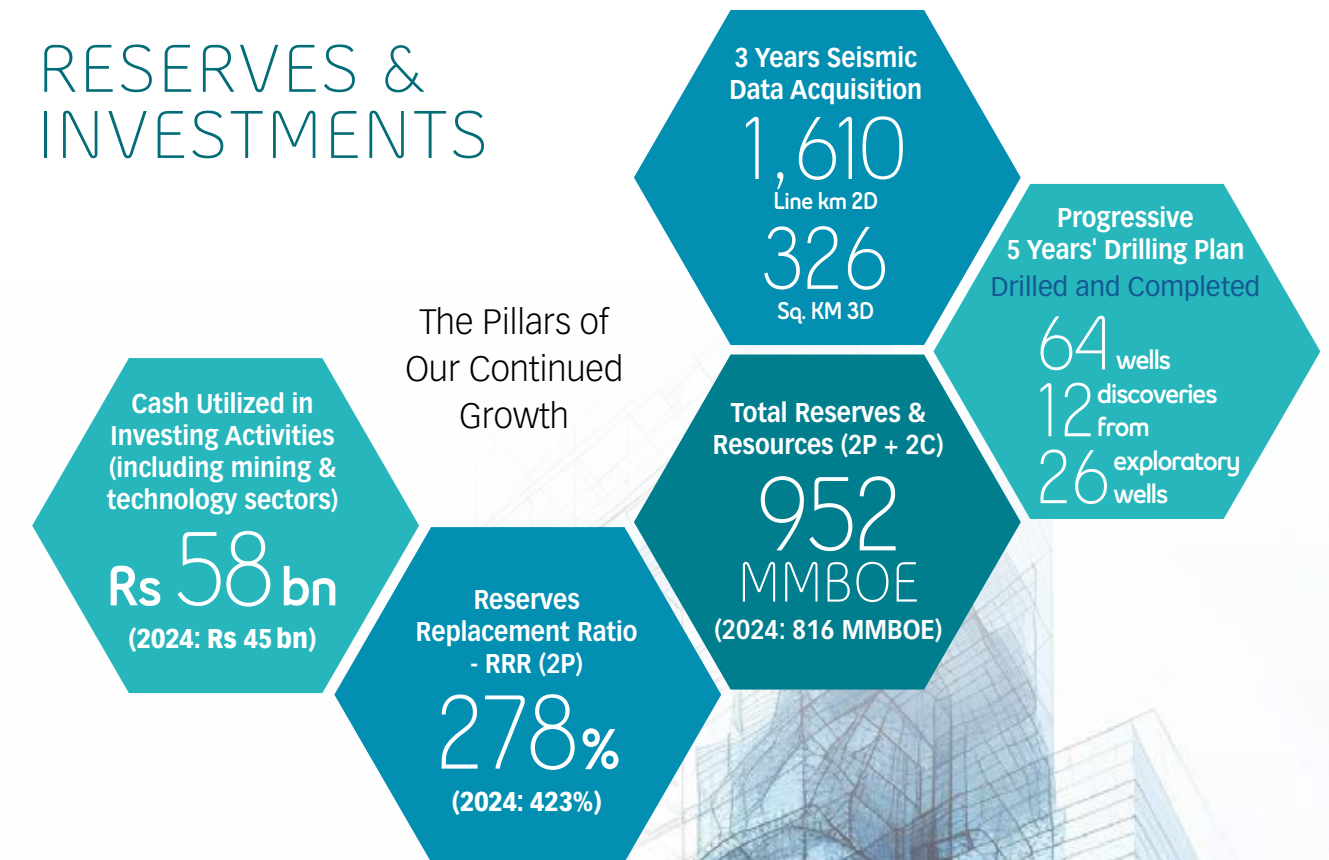
Delivering Excellence >>



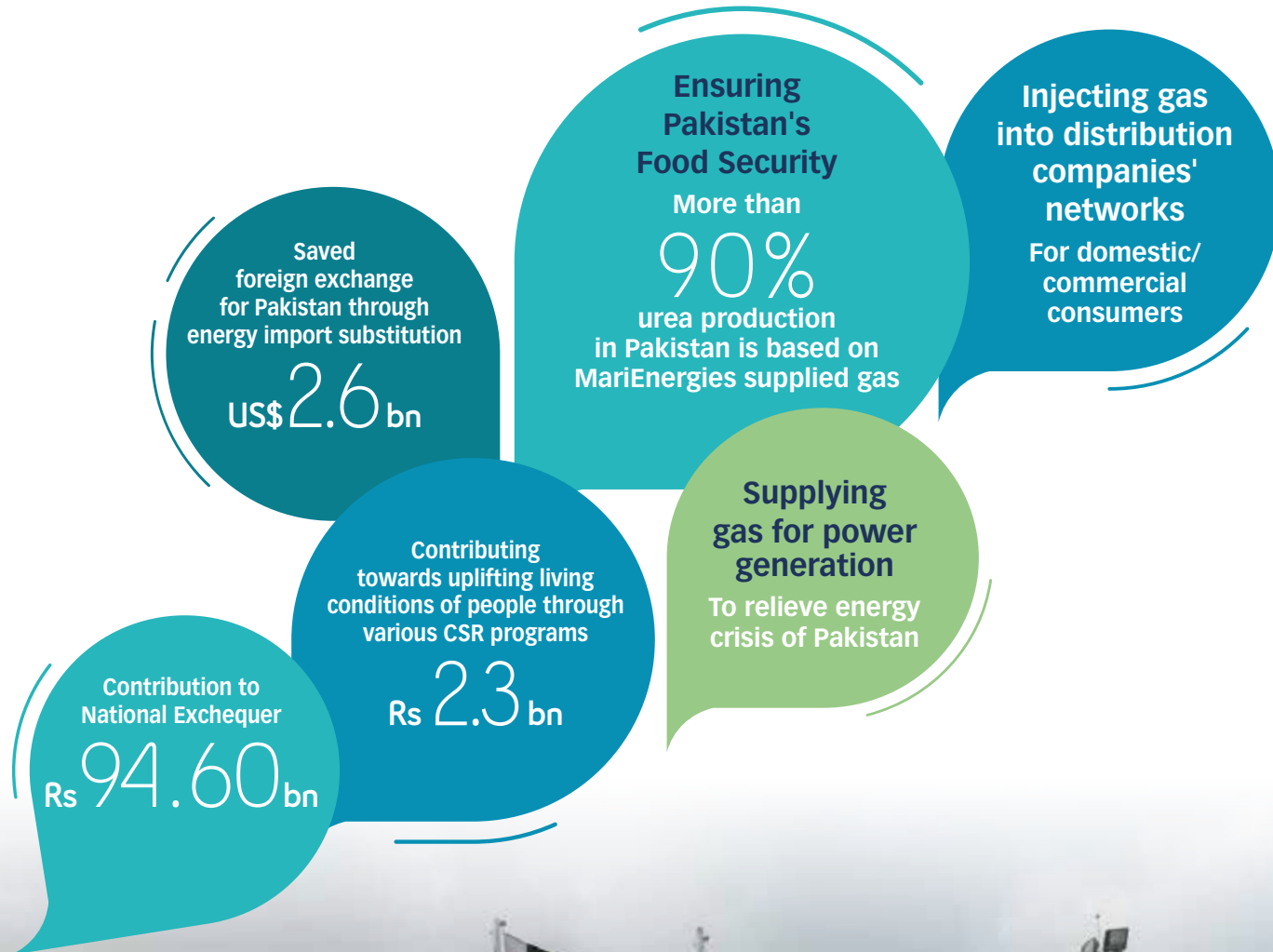
* The current year's figures include the impact of bonus shares issued during the year.

Reinvestment for Sustainable Growth and Future Cash Flows

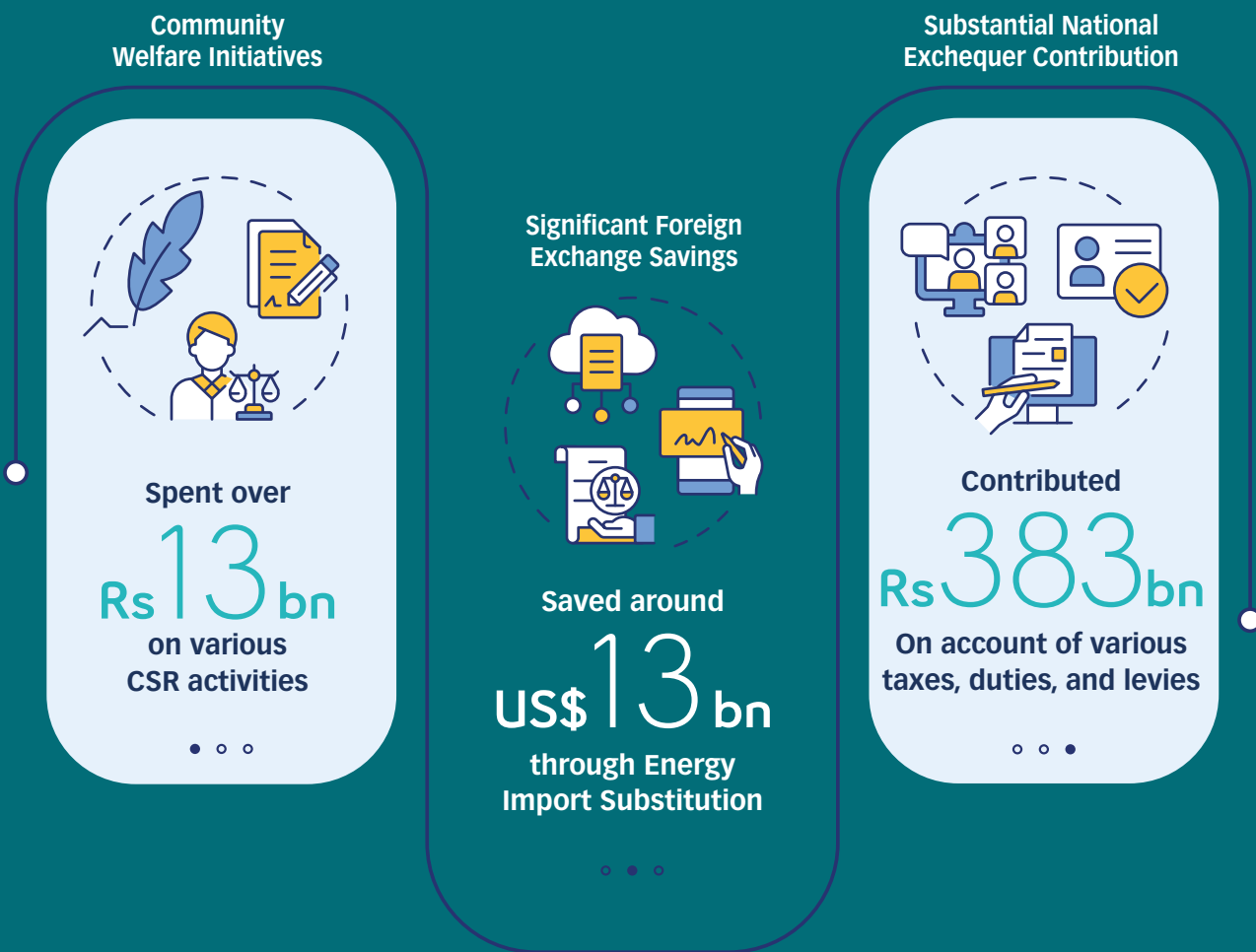
RESERVES & INVESTMENTS



Contribution to the National Economy (FY 2024-25)



Economic and Social Impact over Last Five Years





MariEnergies' Transformation Journey (2020-2025)

Every great transformation is a story written by many hands. Over the past five years, MariEnergies has undergone a remarkable evolution, one firmly rooted in the strong foundations laid by those who came before us. It is on this solid legacy that the current leadership has built, accelerating the pace of change, driving bold initiatives, and unlocking new frontiers that are redefining our scale, scope, and impact.



Rebranding Ceremony - Islamabad

TURNING CHALLENGES INTO OPPORTUNITIES

Over the past five years, MariEnergies has not just weathered disruption, it has redefined itself through transformation anchored in resilience, strategic clarity, and conviction. What began as a period of global upheaval became a crucible for renewal.

Amid economic turbulence, supply chain disruptions, geopolitical tensions, and climate-driven challenges, the Company stood firm in its mission: to be a cornerstone of Pakistan's energy security. This clarity of purpose fueled a decisive strategic shift. MariEnergies expanded its operational reach, streamlined internal systems, and pursued bold investments in exploration, innovation, and diversification.

The result is more than improved performance. It is a reimagined enterprise, more agile, future-ready, and deeply aligned with both national service and global energy imperatives. Through adversity, MariEnergies has not only strengthened its foundation, it has elevated its future.

BUILDING A STRONGER RESOURCE BASE FOR SUSTAINABLE GROWTH

A central pillar of MariEnergies' transformation has been the strengthening of its reserves and resource base, a shift that reversed previous declines and positioned the Company for sustained self-sufficiency. Recent years have seen a strategic turnaround, powered by advanced geological screening, cutting-

edge technologies, and disciplined prospect evaluation.

This integrated approach led to a significant expansion of the reserves portfolio, reinforcing production longevity and deepening the Company's role in ensuring Pakistan's energy resilience. A standout achievement was the sharp reduction in costs, with the finding cost declining from USD 6.1 to USD 0.8 per BOE, and the finding and development cost declining from USD 15.38 to USD 6.46 per BOE, a clear reflection of operational maturity and cost discipline.

By focusing on high-quality, commercially viable prospects and building a resilient inventory, MariEnergies has established a robust foundation for long-term growth, energy security, and value creation.

ENHANCING PRODUCTION CAPACITY

MariEnergies marked a historic milestone as average daily production surpassed 100,000 barrels of oil equivalent, an achievement that reflected more than scale. It showcased the Company's operational agility, integrated development strategy, and commitment to sustainable performance.

This production uplift was driven by a coordinated set of initiatives: Mari revitalization, fast-track appraisal and development of new discoveries, intelligent reservoir management and enhanced gas compression. These efforts were designed not only to boost production, but to safeguard assets longevity and maximize recovery.

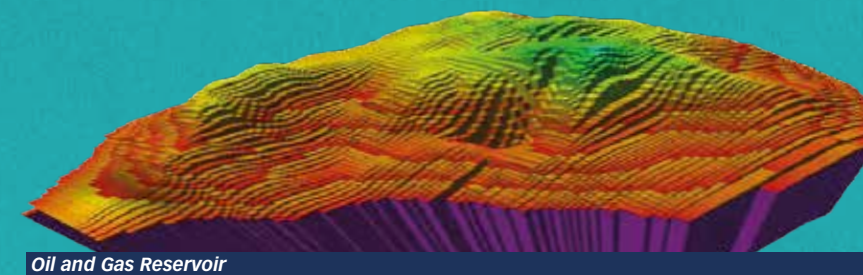
The ability to unlock challenging resources, improve well performance, and accelerated development of new fields underscored MariEnergies' transformation into a high-performing, technically capable operator, focused on long-term value and national energy security.

ACHIEVING EXPLORATION BREAKTHROUGHS AND PORTFOLIO EXPANSION

Over the past five years, MariEnergies reasserted its leadership in upstream exploration through a series of high-impact discoveries and a bold expansion of its exploration footprint, redefining its growth trajectory and strategic relevance in both domestic and international arenas.

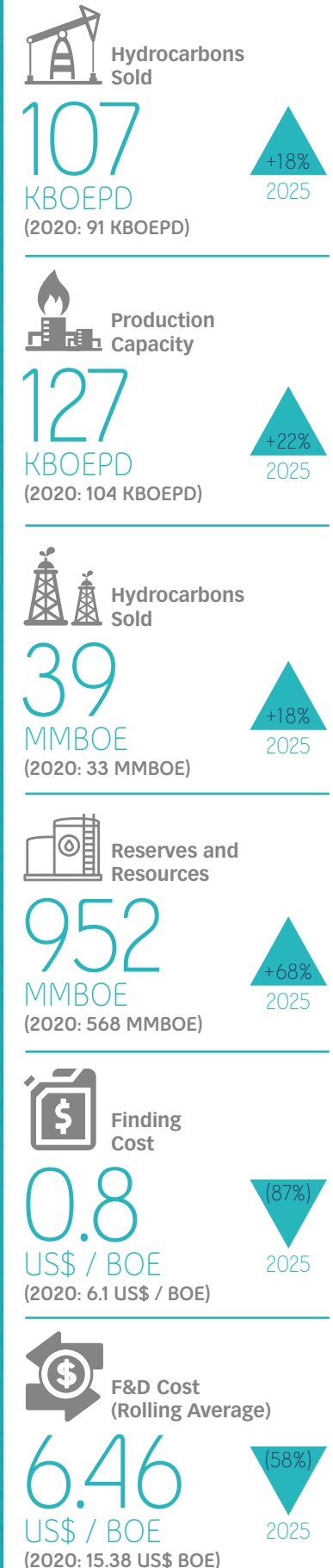
Key breakthroughs included:

- **Shewa (North Waziristan)** - the most significant hydrocarbon discovery in Pakistan in over a decade, reinvigorating frontier exploration.
- **Ghazij (Mari D&PL)** - discovery of a new reservoir in a 50 years old asset by introducing a new play concept within a mature producing basin.
- **Shawal (Mari D&PL)** - marked the first-ever oil discovery in a field historically known for natural gas since 1967, opening new liquids potential.
- **Spinwam (North Waziristan)** - yielded discoveries across four formations and holds the potential to become a major producing well.
- **Soho (Sujawal Block)** - the first gas find in the Lower Goru (Massive Sand) formation within the region, extending play fairways.



Oil and Gas Reservoir

Transformation Journey

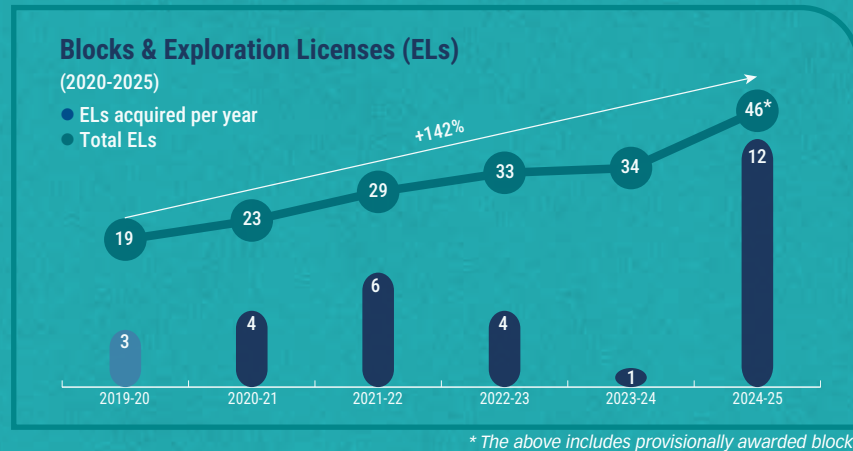


MariEnergies' Transformation Journey

These and other discoveries, across both operated and partner-operated blocks, delivered material additions to reserves and validated MariEnergies' technical capabilities in complex geological settings. Collectively, they strengthened the Company's strategic portfolio and reinforced its role as a key enabler of national energy security.

In parallel, MariEnergies executed a focused and forward-looking acreage acquisition strategy to sustain long-term exploration momentum. Through bid rounds and targeted farm-ins, it added 27 new blocks and increased working interests in several existing assets, expanding its total exploration acreage to over 97,166 square kilometers. This scale positioned MariEnergies among the leading mid-sized global E&P companies.

The Company also entered into the international exploration arena. Its successful bid for Offshore Block 05 in Abu Dhabi, as part of the first-ever Pakistani consortium to secure a foreign block through competitive bidding, marked a historic milestone. This breakthrough not only extended the Company's geographic reach but also demonstrated its growing technical credibility and ambition on the global stage.



SETTING HIGHER BENCHMARKS FOR ASSET INTEGRITY

For the first time in its history, MariEnergies developed and implemented a comprehensive Asset Integrity Management System (AIMS) spanning both legacy and newly acquired assets. This marked a decisive departure from years of deferred inspections and ad hoc maintenance, replacing them with rigorous, structured diagnostics, prioritized risk mitigation strategies, and real-time monitoring of asset health.

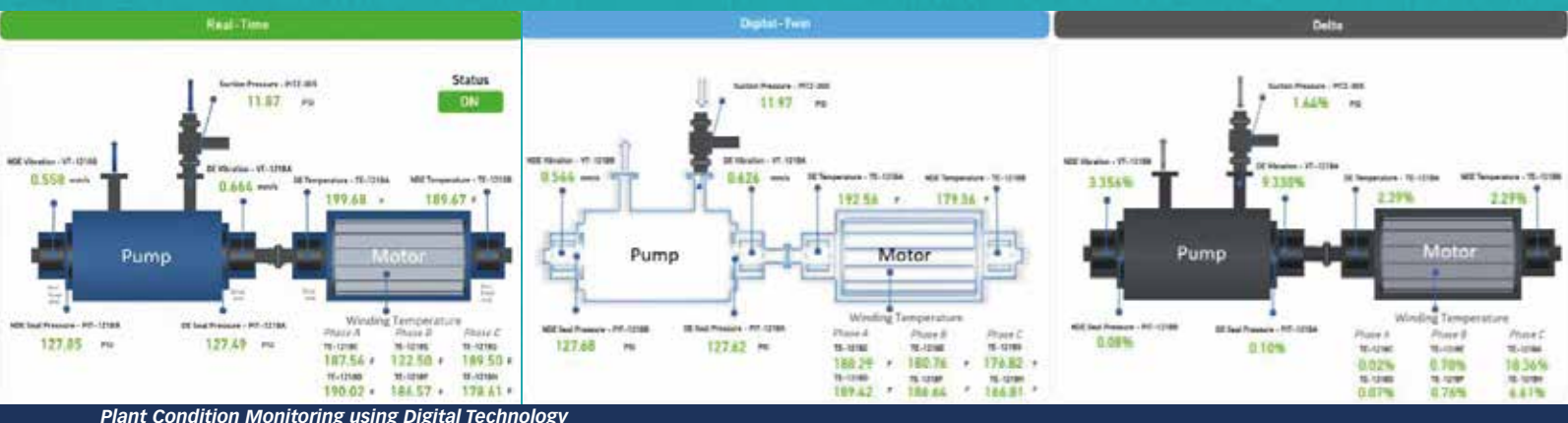
As a direct result, the Company's asset integrity maturity index experienced a significant uplift, driving measurable improvements in facility reliability and uptime. These targeted interventions have not only extended the

operational lifespan of critical infrastructure but also enhanced safety performance, reducing incidents and reinforcing a culture of proactive risk management.

By aligning asset integrity practices with global industry standards and best practices, MariEnergies has elevated its operational resilience, ensuring safer, more reliable, and sustainable operations well into the future.

DRIVING EXCELLENCE THROUGH INNOVATION

MariEnergies' leap in performance was driven by a strategic commitment to technology and innovation as core enablers of efficiency and growth. The



Company drilled its first-ever horizontal well in a depleted reservoir, utilized smart completions for simultaneous production from different reservoirs to accelerate recovery, and applied advanced stimulation techniques to enhance well productivity. A structured drilling optimization program led to a sharp reduction in both days

per well and cost per meter, positioning MariEnergies' Services Division among the region's most efficient drilling units.

Innovation extended beyond the subsurface. The integration of data-driven workflows, digital well monitoring, and engineering simulations transformed technical decision-making, improving planning accuracy and operational predictability.

By embedding digital tools and engineering innovation into its core processes, MariEnergies is building a high-performance, future-ready organization defined by agility, excellence, and continuous improvement.

By reimagining its organizational framework and culture, MariEnergies has positioned itself as a nimble, future-ready enterprise, one that encourages initiative, embraces change, and fosters sustained value creation.

SHAPING A HIGH-PERFORMANCE CULTURE FOR SUSTAINABLE SUCCESS

MariEnergies undertook a fundamental transformation of its human capital strategy, cultivating a high-performance culture as the cornerstone of its organizational evolution. Job roles were meticulously redefined to align with strategic priorities, while compensation frameworks were overhauled to reflect competitive global standards, ensuring the attraction and retention of top talent. Performance management was revolutionized through the introduction of a formalized scorecard system, directly linking individual and team outcomes to broader business objectives. This shift further strengthened the Company's focus on merit-based advancement, establishing performance as the guiding principle for career progression.

As a result, MariEnergies not only retained critical talent but also significantly enhanced workforce capabilities through targeted development initiatives. Leadership accountability was intensified, fostering a culture of ownership and continuous improvement. The outcome is a dynamic, agile organization characterized by its relentless pursuit of excellence and readiness to meet future challenges.

TRANSFORMING THE ORGANIZATION TO ADAPT AND EXPAND

MariEnergies undertook a comprehensive restructuring of its internal organization to better align with its ambitious growth trajectory and evolving operational complexity. Central to this transformation was the establishment of several specialized departments, most notably the Engineering, Developments & Projects (EDP) department, designed to sharpen focus, enhance accountability, and drive excellence in critical functional areas.

Alongside structural changes, the Company introduced revised corporate values that serve as a compass for ethical conduct, informed decision-making, and collaborative engagement across all levels. This cultural renewal has been instrumental in cultivating a more empowered, agile, and innovation-friendly workplace, capable of effectively supporting both the core business and new diversified ventures.

Transformation Journey



46 Numbers (2020: 19 Numbers) +27 2025



14 Numbers (2020: 11 Numbers) +3 2025



97,166 Sq. Km. (2020: 35,352 Sq. Km.) +61,814 2025



Abu Dhabi (2020: Nil) +1 2025

MariEnergies' Transformation Journey

DIVERSIFYING WITH STRATEGIC INTENT

Recognizing that true energy resilience extends beyond hydrocarbons, MariEnergies began a purposeful expansion into high-potential, future-facing sectors. The creation of MariMinerals marked a pivotal step, signaling the Company's entry into Pakistan's underdeveloped but resource-rich minerals sector, aligning with national priorities for resource diversification and value-chain development.

Concurrently, the Company advanced into the technology domain with the establishment of MariTechnologies and its innovation arm, Sky47, platforms designed to drive growth in digital infrastructure, cloud computing, and AI-enabled industrial solutions. These moves reflect a clear strategic vision: to leverage MariEnergies' capabilities and credibility to contribute beyond energy, supporting national development, technological sovereignty, and economic transformation.

Through these ventures, MariEnergies is positioning itself more than an energy leader, as a catalyst for broader, sustainable progress in an increasingly interconnected and innovation-driven world.



VISION 2030: SHAPING THE BUSINESS FIT FOR THE FUTURE

In anticipation of a rapidly evolving global energy landscape, MariEnergies launched a forward-looking strategic planning initiative, guided by international advisory expertise. The result is Vision 2030, an integrated roadmap that charts the Company's long-term growth across both its core hydrocarbon portfolio and a selected range of adjacent sectors.

The strategy encompasses emerging domains such as hydrogen, renewable energy, critical minerals, and digital infrastructure, each chosen for its alignment with global energy trends and national development priorities. At its heart, Vision 2030 is driven by a commitment

to sustainability, technological innovation, and strategic relevance, positioning MariEnergies as a key enabler of Pakistan's energy transition and industrial modernization.

By anchoring future growth in both energy security and economic resilience, MariEnergies is redefining its role from a conventional E&P player to a diversified, future-ready enterprise with national impact and global perspective.

CREATING SUSTAINABLE SHAREHOLDER VALUE

Investor confidence in MariEnergies soared to historic highs, underpinned by a disciplined focus on value creation and transparent financial stewardship. The Company's unwavering commitment to shareholder returns was demonstrated through a sustained record of dividend payouts, totaling over PKR 112 billion, which includes PKR 21.70 per share dividend recommended by the Board of Directors for approval of the shareholders in the upcoming AGM, since the removal of the dividend cap in 2021, a signal of its financial strength and sustainability.

Complementing these distributions with bonus share issuance, robust capital appreciation, and enhanced disclosure standards, all of which contributed to a dramatic surge in investor engagement. The shareholder base expanded more than tenfold, firmly establishing MariEnergies as one of Pakistan's most inclusive, trusted, and widely held listed companies.

Consistent financial performance with accessibility and transparency, MariEnergies has redefined what it means to deliver long-term, sustainable value for its investors.



Workshop on Scorecard & Strategic Alignment - Islamabad



Turkish Petroleum Delegation Visit - MariEnergies Head Office, Islamabad

ACHIEVING FINANCIAL STRENGTH DRIVEN BY DISCIPLINE

MariEnergies' financial performance during the year reflected the strength of its strategy and operational excellence. Revenue and net profit rose consistently, supported by robust margins and healthy cash flows. Substantial contributions to the national exchequer underscored the Company's economic significance.

With a strong focus on capital discipline, MariEnergies effectively balanced investment, liquidity, and shareholder returns, setting a new standard for financial governance. Its stock became a standout performer on the Pakistan Stock Exchange, fueled by growing investor confidence.

A record-breaking surge in share price pushed market capitalization beyond PKR 1 trillion, briefly making MariEnergies the most valuable listed company in Pakistan. With rising valuation and liquidity, the Company firmly established itself as one of the financial leaders for Capital Market.

MariEnergies Transformation Journey	2025	2020	▲
Net Sales (PKR Billion)	177.1	72.0	+146%
Net Profit (PKR Billion)*	65.1	30.3	+115%
Earnings Per Share (Restated) (PKR)	54.25	25.25	+115%
Market Capitalization (PKR Billion)	753	165	+356%
Number of Shareholders	42,657	2,731	+1,462%

TRUSTED BY THE NATION

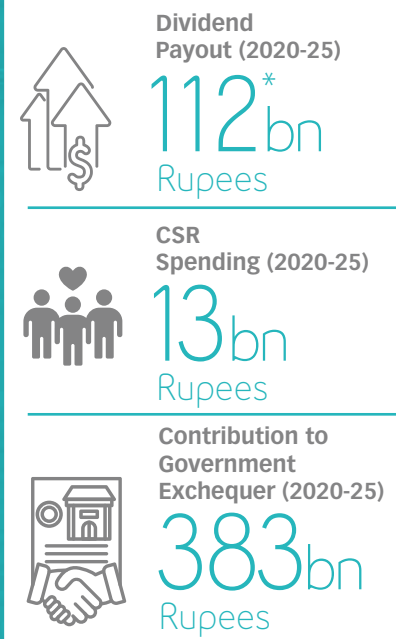
Throughout its transformation journey, MariEnergies remained firmly anchored in service to the nation. From feeding fertilizer plants and advancing food security to enabling industrial growth and delivering high-impact CSR initiatives, the Company consistently honored its national mandate. With over PKR 13 billion invested in CSR, including flood relief, education, healthcare, and clean energy access, MariEnergies affirmed that true energy leadership is inseparable from social responsibility.

As its ESG commitments deepened and impact broadened, the Company's reputation strengthened. Its license to operate was reinforced not only by policy and performance, but by enduring public trust and national relevance.

A NEW IDENTITY – BECOMING MARIENERGIES

Symbolizing a bold transformation, the Company transitioned from MPCL to MariEnergies, a shift

Transformation Journey



* This includes final dividend for FY2024-25 proposed by the Board of Directors for approval of members in Annual General Meeting.

that represents far more than a rebranding. The new identity reflects an expanded purpose and strategic evolution, marking the Company's transition from a conventional E&P entity to a multidimensional energy leader.

Rooted in a proud legacy but oriented firmly toward the future, MariEnergies now stands for scale, innovation, national impact, and a values-driven approach to sustainable growth. This identity not only embodies its growing capabilities but also aligns seamlessly with its evolving ambitions and a deepened national mandate, positioning MariEnergies as a central force in Pakistan's energy transformation.

MariEnergies' Transformation Journey

Chairmen MariEnergies Board of Directors (1984 TO DATE)



Maj Gen Rao Farman Ali Khan
HI (M), S BT (RETD)
(June 1973 to January 1985)



Lt Gen Ahmed Jamal Khan
HI (M), S BT (RETD)
(January 1985 to January 1992)



Lt Gen Imtiaz Waraich
HI (M), SJ (RETD)
(January 1992 to March 1996)



Lt Gen M Arif Bangash
HI (M), S BT (RETD)
(April 1996 to December 1996)



Lt Gen Khalid Latif Mughal
HI (M), S BT (RETD)
(January 1997 to December 1998)



Lt Gen Muhammad Maqbool
HI (M), S BT (RETD)
(January 1999 to April 2002)



Lt Gen Syed Muhammad Amjad
HI (M), (RETD)
(April 2002 to December 2005)



Lt Gen Syed Arif Hasan
HI (M), (RETD)
(December 2005 to December 2008)



Lt Gen Hamid Rab Nawaz
HI (M), (RETD)
(December 2008 to January 2012)



Lt Gen Muhammad Mustafa Khan
HI (M), (RETD)
(December 2011 to January 2015)



Lt Gen Khalid Nawaz Khan
HI (M), Sitara-e-Esar (RETD)
(January 2015 to January 2018)



Lt Gen Tariq Nadeem Gilani
HI (M), (RETD)
(January 2018 to March 2020)



Mr. Waqar Ahmed Malik (SI)
(April 2020 to April 2024)

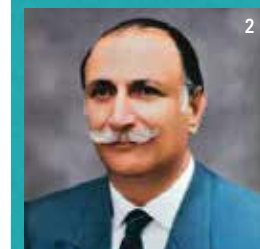


Lt Gen Anwar Ali Hyder
HI (M), (RETD)
(April 2024 To Date)

Managing Directors MariEnergies (1984 TO DATE)



Maj Gen Mahmood Aslam Hayat (Late)
HI(M), (RETD)
(January 1986 to March 1992)



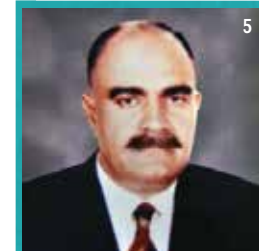
Lt Gen Hamid Niaz (Late)
HI(M), S. BT. (RETD)
(February 1992 to January 1996)



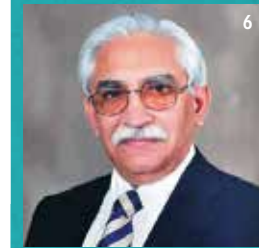
Lt Gen Ghulam Muhammad Malik
HI(M), S. BT. & BAR (RETD)
(February 1996 to December 1998)



Lt Gen Khalid Nawaz Malik
HI(M), (RETD)
(January 1999 to February 2002)



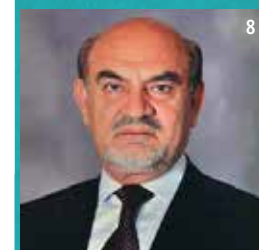
Lt Gen Muhammad Afzal Janjua
HI(M), S.J, S. BT. (RETD)
(February 2002 to February 2005)



Lt Gen Imtiaz Shaheen
HI(M), (RETD)
(February 2005 to February 2008)



Lt Gen Mushtaq Hussain
HI(M), (RETD)
(February 2008 to February 2011)



Lt Gen Raza Muhammad Khan
HI(M), (RETD)
(February 2011 to February 2014)



Lt Gen Nadeem Ahmed
HI(M), SE. T BT. (HON D UNIV), (RETD)
(January 2014 to January 2017)



Lt Gen Ishfaq Nadeem Ahmad (Late)
HI(M), (RETD)
(January 2017 to July 2020)



Mr. Faheem Haider
Managing Director
(August 2020 To Date)

Company Information

Registered / Head Office

21, Mauve Area, 3rd Road, G-10/4
P.O. Box 1614, Islamabad – 44000
Tel: +92 51 111-410-410
+92 51 8092200
Fax: +92 51 2352859
Email: info@marienergies.com.pk
Web: www.marienergies.com.pk

Field Office Daharki

Daharki, District Ghotki
Tel: +92 723 111-410-410
+92 723 660403-30
Fax: +92 723 660402

Karachi Liaison Office

D-87, Block 4, Kehkashan, Clifton
P.O. Box 3887, Karachi – 75600
Tel: +92 21 111-410-410
Fax: +92 21 35870273

Quetta Liaison Office

26, Survey-31, Defence Officers
Housing Scheme, Airport Road, Quetta
Tel: +92 81 2821052, 2864085, 2839790
Fax: +92 81 2834465

KP Liaison Office

Bannu Cantt
Tel: +92 8621794-5

External Auditors

A.F. Ferguson & Co.
Chartered Accountants
A member firm of PwC network

Shares Registrar

Corplink (Pvt) Limited
Wings Arcade, 1-K Commercial
Model Town, Lahore
Tel: +92-42-35839182, 042-35916714
Email: corporate@corplink.com.pk

Legal Advisor

Barrister Panni Law Associates
Advocates - Corporate Consultants
Apt. # E -1, Karakoram Enclave -1
Hamza Road, Sector F-11/1
Islamabad
Tel: 051-2856086-88

Bankers

Allied Bank Limited
Al Baraka Bank (Pakistan) Limited
Askari Bank Limited
Bank Alfalah Limited
Bank Islami Pakistan Limited
Dubai Islamic Bank
Faysal Bank Limited
Habib Bank Limited
Habib Metropolitan Bank
Meezan Bank Limited
MCB Bank Limited
National Bank of Pakistan
Sindh Bank Limited
Standard Chartered Bank
United Bank Limited
The Bank of Punjab
The Bank of Khyber

Registration, NTN and GST Numbers

Registration Number:
00012471
National Tax Number:
1414673-8
General Sales Tax Number:
07-01-2710-039-73
Symbol on Pakistan Stock Exchange:
MARI



Mari Field Management Team at Daharaki - Sindh

Code of Conduct

MariEnergies Code of Conduct sets out the Company's objectives and its responsibilities to various stakeholders and the ethical standards required from its directors and employees to meet such objectives and responsibilities.

Financial Disclosure

All transactions should be accurately reflected according to accounting principles in the books of accounts. Falsification of its books, any of the recorded bank accounts and transactions are strictly prohibited.

Conflict of Interest

The directors and employees of the Company must recognise that in the course of performing their duties, they may be out into a position where there is a conflict in the performance of such duty and a personal interest they may have. It is the overriding intention of the Company that all business transactions conducted by it are on arm's length basis.

Compliance with Laws, Directives & Rules

Compliance with all applicable laws, regulations, directives and rules including those issued by the Board of Directors and the management.

Confidentiality

Confidentiality of the Company's internal confidential information must be maintained and upheld,

which includes proprietary, technical, business, financial, joint venture, customer and employee information that is not available publicly.

Conduct of Personnel in Dealings with Government Officials

The Company shall deal with the Government officials fairly and honestly and within the ambit of the applicable laws, in order to uphold the corporate image of the Company.

Time Management

The directors and the employees of the Company shall ensure that they adopt efficient and productive time management schedules.

Business Integrity

The directors and employees will strive to promote honesty, integrity and fairness in all aspects of its business and its dealings with vendors, contractors, customers, joint venture partners and Government officials.

Gifts, Entertainment & Bribery

The directors and employees shall not give or accept gifts, entertainment or any other personal benefit or privilege that could influence business dealings.

Insider Trading

Every director and employee who has knowledge of confidential material information is prohibited from trading in securities of the Company to which the information relates.

Health, Safety & Environment

The Company, its directors and employees will endeavour to

exercise a systematic approach to health, safety and environmental management in order to achieve continuous performance improvement.

Involvement in Politics

The Company shall not make payments or other contributions to political parties and organisations. Employees must ensure that if they elect to take part in any form of political activity in their spare time, such activity does not and will not have any adverse effects on the Company and such activities must be within the legally permissible limits.

Equal Employment Opportunity

It is the policy of the Company to provide employment opportunities without regard to race, religion, colour, age or disability subject to suitability for the job.

Compliance

All Company directors and employees must understand and adhere to the Company's business practices and Code of Conduct. They must commit to individual conduct in accordance with the Company's business practices and Code of Conduct and observe both the spirit and the letter of the Code in their dealings on Company's behalf.

Accountability

Failure to adhere to the Company's business practices or Code of Conduct may result in disciplinary action, which could include dismissal.



MariEnergies, Head Office - Islamabad

Notice of Annual General Meeting



Notice is hereby given that the 41st Annual General Meeting (AGM) of the Shareholders of Mari Energies Limited will be held at the Sheesh Mahal Hall, Islamabad Serena Hotel, Islamabad, on Friday, September 26, 2025, at 10:00 a.m., to transact the following business:

Ordinary Business:

1. To receive, consider and adopt the Audited Separate and Consolidated Financial Statements of the Company for the year ended June 30, 2025, together with the Directors' and Auditors' reports thereon and Chairman's Review Report.
2. To approve, as recommended by the Board of Directors, the payment of final dividend @ Rs. 21.7/- per share (217%) for the financial year ended June 30, 2025.
3. To appoint Auditors for the year 2025-26 and fix their remuneration.
4. Any other business with the permission of the Chair.

By order of the Board

Brig Sumair Ashraf Sheikh (Retd)
Company Secretary

September 04, 2025

Notes:

1. Book Closure

The Share Transfer Books of the Company shall remain closed from September 22, 2025, to September 26, 2025 (Both days inclusive). Transfers received in order at the Company's Share Registrar, M/s Corplink (Pvt) Limited, Wings Arcade, 1-K Commercial, Model Town, Lahore, up to the close of business on September 19, 2025, will be treated as in time for the purpose of attending the AGM and payment of final dividend.

2. Virtual Participation in the AGM Proceedings

Shareholders interested in attending the AGM virtually are hereby advised to get themselves registered with the Company by providing the following information through email at corporate.affairs@marienergies.com.pk;

Name of Shareholder	CNIC No.	Folio No./ CDC Account No.	No. of Shares	Contact No.	Email Address

Online meeting link and login credentials will be shared with only those shareholders whose emails, containing all the required particulars, are received at the given email address by the end of business on Thursday September 25, 2025. The login facility shall remain open from 10:00 am till the end of the meeting on September 26, 2025.

3. Attending AGM in person or through Proxy

A member entitled to attend and vote at the above meeting may appoint a person/representative as Proxy to attend and vote on his behalf at the Meeting. The instrument of Proxy duly executed in accordance with the Articles of Association of the Company must be received at the Registered Office of the Company not less than 48 hours before the time of holding of the meeting. For the convenience of shareholders, blank proxy forms (both in English and Urdu) are available on the Company's website at www.marienergies.com.pk/forms/

In the case of a corporate entity, the Board of Directors' resolution/power of attorney with specimen signature of the nominee shall be produced before the meeting. The individual shareholders or representatives of corporate shareholders of the Company in CDC must bring original National Identity Cards or Passport and CDC Account and Participant ID Numbers to prove identity and verification at the time of the meeting.

4. Payment of Cash Dividend through Electronic Mode

As per provisions of Section 242 of the Companies Act, 2017 dividend payable in cash shall be paid through electronic mode directly into the bank accounts designated by the entitled shareholders. Therefore, for making compliance with

the provisions of the law, all those physical shareholders who have not yet submitted their International Bank Account Number (IBAN No.) and CNIC details to the Company, are requested to provide the same on the Dividend Mandate Form available on Company's website at www.marienergies.com.pk. The shareholders of the Company in CDC are requested to provide the same to their Participants in CDC who maintain their accounts in CDC and ensure that their IBAN details are updated. In case of unavailability of IBAN and valid CNIC, the Company would be constrained to withhold dividend in accordance with the Companies (Distribution of Dividends) Regulations, 2017.

5. Deduction of Income Tax from Dividend and Exemptions from deduction

The current prescribed rates for the deduction of withholding tax under Section 150 of the Income Tax Ordinance, 2001 from payment of dividend by the companies are as under:

For filers of income tax returns	: 15%
For non-filers of income tax returns	: 30%

The income tax is deducted from the payment of dividend according to the Active Tax-Payers List (ATL) provided on the website of Federal Board of Revenue (FBR). All those shareholders who are filers of income tax returns are therefore advised to ensure that their names are entered into ATL to enable the Company to withhold income tax from payment of cash dividend @ 15% instead of 30%.

Further, according to FBR, withholding tax will be determined separately on 'Filer/Non-Filer' status of Principal shareholder as well as joint-holder(s) based on their shareholding proportions in case of joint accounts held by the shareholders.

Notice of Annual General Meeting

In this regard all shareholders who hold shares jointly are requested to provide the shareholding proportions of Principal shareholder and Joint-holders in respect of shares held by them to our Shares Registrar in writing as follows:

MARI ENERGIES LIMITED						
FORM OF JOINT SHAREHOLDING PROPORTION						
Folio/CDC Account Number	Total Holding	Principal Shareholder		Joint Shareholders		Signatures
		Name of Principal Shareholder and CNIC No.	Shareholding Proportion (No. of Shares)	Names of Joint Shareholders and CNIC No.	Shareholding Proportion (No. of Shares)	

The joint accounts information must reach our Shares Registrar within 10 days of this notice. In case of non-receipt of the information, it will be assumed that the shares are equally held by principal shareholder and the Joint Holder(s).

The corporate shareholders of the Company in CDC are advised to ensure that their National Tax Numbers (NTNs) have been updated with their respective participants, whereas corporate physical shareholders must send a copy of their NTN Certificate with their Folio Numbers mentioned thereon to the Company or its Shares Registrar.

The shareholders, who want to avail exemption u/s 150 of the Income Tax Ordinance 2001, must provide valid Tax Exemption Certificate to our Shares Registrar before commencement of book closure otherwise tax will be deducted on dividend as per applicable rates.

6. Transmission of Annual Audited Financial Statements, Reports and Notice of AGM

The Annual Audited Separate and Consolidated Financial Statements of the Company for the year ended June 30, 2025, have been placed on the Company's website, which can be accessed/downloaded from the following link and QR code:



www.marienergies.com.pk/financial-reports/

The Annual Audited Separate and Consolidated Financial Statements along with the reports and Notice of AGM are being sent to shareholders who have provided their email addresses. Physical copy of the Annual Report will be provided to the shareholders on demand.

7. Consent for Video Conference Facility

Pursuant to Section 132 (2) of the Companies Act, 2017, Shareholders may avail video conference facility for this Annual General Meeting provided the Company receives consent from the shareholders holding aggregate 10% or more shareholding at least 7 days prior to the date of meeting. The requisite form for availing the facility has been uploaded on Company's website www.marienergies.com.pk.

8. Conversion of Physical Shares into Book-Entry Form

As per Section 72 of the Companies Act, 2017, all listed companies are required to replace shares issued by them in physical form to book-entry form.

Accordingly, all shareholders of the Company having physical shares are requested to convert their shares into book-entry form at the earliest with the Central Depository Company of Pakistan Limited. The shareholders may contact the Company or Shares Registrar, M/s Corplink (Pvt.) Limited for the conversion of physical shares into book-entry form.

9. Unclaimed Dividends and Share Certificates

The Company has previously discharged its responsibility under Section 244 of the Companies Act, 2017 whereby the Company approached the shareholders to claim their unclaimed dividends and undelivered share certificates in accordance with the law.

Shareholders, whose dividends and share certificates are still unclaimed/ undelivered, are hereby once again advised to approach the Company to claim their outstanding dividend amounts and/ or undelivered share certificates.

10. Prohibition of Gifts Distribution

In accordance with company policy and regulatory guidelines, no gifts or incentives shall be distributed at the AGM. Shareholders are requested to refrain from bringing or presenting any gifts during the meeting.

11. Change of Address

Shareholders are requested to immediately notify the change in their mailing address to the Company's Shares Registrar, M/s Corplink (Pvt.) Limited.

12. Contact Details

For any query/information, the shareholders may contact Corporate Affairs Department, Phone: 051-111-410-410, Email: corporate.affairs@marienergies.com.pk or to the Company's Shares Registrar, M/s Corplink (Pvt) Limited, Wings Arcade, 1-K Commercial, Model Town, Lahore. Phone: 04235916714, 04235916719. Email: corporate@corplink.com.pk, corplink786@gmail.com



Election of Directors - June 2025

Company Profile

Market Share



GAS (MMSCF)

Total Output

1,053,210

MariEnergies' Output

322,973*

MariEnergies' Share

31%



OIL & CONDENSATE (BBLs)

Total Output

22,778,856

MariEnergies' Output

661,167*

MariEnergies' Share

2.9%

Source: Pakistan Petroleum Information Service by LMKR on behalf of DGPC. Based on the data for FY 2024-25.

* Total Production as an Operator.

Introduction

Mari Energies Limited is an integrated exploration and production company, currently managing and operating Pakistan's largest gas reservoir at Mari Gas Field, Daharki, Sindh. With around 31% market share, it is the largest gas producer in Pakistan and owns the second highest reserves base. The Company's net daily production is around 110,000 barrels of oil equivalent. MariEnergies plays a pivotal role in ensuring food security of Pakistan as more than 90% urea production in the country is based on its supplied gas. It also provides gas for power generation and distribution companies. Notably, MariEnergies holds the unique distinction of maintaining uninterrupted gas supply from Mari Field for the past fifty-seven years, without availing even the permitted outages.

In line with its long-term strategy for sustainable growth, MariEnergies has diversified into minerals exploration and digital infrastructure through its subsidiaries, gradually transforming into a multi-sector enterprise with a forward-looking vision.

Principal Business Activities

MariEnergies is a leading exploration and production company in the upstream segment of the petroleum industry. Its core activities include oil and gas exploration, drilling, field development, and the production and sale of hydrocarbons such as natural gas, crude oil, and condensate.

Recently, the Company has expanded into mining and technology sectors to support resource development and digital transformation.

Major Brands, Products and other Services

MariEnergies is a major producer of natural gas. It also produces crude oil and condensate. All products are supplied to midstream and downstream customers. The Company provides specialized services including 2D/3D seismic data acquisition, seismic data processing, gravity & magnetic surveys, drilling, and mud logging.

Through its subsidiaries, the Company is engaged in mineral exploration and building advanced digital infrastructure, including data centers, cloud, and AI solutions.

Major Customers/ Markets

The gas produced by MariEnergies is supplied to fertilizer manufacturers, power generation, and gas distribution companies, while crude oil and condensate are supplied primarily to refineries for further processing.

Emerging business lines under its subsidiaries are targeted toward a wider customer base, including industrial, institutional, and digital service sectors across Pakistan.

Geographic Presence

MariEnergies holds seven (07) D&P Leases and twenty-six (26) exploration licenses as an Operator. It also participates as a non-operating joint venture partner in seven (07) D&P Leases and twenty (20) exploration licenses. Its exploration and production assets span all four provinces of Pakistan, in addition to an offshore block in Abu Dhabi, where it is part of a consortium of leading Pakistani E&P companies.

In addition to its petroleum footprint, MariEnergies along with its subsidiary MariMinerals holds three (03) mining exploration licenses in the Chagai district of Balochistan. Meanwhile, its technology subsidiary, MariTechnologies, is currently developing state-of-the-art data centers in Islamabad and Karachi.

Certifications and Recognitions

MariEnergies is an ISO certified Company for Quality, Environment, Information Security, Occupational Health & Safety, and has achieved Advanced Level in ISO Certification for Social Responsibility. As a blue-chip entity on the Pakistan

Stock Exchange, it regularly receives national and international recognition for excellence in financial performance, governance, HSE, HR, CSR, and corporate reporting.

Ownership, Operating Structure and relationship with Group Companies

MariEnergies is a public limited company operating in the private sector, with management control vested in Fauji Foundation. The Company is listed on the Pakistan Stock Exchange, with a market

capitalization of around Rs. 753 billion as on June 30, 2025. Its major shareholders include Fauji Foundation (40%), Government of Pakistan (20%), OGDCL (20%), and the General Public (20%). All Fauji Foundation group companies are associated companies of MariEnergies.

The Company wholly owns Mari Minerals (Pvt) Ltd and Mari Technologies Ltd. It also holds a majority interest (60%) in Sky47 Ltd through MariTechnologies. Additionally, MariEnergies holds a 25% equity stake in Pakistan International Oil Limited (PIOL), a consortium-based entity operating in the upstream sector in Abu Dhabi.

MariEnergies' Core Values



INTEGRITY

Our foundation is built on honesty, transparency, and a commitment that's unwavering.



UNITY

A shared destination, where diverse strengths converge for greater outcomes.



EXCELLENCE

Driven by unyielding commitment to surpass expectations and redefine industry benchmarks.

Our History

The journey of MariEnergies began in 1954 when the Pakistan Stanvac Petroleum Project was established as a joint venture between the Government of Pakistan and Esso Eastern Incorporated, holding 49% and 51% ownership, respectively. The first gas discovery came in 1957 with the successful drilling of a well in the Lower Kirthar 'Zone-B' Limestone Formation. Commercial production from the Mari Field commenced in 1967.

In 1983, Esso Eastern divested its entire shareholding, which was acquired by Fauji Foundation. This led to the formation of a new entity, Mari Gas Company Limited (MGCL), incorporated in 1984 with Fauji Foundation, Government of Pakistan, and OGDCL as shareholders, holding 40%, 40%, and 20% respectively. MGCL officially commenced operations in 1985, taking over all assets and liabilities under the Mari Gas Wellhead Price Agreement (Mari GPA).

In 1994, the Government divested 50% of its shareholding, and the Company was listed on all stock exchanges of Pakistan. During its early years, MGCL operated primarily as a gas production company, focusing on developing the Habib Rahi Limestone Reservoir in the Mari Field to supply gas to fertilizer plants. The Company also carried out appraisal drilling to determine the full extent of the reservoir.

A major milestone came in 2001 when the Company obtained its first exploration license, marking its transition from a pure gas producer to an exploration and production (E&P) company. Over time, it expanded operations to multiple fields across all provinces of Pakistan.

In 2012, reflecting its diversified operations, the Company changed its name to Mari Petroleum Company Limited (MPCL). Until that point, it had relied on third-party seismic and drilling services. In 2013, the Company established its own services division, comprising a 2D/3D seismic data

acquisition unit, a 2D/3D processing center, and a fleet of onshore drilling rigs, thus becoming a vertically integrated E&P company. More services, such as gravity & magnetic surveys, and mud logging have been added in recent years.

In 2014, Mari's lease period was extended by five years, and a transformative policy shift followed shortly thereafter. After sustained efforts by management, the Economic Coordination Committee (ECC) approved the dismantling of the Mari GPA, allowing the Company to transition from a cost-plus regime to a market-linked pricing formula. This enabled Mari to compete on commercial terms and unlock its true growth potential.

The Company further aligned with the 2012 Petroleum Policy in 2015 by converting the Mari D&P lease to avail pricing incentives for production enhancement. In 2016, MariEnergies became the first Pakistani E&P company to implement an incremental gas production project under the policy, thereby qualifying for the gas price incentive.

In 2017, the Golden Jubilee of the Mari Field marked 50 years of uninterrupted operations and reliable gas supply; a rare accomplishment in the industry.

In November 2019, another five-year extension in the Mari lease was approved, extending the development and production rights until 2024. This allowed the Company to ramp up production and execute new exploration programs.

In 2021, the dividend distribution cap, in place since the Mari GPA days, was lifted by the ECC, empowering the Company to declare dividends in accordance with applicable laws, based on its financial performance and internal funding requirements.

Later that year, MariEnergies won Offshore Block 5 in Abu Dhabi as

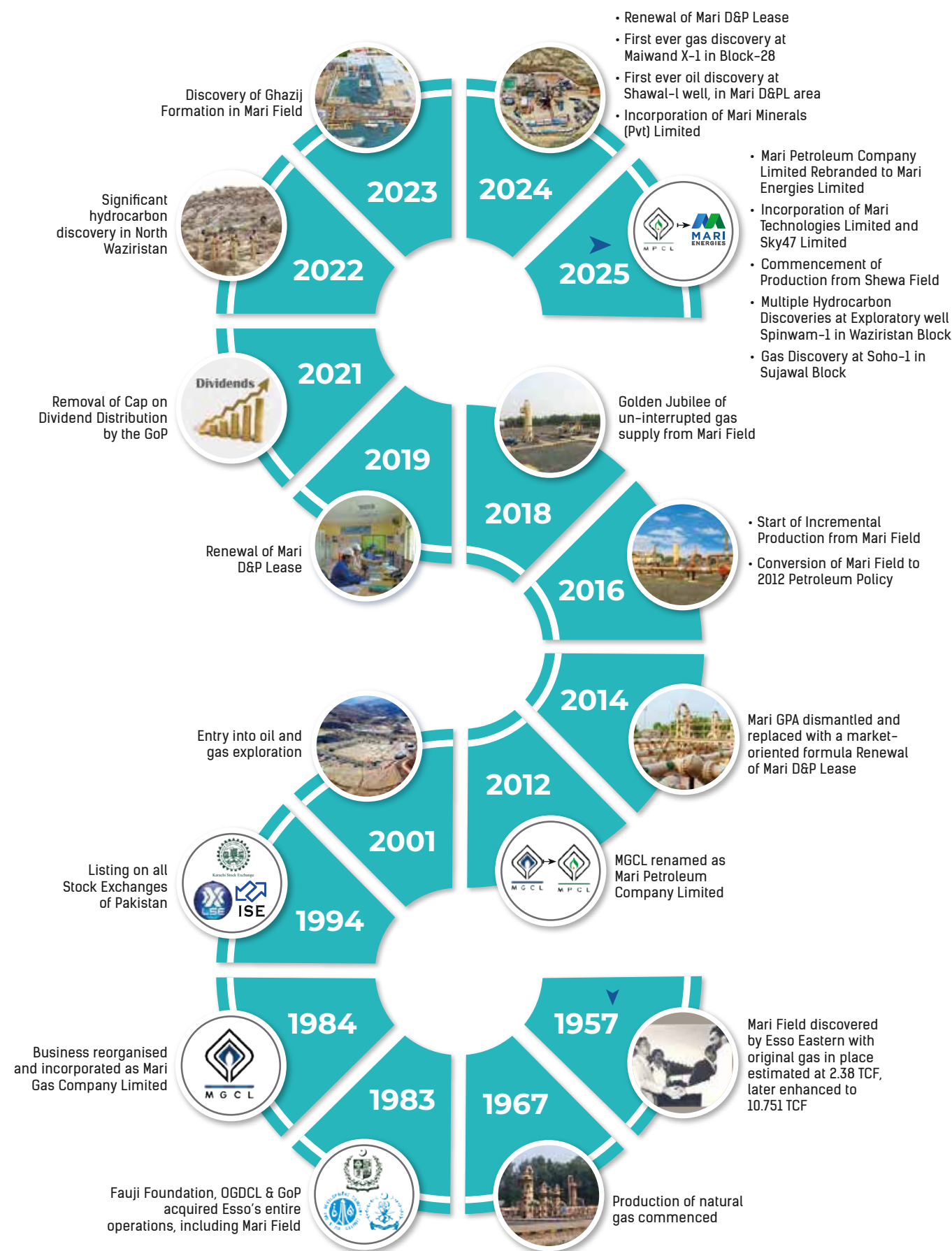
part of a consortium of Pakistani E&P companies, expanding its geographic footprint beyond national borders.

In June 2022, the Company made a significant gas discovery at Shewa-1 in North Waziristan, regarded as the largest in Pakistan in recent years, followed by a landmark discovery at Ghazij-1 in Mari Field in January 2023, which opened a new play for hydrocarbon exploration in the country. In February 2024, a first-ever gas discovery was made at Maiwand X-1 in Block-28 in Balochistan, followed by an oil discovery at Shawal-1 in Mari Field in April 2024. Continuing this success, Spinwam-1 in North Waziristan yielded multiple gas discoveries in February 2025, and Soho-1 in Sujawal Block added another in May 2025. Production from the Shewa Field commenced in March 2025, representing a major milestone as the first-ever commercial gas production in the North Waziristan region.

In parallel with its upstream growth, the Company began diversifying into adjacent sectors. In July 2023, it incorporated Mari Minerals (Pvt) Limited (MariMinerals) to pursue mineral exploration and development. In October 2024, Mari Technologies Limited (MariTechnologies) was established to lead digital initiatives, and shortly after, Sky47 Ltd was launched as its majority-owned subsidiary focused on data center development.

In January 2025, reflecting its broadened operational scope and long-term strategic direction, the Company formally changed its name to Mari Energies Limited, signifying its transition into a multi-sector platform with interests in hydrocarbons, mineral development, and technology.

From its origins as a single-field operator to its current role as a multi-sector enterprise, MariEnergies continues to evolve, driven by innovation, resilience, and a steadfast commitment to national progress.



Our Vision & Mission



OUR VISION

Our vision is to become a leading integrated energy company to contribute towards shaping the energy landscape for the future. During our journey, we are committed to nurture talent, uplift communities, protect our planet and positively contribute towards a better world for the generations to come.

OUR MISSION

Our mission is to meet the growing energy needs of our country and beyond by finding and developing existing and new energy resources. In doing so, we deploy best talent, use innovative technologies and implement best practices while upholding the highest ESG standards.

Our Commitments



Quality Policy

In order to ensure that our products and services are of the highest quality, we engage skilled and qualified personnel, employ state of the art technology and adhere to the best industry practices. We have implemented a quality management system to ensure that all our operations and activities are in line with the requirements of ISO 9001:2015 (Quality Management System).

IMS Policy

To realise our strategic vision and to achieve professional excellence in petroleum sector, we are committed to meet requirements of Integrated Management Systems for Quality, Environment, Occupational Health & Safety and Information Security consistent with internationally recognized management system and standards. We are devoted to maintain effectiveness and continual improvement of IMS by monitoring Company objectives, customer satisfaction and complying with the legal and other applicable requirements. Our top management is committed to provide all resources required to ensure compliance with its IMS Policy and to attain best international performance criterion.

Changes from prior year

During the year, the Company underwent a significant rebranding, changing its name from Mari Petroleum Company Limited to Mari Energies Limited and adopting a new logo. As part of this transition, the Company's vision and mission were also updated to align with its renewed strategic direction. The Company profile and group structure have been updated to reflect the incorporation of two new subsidiaries, namely MariTechnologies and Sky47. Updates relating to the Board of Directors are provided in the Directors' Profiles and the Directors' Report. The section on the Company's Relationship with Associated Companies has also been revised. The Organogram has been updated to capture the revised reporting line of the Head of Supply Chain. In addition, details of the newly acquired exploration blocks, along with changes in working interests, are presented in the Concessions and Working Interests section.

Profile of Board of Directors



Lt Gen Anwar Ali Hyder, HI(M), (Retd)

Managing Director / CEO, Fauji Foundation
Chairman MariEnergies Board and Non – Executive Director

With nearly four decades of distinguished military service, Lt Gen Anwar Ali Hyder (Retd) brings consummate skills and experience in planning, organization, and administration to his present assignment. Throughout his distinguished career with the Pakistan Army, he held prestigious command, staff, and instructional positions, culminating in the position of Principal Staff Officer to the Chief of Army Staff as Adjutant General of the Pakistan Army. In this role, he spearheaded several important welfare initiatives and large-scale commercial projects at the Army and national level, including strategizing the development and growth of Fauji Foundation Companies and serving as the Chairman of Army Welfare Trust.

He made noteworthy contributions to the planning and development of Defence Housing Authorities all over the country and supervised the development and management of countrywide mega housing projects such as Askari Housing Colonies.

He also had the distinctive opportunity to make contributions in the academic domain as President of the National Defence University and as a member of the Board of Governors of NUST, NUMS and NUTECH.

Transitioning seamlessly into the civilian leadership role, Gen Hyder assumed the chairmanship of Naya Pakistan Housing and Development Authority and played an important role in the interim Federal Cabinet as the caretaker minister for Defence and Defence Production. He also served as a member of the Apex Committee of the Special Investment Facilitation Council (SIFC), where he made multifaceted contributions to national economic growth initiatives and, in the process, remained engaged with several public and private sector entities and multinational organizations.

His strategic prowess and commitment to excellence are complimented by his professional and academic qualifications, which include a Master of Strategic Studies from US Army War College, Carlisle, Pennsylvania and an MSc degree in War Studies from National Defence University, Islamabad. His dedication to duty and meritorious services in the Pakistan Army were duly recognized through conferment of the Chief of Army Staff Commendation Card and the prestigious Hilal-e-Imtiaz (Military) by the President of Pakistan.

He holds directorship on the Boards of following companies:

Public Listed Companies

- Fauji Fertilizer Company Limited
- Fauji Cement Company Limited
- Askari Bank Limited
- Fauji Foods Limited
- Mari Energies Limited

Non-Listed Companies & Institutions

- Fauji Akbar Portia Marine Terminals Limited
- Fauji Trans Terminal Limited
- Fauji Oil Terminal and Distribution Company Limited
- Foundation Power Company Daharki Limited
- Fauji Kabirwala Power Company Limited
- Foundation Solar Energy (Private) Limited
- Daharki Power Holdings Limited
- Mari Minerals (Pvt) Limited
- Mari Technologies Limited
- SKY47 Limited



Mr. Syed Bakhtiyar Kazmi

Director Finance, Fauji Foundation
Non – Executive Director

Mr. Kazmi is a fellow chartered accountant with over 35 years of experience in a diverse range of sectoral and functional strata within national and regional economies. The key areas of his specialization are fiscal policy and macroeconomic research, greenfield and brownfield projects, strategic collaborations, mergers and acquisitions, outliers in accounting and finance, strategic level audit and assurance, tax reforms and strategic level advisory. He holds directorship on the Boards of following companies:

Public Listed Companies

- Mari Energies Limited
- Fauji Fertilizer Company Limited
- Askari Bank Limited
- Fauji Cement Company Limited
- Fauji Foods Limited

Non-Listed Companies & Institutions

- Fauji Kabirwala Power Company Limited
- Fauji Oil Terminal and Distribution Company Limited
- Daharki Power Holdings Company Limited
- Fauji Trans Terminal Limited
- Fauji Akbar Portia Marine Terminals Limited
- FFC Energy Limited
- Foundation Power Company Dharki Limited
- Foundation Solar Energy Limited
- Foundation Wind Energy – I & II Limited
- Fauji Fresh n Freeze Limited
- Fauji Infraavest Foods Limited
- OLIVE Technical Services (Private) Limited
- Fauji Meat Limited
- Mari Minerals (Private) Limited
- Mari Technologies Limited
- SKY47 Limited

Mr. Kazmi served KPMG for 35 years; interacted with the leadership in almost every industry, understanding their vision, their insights, and business and strategies. His rigorous exposure to a diverse range of sectors and projects, enabled him to conceive and culminate strategic value additions for his clients. He successfully implemented a comprehensive service delivery framework that ensures quality assured service provision to KPMG's clients. As an auditor and an advisor, Mr. Kazmi successfully delivered best-in-class and integrity driven services and branched into macroeconomic research with a focus on contributing towards fiscal and regulatory policies of Pakistan.

He has served on a number of diverse forums / boards in the private sector, public sector & civil society organizations. As a thinker, he actively spreads his thoughts and ideas through his articles on national economics, business and taxation matters and issues, regularly published in reputable dailies.

He is the chairman of the Investment committee and member of the Audit committee of MariEnergies.



Mr. Qamar Haris Manzoor

Managing Director / CEO FCCL
Non – Executive Director

Qamar Haris Manzoor has done his Masters in Chemical Engineering from US and holds over 37 years of experience in plant and project management. He started his career with ICI managing its Soda Ash Plant operations. He also worked on ICI's polyester plant in Pakistan in the Plant Operations and also held senior positions in Operation at Exxon Chemical Pakistan Ltd at their Fertilizer Plant. He also worked at ICI's PTA Plant as Director Manufacturing and managed various aspects of plant i.e. from Commissioning, Operations Management, Process Engineering, Project Engineering, HSE and other improvement projects. He has also been a technical advisor of Lotte for its growth strategies in Pakistan and contributed in setting up 48 MW Cogen Plant at Lotte's PTA Plant.

He then took over the role of Chief Executive Officer of El Paso Technology Pakistan Ltd and Chief Operating Officer of Habibullah Coastal Power Company. Habibullah Coastal Power Company (HCPC) is located in Quetta, Baluchistan. HCPC operates a combined cycle gas fired power plant with a design capacity of 140 MW. El Paso Technology Pakistan Limited (EPTP) provides technical and managerial services to HCPC and also are the Operations and Maintenance Contractors of HCPC. EPTP also is responsible to identify opportunities for growth in Power and Chemical sectors. This requires carrying out market studies, due diligence both financial and technical and presenting it to shareholders. He was also responsible to manage relationships with Government, regulators, Lenders and stakeholders to ensure smooth function of the business.

He also took the additional responsibility of Chief Executive Officer of Hawa Energy Limited, a 50 MW wind project. He successfully concluded the key contracts for the project and maintained liaison with regulators and relevant ministries/ government bodies to ensure timely approvals for the project to achieve Financial Close on time. Subsequently, he oversaw the project construction to ensure it's on cost and on time delivery. In his previous job, he worked as Chief Operating Officer of Naveena Group's Energy and Steel Projects. He played a leadership role to develop a green field project under the name of Naveena Steel Mills (Pvt) Ltd for a 300,000 TPA steel rebar plant at Port Qasim, Karachi. He also led the development of Lakeside Energy Pvt Ltd, a 50 MW wind project at Jhampir, Sindh, and was responsible to achieve financial close of the project along with securing the required regulatory approvals and conclusion of EPC contracts.

He took over as MD and CEO of Fauji Cement and Askari Cement in June 2020 and is responsible to spearhead cement portfolio of Fauji Foundation. In his role he successfully led the merger of Askari Cement into Fauji Cement as well as spearheaded two expansions of Fauji Cement to grow the Company to become the 3rd largest player of cement sector in the Country.

He serves as the Chairman of the Technical Committee and a member of the HR&R Committee at MariEnergies.

He also serves as Director on the boards of Fauji Power Company Limited, Fauji Fertilizer Company Limited, Foundation Power Company Daharki Limited and Fauji Kabirwala Power Company Limited.

Profile of Board of Directors

**Mr. Faheem Haider**

Managing Director/CEO
Mari Energies Limited

Mr. Momin Agha

Secretary Petroleum, Ministry of Energy (Petroleum Division)
Non – Executive Director

Mr. Faheem Haider is the Managing Director/CEO of MariEnergies since August 2020. He is the only Executive Director on the Board.

In addition, he is MD/CEO of Mari Minerals (Pvt) Limited and non-executive director on the boards of Pakistan International Oil Limited (UAE), Mari Technologies Limited and SKY47 Limited.

During his international career spanning over 30 years, he has held various technical and leadership positions with international oil and gas companies such as Union Texas Petroleum, OMV Pakistan Exploration GmbH, Helix RDS Limited UK, BG Group Plc UK, and Neptune Energy Group UK (formally known as Engie E&P International). Other than Pakistan, he has worked in full-time roles in the UK, Oman, Egypt and France working on a variety of projects in the Middle East, North Africa, across Europe and Asia Pacific.

He has a sound understanding of the E&P business from a technical, operational and commercial perspective. Apart from handling the core E&P operations in different parts of the world, he has hands-on experience of joint venture management, leading growth strategies, business development, operational excellence, organization development, transformation and stakeholders' management.

Before joining MariEnergies, Mr. Haider was working with Neptune Energy as Head of Strategy and Business Development for North Africa and Asia Pacific, based in London where he significantly contributed towards the growth of Neptune's business in Egypt, Indonesia and Australia. He specializes in running E&P operations with high technical focus and optimizing operational costs.

Although Mr. Haider is an upstream E&P professional, his recent assignment at MariEnergies, board experiences and exposure to Fauji Foundation Group's other businesses have allowed him to diversify his expertise beyond oil and gas to other sectors e.g. mining, power, cement, fertilizer and terminals business.

Mr. Haider holds a Masters degree in Petroleum Engineering & Production Management (w/distinction) from Imperial College London, UK, a post-graduate diploma from College of Petroleum Studies, Oxford, UK and a BSc (w/honors) degree in Petroleum Engineering from University of Engineering & Technology, Lahore, Pakistan.

Mr. Momin Agha joined Mari Energies Board on September 06, 2023, representing Government of Pakistan. He is a non-executive director and a Member of the Board's Audit and ESG Committees.

Mr. Momin Agha, a BS-22 officer of the Pakistan Administrative Service (PAS). He brings with him rich professional experience, spanning over 29 years that includes senior-level administrative, managerial, and leadership positions including Commissioner Faisalabad Division, and Secretary of various departments in the provincial government. At the federal government level, he has served in the Ministry of Interior, led the Ministry of Industries and Production, and is currently heading the Ministry of Energy (Petroleum Division).

He has obtained a Master's in Globalization & Labor Studies from the University of Warwick, United Kingdom. He obtained Bachelor of Business Administration (BBA) degree from the University of Texas, Austin (USA). He has the distinction of serving in various capacities dealing with administration, establishment, litigation, budgetary, and financial matters of main ministry's / organizations and has also dealt with matters of companies/corporations, authorities, and autonomous institutions. He is a member of various boards of Public Sector Companies.

In addition to Mari Energies, he is also serving as a director on the boards of Pak Arab Refinery Company, Oil & Gas Development Company Limited, Sui Northern Gas Pipelines Limited, Sui Southern Gas Company Limited, Hydrocarbon Development Institute of Pakistan and Mari Technologies Limited.

**Mr. Zafar Abbas**

Additional Secretary (Policy) - Ministry of Energy (Petroleum Division)
Non – Executive Director

Mr. Ahmed Hayat Lak

MD/CEO, OGDCL
Non-Executive Director

Mr. Zafar Abbas joined MariEnergies Board on June 16, 2025, representing Government of Pakistan. He is a non-executive Director and member of the HR&R, Technical and Investment Committees.

Mr. Zafar Abbas is a career civil servant who joined the Government of Pakistan in 1998. He brings extensive experience in the economic and energy sectors, with a focus on policy formulation and implementation, international development cooperation, and project management.

Before taking up his current responsibilities at the Ministry of Energy (Petroleum Division), he served as Additional Secretary (Power Finance) in the Power Division and briefly as Additional Secretary in the Finance Division. From 2015 to 2022, he held the position of Joint Secretary in both the Power Division and Interior Division. During his tenure at the Interior Division, he played a key role as one of the team leads for the Financial Action Task Force (FATF) engagement, which contributed to Pakistan's removal from the grey list in 2022.

Mr. Abbas has also served as Managing Director of the National Transmission and Despatch Company, Managing Director of the Power Planning and Monitoring Company, and Secretary to the Government of Gilgit-Baltistan.

He holds a bachelor's degree in civil engineering from the University of Engineering and Technology, Lahore, and an MBA in Oil & Gas Management from the University of Dundee, Scotland (UK).

In addition to MariEnergies, he currently serves on the Boards of Directors of Oil and Gas Development Company Limited, Pakistan Petroleum Limited, Sui Northern Gas Pipelines Limited, and Pakistan State Oil.

Mr. Ahmed Hayat Lak joined MariEnergies Board on June 26, 2024, representing OGDCL. He is a non-executive director and member of the Audit, HR&R and Technical Committees.

He is the Managing Director and CEO of Oil & Gas Development Company Limited (OGDCL), Pakistan's largest oil and gas exploration and production company. Appointed in February 2023, he brings a strong track record in strategic leadership, corporate governance, and public sector management, with deep insight into the country's upstream energy landscape.

Before assuming his current role, Mr. Lak served as OGDCL's Company Secretary and Head of Legal Services. He also holds leadership and board-level positions across several other key entities in Pakistan's energy and minerals sectors, including Reko Diq Mining Company Limited (RDMC) where he currently holds the portfolio of Chairman of Board of Directors, Mari Technologies Limited (MTL), Pakistan International Oil Limited (PIOL), and Pakistan Minerals Private Limited (PMPL), where he currently also serves as CEO.

Mr. Lak holds a postgraduate degree in law from the University of Wolverhampton and a Bachelor of Laws (Hons.) from the University of London. His current focus is on business sustainability, optimization and transformation in line with the global energy transition.

Profile of Board of Directors



Mr. Muhammad Aamir Salim
Executive Director (Petroserv), OGDCL
Non-Executive Director

Mr. Abid Niaz Hasan
Former Operations Advisor World Bank Group, Washington
Independent Non-Executive Director

Mr. Muhammad Aamir Salim joined Mari Energies Board on April 12, 2023, representing OGDCL. He is a non-executive Director and member of the Investment and ESG Committees.

Mr. Muhammad Aamir Salim has been Executive Director (Petroserv) at OGDCL since August 2019. In this role, he is responsible for providing oilfield services, managing drilling and workover well operations and infrastructure development projects across OGDCL's operations. Mr. Salim has 28 years of global experience in oil and gas industry and had spent career with world-renowned Oilfield Services provider Schlumberger and its joint venture partner prior to joining OGDCL. Throughout his career he has worked extensively in both offshore and onshore drilling operations and project management roles in various countries, including Pakistan, Singapore, Thailand, Vietnam, Indonesia, UAE, and Saudi Arabia.

Prior to joining OGDCL, he has worked in senior leadership roles in Operations Excellence, Offshore Rigs Construction Projects, Corporate HSE, and Operations Compliance during his International assignments. Mr. Salim brings diversified skill set in technical and commercial leadership roles related to setting up and executing major projects and implementing transformation processes.

Mr. Salim holds a Bachelor's degree in Mechanical Engineering from NED University of Engineering & Technology, Karachi, and an Executive MBA from London Business School. He also serves on the Petroleum Engineering advisory board of NED University of Engineering & Technology, Karachi.

Mr. Abid Niaz Hasan joined MariEnergies Board on June 24 2022, representing shareholding interest of General Public (Minority Shareholders). He is Independent, Non-Executive director and Chairman of Audit Committee and Member of ESG Committee.

He possesses over 30 years of experience as a development banker and served in the World Bank Group from 1975 till 2006. He served as the Operations Advisor, Pakistan Program (1997-2006), Principal Financial Sector Specialist (South Asia Region), (1992-97), Chief of Industry and Energy Unit, Bangladesh (1988-92) and Senior Financial Analyst (East Asia Region) (1975-88).

During his association with the WBG, he was responsible for relationship management with cabinet and senior policy makers, multilateral and bilateral agencies, banks, private investors, and media, overseeing implementation of World Bank programs for macroeconomic, sectoral reforms covering energy, banking, private, development, water resources, agriculture, Infrastructure, SOEs, and social sectors.

After retirement from the WBG, he held a number of positions including: Member of the Government of Pakistan's Economic Advisory Committee (2010-2018), Member of the Boards and Chairman of the Board's Audit Committees in Pakistan Tobacco Company (2007-2015), Khushali Bank (2007-2009), and Wateen Telecommunications (2012-2017).

Currently, he is a Member of the Board of Governors of two NGOs: Hunar Foundation and Chal Foundation.



Ms. Seema Adil
Former Deputy Managing Director of Pakistan Refinery Limited
Independent Non-Executive Director

Ms. Ayla Majid
Independent Non-Executive Director

Ms. Seema Adil joined MariEnergies Board on June 24, 2022, representing the shareholding interest of General Public (Minority Shareholders). She is Independent, Non-Executive director, Chairperson of the ESG Committee and Member of the Technical Committee.

She is a qualified Chemical Engineer and possesses 33 years' experience in oil & gas industry in Pakistan.

She served in Shell Pakistan for 30 years in various capacities in marketing, supply, distribution, technical support, and business process re-engineering. She also served as a management team member and as Shell appointed Director on PAPCO Board.

Later, she served in Pakistan Refinery Limited for 3 years as Deputy Managing Director. As a senior member of the refinery leadership team, she carried direct responsibilities of plant operations, oil movement, commercial activities, crude economics, pricing, HSEQ and was the Management Representative ensuring ISO qualification.

She is a leader focused on achieving results in highly competitive and diverse environments that demand continuous improvement. She is skilled in building and motivating cross-functional and cross-regional teams performing towards achieving corporate goals and expectations. She is also a skilled program/project manager.

She also possesses hands-on experience of corporate governance of medium to large sized organizations.

Ms. Ayla Majid joined the Mari Energies Board on June 24, 2025, as an Independent, Non-Executive Director representing Minority Shareholders. She is the Chairperson of the HR&R Committee and a member of the Investment Committee.

Ayla is the Founder and CEO of Planetive Pakistan and the Middle East, a firm specializing in energy transition, decarbonization, and future energy technologies. With over 20 years of experience in investments, financial advisory, and strategy, her expertise encompasses a range of sectors, including energy, hydrogen, minerals, infrastructure, digital innovation, and climate technology. Ayla has made significant contributions to sustainable energy practices, adeptly guiding organizations through complex financial landscapes.

With 15 years of board leadership experience, she currently serves on the boards of energy, banking, pharmaceutical, and engineering companies, where she brings her deep understanding of governance and corporate strategy.

As the Global President of the Association of Chartered Certified Accountants, Ayla made history as the first South Asian to hold this prestigious position. This role underscores her global leadership and influence within the finance and accounting sectors. Her commitment to global development is further exemplified through her active involvement with the World Economic Forum's Global Future Councils on Energy Transition and the Mobilizing Investment for Clean Energy in Emerging Economies Global Taskforce, with focus on fostering innovative solutions for energy challenges worldwide.

Ayla has been recognized as a Young Global Leader by the World Economic Forum and is an Eisenhower Global Fellow. Her academic credentials include an MBA from Lahore University of Management Sciences and an LLB from the University of London, complemented by advanced studies at Harvard Kennedy School, the University of Oxford, Nanyang Technological University Singapore, the Andlinger Center for Energy and the Environment at Princeton University, and National Defence University, Pakistan,

She is also a sought-after international speaker, frequently addressing critical topics such as energy transition, clean tech innovation, emerging market finance, and sustainable infrastructure at high-profile conferences.

Other Directorships and offices:

- Global President and Board Chair of the Association of Chartered Certified Accountants – UK
- Director of Siemens Engineering Pakistan Limited
- Director of Abbott Laboratories (Pakistan) Limited
- Director of TPL Insurance Limited
- Director Mobilink Microfinance Bank Limited
- Director Universal Services Fund
- Member Board of Governors - The Helppcare Society (a non-profit running "Teach a Child Schools")

Profile of Chief Financial Officer and Company Secretary



Mr. Nabeel Rasheed
Chief Financial Officer

Brig Sumair Ashraf Sheikh (Retd)
Company Secretary

Mr. Nabeel Rasheed joined MariEnergies in June 2021 and presently occupies the position of Chief Financial Officer. Mr. Rasheed is a Fellow member of the Institute of Chartered Accountants of Pakistan.

Brig Sumair assumed the role of Company Secretary Mari Energies Limited on September 11, 2024. He is also the Company Secretary of Mari Technologies Limited.

Mr. Rasheed has worked in Asia, Africa and Europe specializing in financial management and commercial structures. He had a long association with Eni and his last assignment was as Director Finance & Control for a Special Purpose Entity established to build a 3.4 MTPA FLNG.

Brig Sumair is an accomplished professional with over 32 years of distinguished service in the Pakistan Army. He possesses a robust academic foundation and specializes in Human Resource Management and Team Leadership, with expertise in a variety of roles across Security, Project Management, and Administration. Known for his result-driven approach, he has effectively managed high-level operations, coordinated crucial liaison activities, and developed impactful training and security policies.

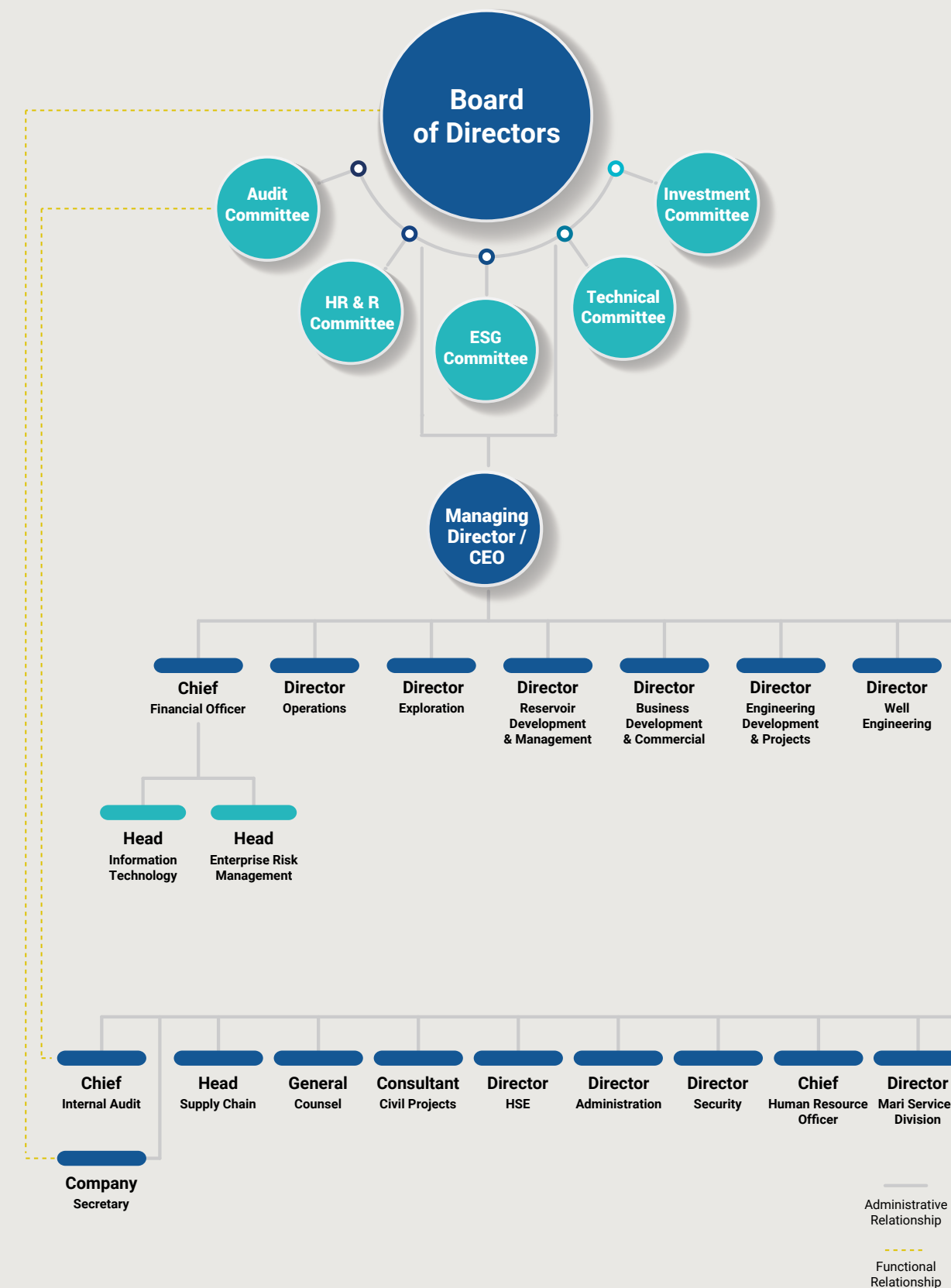
He brings with him 18 years of post qualification experience and holds a Post Graduate Diploma in Oil and Gas Law along with an MBA in Oil and Gas Management from Robert Gordon University, U.K.

His career highlights include roles such as Director at General Headquarters for Fauji Foundation and Army Welfare Trust, Commander of a Mechanized and an Infantry Brigade, Chief of Staff at Lahore Corps and Directing Staff at National Defence University.

He also serves as a non-executive director on the Boards of Mari Minerals (Pvt) Limited and Mari Technologies Limited.

He possesses an MA (Strategy and Management) degree from the University of New South Wales, Australia, and an MSc. (Arts and Science of Warfare) from the University of Balochistan, complemented by several national and international certifications in Defence Studies, Management, Strategic Planning and Board Operations.

Organogram



Chairman's Review



Despite all challenges, the Board's strategic vision remained anchored in safeguarding the three pillars of our growth and transformation strategy:

- 1) Reinforcing the strength of our core oil and gas business;
- 2) Accelerating diversification into critical minerals and investment in emerging digital technologies; and
- 3) Upholding the highest standards of governance and sustainability.

I am pleased to report that we demonstrated strong progress and resilience across the entire spectrum, in line with our growth and diversification strategy.

Our core business sustained its growth trajectory with enhanced production and significant new hydrocarbon discoveries. We now have the highest-ever production capacity and reserves base, which has led to a healthy reserves-to-production (R/P) ratio of 20 years. Well-timed strategic investments of over USD 1 billion during the last five years have enabled optimal development of existing fields and also new discoveries.

Beyond the core business, MariMinerals has built a sizable and highly prospective mining portfolio in Chaghi, Balochistan. Target drilling has already commenced. The Company has managed to attract decent local and foreign direct investment for mineral exploration to unlock Pakistan's vast mineral resources.

MariTechnologies, our new subsidiary, is leading the way in the tech domain through establishment of large-scale data centers in Pakistan. This will put MariEnergies at the forefront of Pakistan's digital infrastructure and cloud technology landscape.

FY 2024-25 was also remarkable in the context of value creation for our shareholders. For a historical period during the year, MariEnergies became the

“Transformation is not a departure from who we are, but an evolution of what we can become, guided by purpose, driven by national need, and anchored in long-term value.”

rebranding is more than a change of name and logo; it is a strategic statement of intent. It signals our transition from a conventional exploration and production company to a diversified energy and innovation enterprise, one that will greatly contribute to shaping Pakistan's future in several areas, including food and energy security, exploration and extraction of critical minerals and building of extensive digital infrastructure.

Dear Shareholders,

It is with great pleasure that I present to you the Chairman's Review for the financial year 2024-25 of Mari Energies Limited (MariEnergies). The year was marked by strategic foresight, with a strong focus on sustainable and long-term value creation for the stakeholders.

Your Company has embraced a new identity with the name of 'Mari Energies Limited', which better reflects its vision, future focus and broader positioning in the dynamic energy landscape. This

most valuable listed company on the Pakistan Stock Exchange, with a market capitalization exceeding PKR 1 trillion, which is a powerful reflection of investor confidence in our trajectory and long-term potential. Presently, the Company remains among the top three most valuable companies on the PSX.

This exceptional market performance was consequent to strong operational delivery and judicious capital allocation. The Company announced an unprecedented 800% bonus shares for FY 2023-24, distributed during FY 2024-25. This not only enhanced shareholder value but also created tangible wealth. It also led to a tenfold increase in shareholder base, again a clear signal of growing public trust in MariEnergies' future.

At MariEnergies, our commitment to sustainability goes well beyond compliance. While some in the global energy sector have scaled back their net zero ambition, we remain steadfast in integrating responsible environmental management into every facet of our operations and decision-making. We take this responsibility seriously, as we continue to manage the environmental impact with utmost care. This commitment is central to building resilience in our business and contributing meaningfully to Pakistan's sustainable development goals.

From the governance perspective, the year began on a strong note with external recognition of our successful journey when MariEnergies was honored with the "Corporate Governance Progression Award" at the inaugural Directors Summit 2024, hosted by the Pakistan Institute

“The ultimate measure of our success is reflected in the trust of our stakeholders.”

of Corporate Governance (PICG). This recognition, based on our sustained efforts in previous years, affirmed the Company's commitment to evolving governance standards and responsible Board practices.

Building on this momentum, the Board took meaningful steps to further strengthen its own institutional effectiveness. In June 2025, a new Board was elected for a three-year term through a process that was both transparent and fully compliant with applicable laws and best practices. While the Board had previously included a female director, this election marked a significant step forward with two female directors now serving on the Board: both chairing key committees. Overall, three out of five Board Committees are now led by independent directors, reinforcing our commitment to objective oversight and balanced decision-making.

In line with our ongoing commitment to governance excellence, the Company engaged the services of the Institute of Business Administration (IBA) to conduct an independent third-party evaluation of the Board, its committees, and individual directors. This annual exercise continues to play a valuable role in identifying opportunities for governance enhancement and strengthening the Board's effectiveness.

As part of the Board's commitment to continuous development, directors' trainings were proactively arranged during the year. I am pleased to note that all members of the Board are now certified from recognized institutions, ensuring they are well-equipped to discharge their responsibilities effectively. Besides actively steering the Company's transformation, the Board held a dedicated strategy session in July 2025. The session served as a platform to take stock of the progress, evaluate emerging opportunities, and reaffirm MariEnergies' priorities across its core and diversified businesses, with a clear focus on long-term growth, resilience, and value creation for stakeholders.

Looking ahead, the Board has complete faith in the management's ability to realize the envisioned objectives and effectively navigate in an increasingly complex and rapidly evolving environment. The board remains committed to actively guiding and supporting the executive team, not only in seizing emerging opportunities, but also in anticipating and addressing the structural challenges that lie ahead. Our focus remains clear: to uphold operational excellence, accelerate strategic diversification, and ensure stakeholder-centered growth.

This Board's transition during the year reflects both continuity and renewal. I thank the outgoing directors for their leadership and commitment and for laying strong foundation for the newly elected Board as we move into the next phase of growth.

On behalf of the Board of Directors, I sincerely thank and appreciate our shareholders for their trust, our employees for their dedication and hard work, and all stakeholders for their continued support. Together, we are building a resilient, future-ready company that is committed to delivering enduring value to Pakistan in times ahead,
In Shaa Allah

Anwar Ali Hyder

**Lt Gen
Anwar Ali Hyder, HI(M), (Retd)**

Chairman
MariEnergies Board of Directors



Chairman Board and MD MariEnergies visiting Noor-e-Sehar School at Mari Field, Daharki - Sindh

Managing Director's Outlook

Faheem Haider

Managing Director/CEO



Dear Stakeholders,

It is a privilege to present this year's Management Outlook at a time of profound transformation for our Company.

FY 2024–25 was a defining year, one that not only reaffirmed our core strengths in exploration and production, evidenced by strong performance amid national and global uncertainties, but also marked bold advances into new frontiers of energy, mineral development and technology.

To start with, the rebranding to Mari Energies Limited marked a clear inflection point in our growth. It was not just a change in name but a signal of strategic realignment, one that we are operationalizing through structural reforms, capability building and new investments across our expanded portfolio. From hydrocarbons to mineral exploration and digital infrastructure, this new identity is now reflected in how we think, plan, and deliver.

“This year was not just about performance; it was about positioning the Company for the decade ahead. Every decision we took this year was driven by a simple question: how do we build a stronger, more future-ready MariEnergies?”

OPERATING IN A COMPLEX ENVIRONMENT

Before turning to this year's milestones, it is important to acknowledge the context in which they were achieved. Security risks in Khyber Pakhtunkhwa and Balochistan, including a rise in attacks on energy infrastructure, posed significant challenges, particularly in high-risk areas. Despite these, our team remained fully committed. Working closely with the law enforcement agencies, we ensured safe and uninterrupted operations, brought new wells online, drilled in complex terrains and continued building the critical infrastructure. This resilience speaks to depth of our operational capability and our broader commitment to Pakistan's food and energy security.

On the financial front, the circular debt put continued pressure on our cash flows and future investment plans. Compounding this challenge, forced gas curtailments, reduced demand and broader economic difficulties posed additional risks. In response, MariEnergies is actively engaged with the government forums and all relevant stakeholders. We are extending our full support to the government in developing the circular debt management plan, consumer gas pricing and short and long-term gas supply/demand forecasting, to help develop sustainable solutions to the issues that affect the entire E&P sector.

OPERATIONAL AND TECHNICAL EXCELLENCE

Despite the external pressures, our operational performance remained strong. A major highlight was the commencement of production from Shewa Field located in North Waziristan, marking a significant milestone in our engagement in Pakistan's frontier region. This was more than just a technical success, it showed our ability to deliver in some of the toughest environments.

“In the face of formidable logistical and security challenges, Shewa is more than just a production milestone, it is a symbol of what can be achieved through resolve, innovation, and partnerships in the most challenging environments.”

In Sindh, we made important strides in expanding and optimizing our production footprint. By bringing Pateji discovery located in Shah Bandar block on stream via our Sujawal gas processing facility demonstrates our ability to complete difficult projects on fast-track basis.

I want to highlight that at a time when Sujawal field was almost ready to be phased out on reaching its economic limit, Jhim East and Pateji provided an opportunity to make the best use of the existing gas plant. In parallel, we also made Soho gas discovery within the Sujawal block. Jhim East, Pateji and Soho have now justified further investment in the field, and we are aiming to reach a combined gas production of up to 50 MMSCFD.





Shewa Gas Processing Facility, Waziristan Block - KP



In another example of our out of the box approach, Maiwand X-1, which was initially considered economically unviable due to lack of pipeline access, will be commercialized by securing a mobile CNG or LNG unit to be installed by a third party.

Ghazij and Shawal discoveries in the Mari Field are not much publicized but we continued to appraise and develop these discoveries and build additional production capacity. Our focus on infrastructure efficiency continued, with HRL swing volume, Ghazij, and Shawal gas now rerouted through our own SGPC pipeline to SNGPL, cutting transportation costs and improving delivery.

STRENGTHENING THE RESOURCE BASE FOR LONG-TERM VALUE

The year witnessed a significant strengthening of our reserves and resource base, reflecting the success of our integrated strategy across exploration, development, and performance optimization. Our proved and probable reserves grew substantially, driving our Reserve Replacement Ratio (RRR) to 278 %, reinforcing the long-term sustainability of our core business. This growth was supported by successful appraisal and development activities, new

discoveries, and improved reservoir management across all key fields. Additional progress in maturing contingent resources further expanded our overall portfolio, with total reserves and resources reaching an all-time high of 952 Million BOE. This has extended our 2P Reserves-to-Production (R/P ratio) to 20 years, ensuring robust future deliverability and sustained value creation. Our finding cost is also at all time low, standing at 0.8 USD/BOE.

STRENGTHENING THE EXPLORATION PORTFOLIO

Our exploration portfolio continued to grow stronger and more balanced during the year. We were awarded 10 new blocks in the Pakistan Onshore Bid Round 2025, seven as Operator and three as Joint Venture Partner, following a focused bidding strategy and rigorous technical evaluations. Two additional blocks and one D&P lease were secured through innovative farm-in arrangements. Notably, we partnered with Turkish Petroleum in selected blocks, marking a significant milestone at a time when many international E&P companies are scaling back their operations in Pakistan. This partnership not only validates MariEnergies' technical and operational credibility but also underscores our ability to attract

foreign investment into Pakistan's upstream sector. We aim to carry this momentum into ongoing offshore bid round.

With these additions, our portfolio now includes 46 exploration licenses and 14 development and production leases across nearly 97,166 sq km, including Offshore Block-5 in Abu Dhabi. This strategic expansion reinforces our commitment to unlocking underexplored basins, driving indigenous hydrocarbon exploration, and contributing meaningfully to Pakistan's long-term energy security.

INTERNATIONAL FOOTPRINT

Our international growth ambitions took a significant step forward with the transition of Abu Dhabi's Offshore Block 5 into the development phase.

Abu Dhabi National Oil Company (ADNOC), and Pakistan International Oil Limited (PIOL) executed the Production Concession Agreement (PCA) for the development of the discoveries located in Offshore Block 5 in Abu Dhabi. With the execution of the PCA, ADNOC has bought in with a share of 60% in the development of Block 5 with PIOL holding the remaining 40%.

This marks a major milestone for MariEnergies as part of PIOL, a unique

joint venture between Pakistan's leading E&P companies and reflects growing recognition of Pakistan's upstream capabilities on the global stage. The addition of new oil reserves from this asset strengthens our long-term portfolio and demonstrates our readiness to create value beyond domestic frontiers.

PRODUCTION DELIVERY AND FINANCIAL PERFORMANCE

Despite persistent gas curtailments, customer shutdowns, and delays in Shewa start up, MariEnergies achieved hydrocarbon sale of 39.13 MMBOE, highest ever in the Company's history. This performance was enabled by targeted operational optimizations, timely commissioning of new wells, and proactive customer engagement, reflecting our ability to adapt and sustain a steady production trajectory.

The Company experienced a moderate decline in financial results, primarily driven by lower applicable prices and additional wellhead levy becoming applicable on Mari Field. These challenges were partially offset by maximizing production and disciplined cost management, enabling the Company to maintain strong financial fundamentals and continue reinvesting for long-term growth.

SUCCESSFUL DRILLING CAMPAIGN

The year brought significant exploration successes, most notably the Spinwam-1 well in the Waziristan block, which delivered multiple hydrocarbon discoveries across Samanasuk, Kawagarh, Hangu, and Lockhart formations. These finds not only reinforced the geological promise of the area but also opened the prospect of establishing a new production center beyond our traditional stronghold of Mari Field. We are now advancing plans to



Signing of Joint Bidding Agreement with Turkish Petroleum for participation in Onshore Bid Round 2025

significantly scale up production capacity from this region, in collaboration with the key industry partners and other stakeholders. If fully realized, this area could emerge as a major energy hub, contributing to national gas supply and significantly reducing reliance on imported fuels.

In Sindh, the discovery at Soho-1 in Sujawal block marked a breakthrough in the Lower Goru Massive Sand formation, while Pateji X-1 also resulted in gas discovery in the partner-operated Shah Bandar block.

Apart from exploratory drilling, we completed several development and appraisal wells at the Mari Field, including two HRL horizontal development wells, four Ghazij development wells, and one Shawal appraisal well. In addition, MD-23 development well was successfully drilled in Goru B formation, adding to Mari Field's production capacity. These projects have added an additional 65 MMSCFD production capacity.

We also made important strides in deploying new technologies to enhance drilling efficiency. Our first-ever hydraulic fracturing job at Ghazij-8 resulted in a threefold increase in output, while Bhitai-6 marked Pakistan's first-ever smart well completion, enabling real-time, data-driven production management

and setting a new benchmark for intelligent field development.

EXPANDING INTO NEW FRONTIERS

In mining, MariMinerals adopted a focused strategy to go after critical minerals needed for energy transition. Our goal is to secure high-potential licenses, build partnerships with leading mining firms, and develop in-house technical capabilities. We are also working on building long-term capability through investments in lab facilities, drilling, and project execution expertise.

In the technology space, our strategy is shaped by Pakistan's Cloud First Policy. Through our subsidiary SKY47, we aim to capitalize on early mover advantage and position ourselves as a key enabler of the national cloud infrastructure. Construction of our first 5 MW data center is underway in Islamabad with expected completion by end of the calendar year, forming the base for our future growth in digital and cloud-based services. With key third-party contracts delivered during the year, Mari Services Division continued to demonstrate its commercial potential. As part of our long-term vision, we aim to evolve this platform into a self-sustaining, high-performing services company, expanding our revenue base

Managing Director's Outlook



while building internal resilience and capability.

MARKET CONFIDENCE

If you recall, on December 11, 2023, MariEnergies crossed the USD 1 billion market capitalization threshold, a landmark achievement that reflected growing investor confidence in the Company's performance and long-term vision. Within a span of just one year, our market cap more than doubled. On December 16, 2024, MariEnergies briefly emerged as the most valuable listed company on the Pakistan Stock Exchange (PSX), with a market capitalization exceeding PKR 1 trillion. This remarkable growth was not only a strong market endorsement of our performance but also a signal of the Company's rising strategic relevance

in Pakistan's energy and innovation landscape.

Complementing this market recognition, PACRA reaffirmed our Long-Term AAA and Short-Term A1+ credit ratings during the year, the highest credit ratings attainable in Pakistan. These ratings are not just a measure of our creditworthiness, but a reflection of MariEnergies' institutional discipline and long-term resilience.

NATIONAL CONTRIBUTION

MariEnergies' contribution to the national interest goes far beyond operational delivery. In FY 2024-25, we contributed nearly PKR 95 billion to the national exchequer and saved USD 2.6 billion through LNG import substitution. In addition, MariEnergies invested around Rs. 2.3 billion in high-impact CSR initiatives focused

on health, education, and community development, reinforcing our role as a responsible national partner.

COMMITMENT TO SUSTAINABILITY

We maintained a strong focus on safety and environment. With 18.46 million man-hours, our HSE performance remained aligned with global standards, despite working in high-risk zones. Sustainability remains a key focus as we advance our environmental initiatives. Building on our commitment made at COP28 through the Oil and Gas Decarbonization Charter, we have begun implementing measures to reduce our greenhouse gas emissions. We are actively exploring investments in clean energy solutions, carbon capture technologies, and improved resource management, all aimed at supporting a low-carbon and sustainable future for MariEnergies and Pakistan.



Meeting with MCCT delegation led by Mr. Wang Jicheng, Chairman MCCT

“Our work goes beyond the balance sheet. Every molecule produced, every pipeline laid, and every rupee contributed helps secure Pakistan's energy and economic future.”

LOOKING AHEAD

MariEnergies remains firm in advancing a focused and dynamic growth agenda that balances strength with innovation. Our priorities include unlocking the full potential of key discoveries, optimizing existing assets through targeted operational improvements, and expanding our footprint both onshore and offshore, including the critical development of our Offshore Block-5 partnership in Abu Dhabi.

At the same time, we are speeding up diversification by investing in mining operations and digital infrastructure, positioning ourselves as a leader not only in energy but also in technology and minerals. This well-rounded approach is supported by the integration of advanced technologies

to drive operational efficiency, informed decision-making, and sustainable practices.

Our greatest asset continues to be our people, whose commitment, creativity, and ownership culture fuel our transformation. By fostering an environment that empowers talent and encourages innovation, we are building a future-ready organization capable of handling evolving challenges and seizing emerging opportunities.

With a strong foundation, clear strategic priorities, and a dedicated team, MariEnergies is confident in its ability to deliver sustainable, long-term value for shareholders, communities, and the nation.

GRATITUDE

I wish to thank our employees whose dedication, professionalism, and spirit of teamwork are the true strength behind MariEnergies' achievements. I am also deeply grateful to our Board of Directors and shareholders for their guidance and trust, and to the federal and provincial governments, the Ministry of Energy (Petroleum Division), and our law enforcement agencies for their support and collaboration.



Mining activity at Koh-i-Sultan (KIS-8 Project)

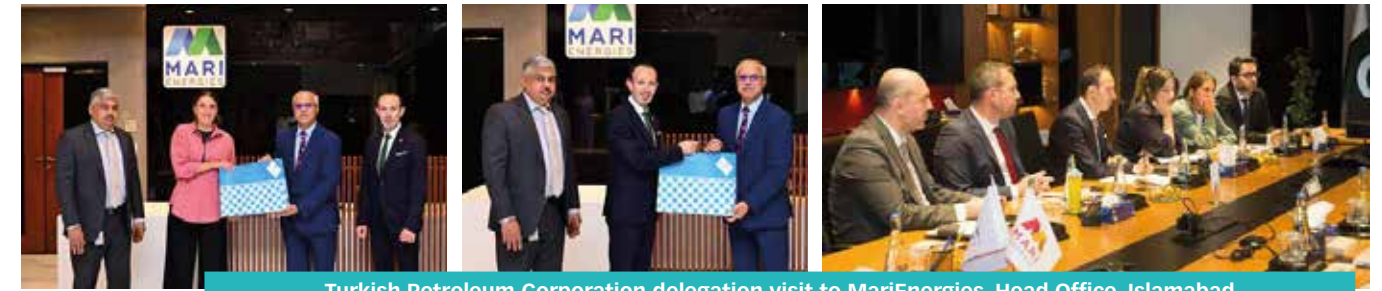
Together, we have overcome challenges, embraced opportunities, and laid stronger foundations for the future. With this shared commitment and unity of purpose, I remain confident that MariEnergies will continue to grow, create lasting value, and contribute with pride to the progress of our nation.

Faheem Haider
Faheem Haider
 Managing Director/CEO

MariEnergies' Engagement in MOUs, Trainings and Workshops



UAE delegation visit to MariEnergies, Head Office, Islamabad



Turkish Petroleum Corporation delegation visit to MariEnergies, Head Office, Islamabad



DeGolyer & MacNaughton USA - Consultancy Pakistan Basin Study-Head Office, Islamabad



Signing of MOU with Terra Mining, MariEnergies, Head Office, Islamabad



Union Agreement



All Baba Cloud Team visit to MariEnergies, Head Office, Islamabad



Cementing workshop by Halliburton, Head Office, Islamabad



Mr. Zaheer Alam - President UEP, visit to MariEnergies, Head Office, Islamabad



Driving Risk-Based PSM Excellence with DSS+ for World Class HSE Performance-Head Office, Islamabad



Breast Cancer Awareness Day Head Office, Islamabad

Signing Ceremony of Siahdiq Copper Project Head Office, Islamabad

Participation in PDAC 2025

In March 2025, a high-level delegation from MariEnergies and its subsidiary MariMinerals, led by the Managing Director/CEO, Mr. Faheem Haider attended the Prospectors & Developers Association of Canada (PDAC) Convention in Toronto – the world’s leading mineral exploration and mining forum. PDAC provided a platform to showcase Pakistan’s mineral wealth, particularly the copper-rich Chagai Belt, and to engage with global mining leaders, investors, and service providers. MariMinerals also hosted a dedicated session, “*Pakistan – The Next Generation Copper Mines,*” which drew strong international interest.



The Company’s participation marked a milestone, bringing Pakistan’s mineral potential to the global stage. Engagements with Barrick Gold, BHP, Rio Tinto, Teck Resources, and Calix Group opened avenues for collaboration and future investment. These efforts strengthen MariEnergies’ role in the country’s emerging mining sector while contributing to Pakistan’s broader objective of transforming mineral resources into a driver of long-term economic growth.

Participation in ADIPEC 2024

MariEnergies delegation attended ADIPEC 2024 (4–8 November) led by Mr. Faheem Haider, MD/CEO. The Company showcased expertise through technical papers on underbalanced drilling, extended-reach wells, and innovative completion techniques.



Engagements with SLB, Halliburton, Microsoft, and Schneider Electric explored advanced technologies, AI/ML-enabled workflows, and MariTechnologies’ data center initiatives. Mr. Faheem Haider also joined CEO deliberations under the Oil & Gas Decarbonization Charter, reaffirming MariEnergies’ commitment to sustainability and the energy transition.



The Company’s presence at ADIPEC 2024 highlighted its leadership in exploration and production while advancing its vision of integrating technology, innovation, and sustainability into future growth.

MariEnergies Leads Reserves Growth Extending Pakistan’s Energy Lifespan

Pakistan’s oil and gas reserves recorded a healthy turnaround in the first half of 2025, with crude oil reserves rising by 3% to 239.6 million barrels and gas reserves increasing by 5% to 19 trillion cubic feet. This upward trajectory reverses recent stagnation and strengthens the country’s long-term energy outlook.

The growth was driven primarily by MariEnergies, whose operated fields contributed close to 1 TCF of additional gas through new discoveries and upward revisions across Mari Deep, HRL, Shewa, Ghazij, and frontier Waziristan blocks. These achievements have extended MariEnergies’ reserve life to around 18 years, reaffirming its position as the country’s largest gas producer and a cornerstone of energy security. Other exploration and production companies, including OGDCL, PPL and MOL, also added volumes through select discoveries.

These reserve additions not only underscore the effectiveness of MariEnergies’ exploration strategy but also demonstrate the broader sector’s resilience and commitment to resource maximization. As Pakistan continues to face mounting energy challenges, this progress reflects cautious optimism for sustainable supply, especially with policy measures such as updated Petroleum and Tight Gas frameworks designed to incentivize exploration and development.

Gas Reserves as of June 2025			
Gas (BCF)	June 2025	Dec 2024	Change
Original Recoverable	66,138	64,678	1,460
Balance recoverable	18,981	18,142	839
Cumulative Production	47,157	46,536	621

Oil Reserves as of June 2025			
Oil (million barrels)	June 2025	Dec 2024	Change
Original Recoverable	1,318	1,311	7
Balance recoverable	240	238	2
Cumulative Production	1,078	1,073	5

Field-wise Gas Reserve Contributions		
Additions/Upward Revisions	BCF	Major Ownership Stake
Mari Deep + Tipu	231	MariEnergies (100%)
Shewa	226	MariEnergies (55%), OGDCL (35%)
Mari Ghazij	209	MariEnergies (100%)
Shahdadpur	174	PPL (65%)
Soho	131	MariEnergies (100%)
Soghri North	125	OGDCL (100%)
Spinwarm	92	MariEnergies (55%), OGDCL (35%)
Mari HRL	70	MariEnergies (100%)
Razgir	57	OGDCL (28%), PPL (28%), POL (21%)
Bettani	25	OGDCL (100%)
Mari SML	16	MariEnergies (100%)
Makori Deep	6	OGDCL (28%), PPL (28%), POL (21%)

Field-wise Oil Reserve Contributions		
Additions/Upward Revisions	million barrels	Major Ownership Stake
Soghri North	3.10	OGDCL (100%)
Spinwarm	0.47	MariEnergies (55%), OGDCL (35%)
Razgir	0.30	OGDCL (28%), PPL (28%), POL (25%)
Shewa	2.27	MariEnergies (55%), OGDCL (35%)
Pindori	2.17	OGDCL (50%), POL (35%)
Bettani	0.50	OGDCL (100%)
Pateji	0.55	PPL (63%), MariEnergies (23%)
Makori Deep	0.31	OGDCL (28%), PPL (28%), POL (21%)
Mamikhel South	0.26	OGDCL (28%), PPL (28%), POL (21%)

Source: Topline Research based on PPIS Reports

Success Stories

Unlocking Waziristan’s Potential

Mapping the Future Expansion of Exploration Acreage

Sujawal Facility Expansion

MariEnergies’ Landmark Year in Shareholder Value Creation

From Petroleum to New Possibilities
Mari’s Strategic Transformation

Mari Revitalization Initiatives

Ghazij Fracturing Breakthrough

Successful Completion of Supply Chain Transformation Project



MariEnergies Senior Management Team

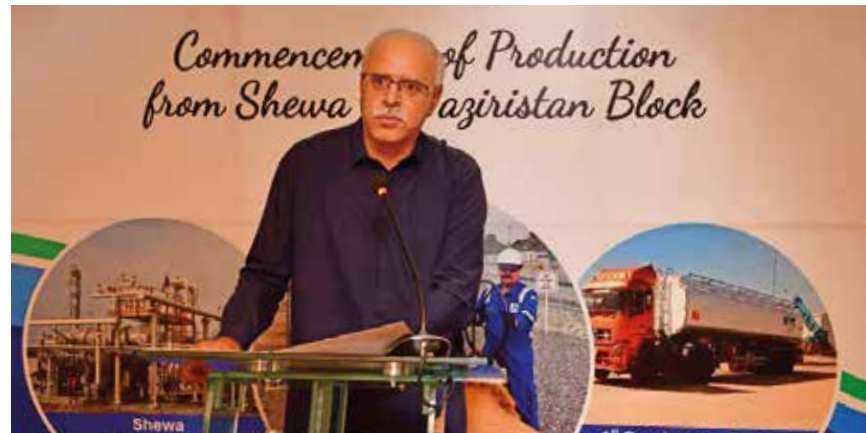
Success Stories

Unlocking Waziristan's Potential

A Landmark Success in our Frontier Exploration Strategy

“From Shewa to Spinwam, MariEnergies is proving that bold exploration, even in the toughest terrains, can yield game-changing results. Our journey in the Waziristan Block has only just begun.”

Faheem Haider
MD/CEO



The successful commissioning of Shewa Early Production Facility (EPF) and the commencement of production from Shewa-1 and Shewa-2 wells in the Waziristan Block mark a major milestone in MariEnergies' journey to unlock Pakistan's frontier basins and strengthen our national energy security. This is not only a technical achievement but an endorsement of our vision to unlock hydrocarbon potential in Pakistan's most challenging frontier basins.

Following the significant discovery at Shewa-1 well and subsequent appraisal through Shewa-2, the company fast-tracked the installation of an Early Production Facility (EPF) to enable early monetization. The facility was successfully commissioned with a processing and export capacity of up to 100 MMSCFD of gas. Overcoming complex terrain and volatile security conditions, SNGPL completed a 230 km, 18-inch transmission pipeline from Shewa to Daud Khel,

connecting the field to the national grid.

After system integration and safety review, gas and condensate production commenced on March 23, 2025. A performance test with the O&M contractor, as required under the Gas Processing Contract, was successfully completed on March 28, followed by the dispatch of the first condensate tanker to Attock Refinery Limited on March 29, 2025. After ramp up and stabilization of plant operations, the two Shewa wells are able to contribute up to 70 MMSCFD of gas and 700 bbl/d of condensate, generating substantial revenue for the Joint Venture.

The Declaration of Commerciality (DoC) for the Shewa discovery has been submitted to the Regulator, while work on the Full Field Development Plan (FDP) is underway.

The success of this project is a testament to the strong partnership with OGDCL and Orient Petroleum,

whose steadfast support has been instrumental throughout the journey.

Economic and Strategic Impact: The Shewa development is poised to deliver transformative economic value - strengthening domestic energy supply, reducing reliance on imported fuels, and generating substantial fiscal revenue for the country. Additionally, it contributes meaningfully to regional development and opens new exploration corridors in underdeveloped frontier zones. After achieving full field development, Shewa discovery would add substantial value in terms of economic development through forex savings, payment of royalty & taxes and generation of employment opportunities especially for the locals.

Building Local Partnerships, Honoring Sacrifices: The Company adopted an inclusive and pragmatic approach to local engagement, addressing regional sensitivities through innovative, community-driven solutions. Local contractors were engaged for



Chairman's visit to MariEnergies Head Office on Commencement of Production from Shewa Well, Waziristan Block - KP

condensate transportation and security services, and a batch of local diploma holders and engineers has been inducted into a formal training program with a view to their future absorption in company operations. As part of its CSR policy, the company is undertaking various initiatives to share the economic benefits with the local community such as providing healthcare facilities, operating mobile dispensaries, setting up schools & skill development centers and provision of potable water.

This achievement would not have been possible without the support and technical collaboration of our Joint Venture partners, SNGPL, and the bravery and commitment of law enforcement agencies (LEAs) who ensured operational continuity under extremely challenging circumstances. We pay special tribute to our staff and security personnel who lost their lives during this project, their sacrifices will never be forgotten, and their courage will always be honored.

As MariEnergies continues to explore, invest, and operate with responsibility, the Shewa project stands as a powerful symbol of resilience, collaboration, and national contribution.

Spinwam-1 Discovery: Powering Pakistan's Next Energy Frontier

The Waziristan Block continued to yield remarkable results with the discovery of multiple productive reservoirs at the Spinwam-1 exploration well, significantly enhancing MariEnergies' organic growth outlook. Outstanding flow rates were recorded from the Samanasuk, Kawagarh, Hangu, and Lockhart formations, confirming the presence of a rich and multi-layered hydrocarbon system.

The combined estimated in-place volume across these formations is a substantial resource base that strengthens the strategic value of the block. The Spinwam-1 well alone, if fully opened has the potential to place it amongst Pakistan's highest-producing individual wells.

In response to this high-impact discovery, MariEnergies is advancing plans to install a new processing facility capable of handling gas from both Shewa and Spinwam wells. Once operational, this would increase the total Waziristan Block production capacity from current levels. Moreover, additional exploration leads within the block may hold

further upside potential, possibly raising the block's output further.

This momentum, combined with adjacent blocks, presents an opportunity to develop a major new hydrocarbon hub in this region.

To capitalize on this potential, MariEnergies is actively engaging with OGDCL, SNGPL, and Alhaj for infrastructure collaboration and coordinated field development. However, the pace of expansion remains contingent upon improvements in the security environment and the timely availability of critical pipeline infrastructure.

With its bold exploration strategy, early production successes, and game-changing discoveries like Spinwam-1, MariEnergies is positioning the Waziristan Block and surrounding licenses as a transformative asset - one that could redefine Pakistan's domestic gas landscape and deliver long-term energy resilience.

Success Stories

Mapping the Future Expansion of Exploration Acreage

Acreage expansion is essential to unlocking diverse geological plays and accessing underexplored hydrocarbon potential

“Our expanding acreage footprint is more than a business milestone - it is a national contribution. Each new block is a promise to explore, invest, and unlock the energy potential of Pakistan for generations to come.”

Faheem Haider
MD/CEO

Discovering new hydrocarbon reserves is key to the long-term success of any Exploration and Production (E&P) company. To support Pakistan’s goal of energy self sufficiency MariEnergies is actively expanding its exploration areas to keep a strong reserve replacement ratio and drive future growth. The Company understands that adding new reserves through steady portfolio growth is essential for both national energy security and its own long-term success. That’s why it continues to pursue promising opportunities across different geological regions, following a clear and forward-thinking strategy.

Aligned with its strategic vision, MariEnergies reached a significant milestone in the Pakistan E&P Onshore Bid Round 2025, organized by the Directorate General of Petroleum Concessions (DGPC). Out of 31 blocks offered by the Government of Pakistan, the Company carried out a thorough technical and commercial assessment to identify the most

promising opportunities. Based on this evaluation, MariEnergies submitted competitive bids and was provisionally awarded ten (10) new exploration blocks, acting as Operator in seven and as Joint Venture Partner in three. In the joint venture blocks, the operating partners are OGDCL, PPL, and Prime Global Energies Limited.

The newly awarded blocks span a range of exploration categories, including play extension, frontier exploration, and Infrastructure Led Exploration (ILX)/ near field exploration. Play extension blocks are located within proven petroleum systems and align well with MariEnergies’ current assets, offering operational and cost advantages. Frontier blocks are in less-explored regions but show encouraging signs of hydrocarbon potential. ILX blocks focus on reviewing and interpreting existing data to discover hydrocarbon potential by conceiving and testing new play concepts.

This strategic blend reflects MariEnergies’ balanced risk-reward approach and underscores its confidence in Pakistan’s untapped subsurface potential.

The provisional award of these blocks remains subject to regulatory approvals, including the issuance of Petroleum Exploration Licenses, signing of Petroleum Concession and Joint Operating Agreements, and completion of other legal formalities.

This significant addition to MariEnergies’ exploration acreage

demonstrates the Company’s proactive approach, strong technical expertise, and focus on collaboration. It also supports the national goal of reducing dependence on energy imports by speeding up the development of local resources.

Beyond formal bid rounds, MariEnergies has been actively engaged in exploring farm-in opportunities in promising assets held by other petroleum right holders to augment its portfolio. Discussions with several local and international E&P companies are progressing well, reflecting the Company’s strong commitment to creating value through strategic partnerships and prudent portfolio management. As a result of these efforts acquisition of working interests by the Company in Marwat & Harnai South blocks and Ratana D&PL have been finalized and are currently under regulatory approval process.

Total Exploration Acreage: 97,166 sq.kms
National Operations
- 45 Exploration Licenses
- 14 Development & Production Leases
International Operation
- Offshore Block-5, Abu Dhabi

Sujawal Facility Expansion Redefining Exploration and Infrastructure Synergy

“The success in Sujawal, both in terms of the Soho-1 discovery and the innovative use of our processing infrastructure, reflects our commitment to unlocking value through technical depth and commercial agility. Discoveries like these reaffirm the untapped potential in mature basins and reinforce MariEnergies’ role in enabling faster, smarter energy solutions for Pakistan.”

Faheem Haider
MD/CEO

GAS DISCOVERY AT SOHO-1 EXPLORATION WELL

MariEnergies achieved a major breakthrough in the Sujawal Block with the Soho-1 gas discovery, reaffirming the untapped hydrocarbon potential of Pakistan’s mature basins. During testing the well flowed 36 MMscfd of gas from the Lower Goru (Massive Sand) Formation, marking the first-ever gas discovery from the Massive Sands in this vicinity, extending the play limits in the region.



Control Room Sujawal Gas Processing Facility, Sujawal Block - Sindh

This success has opened a new exploration frontier within a zone previously associated with multiple failures, significantly boosting confidence in the basin’s deeper plays.

This success underscores the effectiveness of MariEnergies’ data-driven, high-impact exploration strategy and the technical excellence of its geoscientists and engineers.

THIRD-PARTY GAS PROCESSING

Alongside this exploration success, the Company has unlocked additional value by strategically leveraging available capacity at Sujawal Gas Processing Facility (SGPF) by processing third-party gas from adjacent blocks.

This arrangement optimizes facility utilization, generates additional revenue, and facilitates

early monetization of surrounding discoveries.

The Pateji X-1, development project in a partner operated block, stands as a benchmark in execution excellence. Led by MariEnergies the project involved rapid laying of a 40 km pipeline across challenging marshy terrain, alongside the mobilization of separators and compressors from the Mari Field to SGPF, was successfully completed ahead of time and delivered the first gas to SSGC on April 1, 2025.

Phase II of the project, also led by MariEnergies, is scheduled for completion during next year. As testing at Soho-1 continues and Phase II of the Pateji development progresses, the Sujawal Block stands at the nexus of exploration success and infrastructure-driven value creation, meeting national energy needs while showcasing the strength of smart, synergistic strategies.

Success Stories

MariEnergies' Landmark Year in Shareholder Value Creation



FY 2025 was a landmark year for MariEnergies, marking a significant leap in its market position and investor appeal.

The Company crossed a major milestone on December 16, 2024, when it became the most valuable listed entity on the Pakistan Stock Exchange (PSX), with a market capitalization surpassing PKR 1 trillion (approximately USD 3.87 billion). This ascent reflects an exceptional trajectory: from a USD 1 billion market cap in December 2023 to more than 300% within a single year.

The impact on shareholder participation has been remarkable. The number of shareholders rose from around 5,000 at the start of FY 2025 to nearly 43,000, a substantial increase that reflects the rising interest and confidence of retail investors in MariEnergies' growth narrative.

This year's market performance was not an isolated peak but the continuation of a consistent upward trend. Since FY 2020, MariEnergies has achieved:

- 68% growth in reserves and resources (2P + 2C)
- 22% increase in production capacity
- 17% rise in the hydrocarbons sold volumes
- 146% surge in net sales
- 115% growth in net profit
- 418% total shareholder return over five years

These gains have driven not only a rise in market capitalization, from PKR 165 billion at the end of FY20 to ~PKR 753 billion but have also positioned the Company as a lasting pillar of investor value and national food and energy security.

“This meteoric rise in market capitalization is more than a financial metric — it is a reflection of MariEnergies’ strategic clarity, operational excellence, and relentless focus on shareholder value creation.”

Faheem Haider MD/CEO

From Petroleum to New Possibilities Mari's Strategic Transformation

“Our evolution into MariEnergies marks a strategic recalibration aligned with global energy trends and national priorities. We are building on our operational excellence in E&P to drive growth in critical sectors such as minerals and technology ensuring resilience, relevance, and sustained value creation across the energy spectrum.”

Faheem Haider MD/CEO



Over the years, the Company has transformed from a single-field gas producer into one of Pakistan's most efficient and trusted upstream energy operators.

The first phase of MariEnergies' transformation focused on fortifying its core oil and gas exploration business. Supported by a diversified asset base across the country, MariEnergies has reinforced its position as a pivotal player in the country's energy sector. To complement this transition, the company established E&P allied services, enhancing its self-reliance as an integrated upstream operator.

This strong foundation enabled the second phase of transformation, a deliberate, forward-looking diversification into minerals and technology. This strategic pivot reflects the Company's proactive

response to global energy transition trends, the national imperative for energy security, and its vision for long-term resilience and sustainable value creation.

To reflect this broader strategic direction, the company underwent a successful rebranding as Mari Energies Ltd. (MariEnergies), a name that more accurately captures its expanding portfolio and forward-looking ambitions. This transformation is being driven through the establishment of two wholly owned subsidiaries:

- Mari Minerals (Pvt) Ltd. (MariMinerals) is leading the Company's strategic entry into the mining sector. Together with MariEnergies, it holds three exploration licenses in the Chagai district of Balochistan, where initial fieldwork is

underway. The Company has also entered into joint venture agreements with prominent national and international mining firms to pursue further exploration in high-potential areas.

- Mari Technologies Ltd. (MariTechnologies) is spearheading the Company's diversification into technology and digital infrastructure. Through its majority-owned subsidiary, Sky47 Limited, it is developing Pakistan's first Tier-III/IV certified data centers, located in Islamabad and Karachi. These state-of-the-art facilities will form the backbone of the country's aspirations in artificial intelligence, cloud computing, data security, and digital transformation.

Success Stories

Mari Revitalization Initiatives

Sustaining production from HRL reservoir

Mari Field's HRL reservoir is the country's largest producing gas reservoir and a reliable source of gas for the Fertilizer customers. To maintain uninterrupted gas supply to fertilizer customers, MariEnergies jointly with its Fertilizer customers is undertaking multiple initiatives to extend HRL's production plateau such as drilling horizontal wells, performing tubing changeouts and acid stimulation and installation of Pressure Enhancement Facilities (PEF) that include nodal compression and infrastructure debottlenecking.

Mari Energies continues to embrace innovation by utilizing advanced technology in its operations. During the drilling of the horizontal wells, the company performed the first-ever underbalanced resistivity-based geo-steering to navigate an extremely thin 3-meter vertical window under pressure depleted conditions. This novel approach allowed for the drilling of the required lateral section within superior quality reservoir, enhancing well placement accuracy, minimizing formation damage, and maximizing well performance.

Production Enhancement from Sui Main Limestone (SML) and Sui Upper Limestone (SUL) reservoirs

By enhancing performance prediction quality and innovative thinking, the company has been able to find new opportunities to maximize gas recovery and extend production plateau in multiple SML- SUL fields. These include value adding well interventions, use of

smart completion technology and installation of compression to extend production plateau and maintain gas delivery pressures.

Unlocking Potential of "Game Changer" Ghazij Gas Discovery

MariEnergies technical teams are working on all fronts to unlock the potential of Ghazij formation. The oil discovery in Ghazij formation after more than five decades of gas production proved that Mari Field still has undiscovered hydrocarbon potential. Three Exploratory wells are planned to target specific structural features like one observed in Shawal-1, aiming to explore the oil potential within Mari D&PL area.

The Ghazij discovery, recognized as one of our most complex reservoirs, presents significant challenges to evaluate its potential for field development. By using new innovative technologies for formation evaluation like specialized RT Scanner resistivity tool combined with the Neutron Magnetic Resonance (NMR), image logs, and spectroscopy, enabled accurate characterization of hydrocarbon saturation have been deployed for field development planning.

Effective management of challenging Mari Deep (Goru B) reservoir

Gas from Mari Deep field is being supplied to FPCDL through MDCPF and to Sachal Gas Processing Complex (SGPC), where it is processed to pipeline specs for onward sale to SNGPL. Mari Deep is a water drive reservoir and requires proactive reservoir management. A

high- resolution reservoir simulation model, developed in house, helped to identify further development opportunities for optimizing production and maximizing recovery.

In alignment with its ESG objectives, MariEnergies is actively working on a Carbon Capture and Storage (CCS) project aimed at capturing CO2 from SGPC Plant's waste gases and injecting it into the water bearing Ranikot Formation. Currently work is in progress on multiple fronts including subsurface studies, facility design, pilot injection testing and engagement with Verra for carbon credits. The final investment decision (FID) is expected during 2025-26 with CO2 injection anticipated to commence by the end of 2026. Additionally, MariEnergies is also working with a technical partner to reduce methane emission by processing the permeate gas from the SGPC membranes and recovering hydrocarbons from them.

Advances towards use of AI/ML in subsurface evaluations to save time and cost

Aligned with the global trend in Artificial Intelligence (AI) and Machine learning (ML), MariEnergies remains at the forefront by deploying these technologies to improve the company's reservoir modelling and prediction abilities which are critical components of development planning under subsurface uncertainties.

Ghazij Fracturing Breakthrough



Ghazij-8 Frac Job at Mari Field, Daharki - Sindh

In order to unlock the potential in Ghazij reservoir's thin laminated limestone streaks, a two-stage fracturing campaign was executed in 2025, which helped to overcome inherent challenges such as shale reactivity, fracture complexity, and interfacial slippage.

Strategic Shift: From Acidizing to Fracturing

Historically, Ghazij's development was focused on matrix acidizing, which was effective in addressing near-wellbore damages. But now there is strategic shift towards hydraulic fracturing, which can potentially achieve a larger productivity gain by extending stimulation deeper into the reservoir. Through fracturing, the company would be able to develop tighter lobes in Ghazij formation – in-sync with its strategy of maximizing indigenous gas production through innovation and adaptive field development.

Asset Integrity and Operational Excellence: Sustaining Reliability Through Innovation

- The company operates a wide network of assets

combining legacy and modern infrastructure, with Asset Integrity central to its operations. In FY 2025, the company successfully completed major turnaround activities at SGPC and Sujawal fields, ensuring zero unplanned downtime and enhanced plant performance.

- A landmark digital transformation was achieved by deploying an AI-powered engineering assistant at SGPC, one of the first in Pakistan's upstream oil and gas sector. The Generative AI chatbot offers instant access to technical documents and troubleshooting history, significantly reducing response times, minimizing human error, and boosting safety & operational efficiency.
- To ensure real-time asset health visualization and improved cross-functional decision-making, a fully automated maintenance & asset integrity dashboard, integrated with SAP, has been developed to benefit from predictive maintenance.

Smart Completion

The Company has successfully completed its first SMART well, marking a historic milestone as the first-ever SMART completed well in Pakistan. This achievement underscores the management's unwavering commitment to innovation and operational excellence in the upstream energy sector. The deployment of smart well completion technology represents a transformative advancement in well architecture and reservoir management. Building on this innovation, more smart wells are planned in the operated areas where multiple reservoirs are producing.

Success Stories

Successful Completion of the Supply Chain Transformation Project



This year, MariEnergies proudly celebrated a defining milestone: the successful completion of its Supply Chain Transformation Project, a company-wide initiative that has fundamentally redefined the way we manage our supply value chain. The project established a new supply chain operating model and structure, transitioning from a predominantly transactional approach to a strategic, category-driven framework.

A key part of this transformation is the establishment of the Supply Chain Center of Excellence (CoE), which serves as a hub for best practices, analytics, and continuous improvement. The CoE shall ensure that category strategies are forward-looking, procurement decisions are optimized, and supplier collaboration is strengthened, while strong governance and compliance is ensured.

The impact of this transformation extends well beyond these immediate results. The improved inventory management released working capital, and higher HSE standards shall make our supply chain safer and more reliable. We shall here add some numbers to quantify savings (one off and repetitive).



MariEnergies Reserves & Resources



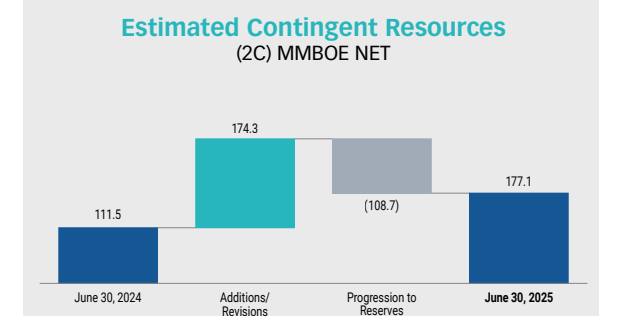
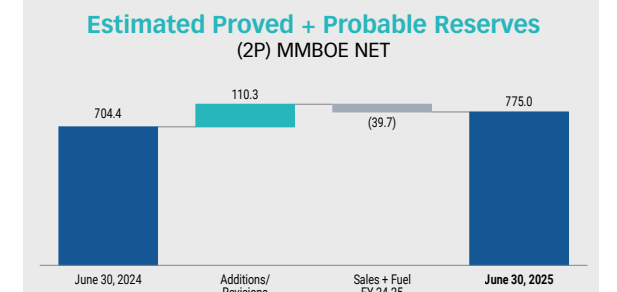
Discussion on reserves and resources booking 2024-25 - Head Office, Islamabad

Considering the reserves replacement and resource addition as the most important indicators for any E&P Company, all our efforts are directed towards resource addition and progression for reserves replacement, while enhancing the current production.

Following last year's track record, the proved and probable (2P) reserves significantly increased by 110 MMBOE from various fields. This growth is primarily due to the progression from resources due to appraisal and development activities in multiple fields, resulting in an exceptional Reserves Replacement ratio (RRR) of 278%. The key contributors include Ghazij, Soho, Shewa, Spinwam, Mari HRL, SML-SUL fields, Pateji and Abu Dhabi Block-5.

The Company's contingent resources (2C) also increased by 174 MMBOE during the year. New hydrocarbon discoveries i.e. Spinwam, Soho, and Pateji, combined with appraisal activities in Ghazij, Shawal and Shewa contributed 165.9 MMBOE to the resource addition. Additionally, 8 MMBOE were added because of development activities in SML-SUL and Mari HRL.

Total estimated reserves and resources (2P+2C) during 2024-25 increased from 816 MMBOE on 30 June 2024 to 952 MMBOE as of 30 June 2025.



Proved and Probable (2P) Reserves denote the best estimates of reserves to be commercially recoverable from known reservoirs under defined economic conditions, operating methods, and government regulations.

Contingent (2C) Resources denote the best estimate of contingent resources to be potentially recoverable from known accumulations by application of development projects, but which are not currently considered to be commercially recoverable owing to one or more contingencies.

Reference: (SPE Petroleum Resources Management System, August 2022)

Pioneering Excellence

Mari Services Division's triumphs in Seismic & Drilling Campaigns and Market Leadership

In a year defined by both challenges and opportunities, Mari Services Division (MSD) has continued to reinforce its reputation as a dependable service provider in the upstream Oil and Gas services space. With a relentless focus on safety and operational efficiency, MSD has successfully navigated the complexities of operating in security-sensitive environments, achieved critical milestones, and maintained industry-leading safety standards across all its projects. From MSD's key achievements in Seismic Data Acquisition projects, successful wins in third-party open market tenders, and a commitment to safety during Drilling & Seismic campaign, MSD is Pioneering Excellence.

SEISMIC & GRAVITY/ MAGNETIC DATA ACQUISITION

Innovation in Security-Sensitive Regions

MSD has significantly advanced its capabilities in seismic data acquisition, especially in security-sensitive areas where operational challenges are heightened. By leveraging state-of-the-art technology and adhering to stringent safety protocols, MSD has completed several high-profile seismic surveys for its clients. These projects, often conducted in regions with security concerns, required a meticulous approach to ensure the safety of both personnel and equipment, a testament to its expertise and risk management strategies.

This success was driven by MSD's deep understanding of local security dynamics, its ability to forge



Million Safe Manhours at Alpha Crew - Kalchas South

Cable Layout - Front Crew

strong relationships with local authorities and communities, and its ongoing investment in personnel training and advanced technical capabilities. With each project, MSD has not only enhanced its operational footprint but has also contributed to the stability and growth of the regions.

Key Highlights: Seismic Campaigns Performance

Seismic Projects				
Status	Project	Volume		Crew
		Total	Acquired in FY 24-25	
Completed	Peshawar East - 2D	268 Lkms	268 Lkms	Alpha
	Kalchas South - 2D	320 Lkms	320 Lkms	Alpha
	Wali West - 2D	203 Lkms	30 Lkms	Charlie
In Progress	Sharan - 2D	212 Lkms	115 Lkms	Beta
Total		733 Lkms		

G&M Projects				
Status	Project	Volume		Crew
		Total	Acquired in FY 24-25	
Completed	Wali West	1030 Lkms	30 Lkms (150 Stations)	GMU
	Peshawar East	824 Stations	87 Lkms (87 Stations)	GMU
Total		117 Lkms		

DRILLING CAMPAIGNS

Excellence under Uncompromising HSEQ Standards

In an industry where safety is paramount, MSD has consistently led the way in ensuring that safety standards remain uncompromised. This year, Rig 1 achieved 14 years without Lost Time Injury, the accomplishment is rare to observe in hostile drilling industry. Rig 5 Celebrated 3 years without Lost Time Injury, reinforcing our commitment to a safe working environment. This achievement is a direct result of MSD's unwavering commitment to the

health and safety of its workforce, as well as its proactive approach to risk management.

Rig Mari-3 has Drilled & tested Spinwam-1 well in operationally challenging and highly sensitive security zone. Team efforts showed very promising results for both, company and country.

Rig Mari-4 has safely and successfully completed three wells campaign with OGDCL, Teams hard work, professionalism & commitment to HSE is highly regarded by esteemed client.

Key Highlights: Drilling Campaigns	Key Achievements: Operational
<ul style="list-style-type: none"> Total Wells Drilled - 15 wells 11 Wells in Mari D&PL 1 well in Zarghun (Bolan Block) 1 well in Sujawal (Sujawal D&PL) 1 Well in Ziarat (Ziarat Block) 1 Well in Waziristan (Ex-Bannu West Block) 3 x Workovers for OGDCL (Sanjhora Block – Sindh) 	<ul style="list-style-type: none"> 1538 Kms of Safe Rig moves Rig 1 and Rig 5 completed 14 years and 3 Year LTI free respectively. Rig 1 completed 1st High Temperature well, Soho-1 in Sujawal Block and Rig 6 successfully performed CWD (Casing While Drilling) at WDW-5.

DATA PROCESSING

Benchmark Software, Exceptional Results

The Mari Seismic Data Processing Center (MSPC) continues to play a vital role in supporting exploration efforts through advanced seismic imaging and interpretation. In this fiscal year the Center successfully processed 2,352 Line Kilometers (L.Kms) of 2D and 234 Square Kilometers (Sq.Kms) of 3D Seismic data in both Pre-Stack Time Migration (PSTM) and Pre-Stack Depth Migration (PSDM) domains.

A major highlight includes the Block-28 project, where MSPC competed directly with international vendors, showcasing its growing capabilities and technical excellence. In line with technological advancements, the Center completed a system upgrade, transitioning from Geovation version 2.1 to 2.4, integrating new and advanced processing technologies for improved efficiency and output quality. Further enhancements included the addition of depth imaging licenses and interactive tools, boosting in-house capability for detailed subsurface analysis. As part of a strategic initiative to foster local expertise, MSPC also launched a Capacity Building Project in collaboration with Veridien (formerly CGG), aimed at training and upskilling personnel in the latest seismic processing techniques.

These developments reflect MSPC's commitment to technical excellence and continuous growth in support of Mari Energies exploration goals.

MARKETING INITIATIVES AND STRATEGIC ENGAGEMENTS

As part of its ongoing efforts to strengthen its brand presence and foster deeper relationships within the industry, MSD has been actively engaging in strategic marketing initiatives. One of the key highlights was its participation in the prestigious PAPG Annual Technical Conference 2025, where MSD showcased its cutting-edge technology, industry expertise, and commitment to safety and operational excellence. The conference provided a valuable platform for MSD to network with industry leaders, explore new business opportunities, and stay ahead of emerging trends in the oil and gas sector. By actively participating in such high-profile events, MSD not only reinforces its position as a thought leader but also highlights its dedication to continuous learning and innovation.

LOOKING AHEAD

As Mari Services Division continues to expand its presence and capabilities, it remains committed to delivering exceptional results. MSD's ability to succeed in challenging environments, coupled with its focus on operational excellence and safety, positions it for sustained growth in the years to come. Looking forward, MSD will continue to innovate and push the boundaries of what is possible, all while staying true to its core values of integrity, safety, and operational excellence. The Division is well-prepared to meet the evolving demands of the industry and contribute to the continued success of Mari Energies.

Mari Services Division (MSD)



Mari Services Division - HSE Workshop

Company's Strategy on Market Development, Product and Service Development

• Market Development Strategy

Our market development roadmap prioritizes vertical integration within the E&P value chain, where internal capability enhancement through investment in skilled manpower, state-of-the-art equipment and innovation is key to reducing operational dependencies and cost burdens.

In addition, MSD's Market Development Strategy includes pursuing 3rd Party Drilling & Seismic campaigns with leading E&P companies in the Country which continues to reinforce its reputation as a dependable service provider .

• Product and Service Development

A significant pillar of our growth strategy is the continuous improvement and diversification of our technical service offerings. In this regard, MSD is focused on delivering Oil Field Services solutions with tailored service models. Enhancements in Seismic Data Acquisition and Data

Processing, Oil & Gas Well Drilling, Gravity & Magnetic Surveys, Mud Logging Units are being prioritized to align with global best practices.

• Role and Value Addition of Mari Services Division (MSD)

At the heart of this strategic execution is Mari Services Division (MSD), the Company's in-house integrated E&P services arm. MSD is a critical enabler in delivering high-quality, cost-effective, and timely technical services across all operational domains. Its vertically integrated structure ensures agility in project execution, improved quality assurance, and reduced reliance on third-party contractors. These services are not only operational necessities but also strategic instruments in achieving the Company's long-term targets of augmenting hydrocarbon reserves, optimizing exploration efficiency, and increasing revenue generation. MSD's performance has directly contributed to higher exploration success rates and enhanced resource monetization timelines,

especially in high security sensitive zones of the Country.

- **Conclusion:** The Company's approach to market and service development is a synergistic blend of internal capability building, strategic technology application, and value-chain integration. The presence of a well-equipped in-house services division like MSD provides a sustainable competitive advantage and remains central to our ambition of driving energy security and shareholder value through reliable and innovative exploration and production services



Seismic Activities - Waziristan Block - KP

Risks and Opportunities Report



Managing Director/CEO, CFO and Company Secretary

MariEnergies recognizes that its ability to effectively manage risk across the organization is critical to the sustained success of its business model and the continuous delivery of value to stakeholders. The Company continues to implement a comprehensive Enterprise Risk Management (ERM) program, designed to proactively identify, assess, and mitigate risks that could impact its operational performance, strategic direction, sustainability, and capital availability.

BOARD'S EFFORTS FOR DETERMINING THE COMPANY'S LEVEL OF RISK TOLERANCE

MariEnergies has cultivated a robust risk-aware culture and a consistent enterprise-wide risk management framework under the firm stewardship of its Board of Directors. In alignment with the Code of Corporate Governance (COCG), the Board ensures that the Company's strategic objectives are achieved within an effective system of internal controls and risk governance.

To reinforce this, the Board has instituted a formal ERM Policy, which defines the minimum standards and practices for managing risks across the organization. The policy sets parameters for risk appetite and tolerance and ensures alignment with MariEnergies strategic ambitions. The Board, through its Audit Committee, conducts quarterly assessments of key risks that could impact MariEnergies business strategy, solvency, liquidity, and operational resilience.

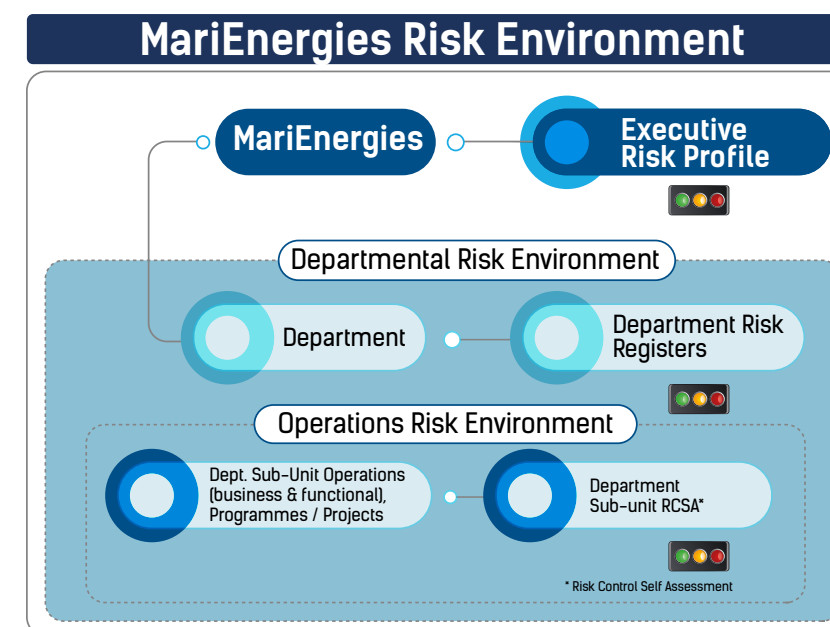
Recognizing the evolving nature of the risk environment, the Board and Management remain actively engaged in regular reviews and discussions on emerging risks. MariEnergies acknowledges that certain risks are inherent to its operations and focuses on ensuring that decisions related to such risks are made with due care and at appropriate levels of authority. Key Risk Indicators (KRIs) are defined and monitored against risk appetite to identify potential exposures, any significant deviations are escalated to the Board along with suitable mitigation measures to address and manage the associated impacts.

ENTERPRISE RISK MANAGEMENT FRAMEWORK

MariEnergies ERM Program has been structured in accordance with ISO 31000:2018 Risk Management Guidelines and aligns with the Institute of Internal Auditors' (IIA) Three Lines Model, ensuring clear accountability and assurance at all levels.

A dedicated ERM Department supports the Audit Committee in its oversight role and facilitates informed business decision-making by providing a comprehensive 360° view of associated risks and opportunities. This ensures decisions are risk-informed, contributing to business continuity, performance enhancement, and the achievement of corporate objectives while upholding sound governance principles.

The ERM framework is implemented at both the Enterprise and Operational levels, recognizing that risk exposures differ across strategic and functional tiers of management. This multi-level approach ensures seamless risk escalation, appropriate risk response, and coordinated risk reporting across the organization. This MariEnergies ERM hierarchy is outlined in the schematic below:



KEY FEATURES OF MARIENERGIES RISK MANAGEMENT APPROACH

- MariEnergies promotes a positive risk culture, integrating risk considerations into strategic planning and core business processes at all organizational levels.
- Risk identification is conducted using both top-down and bottom-up approaches, continuously assessing internal and external environments to capture strategic, operational, financial, compliance, and external risks. This ensures a holistic and forward-looking understanding of the risk landscape, while also incorporating lessons from past incidents
- Risk assessment and analysis are carried out by evaluating risk causes, potential impacts (positive and negative), and likelihood of occurrence, along with the effectiveness of current and potential preventive and mitigative controls.

- Risk treatment strategies include risk avoidance, optimization (mitigation), transfer, and retention, aligned with MariEnergies tolerance thresholds and business context.

MariEnergies risk management practices continue to evolve in response to the changing external environment, industry dynamics, and regulatory developments. The Company remains committed to maintaining a resilient risk framework that safeguards stakeholder value, ensures operational continuity, and contributes to long-term sustainability.

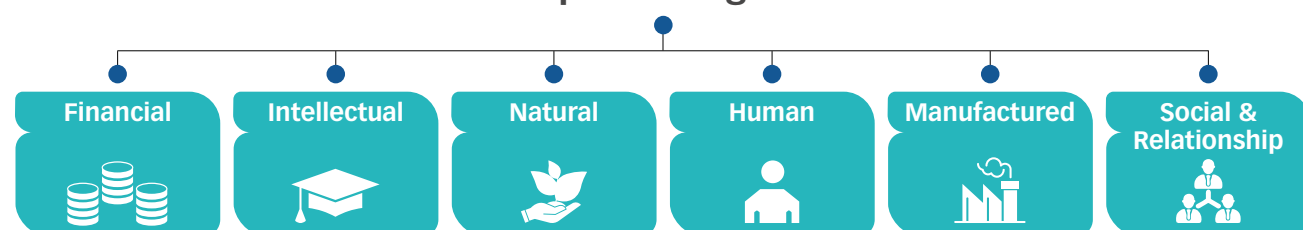


Dozer Operation in challenging terrains

KEY RISKS FACED BY MARIENERGIES

A brief account of key risks faced by the Company along with an overview of management strategy, performance during the year and their effect on availability, quality and affordability of Capitals is presented below:

Capitals - Legend



STRATEGIC RISKS

Risks to earnings and capital arising from changes in the business environment and from adverse business decisions or failed implementation of decisions.

Internal Factors	How we manage Risk	Performance and Way forward
<ul style="list-style-type: none"> High Dependency on Mari Field: Any reservoir failure or security-related issue at Mari Field poses a significant threat to the Company's long-term sustainability due to the asset's strategic contribution. The impending natural decline in production from Mari Field may result in a reduction in both conventional and incremental price revenue streams. Achieving consistent and adequate hydrocarbon resource addition remains a challenge, affecting the replenishment of reserves and future production capacity. Slow progress in the development and monetization of existing discoveries may hinder the achievement of strategic and operational objectives. Inability to realize desired value from mergers, acquisitions, or strategic partnerships in the core business due to non-optimal market conditions, regulatory challenges, or integration risks. <p>External Factors</p> <ul style="list-style-type: none"> Rapidly evolving technologies, emerging trends, and regulatory developments are progressively shaping a transition away from fossil fuels and redefining future energy objectives. 	<ul style="list-style-type: none"> Active scanning of domestic farm-in opportunities to enhance exploration acreage. In view of the limited indigenous hydrocarbon potential, the Company is also evaluating the strategy of farm-in opportunities in overseas exploration and producing assets to augment its reserves base and achieve sustainable future growth. Evaluation of shallow offshore prospects to identify potential areas, within Company's risk appetite, as targets for future exploration activities. Exploration lead growth strategy to enhance Company's resource base and attaining sustainable future growth in production and revenues. Efforts are underway to extend current plateau period of existing reservoirs. Apart from efforts in core business, the Company is actively seeking diversification opportunities. In this regards, the Company has diversified in mining and technology sectors through its subsidiaries i.e., MariMinerals, MariTechnologies and SKY47. Multi-stage due diligence process based on the size of investment. 	<ul style="list-style-type: none"> Development of multi-prong strategy to extend plateau of Mari Field, support core business by aggressively exploring hydrocarbon through organic and in-organic growth opportunities and expand portfolio by investments in near core and associated businesses. Significant exploration success was achieved with two major discoveries i.e., Shewa and Spinwam in the Waziristan Block, with plans for full field development are underway. Comprehensive evaluation of the exploration portfolio resulted in key discoveries, including Ghazij in Mari D&PL and Soho in Sujawal Block, with further potential under assessment. The Ghazij Field Development Plan (FDP) Phase-I has been approved and is under execution. Phase-II has been drafted to accelerate production. Smart completion techniques and utilization strategies in the SML-SUL/PEF project are enhancing recovery and improving development economics. MariMinerals is advancing exploration activities to identify viable mining prospects and plans to partner with leading international firms for development. Simultaneously, through its subsidiary Mari Technologies Limited, the Company is expanding into data centers, AI, and emerging technologies to support digital transformation in the energy and mining sectors.


OPERATIONAL RISKS

The risk of loss and/or missed opportunities resulting from inadequate or failed internal processes, people or systems or from external events.

Internal Factors	How we manage Risk	Performance and Way forward
<ul style="list-style-type: none"> Safety incidents due to human error or negligence, non-compliance of HSE procedures resulting in injuries, deaths, disruption of operations and associated losses. <p>External Factors</p> <ul style="list-style-type: none"> Terrorism/ sabotage incidents at work sites due to precarious situation especially in remote and frontier regions where the Company operates or holds working interest resulting in disruption of business operations and ongoing projects. Challenges in opening of LCs / Forex availability resulting in supply chain disruption affecting operational activities. Risk of being unable to maintain optimal production levels due to gas curtailments by gas utilities companies resulting in production / revenue loss / delay. Economic situation affecting the financial health of MariEnergies contractors impacting their capacity to deliver contracted services/work. Risk of well blowout/ uncontrolled gas leakage at well heads. Breach of digital security compromising the Company's cyber security and/ or technology resilience with loss or misuse of data or sensitive information, business/production disruption. Extreme weather events, especially excessive rains/ super floods etc. resulting in operational disruption and asset damage. Aviation operations are exposed to risks arising from technical failures, human factors, environmental conditions, and potential security threats, which may impact on personnel safety and operational continuity. Challenges in attracting and retaining skilled talent may affect the timely execution of MariEnergies' operational and financial objectives in alignment with its strategic goals. 	<ul style="list-style-type: none"> Strong safety leadership culture maintained with an emphasis on process safety. MariEnergies enacts a rigorous, multi-tier security management plan across all its sites, utilizing state-of-the-art equipment and protocols. Furthermore, MariEnergies collaborates closely with national security agencies to protect personnel and assets in sensitive areas. The phased activities have enhanced coordination with law enforcement agencies. Development of procedures and training of employees for dealing with a well blowout. Well blowout management plan in place. Senior management continues to demonstrate strong commitment to Health, Safety, and Environment (HSE) through active engagement initiatives, including regular visits to operated facilities and participation in safety-focused events. The Company has implemented a structured HSE Management System and ensures rigorous HSE evaluations of contractors during the contract award process to uphold safety standards across operations. Field SOPs and emergency preparedness guidelines are in place to deal with situations related to extreme weather conditions such as flooding etc. Active follow-up at appropriate forums to ensure timely opening of LCs along with evaluation of alternate avenues for provision of material locally. Improvement in overall Asset Integrity Management through implementation of comprehensive AIMS framework at all fields. Proactive preventive and corrective measures in place to deal with contractor non-performance. MariEnergies ensures skilled staff retention through competitive compensation, talent development, and regular review of workforce policies and succession plans. 	<ul style="list-style-type: none"> Thorough forward planning and systematic scheduling of operations requiring security coverage have improved coordination with LEAs, ensuring uninterrupted operations. Under the framework of the Asset Integrity Management System (AIMS), several R&D pilot projects are underway to utilize advanced analytical tools and artificial intelligence. The security situation in KP and Balochistan remains a challenge, with continued risks to personnel and assets. During the year, MariEnergies further strengthened its collaboration with law enforcement agencies and enhanced on-ground security protocols, ensuring safe execution of operations in high-risk areas. These efforts supported uninterrupted progress on critical exploration and development projects despite a volatile regional environment. During the period, HSE performance remained consistent. Further, details about HSE performance and way forward can be reviewed in the HSE section of the report. Departmental risk registers have been updated to incorporate emerging risks within MariEnergies operating environment and enhance control measures to address any identified gaps. The Company will continue to adopt a proactive risk management approach while strengthening its crisis response capabilities. Engagement with LEAs and other stakeholders will remain central to ensure that critical operations continue uninterrupted.

Risks and Opportunities Report

OPERATIONAL RISKS 		
The risk of loss and/or missed opportunities resulting from inadequate or failed internal processes, people or systems or from external events.		
External Factors <ul style="list-style-type: none"> Ongoing geopolitical tensions in the region pose a potential risk to cross-border stability, investor sentiment, and overall business continuity in the broader macroeconomic context. 	How we manage Risk <ul style="list-style-type: none"> Aviation safety is supported through coordination with operators, regular safety protocol dissemination and emergency response measures. MariEnergies closely monitors geopolitical developments and maintains contingency planning to ensure business continuity. Engagement with relevant authorities is sustained to stay aligned with national security protocols. 	
REGULATORY & COMPLIANCE RISKS 		
The risk of having the 'license to operate' withdrawn by a regulator, or having conditions applied (retrospectively or prospectively) that adversely impact the economic value of an enterprise.		
Internal Factors <ul style="list-style-type: none"> Non-compliance of applicable laws, rules & regulations, policies and requirements resulting in penalties and reputational exposure. 	How we manage Risk <ul style="list-style-type: none"> Zero tolerance stance of the Company against any non-compliance whether internal or external. Checklists of all applicable laws, rules and regulations maintained and updated regularly The Company keeps a close watch on changes in regulations and promptly adjusts its business strategy and operations to take advantage of the incentives offered. Continuous follow-up with concerned authorities for approval of foreign investments when required 	Performance and Way forward <ul style="list-style-type: none"> The Company is maintaining proactive engagement with regulatory authorities and strengthening its compliance framework to ensure timely approvals, adapt to evolving regulations and support sustainable business continuity and growth.
External Factors <ul style="list-style-type: none"> Adverse impact on long-term strategies and business performance due to unfavorable/ unanticipated changes in government regulations. Delays in requisite approvals from the Government in allocation of gas/ condensates from new discoveries depriving the Company of early revenues. Current economic situation/strict foreign exchange regulations inhibiting Company's ability to capitalize on profitable opportunities outside Pakistan. 		
FINANCIAL RISKS 		
Risks arising from adverse market conditions and reporting risks from unreliable or inaccurate information and reporting procedures.		
Internal Factors <ul style="list-style-type: none"> Risk of unfavorable fluctuations in reference crude prices compared to planning assumptions. 	How we manage Risk <ul style="list-style-type: none"> Initiatives are underway to strengthen financial resilience and flexibility, with a focus on capital discipline and cost efficiency to manage the impact of prolonged low oil prices. 	Performance and Way forward <ul style="list-style-type: none"> Trade receivables continue to pose a significant challenge for the Company. Active engagement with relevant authorities and stakeholders is underway to resolve the issue and improve recovery trends.

FINANCIAL RISKS 		
Risks arising from adverse market conditions and reporting risks from unreliable or inaccurate information and reporting procedures.		
External Factors <ul style="list-style-type: none"> Delay in settlement of Company's dues by its customers mainly due to circular debt issue, negatively impacting company's liquidity position. MariEnergies faces financial, legal, and reputational exposure from ongoing matters related to Taxation, the sub-judice GIDC dispute between its customers and the regulator. Inability to effectively execute diversification projects may impact MariEnergies' ability to achieve an optimal revenue mix and sustainable long-term growth. 	How we manage Risk <ul style="list-style-type: none"> The Company is maintaining rigorous engagement with relevant authorities to ensure timely settlement of government dues and expedited recovery of outstanding receivables. MariEnergies is actively pursuing legal remedies in ongoing tax matters through expert counsel, regulatory appeals, and stakeholder engagement to safeguard its financial and legal interests Diversification opportunities in related sectors are being explored to optimize the business portfolio and reduce related exposures. Diversification efforts are being advanced through subsidiaries formation, involvement of sector experts, strategic partnerships, and investments. 	
Key Opportunities for MariEnergies <p>MariEnergies is actively pursuing investment opportunities aligned with its strategic objectives to drive short-, medium-, and long-term value across its core business, diversification, and ESG pillars.</p> <ul style="list-style-type: none"> In this regard MariEnergies has been provisionally awarded ten new exploration blocks, marking a strategic step forward in line with the Company's Exploration Business Plan. This expansion of exploration acreage is aimed at enhancing the Company's hydrocarbon resource base and strengthening long-term growth prospects. MariEnergies is actively evaluating shallow offshore opportunities within its risk appetite to expand its prospect inventory and support long-term growth. The Company's first offshore development has progressed with FDP approval, PCA signing, and completion of the appraisal program, in partnership with ADNOC 	<ul style="list-style-type: none"> Expanding Mari Services Division's capabilities through diversification other than oil field services enhancing the Company's ability to explore strategically important areas. With a strengthened capacity and successful track record, MSD can extend its services to both domestic and international E&P companies. The CCS project listing document has been jointly prepared with the consultant and is ready for submission to VERRA, marking a key step toward securing carbon credits for vented CO₂, contributing to GHG emission reduction and potential revenue generation. MariEnergies benefits from substantial reserves, a robust equity position, and ample cash reserves, positioning the company with enhanced operational freedom and flexibility. This financial strength supports strategic investments in mining and technology sectors, aligning with the company's long-term growth objectives and diversification strategies. 	<ul style="list-style-type: none"> Due to the challenging macro-economic situation in the Country, many companies in the energy value chain would be reconsidering their investments thus providing M&A opportunities for MariEnergies.
CREATING VALUE FROM OPPORTUNITIES <p>The Company has established processes to actively seek and evaluate potential investment and diversification opportunities. Strategic business plans are rigorously reviewed under the guidance of the Board to ensure identified opportunities are realized, contributing effectively to value creation and the achievement of the Company's vision.</p>		

Organizational Overview and External Environment

EFFECT OF SEASONALITY ON BUSINESS IN TERMS OF PRODUCTION AND SALES

Seasonality plays a significant role in MariEnergies' operations, as fluctuations in demand and supply directly influence production volumes and sales performance. During the year, curtailment of gas offtake by SNGPL, driven by its LNG commitments, coupled with annual turnarounds of major fertilizer customers and affected the Company's production and sales targets.

Despite these challenges, MariEnergies remained anchored to its core fertilizer customer base with stable year-round demand, while maintaining close coordination with all clients to manage both planned and unplanned shutdowns. To further mitigate seasonal disruptions, the Company is leading Government-commissioned supply-demand studies with international consultants to optimize LNG scheduling and safeguard indigenous gas production.

SIGNIFICANT FACTORS AFFECTING THE EXTERNAL ENVIRONMENT AND ORGANIZATIONAL RESPONSE

MariEnergies operates in a dynamic external environment shaped by political, economic, social, technological, environmental, and legal factors. The Company remains agile in addressing these challenges while safeguarding its strategic interests.



Empowering Communities through CSR, Mari Field, Daharki - Sindh

Political: Global geopolitical tensions, conflicts, and regional crises such as those in Ukraine and the Middle East continue to disrupt supply chains, induce price volatility, and influence energy policies. The Company maintains neutrality, focusing on national food and energy security. Through strong stakeholder engagement, the Company adapts to shifting policies and regulatory frameworks.

Economic: Persistent market volatility, driven by geopolitics, supply chain disruptions, and fluctuating energy demand, impacts pricing and financial planning. The Company responds with a resilient growth strategy centered on efficiency, resource optimization, and diversification into near-core and non-core sectors to reduce exposure.

Social: Being deeply embedded in its communities, the Company prioritizes local well-being and development. By respecting cultural values, fostering dialogue, creating

employment, and supporting local economies, the Company builds trust, delivers shared value, and fulfills its social responsibility.

Technological: Technological innovation underpins competitiveness and efficiency in E&P. The Company has advanced its digital transformation through Integrated Digital Drilling Solutions, Geo-Steering, UBD, SMART completion (first time in Pakistan), and other tools, enabling cost savings and operational excellence. The Company is also investing in AI for predictive maintenance and BI for real-time decision-making.

Environmental: Recognizing inherent environmental risks, the Company implements robust HSE protocols, environmental monitoring, and compliance with GRI, SASB, and other sustainability frameworks. The Company is pursuing carbon reduction strategies and responsible energy projects to align with global sustainability goals and support a greener future.

Legal: Legal exposures arising from agreements, compliance issues, or disputes can pose financial and reputational risks. The Company mitigates these through its in-house legal team, which provides timely advisory support and engages external experts where required to ensure business continuity and sustainable growth.

THE LEGISLATIVE AND REGULATORY ENVIRONMENT IN WHICH THE ORGANIZATION OPERATES

The exploration and production (E&P) sector, both globally and in Pakistan, is a highly regulated industry requiring strict compliance with operational, environmental, social, and financial regulations. In Pakistan, all surface and sub-surface minerals are owned by the Federal Government and governed under the Mines and Oilfields & Mineral Development (Government Control) Act, 1948. This Act regulates exploration licenses, mining leases, royalties, rents, taxes, and the production, storage, and distribution of minerals and oils.

The Petroleum Rules, issued under the 1948 Act and published in the official Gazette, are further supplemented by periodic petroleum policies of the Government of Pakistan (GoP). Together, these provide the framework for exploration, transportation, storage, processing, distribution, and sale of petroleum.

Regulatory oversight is primarily carried out by:

- Ministry of Energy (Petroleum Division), through the Directorate General of Petroleum Concessions (DGPC) and related directorates managing E&P activities.
- Oil and Gas Regulatory Authority (OGRA), overseeing downstream regulation.

These institutions ensure compliance with applicable laws, policies, and standards, thereby fostering orderly development and effective administration of Pakistan's petroleum resources.

THE LEGITIMATE NEEDS, INTERESTS OF KEY STAKEHOLDERS AND INDUSTRY TRENDS

The global oil and gas industry is navigating heightened volatility driven by geopolitical rivalries, sanctions on Russia, and conflict in the Middle East. These dynamics have made energy security, supply diversification, and the transition to low-carbon solutions urgent global priorities.

In Pakistan, the upstream sector faces maturing reserves, slow discoveries, declining foreign investment, and heavy reliance on a few national players. Challenges such as circular debt, high security costs, and operational constraints continue to restrict growth, while rising dependence on imported LNG and refined products exposes the country to global price volatility and supply shocks.

In this context, the legitimate needs of stakeholders, including government, customers, and communities, center on securing

reliable, affordable, and cleaner energy. Both the Government and industry players are therefore prioritizing development of indigenous natural gas resources, investments in infrastructure, and technologies that reduce emissions.

MariEnergies is responding to these priorities through focused exploration, production enhancement, and adoption of advanced technologies to optimize indigenous gas production. The Company is also pursuing diversification into near-core and low-carbon sectors to support long-term growth. At the same time, MariEnergies continues to invest in CSR initiatives for local communities, reinforcing its commitment to shared value creation. By aligning its strategy with stakeholder expectations, MariEnergies plays a central role in strengthening Pakistan's energy security and advancing a more sustainable future.

SWOT ANALYSIS OF THE COMPANY

Strength:

- Large reserves base with strong financial outlook
- Low operating cost among peer companies
- Largest gas producer operating Pakistan's biggest gas field
- Successful operating history in security sensitive areas
- Reputed management practices/goodwill among local/international circles
- Efficient & highly resilient Services Division
- Advantageous shareholder mix

Organizational Overview and External Environment

- Experienced & highly talented work-pool with positive work attitude
- Strategic position as backbone of national food security

Weaknesses:

- Over-dependence on Mari Field for production and revenues
- Dependence on the local geology for organic growth

Opportunities:

- E&P growth potential available in existing D&PL areas
- Exploration acreage across all over the country
- M&A opportunities in the oil and gas value chain
- Investment opportunities in near core and related business, e.g. renewable, mining etc.
- Opportunity to leverage position in the associated gas value chain
- Substantial demand for oil and gas in the country
- Experienced & skilled workforce

Threats:

- Mounting trade receivables linked to circular debt
- Volatile oil prices, geopolitical instability, forex restrictions and other factors negatively impacting oil & gas business
- Adverse security situation in key area of active operations
- Retention of talent in key/critical roles (finding & keeping the top talent is also emerging as a key challenge)
- Adverse changes in the applicable policies
- Depletion of reserve(s) resulting in decline in production and revenue
- Growing environmental concerns due to GHG emissions

COMPETITIVE LANDSCAPE AND MARKET POSITIONING

MariEnergies operates Pakistan's largest gas reservoir at the Mari Gas Field in Daharki, Sindh. As the country's largest gas producer, it commands around 31% market share, with total hydrocarbon production around 110,000 barrels of oil equivalent (BOE) per day.

The Company's competitive edge stems from its specialized customer base, primarily fertilizer manufacturers, and the high-quality composition of gas from the Mari Field, which requires no additional processing for urea production. Supplying over 90% of Pakistan's urea-sector gas demand, MariEnergies has established a dominant position in this critical segment.

With a low-cost, gas-centric portfolio, MariEnergies faces limited domestic competition. Subsidized pricing of MariEnergies' gas for fertilizers further reinforces its market advantage. However, higher-priced RLNG imports in recent years have led to curtailment of locally produced gas, highlighting the importance of safeguarding indigenous supply.

To support strategic planning and policy formulation, MariEnergies is sponsoring a comprehensive gas supply demand study aimed at optimizing operations, addressing imbalances between LNG imports and local production, and bolstering investor confidence in Pakistan's energy sector.

POLITICAL ENVIRONMENT AND EXTERNAL FACTORS AFFECTING STRATEGY

Pakistan has experienced growing

political and economic instability, which has constrained long-term development. Declining performance across key social and governance indicators, coupled with short-term reactive policies, limits the country's ability to address structural economic challenges.

This volatile environment has contributed to slower GDP growth and reduced productivity. In the upstream petroleum sector, low investment inflows, high production costs, rising trade receivables, and ongoing security challenges have hindered operational performance, posing significant risks to the successful execution of long-term strategic objectives.

MariEnergies mitigates these risks through proactive stakeholder engagement, robust operational planning, diversified investment strategies, and continuous monitoring of the political and economic environment to ensure resilient execution of its strategic objectives.

SIGNIFICANT EVENTS OCCURRED DURING AND AFTER THE REPORTING PERIOD

With its aggressive exploration and development strategy, MariEnergies achieved several milestones that strengthened production growth, reserves, and strategic diversification. These include major events such as the Company's rebranding, new discoveries, commencement of production from key fields, development projects, acquisition of new blocks, and diversification initiatives. Further details of these events are provided in the MD Outlook, Success Stories, and Directors' Report sections. These achievements collectively reinforced MariEnergies' strategic positioning, operational resilience, and commitment to sustainable growth.

Strategy and Resource Allocation

SHORT, MEDIUM, AND LONG-TERM STRATEGIC OBJECTIVES AND STRATEGIES

In the short term, MariEnergies is focused on enhancing production from existing fields and bringing new discoveries, such as Spinwam, Soho, and Pateji, into production. Exploration efforts prioritize projects with early maturities in high-potential areas to tap large prospective resources.

Medium-term objectives emphasize expanding the asset portfolio in medium- to high-reward areas, maintaining a robust prospect inventory, and achieving a 100% reserve replacement ratio through both local and international activities. HSE remains central to the business plan, supporting greenhouse gas reduction and a low-carbon transition.

In the medium to long term, MariEnergies' strategy focuses on diversification, including the development of mining assets and clean fuels, to drive sustainable growth. Key strategic priorities include:

Upstream Business: Leveraging a diverse portfolio of conventional onshore oil and gas fields at various maturity stages to increase output and maximize revenues.

Exploration Portfolio Management: A rigorous review and prioritization process ensures a robust risk-reward



Framework Agreement Siahdiq Copper Project at MariMinerals, HO - Islamabad

balance, guiding seismic plans and drilling campaigns for high-grade exploration wells while optimizing capital allocation.

Enhancement of Production: As the largest supplier of natural gas to the fertilizer sector, MariEnergies deploys innovative technologies and collaborative synergies with customers to optimize production, extend plateau rates, and support national food security.

Diversification and Clean Investments: MariEnergies is pursuing clean energy initiatives, including CO₂ sequestration through Project Cquestra, and partnerships in mining, green hydrogen, and clean fuels, advancing its vision to become Pakistan's largest sustainable energy producer by 2030.

RESOURCE ALLOCATION PLANS TO IMPLEMENT THE STRATEGY

MariEnergies is primarily equity-financed, with total equity of Rs. 272 billion as of June 30, 2025, and maintains strong liquidity through bank balances, short-term investments, and robust cash

generation. The Company follows a disciplined capital allocation process, using purpose-built financial models and project stress testing to prioritize investments, optimize returns, and manage key risks such as security, regulatory challenges, and trade constraints.

Aligned with Vision 2030, the annual business plan and capital budget are formulated based on available resources, macroeconomic conditions, and strategic priorities, ensuring efficient deployment of funds while maintaining a prudent cash buffer. This approach enables MariEnergies to pursue its exploration, development, and diversification objectives while sustaining financial resilience and shareholder value.

THE CAPABILITIES AND RESOURCES OF THE COMPANY TO PROVIDE SUSTAINABLE COMPETITIVE ADVANTAGE

MariEnergies leverages a combination of human, financial,

Organizational Overview and External Environment

operational, technological, and strategic resources to maintain a sustainable competitive advantage and drive long-term growth in Pakistan's energy sector.

- **Human Capital:** A growing workforce introduces fresh perspectives, strengthens operational capacity, fosters innovation, and enhances organizational effectiveness.
- **Hydrocarbon Reserves:** As of June 30, 2025, 2P+2C reserves and resources stood at 952 million barrels of oil equivalent (MMBOE), ranking MariEnergies 2nd in Pakistan. Strategic development across key fields enabled a reserves replacement ratio of 278%, securing long-term supply commitments.
- **Financial Resources:** Shareholders' funds totaled Rs. 272 billion, with minimal long-term financing, providing flexibility to pursue core and non-core growth opportunities.
- **Technological & Operational Expertise:** Advanced technologies, including SMART completions, fracturing, AI-enabled predictive maintenance, and underbalanced drilling etc., enhance efficiency, production optimization, and innovation. Mari Services Division reinforces operational excellence, safety, and delivery in security-sensitive and logistically challenging environments.
- **Regulatory & Stakeholder Management:** Strong engagement with regulators, joint venture partners, and local communities supports effective policy navigation, risk mitigation, and collaborative operations.
- **Infrastructure & Supply Chain:** Access to critical processing

facilities, pipelines, and emerging assets like data centers enables reliability, scalability, and integration across the value chain.

- **Brand Equity & ESG Capabilities:** MariEnergies is recognized for reliability, performance, and community engagement. Robust HSE practices, low-carbon initiatives, and CSR programs strengthen sustainability credentials and long-term stakeholder trust.

Together, these capabilities and resources position MariEnergies to sustain competitive advantage, manage operational risks, and deliver enduring value to shareholders and stakeholders.

ANALYSIS OF THE COMPANY'S PERFORMANCE VIS-À-VIS TARGETS

The Company's focus on its core business, disciplined capital allocation, operational excellence, use of new technologies, and major investments in exploration and development projects continues to create value for all stakeholders. MariEnergies has enhanced production capacity, maintained low operating costs, and expanded its resource base and portfolio. Detailed coverage of operational, exploration, and financial performance, including key achievements and milestones, is provided in the Key Highlights, MD Outlook, Directors' Report, and Success Stories sections.

Key Challenges

MariEnergies overcame several challenges to achieve the financial and operational results noted above. These challenges persist and include security risks in high-threat operational areas, exposure to circular debt, gas curtailment by

Sui Companies, macroeconomic pressures such as inflation, forex constraints and delays in LC openings, and talent retention. Detailed discussion of these challenges and the Company's mitigation strategies is provided in the Directors' Report.

Diversification:

Diversification is a key strategic priority for MariEnergies to build a resilient and sustainable business. The company is pursuing strategic diversification across mining, technology, and near-core/non-core sectors. Business review of MariMinerals, the Company's mining arm, and MariTechnologies/SKY47, its technology arm, is covered in the Directors' Report. In parallel, MariEnergies is actively exploring near-core and non-core opportunities, including renewables, green hydrogen, carbon capture and emission mitigation within the broader oil and gas value chain. To support these initiatives, the Company has engaged local and international consultants to conduct feasibility studies and identify high-potential projects.

STAKEHOLDERS' ENGAGEMENT PROCESS AND THE FREQUENCY OF SUCH ENGAGEMENTS

MariEnergies maintains structured engagement with key stakeholders, including shareholders, customers, suppliers, regulators and communities, to understand their evolving needs, ensure compliance, and foster mutually beneficial relationships. Interaction frequency and approach are tailored to each stakeholder group. The Company is an active member of key industry bodies, including the Pakistan Petroleum Exploration and Production

Companies Association (PPEPCA), which serves as a platform for constructive dialogue with regulators and effective representation of industry perspectives. Further details on stakeholder engagement processes and initiatives are covered in the Corporate Governance and Sustainability Report sections.

FORWARD-LOOKING STATEMENT

MariEnergies remains focused on sustainable growth, operational excellence, and strategic diversification, with clear plans to strengthen its core E&P business, enhance reserves replacement, and expand into mining, technologies, renewables, and low-carbon fuels. The Company continues to prioritize shareholder value, safety, and environmental stewardship while proactively mitigating risks linked to security, receivables, and macroeconomic challenges. Detailed forward-looking plans are provided in the MD's Outlook and Directors' Report.

SOURCES OF INFORMATION AND ASSUMPTIONS USED FOR PROJECTIONS/FORECASTS IN THE FORWARD-LOOKING STATEMENT AND ASSISTANCE TAKEN BY ANY EXTERNAL CONSULTANT

The projections and forecasts in the Company's business plan are developed using a combination of credible sources, including PPIS reports, the Economic Survey of Pakistan, and international oil and gas industry references such as IEA publications and websites. These are further supplemented by internal

data on exploration, production, and financial performance.

All information is critically analyzed and validated by the Company's subject matter experts to ensure accuracy and reliability. This thorough approach supports the development of realistic objectives and forward-looking targets for the upcoming year.

By integrating diverse external and internal insights, MariEnergies aims to build a strong, data-driven business plan that effectively guides strategic decisions and operational execution.

ANALYSIS OF PRIOR PERIOD FORWARD-LOOKING DISCLOSURES

In its previous year's forward-looking statements, the Company outlined key priorities, including strengthening the core business through production enhancement and achieving a 100% reserves replacement ratio; progressing major development projects such as Shewa-1 Early Production Facilities, HRL Pressure Enhancement, SGPC turnaround, and the Mari Revitalization Project; drilling strategic and horizontal wells; appraising and developing discoveries including Ghazij-1; and executing seismic, gravity, and magnetic surveys across multiple blocks. Diversification into mining, green hydrogen, and renewables, along with advancing ESG leadership through carbon capture initiatives, was also emphasized.

A review of the Company's actual performance and project status, as detailed in the MD Outlook, Success Stories, and Directors' Report, reflects strong alignment with the priorities identified in the last year annual report. Significant milestones

were achieved across multiple areas, while certain initiatives remain ongoing or are progressing through various stages of execution.

STATUS OF THE PROJECTS IN PROGRESS AND WERE DISCLOSED IN THE FORWARD-LOOKING STATEMENT IN THE PREVIOUS YEAR

The progress of projects mentioned in last year's forward-looking statements is thoroughly covered in the Managing Director's Outlook, the Director's Report, and the Success Stories section. These updates provide a clear view of the progress made and affirm the Company's commitment to its strategic goals.

EFFECTS OF TECHNOLOGICAL CHANGE, ESG, AND INNOVATION ON STRATEGY AND RESOURCE ALLOCATION

MariEnergies' strategy is increasingly shaped by three key forces: rapid technological advancements, rising ESG expectations, and the imperative for innovation in a resource-constrained environment.

Technological Change: The company is adopting advanced digital solutions, drilling technologies, and production optimization tools to improve seismic imaging, reservoir management, and operational efficiency. These innovations are enabling more precise exploration, faster production ramp-up, and lower costs.

ESG Integration: With Pakistan highly vulnerable to climate change, sustainability has become central

Organizational Overview and External Environment

to corporate decision-making. MariEnergies has adopted an ESG Policy, issued its first integrated annual report, and aligned its operations with global sustainability standards, emphasizing carbon footprint reduction, responsible resource management, and community engagement.

Innovation as a Strategic Driver:

Innovation underpins MariEnergies' efforts to strengthen resilience in a transitioning energy market. The company is piloting novel recovery techniques, digital performance monitoring systems, and water-saving practices, while also investing in diversification initiatives such as renewables and green hydrogen.

Resource Allocation: Strong financial, human, and operational resources enable the company to sustain growth; however, challenges such as circular debt and talent outflow remain. To mitigate these risks, MariEnergies is prioritizing efficient capital deployment, portfolio diversification, and proactive workforce development to ensure long-term competitiveness.

Major Plans and Decisions**A. Corporate Restructuring:**

MariEnergies has demonstrated consistently strong financial and operational performance, supported by a robust financial footing and healthy cash flows. Currently, there are no plans for corporate restructuring. During the year, MariTechnologies (a wholly owned subsidiary of MariEnergies) and SKY47 (a majority owned subsidiary of MariTechnologies) were established to undertake technology ventures, further diversifying the Company's business portfolio.

B. Business Expansion – Core Operations: FY 2024–25**MariEnergies Position in Petroleum Value Chain**

marked a period of significant growth and operational success for MariEnergies. Exploration activities delivered remarkable results with key discoveries in Waziristan, Sujawal, and partner-operated Shah Bandar blocks. In the Mari Field, nine appraisal and development wells enhanced production capacity, while gas from the Early Production Facility in Waziristan was integrated into the national grid. Production from Jhim-East X-1 and Pateji X-1 discoveries commenced via the Sujawal Plant.

MariEnergies further strengthened its footprint by adding 12 new Exploration Licenses and one Development & Production Lease. Its offshore ambitions progressed through the Production Concession Agreement between ADNOC and PIOL for Abu Dhabi Block 5. The Company's pioneering CCS project at SGPC, with pre-FEED completed and carbon-credit opportunities under evaluation,

reflects MariEnergies' ongoing commitment to sustainable and responsible operations.

In parallel, the Mari Services Division successfully completed third-party seismic and workover projects, showcasing its technical expertise and reinforcing its capability to operate autonomously while generating revenue for the Company.

C. Business Expansion –

Diversification: As part of its diversification strategy in the mining sector, MariEnergies established Mari Minerals (Private) Limited in 2023. During the year, MariMinerals signed joint venture agreements for mining licenses EL 302 and 303 in Chagai with IRH (IHC Group), BMRL, and the Government of Balochistan, and entered into an agreement to acquire 5% stake in Kohesultan Mining Company. A separate JV with Sanjrani Mining Company for additional licenses and operatorship has also been executed.

During the year, MariTechnologies and SKY47 were incorporated, marking MariEnergies' entry into the data and cloud computing business. Construction of a 5 MW data center is underway in Islamabad followed by in Karachi.

D. Discontinuation of Operations:

The Company has no plans to discontinue any of its major operations.

KEY PERFORMANCE INDICATORS (KPIs) AGAINST STRATEGIC OBJECTIVES AND RELEVANCE

For FY 2024–25, operational KPIs focused on HSE performance, hydrocarbon sales, profitability, costs, and reserves and resource additions. Strategic KPIs included the Mari Revitalization Project, Ghazij and Waziristan field development, ADNOC Block 5 appraisal plan, ESG initiatives, circular debt management, green diversification projects, and HR and cultural transformation.

For FY 2025–26, operational KPIs remain unchanged, with targets adjusted for evolving internal and external factors. Strategic KPIs will cover the completion of ongoing projects from FY 2024–25 and new priorities related to portfolio optimization, capability enhancement, and cultural and behavioral development.

MARIENERGIES FUTURE PLANS FOR AI ADOPTION AND ITS POTENTIAL IMPACT ON THE COMPANY'S LONG-TERM STRATEGY

MariEnergies is leveraging artificial intelligence (AI) and machine learning (ML) across its operations to enhance

predictive maintenance, optimize production, and strengthen decision-making. Near-term initiatives include cloud-based AI & ML applications, in-house BI dashboards, reliability dashboards, corrosion monitoring, and facility-level motor assessments. These tools improve operational efficiency, support data-driven decisions, and enable proactive management of assets, reinforcing the Company's long-term strategic objectives and sustainable growth.

MARIENERGIES FUTURE RESEARCH & DEVELOPMENT INITIATIVES

MariEnergies fosters innovation through applied research and continuous technical improvement. Executives actively participate in national and international conferences and technical seminars, presenting insights on advanced exploration, production, and digitalization techniques. Internally, the Company integrates performance monitoring dashboards, smart drilling solutions, and AI-driven predictive tools to optimize operations, enhance reliability, and reduce environmental impact, ensuring alignment with strategic goals and long-term competitiveness.

MARIENERGIES' LINKAGE OF STRATEGIC OBJECTIVES WITH COMPANY'S OVERALL MISSION, VISION AND OBJECTIVES

MariEnergies' strategic objectives are directly linked to its mission and vision, providing a clear framework for decision-making and performance management. This alignment ensures that operational efficiency, growth

initiatives, and diversification priorities remain consistent with the Company's long-term goals and stakeholder expectations.

COMPOSITION OF LOCAL VERSUS IMPORTED MATERIAL AND SENSITIVITY ANALYSIS IN NARRATIVE FORM DUE TO FOREIGN CURRENCY FLUCTUATIONS.

MariEnergies' procurement portfolio is strategically balanced, with ~60% sourced locally and ~40% through imports. The imported portion primarily comprises specialized drilling materials, OEM proprietary equipment, spare parts, consumables, and other technical items not readily available domestically.

Throughout FY 2024–25, the USD/PKR exchange rate exhibited moderate volatility, influenced by inflationary trends, government fiscal policies, and geopolitical uncertainties. Key movements during this period included:

- At the start of the fiscal year (July 2024): USD traded around Rs 279–Rs 281.
- Mid-fiscal year (December 2024 to March 2025): Rates fluctuated between Rs 278 and Rs 283.
- Towards the fiscal year end (May–June 2025): The exchange rate stabilized somewhat around Rs 281–Rs 282, with short-term swings of up to ±1.5%.

While these fluctuations were less severe than in previous years, they still posed a financial risk to our foreign procurement cost base. With 40% of our procurement spend linked to imports, even minor shifts in the exchange rate can significantly impact overall costs. For example, a 2–3% depreciation in the PKR could increase total procurement expenditure by approximately 0.8% to 1.2%. Although

Organizational Overview and External Environment

seemingly small percentages, their cumulative effect on a large procurement base is substantial.

Furthermore, local procurement costs are indirectly affected by currency volatility. Domestic suppliers often face higher costs for imported raw materials, a portion of which is typically passed on to the buying organizations.

To mitigate this inherent foreign exchange risk, MariEnergies employs a proactive strategy:

- We prioritize partnering with foreign vendors who have local representatives, enabling payments in PKR, simplifying transactions, and strengthening local relationships.
- Our contracts with foreign suppliers usually include adjustment clauses linked to specific exchange rate ranges, allowing us to better manage cost variations.
- We negotiate flexible payment terms, such as extended or staggered payments, so we can better align procurement and payment timing with currency movements.
- Over the long term, we are committed to developing the capabilities of local vendors. This strategy aims to reduce our reliance on imports, thereby strengthening our overall supply chain and enhancing resilience to exchange rate fluctuations.

In conclusion, MariEnergies' strategic approach to procurement, balancing local and foreign sourcing, remains crucial given the inherent volatility of the USD/PKR exchange rate. While FY 2024-25 saw moderate fluctuations, these still presented tangible financial risks due to our significant import reliance. Our proactive risk mitigation strategies, including engaging

with foreign vendors having local representation, utilizing contractual adjustment clauses, negotiating flexible payment terms, and fostering long-term local vendor development, are essential. By continually adopting these measures, MariEnergies effectively manages currency-related cost impacts, ensuring the resilience and efficiency of our supply chain in a dynamic economic environment.

RISK OF SUPPLY CHAIN DISRUPTION DUE TO ESG INCIDENT AND COMPANY'S STRATEGY FOR MONITORING AND MITIGATING THESE RISKS

Our operations rely on a diverse and strategically important supplier-base. Environmental, Social, and Governance (ESG) incidents, such as labor rights violations, environmental non-compliance, or unethical practices, can significantly disrupt this network, posing risks to supply chain continuity, our reputation, and overall business resilience. To proactively monitor, mitigate, and manage these risks, MariEnergies has embedded ESG principles into our supply chain and procurement processes through the following measures:

1. All suppliers are assessed during onboarding for regulatory compliance, HSE performance, financial soundness, and alignment with our core values of Integrity, Unity, and Excellence. Only those meeting our ESG benchmarks are approved.
2. We have developed and finalized category strategy playbooks covering our entire key spend portfolio. These playbooks include risk identification, mitigation strategies, tailored to each category's nature and criticality.

3. Suppliers are categorized based on spend, criticality, and risk exposure. High-risk or strategic suppliers are subject to enhanced monitoring, including more frequent performance reviews and audits.
4. Our major supplier contracts incorporate ESG clauses, including anti-bribery, fair labor practices, and environmental standards. Non-compliance can lead to warnings, remediation plans, or contract termination.
5. Regular audits are conducted to ensure ongoing compliance with our standards. We work collaboratively with suppliers to build capacity, address gaps, and support continuous improvement in sustainable and ethical operations.
6. We mitigate disruption risks by maintaining supplier diversification and contingency sourcing strategies. Our playbooks outline backup suppliers, and risk mitigation action plans to address potential disruptions.
7. We maintain open channels of communication with key suppliers, encouraging dialogue on ESG challenges and shared responsibility. Feedback is used to strengthen supplier partnerships and evolve our approach to responsible sourcing.

Through this integrated and proactive strategy, MariEnergies aims to ensure a resilient, transparent, and ethically responsible supply chain, well-prepared to manage potential ESG-related disruptions while upholding our values and ensuring operational continuity.

Human Resource Management & Development

EMPOWERING PEOPLE DRIVING PROGRESS

At MariEnergies, our people remain the cornerstone of our journey towards operational excellence and sustainable growth. Our unwavering commitment to unlock potential, strengthening capabilities, and fostering inclusion has remained our focus. Through strategic programs, focused capacity building, and value-driven engagement, we continue to nurture a high-performing, purpose-driven workforce.

DIVERSITY & INCLUSION

We believe that a diverse and inclusive workforce is essential for innovation, collaboration, and long-term success. In 2025, we continued to advance our D&I agenda through targeted initiatives to foster an inclusive culture.

Building on these efforts, MariEnergies launched **EnergizHer**, a leadership development program tailored for our high-potential female professionals. Delivered in collaboration with a renowned institution, providing a structured platform for participants to enhance strategic thinking, develop leadership competencies, and translate insight into action.

ANTI-HARASSMENT POLICY

Our Anti-Harassment Policy ensures a safe, respectful, and inclusive workplace by safeguarding the rights and well-being of all employees. We are committed to a zero-tolerance approach against any form of harassment, fostering a culture of dignity, trust, and equality.

EMPLOYEE ENGAGEMENT

Building on our on-going efforts to improve our employee experience, multiple surveys were conducted to gain deeper insights into both organizational

culture and key employee touchpoints. MariEnergies undertook a company-wide **Employee Engagement Survey** to assess the overall employee experience and workplace dynamics, following up with structured feedback sessions to share key findings. These sessions paved the way for collaborative action planning, aimed at addressing areas for improvement while reinforcing existing strengths.

In parallel, focused **Employee Experience Surveys** were rolled out to evaluate the onboarding journey of new hires. Insights from these surveys helped identify the critical moments that shape employee experience.

Such initiatives underscore our commitment to cultivating an inclusive, engaging, and high-performing work environment driven by employee voice, continuous feedback, and meaningful action.

EMBEDDING VALUES IN EVERYDAY WORK

To embed MariEnergies' core values Integrity, Unity, and Excellence into everyday behaviors, a series of Values Awareness sessions were held across the company. These sessions focused on enhancing understanding and encouraging the practical application of our desired behaviors in daily operations.

To reinforce a value-driven culture, multiple other interventions were also introduced during the year to integrate our core values into everyday workplace behaviors. These included embedding values into our performance management process and launching initiatives to promote awareness, recognition, and consistent demonstration of values across the organization.

LEARNING & DEVELOPMENT

Developing and upskilling our workforce is a strategic priority, given the complex and demanding nature

of our operations. The training programs are thoughtfully designed and implemented to ensure that our workforce stays abreast necessary competencies and knowledge as per their roles.

In addition to structured training programs, learning opportunities are also provided through on-the-job training to support career progression. Our talent development interventions are aligned with the competency-driven framework designed to strengthen employees in their current roles while equipping them for future responsibilities. This ensures that learning efforts directly support departmental objectives and the organization's broader strategic goals.

A snapshot of the training activities conducted for our employees during the year 2024-2025 is as follows:

Training Status 2024 – 25 (Technical & Non-Technical)		
Training	Sessions	Participants
Technical	240	1,071
Non-Technical	39	1,799
HSE	81	1,541
Total	360	4,411

COMPETENCY MANAGEMENT

Following the successful completion of comprehensive competency assessments for all technical roles across the organization, we continue to expand the scope to the support functions as well. This is a testament to our efforts to institutionalize a robust competency management system.

Through our continued collaboration with international and local partners, we have not only been able to define clear competency frameworks but also design focused learning and development interventions that directly address identified

Human Resource Management & Development

opportunities; and contribute towards capacity building in current and future roles.

By embedding competency management into our talent practices, we strive to foster a high-performance culture rooted in continuous learning, operational excellence, and long-term capability building.

TALENT ACQUISITION

Attracting top-tier talent remains a strategic imperative for our organization. Our talent acquisition efforts are guided by a proactive approach focused on identifying high-caliber professionals with specialized capabilities in core areas such as Exploration, Production, Drilling, and other critical technical and support functions.

Recognizing the importance of long-term talent sustainability, we continue to invest in internal mobility and career development initiatives. Employees are encouraged to pursue growth opportunities across functions and disciplines, fostering a culture of continuous learning, adaptability, and leadership readiness.

SUMMER INTERNSHIP PROGRAM

Our Summer Internship Program

continues to offer university students the opportunity to gain hands-on experience in a dynamic energy sector. Interns are placed across various departments, allowing them to develop practical skills, gain exposure to best practices in the industry, and explore potential career paths within the organization.

DAE TRAINEE PROGRAM

To nurture technical talent, we run DAE Trainee Program aimed at inducting Diploma of Associate Engineering (DAE) holders from across Pakistan in key disciplines such as Mechanical, Electrical, Electronics, and Instrumentation. These trainees are deployed at various operational locations and undergo a structured development journey, including technical training, mentoring, and project-based learning. The program not only equips them with practical industry knowledge but also opens pathways for long-term career progression within MariEnergies.

COMMITMENT TO AN INCLUSIVE WORKPLACE

As a responsible employer, MariEnergies is committed to fostering an inclusive workplace

by creating meaningful opportunities for Differently Abled Persons (DAPs). Accessibility audits at our Head Office and Mari Field in Daharki were conducted to assess infrastructure and workplace facilities, with action plans underway to implement improvements. These efforts aim to remove barriers, empower DAPs as productive members of society, and build a diverse, equitable, and future-ready workforce in line with MariEnergies' vision and values.

WORK FORCE

as on June 30, 2025

Management	863
Non-Management	815
Trainees (Management & Non-Management)	82
Total	1,760
Male Employees	1,660
Female Employees	100
Female Employees at N-1	01

REWARDING EMPLOYEES

We continue to improve employee wellbeing through our robust reward strategy instilling pay for performance culture across the organization. Our approach ensures that high-performing individuals are recognized and rewarded equitably, reinforcing motivation and accountability.

GENDER PAY GAP - STATEMENT

MariEnergies is committed to providing equal employment opportunities and adheres to a diversity and inclusion strategy in compliance with applicable laws and agreements. We ensure there is no discrimination based

on gender, race, religion, color, ethnic, origin, or social class.

Employee salaries are determined in accordance with the Board's approved policy, irrespective of gender. Salaries are based on specific job responsibilities, duties, capabilities, and the scope of each position, ensuring that all employees are competitively

rewarded for their contributions towards the Company.

Mean Gender Pay Gap: 1.97%
Median Gender Pay Gap: 1.16%


Faheem Haider
Managing Director/CEO
Mari Energies Limited

Information Technology

INFORMATION TECHNOLOGY AS FOUNDATIONAL ENABLERS OF EXPLORATION SUCCESS

MariEnergies delivers vital upstream functions including seismic data acquisition, processing, drilling operations and exploration activities. Complementing this on-ground operational strength is a critical digital capability, which is not just a support element; rather a foundational enabler for operational efficiency.

Recently, Mari Seismic Processing Center (MSPC), a state-of-the-art facility fully managed by MariEnergies' IT Department has undergone a major technological overhaul, shifting from legacy infrastructure to a virtualized, high-performance computing environment designed specifically for the demands of modern geoscience workflows. Now equipped with over 800 high-speed CPU cores and dedicated GPU compute clusters, the MSPC delivers parallelized processing of complex 2D and 3D seismic datasets supporting time, depth, and multi-attribute domains with exceptional speed and precision.

This capability is instrumental in generating high-fidelity subsurface imagery, enabling accurate reservoir characterization and optimized well placement decisions. It represents a leap in digital capability, directly enhancing the value, quality, and turnaround of geophysical insights.

While MSD continues to lead critical field operations, the synergy between domain excellence and high-end computing has become a defining feature of MariEnergies' exploration strategy. The ability to process and interpret seismic data at scale, in-house, reflects the IT Department's commitment to operational agility,



data sovereignty, and cutting-edge performance in subsurface intelligence.

ENTERPRISE RESOURCE PLANNING (ERP), AI/ML AND DIGITALIZATION

Leveraging ERP System for Integrated Business Management and Digital Transformation

In line with MariEnergies' vision for digitalization and streamlined business operations, the Company has automated several key processes and implemented enhancements within the SAP ERP system to improve efficiency, reduce manual effort, enhance data accuracy, and enable faster decision-making across business functions. The ERP integrates core modules including finance, human resources, supply chain, procurement, and inventory management into a single platform, thereby promoting consistency and reliability of information across the organization.

The Company's management provides active support for the

effective implementation and continuous enhancement of ERP, ensuring that the system evolves in line with changing business needs and industry best practices. Regular user training programs and refresher sessions are conducted to equip employees with the knowledge and skills required to effectively utilize ERP functionalities, driving adoption and improving user satisfaction.

To manage risks associated with ERP projects, the Company follows structured governance and internal control mechanisms, including change management processes, rigorous testing, and user acceptance protocols before system changes are rolled out. ERP security is safeguarded through role-based access controls, segregation of duties, and monitoring mechanisms that protect sensitive data and reduce the risk of unauthorized access.

In parallel, MariEnergies is advancing its Enterprise Data Management and Analytics initiative to further integrate business functions and promote data-driven decision-making across all levels of the organization. As part of this initiative, AI and Machine Learning (ML) technologies are being embedded within the ERP and analytics ecosystem to enhance

Information Technology



predictive insights, automate data processing, and deliver Business Intelligence (BI) dashboards that provide real-time visibility to management and operational teams. These initiatives support informed decision-making and reinforce a culture of continuous improvement.

POLICY FOR SAFETY OF RECORDS

Ensuring security and accessibility of records and business data

MariEnergies is committed to safeguarding the integrity, confidentiality and availability of its records through structured information management practices that support operational effectiveness and regulatory compliance. The Company employs secure, enterprise-grade platforms to ensure efficient storage, access, and recovery of business and financial data.

Financial records are digitally maintained in a secure, access-controlled environment designed to support fast and accurate

recording, transmission and reporting of transactions. Only authorized personnel have access to these systems and regular data backups are performed to ensure availability and business continuity. These records are retained in accordance with defined retention schedules and compliance requirements and their integrity is periodically validated through internal reviews and third-party audits.

MariEnergies has implemented an enterprise-level content and document management system that enables controlled collaboration, secure storage and retrieval of business-critical documents. The system enforces access controls based on users' roles and responsibilities, ensuring that sensitive content is only accessible on a need-to-know basis. It supports structured workflows, document versioning and metadata tagging for effective lifecycle management of information assets.

To further strengthen record security, the Company has classified its information assets based on criticality and established tailored

controls to ensure their protection. Asset ownership and roles such as custodians, risk owners and users are clearly defined. Each asset is labeled according to a sensitivity classification scheme, ensuring that critical information remains protected and accessible only to those with the appropriate authorization.

DISASTER RECOVERY PLAN (DRP)

Resilience and preparedness for recovery

MariEnergies has implemented a comprehensive IT Disaster Recovery Plan (DRP) to ensure resilience and rapid restoration of critical IT systems and services in the event of disasters, cyber incidents or other major disruptions. The plan is aligned with ISO/IEC 27001:2022 standards and includes a detailed Business Impact Analysis (BIA) to prioritize systems based on business criticality, along with clearly defined Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO) to guide recovery timelines and data integrity. A secure remote DR site is in place at one of MariEnergies' field locations that supports system failover and continuity. The DRP is regularly tested through drills and simulations, reviewed and updated to reflect changes in the IT environment and strengthened through ongoing infrastructure modernization.

CYBERSECURITY GOVERNANCE, RISK OVERSIGHT, AND STRATEGIC ALIGNMENT

Effective risk governance

MariEnergies has adopted a comprehensive, enterprise-wide approach to cybersecurity governance that reflects the increasing significance of information

security as a strategic enabler, regulatory obligation and business continuity imperative. The Company recognizes that cybersecurity is not only a technical issue but a fundamental component of enterprise risk management, corporate governance and stakeholder trust. In line with this recognition, cybersecurity is deeply embedded in the Company's governance framework, with oversight, enforcement, and strategic alignment managed through a combination of Board and senior management's involvement and cross-functional implementation mechanisms.

The Board of Directors holds the ultimate responsibility for oversight of cybersecurity and information risk. Cybersecurity is covered in executive meetings and discussions involving enterprise risk, business resilience, investment decisions, and environmental, social and governance (ESG) responsibilities. Regular updates are presented to the Board regarding cyber risk trends, threat intelligence updates, maturity assessments, control testing outcomes, and results of both internal and third-party audits. The Board actively guides the management on directing organization's security posture, timely remediation and escalation of key risks, especially those with the potential to affect regulatory compliance, stakeholder trust or critical operational infrastructure.

The Managing Director, departmental heads, and senior management collectively provide continuous oversight, policy direction, and decision-making support for cybersecurity matters. Strategic initiatives, including the deployment of new controls, acquisition of security tools, and responses to emerging threats, are discussed and approved at the executive level. Their governance role includes ensuring alignment between cybersecurity investments and corporate priorities, timely resolution of cross-

departmental risks, and monitoring performance against defined security KPIs.

MariEnergies' Information Security Management System (ISMS), which is certified against the ISO/IEC 27001 standard, has successfully transitioned to the 2022 version of the standard, reflecting the Company's proactive stance on regulatory and control enhancements. All 93 controls in the four control groups - Organizational, People, Physical, and Technological - have been reviewed, tailored to MariEnergies' operating environment, and operationalized through policies, procedures, and technical safeguards. The audit for ISO/IEC 27001:2022 was completed without any major or minor non-conformities, a strong indicator of the effectiveness and maturity of the Company's cybersecurity program. Key focus areas under the ISMS include:

- Role-based access control, asset and information classification, and enforcement of least-privilege and segregation-of-duties principles.
- Data loss prevention (DLP) controls across on-premises assets and cloud collaboration platforms.
- Incident response plans integrated with IT continuity arrangements, aligned with defined RTO/RPO metrics.
- Security awareness and phishing simulations, including tailored training modules delivered through specialized tools, promoting user vigilance.
- Privileged access monitoring and third-party risk governance.

The Company maintains inventory of its information assets critical to business delivery and applies continuous risk assessment and control monitoring practices. The deployment of a managed Security

Operations Center (SOC), leveraging advanced SIEM and SOAR capabilities, enables real-time detection and response for threats across multiple domains. Cybersecurity risks are managed through a structured risk-based approach, integrated into the broader enterprise risk management (ERM) system. Risk assessments are conducted for critical assets, projects, vendors, and change initiatives. A cybersecurity risk register that tracks threats, vulnerabilities, likelihood, impact, and treatment plans, is maintained and regularly updated. These risks are mapped against business functions and communicated through regular reporting cycles to senior management and the Board.

In line with regulatory expectations and leading governance practices, the Board plays an active role in:

- Approving cybersecurity policies, charters, and acceptable risk levels.
- Ensuring alignment with regulatory requirements and guidelines.
- Mandating periodic reviews and improvements, based on audit findings, incident learnings and regulatory updates.

In the event of a significant cybersecurity event, the Company has established a well-defined escalation and notification protocol. Regulatory disclosure requirements are met in a timely and accurate manner, and post-incident reviews are conducted to identify gaps, apply lessons learned, and strengthen response strategies.

Cybersecurity at MariEnergies is guided by a set of enforceable policies, procedures and guidelines, which are regularly reviewed and updated. Cybersecurity is integrated with the Company's strategic planning and budgeting process. Regulatory and data sovereignty considerations are assessed and appropriate compensating controls are defined

Information Technology

for new technology initiatives. The Company's internal audit function performs independent reviews of the cybersecurity program, with findings reported directly to the Board Audit Committee.

In summary, MariEnergies has institutionalized cybersecurity as a strategic and governance priority. Through comprehensive policy enforcement, continuous monitoring, and proactive risk management, the Company is well-positioned to protect its digital assets, sustain business value, and maintain stakeholder confidence in today's evolving threat landscape.

CYBERSECURITY EARLY WARNING SYSTEMS

Proactive protection and responsible communication

MariEnergies has implemented a multi-layered early warning, monitoring and surveillance system that enables timely detection, assessment and response to cybersecurity risks and incidents. This capability is ensured through a Security Information and Event Management (SIEM) platform, Endpoint Detection and Response (EDR) tools and continuous monitoring of critical infrastructure such as firewalls, servers, and cloud applications.

The SIEM platform, deployed as part of the Managed Security Operations Center (SOC), collects and correlates security logs from critical systems across the enterprise. It generates real-time alerts based on pre-defined use cases, allowing MariEnergies to rapidly identify potential threats and suspicious activities. Complementing this, the EDR solution provides deep visibility into endpoint-level behaviors, enabling early detection of malware, unauthorized access attempts and lateral movement

within the network. Additional layers of monitoring are enforced through perimeter security appliances, including next-generation firewalls and intrusion detection/prevention systems (IDS/IPS), which are configured to flag policy violations, reconnaissance attempts and other threat indicators. Daily threat intelligence feeds are integrated with monitoring tools to enhance detection of emerging threats relevant to industry.

To protect its digital presence, MariEnergies further strengthened its web security controls, including DDoS protection, WAF, DNS filtering and geo-fencing. The company has also modernized its IT infrastructure by implementing next-generation network and security equipment, including firewalls, switches and wireless access points, to enhance both performance and security posture. In addition, in-house vulnerability assessment continues to be conducted regularly, enabling early detection and remediation of infrastructure vulnerabilities.

Significant alerts and incidents that may impact business continuity, data integrity, regulatory compliance, or stakeholder trust, are escalated to senior management. Where warranted, material cybersecurity events and critical findings are formally presented to relevant Board level committee to ensure that the Board remains informed and can guide strategic responses where necessary. These committees are also briefed on trends in threat intelligence, remediation efforts and readiness for incident response, where required.

SECURITY ASSESSMENT

Evaluating and securing technology, environment and infrastructure

MariEnergies follows a structured



policy for conducting independent and comprehensive assessments of its technology environment, in line with its commitment to proactive cybersecurity risk management and regulatory compliance. This policy mandates periodic external reviews to evaluate the effectiveness of security controls, identify potential vulnerabilities and assess risks arising from internal systems as well as third-party engagements.

The scope of these assessments includes, but is not limited to, network architecture reviews, cloud security evaluations, application security testing, vulnerability assessments, configuration audits, and third-party risk evaluations particularly for vendors handling sensitive data or having access to critical systems.

MariEnergies engages reputable independent firms to carry out these assessments at planned intervals or in response to significant changes in the IT environment, such as new deployments or threat intelligence advisories. The policy also calls for reassessment of risks arising from third-party service providers, particularly those involved in managed services, cloud hosting and data processing. Findings and recommendations from such reviews are shared with senior management

and, where relevant, presented to Board level committees to ensure strategic oversight and accountability.

SECURE REMOTE ACCESS AND CLOUD AGILITY

As part of its broader digital transformation agenda, MariEnergies has successfully modernized its Virtual Desktop Infrastructure (VDI) to support compute-intensive geoscience applications with enterprise-grade security and performance. This upgrade enables technical teams, geophysicists, geologists and data scientists to securely access critical software environments from any location, maintaining full productivity and seamless collaboration across functions and geographies.

In parallel, the company has launched a significant upgrade of its private cloud infrastructure, deploying an advanced, next-generation platform that delivers automated infrastructure provisioning, hybrid cloud integration, and intelligent workload mobility. These enhancements are unlocking new levels of scalability, resilience, and operational efficiency.

Together, these investments are

transforming MariEnergies' digital landscape enhancing agility, reducing latency in technical workflows, and ensuring robust cybersecurity across all geoscience computing environments. These achievements reinforce our strategic vision of technology-enabled exploration, where innovation, security, and performance converge to support sustainable growth.

CYBERSECURITY TRAINING AND EDUCATION

Building a Culture of Resilience

MariEnergies places strong emphasis on cultivating a cybersecurity-aware culture across all levels of the organization. Recognizing that employees are often the first line of defense against cyber threats, the Company has established a robust cybersecurity training and awareness framework aimed at continuously educating its workforce on emerging risks, evolving threat vectors, and safe cyber practices.

To ensure ongoing engagement, MariEnergies has adopted an automated micro-training platform that delivers short, focused

cybersecurity modules to employees on a recurring basis. This platform is integrated with phishing simulation exercises, which expose employees to realistic cyber-attack scenarios without prior notice. These simulations serve to evaluate employee response behavior, reinforce learning and identify areas requiring additional attention.

MariEnergies also keeps a close watch on global cybersecurity trends, regulatory updates and technological advancements. Insights from these developments are incorporated into training content to keep the workforce informed and aligned with international best practices.

All training results, including participation and performance metrics are reviewed by senior management to assess the effectiveness of the awareness program and guide improvements. These efforts demonstrate MariEnergies' commitment to strengthening its human firewall and ensuring the workforce remains vigilant, informed and prepared to counter cybersecurity threats in a dynamic risk environment.

Major Social Events

Being cognizant of our responsibilities as a leading corporate organization of Pakistan, we at MariEnergies organize inclusive company level events on all significant days of national importance. Keeping our core values in consideration on all occasions, MariEnergies employees are encouraged to actively participate in all the celebratory and commemoration events with traditional zeal and national spirit. Such events not only provide a chance to develop camaraderie amongst employees, boost their morale and instill sense of pride in the company but also helps in renewed resolve to play our due part as employees of MariEnergies and as bonafide citizens of Pakistan.

At MariEnergies, high importance is given to maintaining work life balance and giving opportunities to the employees to keep themselves healthy and happy through regularly organizing numerous sports/ social events. We believe in providing ample opportunities to the employees to interact and connect for better team building and enhanced efficiency resulting into a professional and well knit "Team MariEnergies". Informal events and gatherings offer employees a chance to connect in a relaxed and friendly setting, promoting mutual understanding across departments.

In line with this spirit, several key events and celebrations were organized during the year, reflecting our commitment to a vibrant and inclusive organizational culture.

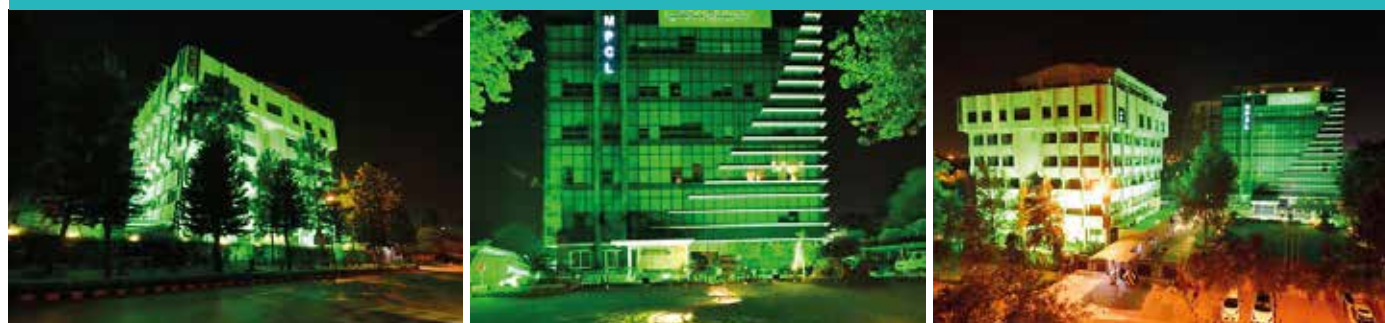
Aug 2024 - Independence Day



Dec 2024 - Quaid's Day



Oct 2024 - 12 Rabi-ul-Awwal



Mar 2025 - Pakistan Day



Apr 2025 - Iftar Cum Dinner



Mar 2025 - Cricket Tournament



Feb 2025 - MariEnergies Invitational Golf Tournament



May 2025 - Acknowledging Our Armed Forces - Victory Celebration



Annual Function 2024



On January 18, 2025, the Company hosted a prestigious ceremony at Islamabad Serena Hotel to recognize the outstanding performance of its employees. The event was attended by management employees, their families, and the Managing Director of MariEnergies.

The ceremony commenced with the national anthem, recitation from the Holy Quran, and a Dua for Shuhada. In his address, the Managing Director shared valuable insights on the Company's business strategy, operational and financial achievements, and future plans. He also highlighted MariEnergies' significant contribution to the national economy and commended the management for consistently delivering exceptional results.

Subsequently, the Managing Director presented the Achievement and Excellence Awards 2024 to selected employees who had demonstrated exceptional performance. The awards distribution was followed by a delightful dinner.



Awards and Recognitions



MariEnergies outshined at the 14th Annual CSR Summit, hosted by The Professional Networks, by earning three prestigious awards: Most Impactful Livelihood Intervention, D&I Leader, and Responsible Investment.



Mari secured the 1st Position at the Corporate Philanthropy Awards arranged by the Pakistan Center for Philanthropy on November 19, 2024.



MariEnergies Wins 22nd NFEH Annual Environment Excellence Award 2025



MariEnergies secured three prestigious CSR awards, for Impact Investment, Livelihood and Inclusivity, at the 17th Annual CSR Summit by the National Forum for Environment & Health (NFEH).



MPCL Annual Report 2023 won the "1st Position in the Fuel & Energy Category", held on October 18, 2024.



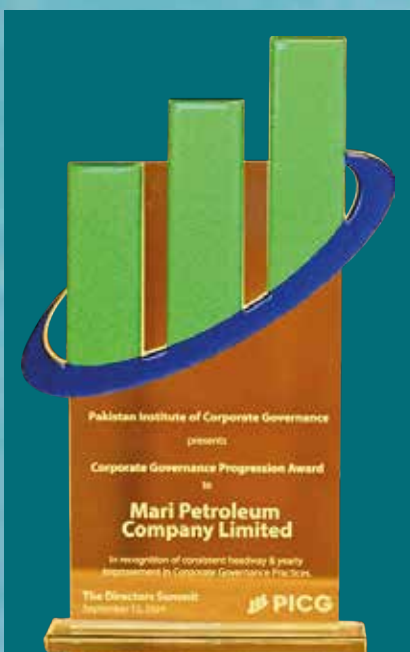
MPCL Sustainability Report won overall "4th Position" at the Best Corporate and Sustainability Report Awards, held on October 18, 2024.



The Company won "Certificate of Excellence" for the Best Management Practices in Oil & Gas Sector, at the 39th Corporate Excellence Awards Ceremony held on October 23, 2024.



MariEnergies celebrated a proud moment as special students from Noor-e-Sehar Special Education School - Daharki, in collaboration with our partner Special Talent Exchange Program (STEP), clinched the 1st Prize in the National Final of Enterprise Challenge Pakistan, organized by and held at the British High Commission, Islamabad.



MPCL was awarded the "Corporate Governance Progression Award" at the inaugural Directors' Summit 2024, hosted by PICG on September 12, 2024.

NOTICE
Date: November 25, 2024

PSXN-1105

TOP COMPANIES FOR THE YEAR 2023

Every year, Pakistan Stock Exchange (PSX) acknowledges the performance of the top companies by awarding them the Top 25 Companies Award. These awards are given by PSX in recognition of the excellent financial and managerial performance of the selected companies.

The Pakistan Stock Exchange is pleased to announce the following winners of the prestigious Top 25 Companies Award for the year 2023:

Rank	Company Name	Rank	Company Name
01	Engro Corporation Limited	16	Pakistan Oilfield Services Limited
02	Engro Petroleum Limited	17	Engro Pakistan Limited
03	Fauji Fertilizer Company Limited	18	SKB Bank Limited
04	The Oil Refiner Company Limited	19	Fauji Bank Limited
05	Bank Alfalah Limited	20	Watech Pakistan Limited
06	Health Bank Limited	21	Adani Power Company Limited
07	Health International Bank Limited	22	Indus Motor Company Limited
08	Mari Petroleum Company Limited	23	International Industries Limited
09	Systems Limited	24	United Bank Limited
10	Chang Cement Company Limited	25	Pakistan State Oil Companies Limited
11	Luxury Cement Limited	26	Security Papers Limited
12	Memon Bank Limited	27	Bank Alfalah Limited
13	Engro Polymer & Chemicals Limited	28	Bank Alfalah Limited

These companies have been selected based on the stringent Selection Criteria consisting of the following components:

Qualitative Criteria	Quantitative Criteria
Profitability Ratio	Corporate Social Responsibility
Dividend Yield	Reporting on Sustainability Development Goals and Environmental, Social & Governance
Customer Retention Ratio	Reporting on Enterprise Risk Management
Employee Turnover Ratio	Reporting on Human Resources
Book Value of Shares	Corporate Governance & Investor Relations
Return on Assets	

PSX constitutes the Board of Directors and Senior Management of the Top 25 Companies for their commendable performance and wish them continued success in the future.

Syed Ahmed Abbas
Chief Listing Officer

Contact:
PSX Website

Listing Department | UIN: +9221 333 0013, 333 1111 | Email: info@psx.com.pk | Web: psx.com.pk

Mari was ranked at No. 08 amongst the Top 25 Companies on Pakistan Stock Exchange for the Year 2023, on November 15, 2024.

Corporate Governance

Lt. Gen Anwar Ali Hyder, HI(M), (Retd), Chairman, MariEnergies Board
Mr. Faheem Haider, Managing Director / CEO MariEnergies



ROLES OF THE CHAIRMAN AND THE MD/CEO

The Chairman of the Board and the Managing Director/CEO of the Company have well defined, separate but complementary roles in line with the Companies Act 2017, and the Listed Companies (Code of Corporate Governance) Regulations, 2019.

CHAIRMAN MARIENERGIES BOARD

The Chairman is responsible for providing effective leadership to the Board, particularly during the Board and the shareholders' meetings. He sets the agenda of the Board meetings and ensures that reasonable time is available for discussion on each agenda item.

He ensures a conducive environment for overall effectiveness of the Board, and facilitates and encourages the contribution of executive, non-executive, and independent directors in carrying out the Board's business in line with the applicable laws, rules and regulations. At the start of the term of newly appointed directors, the Chairman informs them about their roles, responsibilities, duties and powers to help them effectively discharge their duties and responsibilities.

MANAGING DIRECTOR/CEO

The Managing Director is responsible for providing effective leadership to the management team and employees. He oversees the day-to-day operations and management of the Company's business and affairs by ensuring that the executive team implements the policies and strategies approved by the Board. He keeps the Board updated on significant and sensitive issues that might affect the Company's operations, reputation, or financial standing. He



ensures that operational plans and control systems are in place, and regularly monitors actual performance against plans and takes remedial actions, where necessary.

OPERATIONS OF THE BOARD

The Board is responsible for setting strategic objectives, overseeing the effective management and control of the Company, and identifying significant business risks and ensuring that policies and mechanisms are in place to adequately manage those risks.

The Board has delegated certain responsibilities to its Committees for review of relevant matters and making recommendations to the Board. All Committees operate in accordance with their TORs approved by the Board. The permanent Committees of the Board are the Audit Committee, Human Resource & Remuneration Committee, Technical Committee, Investment Committee and ESG Committee.

Any agenda or matter that requires Board's approval is first presented to the relevant Committee which, after thorough deliberations, presents its recommendations to the Board for final decision.

The Board has delegated the authority to manage the day to day affairs of the Company to the MD/CEO through a General Power of Attorney, in accordance with the Company's

Articles of Association and applicable corporate laws.

However, the following matters of strategic, sensitive or extraordinary nature are reserved for the Board to ensure the highest level of oversight and control in line with good governance practices or as required under the relevant corporate laws or where these exceed the thresholds set in the authority delegated to the management.

MATTERS RESERVED FOR THE BOARD

- a. All matters listed in Section 183 of the Companies Act 2017, Clause 10 of the Listed Companies (Code of Corporate Governance) 2019, and any other provisions of the applicable laws, rules and regulations.
- b. Appointment and removal of:
 - i. Members of the Board and its Committees including the Chairman
 - ii. CFO, Head Internal Audit and Company Secretary
 - iii. Senior Management Staff reporting directly to the Managing Director
 - iv. Statutory Auditors*
- c. Directors' remuneration.
- d. Annual review of the performance of the Board, Committees and individual Directors.



- e. Approval of quarterly and annual financial statements, dividends and bonus shares*, and significant change in accounting policies or practices.
- f. Strategy and direction, financial controls, legal and regulatory compliance, risk management, related party transactions, company's significant policies, changes to the company's capital structure, diversification projects, acquisition and relinquishment of working interests, major capital expenditures, annual performance incentives for the employees.
- g. Major transactions which exceed MD's authority or which are outside the ordinary course of business.
- h. Delegation of authority to the Management

[*final dividend, bonus shares and appointment of statutory auditors are subject to approval by the shareholders]

CHAIRMAN'S SIGNIFICANT COMMITMENTS

Lt Gen Anwar Ali Hyder HI(M),(Retd), Chairman MariEnergies Board of Directors is the Managing Director of Fauji Foundation. In addition, he is the Chairman of the Boards of all Fauji Foundation Associated and Subsidiary Companies. A list of these companies is included in the Chairman's Profile in this Annual Report as well as on MariEnergies Website.

Lt Gen Anwar Ali Hyder HI(M),(Retd), was re-appointed as Chairman of the Board on June 24, 2025 and since then there has been no change in his significant commitments.

ATTENDANCE AT BOARD MEETINGS

Eight Board meetings were held during the financial year 2024-25. The attendance of directors in the meetings was as under:

Sr#	Name	Meetings Attended
1	Lt Gen Anwar Ali Hyder, HI(M), (Retd)	08
2	Mr. Syed Bakhtiyar Kazmi	08
3	Mr. Qamar Haris Manzoor	01 ¹
4	Mr. Mazhar Abbas Hasnani	04 ²
5	Maj Gen Tariq Qaddus, HI(M), (Retd)	02 ³
6	Mr. Faheem Haider	08
7	Mr. Momin Agha	08
8	Mr. Zafar Abbas	04 ⁴
9	Mr. Muhammad Ramzan	04 ⁵
10	Mr. Hassan Mehmood Yousufzai	01
11	Mr. Ahmed Hayat Lak	08
12	Mr. Muhammad Aamir Salim	07
13	Ms. Ayla Majid	01 ⁶
14	Mr. Adnan Afridi	07
15	Mr. Abid Niaz Hasan	08
16	Ms. Seema Adil	08

1. Joined the Board in June 2024 in place of Mr. Mazhar Abbas Hasnani
2. Joined the Board in October 2024 in place of Maj Gen Tariq Qaddus, HI(M), (Retd)
3. Joined the Board in November 2023 in place of Maj Gen Ahmed Mahmood Hayat, HI(M), (Retd)
4. Joined the Board first in August 2024 in place of Mr. Hassan Mehmood Yousufzai and again in June 2025 in place of Mr. Muhammad Ramzan
5. Joined the Board in December 2025 in place of Mr. Zafar Abbas
6. Joined the Board in June 2025 in place of Mr. Adnan Afridi

OTHER DIRECTORSHIPS OF THE EXECUTIVE DIRECTOR

MD/CEO MariEnergies is the only executive director on MariEnergies' Board. He is the MD/CEO of Mari Minerals (Pvt) Limited and non-executive director on the Boards of Pakistan International Oil Limited (UAE), Mari Technologies Limited and Sky47.

EXTERNAL SEARCH CONSULTANCY AND ITS CONNECTION WITH THE COMPANY

No external search consultancy was used during the year for the selection and appointment of the Chairman, MD/ CEO or any of the Directors on MariEnergies' Board.

POLICY FOR RETENTION OF FEE BY AN EXECUTIVE DIRECTOR

As per the Directors' Remuneration Policy of the Company, the executive director is not entitled to any fee for attending the board, committee or general meetings of the Company. However, he can retain the fee received from any other company where he serves as a non-executive director.

BOARD'S POLICY ON DIVERSITY

MariEnergies has a diverse and balanced Board that provides a mix of professional expertise in leadership, finance, economics, engineering, legal, corporate law, oil & gas exploration and production disciplines. The collective experience of the Board members adequately covers all aspects of MariEnergies' business undertakings.

The Board follows the diversity parameters set in the Listed Companies (Code of Corporate Governance) Regulations, 2019.

Currently the Board comprises of one executive and ten non-executive directors, including three independent directors who represent the shareholding interest of minority shareholders.

In compliance with the regulatory



Board Meeting - Islamabad

requirements, two female directors were elected on the Board in the elections held on June 24, 2025.

JUSTIFICATION FOR INDEPENDENCE

MariEnergies has three independent directors on its Board. These directors meet the criteria of independence as prescribed in Section 166(2) of the Companies Act, 2017, and have been selected from the data bank of independent directors maintained by PICG.

DIRECTORS' ORIENTATION AND TRAININGS

As at the report publication date, all Directors on the MariEnergies board have attended the mandatory Directors Training Certification.

DTPs were arranged during the year in collaboration with the PICG, which were attended by Two (02) HODs and one female executive. The details of executives are mentioned in statement of compliance.

In addition to the trainings within the Country, the Directors are also sent on trainings at reputable institutions abroad to acquaint them with the

latest developments and trends in governance, management, leadership, strategy, energy markets, and oil & gas technology. From time to time, orientation sessions are carried out to apprise the Board Members about the latest changes in corporate regulatory and governance regime in the Country.

SECURITY CLEARANCE OF FOREIGN DIRECTORS

MariEnergies has never had a foreign director on its Board. In case a foreign director is elected on MariEnergies Board in future, security clearance will be obtained from the Ministry of Interior through the SECP.

A detailed SOP is in place for security clearance and provision of security to the foreigners coming into Pakistan to work with the Company. Security Section of MariEnergies' Administration Department undertakes coordination with Ministry of Interior for all security related matters. Supporting documentation is provided by the Corporate Affairs Department.

Corporate Governance

MD/CEO PERFORMANCE REVIEW

A Performance Scorecard is in place to objectively measure the performance of the Managing Director and top tiers of the Management on key operational and strategic parameters, and their variable pay is linked with the score achieved on the Scorecard. For the FY 2024-25, actual performance as per the Scorecard was presented to the Board on a quarterly basis, while performance for the whole year was presented to the Board through the HR&R Committee in the Board meeting held on August 08, 2025.

In addition, MD/CEO's report on the Company's operations, major achievements, and the progress on outstanding issues is presented to the Board of Directors as a regular agenda item in each meeting for review, discussion and decisions, all of which are duly recorded in the minutes.

COMMITTEES OF THE BOARD OF DIRECTORS

The Board of Directors of the Company oversees the operations and affairs of the Company in an efficient and effective manner. For the sake of smooth functioning, the Board has constituted five committees. These committees are entrusted with the task of ensuring speedy management decisions relating to their respective domains.

Audit Committee:

Role

The primary role of the Audit Committee is to provide oversight of the financial reporting process, the audit process, the system of internal controls, compliance with applicable laws, rules and regulations, and enterprise risk management of the Company.

Composition

The Committee shall comprise of four members. All members of the Committee shall be non-executive directors, at least one of whom shall be an independent director. The Chairman of the Committee shall be an independent director.

Terms of Reference:

- a) Determination of appropriate measures to safeguard the company's assets;
- b) Review of annual and interim financial statements of the Company, prior to their approval by the Board of Directors, focusing on:
 - major judgmental areas;
 - significant adjustments resulting from the audit;
 - going-concern assumption;
 - any changes in accounting policies and practices;
 - compliance with applicable accounting standards;
 - compliance with corporate governance regulations and other statutory and regulatory requirements
 - all related party transactions
 - material off-balance sheet items
- c) Review of Company's annual budget, forecasts and any budget re-appropriations.
- d) Review of preliminary announcements of results prior to external communication and publication;
- e) Facilitating the external audit and discussion with external auditors of major observations arising from interim and final audits and any matter that the auditors may wish to highlight (in the absence of management, where necessary);

- f) Review of management letter issued by external auditors and management's response thereto;
- g) Ensuring coordination between the internal and external auditors of the Company;
- h) Review of the scope and extent of internal audit, audit plan, reporting framework, audit reports significant findings, and procedures and ensuring that the internal audit function has adequate resources and is appropriately placed within the Company;
- i) Review training and development needs and succession planning of the internal audit function
- j) Consideration of major findings of internal investigations of activities characterized by fraud, corruption and abuse of power and management's response thereto;
- k) Ascertaining that the internal control system including financial and operational controls, accounting system for timely and appropriate recording of purchases and sales, receipts and payments, assets and liabilities and reporting structure are adequate and effective;
- l) Review of the Company's statement on internal control systems prior to endorsement by the Board of Directors and internal audit reports;
- m) Review significant legal, regulatory and tax matters having a material impact on the Company;
- n) Instituting special projects, value for money studies or other investigations on any matter specified by the Board of Directors, in consultation with the CEO and to consider remittance of any matter to the external auditors or to any other external body;
- o) Determination of compliance with relevant statutory requirements;

- p) Monitoring compliance with the Corporate Governance Regulations promulgated by SECP and identification of significant violations thereof;
- q) Recommending the hiring or removal of the Chief Internal Auditor and his performance appraisal on annual basis.
- r) Review whistleblowing policy and mechanism for staff and management and other stakeholders to report to audit committee in confidence, concerns, if any, about actual or potential improprieties in financial and other matters and recommend instituting remedial and mitigating measures; Monitor the Company's placement of funds and related policy matters on quarterly basis
- s) Recommend to the Board of Directors the appointment of external auditors, their removal, audit fees, the provision of any service permissible to be rendered to the company by the external auditors in addition to audit of its financial statements, measures for redressal and rectification of non-compliances with the Regulations. The board of directors shall give due consideration to the recommendations of the Audit Committee and where it acts otherwise it shall record the reasons thereof;
- t) Consideration of any other issue or matter of significant importance or matters as may be assigned by the Board of Directors;
- u) Approval of resolutions for transfer of shares and issuance of duplicate share certificates of the Company, as per provisions of the Companies Act, 2017 (resolutions to be signed by any two members).
- v) The responsibilities of the Committee with regard to Enterprise Risk Management, inter alia, include the following:

- I. Ensure that the Company implements sound fundamental principles that facilitate the identification, measurement, monitoring and control of risks.
- II. Delineate Company's overall risk appetite and tolerance level in relation to risks.
- III. Ensure that Company's overall risk exposure is maintained at prudent levels and consistent with the Company's strategy.
- IV. Evaluate annually the adequacy of the risk management function, including the background and experience of key senior risk officers, staffing adequacy, and the independence and authority of the risk management function.
- V. Review periodic reports related to management's assessment of the Company's risk management performance, and any other tools or reports used by management to assess and discuss the categories of risk faced by the Company, the exposures in each category, significant concentrations within those risk categories, the metrics used to monitor the exposures, and management's views on the acceptable and appropriate levels of those risk exposures.
- VI. Review the Company's ERM Strategy and ERM Policy to ensure their suitability, including adherence to relevant legislation and regulations.
- VII. Ensure that the risk management function has adequate resources and has a well-defined Annual Risk Management Plan.
- VIII. Review key projects of strategic nature from risk perspective.
- IX. Review Audit or other findings relating to management of the Company's risks



and that follow-up actions are undertaken by the Management.

- X. Evaluate special cases where a risk (or risks) fall outside published guidelines and thresholds and make recommendations on appropriate action to the Board.

Attendance in the Audit Committee Meetings

Five meetings of the Audit Committee were held during the financial year 2024-25. The attendance of the directors in the meetings was as under:

Director	Meetings Attended
Mr. Abid Niaz Hasan ^{a, b}	05
Mr. Syed Bakhtiyar Kazmi ^b	05
Mr. Momin Agha	05
Mr. Ahmed Hayat Lak	05
Mr. Adnan Afridi	02*

a. Mr. Abid Niaz Hasan is an independent, non-executive director

b. Mr. Abid Niaz Hasan and Mr. Syed Bakhtiyar Kazmi both qualify as financially literate

* Mr. Adnan Afridi has completed his tenure on the Board

Corporate Governance

HR and Remuneration Committee:

Role

The major role of the Committee is to review HR related matters of the Company and present its recommendation to the Board for consideration and approval.

Composition

The Committee shall comprise of four members. All members of the Committee shall be non-executive Directors. The Chairman of the Board shall not be a member of the Committee. The Chairman of the Committee shall be an independent director.

Terms of Reference

Terms of reference of the HR&R Committee are as follows:

- a. Recommend to the Board for consideration and approval a policy framework for determining remuneration of directors (both executive and non-executive directors and members of senior management). The definition of senior management will be determined by the board which shall normally include the first layer of management below the chief executive officer level;
- b. Undertaking annually a formal process of evaluation of performance of the board as a whole and its committees either directly or by engaging external independent consultant and if so appointed, a statement to that effect shall be made in the directors' report disclosing name, qualifications and major terms of appointment;
- c. Recommending the human resource management policies to the board;
- d. Recommending to the Board of Directors the employment, evaluation, compensation

(including retirement benefits), and succession planning of the CEO;

- e. Recommending to the Board of Directors the employment, evaluation, development, compensation (including retirement benefits) of the Chief Operating Officer, Chief Financial Officer, Company Secretary and Head of Internal Audit;
- f. Consideration and approval on recommendations of CEO on such matters for key management positions who report directly to CEO or COO;
- g. Where human resource and remuneration consultants are appointed, their credentials shall be known by the committee and a statement shall be made by them as to whether they have any other connection with the company;
- h. Review managements proposals for the promotion of employees as direct reports to the MD/CEO and make recommendations for consideration of the Board of Directors;
- i. Review management's proposals for changes in the compensation policy and salary structure of employees and make recommendations for consideration of the Board;
- j. Review management's proposals for strategic changes in the Company's organogram and make recommendation for consideration of the Board;
- k. Evaluate the candidates and make recommendations for the appointment of senior management employees reporting directly to MD/CEO and their succession planning. For this particular function, the Managing Director will be co-opted member of the Committee. The Committee may also co-opt any other director for this purpose; and

- l. Take up any matter assigned by the Board and make its recommendations to the Board thereon.

Attendance in the HR&R Committee Meetings

Five meetings of the HR&R Committee were held during the financial year 2024-25. The attendance of the directors in the meetings was as under:

Director	Meetings Attended
Ms. Ayla Majid	00 ¹
Mr. Qamar Haris Manzoor	00
Mr. Zafar Abbas	01 ^{2,5}
Mr. Ahmed Hayat Lak	05
Mr. Adnan Afridi	05
Mr. Abid Niaz Hasan	03*
Mr. Mazhar Abbas Hasnani	02 ⁴
Maj Gen Tariq Qaddus, HI(M), (Retd)	03
Mr. Muhammad Ramzan	02 ³
Mr. Hassan Mehmood Yousufzai	02

- 1. *Joined the Board in June 2025 in place of Mr. Adnan Afridi*
- 2. *Joined the Board in June 2025 in place of Mr. Muhammad Ramzan*
- 3. *Joined the Board in December 2025 in place of Mr. Zafar Abbas*
- 4. *Joined the Board in October 2024 in place of Maj Gen Tariq Qaddus, HI(M), (Retd)*
- 5. *Joined the Board in August 2024 in place of Mr. Hassan Mehmood Yousufzai*
- * *Mr. Abid Niaz Hasan was a member of the committee prior to its reconstitution*



Technical Committee:

Role

The Technical Committee shall be responsible to evaluate technical aspects of all projects/matters pertaining to the Company's core business i.e. Exploration & Production and allied services and make their recommendations for consideration of the Board.

Composition

The committee shall comprise of four members. All members of the Committee shall be non-executive directors.

Terms of Reference

- a. Annual Exploration, Appraisal and Development work program, its budget and any re-appropriations in the approved budget.
- b. Farm-in and Farm-out opportunities including acquisition of working interest in a new block, acquisition of additional working interest in an existing block, partial or complete divestment of working interest in an existing block.
- c. Relinquishment/surrender of the Company's working interest in an existing block.
- d. Acquisition or disposal of plant, machinery and equipment pertaining to the Company's core operations and allied services,

which exceed MD's authorized limit.

- e. Capital expenditures pertaining to the Company's core operations and allied services, not provided for in the approved annual budget and where these exceed MD's authorized limit.
- f. Technical aspects of the Company's diversification projects.
- g. Any other matter that may be referred by the Board to the Committee.

Attendance in the Technical Committee Meetings

Five meetings of the Technical Committee were held during the financial year 2024-25. The attendance of the directors in the meetings was as under:

Director	Meetings Attended
Mr. Qamar Haris Manzoor	00
Mr. Zafar Abbas	01 ^{1,3}
Mr. Ahmed Hayat Lak	05
Ms. Seema Adil	05
Mr. Mazhar Abbas Hasnani	03 ²
Maj Gen Tariq Qaddus HI(M), (Retd)	02
Mr. Momin Agha	02*
Mr. Hassan Mehmood Yousufzai	01
Mr. Muhammad Aamir Salim	03*

- 1. *Joined the Board in June 2025 in place of Mr. Muhammad Ramzan*
- 2. *Joined the Board in October 2024 in place of Maj Gen Tariq Qaddus, HI(M), (Retd)*
- 3. *Joined the Board in August 2024 in place of Mr. Hassan Mehmood Yousufzai*
- * *Mr. Momin Agha was a member of the committee prior to its reconstitution*
- * *Mr. Aamir Salim was a member of the committee prior to its reconstitution*

Investment Committee:

Role

The major role of the Investment Committee is to evaluate and discuss the feasibilities of new projects to ensure growth and diversification of the Company's business.

Composition

The Committee shall comprise of four members. All members of the Committee shall be non-executive Directors. The Chairman of the Board shall not be a member of the Committee.

Terms of Reference

- a. The Committee will review and recommend investment strategy relating to local and international growth in core business and/or diversification projects. The Committee shall ensure that such investments are made in accordance with the Company's approved capital allocation framework and in line with Board's approved Strategies and policies in force from time to time.
- b. Review external growth opportunities, potential diversification projects, acquisitions, or divestment of existing projects/ventures, as proposed by the Management.
- c. Review Management's proposals for strategic alliances with other entities/companies to achieve growth or diversification objectives of the Company.
- d. Relinquishment/surrender of the Company's working interest in an existing block.
- e. Any other matter that may be referred by the Board to the committee.

Attendance in the Investment Committee Meetings

Two meetings of the Investment Committee were held during the financial year 2024-25. The attendance

Corporate Governance

of the directors in the meetings was as under:

Director	Meetings Attended
Mr. Syed Bakhtiyar Kazmi	03
Ms. Ayla Majid	00 ¹
Mr. Zafar Abbas	00 ²
Mr. Muhammad Aamir Salim	03
Maj Gen Tariq Qaddus, HI(M), (Retd)	01
Mr. Adnan Afridi	03
Mr. Muhammad Ramzan	01
Ms. Seema Adil	03

1. Joined the Board in June 2025 in place of Mr. Adnan Afridi
2. Joined the Board in June 2025 in place of Mr. Muhammad Ramzan

* Ms. Seema Adil was a member of the committee prior to its reconstitution

ESG Committee:

Role

The role of the Environmental, Social, and Governance (ESG) Committee (the Committee) shall be to oversee, guide, and monitor the company's ESG initiatives, policies, and performance in alignment with industry best practices, regulatory requirements, and stakeholder expectations. The committee shall aim to enhance the company's sustainable practices, ethical conduct, and long-term value creation. The Committee shall report its findings, recommendations, and updates to the Board on a regular basis.

Composition:

The Committee shall comprise of at least four members, the majority of whom should be non-executive directors, including independent directors.

Terms of Reference

- a. Review ESG strategies, policies, goals and targets for the company, while focusing on sector specific challenges, local perspective and energy and security needs of the company.
- b. Monitor and assess the company's ESG performance, including key performance indicators, benchmarks and targets.
- c. Oversee and advise ESG-related risks and opportunities that may impact the company's business, reputation, and financial performance.
- d. Provide guidance to management team for adopting best international practices and seek support from ESG experts as needed to ensure company's compliance with relevant ESG laws, regulations, and reporting requirements in the country.
- e. Foster constructive engagement with stakeholders, including investors, communities, government authorities and NGOs, to understand and address ESG concerns and expectations.
- f. Oversee the appropriateness of the sustainability management system, while emphasizing on social impact of the company business.
- g. Oversee and facilitate transparent communication of the company's ESG performance to stakeholders especially investors through the annual sustainability report and other relevant disclosures.
- h. Promote ESG awareness and ensure ESG-related training opportunities are provided to employees, management and the Board.
- i. Advise on management team's recommendations on the ESG implications of major projects,

investments and initiatives for effective decision making.

- j. Report its findings, recommendations, and activities to the Board of Directors on a regular basis or as requested by the Board.

Attendance in the ESG Committee Meetings

Two meetings of the ESG Committee were held during the financial year 2024-25. The attendance of the directors in the meetings was as under:

Director	Meetings Attended
Ms. Seema Adil	02
Mr. Abid Niaz Hasan	02
Mr. Momin Agha	02
Mr. Muhammad Aamir Salim	02
Mr. Adnan Afridi	01*

* Mr. Adnan Afridi has successfully completed his tenure on the Board

REPORTS OF THE AUDIT COMMITTEE

In accordance with its TORs, the Audit Committee reviewed the Company's Annual and Interim Financial Statements, including the non-financial information, prior to their publication. The Audit Committee also periodically reviewed the adequacy and appropriateness of the internal controls, the matters relating to the accounting policies, the financial risks and the compliance with the applicable accounting and reporting standards, and statutory, legal and regulatory requirements. The Audit Committee also discussed with statutory auditors the issues arising from the interim and the annual audits along with the Management Letter issued by them and the management responses thereof.

Important findings, risks identified and follow-up actions were examined thoroughly in order to allow appropriate measures to be taken.

The Audit Committee reports were presented in the Board meetings on quarterly basis.

AUDIT COMMITTEE VIEWS ON FINANCIAL STATEMENTS

The financial statements of the Company for FY 2024-25 were presented to the Audit Committee in its meeting held on July 30, 2025. The Audit Committee reported to the Board that the statements were fair, balanced and understandable. The statements provided the shareholders and other readers with detailed qualitative and quantitative information which they can use to assess the Company's performance, business model, strategies, current financial position and the Company's future prospects.

AUDIT COMMITTEE ON APPOINTMENT OF EXTERNAL AUDITORS

Every year, the Audit Committee makes its recommendations to the Board regarding the appointment of statutory auditors and their fee. The recommendations are based on performance of the Auditor, satisfactory rating under QCR program of ICAP, their eligibility to be re-appointed (including length of their term with the Company) and fee quoted for their services.

The Audit Committee in its meeting held on July 30, 2025, recommended M/s A.F. Ferguson & Co., for reappointment as statutory auditors of the Company for FY 2025-26, based on their performance, market reputation, professional excellence and competitive fee.

PRESENCE OF THE CHAIRMAN AUDIT COMMITTEE IN AGM

The Chairman Audit Committee is present in each AGM to answer

the questions pertaining to the Committee's activities during the year and other important matters which fall within the scope of the Committee's mandate.

AUDIT COMMITTEE EVALUATION

Every year, evaluation of the Audit Committee is conducted as part of the Annual Evaluation of the Board, Committees and Individual Directors.

INTERNAL CONTROL FRAMEWORK AND ROLE OF INTERNAL AUDIT

In Compliance with the requirements of Listed Companies (Code of Corporate Governance) Regulations, 2019, the Board of Directors has set up an Internal Audit function, which is headed by the Chief Internal Auditor, who directly reports to the Audit Committee of the Board.

The Internal Audit function is an independent assurance and consulting activity and is designed to add value and improve MariEnergies' operations. It helps the Company accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. The main objectives of MariEnergies' Internal Control Framework include:

- a. Effectiveness and efficiency of the Company's operations;
- b. Reliability of the internal and external reporting;
- c. Compliance with the applicable laws, rules, regulations, policies and procedures; and
- d. Safeguarding of the Company's assets.

To achieve Internal Control Framework objectives, following Internal Control components are assessed and evaluated by the Company's Internal Audit Department:

- a. **Control Environment:** The control environment sets the tone and influences the control consciousness of the personnel. It is the foundation of all other components of the internal control, providing discipline and structure.
- b. **Risk Assessment:** The Management of the Company is responsible for ensuring adequate risk identification and analysis of the relevant risks to achieve Internal Control Framework objectives.
- c. **Control Activities:** These are the policies and procedures that help ensure that the Management directives are carried out effectively.
- d. **Information and Communication:** Pertinent information must be identified, captured and communicated in a structured form and time-frame that enables people to carry out their assigned responsibilities.
- e. **Monitoring:** Internal Control Systems need to be monitored by Internal Audit Department. This process assesses the quality of Internal Control Framework in place.

In addition, Internal Audit also undertakes special tasks as and when directed by the Audit Committee of the Board. Internal Audit plays a central role in highlighting weaknesses in the existing system and processes and identifying required controls needed to strengthen the overall control system.

ACCESS OF HEAD OF INTERNAL AUDIT TO AUDIT COMMITTEE

Head of the Internal Audit has direct and unrestricted access to the Chairman and other Members of the Audit Committee to discuss any matter related to the internal audit function.

CONCERNS ABOUT ACTUAL OR POTENTIAL IMPROPRIETIES

The management and staff can report their concerns about actual or potential improprieties in financial and other matters to the Audit Committee in confidence through the Whistleblowing mechanism of the Company.

ENGAGEMENT WITH KEY STAKEHOLDERS TO UNDERSTAND THEIR NEEDS, INTERESTS AND TRENDS

Major stakeholders of the Company include Shareholders (Institutional and Minority), Customers, Suppliers, Joint Venture Partners, Regulators, Banks and other Lenders, Media, Employees, Social Sector Organizations, and Communities in MariEnergies Concession areas.

Relationships with different stakeholders are extremely important for the Company as these relationships can impact MariEnergies' operations, revenues and corporate image. MariEnergies maintains cordial relationships with all of its stakeholders.

ENGAGEMENT WITH SHAREHOLDERS

- Relationships with the shareholders are managed in line with the provisions of the

Participation and Shareholders Agreement, applicable corporate laws, rules, regulations, and notifications, notably the Companies Act 2017, the Listed Companies (Code of Corporate Governance) Regulations 2019, the PSX Rulebook, and the Memorandum and Articles of Association of the Company.

- Annual and Quarterly Accounts of the Company are placed on the Company's Website while Annual Audited Accounts are also circulated to the Shareholders through QR code and physical form (upon request).
- Besides their right to appoint directors to oversee affairs of the Company, the Shareholders are invited to all the shareholders meetings (AGMs, EOGMs) and are encouraged to present their viewpoint on important matters.
- There is an Investor Relations Section on the Company's website which contains important Investor specific information as well as an Online Complaint Form for investors.
- The Board has approved an Investor Relations & Grievance Policy which contains the mechanism for handling shareholders' complaints and queries.
- Minority investors can also lodge their complaints and submit their queries directly to the Shares Department using the conventional mail, fax, email or phone.
- Material Information pertaining to the Company's operations is circulated to the Shareholders through the PSX, as and when need arises.

ENGAGEMENT WITH OTHER STAKEHOLDERS

Customers: MariEnergies customers are mostly corporate entities in dedicated sectors of fertilizer, power and gas distribution with long term allocations. MariEnergies interactions with these customers are B2B in nature. The Company maintains constant contact with all of its customers through periodic meetings, official correspondences, and personal visits.

Suppliers/Vendors/Service Providers: MariEnergies segments its suppliers, and employs an appropriate interaction model for each segment to maintain a collaborative working relationship with them. The Company treats its suppliers as strategic business partners for sustainable (reliable, ethical, cost effective) sourcing.

Media: A dedicated team of professionals maintains liaison with print and electronic media for sustained positive coverage of the Company's activities and achievements through new items, interviews, articles in special supplements, and advertisements.

Banks: The Company maintains consistent engagement with banks to secure competitive rates, facilitate financing and make deposits and investments. Furthermore, banks are regularly consulted for matters concerning letters of credit, supplier payments, and operational disbursements, further demonstrating our collaborative and comprehensive approach to financial management.

ENGAGEMENT WITH REGULATORS

- Relationship with the SECP and the PSX are managed as per the applicable corporate laws, rules, regulations, and notifications, notably the Companies Act 2017, the Listed Companies (Code of Corporate Governance) Regulations 2019, the PSX Rulebook, and the

Memorandum and Articles of Association of the Company.

- Annual and Quarterly Accounts of the Company are filed with the Registrar of the Companies and the SECP and are also circulated to the PSX.
- Material Information pertaining to the Company's operations is circulated to the PSX and the SECP as and when need arises.
- The Company also participates in the trainings and awareness sessions arranged by the regulatory bodies, from time to time.

CORPORATE BRIEFING SESSION

The Company carries out periodic briefings for the existing and potential investors and stock market participants to apprise them about the Company's operational and financial performance and the Company's future plans.

During FY 2024-25, Two Corporate Briefing Sessions were arranged at the MariEnergies Head Office, one on October 22, 2024 and another on June 30, 2025. The sessions were attended by a large number of market analysts, members of the brokerage houses, shareholders, and employees in person as well as virtually on MS Teams.

SUMMARY OF ANALYST BRIEFINGS

The briefings mainly covered the history of the company, overview of its operations, financial and operational performance, including major achievements during the period, significant on-going projects, and future plans of the company. The first briefing covered quarter one of the FY 2024-25, while the second briefing covered 9 months of FY 2024-25.

BRIEFING TO THE SHAREHOLDERS

Apart from the corporate briefing sessions, the Managing Director makes a detailed presentation during the Annual General Meeting every year to brief the Shareholders on the Company's performance and its future plans. The presentation is followed by a Q&A session wherein the views of the minority shareholders are solicited, their concerns are addressed and suggestions are noted for suitable action. The briefing and Q&A session are duly recorded.

REACHING OUT TO SHAREHOLDERS FOR DELIVERY OF UNCLAIMED DIVIDENDS/ SHARES

Pursuant to Section 244 of Companies Act 2017, the Company vigorously tries to reach out to its shareholders to deliver unclaimed shares and dividends that have been lying with the Company since inception. In addition to the attempts to contact concerned shareholders in person, written reminders have been dispatched since 2016. As a result, the Company has delivered about 85,832 unclaimed shares, and dividends amounting Rs. 60.7 million after promulgation of the Act.

UNDERSTANDING OF MAJOR SHAREHOLDERS' VIEWS

Major shareholders of the Company are Fauji Foundation, OGDCL and the Government of Pakistan who collectively hold 80% shares in the Company. Out of 11 directors on MariEnergies Board, 8 directors are nominees of/elected by the major shareholders. Hence, these non-executive directors are well aware of



Corporate Briefing Session, MariEnergies HO - Islamabad

the views of the major shareholders about the Company and adequately share those views with other directors and management of the Company during the Board meetings.

BUSINESS ETHICS AND ANTI-CORRUPTION MEASURES

MariEnergies conducts its business in a socially responsible and ethical manner and in compliance with the applicable laws. The Company has prepared a Code of Conduct which, inter alia, covers the matters such as conflict of interest, business integrity, gifts, entertainment and bribery, insider trading and accountability etc. Members of the Board and employees, while joining and during their association with the Company, are required to read, acknowledge, and abide by the Code.

The Board has approved a Whistleblower Policy to encourage employees, who have concerns about suspected serious misconduct or any breach or suspected breach of law or regulation that may adversely impact the Company, to come forward and express such concerns without fear of punishment or unfair treatment.

All complaints against the employees are thoroughly investigated to determine the veracity of such complaints. Inquiry reports are shared with the concerned quarters and where an employee is found guilty, strict disciplinary action is taken, including termination from the Company service.

An independent Internal Audit Department periodically reviews the conduct of the business of each department and points out the areas for improvement, if any.

CONFLICT OF INTEREST

The matter of Conflict of Interest relating to Board members is dealt with in accordance with the provisions of the Companies Act, 2017 and the Articles of Association of the Company. Any person intending to become a Director of the Company has to submit a declaration that he/she is aware of the powers and duties of a Director as envisaged in the Companies Act, 2017 and has read the Articles of Association of the Company.

Further, MariEnergies has a Code of Conduct which covers this area. It is overriding intention of the Company that all business transactions conducted by it are on an arm's length basis. Adequate internal controls have been implemented to ensure that transactions with related parties are appropriately identified in the information system and disclosed in the financial statements.

Transactions and balances with the related parties are reviewed and approved by the Board on the recommendations of the Audit Committee.

Interested directors and executives are required to disclose their interest and withdraw themselves from the discussion or decision on any transaction in which they are interested.

Similarly, MariEnergies directors and executives are required to disclose buying and selling of the Company shares, within the prescribed time-frame.

SHARE PRICE SENSITIVITY ANALYSIS

E&P is a high risk industry. Being an E&P Company, MariEnergies' operational and financial performance and consequently its share price can be impacted by several exogenous factors. Some potential factors influencing the share price are as follows:

Sale Price: The price of gas, condensate and crude oil produced by MariEnergies is linked with international crude oil prices. Hence, the company's financial results and share price are impacted by changes in the international crude oil price. Higher prices have a positive impact on sales revenue and profitability leading to increase in the share price, whereas lower crude prices have a contrary impact. Further, if production from HRL or Goru-B Reservoirs exceeds a certain minimum level, then all production over the benchmark becomes eligible for incentive price, which also impacts sales revenue and profitability.

Exchange Rate: Since international crude oil prices are denominated in US dollar, therefore, the company's financial results and share price are impacted by changes in PKR-USD exchange rate. A higher exchange rate has a positive impact on sales revenue and profitability leading to increase in the share price, whereas lower exchange rate has a contrary impact.

Procurement Costs: A significant portion of MariEnergies' procurement spend comprises foreign-sourced equipment, materials and services, primarily denominated in USD. Hence, a higher exchange rate increases the costs, thus negatively impacting the bottom-line. Further, key local suppliers, who rely on imported raw materials, are also impacted by the currency fluctuations and increase their prices as the exchange rate deteriorates.

Interest Rate: Higher interest rates can increase borrowing costs, potentially hampering investment and growth plans, which could negatively impact the financial performance and share price. However, MariEnergies is shielded from the high interest rates as it is almost entirely financed through equity with insignificant debt financing.

Government Policies and Regulations: The share price is also influenced by shifts in government policies and regulations, including those related to the E&P sector, as well as the broader economy. These policies can pertain to areas like taxation, foreign exchange controls, gas pricing etc. Their effects on the share price can be either favorable or adverse, depending upon whether the policies and regulations align with or diverge from the interests of the company/industry.

Operational Achievements: Share price responds positively to MariEnergies' operational achievements such as oil and gas discoveries, completion of development projects, expansion of exploration acreage, optimization of production and reserves addition. These successes strengthen the company's long term prospects and viability, positively impacting the investors' perception.

Macroeconomic and Political Environment: Country's political situation, and changes in macroeconomic factors such as inflation, interest rates, circular debt, and balance of trade/payments etc. all impact the investors' perception and stock market performance. If things are moving in positive direction, investor perception and stock market performance improves, which can positively influence the share price, and vice versa. Despite the on-going political uncertainty and macroeconomic challenges,

MariEnergies share price has outperformed its listed peers and the stock market.

LAST ANNUAL GENERAL MEETING (AGM)

The 40th AGM of the Company was held on September 24, 2024, at 10:00 a.m., at the Registered Office of the Company situated at 21-Mauve Area, 3rd Road, Sector G-10/4, Islamabad.

AGENDA, DECISIONS AND IMPLEMENTATION

Agenda Item-1: To receive, consider and adopt the Audited Separate and Consolidated Financial Statements of the Company for the year ended June 30, 2024 together with the Directors' and Auditors' reports thereon.

Decision and Implementation: A detailed presentation on the Company's operations during the FY 2023-24 and the future plans was made by the Managing Director. After Q&A session, the Audited Separate and Consolidated Financial Statements, the Directors' and the Auditors' Reports were duly approved and adopted by the members.

Thereafter, the Audited Separate and Consolidated Financial Statements, the Directors' and the Auditors' reports were filed with the Registrar of Companies and circulated to the SECP and the PSX.

Agenda Item-2: To approve, as recommended by the Board of Directors, the payment of final dividend @ Rs. 134/- per share (1,340%) for the financial year ended June 30, 2024. This was in addition to the interim dividends @ Rs. 98/- per share (980%) already paid.

Decision and Implementation: The payment of the final dividend as recommended by the Board was approved by the shareholders. It was

also approved that the dividend on the 5% bonus shares that were sub judice before the Sindh High Court be withheld by the Company till the final decision of the Court in the matter.

Accordingly, dividend was electronically transferred in the designated bank accounts of the eligible shareholders on September 26, 2024. Tax was deducted at the applicable rates and deposited in the Government Treasury.

Agenda Item-3: To appoint auditors for the year 2024-25 and fix their remuneration.

Decision and Implementation: M/s A.F. Ferguson & Co., Chartered Accountants, were appointed as auditors to hold office until the conclusion of the next Annual General Meeting of the Company for the year ending June 30, 2025, at the fee and other terms and conditions agreed by the Board of Directors.

Agenda Item-4: Any Other Business – Nil

Special Business

Agenda Item-5: To consider, and if deemed fit, to pass the resolution, with or without modification, as a Special Resolution, so as to amend the Articles of Association of the Company

Decision and Implementation: Alterations proposed in Articles of Association of the Company, as recommended by the Board of Directors, were approved. Accordingly, the relevant documents were filed with the PSX and SECP within legal timeframe.

Agenda Item-6: To consider and approve the issue of bonus shares in the ratio of eight (08) shares for every one (01) share held (i.e., 800%), as recommended by the Board of Directors, and if thought fit, to pass the resolution as a Special Resolution.

Decision and Implementation:

The shareholders approved the special agenda, and 800% bonus shares were issued to eligible shareholders in accordance with applicable laws. Furthermore, the necessary filings were made with the SECP and PSX, as required by applicable regulations.

FACILITATION TO MINORITY SHAREHOLDERS TO ATTEND AGMs

Both the companies and the shareholders have to play a role to make AGMs effective and meaningful. MariEnergies follows the legal requirements in letter and spirit to encourage participation of the minority shareholders in the AGMs. Going beyond the legal requirements, the Company even delivers Annual Reports through the Company's dispatch riders at the shareholders' request. Personal phone calls are also made to some of the shareholders to inform them about the AGM and invite them to attend in person or through proxy. Dedicated parking and security arrangements are made for the shareholders on the day of the AGM.

CORPORATE BENEFITS TO SHAREHOLDERS

In the financial year under review, the Company maintained its focus on prudent financial management and long-term value creation. The Board has recommended a dividend of Rs. 21.7 per share, demonstrating our commitment to delivering sustainable returns to shareholders. This payout underscores our confidence in the Company's strong performance and positive growth trajectory. Looking ahead, we remain dedicated to creating enduring value and enhancing shareholder wealth through strategic initiatives and disciplined financial practices.

COMPLIANCE WITH THE BEST PRACTICES OF CODE OF CORPORATE GOVERNANCE

The Company ensures full compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019. Every year, the Statement of Compliance prepared by the Board of Directors is reviewed and verified by the statutory auditors of the Company.

The Statement for the year 2024-25 (included in the Annual Report) details the manner in which the Company has applied the requirements of the Regulations. The Statement also confirms that all material principles enshrined in the Regulations were complied with.

GOOD GOVERNANCE PRACTICE BEYOND THE REQUIREMENTS OF THE REGULATIONS

Going beyond the requirements of the Regulations, the Company has adopted/ implemented following good governance practices in the Company:

- Although not mandatory under the Regulations, the Board has constituted a Technical Committee to evaluate the technical aspects of all projects/matters pertaining to the Company's core business, and an Investment Committee to evaluate the feasibilities of the new projects to ensure growth and diversification of the Company's business.
- Going beyond the regulatory requirements, the Board has constituted an ESG Committee to oversee and guide the company's ESG related initiatives
- Apart from the statutory positions, employment of all executives reporting directly to the Managing

Director is approved by the Board on recommendations of the HR&R Committee. This practice ensures transparency in hiring, promotion and separation of senior management.

AWARENESS SESSION ON INSIDER TRADING

Insider trading is a serious offence under the Securities Act 2015 and carries hefty financial penalties and jail time. The Company arranges in-house sessions to create awareness about insider trading and related matters. Management employees from all tiers participate in the sessions wherein they are apprised about the main concepts pertaining to insider trading, laws governing insider trading, responsibilities of the Company with regard to handling material insider information and maintenance of inside information register, penalties for non-compliance, real life case studies, and the contents of the inside information register of MariEnergies. Emails pertaining to the prohibition of the insider trading are also circulated from time to time to reinforce compliance.

WHISTLE BLOWING POLICY

The Board has approved a Whistleblower Policy to encourage employees, who have concerns about suspected serious misconduct or any breach or suspected breach of law or regulation that may adversely impact the Company, to come forward and express such concerns without fear of punishment or unfair treatment. The Policy applies to all regular/contractual Management and Non-Management employees of the Company, vendors, contractors, customers and consultants etc. The Policy also includes other personnel associated in any other manner with the Company. Salients of the policy are as under:

- Audit Committee of the Board shall be responsible for implementation of the Whistle Blowing Policy.

- Chairman of the Audit committee shall directly receive, review and decide whether a detailed investigation is needed on all whistles/complaints. The whistles/ complaints may be launched through dedicated email address (whistle@MariEnergies.com.pk) or through other forms like post, courier etc. directly to the Chairman Audit Committee. The aforementioned email shall only be accessible to the Chairman.
- On the recommendation of the Audit Committee, a whistleblower may be suitably awarded according to the significance of the information he/ she had provided and impact of losses averted as a result. The award may include cash prizes and/or increase in salary and/or promotion (in case of employees).
- The Policy allows anonymous whistles/complaints.

During the year, no complaint was lodged under the Whistleblowing Policy.

DIVIDEND POLICY

The Company aims to optimize shareholders' returns by maintaining adequate dividend payouts that are reflective of its financial performance and future outlook.

INVESTORS' GRIEVANCES POLICY

The Board has approved an Investor Relations & Grievance Policy which contains the mechanism for handling shareholders complaints and queries.

As envisaged in the Policy, the Company has a designated email ID as well as an online Complaint Form at its website for the Shareholders to lodge a complaint or query with the Management. Shareholders can also lodge a complaint or query using telephone, fax or conventional mail. The Policy ensures that grievances notified by the shareholders are handled and resolved efficiently at appropriate level

within shortest possible time span (within 5 working days). The Company maintains record of all such grievances along with actions taken for resolution and prepares summary of unresolved/ unsettled issues on monthly basis.

ANNUAL EVALUATION OF THE PERFORMANCE OF THE BOARD, BOARD'S COMMITTEES AND INDIVIDUAL DIRECTORS ALONG WITH DESCRIPTION OF CRITERIA USED/ BOARD'S PERFORMANCE EVALUATION BY EXTERNAL CONSULTANT

In line with good governance practices, MariEnergies has hired the services of the Institution of Business Administration (IBA) as an external evaluator to independently conduct the performance assessment of the Board, its committees, and Individual Directors for FY 2023-24.

The evaluation is divided into two phases:

- Phase-I (Evaluation of the Board and Board Committees- Face-to-Face interviews).
- Phase-II (Evaluation of the Individual Directors- Online surveys for the evaluation of individual directors).

The evaluation is aimed at independent assessment of the strengths and capabilities of MariEnergies Board, its Committees and Individual Directors. It will identify the areas that may not be functioning as well as they should be, thus causing barriers to effectiveness, and recommend ways of addressing

them in accordance with the best practices. IBA has developed a specialized mechanism for conducting the aforementioned evaluation. The evaluation of the Board and Board Committees will cover 10 specific areas including: board composition, strategic planning, Chairman, board procedures, CEO, board committees, control environment, board and CEO compensation, risk oversight and independent directors.

IBA will submit the above deliverables directly to the Chairperson of the HR&R Committee of the Board, who will present the reports with the HR&R Committee for consideration and for review of the Board.

RELATED PARTY TRANSACTIONS

It is the policy of the company that all transactions with related parties arising in the normal course of business shall be carried out on an unbiased, arm's length basis at normal commercial terms and conditions. Any related party transaction where majority of the directors are interested, shall be referred to the shareholders in a general meeting for ratification/ approval. If a related party transaction takes place other than on an "arm's length" basis, such transaction shall be approved by the Board on the recommendation of the Audit Committee only if there is a sound justification for such transaction and the reasons shall be properly recorded in the minutes. Directors' and Officers' conflict of interest is managed in line with the provisions of Section 205 to 209 of the Companies Act, 2017.

Companies Act 2017 and the Listed Companies (Code of Corporate Governance) Regulations, 2019, the complete details of the transactions and balances with the related parties were placed before the Audit Committee for review at the end of each quarter. After review by the

Committee, the transactions were considered and approved by the Board keeping in view the recommendations made by the Committee. In compliance with the requirements contained in the Fourth Schedule of the Companies Act, 2017, detailed disclosure regarding related party transactions has been presented in Note 43 of the Financial Statements.

Transactions with related parties arising in the ordinary course of business are carried out on an arm's length basis at normal commercial terms and conditions.

INVESTORS' RELATIONS SECTION AND COMPLETE ACCESSIBILITY OF ANNUAL REPORT ON MARIENERGIES WEBSITE

In order to promote investor relations and facilitate access to the Company for grievance/other query registration, an Investors' Relations section (<https://marienergies.com.pk/investors-relation-contact-center/>) is maintained on MariEnergies website. Further, annual report is also completely accessible on the website (<https://marienergies.com.pk/financial-reports/>).

BOARD MEETINGS HELD OUTSIDE PAKISTAN

No Board meeting was held outside Pakistan during the year.

DATE OF AUTHORIZATION OF FINANCIAL STATEMENTS

In order to timely communicate financial results to the stakeholders, Annual Financial Statements of

Corporate Governance

the Company for FY 2024-25 were approved by the Board in its 224th meeting held on August 08, 2025. Necessary disclosures to the PSX and the SECP were made on the same day after the conclusion of the Board meeting.

REPORTS OF THE SHARIAH ADVISORY BOARD

The Company is not required to have a Sharia Advisory Board. However, the Company is included in PSX KMI All Share Index and KMI 30 Index

which track the performance of sharia compliant companies listed on the PSX.

REDRESSAL MECHANISM FOR INVESTOR'S COMPLAINTS

A dedicated "Investor Contact and Complaints" page is being maintained on MariEnergies' website under the Investor Relations Section. Executives of Corporate Affairs Department are available from 8 am to 4 pm during the working days to facilitate the shareholders and address their queries, complaints and issues. Queries, requests and complaints can also be sent in hard copies to

the Corporate Affairs Department. Whatever is the nature of the issue faced by a shareholder, it is promptly addressed directly by the Company or necessary instructions are issued to the Share Registrar to resolve and respond. Normally any issue is resolved within 2-3 working days.

During FY-2024-25, seven (07) complaints were received from various shareholders. All complaints were timely settled by the Shares Section of the Company.

MANAGING DIRECTOR/ CEO INTERVIEW

CEO's presentation regarding MariEnergies' performance, business overview, strategy and outlook is placed at the following link: (<https://marienergies.com.pk/who-we-are/#gallery>)

VALUE ADDED TO THE SHAREHOLDERS' NET WORTH

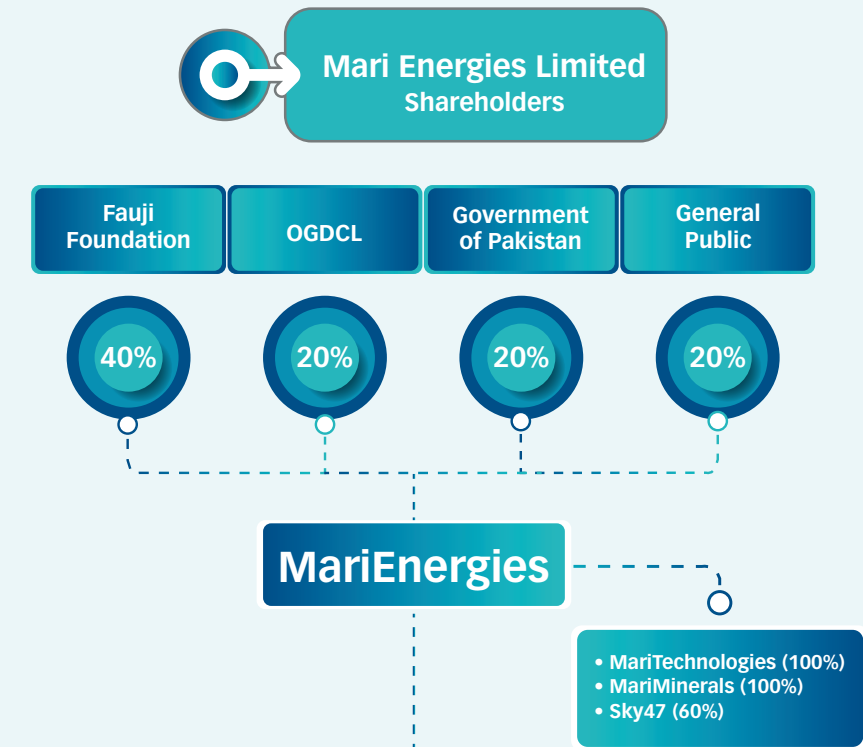
One of the Company's greatest achievement over the years has been to consistently create and deliver long term value to its shareholders. MariEnergies' share price is the highest in listed oil & gas companies (all streams). Since removal of cap on dividend distribution in FY 2020-21, the Company has distributed a whopping Rs. 112* billion as dividend to the shareholders.

Value Added to the Shareholders' Net Worth		
	Sponsor Shareholders	General Public
Total Holding (Shares)	960.3 million	240.3 million
Current Worth of Holding (Rs)**	602.1 billion	150.6 billion
Total Value Addition		
Actual Investment	367.5 million	
Current Worth	752.7 billion	

* Including final dividend of Rs. 21.7/share, which will be distributed after the shareholders' approval in the upcoming AGM. Total dividend approved/recommended by the Board for the FY 2025 is Rs. 26 billion.

** Based on closing share price of Rs. 626.89 on June 30, 2025

Company's Ownership Structure and Relationship with Associated Companies



- Fauji Foundation
- Fauji Fertilizer Company Ltd
- Fauji Cement Company Ltd
- Askari Bank Ltd
- Fauji Fertilizer Bin Qasim Ltd
- OGDCL
- Hub Power Company Limited
- Fauji Foods
- Mari Minerals Pvt LTD
- Fauji Fresh n Freeze Ltd
- FFC Energy Ltd
- Askari Cement Ltd
- Fauji Akbar Portia Marine Terminal Ltd
- Fauji Trans Terminal Ltd
- Fauji Oil Terminal and Distribution Co. Ltd
- Fauji Infraavest Foods Ltd
- Foundation Wind Energy-I & II Ltd
- Foundation Power Company Daharki Ltd
- Fauji KabirWala Power Company Ltd
- FFBL Power Company Ltd
- Foundation Solar Energy (Pvt) Ltd
- Daharki Power Holdings Ltd
- Fauji Meat
- Fauji Electric Power Company
- FFBL Foods Ltd
- Foundation Securities (Pvt) Ltd
- Pakistan Maroc Phosphore SA
- FonGrow (Pvt) Limited
- OLIVE Technical Services Limited
- Pakistan Mineral (Pvt) Ltd
- Askari Securities (Pvt) Ltd
- Foundation Gas
- Fauji Cereals
- Overseas Employment Services
- Foundation University Islamabad
- Pakistan International Oil Limited
- Pakistan Petroleum Exploration & Production Companies Association
- Reko Diq Mining Company Ltd
- Thar Energy Limited
- Mari Technologies Limited
- Sky47 Limited
- Planetive Pakistan

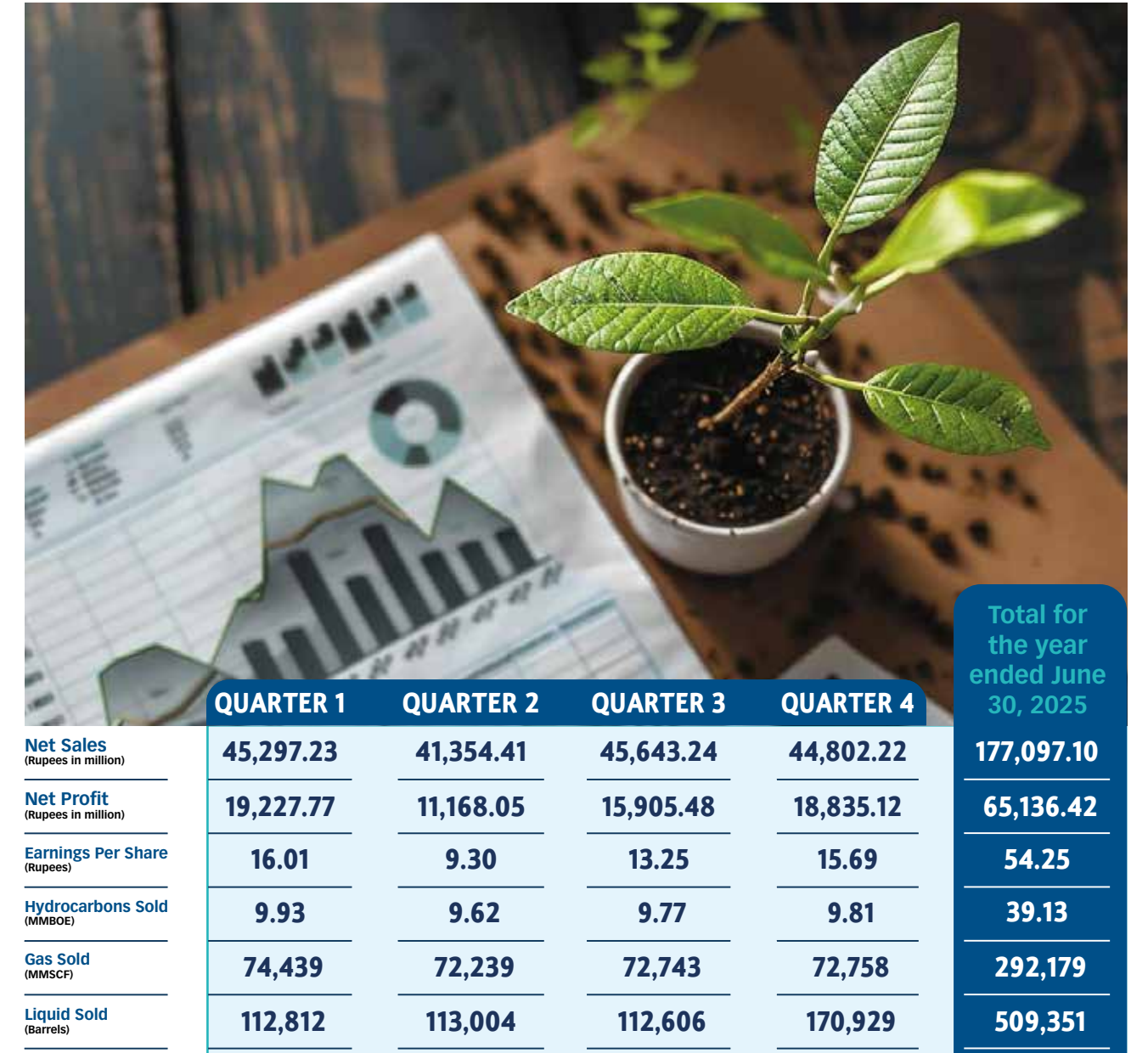
As per Section 2 (4) (ii) (iii) and (iv) of the Companies Act 2017, Directors nominated by Federal Government and Provincial Government, Shares Owned by National Investment Trust and a person Appointed as an Independent Director shall not be taken into account for determining the status of a company, undertaking or person as an associated company, associated undertaking or associated person. Accordingly, PPL, PARCO, GHPL, SSGCL, SNGPL, NIT, etc. have been excluded from the list.

Performance Indicators

		2024-25	2023-24	2022-23	2021-22	2020-21	2019-20
PROFITABILITY RATIOS							
Net profit to net sales	%	36.78	42.51	38.51	34.75	43.06	42.09
EBITDA margin to net sales	%	55.12	63.31	59.85	56.34	67.76	63.87
Operating leverage	Times	8.23	1.31	1.16	0.58	7.81	0.50
Return on equity / shareholders' funds	%	26.23	39.30	37.51	26.84	30.14	38.68
Return on capital employed	%	26.20	39.21	37.36	26.76	30.14	38.68
Equity/Shareholders' funds	Rs in billion	271.65	224.91	168.43	130.86	115.53	93.15
LIQUIDITY RATIOS							
Current ratio	Times	2.81	2.79	1.98	2.26	3.61	3.71
Quick / acid test ratio	Times	2.59	2.60	1.77	2.13	3.36	3.15
Cash to current liabilities	Times	1.13	1.19	0.65	1.09	2.05	2.22
Cash flow from operations to net sales	Times	0.44	0.55	0.39	0.52	0.41	0.44
Cash flow from operations to capital expenditures	Times	1.62	2.06	1.33	1.25	1.14	2.50
Cash flow coverage ratio	Times	119.11	135.25	70.83	68.22	-	-
ACTIVITY / TURNOVER RATIOS							
Debtor turnover	Times	2.39	2.87	3.47	3.61	3.22	3.65
No. of days in receivables	Days	153	128	105	101	113	100
Total assets turnover	Times	0.46	0.60	0.66	0.57	0.53	0.66
Fixed assets turnover	Times	1.00	1.30	1.35	1.24	1.44	1.91
INVESTMENT / MARKET RATIOS							
Earnings per share (EPS) (Restated) - Basic and diluted	Rupees	54.25	64.37	46.75	27.54	26.19	25.25
Price earnings	Times	11.56	4.68	3.60	7.02	6.47	5.44
Price to book ratio	Times	2.77	1.61	1.20	1.77	1.76	1.77
Dividend yield	%	7.20*	15.32	8.45	8.13	11.40	0.60
Dividend payout	%	40.00*	40.04	34.94	50.03	59.82	2.68
Dividend cover	Times	2.50*	2.50	2.86	2.00	1.67	37.25
Dividend per share**	Rupees	21.70*	232.00	147.00	124.00	141.00	6.10
Stock dividend per share	%	-	800	-	-	-	-
Total shareholders' return / Return on investment	%	115.21	94.39	(4.49)	23.11	28.77	23.13
Market value per share							
Year end**	Rupees	626.89	2,712.34	1,514.64	1,739.74	1,524.39	1,236.65
Highest during the year	Rupees	3,669.06	2,838.10	1,770.29	1,800.13	1,692.16	1,454.50
Lowest during the year**	Rupees	403.93	1,524.38	1,389.70	1,480.55	1,222.65	829.95
Breakup value per share / Net assets per share (Restated)	Rupees	226.26	187.33	140.28	108.99	96.23	77.58
Market capitalization - Year end price	Rupees in billion	752.66	361.83	202.06	232.09	203.36	164.97
Free cash flow	Rupees in billion	20.14	54.79	19.45	10.03	7.27	23.79
Economic value added	Rupees in billion	28.16	49.49	36.58	12.66	16.64	19.66
CAPITAL STRUCTURE RATIOS							
Debt to equity (as per book value)	%	0.24 : 99.76	0.33 : 99.67	0.47 : 99.53	0.57 : 99.43	00 : 100	00 : 100
Debt to equity (as per market value)	%	0.09 : 99.91	0.20 : 99.80	0.39 : 99.61	0.32 : 99.68	00 : 100	00 : 100
Financial leverage	%	0.24	0.33	0.47	0.57	-	-
Interest cover	Times	1,396.57	1,571.32	1,248.61	1,193.96	-	-
Weighted average cost of debt	%	2.75	2.75	2.75	2.75	-	-
EMPLOYEE PRODUCTIVITY AND OTHER RATIOS							
Production per employee	MBOE	22.75	23.77	22.76	26.10	28.25	27.39
Net sales per employee	Rs in million	102.96	110.80	91.28	67.28	57.49	59.04
Employee turnover ratio	%	6.90	8.50	6.40	5.60	7.95	5.66
Maintenance & repairs expense as %age of operating & administrative expenses	%	5.40	5.92	7.05	7.00	7.16	5.58
Stores and spares as %age of fixed assets	%	6.48	5.46	5.70	3.69	4.67	7.52

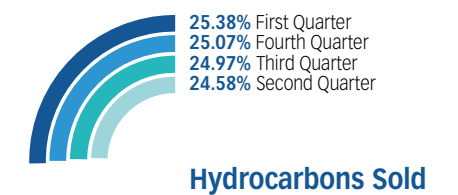
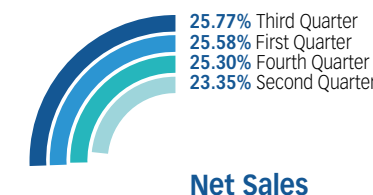
Note: 1. Breakup value with revaluation reserves does not apply as MariEnergies has no revaluation reserves. Furthermore, carrying value of investment in related parties - associate and wholly owned subsidiaries approximates its fair value.
 2. Customer satisfaction index is not applicable as the oil and gas industry in Pakistan is highly regulated and customers are nominated by the Government.
 3. Due to the nature of operations of the Company, the percentage of plant availability for the products of the Company and number of days in inventory, number of days in payables and operating cycle are not relevant.
 4. Previous years' figures have been restated, wherever necessary for the purpose of comparison.
 * This represents / includes final dividend of Rs. 21.7 per share for the year ended June 30, 2025 proposed by the Board of Directors for approval of members in the Annual General Meeting.
 ** FY2024-25 includes the impact of bonus shares issued during the year.

Quarterly Analysis



Analysis:

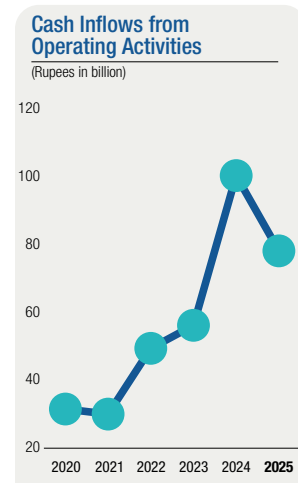
The distribution of revenue and volume of hydrocarbons sold across the quarters was balanced, with a slight dip observed in the second quarter, which is not due to any limitation on the part of the Company, but mainly as a result of exogenous factors like emergency shutdowns, turnarounds of fertilizer plants and forced curtailment by gas distribution companies.



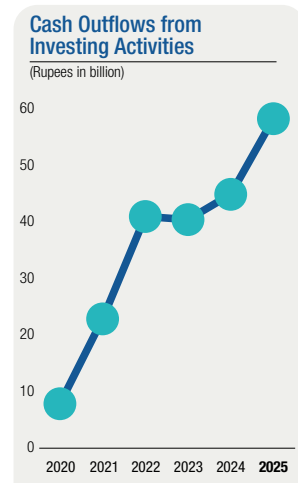
Summary of Cash Flows



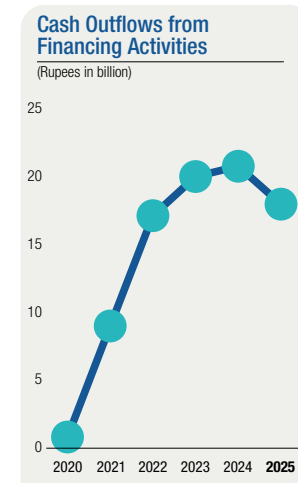
	2024-25	2023-24	2022-23	2021-22	2020-21	2019-20
(Rupees in million)						
Cash flows from operating activities	78,198.07	100,442.62	56,195.34	49,400.04	29,973.02	31,465.74
Cash flows from investing activities	(58,355.45)	(44,936.57)	(40,457.87)	(41,012.15)	(22,864.80)	(7,818.32)
Cash flows from financing activities	(18,099.53)	(20,802.15)	(20,039.44)	(17,145.99)	(9,001.47)	(796.14)
Increase / (decrease) in cash and cash equivalents	1,743.09	34,703.90	(4,301.97)	(8,758.10)	(1,893.25)	22,851.28
Cash and cash equivalents at beginning of the year	74,886.29	40,900.69	41,491.13	48,605.38	50,334.40	27,335.82
Effect of exchange rate changes	296.30	(718.30)	3,711.53	1,643.84	164.23	147.31
Cash and cash equivalents at end of the year	76,925.67	74,886.29	40,900.69	41,491.13	48,605.38	50,334.40



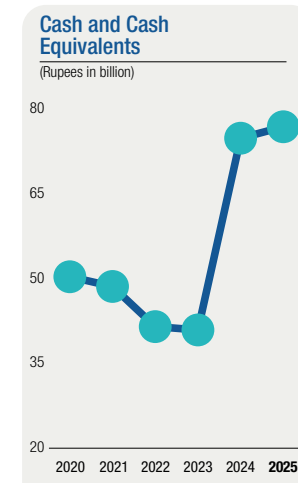
Net cash inflows from operating activities represent cash receipts from customers netted off with cash paid to the Government for levies / taxes, suppliers, employees and others. The growth over the years is consistent with the activities of the Company.



Investing activities mainly comprise of exploration and development activities, capital expenditures and investments. Cash outflows have increased over the years largely due to accelerated exploration & development activities and diversification initiatives of the Company.

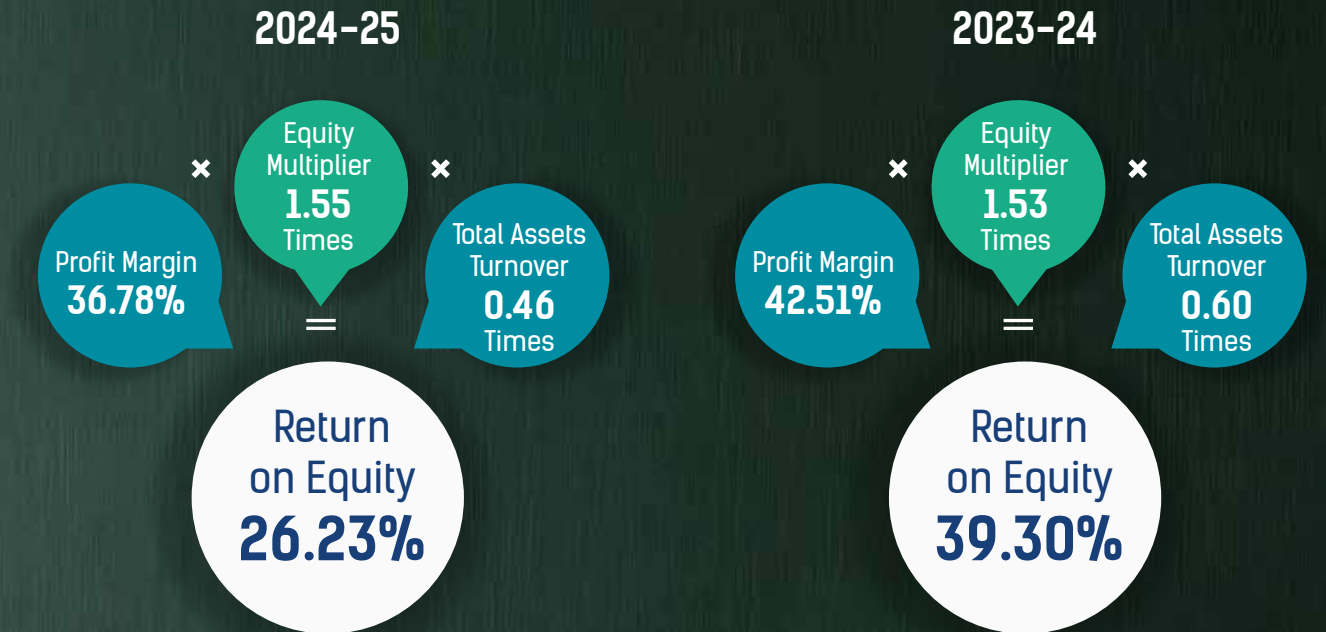


In recent years, cash outflows from financing activities increased mainly as a result of increased dividend distributions.



Cash and cash equivalents increased by 53% from Rs 50.33 billion in 2019-20 to Rs 76.93 billion in 2024-25.

Return on Equity DuPont Analysis



Analysis

The primary reason for the decline in return on equity from 39.30% to 26.23% is the decrease in profit margin and total assets turnover. Further, the return could have been improved had there been no circular debt issue prevailing in oil and gas sector.



Horizontal Analysis

Statement of Financial Position

	2025 Rs in 000'	25 vs 24 %age	2024 Rs in 000'	24 vs 23 %age	2023 Rs in 000'	23 vs 22 %age	2022 Rs in 000'	22 vs 21 %age	2021 Rs in 000'	21 vs 20 %age	2020 Rs in 000'	20 vs 19 %age
EQUITY AND LIABILITIES												
Share capital and reserves												
Share capital	12,006,225	800.00	1,334,025	-	1,334,025	-	1,334,025	-	1,334,025	-	1,334,025	10.00
Undistributed percentage return reserve	-	-	-	-	-	-	-	-	-	(100.00)	477,899	(20.67)
Other reserves	6,284,245	(63.45)	17,192,508	(0.17)	17,222,067	9.61	15,711,988	3.44	15,190,001	7.05	14,190,001	7.58
Unappropriated profit	253,363,585	22.76	206,381,187	37.71	149,870,248	31.68	113,812,754	14.95	99,009,539	28.34	77,147,181	58.73
Total equity	271,654,055	20.78	224,907,720	33.53	168,426,340	28.71	130,858,767	13.26	115,533,565	24.03	93,149,106	46.45
Non current liabilities												
Long term financing	508,959	(14.23)	593,369	(11.75)	672,381	(7.15)	724,126	100.00	-	-	-	-
Lease liability	6,168,130	100.00	-	-	-	-	-	-	-	-	-	-
Deferred liabilities	32,904,038	19.89	27,445,015	20.04	22,862,894	47.08	15,544,293	39.14	11,171,723	8.02	10,342,139	2.83
Deferred tax liability	43,125,909	40.57	30,679,757	100.00	-	-	-	-	-	-	-	-
	82,707,036	40.85	58,718,141	149.49	23,535,275	44.67	16,268,419	45.62	11,171,723	8.02	10,342,139	2.83
Current liabilities												
Trade and other payables	50,407,289	0.99	49,914,065	48.97	33,506,735	43.81	23,299,450	35.02	17,256,803	21.43	14,211,612	10.95
Unclaimed dividend	696,411	22.03	570,696	36.78	417,235	56.86	265,992	123.76	118,875	170.01	44,026	35.20
Unpaid dividend	-	-	-	-	-	-	-	-	-	-	-	(100.00)
Current portion of long term financing	147,570	(1.15)	149,293	23.38	121,007	332.46	27,981	100.00	-	-	-	-
Current portion of lease liability	3,103,249	100.00	-	-	-	-	-	-	-	-	-	-
Provision for income tax	13,554,173	10.09	12,312,328	(56.94)	28,590,205	98.28	14,419,416	128.69	6,305,167	(24.92)	8,397,850	40.31
	67,908,692	7.88	62,946,382	0.50	62,635,182	64.77	38,012,839	60.52	23,680,845	4.54	22,653,488	20.27
Total liabilities	150,615,728	23.80	121,664,523	41.19	86,170,457	58.75	54,281,258	55.75	34,852,568	5.63	32,995,627	14.20
Total equity and liabilities	422,269,783	21.84	346,572,243	36.13	254,596,797	37.52	185,140,025	23.11	150,386,133	19.22	126,144,733	36.37
ASSETS												
Non current assets												
Property, plant and equipment	111,738,172	14.77	97,355,350	19.11	81,736,169	35.23	60,441,427	60.44	37,672,536	69.64	22,207,552	37.29
Development and production assets	61,803,417	75.99	35,118,195	40.52	24,992,278	40.93	17,733,482	8.94	16,278,235	38.35	11,766,348	(7.76)
Exploration and evaluation assets	22,159,867	(13.21)	25,532,040	59.99	15,958,410	9.76	14,538,766	96.84	7,386,197	24.86	5,915,531	(9.74)
Right-of-use asset receivable from joint operating partners	2,775,659	100.00	-	-	-	-	-	-	-	-	-	-
Long term investments	32,566,614	160.51	12,501,087	118.37	5,724,782	79.73	3,185,145	174.34	1,161,018	100.00	-	-
Long term loans and advances	66,806	36.43	48,967	(0.23)	49,080	11.62	43,969	29.12	34,053	2.68	33,165	(16.58)
Long term deposits and prepayments	135,753	(24.47)	179,741	81.55	99,003	(20.64)	124,756	(31.56)	182,274	(48.51)	353,999	53.25
Deferred tax asset	-	-	-	(100.00)	2,241,814	(26.68)	3,057,644	38.40	2,209,320	16.98	1,888,594	190.04
	231,246,288	35.44	170,735,380	30.53	130,801,536	31.96	99,125,189	52.68	64,923,633	53.97	42,165,189	15.82
Current assets												
Stores and spares	12,681,811	47.11	8,620,579	23.33	6,989,735	104.13	3,424,159	19.44	2,866,855	(4.44)	2,999,993	27.69
Trade debts	86,581,711	6.79	81,073,374	31.45	61,676,104	90.60	32,359,298	15.38	28,046,706	20.02	23,369,070	9.32
Short term loans and advances	6,470,316	(32.10)	9,529,056	(3.54)	9,879,116	26.78	7,792,601	42.44	5,470,861	(22.46)	7,055,770	48.47
Short term prepayments	249,638	(56.60)	575,233	143.84	235,905	73.88	135,672	(6.38)	144,920	7.42	134,910	45.19
Other receivables	6,449,787	758.71	751,104	(71.65)	2,649,332	291.76	676,270	261.04	187,311	282.83	48,928	(37.86)
Current portion of right-of-use asset receivable from joint operating partners	1,396,462	100.00	-	-	-	-	-	-	-	-	-	-
Short term investments	38,226,461	68.58	22,676,219	146.56	9,197,048	84.12	4,995,065	(87.75)	40,782,256	21.25	33,634,126	62.48
Current portion of long term investments	-	-	-	(100.00)	1,041,068	2,435.00	41,068	3.00	39,831	100.00	-	-
Interest accrued	268,098	(33.18)	401,229	(5.22)	423,315	1,318.00	29,853	(70.34)	100,635	175.95	36,469	(65.51)
Cash and bank balances	38,699,211	(25.88)	52,210,069	64.68	31,703,638	(13.13)	36,496,060	366.52	7,823,125	(53.16)	16,700,278	151.67
	191,023,495	8.64	175,836,863	42.04	123,795,261	44.03	85,950,046	0.57	85,462,500	1.77	83,979,544	49.72
Assets classified as held for sale	-	-	-	-	-	(100.00)	64,790	100.00	-	-	-	-
Total assets	422,269,783	21.84	346,572,243	36.13	254,596,797	37.52	185,140,025	23.11	150,386,133	19.22	126,144,733	36.37

Horizontal Analysis

Statement of Profit or Loss

	2025 Rs in 000'	25 vs 24 %age	2024 Rs in 000'	24 vs 23 %age	2023 Rs in 000'	23 vs 22 %age	2022 Rs in 000'	22 vs 21 %age	2021 Rs in 000'	21 vs 20 %age	2020 Rs in 000'	20 vs 19 %age
Net sales	177,097,104	(2.60)	181,828,621	24.74	145,769,907	53.23	95,134,477	30.29	73,018,271	1.38	72,026,368	21.14
Royalty and additional wellhead charge	(35,611,066)	61.15	(22,097,614)	25.92	(17,548,455)	46.24	(11,999,913)	28.82	(9,315,126)	5.79	(8,805,560)	16.25
Operating and administrative expenses	(40,863,040)	13.81	(35,903,779)	32.43	(27,111,724)	55.79	(17,402,533)	15.71	(15,039,680)	12.96	(13,313,631)	13.58
Exploration and prospecting expenditure	(14,861,832)	14.99	(12,924,077)	(19.31)	(16,016,913)	46.52	(10,931,573)	140.59	(4,543,689)	(55.70)	(10,257,639)	138.11
Finance cost	(3,478,115)	21.43	(2,864,233)	61.38	(1,774,826)	81.14	(979,809)	(25.23)	(1,310,476)	130.74	(567,952)	(26.02)
Other charges	(5,359,455)	(20.50)	(6,741,704)	16.37	(5,793,579)	59.93	(3,622,588)	17.52	(3,082,462)	14.24	(2,698,227)	10.77
	(100,173,508)	24.39	(80,531,407)	18.00	(68,245,497)	51.87	(44,936,416)	34.98	(33,291,433)	(6.60)	(35,643,009)	32.96
	76,923,596	(24.06)	101,297,214	30.66	77,524,410	54.44	50,198,061	26.36	39,726,838	9.19	36,383,359	11.44
Other income / (expenses)	1,045,636	642.92	140,747	138.81	(362,655)	(851.85)	48,235	(84.54)	311,971	(8.24)	340,001	4.27
Finance income	9,913,094	7.64	9,209,169	1.47	9,075,445	102.44	4,483,085	13.77	3,940,536	(13.51)	4,556,085	162.86
Share of profit / (loss) in associate	291,214	(202.46)	(284,225)	(27.13)	(390,022)	(85.07)	(2,613,070)	5,346.00	(47,982)	100.00	-	-
Profit before taxation	88,173,540	(20.11)	110,362,905	28.56	85,847,178	64.72	52,116,311	18.63	43,931,363	6.42	41,279,445	18.93
Provision for taxation	(23,037,124)	(30.35)	(33,074,794)	11.29	(29,718,467)	55.98	(19,053,300)	52.59	(12,486,454)	13.86	(10,966,572)	5.64
Profit for the year	65,136,416	(15.72)	77,288,111	37.70	56,128,711	69.76	33,063,011	5.15	31,444,909	3.73	30,312,873	24.61



Vertical Analysis

Statement of Financial Position

	2025 Rs in 000'	% age	2024 Rs in 000'	% age	2023 Rs in 000'	% age	2022 Rs in 000'	% age	2021 Rs in 000'	% age	2020 Rs in 000'	% age
EQUITY AND LIABILITIES												
Share capital and reserves												
Share capital	12,006,225	2.84	1,334,025	0.38	1,334,025	0.52	1,334,025	0.72	1,334,025	0.89	1,334,025	1.06
Undistributed percentage return reserve	-	-	-	-	-	-	-	-	-	-	477,899	0.38
Other reserves	6,284,245	1.49	17,192,508	4.96	17,222,067	6.76	15,711,988	8.49	15,190,001	10.10	14,190,001	11.25
Unappropriated profit	253,363,585	60.00	206,381,187	59.55	149,870,248	58.87	113,812,754	61.47	99,009,539	65.84	77,147,181	61.16
Total equity	271,654,055	64.33	224,907,720	64.89	168,426,340	66.15	130,858,767	70.68	115,533,565	76.82	93,149,106	73.84
Non current liabilities												
Long term financing	508,959	0.12	593,369	0.17	672,381	0.26	724,126	0.39	-	-	-	-
Lease liability	6,168,130	1.46	-	-	-	-	-	-	-	-	-	-
Deferred liabilities	32,904,038	7.79	27,445,015	7.92	22,862,894	8.98	15,544,293	8.40	11,171,723	7.43	10,342,139	8.20
Deferred tax liability	43,125,909	10.21	30,679,757	8.85	-	-	-	-	-	-	-	-
	82,707,036	19.59	58,718,141	16.94	23,535,275	9.24	16,268,419	8.79	11,171,723	7.43	10,342,139	8.20
Current liabilities												
Trade and other payables	50,407,289	11.94	49,914,065	14.40	33,506,735	13.16	23,299,450	12.58	17,256,803	11.47	14,211,612	11.27
Unclaimed dividend	696,411	0.16	570,696	0.16	417,235	0.16	265,992	0.14	118,875	0.08	44,026	0.03
Current portion of long term financing	147,570	0.03	149,293	0.04	121,007	0.05	27,981	0.02	-	-	-	-
Current portion of lease liability	3,103,249	0.73	-	-	-	-	-	-	-	-	-	-
Provision for income tax	13,554,173	3.21	12,312,328	3.55	28,590,205	11.23	14,419,416	7.79	6,305,167	4.19	8,397,850	6.66
	67,908,692	16.08	62,946,382	18.16	62,635,182	24.60	38,012,839	20.53	23,680,845	15.75	22,653,488	17.96
Total liabilities	150,615,728	35.67	121,664,523	35.11	86,170,457	33.85	54,281,258	29.32	34,852,568	23.18	32,995,627	26.16
Total equity and liabilities	422,269,783	100.00	346,572,243	100.00	254,596,797	100.00	185,140,025	100.00	150,386,133	100.00	126,144,733	100.00
ASSETS												
Non current assets												
Property, plant and equipment	111,738,172	26.46	97,355,350	28.09	81,736,169	32.10	60,441,427	32.65	37,672,536	25.05	22,207,552	17.60
Development and production assets	61,803,417	14.64	35,118,195	10.13	24,992,278	9.82	17,733,482	9.58	16,278,235	10.82	11,766,348	9.33
Exploration and evaluation assets	22,159,867	5.25	25,532,040	7.37	15,958,410	6.27	14,538,766	7.85	7,386,197	4.91	5,915,531	4.69
Long term investments	32,566,614	7.71	12,501,087	3.61	5,724,782	2.25	3,185,145	1.72	1,161,018	0.77	-	-
Right-of-use asset receivable from joint operating partners	2,775,659	0.66	-	-	-	-	-	-	-	-	-	-
Long term loans and advances	66,806	0.02	48,967	0.01	49,080	0.02	43,969	0.02	34,053	0.02	33,165	0.03
Long term deposits and prepayments	135,753	0.03	179,741	0.05	99,003	0.04	124,756	0.07	182,274	0.12	353,999	0.28
Deferred tax asset	-	-	-	-	2,241,814	0.88	3,057,644	1.65	2,209,320	1.47	1,888,594	1.50
	231,246,288	54.76	170,735,380	49.26	130,801,536	51.38	99,125,189	53.54	64,923,633	43.17	42,165,189	33.43
Current assets												
Stores and spares	12,681,811	3.00	8,620,579	2.49	6,989,735	2.75	3,424,159	1.85	2,866,855	1.91	2,999,993	2.38
Trade debts	86,581,711	20.50	81,073,374	23.39	61,676,104	24.23	32,359,298	17.48	28,046,706	18.65	23,369,070	18.53
Short term loans and advances	6,470,316	1.53	9,529,056	2.75	9,879,116	3.88	7,792,601	4.21	5,470,861	3.64	7,055,770	5.59
Short term prepayments	249,638	0.06	575,233	0.17	235,905	0.09	135,672	0.07	144,920	0.10	134,910	0.11
Other receivables	6,449,787	1.53	751,104	0.22	2,649,332	1.04	676,270	0.37	187,311	0.12	48,928	0.04
Current portion of right-of-use asset receivable from joint operating partners	1,396,462	0.33	-	-	-	-	-	-	-	-	-	-
Short term investments	38,226,461	9.05	22,676,219	6.54	9,197,048	3.61	4,995,065	2.70	40,782,256	27.12	33,634,126	26.66
Current portion of long term investments	-	-	-	-	1,041,068	0.41	41,068	0.02	39,831	0.02	-	-
Interest accrued	268,098	0.06	401,229	0.12	423,315	0.17	29,853	0.02	100,635	0.07	36,469	0.03
Cash and bank balances	38,699,211	9.16	52,210,069	15.06	31,703,638	12.45	36,496,060	19.71	7,823,125	5.20	16,700,278	13.24
	191,023,495	45.24	175,836,863	50.74	123,795,261	48.62	85,950,046	46.43	85,462,500	56.83	83,979,544	66.57
Assets classified as held for sale	-	-	-	-	-	-	64,790	0.03	-	-	-	-
Total assets	422,269,783	100.00	346,572,243	100.00	254,596,797	100.00	185,140,025	100.00	150,386,133	100.00	126,144,733	100.00

Vertical Analysis

Statement of Profit or Loss

	2025 Rs in 000'	% age	2024 Rs in 000'	% age	2023 Rs in 000'	% age	2022 Rs in 000'	% age	2021 Rs in 000'	% age	2020 Rs in 000'	% age
Net sales	177,097,104	100.00	181,828,621	100.00	145,769,907	100.00	95,134,477	100.00	73,018,271	100.00	72,026,368	100.00
Royalty and additional wellhead charge	(35,611,066)	(20.11)	(22,097,614)	(12.15)	(17,548,455)	(12.04)	(11,999,913)	(12.61)	(9,315,126)	(12.76)	(8,805,560)	(12.23)
Operating and administrative expenses	(40,863,040)	(23.07)	(35,903,779)	(19.75)	(27,111,724)	(18.60)	(17,402,533)	(18.29)	(15,039,680)	(20.60)	(13,313,631)	(18.48)
Exploration and prospecting expenditure	(14,861,832)	(8.39)	(12,924,077)	(7.11)	(16,016,913)	(10.99)	(10,931,573)	(11.49)	(4,543,689)	(6.22)	(10,257,639)	(14.24)
Finance cost	(3,478,115)	(1.96)	(2,864,233)	(1.58)	(1,774,826)	(1.22)	(979,809)	(1.03)	(1,310,476)	(1.79)	(567,952)	(0.79)
Other charges	(5,359,455)	(3.03)	(6,741,704)	(3.71)	(5,793,579)	(3.97)	(3,622,588)	(3.81)	(3,082,462)	(4.22)	(2,698,227)	(3.75)
	(100,173,508)	(56.56)	(80,531,407)	(44.29)	(68,245,497)	(46.82)	(44,936,416)	(47.23)	(33,291,433)	(45.59)	(35,643,009)	(49.49)
	76,923,596	43.44	101,297,214	55.71	77,524,410	53.18	50,198,061	52.77	39,726,838	54.41	36,383,359	50.51
Other income / (expenses)	1,045,636	0.59	140,747	0.08	(362,655)	(0.25)	48,235	0.05	311,971	0.43	340,001	0.47
Finance income	9,913,094	5.60	9,209,169	5.06	9,075,445	6.23	4,483,085	4.71	3,940,536	5.40	4,556,085	6.33
Share of profit / (loss) in associate	291,214	0.16	(284,225)	(0.16)	(390,022)	(0.27)	(2,613,070)	(2.75)	(47,982)	(0.07)	-	-
Profit before taxation	88,173,540	49.79	110,362,905	60.70	85,847,178	58.89	52,116,311	54.78	43,931,363	60.16	41,279,445	57.31
Provision for taxation	(23,037,124)	(13.01)	(33,074,794)	(18.19)	(29,718,467)	(20.39)	(19,053,300)	(20.03)	(12,486,454)	(17.10)	(10,966,572)	(15.23)
Profit for the year	65,136,416	36.78	77,288,111	42.51	56,128,711	38.51	33,063,011	34.75	31,444,909	43.06	30,312,873	42.09



Financial Capital



FINANCING ARRANGEMENTS

The reliance on external financing is secondary to the Company's principal source of finance, which is internally generated cash. Given the Company's strong financial position and operational cash flows, management believes it will have no difficulty in securing debt financing in the future, if necessary.

REPAYMENT OF DEBTS

The Company possesses a strong debt-raising and repayment capability. There were no defaults in the repayment of any debt during the year. Further, in 2024-25, PACRA assigned AAA (Long Term) and A1+ (Short Term) ratings, reaffirming the Company's strong operational and financial standing.

LIQUIDITY AND CASH FLOW MANAGEMENT STRATEGY

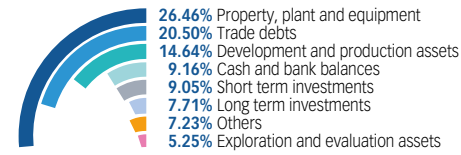
Analysis of Liquidity and Cash Flows:

Due to the strong financial position of the Company, there are no current or anticipated liquidity issues. Internally generated cash,

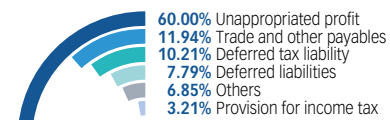
mainly through hydrocarbon sales and income from deposits, effectively meets the liquidity needs of the Company. Minimum dependence is placed on external sources, thus ensuring lower borrowing costs. During the year, an amount of Rs 78,198 million was generated from the operating activities of the Company, which was primarily used to undertake exploration and development activities, diversification initiatives, capital expenditures and dividend payments.

Strategy to Overcome Liquidity Problems:

To effectively manage its liquidity, the Company consistently examines its cash inflows and outflows along with future cash projections prior to making any decisions. The regular monitoring provides clear insight into future liquidity needs and, if necessary, bridge the gaps by taking strategic and operational decisions.



Assets
2024-25



Equities and Liabilities
2024-25

MANAGEMENT'S RESPONSIBILITY TOWARDS THE FINANCIAL STATEMENTS

It is the management's responsibility to adopt sound accounting policies, establish and maintain a system of internal controls and prepare and present the financial statements in conformity with the approved accounting standards as applicable in Pakistan and the requirements of the Companies Act, 2017.

Statement of Compliance of IFRS issued by IASB as applicable in Pakistan:

Financial statements have been prepared in accordance with the accounting and reporting standards as applicable in Pakistan. The accounting and reporting standards as applicable in Pakistan comprise of International Financial Reporting Standards (IFRS), issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017 and provisions of and directives issued under the Companies Act, 2017. Where the provisions of and directives issued under the Companies Act, 2017 differ from IFRS, the provisions of and directives issued under the Companies Act, 2017 have been followed.

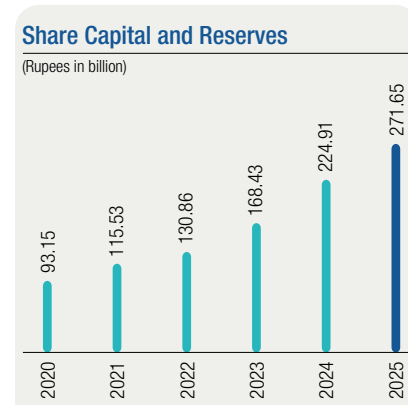


Six Years' Analysis

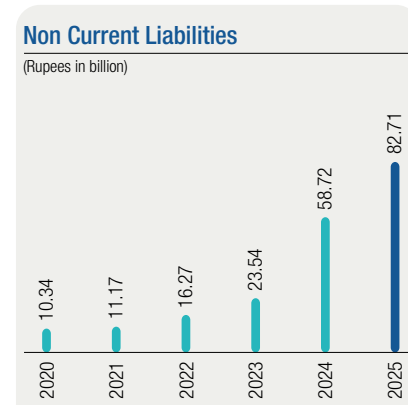
Horizontal Analysis, Vertical Analysis and Performance Indicators

HORIZONTAL ANALYSIS

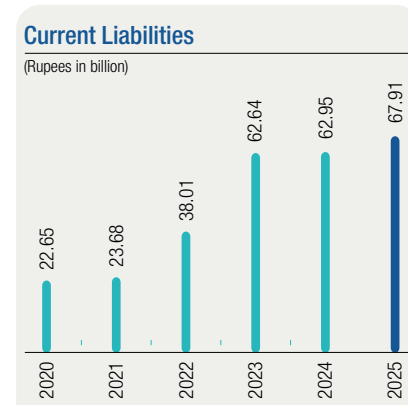
STATEMENT OF FINANCIAL POSITION



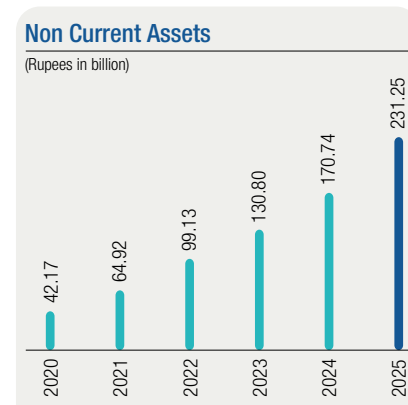
Share Capital and Reserves
Unappropriated profit increased in 2024-25 by 22.76% in comparison to 2023-24, primarily on account of profit retention. Resultantly, shareholders' equity rose to Rs 271.65 billion at the close of 2024-25, registering an increase of 20.78% in comparison to 2023-24.



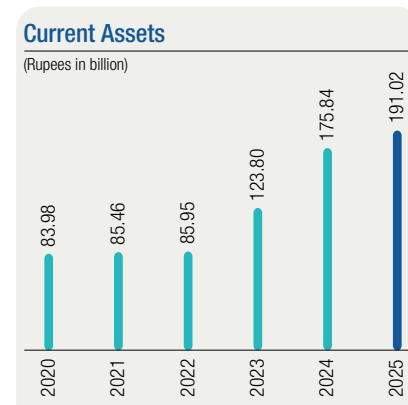
Non Current Liabilities
Non current liabilities increased in 2024-25 by 40.85% in comparison to 2023-24, mainly due to increase in deferred tax liability, increase in provision for decommissioning costs and addition of lease liability.



Current Liabilities
Current liabilities increased in 2024-25 by 7.88% in comparison to 2023-24, mainly due to addition of lease liability and provision for income tax.



Non Current Assets
Non-current assets of the Company mainly include 'property, plant & equipment', 'development and production assets', 'exploration and evaluation assets' and 'long term investments'. These assets have increased from Rs 39.89 billion in 2019-20 to Rs 228.27 billion at the close of 2024-25, mainly reflecting the enhancement of the asset base and investment initiatives of the Company.

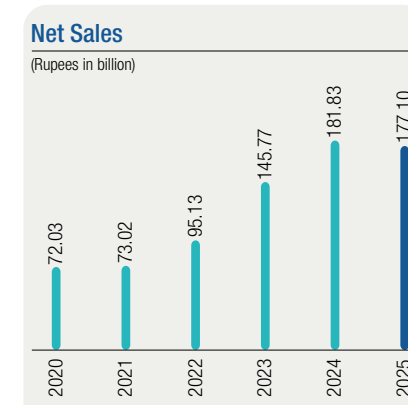


Current Assets
Current assets mainly comprise 'trade debts', 'short term investments' and 'cash and bank balances'. Trade debts increased from Rs 23.37 billion in 2019-20 to Rs 86.58 billion at the close of 2024-25, primarily on account of the circular debt issue. In 2024-25, the Company's 'short-term investments' and 'cash and bank balances' accumulated to Rs 76.93 billion, registering an increase of 52.83% compared to 2019-20, due to the retention of cash in the business.

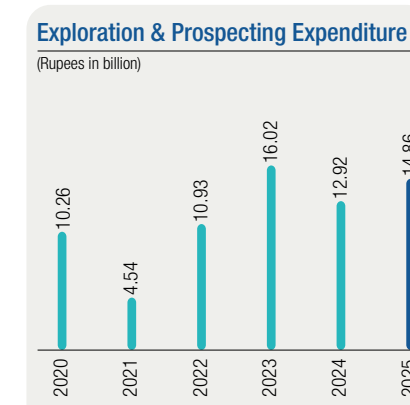


HORIZONTAL ANALYSIS

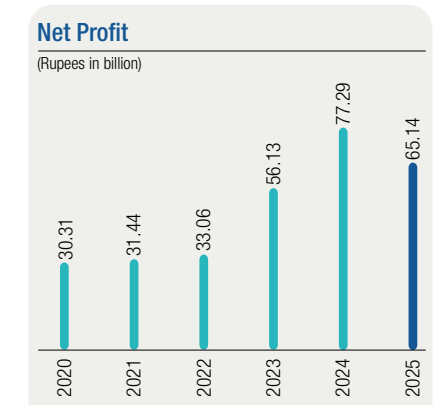
STATEMENT OF PROFIT OR LOSS



Net sales increased by 146% from Rs 72.03 billion in 2019-20 to Rs 177.10 billion in 2024-25, primarily due to the better prevailing selling prices and enhancement of production over the years.



Exploration and prospecting expenditure has increased significantly in recent years, reflecting the Company's aggressive exploration efforts in terms of seismic acquisition and drilling of exploratory wells to strengthen the Company's resource base, improve reserves replacement, and support long-term growth.



The Company's net profit increased by 115% from Rs 30.31 billion in 2019-20 to Rs 65.14 billion in 2024-25 primarily due to the enhancement of production and better applicable hydrocarbon prices.

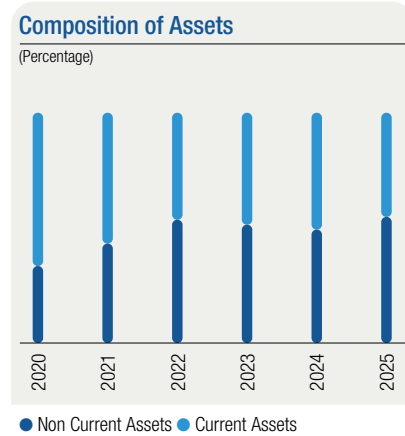
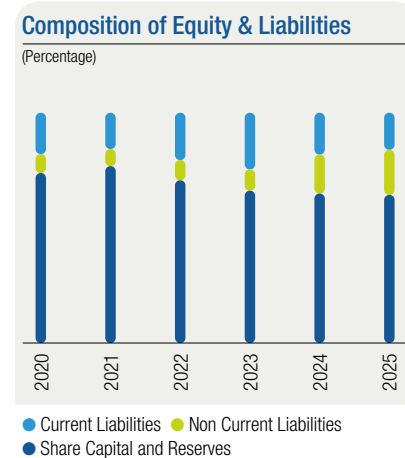


Six Years' Analysis

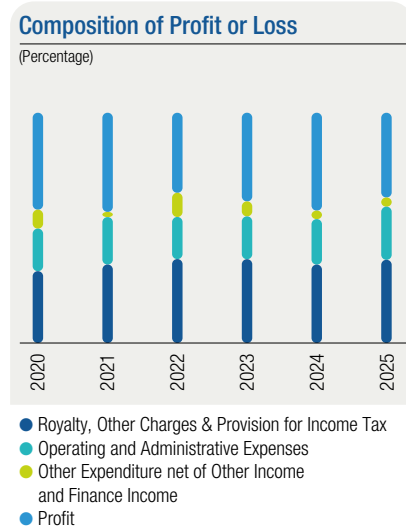
Horizontal Analysis, Vertical Analysis and Performance Indicators

VERTICAL ANALYSIS

STATEMENT OF FINANCIAL POSITION



STATEMENT OF PROFIT OR LOSS



Share Capital and Reserves
Unappropriated profit as a percentage of equity rose from a six-year average of 88% to 93% at the end of 2024-25, due to the retention of profits within the business.

Non Current Liabilities
The proportion of non-current liabilities to total liabilities increased from 31% in 2019-20 to 55% in 2024-25, primarily due to deferred tax liability and lease liability.

Current Liabilities
The proportion of 'Trade and other payables' within current liabilities has increased from a six-year average of 67% to 74% by the end of 2024-25, whereas, the proportion of 'Provision for income tax' within current liabilities has decreased from a six-year average of 31% to 20% by the end of 2024-25.

Non Current Assets
'Property, plant and equipment', 'development and production assets', 'exploration and evaluation assets' and 'long term investments' together represent 99% of non current assets, compared with the six-year average of 97%, as the Company is focused to invest primarily in oil and gas assets and also in diversification.

Current Assets
The percentage of trade debts within current assets rose from six-year average of 40% to 45% at the end of 2024-25. 'Short-term investments' and 'cash and bank balances' collectively make up 40% of current assets as at 2024-25, which is below the six-year average of 47%.

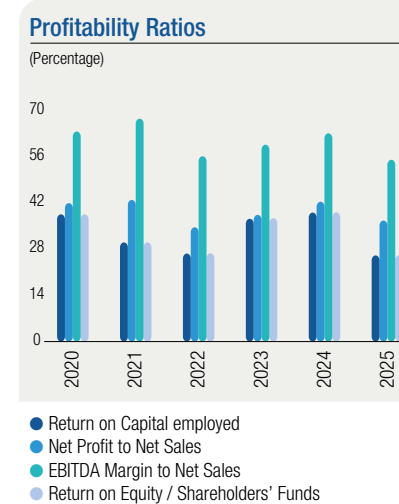
Net profit as a percentage of net sales stands at 37% for 2024-25, as compared to the six-year average of 40%, primarily due to the exogenous factors i.e., additional 15% wellhead charge on Mari Field from November 2024 and lower applicable hydrocarbon prices (including currency exchange difference).



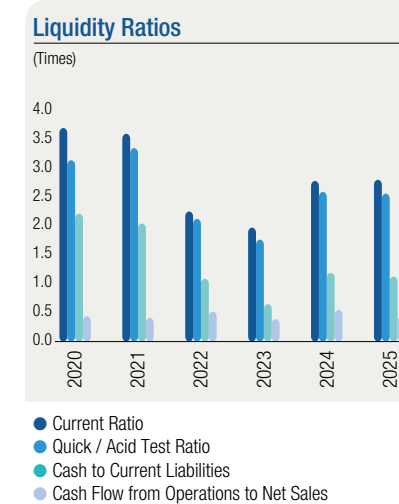
PERFORMANCE INDICATORS



ANALYSIS OF PERFORMANCE INDICATORS



Profitability Ratios
Profitability ratios have declined compared to last year mainly due to the exogenous factors i.e., additional 15% wellhead charge on Mari Field from November 2024 and lower applicable hydrocarbon prices (including currency exchange difference).



Liquidity Ratios
Current assets and current liabilities both have increased as compared to last year, leading to slight change in current ratio, quick ratio and cash-to-current liabilities ratio. Additionally, cash flow from operations to net sales has decreased compared to last year, primarily due to the increase in cash paid to the Government, suppliers, employees and others and ongoing circular debt issue.

METHODS AND ASSUMPTIONS USED IN COMPILING THE INDICATORS

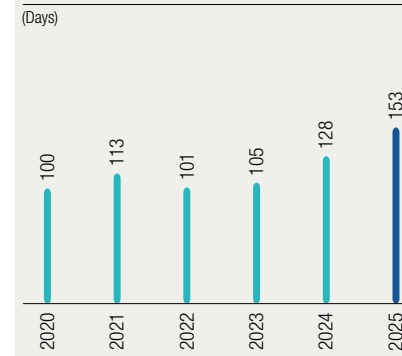
A performance indicator is a quantifiable metric that reflects a company's performance in areas such as profitability, operational efficiency, liquidity and solvency. It serves as a tool for management and other stakeholders to evaluate a company's performance over time and compare its metrics with those of peers for informed decision making. Since these indicators are based on historical data, they should be used alongside other information rather than as the sole basis for future strategic decisions. The performance indicators provided by the Company are selected with careful consideration of its dynamics, operations, financial structure, among other things.

Six Years' Analysis

Horizontal Analysis, Vertical Analysis and Performance Indicators

PERFORMANCE INDICATORS

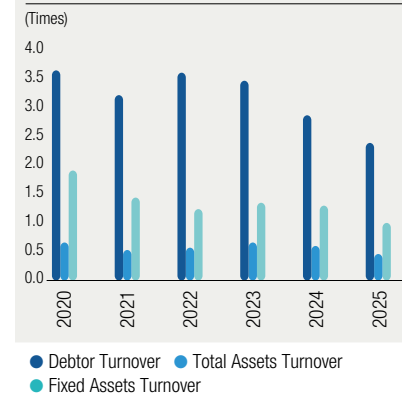
Number of Days in Receivables



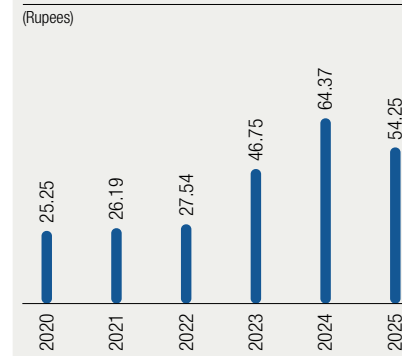
Activity / Turnover Ratios

Debtor turnover and days in receivables deteriorated in 2024-25, largely due to the circular debt issue. Management is maintaining ongoing communication with relevant customers and government authorities to expedite the resolution of this matter. Additionally, the decrease in total assets turnover and fixed assets turnover is linked to the growth in the Company's asset base.

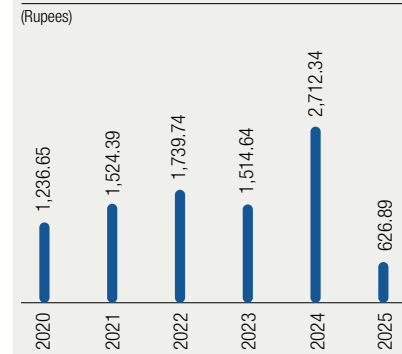
Debtor, Total Assets and Fixed Assets Turnover



Earnings Per Share (Restated)



Market Value per Share at Year End



Investment / Market Ratios

Earnings per share for 2024-25 declined to Rs 54.25 i.e., 15.7% from the previous year due to decrease in profitability. However, the breakup value per share for 2024-25 was Rs 226.26, surpassing the six-year average of Rs 139.45. The market value per share of FY2024-25 includes the impact of bonus shares issued during the year.

Capital Structure Ratios

Over the past six years, the average equity in the Company's capital structure has been around 100%, indicating minimal reliance on external financing.

EXPLANATION OF NEGATIVE CHANGES IN PERFORMANCE OVER THE PERIOD

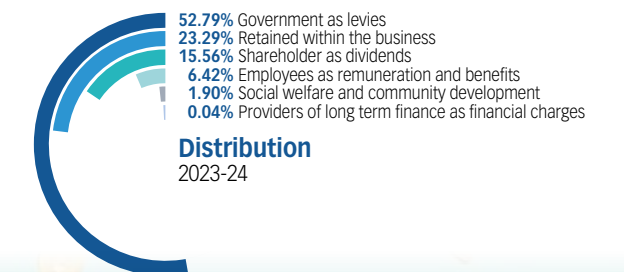
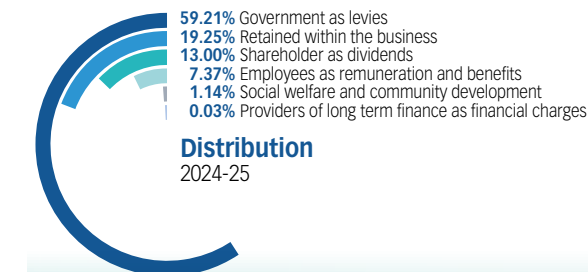
This section provides an explanation of all adverse performance trends observed over the past six years, supported by horizontal and vertical analyses of the statement of financial position, the statement of profit or loss, the statement of cash flows and relevant financial ratios.



Statement of Value Added

	Year 2024-25		Year 2023-24	
	(Rs. in million)	% age	(Rs. in million)	% age
Revenues including Government levies and taxes	232,016.62	115.79	224,893.99	113.04
Less: Expenses netted off with other and finance income	(31,645.42)	(15.79)	(25,949.87)	(13.04)
Total value added	200,371.20	100.00	198,944.12	100.00
DISTRIBUTED AS FOLLOWS:				
Employees as remuneration and benefits	14,761.83	7.37	12,769.25	6.42
Government as levies				
Direct	23,477.37	11.72	33,675.74	16.93
Indirect	95,155.97	47.49	71,354.17	35.86
	118,633.34	59.21	105,029.91	52.79
Shareholder as dividends	26,053.51*	13.00	30,949.38	15.56
Social welfare and community development	2,290.58	1.14	3,782.51	1.90
Providers of long term finance as financial charges	63.18	0.03	70.28	0.04
Retained within the business	38,568.76	19.25	46,342.79	23.29
	200,371.20	100.00	198,944.12	100.00

* This represents final dividend for the year ended June 30, 2025, proposed by the Board of Directors for approval of members in the Annual General Meeting. In addition to cash dividend, the Company has also issued bonus share of 800% during the year.



Ten Years at a Glance



2024-25 2023-24 2022-23 2021-22 2020-21 2019-20 2018-19 2017-18 2016-17 2015-16

FINANCIAL

Net sales (Rs in million)	177,097.10	181,828.62	145,769.91	95,134.48	73,018.27	72,026.37	59,457.12	40,722.70	28,242.92	21,761.18
Profit before taxation (Rs in million)	88,173.54	110,362.91	85,847.18	52,116.31	43,931.36	41,279.45	34,708.33	20,291.54	11,149.46	6,561.45
Profit for the year (Rs in million)	65,136.42	77,288.11	56,128.71	33,063.01	31,444.91	30,312.87	24,327.09	15,374.34	9,136.19	6,051.46
Earnings per share (Rs) (Restated)	54.25	64.37	46.75	27.54	26.19	25.25	20.26	12.81	7.61	5.04
Dividend per share (Rs)**	21.70*	232.00	147.00	124.00	141.00	6.10	6.00	6.00	5.20	5.10
Share price at year end (Rs)**	626.89	2,712.34	1,514.64	1,739.74	1,524.39	1,236.65	1,009.33	1,506.18	1,575.64	908.22
Contribution to national exchequer (Rs in million)	94,604.92	84,159.16	67,704.11	74,295.87	61,926.20	46,549.70	30,534.28	28,713.29	51,760.14	80,772.08

OPERATIONAL

Balance Reserves and Resources (MMBOE)	952	816	682	642	612	568	573	601	612	363
Hydrocarbons sold (MMBOE)	39.13	39.01	36.35	36.91	35.87	33.41	33.64	34.02	32.32	30.48
Hydrocarbons sold (BOE per day)	107,193	106,595	99,600	101,109	98,281	91,283	92,159	93,216	88,537	83,279
Gas sold (BSCF)	292.18	292.26	275.21	280.37	269.26	249.55	257.14	257.16	243.84	232.02
Liquid sold (Barrels)	509,351	436,800	387,456	457,101	457,205	383,548	405,055	543,820	554,081	472,413
LPG sold (Metric ton)	267	-	18	32	54	22	20	-	20	25

Note: Previous years' figures have been restated, wherever necessary for the purpose of comparison.

* This represents final dividend for the year ended June 30, 2025 proposed by the Board of Directors for approval of members in the Annual General Meeting.

** FY2024-25 includes the impact of bonus shares issued during the year.

Pattern of Shareholding

as at June 30, 2025

No. of Shareholders	Shareholding			Total shares held
18,002	1	to	100	665,349
12,070	101	to	500	3,230,015
4,673	501	to	1,000	3,607,870
5,515	1,001	to	5,000	12,341,147
1,084	5,001	to	10,000	7,814,240
365	10,001	to	15,000	4,587,835
221	15,001	to	20,000	3,806,849
102	20,001	to	25,000	2,307,443
84	25,001	to	30,000	2,309,001
61	30,001	to	35,000	1,982,886
39	35,001	to	40,000	1,475,115
36	40,001	to	45,000	1,547,126
39	45,001	to	50,000	1,877,966
27	50,001	to	55,000	1,415,521
27	55,001	to	60,000	1,566,523
18	60,001	to	65,000	1,125,454
14	65,001	to	70,000	948,720
8	70,001	to	75,000	579,468
15	75,001	to	80,000	1,169,956
17	80,001	to	85,000	1,404,365
9	85,001	to	90,000	791,862
10	90,001	to	95,000	925,103
13	95,001	to	100,000	1,273,094
3	100,001	to	105,000	307,249
8	105,001	to	110,000	861,162
5	110,001	to	115,000	568,565
4	115,001	to	120,000	469,744
3	120,001	to	125,000	369,963
8	125,001	to	130,000	1,017,969
5	130,001	to	135,000	662,101
5	135,001	to	140,000	691,950
2	140,001	to	145,000	284,377
2	145,001	to	150,000	296,776
3	150,001	to	155,000	455,668
2	155,001	to	160,000	318,408
4	160,001	to	165,000	651,329
2	165,001	to	170,000	337,821
3	170,001	to	175,000	519,834
1	175,001	to	180,000	176,611
3	180,001	to	185,000	548,969
1	185,001	to	190,000	187,477
3	190,001	to	195,000	576,607
2	195,001	to	200,000	395,370
1	205,001	to	210,000	207,590
1	210,001	to	215,000	214,618
3	215,001	to	220,000	655,350
3	220,001	to	235,001	683,916
3	235,001	to	240,000	712,251
2	240,001	to	245,000	486,606
1	245,001	to	250,000	249,315

Pattern of Shareholding as at June 30, 2025

No. of Shareholders	Shareholding		Total shares held	
1	250,001	to	255,000	253,258
4	255,001	to	260,000	1,031,494
2	260,001	to	265,000	525,673
4	265,001	to	270,000	1,064,749
1	270,001	to	275,000	270,180
1	275,001	to	280,000	275,250
1	280,001	to	285,000	282,239
3	285,001	to	290,000	863,884
2	290,001	to	295,000	584,686
1	295,001	to	300,000	296,031
1	305,001	to	310,000	308,508
1	315,001	to	320,000	319,122
4	320,001	to	325,000	1,291,480
3	325,001	to	330,000	978,567
1	330,001	to	335,000	333,000
2	335,001	to	340,000	674,921
2	340,001	to	345,000	684,325
2	345,001	to	350,000	696,589
3	360,001	to	365,000	1,089,749
2	370,001	to	375,000	741,280
1	375,001	to	380,000	378,723
1	385,001	to	390,000	387,648
5	395,001	to	400,000	1,989,929
1	405,001	to	410,000	408,481
1	410,001	to	415,000	413,900
1	425,001	to	430,000	426,186
3	435,001	to	440,000	1,316,976
3	440,001	to	445,000	1,324,629
1	450,001	to	455,000	453,414
1	460,001	to	465,000	463,673
1	485,001	to	490,000	488,481
2	490,001	to	495,000	985,718
1	495,001	to	500,000	498,002
1	510,001	to	515,000	512,000
1	520,001	to	525,000	522,000
1	525,001	to	530,000	526,690
1	535,001	to	540,000	536,962
2	575,001	to	580,000	1,149,474
1	585,001	to	590,000	589,615
1	590,001	to	595,000	593,694
1	595,001	to	600,000	595,629
1	600,001	to	605,000	603,262
1	605,001	to	610,000	608,958
1	615,001	to	620,000	616,169
3	630,001	to	635,000	1,896,025
1	645,001	to	650,000	646,830
1	650,001	to	655,000	653,400
1	655,001	to	660,000	657,900
1	675,001	to	680,000	676,926
1	680,001	to	685,000	681,150

No. of Shareholders	Shareholding		Total shares held	
1	705,001	to	710,000	708,369
1	715,001	to	720,000	717,480
1	770,001	to	775,000	771,736
1	795,001	to	800,000	800,000
1	820,001	to	825,000	824,670
1	865,001	to	870,000	869,529
1	890,001	to	895,000	892,034
1	965,001	to	970,000	969,988
1	995,001	to	1,000,000	998,246
1	1,005,001	to	1,010,000	1,009,022
1	1,025,001	to	1,030,000	1,028,573
1	1,075,001	to	1,080,000	1,077,072
1	1,110,001	to	1,115,000	1,113,837
1	1,135,001	to	1,140,000	1,137,083
1	1,155,001	to	1,160,000	1,159,481
1	1,160,001	to	1,165,000	1,161,544
1	1,205,001	to	1,210,000	1,207,500
1	1,345,001	to	1,350,000	1,348,400
1	1,350,001	to	1,355,000	1,353,923
1	1,355,001	to	1,360,000	1,355,630
1	1,420,001	to	1,425,000	1,422,485
1	1,435,001	to	1,440,000	1,437,689
1	2,085,001	to	2,090,000	2,085,685
1	2,160,001	to	2,165,000	2,163,336
1	2,670,001	to	2,675,000	2,671,671
1	3,190,001	to	3,195,000	3,191,238
1	3,505,001	to	3,510,000	3,505,189
1	3,605,001	to	3,610,000	3,606,325
1	3,800,001	to	3,805,000	3,802,881
1	4,095,001	to	4,100,000	4,100,000
1	4,115,001	to	4,120,000	4,141,205
1	4,155,001	to	4,160,000	4,158,343
1	5,325,001	to	5,330,000	5,327,295
1	5,485,001	to	5,490,000	5,486,193
1	5,895,001	to	5,900,000	5,900,000
1	6,625,001	to	6,630,000	6,625,080
1	9,195,001	to	9,200,000	9,197,574
1	14,135,001	to	14,140,000	14,135,054
1	36,995,001	to	37,000,000	37,000,000
1	238,120,001	to	238,125,000	238,123,458
1	239,960,001	to	239,965,000	239,962,932
1	476,245,001	to	476,250,000	476,246,817
42,657				1,200,622,500

Pattern of Shareholding as at June 30, 2025

Categories of Shareholders

Categories of Shareholders	Numbers	Shares Held	Pending Shares 2014*	Pending Shares 2024**	Total Shares	%Age
Associated Companies, Undertakings and Related Parties						
Oil & Gas Development Company Limited	1	238,123,458	2,001,042	-	240,124,500	20.00
Fauji Foundation	1	476,246,817	4,002,084	-	480,248,901	40.00
Mutual Funds						
Trustee ABL Stock Fund	1	238,517	-	-	238,517	0.02
Trustee AKD Index Tracker Fund	1	83,768	468	-	84,236	0.01
Trustee Al Habib Asset Allocation Fund	1	1,440	-	1,441	2,881	0.00
Trustee Al Habib Islamic Stock Fund	1	111,600	-	21,601	133,201	0.01
Trustee Al Habib Stock Fund	1	14,400	-	14,401	28,801	0.00
Trustee Al Meezan Mutual Fund	1	2,085,685	15,246	130,170	2,231,101	0.19
Trustee Al Ameen Islamic Asset Allocation Fund	1	11,500	-	-	11,500	0.00
Trustee Al Ameen Islamic Energy Fund	1	162,000	-	-	162,000	0.01
Trustee Al Ameen Shariah Stock Fund	1	171,102	-	39,194	210,296	0.02
Trustee Alfalah GHP Alpha Fund	1	55,333	-	4,774	60,107	0.01
Trustee Alfalah GHP Dedicated Equity Fund	1	26,938	-	1,819	28,757	0.00
Trustee Alfalah GHP Income Fund	1	60,905	-	-	60,905	0.01
Trustee Alfalah GHP Islamic Dedicated Equity Fund	1	3,104	-	1,372	4,476	0.00
Trustee Alfalah GHP Islamic Stock Fund	1	443,908	-	30,238	474,146	0.04
Trustee Alfalah GHP Stock Fund	1	289,653	-	8,955	298,608	0.02
Trustee Alfalah GHP Value Fund	1	10,000	585	-	10,585	0.00
Trustee Alfalah MTS Fund	1	57,906	-	-	57,906	0.00
Trustee Alhamra Islamic Stock Fund	1	14,080	-	14,081	28,161	0.00
Trustee Allied Finergy Fund	1	6,021	-	-	6,021	0.00
Trustee APF Equity Sub Fund	1	16,062	-	7,574	23,636	0.00
Trustee APIF - Equity Sub Fund	1	32,214	-	12,721	44,935	0.00
Trustee Atlas Islamic Dedicated Stock Fund	1	19,980	-	6,881	26,861	0.00
Trustee Atlas Islamic Stock Fund	1	237,663	1,089	73,968	312,720	0.03
Trustee Atlas Stock Market Fund	1	326,422	1,638	125,386	453,446	0.04
Trustee AWT Islamic Stock Fund	1	10,511	-	-	10,511	0.00
Trustee AWT Stock Fund	1	5,121	-	-	5,121	0.00
Trustee Faysal Asset Allocation Fund	1	7,200	-	-	7,200	0.00
Trustee Faysal Islamic Stock Fund	1	35,658	-	-	35,658	0.00
Trustee Faysal Stock Fund	1	5,250	-	-	5,250	0.00
Trustee First Capital Mutual Fund	1	26,574	837	-	27,411	0.00
Trustee HBL - Stock Fund	1	70,200	-	-	70,200	0.01
Trustee HBL Equity Fund	1	54,802	-	-	54,802	0.00
Trustee HBL Financial Sector Income Fund Plan	1	184,043	-	-	184,043	0.02
Trustee HBL Growth Fund	1	191,200	-	-	191,200	0.02
Trustee HBL Income Fund	1	3,615	-	-	3,615	0.00
Trustee HBL Investment Fund	1	100,160	-	4,161	104,321	0.01
Trustee HBL Islamic Equity Fund	1	217,250	-	-	217,250	0.02
Trustee HBL PF Equity Sub Fund	1	10,244	-	1,445	11,689	0.00
Trustee JS Islamic Fund	1	25,366	-	4,473	29,839	0.00
Trustee JS Large Cap. Fund	1	108,275	-	16,198	124,473	0.01
Trustee JS Pension Savings Fund - Equity Account	1	3,605	-	1,496	5,101	0.00
Trustee KSE Meezan Index Fund	1	593,694	3,582	76,042	673,318	0.06
Trustee Lakson Equity Fund	1	319,122	10,998	-	330,120	0.03
Trustee Lakson Islamic Tactical Fund	1	3,151	-	-	3,151	0.00
Trustee Lakson Tactical Fund	1	3,581	-	-	3,581	0.00
Trustee Lucky Islamic Stock Fund	1	94,500	-	-	94,500	0.01

Categories of Shareholders	Numbers	Shares Held	Pending Shares 2014*	Pending Shares 2024**	Total Shares	%Age
Mutual Funds						
Trustee Mahaana Islamic Index Exchange Traded Fund	1	45,162	-	-	45,162	0.00
Trustee Meezan Asset Allocation Fund	1	69,496	-	6,477	75,973	0.01
Trustee Meezan Balanced Fund	1	275,250	3,267	32,155	310,672	0.03
Trustee Meezan Energy Fund	1	892,034	-	62,843	954,877	0.08
Trustee Meezan Islamic Fund	1	5,486,193	98,001	581,259	6,165,453	0.51
Trustee Meezan Pakistan Exchange Traded Fund	1	49,452	-	-	49,452	0.00
Trustee NBP Balanced Fund	1	27,056	-	10,196	37,252	0.00
Trustee NBP Islamic Energy Fund	1	324,111	-	34,757	358,868	0.03
Trustee NBP Islamic Sarmaya Izafa Fund	1	113,948	-	20,478	134,426	0.01
Trustee NBP Islamic Stock Fund	1	339,296	-	57,538	396,834	0.03
Trustee NBP Sarmaya Izafa Fund	1	16,338	-	6,944	23,282	0.00
Trustee NBP Stock Fund	1	869,529	-	234,188	1,103,717	0.09
Trustee Pak Qatar IPF - Equity Sub Fund	1	4,000	-	513	4,513	0.00
Trustee Pak-Qatar Islamic Stock Fund	1	46,002	-	12,001	58,003	0.00
Trustee UBL Retirement Savings Fund - Equity Sub Fund	1	14,952	-	1,586	16,538	0.00
Trustee UBL Stock Advantage Fund	1	194,263	-	19,141	213,404	0.02
Trustee Unit Trust of Pakistan	1	44,443	-	13,568	58,011	0.00
Trustee Meezan Dedicated Equity Fund	1	41,768	-	8,113	49,881	0.00
Trustee Al Ameen Islamic Ret. Sav. Fund-Equity Sub Fund	1	34,999	-	8,064	43,063	0.00
MC FSL - Trustee JS Growth Fund	1	93,884	-	29,994	123,878	0.01
MCBFSL - Trustee ABL Islamic Stock Fund	1	265,969	-	-	265,969	0.02
MCBFSL - Trustee ABL Islamic Dedicated Stock Fund	1	11,104	-	-	11,104	0.00
Trustee HBL IPF Equity Sub Fund	1	-	1,521	2,608	4,129	0.00
Trustee PIML Islamic Equity Fund	1	-	378	-	378	0.00
Trustee PIML Strategic Multi Asset Fund	1	-	270	-	270	0.00
Trustee First Crosby Dragon Fund	1	-	216	-	216	0.00
Trustee JS KSE-30 Index Fund	1	-	72	-	72	0.00
Trustee HBL Energy Fund	1	-	-	19,761	19,761	0.00
Trustee NBP Emp Benevolent Fund Trust	1	-	-	13,018	13,018	0.00
Trustee HBL Islamic Stock Fund	1	-	-	3,145	3,145	0.00
Trustee HBL Islamic Asset Allocation Fund	1	-	-	3,041	3,041	0.00
Trustee JS Momentum Factor Exchange Traded Fund	1	-	-	2,662	2,662	0.00
NIT & ICP						
Investment Corporation of Pakistan	1	3,133	-	-	3,133	0.00
IDBL (ICP Unit)	1	29,852	-	-	29,852	0.00
Trustee National Investment (Unit) Trust	1	14,135,054	416,412	1,469,274	16,020,740	1.33
Trustee NIT Asset Allocation Fund	1	35,552	-	4,689	40,241	0.00
Trustee NIT Islamic Equity Fund	1	526,690	-	64,556	591,246	0.05
Trustee NIT Pakistan Gateway Exchange Traded Fund	1	12,093	-	-	12,093	0.00
Trustee NIT Equity Market Opportunity Fund	1	2,671,671	53,217	277,725	3,002,613	0.25
Trustee NITPF Equity Sub-Fund	1	50,001	-	4,391	54,392	0.00
Trustee NITPF Equity Sub-Fund	1	25,973	-	1,461	27,434	0.00
Banks, Development Financial Institutions and Non-Banking Financial Institutions						
National Development Finance Corp.	1	48,582	-	-	48,582	0.00
Bank Alfalah Limited	1	2,163,336	-	-	2,163,336	0.18
Faysal Bank Limited	1	282,239	-	-	282,239	0.02
Habib Bank Limited-Treasury Division	1	1,348,400	-	-	1,348,400	0.11
Invest Capital Investment Bank Limited	1	7,500	-	-	7,500	0.00

Pattern of Shareholding as at June 30, 2025

Categories of Shareholders	Numbers	Shares Held	Pending Shares 2014*	Pending Shares 2024**	Total Shares	%Age
Banks, Development Financial Institutions and Non-Banking Financial Institutions						
MCB Bank Limited - Treasury	1	308,508	-	-	308,508	0.03
Meezan Bank Limited	1	824,670	-	-	824,670	0.07
National Bank of Pakistan	1	4,141,205	-	-	4,141,205	0.34
Samba Bank Limited	1	135,854	-	-	135,854	0.01
Sindh Bank Limited	1	110,000	-	-	110,000	0.01
The Bank of Punjab, Treasury Division	1	81,085	-	-	81,085	0.01
Insurance & Takaful Companies						
5th Pillar Family Takaful Limited	1	23,999	-	-	23,999	0.00
Adamjee Life Assurance Company Limited	1	1,544	-	-	1,544	0.00
Alfalah Insurance Company Limited	1	33,419	-	-	33,419	0.00
Askari General Insurance Company	1	159,100	-	-	159,100	0.01
Atlas Insurance Limited	1	105,411	-	-	105,411	0.01
Century Insurance Company Ltd.	1	36,324	-	-	36,324	0.00
EFU General Insurance Limited	1	800,000	-	-	800,000	0.07
EFU Health Insurance Limited	1	11,610	-	-	11,610	0.00
EFU Life Assurance Limited	1	3,505,189	-	-	3,505,189	0.29
Ghaf Limited	1	18,000	-	-	18,000	0.00
IGI General Insurance Limited	1	13,000	-	-	13,000	0.00
Jubilee General Insurance Company Limited	1	1,077,072	-	-	1,077,072	0.09
Jubilee General Window Takaful Fund-PTF	1	83,600	-	-	83,600	0.01
Jubilee General Window Takaful Operations	1	40,500	-	-	40,500	0.00
Jubilee Life Insurance Company Limited	1	5,327,295	-	-	5,327,295	0.44
Premier Insurance Limited	1	32,883	-	-	32,883	0.00
State Life Insurance Corp. of Pakistan	1	37,000,000	-	-	37,000,000	3.08
United Insurance Company of Pakistan Limited	1	35,000	-	-	35,000	0.00
Sindh Insurance Limited	1	40,000	-	-	40,000	0.00
Dawood Family Takaful Limited	1	234,107	-	-	234,107	0.02
Pension Funds						
Trustees of Lucky Core Management Staff Pension Fund	1	15,926	-	-	15,926	0.00
Trustee National Bank of Pakistan Employees Pension Fund	1	3,802,881	-	371,013	4,173,894	0.35
Pfizer Pakistan DC Pension Fund	1	3,869	-	-	3,869	0.00
Unilever Pakistan DC Pension Fund (Sub Fund A)	1	64,501	-	-	64,501	0.01
Unilever Pakistan DC Pension Fund (Sub Fund B)	1	25,137	-	-	25,137	0.00
Unilever Pension Plan	1	2,227	-	-	2,227	0.00
Wyeth Pakistan DC Pension Fund	1	714	-	-	714	0.00
Trustee ABL Islamic Pension Fund - Equity Sub Fund	1	11,926	-	-	11,926	0.00
Trustee ABL Pension Fund - Equity Sub Fund	1	3,500	-	-	3,500	0.00
Trustee Meezan Tahaffuz Pension Fund - Equity Sub Fund	1	1,137,083	14,157	141,478	1,292,718	0.11
Trustee JS Islamic Pension Savings Fund-Equity Sub Fund	1	3,115	-	433	3,548	0.00
Trustee Al Habib Islamic Pension Fund-Equity Sub Fund	1	2,240	-	2,241	4,481	0.00
Trustee Al Habib Pension Fund-Equity Sub Fund	1	1,160	-	1,161	2,321	0.00
Trustee NAFA Islamic Pension Fund Equity Account	1	113,699	-	25,155	138,854	0.01
Trustee NAFA Pension Fund Equity Sub-Fund Account	1	28,904	-	10,268	39,172	0.00
Trustee Punjab Pension Fund Trust	1	512,000	-	-	512,000	0.04
Ekaterra Pakistan DC Pension Fund	1	10,860	-	-	10,860	0.00
Engro Corp Ltd Mpt Employees Def Contr Pension Fund	1	514	-	-	514	0.00
HPSL Pension Fund	1	17,170	-	-	17,170	0.00
Indus Motor Company Limited Employees Pension Fund	1	31,500	-	-	31,500	0.00

Categories of Shareholders	Numbers	Shares Held	Pending Shares 2014*	Pending Shares 2024**	Total Shares	%Age
Pension Funds						
Pakistan Petroleum Executive Staff Pension Fund	1	96,216	-	-	96,216	0.01
Pakistan Refinery Limited Workmen Pension Fund	1	8,568	-	-	8,568	0.00
Pakistan Refinery Ltd Management Staff Pension Fund	1	72,043	-	-	72,043	0.01
Roche Pakistan Limited Management Staff Pension Fund	1	8,278	-	-	8,278	0.00
Trustee Pak Tobacco Co Ltd Staff Def Contri Pen Fd	1	61,848	-	-	61,848	0.01
Trustee Pak Tobacco Co Ltd Staff Pension Fund	1	426,186	-	-	426,186	0.04
Trustee Pakistan Petroleum Non- Executive Staff Pension Fund	1	13,784	-	-	13,784	0.00
Trustee ANPL Management Staff Pension Fund	1	1,300	-	-	1,300	0.00
Trustee Crescent Steel&Allied Prod Pn.F	1	25,000	-	-	25,000	0.00
Trustees of Crescent Steel & Allied Products Ltd-Pension Fund	1	1,370	-	-	1,370	0.00
Trustee-Shell Pakistan DC Pension Fund	1	34,973	-	-	34,973	0.00
Trustee-Shell Pakistan Management Staff Pension Fund	1	30,707	-	-	30,707	0.00
Kot Addu Power Company Limited Employees Pension Fund	1	33,694	-	-	33,694	0.00
Abbott Laboratories (Pakistan) Limited Staff Pension Fund	1	11,130	-	-	11,130	0.00
Trustee AGIPF Equity Sub-Fund	1	10,691	-	1,480	12,171	0.00
Trustee AGPF Equity Sub-Fund	1	7,292	-	577	7,869	0.00
Trustee Mahaana IGI Islamic Retirement Fund	1	4,320	-	-	4,320	0.00
Trustee Faysal Islamic Pension Fund- Equity Sub-Fund	1	3,500	-	-	3,500	0.00
Trustee AWT IPF - Equity Sub Fund	1	1,632	-	-	1,632	0.00
Local Individuals	1	94,500	-	-	94,500	0.01
Foreign Individuals	1	110,000	-	-	110,000	0.01
Others						
- Government of Pakistan	1	239,962,932	-	-	239,962,932	19.99
- Federal Board of Revenue	1	493,173	-	-	493,173	0.04
- Punjab General Provident Investment Fund	1	168,000	-	-	168,000	-
- Joint Stock Companies	189	8,888,880	-	-	8,888,880	0.74
- Executives	2	45,785	-	-	45,785	0.00
- Foreign Companies	25	8,381,344	-	-	8,381,344	0.70
- Investment & Modarba Companies	3	170,679	-	-	170,679	0.01
- Others	121	2,281,350	-	-	2,281,350	0.19
	42,657	1,189,839,077	6,625,080	4,158,343	1,200,622,500	99.99
* Public Sector Companies and Corporations						
Oil & Gas Development Company Limited		238,123,458	2,001,042	-	240,124,500	20.00
Shareholders holdings 5% or more voting interest						
Fauji Foundation		476,246,817	4,002,084	-	480,248,901	40.00
Oil & Gas Development Company Limited		238,123,458	2,001,042	-	240,124,500	20.00
Government of Pakistan		239,962,932	-	-	239,962,932	19.99
Shares held by Sponsor Shareholders						
Fauji Foundation		476,246,817	4,002,084	-	480,248,901	40.00
Oil & Gas Development Company Limited		238,123,458	2,001,042	-	240,124,500	20.00
Government of Pakistan		239,962,932	-	-	239,962,932	19.99
Shares held by Directors and Executives						
Directors		29,259	-	-	29,259	0.00%
Executives		45,785	-	-	45,785	0.00%

Pattern of Shareholding as at June 30, 2025

During the financial year, the trading in shares of the company by the Directors, CEO, CFO, Company Secretary, Executives and their spouses and minor children, is as follows:

Name	Date	Purchase	Sale	Rate Rs. Per Share***
Maj Arslan Bin Shahid	July 10, 2024	100	-	2,660.00
Maj Arslan Bin Shahid	January 28, 2025	-	740	524.00
Adil Akbar	August 16, 2024	100	-	3,418.00
Muhammad Hadi	August 19, 2024 - April 17, 2025	2,003	-	1,982.99
Muhammad Hadi	August 28, 2024 - April 9, 2025	-	1,100	1,726.46
Col Abdul Khaliq (Retd)	August 12, 2024 - September 5, 2024	4,026	-	3,355.46
Col Abdul Khaliq (Retd)	October 2, 2024 - December 3, 2024	-	33,014	444.37
Brig Saad Saeed Naik (Retd)	August 23, 2024 - April 28, 2025	20,220	-	1,628.94
Naveed Ahmad	August 23, 2024 - September 5, 2024	85	-	3,458.73
Muhammad Rashid	August 26, 2024 - April 30, 2025	4,882	-	2,056.41
Muhammad Rashid	October 31, 2024 - April 7, 2025	-	8,084	524.54
Usman Ahmed Butt	August 15-22, 2024	170	-	3,371.22
Muhammad Bilal	August 22, 2024 - September 19, 2024	398	-	1,392.58
Muhammad Bilal	August 27, 2024 - April 9, 2025	-	398	1,994.25
Kamran Bin Zafar	September 2-24, 2024	501	-	1,941.48
Waqar Hasan	September 2-25, 2024	364	-	2,449.20
Brig Aftab Ahmed Qureshi (Retd)	September 10, 2024 - July 18, 2025	12,103	-	1,204.28
Rafi Ullah	September 12, 2024 - December 17, 2024	1,850	-	1,607.36
Shakeel Ahmed Kayani	September 18, 2024	360	-	457.49
Rizwan Rehman	September 18, 2024	1,000	-	457.49
Maj Muhammad Umar Shamim	September 18, 2024	1,500	-	461.00
Muhammad Ahmad	September 19, 2024	2	-	467.70
Sajeel Ahmed	September 18, 2024 - December 16, 2024	3,700	-	663.15
Tanzeela Rehman (spouse)	September 18, 2024 - December 16, 2024	2,650	-	663.07
Syed Rizwan Ali	September 18, 2024	1,000	-	459.45
Muhammad Sana ul Hussnain	September 19, 2024	1,000	-	458.17
Zaheer Uddin Babar	September 25, 2024 - October 30, 2024	573	-	418.30
Raheel Ahmed	October 2-7, 2024	81	-	430.13
Naveed Ahmed	October 3-8, 2024	59	-	418.66
Lt Col Tariq Mahmood	October 4-8, 2024	4,800	-	414.92
Ahmed Salman Kadir	October 11, 2024	500	-	413.80
Fahim Ahmed Kidwai (Spouse)	October 4, 2024 - January 28, 2025	1,100	-	580.28
Imran Shafee	October 21, 2024 - January 9, 2025	590	-	668.74
Afrasiab Khan Kakar	October 16, 2024 - March 25, 2025	7,351	-	613.05
Babar Hussain	October 30, 2024	125	-	414.81
Muhammad Faizan Raza (Minor)	October 30, 2024 - December 9, 2024	114	-	479.29
Sajjad Ahmed Khand	November 5, 2024 - February 20, 2025	674	-	520.75
Naeem Sadiq	October 31, 2024 - November 12, 2024	1,500	-	409.75
Naeem Sadiq	November 8-12, 2024	-	1,500	424.12
T. Waseem ur Rehman	November 13, 2024	1,000	-	441.99
Khalil ur Rehman Bangash	November 14, 2024 - February 20, 2025	350	-	530.19
Khalil ur Rehman Bangash	November 15, 2024	-	40	453.40
Omer Ahmad	December 2, 2024 - April 28, 2025	950	-	627.67
Ali Usman Awan	December 4-16, 2024	560	-	765.84

Name	Date	Purchase	Sale	Rate Rs. Per Share***
Brig Haissam Abdullah Malik (Retd)	December 16, 2024	900	-	835.04
Taimoor Pervaiz	December 12, 2024	1,000	-	714.69
Taimoor Pervaiz	December 20, 2024	-	1,000	714.50
Ikram ul Haq	December 18, 2024	100	-	735.00
Umair Abdul Haseeb	December 18-19, 2024	140	-	682.39
Muhammad Bilal Akram	December 31, 2024 - May 2, 2025	350	-	666.98
Mudassar Fayum	December 31, 2024 - January 8, 2025	600	-	702.50
Faisal Memon	December 31, 2024 - January 16, 2025	750	-	697.73
Mustafa Atiq	December 31, 2024	100	-	721.90
Shakir Hussain	December 18-19, 2024	300	-	699.00
Shakir Hussain	January 1, 2025	-	300	736.00
Muhammad Nadeem	December 24, 2024 - April 8, 2025	454	-	703.00
Muhammad Nadeem	February 28, 2025 - April 8, 2025	-	454	616.68
Fahad Rehman	December 26, 2024 - February 28, 2025	800	-	597.00
Syed Intisar Hussain	December 23, 2024 - January 28, 2025	600	-	658.68
Nadir Ahmad Ameen	December 31, 2024	400	-	720.00
Sahir Inam	January 6-29, 2025	400	-	648.57
Saad Zafar	January 16, 2025 - February 25, 2025	3,210	-	590.42
Abdullah Hammad Malik	January 16, 2025	200	-	690.00
Bilal Naveed	January 28, 2025	320	-	520.80
Tariq Mehmood	January 29, 2025	1,000	-	541.47
Saad Alam	January 31, 2025	500	-	623.24
Umair Sajjad	February 4, 2025	210	-	572.90
Daniyal Nafees	February 11, 2025 - April 17, 2025	1,000	-	625.25
Ghulam Murshad	February 24, 2025	7,000	-	557.50
Abdul Malik Bughio	February 20, 2025 - March 6, 2025	180	-	562.98
Aftab Ahmed Faraz	February 20-26, 2025	1,040	-	568.29
Aftab Ahmed Faraz	February 25, 2025 - March 7, 2025	-	1,040	574.54
Munir Hussain	February 24-28, 2025	60	-	557.33
Muhammad Ashfaq	February 25-28, 2025	100	-	558.50
Muhammad Ahmad Khan	February 24-27, 2025	300	-	559.30
Muhammad Ahmad Khan	March 7, 2025	-	500	565.42
Muhammad Asif Khokhar	March 4, 2025	500	-	542.00
Ghulam Shabbir	February 20, 2025 - March 10, 2025	168	-	559.74
Ghulam Shabbir	February 19, 2025 - March 7, 2025	-	204	567.83
Muhammad Zubair Rasheed	April 18-23, 2025	400	-	656.51
Hina Sarfraz (Spouse)	April 28, 2025	4,910	-	611.00

* Pending shares represent bonus shares withheld by the Company and have not been issued due to pending resolution of issue relating to deduction of withholding income tax on the issuance of 20% bonus shares in 2014.

** Pending shares represent bonus shares withheld by the Company and have not been issued due to pending resolution of issue relating to deduction of withholding income tax on issuance of 800% bonus shares in 2024

*** Average rates

Sustainability Report 2025



146
About
MariEnergies

156
Sustainability
at MariEnergies

164
Governance
Framework

174
Energizing
Economic Value

178
Thriving
with Nature

190
Uplifting
Lives

208
Partnering for
Community
Progress

216
Annexures

234
Sustainability
Related Financial
Disclosures

About MariEnergies

In this chapter

- Report Overview
- CEO's Message
- Our Sustainability Journey
- Sustainability Highlights 2025
- Sustainability on the Horizon
- Our Business Model

Report Overview

Mari Energies Limited published its third annual Sustainability Report on September 04, 2025. This Report presents MariEnergies' overarching sustainability approach, outlining our strategic priorities, performance targets, and key milestones during the reporting period from July 1, 2024, to June 30, 2025. It addresses the most critical challenges we face on our journey toward a low-carbon economy, a nature-positive future, and inclusive, equitable growth.

The report offers a comprehensive account of sustainability initiatives of MariEnergies, reflecting alignment with the United Nations Sustainable Development Goals (SDGs) and guided by the Global Reporting Initiative (GRI) Standards and UN Global Compact's (UNGC) 'Business Reporting on the SDGs' framework. It also meets the disclosure requirements of the UNGC's Communication on Progress (COP), underscoring the company's commitment to transparent and accountable sustainability practices.

Report Content

The Sustainability Report has been developed in accordance with leading global frameworks, including the GRI Standards (with application of the GRI 11: Oil & Gas Sector 2021), and the SASB Standards for the Oil & Gas – Exploration and Production industry. Additionally, it is aligned with the 'Sustainability Reporting Guidance for the Oil and Gas Industry'

jointly developed by International Petroleum Industry Environmental Conservation Association (Ipieca), American Petroleum Institute (API) and International Association of Oil & Gas Producers (IOGP).

The disclosure requirements of the International Financial Reporting Standards (IFRS) - Sustainability Disclosure Standards S1 and S2, issued by the International Sustainability Standards Board (ISSB), are presented in a separate document. Where relevant, IFRS disclosures refer to the Annual Report for detailed information.

The report adheres to the AA1000 Accountability Principles (AA1000AP) of Inclusivity, Materiality, Responsiveness and Impact. Material topics representing risks and opportunities were identified through a structured materiality assessment process, details of which are presented on page 162.

Scope and Boundary

The report excludes subsidiary-level data, with clearly disclosed exclusions to ensure transparency. Environmental, health, safety and social (EHSS) performance data is disclosed for operational fields where MariEnergies acts as operator or holds more than 50% ownership with controlling influence, in line with the Ipieca, API and IOGP guidance.

Restatements

Corrections to prior years' data have been made where applicable, with all restatements duly disclosed to ensure accuracy and comparability.

Management Approval and Assurance

The Sustainability Report has been reviewed by management and formally approved by the Managing Director/ Chief Executive Officer, with strategic oversight and guidance from the Environmental, Social and Governance (ESG) Committee of the MariEnergies Board.

External assurance of the Report was conducted by Ferso ESG, an independent reviewer and jointly countersigned by Nadeem Safdar & Co. Chartered Accountants to assess alignment with the GRI Standards, ISAE 3000 (Revised) and AA1000AS principles. The external review process included active engagement with senior management, who facilitated discussions and addressed all assurance queries. The detailed assurance statement is available on pages 217-219 of the Report.

For inquiries related to the Report or its content, please contact our Sustainability Team through the channels provided at the end of this publication.

Phone: +92 51 111-410-410
Email: info@marienergies.com.pk



CEO's Message



Dear Shareholders,

This year's report comes at a time of renewed clarity for us. With our transition from Mari Petroleum to MariEnergies, we aren't just changing a name, we're making a statement: that sustainability is not a parallel effort, but the path forward. It shapes how we invest, how we operate, and how we see our role in the world.

We are operating in an era that demands both urgency and balance, where delivering reliable energy must go hand in hand with reducing its impact. This challenge isn't a burden; it's a responsibility, and we believe companies like ours must rise to meet it, not by doing the minimum, but by setting the pace.

Our participation at COP29 and ongoing alignment with the Oil & Gas Decarbonization Charter (OGDC) reinforce our intent to be part of the solution, not just through advocacy, but through action, at home and globally.

We continue to invest in the resilience of our people, the safety of our operations, and the well-being of all our employees and associates. While our operational and process safety performance exceeded the set targets against IOGP peer metrics, we were impacted by the tragic helicopter accident at Shewa Field in September 2024. The leased helicopter, engaged to provide secure transportation in a highly challenging security environment, claimed the lives of our colleagues and deeply affected us all. For us, safety is not just a target, it is our solemn responsibility for those who work with us.

Equally, our commitment extends beyond our operations to the communities we serve. We continue to drive initiatives that uplift lives and strengthen resilience, tackling poverty, improving access to food and clean water, enhancing health and well-being, and expanding opportunities for education. In doing so, we aim to ensure that the progress we create is not limited to our business but shared more widely and inclusively across society.

“Looking ahead, our Vision 2030 still stands strong: to be recognized as a national ESG leader, not by claim, but by consistency.”

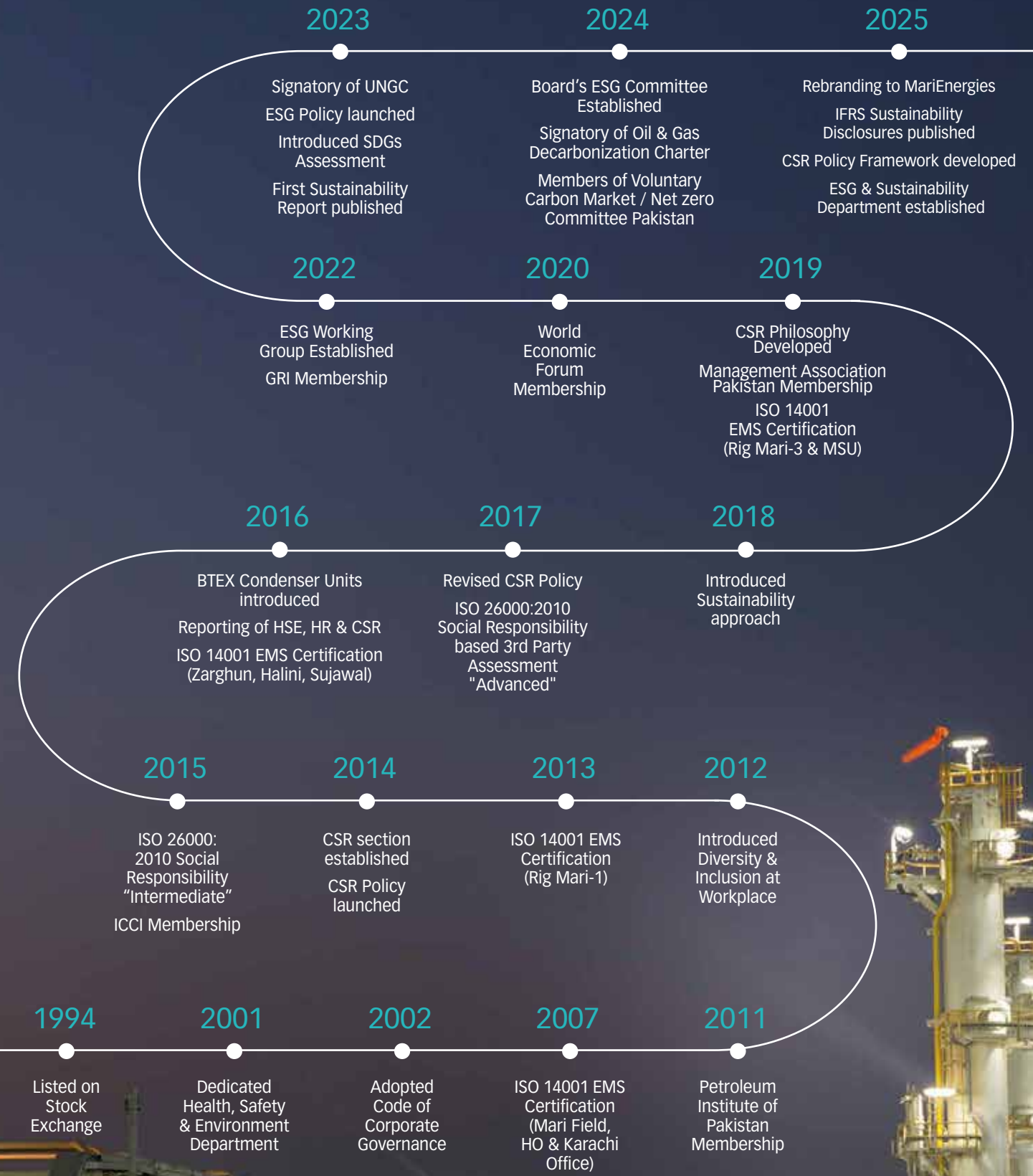
There is still much to achieve but our direction is clear, our ambition continues to grow, and our commitment remains unwavering. As a proudly homegrown company, we are deeply aware of the role we play in shaping not just a more sustainable energy future, but a more secure and equitable one for our region. Guided by transparency, resilience, and purpose, we are working to set new benchmarks, not only for our industry, but for the generations to come.

Thank you for walking this path with us towards shared progress, lasting impact, and a future we can all be proud of.

Sincerely,

Faheem Haider
Managing Director/CEO
Mari Energies Limited

Our Sustainability Journey



Sustainability Highlights 2025



0.16
(2024: 0.19)

Total Recordable Injury Rate



73,965
(2024: 88,599)

Training Hours



0.00
(2024: 0.00)

Process Safety Event (Tier I)



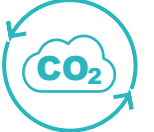
643 ML
(2024: 728 ML)

Water Consumption



932 MT
(2024: 669 MT)

Waste Generated



1,680,500 MT
(2024: 1,608,492 MT)

GHG Emissions



PKR 2,291 Mn
(2024: PKR 3,783 Mn)

Social Investment



PKR 233 Mn
(2024: PKR 229 Mn)

Social Welfare Obligation



3,914,393 GJ
(2024: 4,344,223 GJ)

Energy Consumption



PKR 21.7
(2024: PKR 232)

Dividend Per Share



PKR 104 Bn
(2024: PKR 70 Bn)

Spent on Goods and Services



26.24%
(2024: 39.30%)

Return on Equity



Sustainability on the Horizon

Sustainability Topic	Targets 2025	Performance 2025
GHG & Air Emissions	Complete Scope I & II emissions calculations covering all MariEnergies operations including Mari Services Division	Achieved
Climate Adaptation, Resilience and Transition*	<ul style="list-style-type: none"> Continue working on climate adaptation, resilience, and transition strategy. Continue working for CCS pilot project and registration for carbon credits. Explore opportunities for Green Hydrogen by conducting due diligence / feasibility study. Continue working under Oil & Gas Decarbonization Charter (OGDC) as a part of global community to decarbonize its operational footprint. 	<p>Ongoing</p> <p>Collaboration with national and international partners is progressing to enhance climate resilience and low-carbon transition, including CCS pre-FEED completion, CO₂/methane abatement, and green hydrogen pilot evaluation, alongside active knowledge-sharing with OGDC under the "Collaborate & Share" priority.</p>
Water and Effluents	Complete water footprint calculation.	Achieved
Waste	Complete waste footprint calculation.	Achieved
Health and Safety	HSE performance shall be aligned with IOGP safety performance matrices on all relevant key performance indicators that include occupational process safety.	Achieved
Employment Practices*	<ul style="list-style-type: none"> Promote Diversity, Equity and Inclusion (DEI) practices. Establish MariEnergies learning hub, leveraging technical inhouse expertise to foster a knowledge sharing culture across the organization with an enhanced focus on developing young talent. 	<p>Ongoing</p> <p>Significant progress made in promoting workplace diversity with 10.4% gender representation and quality Science, Technology, Engineering and Mathematics (STEM) hires; ongoing efforts include Differently Abled Persons (DAP) accommodation initiatives and upcoming Umeed trainee program, supported by tailored learning interventions and Learning Management System (LMS) deployment for sustained capability building.</p>
Human Rights	Reporting initiatives/progress on UN SDGs under yearly communication on progress (CoP) as a Global Member of UN Global Compact.	Achieved
Local Communities	In addition to CSR obligations under PCAs, Company to undertake initiatives aiming to develop people & planet.	Achieved
Ethics and Transparency	<ul style="list-style-type: none"> Ensure everyone in the organization understands the code of ethics through annual refreshers / assessments. Service contractors to follow ethics and transparency by embedding relevant clauses in the contracts. 	Achieved

* All targets relate to the year 2025, except those related to climate adaptation, resilience, and transition and employment practices, which have a target year of 2026.

Looking Ahead

Sustainability Topic	Targets 2026
GHG & Air Emissions	<ul style="list-style-type: none"> Complete an ISO 50001-based gap assessment of SGPC's energy management system. Achieve Final Investment Decision on gas conditioning project at SGPC to enhance condensate recovery, minimize Hydrocarbon (HC) slippage, and optimize IPC utilization.
Climate Adaptation, Resilience and Transition	<ul style="list-style-type: none"> Final Investment Decision of Carbon Capture and Methane Recovery Project Evaluate the pilot Green Hydrogen Project Steps to implement Oil & Gas Decarbonization Charter (OGDC)
Health and Safety	HSE performance shall be aligned with IOGP safety performance matrices on all relevant key performance indicators that include occupational safety and process safety.
Employment Practices*	<ul style="list-style-type: none"> Achieve 90% employee retention through improved reward and retention schemes. Enhance gender diversity in management beyond 12% and increase DAP ratio. Improve employee engagement score by 5% by 2027 through well-being initiatives, action planning, and continuous process improvement.
Supply Chain	Implement ESG-based criteria screening for all strategic suppliers to ensure responsible and sustainable supply chain practices.
Local Communities	In addition to CSR obligations under PCAs, Company to undertake initiatives aiming to develop people & planet.
Ethics and Transparency	<ul style="list-style-type: none"> Ensure everyone in the organization understands the code of ethics through annual refreshers / assessments. Ensure service contractors follow ethics and transparency by embedding relevant clauses in contracts.

Our Business Model

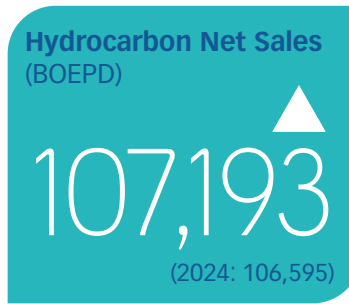
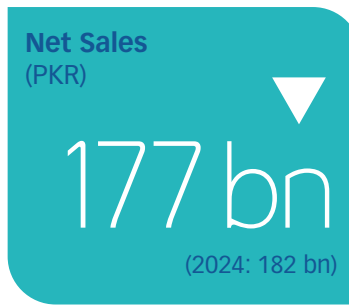
Headquartered in Islamabad, MariEnergies is a public listed entity at the forefront of Pakistan’s energy landscape, committed to delivering the nation’s hydrocarbon needs through responsible exploration and production. As an integrated Exploration and Production (E&P) company, MariEnergies operates across the upstream segment of the energy value chain. Its core operations include the exploration, development and production of natural gas, crude oil and condensate. In addition, the Company manages a specialized Services Division, offering seismic data acquisition, interpretation, well drilling and project development services.

Beyond oil and gas, MariEnergies is strategically diversifying into mining and technology sectors. A wholly owned subsidiary of Mari Minerals (Pvt.) Ltd. is leading mineral exploration activities in Chagai, Balochistan. Another subsidiary, Mari Technologies Limited is advancing its business interests in data centres, artificial intelligence, and cloud computing.

MariEnergies’ products are supplied to midstream and downstream entities across Pakistan, with natural gas primarily sold to fertilizer manufacturers, power producers and gas transmission companies and crude oil and condensate directed to local refineries. With active fields spanning all four provinces, the Company serves various downstream customers, predominantly in Sindh. Long-term offtake agreements ensure demand stability, while internal service capabilities enhance project delivery efficiency.

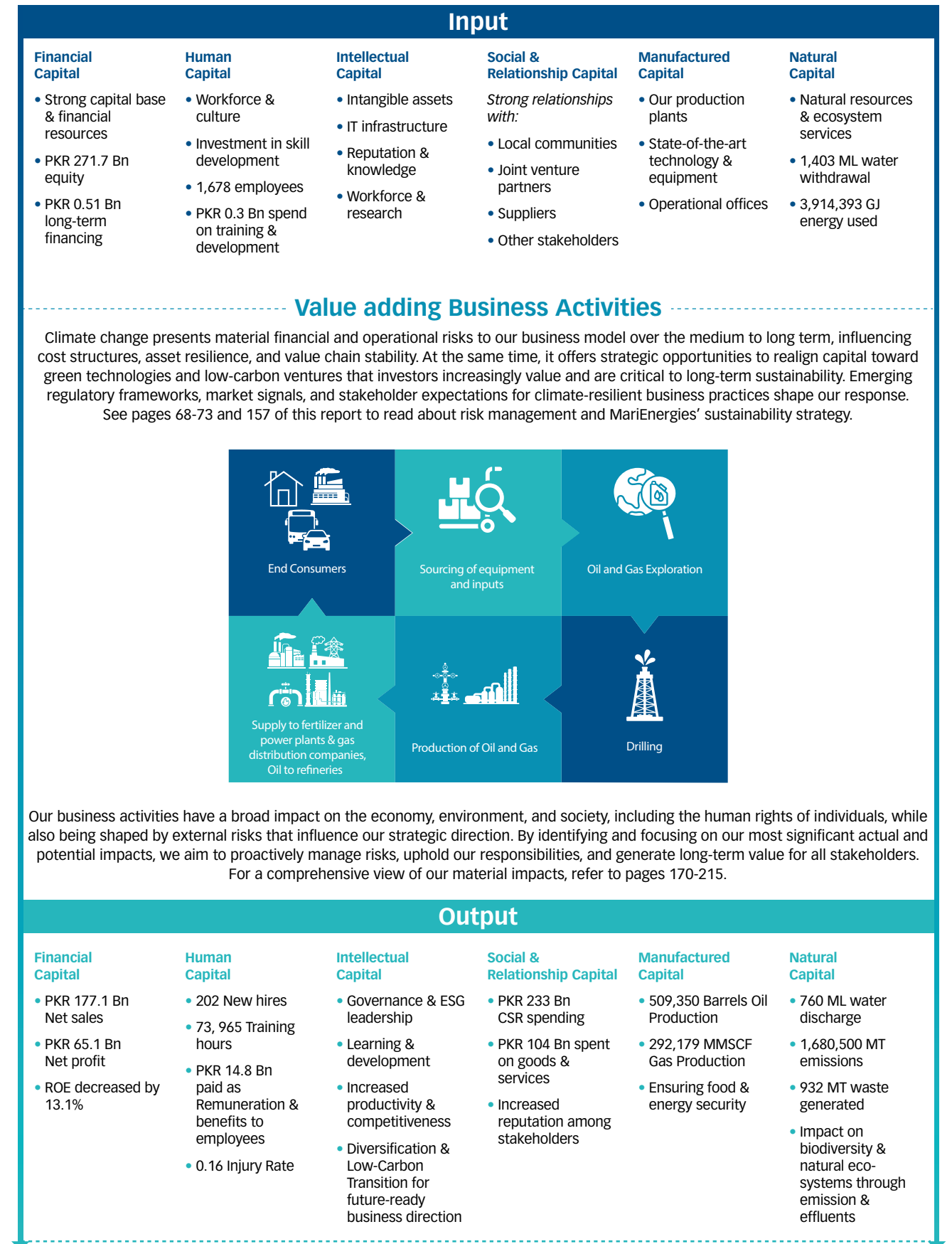
We maintain strategic partnerships to ensure field-level safety and security and collaborate with NGOs, non-profits, and social enterprises to deliver social investment initiatives. See page 203-204 and 210-215 of this report for details of our engagements.

See pages 114, 117, 54-62 and 266-270 of this report for further details about MariEnergies’ operational performance, exploration and production key activities/ success stories, information about operated and non-operated blocks and geographical presence.



ANY MATERIAL CHANGES IN THE ENTITY’S BUSINESS MODEL DURING THE YEAR

There has been no material change in the Company’s business model during the year. The company’s business model remains focused on growth by expanding its operational reach in the core business, streamlining its internal processes, and pursuing opportunistic investments in mining, digital technology & clean fuels space.



Sustainability at MariEnergies



In this chapter

- Sustainability Strategy
- ESG Policy
- SDGs and MariEnergies
- Stakeholder Engagement
- Material Sustainability Issues

Sustainability Strategy

Our strategy reflects a strong commitment to managing the environmental and social impacts of our operations while generating long-term value for all stakeholders. Grounded in transparency, resilience, and ethical governance, we are actively reshaping our business to align with a sustainable, low-carbon future.

At the core of this strategy is our Environmental, Social, and Governance (ESG) Policy, launched in April 2023. Built around three central pillars, Environmental Stewardship, Social Responsibility, and Governance Excellence, this Policy guides our performance metrics and decision-making across our operational footprint.

Strategic Focus Areas

Our sustainability strategy concentrated on creating lasting stakeholder value while managing sustainability-related risks and capitalizing on emerging opportunities.

Key initiatives included:

Materiality Assessment

Our structured ESG materiality assessment identifies and prioritises the most significant topics representing our impacts, risks, and opportunities for our business across short, medium, and long-term horizons. The process integrates stakeholder perspectives and assesses our material impacts, risks,

and opportunities, considering their financial implications. (see pages 163, 234-249 for material sustainability topics and sustainability-related risks and opportunities).

Climate Scenario Planning

Our risk management approach considers qualitative climate scenario analysis to assess the resilience of our business model to climate-related risks. The outcome guides strategic planning in response to changing market, policy, and environmental conditions, supporting a resilient and future-proof exploration and production model.

Low-Carbon Transition

Our strategy outlines our intent to gradually transition toward cleaner energy by exploring opportunities in low-carbon and renewable technologies. We aim to diversify our energy portfolio in the future, explore additional opportunities, and align with Pakistan's sustainable development goals and global climate targets.

Alignment with National and Global Priorities

Our strategic objectives are aligned with Pakistan's critical national imperatives, including energy and food security, economic recovery, and import substitution. Our strategy is focused on:

- Sustaining uninterrupted indigenous gas supply to the fertilizer sector;
- Exploring and evaluating green

technologies for long-term decarbonization;

- Embedding sustainability practices across the value chain while maintaining operational excellence.

Strengthening Stakeholder Engagement

We are committed to deepening our engagement with investors, regulators, suppliers, and communities through enhanced transparency, third-party assurance, and inclusive dialogue. Our ESG Policy is central to ethical decision-making and continuous improvement, reinforcing our alignment with the United Nations Sustainable Development Goals (SDGs).

Commitment to a Resilient and Inclusive Future

Despite ongoing challenges, including macroeconomic headwinds, regulatory complexity, and limited access to emerging technologies, we remain firmly committed to achieving net-zero emissions, contributing to a nature-positive future, and fostering inclusive and equitable development.

Our approach requires sustained investment in innovation, capacity building, and cross-sector collaboration. As we advance, we will continue to refine our ESG performance through measurable targets, integrated governance, and adaptive planning, ensuring MariEnergies delivers not only energy but also an enduring positive impact.



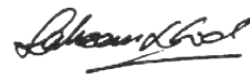
ESG Strategy Workshop - Islamabad

ESG Policy

"At Mari Energies Limited, we are committed to deliver strong Environmental, Social & Governance (ESG) performance that fosters long-term shared value for all stakeholders by integrating ESG factors in the entire business value chain.

We recognize that relevant material ESG issues can meaningfully affect investments and these factors are critical components to ensure business sustainability, lead integrated research analysis, effective decision-making, efficient stakeholder management and profound engagement with communities & employees to manage business excellence.

We also acknowledge that being the responsible business, our role extends beyond sustaining business operations to protect planet and develop people. Therefore, our ESG focus goes beyond applying mitigation measures, setting forth an ambitious mission in alignment with UN SDGs and seeking continuous improvement to contribute towards achieving Net Zero, Sustainable Development and an Inclusive Society."



Faheem Haider
Mari Energies Limited
Managing Director/CEO



ESG Working Group - Islamabad

ENVIRONMENTAL

Climate Change

We are committed to reduce emissions from our business activities, minimizing flaring, identifying & eliminating methane leaks.

Opportunities in Clean Technologies

We shall explore and implement environmental clean technologies such as renewable energy as a replacement to fuel where applicable to reduce GHG footprints. We strive for implementing green building practices and improving energy efficiency.

Pollution & Waste Management

Our focus is to implement a systematic, comprehensive, & ecologically safe waste management program that protects public health & environment, while fulfilling the regulatory requirements and adopting international best practices.

Natural Resource & Energy Management

We are committed for sustainable use of natural resources including conservation of water & other natural resources, promoting afforestation and practicing responsible land utilization.

Biodiversity

Our goal is to have a positive influence by restoring, maintaining, & enhancing biodiversity where we work.

SOCIAL

Health, Safety & Quality Management

We promote health and safety culture for entire work force engaged with our business to improve and sustain safety performance while maintaining our safety targets. To ensure consistent and safe work practices, we apply a corporate safety policy through a comprehensive management system.

Human Capital

Our integrated theme is linked with wellbeing of our employees, culture, Diversity-Equity & Inclusion, employee experience and capability to ensure efficient business delivery. We focus on hiring top skill, competency development, reward & benefits that fosters long term value in terms of employees' engagement, generating productivity.

Community Engagement

We take community engagement as a strategic process with and through identified groups of people to create and maintain an enabling environment where business, nature and people can coexist in productive harmony to ensure long term business success.

Social Investments & CSR

We employ the concept of triple bottom line through our diversified CSR and Social Investment Programs to create an impact, to contribute towards sustainable development and to create shared value while addressing the most pressing social, economic and environmental issues by MariEnergies inclusive business model.

Responsible Supply Chain

We adopt best practices in our Supply Chain domain, while focusing on transparency, agility and sustainability. We align our service providers and contractors to adopt best practices that comply with our business and HSE framework.

GOVERNANCE

Corporate Governance

Our strong focus is to conduct our business while complying with all applicable laws, regulations, policies and procedures. We have a strong Governance structure including a Board of Directors having diversified experience to provide strategic direction.

Ethics & Transparency

We conduct our business in an ethical and transparent manner while promoting accountability and responsible decision-making. We have a Whistle Blowing Policy for ensuring highest ethical and moral standards.

Protection of Human Rights & Child Labor

We comply all regulatory requirements for protection of human rights while ensuring compliance with labor laws and child labor.

Financial Performance & Reporting

We are adopting transparent accounting and taxation system by ensuring all applicable regulations are fulfilled. Our reporting is focused on the material issues that matter to our stakeholders.

Stakeholder Management

We pursue strong collaboration with employees, communities, shareholders, supply chain partners, and regulators, ensuring that practically every layer of society is involved.

Digitization, Data Privacy & Security

We ensure confidentiality and data security in the entire business operations with privacy of personal data.



SDGs and MariEnergies

The Sustainable Development Goals (SDGs), adopted by the United Nations in 2015, provide a universal framework to end poverty, protect the planet, and promote inclusive and sustainable economic growth by 2030. The SDGs serve as a critical catalyst for embedding sustainability into core operations, ensuring a responsible balance between energy production, environmental integrity, and social equity across all phases of the project lifecycle.

Our strategic roadmap for SDG integration is informed by a comprehensive baseline review conducted in 2023, enabling more substantial alignment of our value chain with sustainable development priorities, enhanced impact measurement, and the design of programs that foster inclusive growth and resilient communities. We remain firmly committed

to advancing the SDGs through responsible business practices, transparent reporting, and meaningful stakeholder engagement. Our approach emphasizes the long-term consequences of our decisions and reflects a deep-rooted responsibility to drive systemic, positive change.

Our operations align with a wide range of the United Nations' Sustainable Development Goals (SDGs), reflecting our integrated approach to responsible growth, environmental stewardship, and long-term community development.

As part of our continued commitment, MariEnergies has extended its priority focus areas, placing *Zero Hunger* at the centre of its sustainability strategy. This focus reflects our role in supporting food security through uninterrupted gas supply to the fertilizer sector critical to national agricultural resilience.

Our broader focus spans No Poverty, Zero Hunger, Good Health and Well-being, Quality Education, and Clean Water and Sanitation, addressing the essential needs of communities where we operate. In addition, we maintain a lesser but meaningful focus on Affordable and Clean Energy, Reduced Inequalities, Decent Work and Economic Growth, and Climate Action, recognising their interconnected impact on sustainability.

These goals are embedded within our CSR and sustainability strategies and guide our programmes across operational regions. They serve as a strategic foundation for delivering tangible progress across development priorities and creating lasting value for society and the environment.



Stakeholder Engagement

We recognize that transparent, inclusive, and trust-based stakeholder relationships are essential to the long-term success of our exploration and production activities. We engage proactively with stakeholders to understand their expectations, assess both actual and potential impacts, and communicate our strategies for preventing, mitigating, and addressing those impacts in a responsible and responsive manner.

We employ a systematic approach to identify stakeholders who are

directly or indirectly affected by our operations, including individuals, communities, civil society organizations, regulators, suppliers, and other interest groups. Our stakeholder prioritization process evaluates several key factors, including proximity to our operational sites, interest in our activities, the degree of impact or dependence, and the willingness and capacity to engage.

Stakeholder engagement is conducted at both the corporate and

field levels, ensuring that dialogue is timely, context-specific, and relevant to the local and strategic operating environments. The insights gained through these engagements are systematically captured and analyzed to inform our business decisions, shape corporate policies, and refine our sustainability strategy. This process helps us maximize shared value, address concerns early, and reduce operational and reputational risks.

Stakeholder Groups	Engagement Channels	Key Topics and Concerns
Shareholders	<ul style="list-style-type: none"> Annual General Meetings / Extraordinary General Meetings Corporate reports Investors relations department Corporate briefings PSX Disclosures (Material information, General) 	<ul style="list-style-type: none"> Share price Economic returns New discoveries of oil and gas
Joint venture partners	<ul style="list-style-type: none"> Project review meetings Emails Operational Committee Meeting (OCM) Technical Committee Meeting (TCM) Financial Committee Meeting (FCM) 	<ul style="list-style-type: none"> Project performance review Health, Safety and Environment & CSR Compliance with regulations
Banks/Lenders	<ul style="list-style-type: none"> Meetings Emails 	<ul style="list-style-type: none"> Economic performance New project developments
Employees	<ul style="list-style-type: none"> Intranet Employee surveys Employee meetings Townhall meetings 	<ul style="list-style-type: none"> Career development Training Health, Safety and Environment & ESG
Suppliers	<ul style="list-style-type: none"> Service quality meeting Request for quotation Supplier surveys 	<ul style="list-style-type: none"> Timely delivery Health, Safety and Environment & ESG
Customers	<ul style="list-style-type: none"> Emails Periodic meetings 	<ul style="list-style-type: none"> Uninterrupted supply of natural gas New discoveries of oil and gas
Government	<ul style="list-style-type: none"> Regulatory reporting Policy development Relationship management Awareness and training sessions 	<ul style="list-style-type: none"> Energy security Regulatory compliance Payment of government dues Community investment as required by law
Local communities	<ul style="list-style-type: none"> Public hearings Consultation sessions Outreach programs Grievance mechanism 	<ul style="list-style-type: none"> Infrastructure development Community development Employment opportunities
Industry associations	<ul style="list-style-type: none"> Association meetings 	<ul style="list-style-type: none"> Regulatory framework Business environment
NGOs/NPOs	<ul style="list-style-type: none"> CSR collaboration projects and donations Dialogue with stakeholders 	<ul style="list-style-type: none"> Community development projects around production sites
Media	<ul style="list-style-type: none"> Press releases Interviews 	<ul style="list-style-type: none"> Company strategy and performance

Material Sustainability Issues

We conduct a comprehensive review to identify the material topics most relevant to our operations and stakeholder landscape. This process begins with stakeholder consultations, engaging key internal and external stakeholders to understand their concerns, expectations, and information needs. This is followed by an expert review, in which sustainability and industry specialists assess sector-specific risks, opportunities, and emerging themes.

To ensure relevance and comparability, the assessment is aligned with globally recognized frameworks, including the GRI 11: Oil & Gas Sector 2021 Standard, the SASB Oil & Gas – Exploration & Production Standard (2023-12), Ipieca guidance, and other best practices. We also consider contextual relevance, taking into account global and national sustainability trends, sector dynamics, and MariEnergies’ specific environmental, social, and economic impacts.

The process is further strengthened through integration with our enterprise risk management system, drawing on insights from the company’s risk register and strategic planning. Material topics are prioritized based on the significance of their actual and potential impacts, with a dual focus: negative impacts are assessed by their severity, scale, scope, and likelihood; while positive impacts are evaluated by their potential significance, scale, and probability of contributing to sustainable development outcomes.

The final list of material topics was reviewed and approved by subject matter experts and senior management. These topics shape the structure and content of this report and are addressed through dedicated sections outlining our management approach, 2025 initiatives, performance data, and future outlook.

Although no changes occurred in the list of material topics compared to the prior year, we have enhanced the frequency of our review.

Recognizing evolving global standards and increasing regulatory focus, we have shifted to conducting materiality assessments annually or sooner if significant developments arise in the external environment or within the company.

Investor-Relevant Sustainability Matters

In line with IFRS S1, we separately identified and disclosed sustainability-related risks and opportunities, with a particular emphasis on their potential influence on MariEnergies’ enterprise value, financial position, and investor decision-making. This included a focused review of climate-related risks and opportunities, which are disclosed in the Sustainability-related Financial Disclosure section of this report (see page 234-249).

Our integrated risk management system (see pages 68-73) addresses a wide range of sustainability risks and is aligned with investor expectations and international best practices.

Our Material Topics

Topics	Sub-topics	Relevant SDGs
GHG and Air Emissions (Pages 180-182)	<ul style="list-style-type: none"> GHG Emissions Air Emissions 	
Climate Adaptation, Resilience and Transition (Pages 180-181)	-	
Biodiversity (Pages 183-185)	<ul style="list-style-type: none"> Biodiversity Closure and Rehabilitation 	
Waste (Pages 188-189)	-	
Water and Effluents (Pages 186-187)	-	
Health and Safety (Pages 198-204)	<ul style="list-style-type: none"> Occupational Health and Safety Asset Integrity and Critical Incident Management 	
Employment Practices (Pages 190-195)	<ul style="list-style-type: none"> Employment Practices Freedom of Association and Collective Bargaining Diversity & Inclusion and Work-Life Balance 	
Local Communities (Pages 209-215)	-	
Human Rights (Pages 206-207)	<ul style="list-style-type: none"> Non-Discrimination and Equal Opportunity Forced Labor and Modern Slavery Child Labor Land and Resource Rights Conflict and Security 	
Economic Impacts (Pages 177)	-	
Ethics and Transparency (Pages 170-172)	<ul style="list-style-type: none"> Anti-competitive Behavior Anti-corruption Payments to Governments Public Policy 	
Supply Chain Impacts (Pages 172-173)	-	
Digitization and Cybersecurity (Page 204)	-	

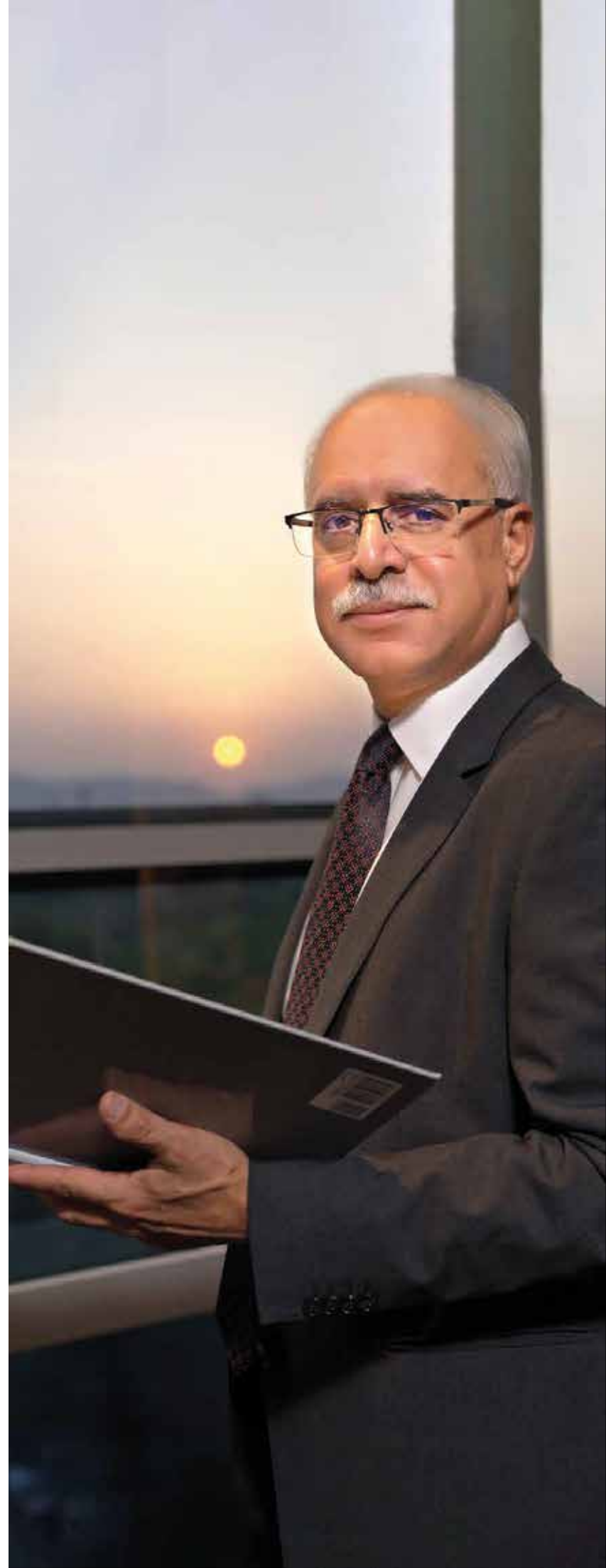
Refer to the following chapters/ sections for additional information on how MariEnergies manages its impacts.

- The governance approach is outlined in the Governance chapter.
- The sustainability strategy, which aims to mitigate adverse impacts, address sustainability-related risks, and leverage opportunities, is detailed in the Sustainability Strategy and Management Approach sections of the report.
- Performance can be found in the highlights section.
- The risk management framework is detailed in the Risk Management section of the annual report.
- Metrics are available in various sections of the report, while targets are in the Targets section.



Training on ESG Reporting by Core ESG Group Members - Mari Field

Governance



In this chapter

- Governance
- Policy Commitments
- Ethical Business Practices

Governance

Our transition from Mari Petroleum to MariEnergies emphasizes our commitment to sustainable practices and strong corporate governance. Our governance aligns with the Companies Act, 2017, Listed Companies (Code of Corporate Governance) Regulations, 2019 PSX regulations, and global best practices, ensuring transparency and accountability.

Governance Structure

The Board of Directors is MariEnergies' highest governing body, comprising eleven (11) members: seven (7) elected by shareholders and four (4) nominated by the sponsor shareholders. Elected directors serve a three-year term and are eligible for re-election, while nominated directors continue in office until their nomination is withdrawn by their respective nominating entities or upon resignation. The Companies Act, 2017, the Company's Articles of Association and the Participation and Shareholders Agreement govern the nomination process. (Refer to pages 32-37 for Board profiles.)

The Board is responsible for establishing the company's vision, mission, values, strategy, and policies. It provides oversight while delegating executive authority to the Managing Director/Chief Executive Officer (MD/CEO), who is responsible for developing and implementing the business strategy and operational leadership. The Chairman of the Board is a non-executive director, reinforcing the board's independence and integrity of oversight.

To support its oversight functions, the Board has established five (5) Committees, each governed by defined Terms of Reference (TORs), in compliance with regulatory and best practice standards.

The committees include the Audit Committee, Human Resource & Remuneration (HR&R) Committee, the Technical Committee, the Investment Committee, and the Environmental, Social & Governance (ESG) Committee. These committees facilitate specialized guidance and contribute to strategic decision-making within their respective domains. (Refer to pages 97-104 for detailed terms of reference.)

Sustainability Governance

In line with the Company's transformation, the Board continues to oversee and strengthen our sustainability governance framework to address evolving ESG risks and opportunities. Our approach aligns with the four pillars of Governance, Strategy, Risk Management, and Metrics & Targets, ensuring strategic alignment, operational resilience, and transparent accountability. Specific metrics have been developed to demonstrate the company's performance and progress in managing sustainability-related matters.

Board Oversight of Sustainability

The Board of Directors holds overall responsibility for corporate strategy, including sustainability-related risks, opportunities, and impacts, and oversees efforts to quantify their financial implications across short, medium, and long-term horizons. This mandate is delegated to the ESG Committee, which meets quarterly to monitor ESG performance, guide policy, and ensure alignment with industry best practices, regulatory requirements, and stakeholder expectations. The company continues to strengthen governance, enhance monitoring systems, and integrate sustainability into strategic decision-making while progressively aligning with international standards and frameworks.

The ESG Committee comprises members with relevant expertise in sustainability, supporting the company's ambition to proactively and strategically manage ESG issues. Board members have received formal training on ESG and sustainability to remain informed of global climate policy developments and forward-looking ESG trends.

Management's Role in Sustainability Integration

Sustainability considerations are embedded across MariEnergies' governance ecosystem, supported by structured policies, internal control systems and an enterprise risk management (ERM) framework. The ERM system, coupled with a robust materiality analysis process, is designed to identify and monitor significant sustainability issues, including impacts, risks and value-creating opportunities.

The MD/CEO is responsible for ensuring the effective implementation of internal controls that address identified sustainability issues and safeguard the company's strategic assets. This includes the approval of material topics and supervision of resource allocation. The MD/CEO has delegated oversight and engagement with third-party assurance providers to validate ESG disclosures to the Director HSE. To facilitate governance across functions and operations:

- Corporate functions develop and cascade ESG management procedures.
- Operational teams implement action plans and report progress.
- ESG performance and progress against corporate sustainability objectives are reviewed periodically by the Board ESG Committee and reported to the Board.

Governance

The Board endorses the adoption of CSR best practices, demonstrating its commitment to promoting corporate social responsibility. It recognizes that the company's sustainable practices not only advance social and environmental objectives but can also positively influence financial performance and long-term value creation.

Strengthening ESG Capabilities

During 2025, MariEnergies organized targeted capacity-building initiatives, including:

- ESG knowledge-sharing sessions for the cross-functional teams focusing on IFRS S1 and S2 and GRI Standards;
- Participation in local and international ESG forums, training programs and workshops;
- Ongoing regulatory updates for Board members on changes in sustainability governance and corporate disclosure regimes and adoption of the SECP's ESG Disclosure Guidelines.

These efforts reflect our commitment to fostering a culture of sustainability that is embedded, informed and future-ready.

Terms of Reference – ESG Committee

- Review ESG strategies, policies, goals and targets for the company, while focusing on sector specific challenges, local perspective and energy and security needs of the company.
- Monitor and assess the company's ESG performance, including key performance indicators, benchmarks and targets.
- Oversee and advise ESG-related risks and opportunities that may impact the company's business, reputation, and financial performance.
- Provide guidance to management team for adopting best international practices and seek support from ESG experts as needed to ensure company's compliance with relevant ESG laws, regulations, and reporting requirements in the country.
- Foster constructive engagement with stakeholders, including investors, communities, government authorities and NGOs, to understand and address ESG concerns and expectations.
- Oversee the appropriateness of the sustainability management system, while emphasizing on social impact of the company business.
- Oversee and facilitate transparent communication of the company's ESG performance to stakeholders especially investors through the annual sustainability report and other relevant disclosures.
- Promote ESG awareness and ensure ESG-related training opportunities are provided to employees, management and the Board.
- Advise on management team's recommendations on the ESG implications of major projects, investments and initiatives for effective decision making.
- Report its findings, recommendations, and activities to the Board of Directors on a regular basis or as requested by the Board.

ESG Committee of the Board



Ms. Seema Adil
Chairperson ESG Committee
Non-Executive Director



Mr. Abid Niaz Hasan
Independent
Non-Executive Director

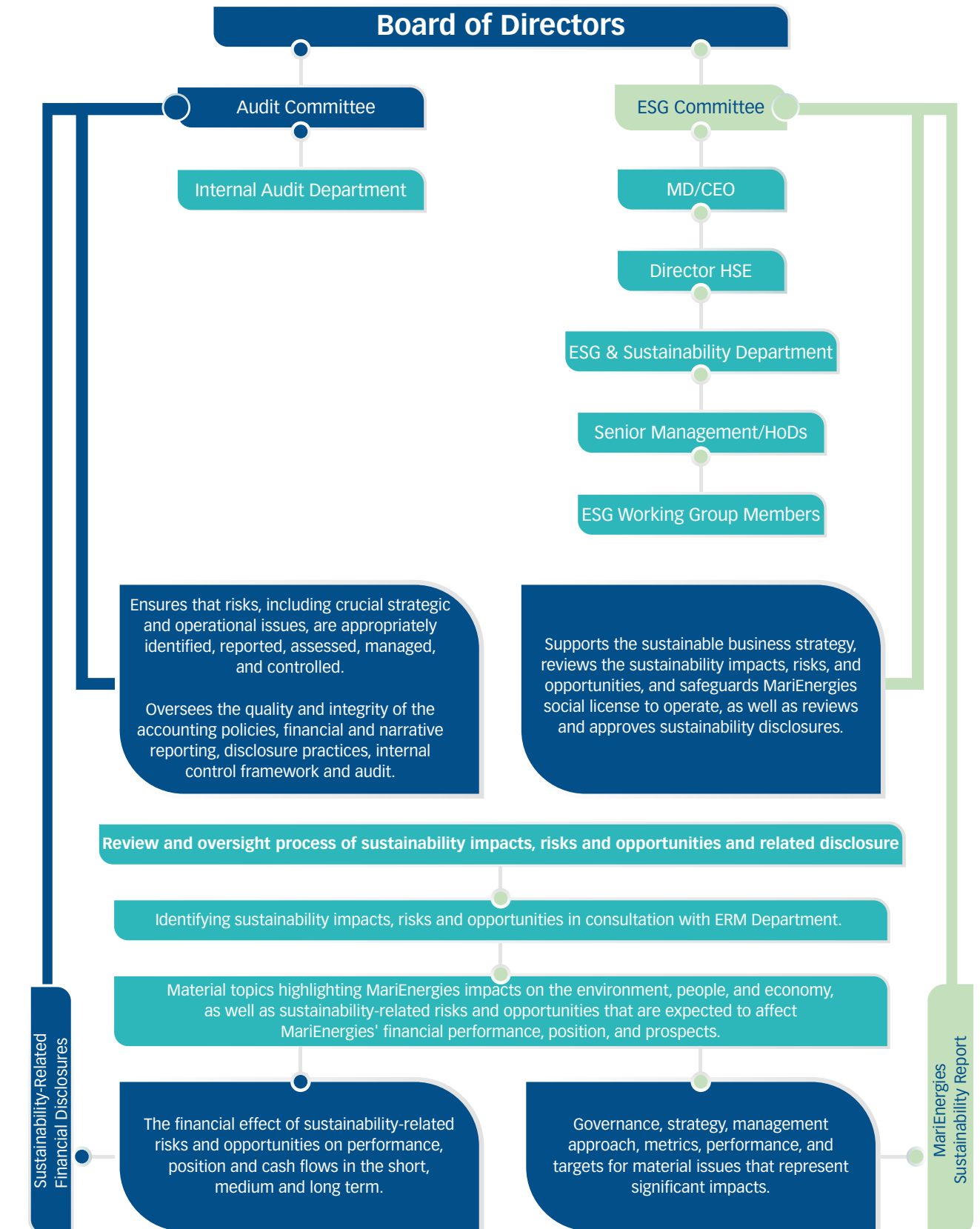


Mr. Momin Agha
Secretary Petroleum
Ministry of Energy (Petroleum Division)



Mr. Muhammad Aamir Salim
Executive Director (Petroserv)
Oil & Gas Development Company Limited

Sustainability Governance Structure



Remuneration and Performance Review

The Board determines directors' remuneration in accordance with a formal Directors' Remuneration Policy, which is developed in accordance with applicable regulatory framework. This policy considers directors' competencies, time commitments, scope of Board responsibilities, including the number of meetings held and benchmarks against remuneration practices in comparable organizations. In line with the policy, only non-executive directors receive a fixed fee for attending Board and Board Committee meetings; no compensation is provided for participation in shareholders' meetings, and no stock option scheme exists for any category of directors. The MD/CEO serves as the sole executive director and receives remuneration in accordance with the terms of his employment contract with the Company.

The HR&R Committee oversees the annual evaluation of the Board's performance by engaging independent external consultants. The Board considers the outcomes

of these assessments and takes appropriate action, including refining policies and enhancing governance.

The remuneration policies for executives, including the MD/CEO, are approved by the Board upon recommendation from the HR&R Committee. These policies are performance-based, requiring regular evaluation against clearly defined objectives and targets sanctioned by the Board, with a particular emphasis on mitigating risks to MariEnergies and safeguarding the interests of its stakeholders.

The HR&R Committee evaluates the executive team's performance against defined objectives and targets, including those related to environmental and social performance. While the integration of environmental and social considerations into remuneration and performance assessments is in its early stages, efforts are underway to advance this framework by establishing clear targets and performance management processes aligned with MariEnergies' sustainability goals.

Conflict of Interest and Critical Concerns

MariEnergies enforces a strict Code of Conduct that prohibits conflicts of interest across governance and employee levels. Where unavoidable, conflicts are disclosed to the Board, and the concerned director abstains from related decisions. Policies on conflict of interest, gift acceptance, and related party criteria, including cross-board memberships, are in place. Critical concerns, such as HSE and security matters, are escalated to the Board through the MD/CEO.

The company maintains an Investor Relations and Grievance Redress Policy, along with a Whistleblowing Policy, enabling stakeholders to register concerns through confidential and impartial channels. Whistleblower complaints are submitted directly to the Chairman of the Audit Committee and escalated to the Board when necessary.

Grievance and whistleblowing mechanisms ensure protection from retaliation and provide avenues for reporting ethical violations or seeking guidance and support. One complaint was received through the whistleblowing mechanism and was resolved in accordance with the defined procedures.

Policy Commitments

MariEnergies is committed to conducting business responsibly and ethically across its operations and value chain. All company policies are approved by the Board of Directors, with updates communicated through internal channels. Key governance documents, including the Code of Conduct, Grievance Policy, and Whistleblowing Policy, are publicly accessible on the company website (www.marienergies.com.pk). Additional policies are available through the corporate intranet.

Our policies, procedures, and risk management systems are designed to effectively identify, mitigate, and manage sustainability-related impacts across our operations and the supply chain. MariEnergies shares these policies with its value chain partners, encouraging alignment with our standards and compliance with all relevant laws and regulations. Further details on our supply chain impact management can be found on page 170-72 of this report.

We are committed to protecting human rights and the environment in line with international frameworks. Our Health, Safety and Environment (HSE) Policy is guided by Article 15 of the Rio Declaration, and our human rights policies are based on applicable laws, the Universal Declaration of Human Rights and ILO conventions ratified by the Government of Pakistan.

The MD/CEO is accountable for embedding policy commitments across the organization, supported by relevant departments. To strengthen awareness and adherence, regular training on the Code of Conduct is provided to employees and business partners. Compliance is monitored through internal audits and external certifications, reinforcing MariEnergies' culture of accountability and continuous improvement.

Mitigating Negative Impacts

MariEnergies remains committed to proactively preventing, mitigating and remediating potential negative impacts arising from its operations. Environmental and social impact assessments are conducted for each project site, evaluating biological, physical, and socioeconomic factors that affect surrounding communities. Mitigation plans are developed to address identified risks and minimize adverse effects throughout the project lifecycle.

Across operational and corporate levels, grievance mechanisms are in place to ensure stakeholders can raise concerns related to environmental, social, or operational impacts. These submissions are reviewed through a structured process, with transparent resolution and feedback mechanisms. Additional sections of this report detail our proactive risk management strategies aimed at minimizing adverse operational, environmental and community-related outcomes.

Memberships

MariEnergies is a member of the following associations

					
<p>Management Association of Pakistan (MAP)</p>	<p>World Economic Forum (WEF)</p>	<p>Pakistan Petroleum Exploration and Production Companies Association (PPEPCA)</p>	<p>Petroleum Institute of Pakistan (PIP)</p>	<p>Islamabad Chamber of Commerce and Industry (ICCI)</p>	<p>British Chamber of Commerce Abu Dhabi (BCCAD)</p>



Ethical Business Practices

Material Topics: Ethics and Transparency | Supply Chain Impacts

Upholding ethical business conduct and ensuring compliance with applicable laws and regulations, alongside promoting responsible and sustainable practices across our supply chain, play a critical role in mitigating business risks.



Recognizing the broad economic, environmental, and social impacts of our operations, we are firmly committed to upholding ethical conduct, integrity, and responsibility within our supply chain and across all stakeholder relationships. By integrating the UNGC's Ten Principles, spanning human rights, labor, the environment, and anti-corruption, into our governance and business processes, we reinforce a principles-driven approach to sustainability, transparency, and responsible corporate citizenship.

MariEnergies, a public listed company, is majority-owned by Fauji Foundation, Oil & Gas Development Company Limited (OGDCL) and the Government of Pakistan, with detailed shareholding information available on its website as well as in this Annual Report. The Company collaborates with reputable local and international joint venture partners in the energy sector, all of which are regulated by the Securities and Exchange Commission of Pakistan (SECP). To uphold transparency and integrity in its supply chain, MariEnergies implements a rigorous screening and pre-qualification process to engage only credible and legitimate suppliers and vendors.

Business Ethics and Anti-Corruption

MariEnergies maintains a strong and unequivocal stance against corruption, as articulated in its Code of Conduct, which strictly prohibits bribery, facilitation payments, conflicts of interest, insider trading and other unethical practices. The

Code also provides clear guidance on business integrity, gifts and entertainment and accountability. All employees and Board members are required to read, acknowledge and comply with the Code upon joining and throughout their tenure. This commitment is reinforced through regular awareness sessions, training and internal compliance protocols. The Company expects its business partners, suppliers, and stakeholders to uphold the same high standards and embed these expectations into procurement practices, contractual obligations, and stakeholder engagements. Rooted in the core value of integrity, MariEnergies' anti-corruption approach reflects not only a compliance requirement but a strategic commitment to responsible business, transparency and long-term stakeholder trust.

To operationalize this commitment, MariEnergies has established a robust internal control environment supported by a structured monitoring and evaluation framework. Key measures include segregation of duties, a defined Limit of Authority Matrix, approved policies and procedures, strong financial management systems and regular internal audits. The Balanced Scorecard system cascades organizational goals into departmental and individual objectives, with performance tracked through periodic reviews.

Internal Audit Department (IAD) plays a critical role as the third line of defence. In FY 2024-25, the IAD updated its charter, developed an

audit manual, advanced automation and expanded its Quality Assurance and Improvement Program. Fraud risk is assessed annually and at the planning stage of each audit engagement, with controls tested for adequacy and effectiveness. The Company also enforces a Whistleblowing policy, conducts thorough due diligence in hiring, and applies clear HR policies for disciplinary actions. Donations and CSR activities are governed by an approved policy and periodically reviewed by internal audit for compliance. As a listed entity, MariEnergies fully complies with the Listed Companies (Code of Corporate Governance) Regulations, 2019, with oversight provided by the Board, its sub-committees and independent auditors.

No incidents of fraud, corruption, or non-compliance with anti-competitive laws were reported during the FY 2024-2025, underscoring the effectiveness of the Company's governance, control systems, and ethical culture. No litigation was directly/solely instituted in FY 2024-2025 that alleged non-compliance with laws. However, the Company is currently defending multiple cases relating to its routine business activities. Based on a review by legal counsel appointed for each case, it is expected that the outcomes will favour the Company.

Contract Transparency

In Pakistan's highly regulated exploration and production (E&P) sector, commercial terms such as pricing, product specifications, delivery points and payment structures are stipulated within the Gas Sales and Purchase Agreements (GSAs). As per regulatory frameworks, the details of these contracts are not publicly disclosed.

However, to uphold the principles of transparency and good governance during the contract negotiation process, a cross-functional team at MariEnergies, comprising representatives from legal, commercial, technical, and finance, leads the drafting, negotiation, and execution of all agreements. Where relevant, joint venture (JV) partners are actively engaged in the negotiation and finalization of contractual terms, ensuring alignment with stakeholder interests and adherence to internal compliance protocols.

Payments to the Government

MariEnergies is committed to promoting national and local economic growth through ethical, transparent, and responsible tax practices. Our proactive, disciplined approach to tax governance is central to our accountability and long-term value creation. In Pakistan's changing economic environment, the Company recognizes its responsibility to support public services, infrastructure, and inclusive growth through timely and compliant tax payments. We view responsible

taxation as more than a legal obligation; it is a core ethical duty and a fundamental element of our corporate governance framework.

Our approach to tax compliance is based on strict adherence to all applicable local tax laws and regulations. This is further strengthened by alignment with internationally recognized standards and authoritative intergovernmental instruments that promote transparency, accountability, and fair tax behavior. The Company has developed a comprehensive internal control environment to effectively manage its tax responsibilities. This includes regular tax risk assessments, rigorous internal audits, and timely, accurate reporting that is integrated into the broader financial governance mechanisms. If any inconsistencies are detected, prompt corrective measures are taken in coordination with relevant tax authorities, ensuring swift and effective remediation.

Oversight of all tax matters is led by the Chief Financial Officer (CFO), who ensures that the Company's tax strategy is implemented in alignment with best practices in governance and financial management. Periodic management reviews, combined with executive oversight, support sound decision-making and reinforce accountability across all levels of the organization.

We continuously monitor our tax performance using clear indicators, including compliance status, the timeliness and accuracy of tax filings, and audit preparedness.

These evaluations help drive ongoing improvements and ensure alignment with both regulatory requirements and stakeholder expectations.

Stakeholder engagement plays a key role in shaping our approach to taxation. The Company maintains active dialogue with tax authorities, regulatory institutions, and industry peers to identify emerging risks and opportunities, evaluate the effectiveness of current practices, and enhance transparency. These interactions also help us remain responsive to evolving fiscal expectations and build confidence among our stakeholders.

In the financial year 2025, we contributed around PKR 95 billion to the national exchequer, underscoring our sustained commitment to ethical stewardship and national development. Further details regarding the taxes remitted to the government can be found on page133.

Public Policy

MariEnergies recognizes that engaging in public policy is crucial for ensuring regulatory compliance, industry progress, and a license to operate. The Company's approach to public policy is shaped by its vision of being the preferred partner in national energy security, maintaining high ethical standards and fostering safe, transparent, and cost-effective operations.

Our commitment to public policy extends beyond adherence to existing laws and regulations.

Ethical Business Practices

It actively supports policy formulation, regulatory dialogue and collaborative engagement through partnerships with national and international stakeholders. The Business Development & Commercial (BDC) Department, supported by the regulatory team, is responsible for interpreting, disseminating and facilitating compliance with applicable policy frameworks across all functional areas.

MariEnergies supports the development of forward-looking public policies that balance global energy transition goals with national priorities and operational realities. Our structured and transparent approach to policy engagement promotes institutional accountability and aligns with Pakistan's economic and energy objectives. As an active member of Pakistan Petroleum Exploration and Production Companies Association (PPEPCA) and a contributor to working groups with the Ministry of Energy, the Ministry of Climate Change, and the National Disaster Risk Management Fund (NDRMF), the Company supports national efforts to decarbonize. It also collaborates with global platforms, including the Oil & Gas Decarbonization Charter, the Oil and Gas Climate Initiative, and the World Economic Forum, to advance evidence-based policymaking and responsible energy transition agendas.

To ensure internal alignment, a suite of governance protocols guides public policy compliance, supported by periodic Integrated Management System (IMS) audits and oversight of regulatory matters. Regulatory interactions are carefully documented to maintain transparency, and any divergence

from national policy is addressed through structured communication and prioritization of compliance.

The effectiveness of these actions is monitored through post-audit feedback, regular reviews, and updates of procedures, as well as internal forums where the engagement outcomes are deliberated. Annual third-party Board evaluations assess performance on ESG and regulatory oversight, reinforcing the company's commitment to responsible public policy engagement and governance excellence.

The Company maintains a strictly apolitical stance in its engagement with all stakeholders, including government entities, customers, communities, and other relevant parties. In line with this approach, no political contributions were made during the reporting year.

Supply Chain Impacts

Robust supply chain governance is a crucial component of our ESG strategy, enabling us to meet stakeholder expectations, uphold ethical standards, and enhance environmental and social performance. We are embedding sustainability throughout our supply chain, strengthening operational resilience, driving excellence, and advancing progress towards our long-term sustainability goals. Moreover, to increase its contribution to national economic growth and shared prosperity, the company integrates community development into its supply chain strategy by prioritizing local vendors and investing in their capacity building.

The Head of the Supply Chain is responsible for oversight of the supply chain's impact. All suppliers

are required to comply with applicable laws and regulations, uphold ethical business conduct, and align with MariEnergies' internal policies and procurement terms, including health, safety, and environmental (HSE) standards, as well as corporate governance principles. We also encourage alignment with the principles of the United Nations Global Compact (UNGC).

As of the reporting period, MariEnergies maintained a network of 1,333 approved suppliers, including 1,025 local and 308 international vendors. This network supports a wide array of activities across the value chain, from exploration, drilling, and production to reservoir engineering, equipment maintenance, and digital services. Key supplier categories include equipment manufacturers, engineering, procurement & construction (EPC) contractors, technology providers, chemical and well services companies, HSE consultants, logistics partners, and advisory firms.

Our supplier engagements range from long-term strategic partnerships to short-term, project-specific contracts. Long-term relationships are established with critical service providers to ensure performance consistency, operational reliability, and alignment with MariEnergies' sustainability objectives. In parallel, transactional engagements are maintained to meet specialized or time-sensitive project needs, offering agility while maintaining strict quality standards.

MariEnergies mitigates procurement and operational risks through a geographically diversified supply base across Pakistan and key international markets, including

Middle East and North Africa (MENA), Southeast Asia, North America, and Europe. This global reach enhances supply continuity and access to emerging technologies and sector expertise.

During the reporting year, we paid PKR 45 billion to our supply chain partners, with 51% of the amount spent on domestic vendors and 49% on international partners. This balanced approach reflects our dual commitment to supporting local economic development and sourcing globally for innovation and reliability.

Integrating ESG into Supplier Evaluation and Audits

We prioritize transparency, fair labor practices, anti-corruption measures, and environmental stewardship across our procurement processes. In 2025, MariEnergies strengthened its sustainable procurement framework by integrating ESG considerations into supplier onboarding and performance monitoring processes. ESG-related

questions were introduced into vendor pre-qualification forms and shared with approximately 1,000 suppliers. Although currently used for data gathering, this process enhances readiness for future ESG disclosure requirements and regulatory expectations.

During the reporting period, we conducted ESG audits for 15 out of 20 high-priority vendors selected based on spend and service criticality. These audits evaluated key environmental and social indicators, including waste management, carbon footprint, and workforce well-being. The findings provide a basis for refining our supplier strategy and reinforcing sustainable practices throughout the supply chain.

We assess the effectiveness of supply chain management through a combination of audits, performance scorecards, and contract compliance monitoring. Key metrics, including on-time delivery, cost control and

sustainability scores, are regularly reviewed to ensure alignment with corporate objectives. These efforts have improved compliance, streamlined procurement cycles, and strengthened ESG integration. Lessons learned from audits and performance reviews continue to shape policy enhancements, vendor onboarding, and training initiatives, supporting continuous improvement and supply chain resilience.

Last year, MariEnergies was honored with the "Corporate Ethical Procurement & Supply Award" by the Chartered Institute of Procurement & Supply (CIPS), UK, in recognition of its strong commitment to ethical procurement practices, including anti-fraud, anti-corruption, human rights protection, and sustainability. The Company remains committed to upholding these principles and is actively working towards renewing this certification to reaffirm its dedication to responsible and transparent supply chain management.



Energizing Economic Value

In this chapter

- Our Approach
- Energy and Food Security
- Economic Returns

Our Approach

MariEnergies remains steadfast in its mission to support national economic growth while positioning itself as a globally integrated Exploration and Production (E&P) company. In the context of Pakistan's economic challenges, the Company recognizes its pivotal role in advancing food and energy security. A strong commitment to ethical business practices and the sustained creation of value for shareholders underpins this responsibility.

Aligned with its strategic vision, MariEnergies is focused on building long-term financial resilience to effectively navigate the transition toward low-carbon and cleaner energy solutions. This journey is not without challenges, ranging from

extreme weather events to security complexities in remote operational areas. Despite these hurdles, the Company remains committed to delivering tangible contributions to national development and local community upliftment.

The Board of Directors plays an active role in steering this strategy, having formally approved the Company's business plans, goals and priorities. These directives are executed under the leadership of the MD/CEO, with the Board providing regular oversight through performance reviews and strategic evaluations. This governance model ensures responsive decision-making and continuous alignment with evolving operational and stakeholder expectations.



Energy and Food Security

We are advancing strategic initiatives that strengthen Pakistan’s energy and food security while driving inclusive socio-economic development across the country.



The availability of affordable and reliable energy is fundamental to sustainable economic growth, job creation, and national stability. In 2025, MariEnergies reinforced its strategic role as a key enabler of energy security by ensuring an uninterrupted gas supply for power generation, supporting both domestic households and the industrial sector.

In parallel, food security has emerged as an equally urgent national priority, driven by climate-

induced agricultural disruptions, global commodity price volatility, and declining rural incomes. Recognizing the critical role of fertilizers in securing crop productivity and price stability, MariEnergies continues to provide consistent feed gas to Pakistan’s fertilizer industry. More than 90% of the country’s urea production is powered by feed gas from MariEnergies, underscoring the company’s central contribution to agricultural resilience and national food security.

Guided by its mission to meet the country’s growing energy needs while maintaining the highest ESG Standards, MariEnergies remains committed to the responsible exploration and development of Pakistan’s indigenous resources, advancing the country’s journey toward energy self-reliance and inclusive socio-economic development.



Economic Returns

Material Topics: Economic Impacts

Creating economic value for stakeholders while contributing to national development through taxes, royalties, and responsible economic participation.



Our strategy for generating economic value aligns with our vision and mission, acting as a responsible entity for national development. Our approach is focused on delivering stable returns while unlocking shared economic value for stakeholders across the energy ecosystem. Through disciplined financial governance, prudent capital deployment, and innovation-led operations, we ensure that our activities translate into tangible benefits for employees, communities, suppliers, and the national economy.

We prioritize regulatory compliance, fiscal transparency, and the adoption of global best practices to maintain stakeholder confidence and long-term viability. Our risk management framework enables us to anticipate risks, allocate resources efficiently, and maximize socio-economic value creation across our operations.

Economic contributions are realized through tax payments, royalties, dividends, and investments in local goods and services. We also drive indirect value by supporting enterprise development, employment generation, and skills transfer in locations where we operate. Our community development programs further amplify positive outcomes by targeting education, health, livelihoods, and infrastructure.

Oversight mechanisms embedded in our strategic planning and enterprise risk systems enable continuous performance tracking. Dedicated cross-functional teams monitor progress through key indicators, including revenue growth, local procurement share, fiscal contributions, and

community investment outcomes. We assess the effectiveness of our approach through impact evaluations, stakeholder dialogue, and periodic performance reviews. These insights inform refinements in policy and practice, ensuring our economic impact remains inclusive, resilient, and aligned with our corporate purpose.

In 2025, MariEnergies did not receive any direct or indirect financial assistance from the government. For more information on the economic value we have generated and distributed, refer to the Statement of Value Added on page 133.

Financial Implications of Climate Change

Climate change poses risks to our business, including transition and physical risks, as well as opportunities to improve resource efficiency, enhance resilience, and create greater value during the transition to a low-carbon economy.

The physical risks can have a material impact on our financial performance and operational resilience, including damaged infrastructure that interrupts production, delays project

timelines, and results in unanticipated repair and recovery costs. Depending on the location and severity of such events, potential financial impacts could range from operational downtime to multimillion-dollar expenditures. To manage exposure and safeguard assets, MariEnergies maintains robust insurance coverage for high-value infrastructure and integrates climate resilience considerations into engineering standards and field development plans. Business continuity strategies are regularly reviewed to address changing climate scenarios and minimize disruption.

The transitional risks also influence our strategic direction. Climate-related considerations are now embedded across investment screening, project approvals, and risk management processes, ensuring alignment with national priorities and global energy transition trends.

While current assessments are predominantly qualitative, MariEnergies is strengthening its internal capacity to model and quantify climate-related financial risks and opportunities. Further details about the climate-related risks and opportunities are available at 234-249.



Sustainability-Related Risks & Opportunities Identification Workshop

Thriving with Nature



In this chapter

- Our Approach
- Climate Change
- Protecting Biodiversity
- Conserving Water Resources
- Circularity and Waste

Our Approach

We recognize that our operations intersect directly with the natural environment, particularly through land use, emissions, water withdrawal and discharge, and waste disposal. We have adopted a structured and adaptive approach to managing our environmental impacts, ensuring that sustainability considerations are embedded in every stage of the asset lifecycle.

Our environmental management is guided by internationally recognized standards, with all operational assets certified under ISO 14001:2015, ISO 45001:2018, and ISO 9001:2015. These frameworks support a risk-based, process-driven methodology for identifying, assessing, and mitigating environmental risks and impacts.

Environmental impacts are assessed as part of project design and execution through comprehensive Environmental Impact Assessments

(EIAs) and Environmental Management Plans (EMPs). These tools allow us to understand location-specific sensitivities and ensure that legal requirements, permit conditions, and best practices are consistently applied. Plans are updated in response to operational changes and regulatory developments.

MariEnergies tracks environmental performance through a combination of internal audits, third-party evaluations, and ongoing monitoring of key environmental indicators. Moreover, regular HSE audits, independent assessments and performance reviews enable us to benchmark our performance, identify emerging risks, and implement corrective actions as needed. Insights are disseminated across teams via internal knowledge-sharing mechanisms, fostering a culture of continuous improvement.

In the case of a significant adverse event, we activate an integrated Crisis and Emergency Response System, designed to minimize ecological harm. This system includes spill response, pollution control, and post-incident environmental rehabilitation protocols.

We are currently working to strengthen baseline data collection, enhance transparency of disclosures, set clear performance targets, optimize resource efficiency and align more closely with national and global environmental sustainability goals. No significant violations or non-compliances were recorded during the reporting period, reflecting our disciplined execution and robust compliance culture. As we move forward, we remain committed to reducing our environmental footprint while ensuring energy security.



Earth Day 2025 - Head Office



Environment Day 2025 - Head Office

Climate Change

Material Topics: Climate Adaptation, Resilience and Transition | GHG Emissions and Air Emissions

Embedding decarbonization into operations by reducing GHG intensity, phasing out flaring, and enhancing energy efficiency through the use of advanced technologies and in parallel, building climate resilience by integrating adaptation strategies and investing in low-carbon and renewable energy solutions.



Miyawaki Forestation Inauguration by MD/CEO, Mari Field, Daharki - Sindh

MariEnergies is actively addressing the challenges of climate change through a dual-pronged strategy: ensuring affordable, reliable and cleaner fuel supply to the domestic market, including critical feedstock for fertilizer production and limiting greenhouse gas emissions across its operations. The Company's commitment transcends regulatory compliance, underpinned by a comprehensive ESG Policy aligned with the SECP's ESG Guidelines and the UN SDGs. The Company reaffirmed its dedication to the Net Zero ambition and methane abatement by becoming a signatory to the Oil & Gas Decarbonization Charter (OGDC) at COP28. It remained an active participant through FY 2024–25, contributing to the sector-wide effort to advance Paris Agreement goals and accelerate the transition to cleaner energy.

Climate Adaptation and Resilience
MariEnergies' approach to climate adaptation and resilience is rooted in its sustainability-driven vision, "More Energy, Fewer Emissions",

which positions sustainability as a core operational principle guiding the company's transition to a low-carbon future. The company recognizes that it plays a central role in facilitating Pakistan's shift toward a sustainable, low-carbon energy system, while simultaneously supporting national food and energy security.

MariEnergies is proactively aligning with global frameworks, including decarbonization pathways and the SDGs, to support transition and contribute meaningfully to sustainable development. Climate-related risks and opportunities are governed by the company's ESG Policy and are embedded in its strategic planning, risk management, and stakeholder engagement processes.

The Board of Directors, through its ESG Committee, oversees sustainability-related impacts, risks and opportunities. To address climate adaptation, resilience, and transition, MariEnergies has initiated and expanded several strategic actions during the year.

Fuel Transition and Emission Reduction

- Initiated a Carbon Capture and Storage (CCS) project to reduce emissions and support its net-zero ambitions.
- Initiated a hydrocarbon (methane) recovery project at gas processing facilities to achieve near-zero methane emissions by 2030.
- Increased focus on supplying indigenous natural gas as a cleaner energy source to reduce dependence on furnace oil and coal in power generation.

Green Energy Innovation

- Signed multiple MoUs with industry and technology partners to explore collaborative opportunities in green hydrogen, geothermal and other low-carbon technologies.
- Established a dedicated Future Energy & Business Initiative (FEBI) team within the BDC department to lead research, pilot projects and commercial viability assessments.

Climate Risk Assessment & ESG Integration

- Broadened the assessment of climate impacts across operations to estimate the carbon footprint and identify required mitigation measures.
- Integrated ESG considerations into strategic decision-making and project evaluation.
- Embedded sustainability into business planning and governance, guided by a people-planet-governance framework.

Stakeholder Engagement and Workforce Readiness

- Conducted regular CCS working group meetings to engage internal stakeholders and align teams across functions.
- Promoted ESG education and workforce awareness through internal workshops, with an emphasis on employee engagement in the energy transition.
- Supported inclusive employment and community development to mitigate socio-economic risks associated with climate adaptation.

Monitoring Effectiveness

MariEnergies employs a combination of performance monitoring systems and governance oversight mechanisms to track the effectiveness of its climate strategy:

- The FEBI team monitors climate-related initiatives on a monthly basis, reporting to senior leadership and recommending course corrections as needed.
- Progress on green initiatives is reviewed during quarterly business review sessions, enabling cross-functional alignment.
- ESG-related performance, including HSE metrics, emissions reduction targets and clean energy initiatives, is factored into the Annual Performance Scorecard for senior management.
- Periodic evaluation of climate governance performance is carried out as part of the Board's annual assessment by an independent third party (PICG), which reviews ESG oversight and effectiveness.
- While climate performance is not yet tied to Board-level incentives,

- HSE and emission reduction initiatives, including projects such as CCS and green hydrogen, are incorporated into the company's Performance Scorecard and directly influence variable compensation for the MD/CEO and senior management.
- Our monitoring efforts help identify areas for improvement and guide corrective actions to realign our approach, ensuring we remain on track to achieve the objectives of our sustainability strategy.

While regulatory mandates remain limited, MariEnergies continues to take decisive action to reduce its greenhouse gas emissions and enhance operational resilience. The transition to a low-carbon economy presents both risks and opportunities, and the company remains committed to innovation, multi-stakeholder partnerships and responsible energy stewardship, ensuring alignment with national and global climate goals.

GHG and Air Emissions

MariEnergies complies fully with all applicable emission regulations across its operations. The HSE department develops a comprehensive GHG inventory in collaboration with site teams, covering Scope I and Scope II emissions. In addition to carbon reporting, we closely monitor sulfur oxides (SOx) and nitrogen oxides (NOx), with targeted objectives to reduce emissions, minimize flaring and proactively detect and eliminate methane leaks. Regular preventive maintenance is performed to minimize fugitive emissions and improve equipment reliability.

Processing facilities are equipped with advanced control devices and automated systems to efficiently manage gas treatment and effluent discharge. Units such as gas sweetening, dehydration, membrane separation and dew-point control are deployed based on feed and product specifications, helping maintain gas quality and reduce flaring. Environmental impact is further mitigated through smart venting practices aligned with industry standards.

Performance monitoring is supported by our HSE reporting tool, which enables the continuous tracking of key metrics and facilitates timely decision-making. Regular risk assessments, energy-efficient practices and optimization strategies help reduce environmental and operational risks, contributing to our long-term sustainability goals.

As part of our digital transformation journey, we successfully rolled out phase one of our in-house ESG Dashboard, tailored for the oil and gas sector. This platform enables real-time monitoring of key environmental and safety indicators, focusing on Occupational Health & Safety, Air Emissions & Climate, Water, and Waste. In addition, we have digitized emission reporting across all operational sites, enhancing data accuracy and transparency. To further reduce our environmental footprint, we have replaced all air conditioning units with ozone-friendly alternatives, fully phasing out the use of ozone-depleting substances (ODS) in our cooling systems.



Climate Change

GHG Emissions

	2025	2024	2023
GHG Emissions CO ₂ equivalent, MT (Scope I)	1,679,221	1,607,504	817,576
GHG Emissions CO ₂ equivalent, MT (Scope II)	1,279	988	1,017
GHG Emissions intensity (MT CO ₂ equivalent/ KBOE)	44.02	42.69	22.38

No biogenic emission of CO₂e at MariEnergies

*Value has been restated for FY 2023-2024.

MariEnergies' GHG emissions assessment includes carbon dioxide (CO₂) and methane (CH₄), with Scope III currently outside the reporting boundary. The slight increase in GHG intensity compared to the previous year is primarily due to an expanded reporting boundary, including emissions from an additional operational location, seismic activities, and rig operations that generate emissions but do not contribute to hydrocarbon production, as well as the exclusion of one previously reported site. Energy intensity calculations cover Scope I and Scope II emissions only, with no biogenic CO₂e reported. MariEnergies completed the Scope I and II inventory this year; therefore, emission reduction data are not available for this reporting period. Exhaust emissions, nitrogen oxides (NO_x) and sulfur oxides (SO_x) remained within limits prescribed by the Environmental Protection Agency (EPA) and the National Environmental Quality Standards (NEQS). MariEnergies confirms full compliance with all statutory emission monitoring and reporting requirements.

MariEnergies recognizes the significance of methane as a high-impact greenhouse gas. The company is actively monitoring emissions and developing comprehensive measurement methodologies to ensure accurate reporting, with data to be disclosed once verified. In line with international commitments, MariEnergies is implementing initiatives to reduce methane and CO₂ releases through process improvements, energy efficiency upgrades, and exploration of methane recovery technologies at SGPC. To accelerate these efforts, the company is engaging with United Nations Environment Programme (UNEP), Oil and Gas Climate Initiative (OGCI) and other partners to access technical expertise and financial resources for large-scale mitigation.

Energy Consumption

	2025	2024	2023
Total Energy consumption with the organization in GJ	3,913,362	4,344,223	2,127,705
Energy intensity GJ/KBOE	97.18	107.96	58.17

*Value has been restated for FY 2023-2024.

Energy consumption and intensity decreased due to process optimization, load management, and reduced flaring and venting at steady production levels. The reported energy intensity reflects only internal energy use within the organization. While solar panels have been installed at several sites, their current contribution to the overall energy mix remains minimal. Energy calculations are site-specific, based on varying Gross Calorific Values (GCV) that range from 770 to 1,754 BTU/CF, depending on the methane, ethane, and hydrocarbon content. Conversion factors from the Engineering Encyclopedia and engineering software were applied, and electricity usage was derived from billing data and converted using a 3.6 GJ/MWh coefficient from the B.L. Theraja Electrical Handbook.

MariEnergies currently does not report energy consumption outside the organization.

Footnote:

- The CO₂e equivalent emissions are calculated for all production facilities (where MariEnergies is the operator), four offices, five rig sites, and three seismic crews encompassing all categories of gases, including process, flaring, and hot and cold vents.
- Measurement and computation methodologies for HC vents, leakages, and fugitive emissions are currently being developed and are not yet incorporated into GHG calculations.
- No base year for GHG emissions has been selected, as the complete GHG emission inventory for Scope I and Scope II is being completed this year. 2025 will be the base year for GHG emissions for future reporting.
- Emission factors were sourced from IPCC assessment reports 2014 based on a 100-year timeframe. At the same time, the compendium of greenhouse gas emissions methodologies for the oil and natural gas industry, compiled by the American Petroleum Institute and the International Oil and Gas Producers (IOGP), as well as the 2021 data on environmental performance indicators, were also consulted. 2,778, 2,421 and 1,726 grams of Carbon content per USG Diesel, USG Petrol and Liter LPG at 0.55 Kg/L, Carbon Oxidation Factor for NG 99.5% & for Diesel/Petrol 99% were used during the calculation. Stoichiometric conversions based on carbon contents were also considered during the calculation.

Protecting Biodiversity

Material Topics: Biodiversity

Safeguarding natural ecosystems and biodiversity through the implementation of targeted measures to minimize operational impacts on local habitats.



MariEnergies is committed to proactively managing the ecological footprint of its operations responsibly and continuously improving biodiversity performance at and around its sites.

Biodiversity considerations are integrated into our Health, Safety and Environment (HSE) Policy and environmental stewardship procedures, which apply across all operational sites, particularly those located in or near ecologically sensitive or protected areas. A structured mitigation hierarchy of avoidance, minimization, and restoration is applied based on comprehensive Environmental Impact Assessments (EIAs), Initial Environmental Examinations (IEEs) and risk assessments, which are conducted before project execution and approved by the regulatory authorities.

These assessments are complemented by stakeholder engagement to ensure transparency and alignment with applicable regulatory frameworks. While no benefit-sharing regulations are applicable to our sites, MariEnergies remains committed to safeguarding community access to natural resources and ensuring that its activities do not adversely affect local livelihoods.

Operational accountability for biodiversity management rests with designated project owners at each site, supported by a robust compliance framework that includes periodic audits, monthly environmental monitoring reports submitted to the respective Environmental Protection Agency (EPA) and management reviews. Practical initiatives, such as afforestation and habitat restoration, have improved air and water quality,

mitigated erosion, and facilitated the return of native fauna, including bird and mammal species.

The HSE Department oversees restoration efforts in accordance with project-specific Environmental Management Plans (EMPs). As of the end of 2025, no active restoration projects were underway; however, ongoing monitoring and evaluation mechanisms remain in place to ensure timely intervention in biodiversity-sensitive areas.



Protecting Biodiversity

Seven of MariEnergies Limited’s blocks partially lie in protected or high-value biodiversity areas located in the districts of Rawalpindi, Jhelum, Nowshera, Jamshoro, Sujawal, Thatta, Duki, Ziarat, Harnai and Sukkur:

Block	Status 2025
<p>Ghauri Block The Ghauri Block is located in a blend of ecological habitats encompassing a variety of protected areas notified under the Punjab Wildlife Protection Act, 1974 (Amended 1991) and The Forest Act, 1927 and Amendment 2010 (The Punjab Forest Act). These include the famous Diljabba Domeli Game Reserve, Tilla Game Reserve and Lehri Nature Reserve. In addition, there are a number of Reserve Forests (RF) including Nili RF, Ban Ismail RF, Sagar RF, Lehri and Jindi RFs (part of Lehri Nature Reserve), Tilla RF, Garat RF and Paniala RF.</p>	<p>Exploratory drilling of Ghauri East-1 is expected in first half of FY 2025-26 in Ghauri Block. Exact surface location of the well site falls outside of any wildlife or forest protected area.</p>
<p>Peshawar East Block Peshawar East Block also partially lies within a fragile ecological environment. A number of protected areas under the provincial wildlife or forest protection acts include Manglot Wildlife Park, Maroba Wildlife Sanctuary, Nizampur Wildlife Park, Cherat Wildlife Park, Khwara Reserve Forest and Zira Reserve Forest.</p>	<p>Geophysical investigation survey including Gravity & Magnetic (G&M) and seismic were commenced in Peshawar East in May 2024 and concluded in December 2024. Exploration activities were not performed in protected areas.</p>
<p>Taung Block Taung Block is partially located in famous Kirthar National Park (KNP). KNP is a wildlife protected area under the UN's list of National Parks (1975) around the world. It is also a protected wildlife area under Sindh Wildlife Protection Act, 2020. KNP is home to various faunal species which have global significance including Sindh Ibex, Urial, Chinkara, Indian pangolin and striped hyena.</p>	<p>The first well drilling operation is expected in the second half of FY 2025-26 in Taung Block. A biodiversity assessment will be conducted and submitted to the respective regulator once the surface location of the well is firmed.</p>
<p>Sujawal Block Sujawal Block is also a complex of wildlife and forest protected areas. Wildlife protected areas include Mirpur Sakro (Game Reserve), Cut Munarki, Bijora Chach, Gullel Kohri, Munarki and Sadnani (Wildlife Sanctuaries) in and surrounding jurisdiction of Sujawal Block. In addition, there are number of protected forests situated along the mighty Indus River which flows across the Sujawal Block from north to south in almost center of the block.</p>	<p>No exploration activities were performed.</p>
<p>Nareli Block Nareli Block overlaps with a number of protected reserved forests. These reserved forests (RFs) includes Sarangzai RF, Sinjawi Juniper RF, Tomagh RF, Pan RF, Siali RF and Udiikana RF completely or partially falls in geographical jurisdiction of Nareli Block. It is pertinent to mention that out of the total spread of the Nareli Block only approx. 6.5% of the block area is protected whereas, approx. 93.5% is non-protected.</p>	<p>No exploration activities were performed.</p>
<p>Sukkur Block Sukkur Block lies within geographical jurisdiction of Sindh province and there are twelve reserve forests, one wildlife protected area i.e. Mando Dero Game Reserve (MDGR) and partly one Ramsar site i.e. Indus Dolphin Reserve (IDR) fall within the entire stretches of Sukkur Block which is a recognized Ramsar site under Ramsar Convention 1971. A significant proportion of IDR falls in Sukkur Block coupled with Dosu Forest Game Reserve and Mando Dero Game Reserve. IDR is home to Endangered Indus blind dolphins.</p>	<p>No exploration activities were performed.</p>
<p>Harnai Block Harnai Block partially overlaps Ziarat Juniper Forest which is declared a Biosphere Reserve in 2013 and later in 2016 nominated as a World Heritage Site by the government of Pakistan. Ziarat Juniper Forest is also home to various protected species, particularly avian.</p>	<p>No exploration activities were performed.</p>

IUCN Red List species and National Conservation List species with habitats in areas affected by operations

Critically Endangered	Endangered	Vulnerable	Near Threatened	Least Concern
	<ul style="list-style-type: none"> Indus Dolphin Indian Pangolin 	<ul style="list-style-type: none"> Greater Spotted Eagle Imperial Eagle Fishing Cat Smooth Coated Otter Sindh Ibex Urial 	<ul style="list-style-type: none"> Long-Tailed Grass Warbler Pallid Harrier Striped Hyena 	<ul style="list-style-type: none"> Common Starling Glossy Ibis Long Tailed Shrike Spotted Little Owl Barn Swallow Bimaculated Lark Brown Dipper Green Backed Tit Isabelline Shrike Red Billed Chough Streak Throated Swallow Small Indian Civet Caracal

Future Actions

We are currently developing a Biodiversity Policy aligned with the 2050 Goals and 2030 Targets outlined in the Kunming-Montreal Global Biodiversity Framework.

Closure and Rehabilitation

Closure of operations at MariEnergies is guided by comprehensive planning and a strong commitment to environmental stewardship. Sites are restored to their original (as much as possible) or ecologically appropriate condition, with biodiversity preservation at the core. Wells are securely plugged to prevent fluid or gas migration, followed by the removal of equipment, soil remediation and erosion control. An environmental impact assessment evaluates the potential environmental impacts of well abandonment and site restoration activities. This includes identifying any possible risks and implementing appropriate mitigation measures. All activities adhere to the Company’s HSE Policy and applicable regulations.

Beyond regulatory compliance, MariEnergies takes a proactive approach to responsible site closure and rehabilitation, prioritizing environmental stewardship, a strong safety culture, and meaningful community engagement. The company adheres to leading industry standards and leverages advanced technologies to ensure lasting, positive outcomes.

Well Closure and Restoration

While wellheads may remain in place, all other equipment and materials, including drums, chemicals, fuels and lubricants, are removed through approved and certified vendors. Following each well evaluation, decisions are made on whether to abandon or continue with development. If abandonment is approved, the site is restored to its original state to the extent possible. Disposal of all waste is conducted in accordance with approved EIA/IEE and project-specific environmental management plan. Access roads are retained for local community use, and land no longer required is rehabilitated and returned to its original use, where feasible.

Camp Closure and Restoration

Upon completion of construction and testing, all temporary camps are dismantled and removed by approved contractors. The sites are then leveled and restored to their prior condition. Waste, both solid and liquid, is disposed of in line with the applicable environmental regulations and standards set under the approved EIAs/IEEs.

Impact Mitigation

Environmental impacts associated with closure are addressed in MariEnergies’ Environmental Management Plan, in accordance with applicable regulations and EPA guidelines. Social considerations are handled through stakeholder

engagement, district-level coordination and ongoing CSR initiatives. Any legal grievances are pursued through the appropriate legal channels. Closure-related policies and procedures are subject to periodic review to ensure continued effectiveness and relevance.

During the reporting year, MariEnergies completed the closure of one operational site and has defined closure and rehabilitation plans in place for two additional sites.

Closure and rehabilitation plans in place for operational sites	Well Aqeeq-1
Operational sites closed	-
Operational sites are in the process of being closed	-

At the statement of financial position date, MariEnergies has recognized total provisions of PKR 31,313 million for site closure and rehabilitation obligations covering the period 2026 to 2065. This provision is based on expected asset life cycles and phased decommissioning plans.

Conserving Water Resources

Material Topics: Water and Effluents

Safeguarding natural ecosystems is a strategic priority. We actively manage water withdrawals and enforce stringent controls to prevent soil and water contamination, reinforcing our commitment to long-term environmental stewardship



MariEnergies recognizes water as a shared resource and manages its use responsibly across all operations. Our approach is designed to minimize environmental impacts, improve efficiency, and support the long-term availability and quality of water resources. Water management at MariEnergies is governed by corporate HSE guidelines, which integrate findings from Environmental Impact Assessments (EIA) and Initial Environmental Examinations (IEE) conducted at each site. These assessments evaluate potential adverse impacts on water resources and ensure that water is managed responsibly as a shared resource with local communities.

treated through reverse osmosis (RO) systems at designated locations. Produced water and grey water are managed through environmentally sound practices, including reinjecting, containment in septic tanks, reserve pits, or High-Density Polyethylene lined evaporation ponds. Runoff water is channeled through open drains and collected in rainwater pits to minimize impact. Water used in drilling operations is often reinjected or reused for hydrotesting, well killing, and mud preparation. Rig wash and oily wastewater are collected, treated, and safely disposed of following regulatory requirements.

inspections to ensure its integrity. A site-level resource conservation plan aims to minimize the release of hazardous substances into underground water. Corporate guidelines ensure responsible water use and waste treatment, and mitigation measures are embedded into environmental management systems.

Water-related risks and performance are monitored monthly through site-specific environmental reports. Targets are aligned with SDG 6 (Clean Water and Sanitation), taking into account water stress levels, reuse opportunities, and conservation objectives. Performance is reviewed annually and adjusted to respond to changes in regulatory requirements, environmental conditions, and stakeholder expectations. Routine audits, stakeholder feedback, and a structured corrective action process drive continuous improvement.

Water is withdrawn from a combination of sources, including groundwater and third-party suppliers, to support operations at production facilities, exploration sites, and the head office. Surface water from the Kurram River is primarily utilized for domestic purposes, such as camp kitchens and sanitation. Drinking and cooking water is sourced from licensed vendors, while groundwater is

We conduct annual water quality assessments through accredited laboratories, covering utility, grey, and produced water. Third-party testing ensures treated effluents comply with the applicable regulations.

To prevent contamination of water resources, impermeable foundations are used in critical areas, and equipment undergoes regular



Rainwater Harvesting Unit - F9 Islamabad

Flocculation of Water-Based Mud – 249,409 bbl

- Processed 249,409 barrels of water-based mud through flocculation, enabling efficient solids separation and water recovery for reuse.

Produced Water Re-used for Mud Preparation – 80,000 bbl

- Recycled 80,000 barrels of produced water for mud preparation, reducing freshwater demand and conserving resources.

Grey Water Re-used for Dust Suppression – >100,000 bbl

- Repurposed over 100,000 barrels of grey water for dust suppression activities, minimizing freshwater usage and enhancing operational sustainability.

Water withdrawal by source in ML/year	2025		2024		2023	
	All areas	Areas with Water stress	All areas	Areas with Water stress	All areas	Areas with Water stress
Surface water						
Freshwater (≤1,000 mg/L Total Dissolved Solids)	10	-	-	-	-	-
Other water (>1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-
Ground water						
Freshwater (≤1,000 mg/L Total Dissolved Solids)	655	-	590	15	459	20
Other water (>1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-
Produced water						
Freshwater (≤1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-
Other water (>1,000 mg/L Total Dissolved Solids)	484	-	338	84	219	52
Third-party water						
Freshwater (≤1,000 mg/L Total Dissolved Solids)	253	187	187	187	57	57
Other water (>1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-
Total water withdrawal	1,403	187	1,115	286	736	129

Water Consumption in ML/year	2025		2024		2023	
	All areas	Areas with Water stress	All areas	Areas with Water stress	All areas	Areas with Water stress
Total water consumption	643	62	728	120	525	52

Water withdrawal by source in ML/year	2025		2024		2023	
	All areas	Areas with Water stress	All areas	Areas with Water stress	All areas	Areas with Water stress
Surface water						
Freshwater (≤1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-
Other water (>1,000 mg/L Total Dissolved Solids)	151	-	189	105	160	56
Ground water						
Freshwater (≤1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-
Other water (>1,000 mg/L Total Dissolved Solids)	91	80	144	43	45	17
Third party water						
Freshwater (≤1,000 mg/L Total Dissolved Solids)	-	-	-	-	-	-
Other water (>1,000 mg/L Total Dissolved Solids)	185	4	53	18	6	4
Other water – produced water injected to deep wells	333	-	-	-	-	-
Total water discharged	760	84	386	166	211	77

Although total water withdrawal increased this year, total consumption remained lower than in 2024.

Circularity and Waste

Material Topics: Waste

Protecting natural ecosystems by implementing comprehensive waste management practices and robust pollution prevention measures to safeguard water, air, and soil quality.

MariEnergies adopts a structured approach to waste management, aligned with its environmental stewardship commitments and guided by relevant regulatory frameworks. Across exploration, production, maintenance, laboratory, and administrative functions, diverse waste streams, including biodegradable, non-biodegradable, single-use, composite, and hazardous materials, are generated. All waste is systematically classified into hazardous and non-hazardous categories to ensure responsible handling, storage, and disposal.

Our Waste Management System, integrated into site-specific Environmental Stewardship Procedures, outlines clear protocols for segregation, storage, and disposal that comply with

applicable laws, internal policies, and international best practices. Regular documentation through monthly inventories and tracking sheets captures the origin, type, quantity, and final disposal route of waste. Field-level implementation is supported by weekly inspections, Management Walk-arounds, and strict oversight mechanisms.

EPA-approved contractors, with valid NOCs, are engaged in the collection, transport, and disposal of waste. Contractors are required to provide disposal certificates and activity reports. Our HSE teams conduct unannounced site visits to verify compliance with regulations. Capacity-building initiatives, including waste management training, toolbox talks (TBTs), mock drills, and awareness campaigns,

strengthen operational integrity and staff accountability.

Project-specific environmental monitoring plans and targeted waste minimization efforts are deployed to mitigate potential impacts, ensure regulatory compliance, and support climate change mitigation initiatives. By focusing on the 3Rs: Reduce, Reuse, and Recycle, the company actively works to minimize pollution, conserve natural resources, and prevent environmental degradation. Internal audits and performance evaluations drive continuous improvement, resulting in periodic updates to waste management procedures, development of site-specific controls, and strategic investments or financing in green and sustainable projects.



Nature Walk Cleanup & Plantation Drive at Ayubia National Park



OBM Treatment via Bioremediation – 2,584 Tons

Successfully treated 2,584 tons of Oil-Based Mud waste through bioremediation, ensuring environmentally safe disposal and reducing landfill burden.



Waste by Composition, in Metric Tons (t)

	2025			2024		
	Waste generated	Waste diverted from disposal	Waste directed to disposal	Waste generated	Waste diverted from disposal	Waste directed to disposal
Hazardous	117	1	116	115	-	115
Non-hazardous	815	200	615	554	38	516
Total waste	932	201	731	669	38	631

Waste Diverted to Disposal-by-Disposal Operation in Metric Tons (t)

	2025			2024		
	Onsite	Offsite	Total	Onsite	Offsite	Total
Hazardous waste						
Incineration (with energy recovery)	-	-	-	-	-	-
Incineration (without energy recovery)	-	100	100	-	89	89
Landfill	-	16	16	-	26	26
Other disposal operations	-	1	1	-	-	-
Total	-	117	117	-	115	115
Non-hazardous waste						
Incineration (with energy recovery)	-	-	-	-	-	-
Incineration (without energy recovery)	-	7	7	-	-	-
Landfill	-	608	608	-	516	516
Other disposal operations	-	200	200	-	38	38
Total	-	815	815	-	554	554

The reported waste figures now include one additional rig, an additional production field, and three additional seismic crews, which were not included in last year's data, contributing to the overall increase in reported waste volumes. Other waste disposal operations involve selling waste to handlers for reuse and recycling. The waste generated includes biomass, metals, used oil, paper, chemicals such as paints and mercury, food residuals, packaging material, textiles, construction debris and charcoal. The waste data is compiled from daily HSE reports and monthly Resource Conservation Reports from all field locations.

Uplifting Lives



In this chapter

- Our Approach
- Nurturing Talent
- Diversity, Inclusion and Work-life Balance
- Health, Safety and Security
- Respecting Human Rights

Our Approach

We are committed to attracting high-caliber talent and fostering their growth through structured support, comprehensive training, and development programs that underpin both individual success and institutional resilience.

We promote inclusive employment by offering competitive benefits, continuous skill development, and a safe, diverse, and supportive work environment. As industry evolves towards a low-carbon future, we are equipping our workforce with the capabilities needed to navigate operational and climate-related challenges through proactive workforce development and retention strategies.

Our commitment to fair treatment is upheld through clear policies on equal opportunity, non-discrimination, and zero tolerance for harassment. We recognize that diversity enhances innovation and drives sustainable growth, and we work actively to ensure equitable access to opportunities at all organizational levels.

Despite sector-wide challenges in achieving gender equity, MariEnergies remains committed to

fostering gender-balanced practices. Our compensation philosophy is based on principles of fairness and transparency. Our recruitment, leave, and promotion policies are designed to provide all employees with equal opportunities for advancement and leadership.

To support this, we have implemented a comprehensive suite of governance frameworks and policies, including:

- Recruitment & Selection Policy
- Learning & Development Policy
- Education Enhancement Program
- Remuneration & Benefits Policy
- Medical Benefits Policy
- Grievance Redressal & Disciplinary Procedures
- Protection against Workplace Harassment
- Competency Management System

Our revised Rotation Policy reflects leading industry practices and emphasizes employee well-being and career mobility.

Human capital risks are actively managed through performance targets, workforce-related risk registers, and regular monitoring

and assessment. All employees are required to sign our Code of Conduct, Harassment Policy, and confidentiality agreements. Workforce practices are periodically reviewed to ensure alignment with evolving compliance requirements and stakeholder expectations.

The Chief Human Resource Officer oversees strategic workforce planning, employee engagement, and retention efforts. Performance scorecards, mid-year and annual appraisals, and progress reports inform ongoing assessment and improvement, with findings reviewed at the Board level to ensure alignment with corporate goals.

Our policies undergo routine evaluation through structured management reviews and grievance mechanisms, ensuring that our approach to human capital remains responsive, accountable, and future-ready.



Sports Tournament 2025 - Head Office



Negotiation Training - Head Office



Sync panel - Sujawal MCC

Nurturing Talent

Material Topics: Employment Practices

Advance equitable employment practices, foster a diverse and inclusive workplace and empower employees to achieve their full potential, contributing to long-term organizational resilience and social impact.



Talent Acquisition

MariEnergies is building a high-performing, future-ready workforce by recruiting on merit, fostering inclusivity, and ensuring equal opportunity based on qualifications, experience, and skills. We prioritize internal hiring to support career growth and deepen engagement, while also focusing on recruiting local talent from our operational areas to contribute to socioeconomic development. For specialized skills not available locally, especially in remote or complex E&P operations, we recruit externally to ensure the right expertise is in place.

we expand the talent pipeline, share industry expertise, and promote informed dialogue on the E&P sector's role in Pakistan's sustainability goals and its environmental impact.

Summer Internship Programs

We offer structured summer internship programs for university graduates, designed to provide hands-on exposure to the oil and gas industry. These internships equip participants with practical experience, industry insight and foundational skills to support their transition into future professional roles.

key findings and facilitate open dialogue. These sessions provided an opportunity for collaborative action planning to address identified opportunities and reinforce areas of strength. The initiative reflects our commitment to continuous improvement and fostering an engaged, inclusive work environment.

Employee Wellness

Promoting mental wellness and effective stress management is essential for empowering employees to recognize and manage stress, develop resilience, and contribute to a positive, high-performing work environment. These efforts not only enhance individual well-being but also serve as a cornerstone for the organization's sustained success. Reflecting this commitment, we organized Psychological Safety Sessions at various locations, aimed at fostering a supportive culture where employees feel confident in managing stress and staying resilient in the face of challenges.

Succession Planning

Our succession planning framework ensures business continuity by identifying critical roles, developing high-potential talent, and enabling smooth knowledge transfer, building a strong leadership pipeline, minimizing disruptions, and supporting long-term goals. Our workforce also includes 3,000–3,500 outsourced personnel in technical and non-technical roles, engaged through approved vendors on renewable annual contracts to meet project needs. In addition, we strengthen the talent pipeline through structured internships and management trainee programs, giving early-career professionals hands-on experience and foundational training across core business functions.

Strengthening Our Core Values

In 2025, MariEnergies introduced its Redefined Core Values initiative to reaffirm our commitment to Integrity, Unity, and Excellence, the foundation of our culture and the guide for our decisions, relationships, and daily work.

Through organization-wide awareness sessions, employees built a clearer understanding of how to apply these values in their roles. Feedback showed stronger alignment, greater ownership, and a shared sense of purpose. To ensure these values remain a living part of our culture, they are now embedded in our annual performance management process, shaping how we work and grow together.

Management Trainee Programs

We prepare future energy professionals through our Management Trainee Program, giving recent graduates hands-on experience, expert mentorship, and rotations across key functions to build skills and broaden knowledge. Through university partnerships,

Employee Engagement

MariEnergies conducted a company-wide Employee Engagement Survey to gather insights into the employee experience and workplace culture. Following the survey, dedicated feedback sessions were held with each department to share



Workforce on June 30, 2023, 2024 and 2025

2025	1,760
2024	1,653
2023	1,618

Employees by Employment Type broken by Gender

Employment Type	2025		2024	
	Male	Female	Male	Female
Full time	1,660	100	1,569	84
Part-time	-	-	-	-
Total	1,660	100	1,569	84

Employees by Employment Contract broken by Gender

Employment Contract	2025		2024	
	Male	Female	Male	Female
Permanent	855	79	815	70
Temporary	805	21	754	14
Total	1,660	100	1,569	84

Employees by Employment Type broken by Region

Location	2025			2024		
	Permanent	Temporary	Total	Permanent	Temporary	Total
AJK	15	15	30	14	17	31
Balochistan	28	24	52	25	22	47
FATA	10	12	22	8	14	22
Federal	67	24	91	60	19	79
Gilgit Baltistan	5	11	16	4	10	14
KPK	122	124	246	125	126	251
Punjab	470	410	880	433	378	811
Sindh	217	206	423	216	182	398
Total	934	826	1,760	885	768	1,653

Hiring and Attrition

Hiring by age group			Hiring by gender			Hiring by region		
<30	28%	56	Male	95%	191	Federal	40%	80
30-50	59%	119	Female	5%	11	Sindh	46%	92
>50	13%	27				Punjab	2%	5
						KPK	5%	11
						Balochistan	7%	14
Total		202	Total		202	Total		202

Attrition by age group			Attrition by gender			Attrition by region		
<30	7%	8	Male	96%	108	Federal	37%	42
30-50	56%	63	Female	4%	4	Sindh	46%	51
>50	37%	41				Punjab	2%	2
						KPK	10%	11
						Balochistan	5%	6
Total		112	Total		112	Total		112

The hiring and attrition rates were 11.48% and 6.36%, compared to 15.48% and 6.17% in 2024.

Nurturing Talent

Performance Management and Career Development

MariEnergies provides well-defined career pathways that outline the required skills and competencies for advancement. Annual performance evaluations, conducted for all employees, assess achievements against corporate, departmental and individual goals, guiding decisions on compensation, bonuses and development opportunities.

This structured approach enhances accountability, promotes continuous learning and supports long-term workforce planning. It empowers employees to align personal growth with organizational priorities, fostering a resilient and high-performing talent ecosystem.

Remuneration & Benefits

MariEnergies offers competitive, equitable compensation aligned with industry benchmarks to attract and retain top talent. All pay structures are position-based and uphold gender equity, maintaining a 1:1 basic salary-to-benefits ratio for men and women. Differences, where applicable, arise from allowances for roles in high-security or sensitive areas.

We comply with minimum wage laws at all sites, ensuring equal entry-level pay for men and women. Annual reviews adjust entry-level compensation to reflect regulatory changes and market trends, supporting gender equality and inclusive economic empowerment.

Our remuneration framework combines fixed and variable pay, including financial and non-financial rewards, to recognize contributions. Employees receive overtime pay for extra hours and a security premium allowance for high-risk assignments, reinforcing fairness, transparency, and well-being.

Annual market surveys keep our compensation packages competitive and responsive to changing dynamics, including the challenge of skilled talent migration due to macroeconomic pressures.

We provide trustee-administered gratuity schemes for eligible management and non-management employees, fully funded by the company and assessed regularly for adequacy and compliance. All eligible staff are enrolled in a contributory provident fund with 10% matching contributions from both the company and employee.

Additional support includes post-retirement leave encashment and medical benefits schemes, reflecting our commitment to long-term employee well-being.

In 2025, MariEnergies allocated Rs. 887 million toward defined benefit obligations, up from Rs. 250 million in FY 2023–24, reflecting our strengthened commitment to employee financial health and long-term workforce resilience.

Benefits Provided to Full-time Employees

Benefits
Provident Fund
Gratuity
Performance Bonus
Life Insurance
Medical Coverage
Parental and Sick Leaves in addition to Earned Leaves

Parental Leave

MariEnergies ensures that parental leave is available to all eligible employees, in accordance with applicable laws and regulations. In 2025, 11% of eligible female employees (5 individuals) and 2% of male employees (30 individuals) availed parental leave, compared

to 4% of female and 2% of male employees in 2024. Notably, 100% of employees who took parental leave in 2025 successfully returned to work, an improvement from 97% in 2024. Retention remained strong, with 100% of returning female employees and 97% of male employees (29 out of 30) remaining employed beyond 12 months, highlighting the effectiveness of workforce support systems.

Training & Development

Talent development is crucial to achieving both short-term and long-term strategic objectives. We are committed to fostering continuous learning through structured programs that strengthen knowledge, leadership capacity and core competencies across the organization.

Employees are regularly encouraged to participate in relevant training initiatives, including international conferences and online or in-person workshops, tailored to enhance performance in their respective roles. However, we do not provide transition assistance programs.

Our Competency Management System (CMS) serves as a cornerstone of our talent development strategy, providing a structured framework to assess existing capabilities and identify skill gaps across technical and non-technical functions. Through annual training needs assessments, we design targeted upskilling and reskilling programs that address current role requirements while building future-ready leadership and technical expertise.

This integrated approach supports succession planning, fosters workforce agility, and strengthens long-term organizational capacity, core enablers of our ESG commitments and business resilience.

Technical Skill Development

To maintain a high-performing and future-ready workforce, we continue to deliver structured technical skills training aligned with evolving industry standards. In collaboration with leading sector partners, we benchmark competencies globally using our comprehensive competency framework. These development interventions are strategically guided by business priorities and are designed to enable employees to pursue both managerial and technical career progression pathways.

Leadership development interventions

Our leadership development programs focus on building strong leadership at all levels to drive current performance and sustain long-term growth. In 2025, we advanced this agenda by delivering two strategic initiatives, aligned with global best practices and tailored to identified development needs.

Our Leadership Development Framework provides high-potential employees with customized learning pathways, developed in collaboration with local and international partners. These programs focus on strategic thinking, people leadership, and operational excellence, supported by a globally benchmarked competency framework and robust assessment tools to reinforce succession planning and leadership continuity.

Complementing this, employees regularly receive training on company policies, health and safety procedures, compliance protocols and our Code of Conduct. We continuously measure training effectiveness through structured feedback mechanisms to refine and enhance our learning programs, ensuring they remain agile, impactful and aligned with business priorities.



	2025	2024
Training hours	73,965	88,544
Number of employees	1,760	1,653
Training per employee per year	42	54

	Male		Female	
	2025	2024	2025	2024
Training per employee per year	25	64	41	53

Annual Training Hours by Employee Category

	Management		Staff	
	2025	2024	2025	2024
Training per employee per year	40	72	18	39

In 2025, various training courses, including Psychological Safety sessions and Customized Technical Development Programs, were organized. The decrease in formal training hours in 2025 reflects a shift towards on-the-job projects, stretch assignments, and coaching/mentoring, which contribute to employee development but are not captured in training hour metrics.

EnergizHer

MariEnergies launched EnergizHer, a focused leadership development journey designed explicitly for our talented female professionals, in partnership with a well-reputed university. This program was a transformational experience where ideas met strategic thinking and leadership potential was sharpened through insight, reflection and action. EnergizHer reflects our broader commitment to nurturing a diverse talent pipeline, investing in professional growth and creating an environment where women are empowered not just to succeed, but to stay, grow and lead with impact.

Reignite

Reignite, Women Returnship Program is designed to foster diversity and inclusion by enabling experienced women professionals to return to their careers after a break. The program will develop a strong talent pipeline for future roles and support our commitment to gender equity. By tapping into diverse experiences, it will drive innovative solutions to reinforce organizational values. The program also aligns with UN Sustainable Development Goals, contributing to inclusive growth and equitable employment practices.

Diversity, Inclusion and Work-Life Balance

We are committed to fostering a respectful, safe, and empowering workplace where individuals of all genders, backgrounds, and abilities can thrive, recognizing that diversity and inclusion drive innovation, enhance critical thinking, and strengthen organizational resilience. Our inclusive culture ensures equal opportunity and values the contributions of every team member across the organization.

Gender diversity remains a strategic priority, actively embedded in our talent acquisition, career development and leadership pipelines. To institutionalize progress, gender representation metrics have been integrated into departmental scorecards, reinforcing accountability across all business units. We are working to increase representation across technical and leadership roles, with targeted outreach and mentoring programs underway.

As part of our broader inclusion efforts, we continue to strengthen the integration of People with Disabilities into our workforce. Through accessible recruitment practices, reasonable accommodation and sensitization programs, we aim to ensure People with Disabilities are fully empowered as respected and productive members of our teams. During the year, Disability Sensitization Workshops were conducted at both our Head Office and Daharki sites, involving senior management, supervisory teams and non-management staff. These sessions deepened understanding of disability inclusion and fostered a more empathetic and supportive environment company wide.

The Chief Human Resources Officer oversees our diversity and inclusion practices, supported

by ethical policies that strictly prohibit discrimination based on gender, marital status, age, religion, ethnicity, political affiliation, disability, or socioeconomic background. While technical roles may require specific assessments, we remain committed to integrating People with Disabilities into mainstream roles wherever feasible. Additionally, our CSR programs continue to support the welfare and education of children with disabilities in our communities.

No incidents of discrimination were reported during the reporting year. Multiple communication channels are available for employees to share feedback and have their queries addressed. A confidential and formal grievance mechanism remains in place to investigate and resolve complaints in accordance with company policies and procedural safeguards.

Gender Sensitization
Over the past year, we have taken significant steps to embed gender sensitivity into the fabric of our organization. This includes inclusive policies, hiring practices, and development opportunities. To complement and reinforce these efforts, Gender Sensitization sessions were also rolled out, aiming to raise awareness about gender-related issues, promote positive behavior and encourage open dialogue. Employees were also educated on relevant legal frameworks and their individual and collective roles in creating a gender-sensitive work environment. These initiatives are part of our broader ESG strategy, which is aligned with our commitment to diversity, equity, and inclusion (DEI), ensuring that every employee feels seen, heard, and valued.

MariEnergies Accessibility Audit for Inclusive Work Environments

A comprehensive accessibility audit was conducted at the Head Office and Mari field in Daharki to ensure an inclusive and enabling environment for People with Disabilities (PwDs). The audit assessed physical infrastructure and workplace facilities to identify barriers to access and usability. Findings from the audit were shared with all relevant stakeholders, followed by a series of engagement meetings to assign responsibilities and define clear action points. As a result, an action planning phase is currently in progress to implement recommended changes that will make the work environment more accessible and inclusive for all employees.



Employees by Gender, Age, and Minority Group

	Minority Group		Age Group		
	Muslim	Minority	<30	30-50	>50
Male	99.6%	0.4%	12.0%	68.6%	19.4%
Female	97.6%	2.4%	26.2%	58.3%	15.5%

Employees by Employment Category, Gender, Age, and Minority Group

	Gender		Minority Group		Age Group		
	Male	Female	Muslim	Minority	<30	30-50	>50
Management	90.8%	9.2%	99.6%	0.4%	13.4%	68.8%	17.8%
Staff	99.3%	0.7%	99.4%	0.6%	12.1%	67.2%	20.6%

Individuals in Governance Bodies by Gender, Age, and Minority Group

	Gender		Minority Group		Age Group		
	Male	Female	Muslim	Minority	<30	30-50	>50
Board of Directors	82%	18%	100%	0%	0%	18%	82%



Health, Safety & Environment Policy

MariEnergies while conducting business & operational activities is committed to promote & pursue excellence in the Health & Safety of everyone impacted by our activities. We will take all necessary measures to protect the environment in our surrounding areas with key focus on the development & welfare of communities in our operational areas. Establish accountability & responsibility for HSE within line management for equal importance as all other business processes.

We will ensure continuous improvement by measuring & analyzing our HSE performance during the implementation of Integrated Management Systems in all our activities. Everyone who works for MariEnergies should go home in good physical & mental health, which will be achieved by identifying and eliminating risks related to Health, Safety, Environment and Quality for our people, assets, environment and company reputation.

We believe that all incidents are preventable and relentless efforts by all responsible employees and contractors are required to collaborate in achieving this ambition. Everyone working on behalf of MariEnergies shall comply to this policy and proactively contribute to achieve zero incident goal. We will comply with all applicable laws, regulations and standards while conducting our business.



Mr. Faheem Haider
Managing Director/CEO
Mari Energies Limited



HEALTH

- Identify, evaluate and control operational health risks through safety reviews along with health programs implementation;
- Communicate in a reasonable manner to potentially affected individuals or organizations about health risks gained from our health programs;
- Determine at the time of employment & thereafter the medical fitness of employees to perform their duties without undue risk to themselves or others;
- Arrange for medical services necessary for the treatment of employee occupational illness or injuries & for handling of medical emergencies;
- Monitor health related performance to ensure compliance with this policy;
- Implement Alcohol and Drug Abuse Policy among employees and contractors.



SAFETY

- Design & maintain facilities, establish management systems, provide trainings & conduct operations to safeguard people;
- Respond swiftly & effectively to crisis & emergencies or operational incidents;
- Conduct & support safety analysis to extend operational safety effects' knowledge, applying findings and sharing;
- Keep informed all concerned about their responsibility and accountability for safe performance on the job and encourage safe behavior off the job;
- Ensure operational integrity throughout each business activity's life cycle by carrying safety reviews & evaluations, operation's reliability & availability coupled with high quality assurance at all times;
- Ensure that HSE takes priority over production, cost & schedule. We will ensure stop work policy's implementation when unsafe act/condition occurs.



ENVIRONMENT

- Encourage concern and respect for the environment, emphasize every employee's responsibility in environmental performance and ensure appropriate safe operating practices & trainings;
- Work with government & industry groups to foster development of effective environmental laws & regulations based on sound science & considering risks, costs & benefits & effects on energy & product supply;
- Manage its business with the goal of preventing environmental incidents, controlling emissions & wastes to below harmful levels; design, operate and maintain facilities to this end;
- Respond quickly & effectively to environment related operational upset incidents, cooperating with relevant government agencies & others;
- Communicate with the public on environmental matters & share its experience with others to facilitate improvement in environmental performance.



Health, Safety and Security

Material Topics: Health and Safety | Digitalization and Cybersecurity

Prioritizing health, safety and security of the workforce and external stakeholders by proactively managing operational risks and system vulnerabilities. Enhance resilience through robust asset integrity measures, integrated risk controls, and advanced digital infrastructure, while continuously strengthening our cybersecurity posture to ensure uninterrupted and secure business operations.



MariEnergies maintains a comprehensive Health, Safety and Environmental (HSE) Management System that complies with national legal frameworks and aligns with international standards, including ISO 45001 and ANSI Z10. Our system is underpinned by a suite of sectoral and cross-sectoral policies, including the HSE Policy, HSE Management System, Stop Work Policy, Safe Driving Policy, No Smoking Policy, Drugs and Alcohol Policy, Life-Saving Rules, and Process Safety Fundamentals. These policies are uniformly applied across all operational locations and activities, covering management, non-management, outsourced and contractual staff.

Ensuring Safety Across the Value Chain

MariEnergies embeds safety principles across its operations and product lifecycle. All products supplied to midstream and downstream customers are assessed for health and safety impacts in accordance with applicable laws, regulations and best practices. Our safety guidelines not only protect our workforce but also ensure the safety of our customers during service delivery.

To identify, prevent and mitigate health and safety risks, we have implemented a comprehensive set of procedures, including:

- Process Safety Framework and relevant procedures
- Emergency Response Plan
- Medical Evacuation Plan
- Incident Reporting and Investigation Procedure

- Incident, Crisis, and Emergency Management Procedure
- Road Transport Safety (RTS) Procedure

HSE Impact Management Structure

The HSE Director oversees safety performance, while the Head of Medical is responsible for managing occupational health. Performance is reviewed monthly against defined KPIs through structured forums, including Weekly HSE Meetings, Monthly HSE Committee Meetings, and Management Walkarounds. Interdepartmental teams actively participate in risk assessments and are encouraged to provide feedback through open forums. All concerns are addressed directly with HSE leadership, reinforcing a culture of transparency and accountability.

Hazard Identification and Worker Participation

We ensure that safe work practices are in place before initiating any task. These include Pre-Start-up Safety Reviews, HAZOP/ HAZID studies, Task Risk Assessments, Lockout/ Tagout procedures, and Management of Change protocols. Dedicated HSE advisors are deployed across all sites to identify and mitigate occupational hazards.

To foster a proactive safety culture, we have implemented a Reward and Recognition Program that acknowledges outstanding HSE contributions. Employees are further engaged through hazard hunts, workshops, HSE Days and innovation challenges. HSE objectives are embedded into annual performance appraisals, with a 10% weightage assigned to reinforce accountability.

Incident Management and Learning Culture

All incidents and near-misses are reported and investigated through our SAP-based system. Root cause analyses are conducted, and corrective actions are implemented using the hierarchy of controls. Lessons learned are disseminated through the “HSE Spotlight” platform and reviewed in monthly HSE Committee Meetings. The HSE dashboard, accessible to all employees, provides real-time visibility into incident trends, KPIs and audit findings.

To ensure contractor safety, we implement a Contractor HSE Management Framework that includes HSE pre-qualification, monthly audits, service quality meetings, KPI evaluations and third-party certifications for vehicles and equipment. Contractors are fully integrated into our HSE system and subject to the same compliance standards.

Monitoring Performance: Leading and Lagging Indicators

We track both leading and lagging indicators to evaluate and improve our HSE performance:

Leading KPIs

- Corporate Objective Targets
- HSE Departmental Objective Targets
- HSE Annual Plan for MariEnergies Locations
- HSE Annual Training Matrix
- Number of:
 - Unsafe Act/ Unsafe Condition Reported
 - Emergency Drills

- HSE Management Walkarounds
- In-house Trainings
- 3rd Party Trainings
- HSE Inspections
- HSE Campaigns
- HSE Compliance Audits
- Contractor HSE Management
- Audit Compliance (percentage)
- Process Safety Tier III

All KPIs mentioned above are measured as per the HSE Annual Plan.

Lagging KPIs

- Fatal Accident Rate (FAR)
 - Total Recordable Injury Rate (TRIR)
 - Lost Time Injuries Rate (LTIR)
 - Motor Vehicle Crash Rate (MVCR)
 - Process Safety Tier I
 - Process Safety Tier II
- (Benchmarked against IOGP member companies)

These indicators are reviewed quarterly in Operational, Technical, and Financial Committee meetings with joint venture partners. We also collaborate with the Supply Chain Department to manage HSE risks across the value chain. For reference, please see page 173.

Promoting Worker Health and Well-being

Occupational health is a cornerstone of our HSE strategy. Pre-employment medical screenings, job-specific risk assessments and annual health surveillance are conducted for all employees. Weekly hygiene inspections, monthly health awareness sessions, stress management programs and pest control measures are implemented across all sites.

On-site medical facilities, staffed by qualified professionals, provide 24/7 care. Confidential medical records are maintained through the “Cloud Clinic” system, accessible only to authorized medical personnel. Employees are supported in accessing medical treatment and counselling based on their health assessments.

Safety Week

In November 2024, we organized a Safety Week under the theme “Process Safety Management (PSM) and Behavior-Based Safety” at all our production fields, reaffirming our commitment to a sustainable, people-centric safety culture. Led by senior management at the Mari Field in Daharki, the event featured a series of engaging activities, panel discussions, and collaborative sessions emphasizing safety leadership and teamwork.

In parallel, Mari’s Services Division, in collaboration with the HSE Department, hosted a Safety Week to recognize the team’s dedication to international HSE standards. The program included interactive workshops focused on Safety Leadership and Logistics Safety, culminating in an awards ceremony celebrating outstanding HSE performance by the Services team.

Capacity Building and Safety Training

Our Annual HSE Training Matrix ensures continuous learning and development of competencies. Regular internal and external training sessions are conducted throughout the year to equip employees with up-to-date knowledge on HSE practices, providing awareness, competence,

and continuous improvement in safety performance.

Behavioral safety programs such as the “Hearts and Minds” toolkit and the “Safety Felt Leadership” initiative, promote visible leadership and frontline engagement. Monthly HSE awards recognize outstanding contributions, while contractor workshops enhance safety awareness across our extended workforce.

As part of our digital learning transformation, MariEnergies launched the Talent LMS platform. This centralized and user-friendly system enhances the accessibility, interactivity, and engagement of HSE learning across the organization. Over the year, more than 24,389 external training manhours were delivered through 3,710 sessions, including 985 drills, while management walkarounds were conducted to reinforce visible safety leadership.

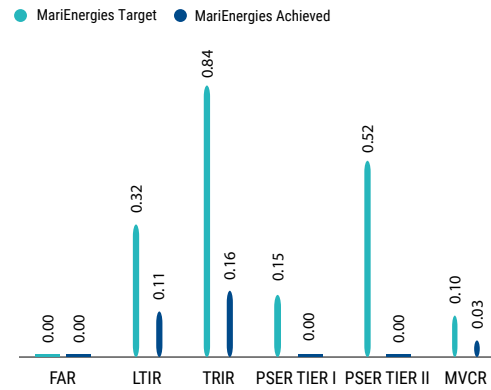
The following trainings were provided in 2025:

1. Dupont Process Safety Model
2. Incident Reporting & Investigation
3. Defensive Driving
4. Hazardous Area Classification
5. Logistics Safety Workshop
6. Explosive Handling & Offloading
7. Simultaneous Work Activities
8. Stress Management
9. Fire Prevention and Safety Officer Course
10. Advanced Fire Fighting
11. Lifting & Rigging Operations
12. Process Safety Management
13. ESG Course
14. Control of Work

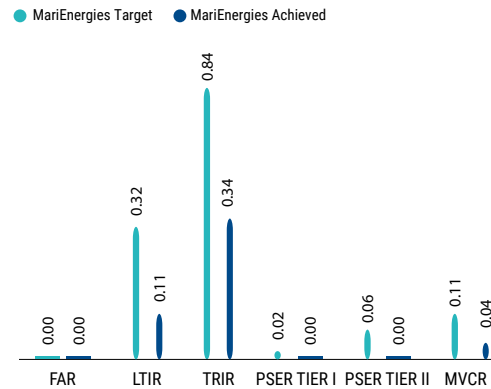
Health, Safety and Security

- 15. Behavior-based Study
- 16. HSE Management System
- 17. Scaffolding Safety
- 18. Crisis & Emergency Management
- 19. Electrical Safety Integrated Management System

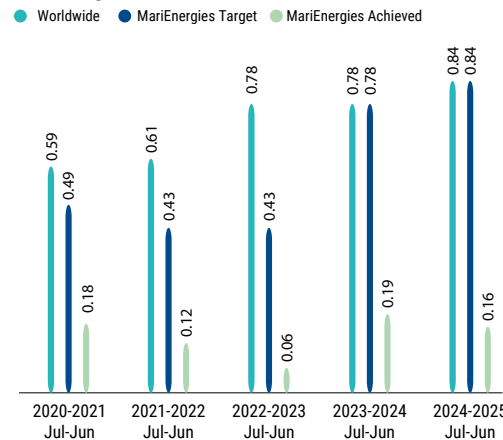
MariEnergies' HSE KPI's 2024-25



MariEnergies' MSD HSE KPIs 2024-2025



MariEnergies' Five-Year Total Recordable Incident Rate



Assurance and Continuous Improvement

Regular internal audits, Management Safety Audits, and external audits ensure compliance with ISO 14001:2015, ISO 45001:2018 and ISO 9001:2015. These audits inform policy updates and procedural enhancements, enabling us to manage adverse impacts better and continuously improve our HSE performance.

Work-Related Injury

HSE KPIs (Operations)

	2025		2024	
	Mari Energies	Contractor	Mari Energies	Contractor
Total Recordable Injury rate	0.16		0.19	
Total Lost Time Injury Rate	0.11		0.06	
Fatality	0	0	0	0
High-consequence work-related injuries	0	0	1	1
Recordable work-related injuries	3	0	2	1
Hours worked	18.46 million		17.32 million	
High-potential work-related incidents	1	0	0	3
Close calls*	37	28	7	5

*Close calls include all near misses and serve as leading indicators. The higher count reflects ongoing near miss reporting campaigns across all MariEnergies locations.

During the reporting period, two Lost-Time Injuries (LTIs) were recorded, both involving finger injuries at rig sites. The Recordable Injury Rate for Operations remained at 0.16 compared to the targeted threshold of 0.84.

MariEnergies records work-related injuries for employees, contractors and subcontractors. Two lost-time injuries were reported during the reporting period, and there were no cases of ill health resulting from occupational work.

In 2025, one tragic accident occurred related to helicopter hired on lease, resulting in eight fatalities and seven Injuries. The Company supported Shuhada families and injured personnel through close coordination, providing comprehensive medical care and disbursing financial compensation. Aviation-related data is produced in the given table.

Aviation Accident

	2025	
	MariEnergies	Contractor
No. of Accidents	0	1
Fatality	3	5
Injuries	2	5
Flying Hours	254.22	
Total Recordable Injury Rate	0.81	

Asset Integrity and Critical Incident Management

MariEnergies is committed to safeguarding the reliability, safety, and longevity of its infrastructure through a proactive and data-driven Asset Integrity Management (AIM) approach. All operational sites, facilities, and plants are designed, constructed, operated, and decommissioned with appropriate materials and practices to manage risk and protect people and the environment.

Our Maintenance & Asset Integrity (M&AI) portfolio oversees aging assets and ensures operational safety through structured assessments aligned with international standards. Improvement objectives defined based on the self-assessment against AIM standard recommendations are monitored through internal audits and biannual business reviews. A formal AIM Policy and a five-year Asset Integrity Management Plan reflect our leadership's commitment to maintaining high standards across the asset lifecycle, from acquisition to decommissioning, while ensuring the safety of personnel and environmental stewardship.

We embed innovation and risk-based methodologies across asset integrity operations. Field inspections utilize advanced techniques, including Long-Range Ultrasonic Testing (LRUT), A-Scanning, and internationally compliant inspection protocols (AGA/API). These enable early detection of degradation in buried, insulated, or otherwise inaccessible assets.

Our reliability-centered maintenance strategy uses real-time data, AI/ML-powered analytics, and condition-based monitoring to predict failures and prioritize interventions based

on asset criticality. This minimizes unplanned downtime, prevents leaks, and sustains operational continuity.

The Drilling Superintendent, Wellsite Leader, and Tool Pusher enforce barrier policies on drilling rigs, while dashboards integrated via SAP and Qlik ensure daily performance monitoring.

Process safety is rigorously tracked using IOGP-aligned KPIs, including Tier I and Tier II Loss of Primary Containment (LOPC) metrics. In both 2024 and 2025, MariEnergies reported zero Tier I and Tier II process safety incidents at its production facilities, reflecting the effectiveness of preventive measures and incident response systems.

Critical incident preparedness is reinforced through regular internal and external audits, as well as the structured review of new initiatives and ongoing evaluations. Oil and chemical spill management is guided by our "Emergency Handling & Planning Guide," which includes drills, root cause analysis, and remediation protocols to ensure contaminated land is restored for intended use. Spill-related learnings are shared through the HSE Dashboard to strengthen institutional learning.

In 2025, one spill was reported, representing a significant reduction from the seven incidents in 2024. A minor glycol spill occurred at the GDU of the Zarghun Field.

Conflict & Security

MariEnergies is committed to ensuring the safety, security, and well-being of its personnel, contractors, and assets, particularly in regions affected by conflict, instability, or heightened security

risks. We view security as a fundamental enabler of operational continuity and community trust, grounded in respect for human rights and regulatory compliance.

Our Conflict and Security Management Framework integrates ISO-compliant policies, national regulatory guidelines, and international best practices, emphasizing proactive risk identification, threat mitigation, and responsible conduct by security personnel. We operate across diverse geographies in Pakistan, where operational areas are classified based on threat levels and continuously monitored through intelligence and field-based risk assessments.

Our Corporate Security Policy emphasizes respect for local customs, human rights, and stakeholder engagement. Our Incident, Crisis, and Emergency Management Procedures ensure rapid, coordinated responses to evolving threats, supported by trained response teams and periodic drills. The Director of Security provides oversight in collaboration with the Security and Safety Review Committee, which meets regularly to assess risk trends and recommend improvements.

In high-risk zones, we deploy a layered, technology-enabled security system, including permanent security posts equipped with CCTV, thermal imaging, and drone surveillance. Our Quick Response Force and security services, primarily sourced from approved third-party firms, including former military personnel, operate in accordance with applicable laws and contractual obligations, emphasizing a code of conduct and accountability.

Health, Safety and Security

We maintain close coordination with law enforcement agencies (LEAs) to adapt to dynamic security scenarios. Local community sensitivities are respected by limiting interactions between third-party security personnel and the public, and addressing grievances in coordination with local authorities.

MariEnergies delivers regular security training for employees, with additional Hostile Environment Awareness Training (HEAT) for those working in high-threat regions. In 2025, 89% of security personnel received role-specific training, including operational protocols and emergency response practices. Although MariEnergies did not provide direct human rights training this year, contractors are contractually obligated to ensure that their personnel are trained on the importance of upholding fundamental rights.

Security effectiveness is tracked through internal audits, third-party evaluations, and monthly reviews in the HSE Committee. Incident trends and mitigation outcomes are transparently shared with employees through the digital HSE Dashboard, and insights are used to update security protocols and response strategies.

Digitalization & Cybersecurity

Digitalization and cybersecurity are integral to our strategy for enhancing business resilience, fostering stakeholder confidence, and delivering long-term value. As digital integration deepens across the energy sector, we view cybersecurity not merely as an IT function but as a core pillar of corporate governance and risk management. This perspective aligns with our goal of ensuring uninterrupted operations, protecting critical assets, and promoting responsible innovation.

Our digital and cybersecurity approach is anchored in four foundational principles: data privacy, system integrity, service availability, and organizational accountability. These guide the modernization of our legacy systems, the expansion of cloud infrastructure, and the deployment of intelligent digital solutions across operational sites. Every aspect of this transformation is designed to ensure secure, efficient, and scalable systems that align with both regulatory expectations and industry-leading practices. Our cybersecurity framework is structured around ISO/IEC 27001 and complies with national guidelines, including those issued by the Securities and Exchange Commission of Pakistan (SECP). Oversight is provided by senior leadership and the Board Audit Committee, with regular input from cross-functional teams in IT, operations, and enterprise risk. Cyber and information security policies are reviewed and updated based on threat intelligence, performance insights, and feedback from internal and external audits. Critical digital assets are protected through a layered defence system comprising endpoint protection, real-time monitoring using SIEM tools, firewall analytics, access controls, and robust disaster recovery protocols.

A strong digital culture is central to our resilience. In 2025, more than 80% of employees participated in targeted awareness and training programs. These initiatives were designed to strengthen personal accountability for data protection and improve preparedness against phishing, ransomware, and social engineering attacks. Our employee awareness index remained above internal benchmarks, reflecting a high level of digital literacy and responsiveness across the

organization. Cybersecurity key performance indicators, including incident detection rates, endpoint coverage, and response times, are monitored through enterprise dashboards and reviewed quarterly by senior management. These efforts contributed to zero critical cybersecurity breaches during the reporting year.

MariEnergies has significantly advanced its innovation capabilities and has adopted predictive maintenance systems powered by artificial intelligence and machine learning to optimize asset performance, minimize unplanned downtime, and extend equipment life cycles. Our scalable, cloud-based infrastructure supports remote operations, improves data visibility, and enhances overall system agility. These investments have enhanced operational efficiency, lowered costs, and reinforced our commitment to environmental sustainability through digital workflows and energy-efficient IT systems. We maintain continuous engagement with internal stakeholders, regulators, partners, and technology vendors to refine our cybersecurity priorities and adapt to an evolving threat landscape. Feedback from these interactions informs updates to policy, controls, and mitigation strategies, ensuring our digital ecosystem remains secure, compliant, and future-ready.

Looking ahead, MariEnergies will continue to invest in advanced technologies, expand AI-based applications, and strengthen governance mechanisms to sustain secure digital operations. Our commitment to adaptive digital resilience positions us to lead confidently in the energy sector, with a focus on responsibility and innovation.



Emergency Response Team - Waziristan



Safety Week 2024



Contractor HSE Workshop



Rescue & Evacuation Drill



Annual Medical Examination



International Fire Fighters Day



Fire Drill



Hazard Hunt



Ammonia Drill



Fire Drill



Emergency Response Team - Daharki



Annual Medical Examination

Respecting Human Rights

Material Topics: Human Rights

Respecting, protecting, and promoting the human rights and fundamental rights of our employees and business partners concerning our operations and business activities. Respecting the land and resource rights of local communities.



Respect for human rights is at the core of how we conduct our business. Our operations are guided by the belief that every individual deserves dignity, equality, and protection from harm. In line with our ESG Policy, we uphold internationally recognized human rights across our operations, workforce, and value chain, following frameworks such as the International Labour Organization (ILO) Conventions and the United Nations Convention on the Rights of the Child (UNCRC). These principles are woven into our governance systems, labor practices, procurement processes, and community partnerships.

We foster a workplace built on inclusion, fairness, and transparency. Our approach emphasizes creating safe, equitable working conditions while ensuring freedom of association and the right to collective bargaining. Constructive engagement with the Collective Bargaining Agent (CBA) remains a cornerstone of our labor relations. The Union Agreement, reviewed biennially, establishes a platform for regular dialogue, enabling the timely resolution of concerns and collaborative decision-making. In line with this agreement, employees receive a minimum of four weeks' notice before any significant organizational change. As of 2025, 9% of regular non-management employees were covered under the CBA, while all other employment terms adhere to applicable national laws.

MariEnergies maintains zero tolerance for child labor, forced labor, and modern slavery. We

actively invest in education-focused community programs aimed at strengthening social resilience and breaking cycles of child labor. These include scholarships, school infrastructure development, and support for local learning initiatives delivered in partnership with NGOs, public institutions, and civil society organizations. Through such investments, we contribute to creating safer and more prosperous futures for the communities in which we operate. See pages 210-215 for work in communities.

Our commitment to human rights extends beyond internal operations to include our suppliers and contractors. All vendors must comply with our Supplier Code of Conduct, which sets clear expectations around the prohibition of child and forced labor, upholding freedom of association, and ensuring ethical business conduct. We work closely with our procurement teams and partners to build awareness of these standards and to encourage responsible sourcing. No incidents of non-compliance with these principles were reported in the 2025 reporting period. For more details, refer to page 173.

Wherever human rights risks or violations are identified, whether in our operations or within the value chain, we respond promptly through transparent communication and remedial actions. Our grievance mechanisms enable employees, contractors, and affected stakeholders to report concerns confidentially and without fear of retaliation or reprisal. Remediation is pursued in collaboration with relevant actors, including

government agencies, worker representatives, and civil society partners, to ensure just outcomes and systemic improvements.

Oversight for human rights compliance resides with the Chief Human Resources Officer, who is supported by site-level management, as well as the legal and compliance teams. Internal audits, labor inspections, and compliance monitoring serve as key tools for identifying gaps, driving accountability, and improving our systems. We also undertake periodic policy reviews to align with evolving global norms and stakeholder expectations.

Respecting Land and Resources Rights

MariEnergies upholds the rights of communities to land, natural resources, and livelihoods as a fundamental principle in the planning and execution of its projects. Across all operational geographies, we are committed to conducting land-related activities in an ethical, lawful, and respectful manner that respects local customs and community welfare. Our approach is informed by national legislation and internal standards that promote fairness, equity, and transparency.

Where land access is necessary for exploration or development, we implement rigorous due diligence processes to ensure that community rights are protected and that land acquisition is carried out responsibly. In situations involving state-led expropriation or involuntary resettlement under legal provisions such as eminent domain, enhanced oversight by senior leadership is

triggered to safeguard the dignity, interests, and long-term well-being of affected individuals and households.

We recognize that our presence and infrastructure development can affect traditional land use patterns, environmental resources, and community structures. To mitigate these impacts, MariEnergies prioritizes early and ongoing stakeholder engagement. This includes open consultations to ensure informed participation, consent where required, and fair compensation practices. All interactions are governed by our land management procedures, which integrate regulatory compliance with company-level standards on human rights and community relations.

Land acquisition is conducted either through formal engagement with district authorities or through direct negotiations with landowners under mutually agreeable terms. The MariEnergies Land Purchasing Committee plays a central role in reviewing proposals, resolving

issues, and verifying that processes are conducted transparently and ethically. In the event of disagreement, our preference is for a dialogue-based resolution; however, where necessary, we follow legal recourse to ensure outcomes are just and within the framework of national laws.

We are particularly attentive to the social context in regions where cultural norms influence participation. Consultations are designed to be inclusive and gender-sensitive, enabling the voices of women and other underrepresented groups to be heard, especially in areas where male-led representation may dominate traditional forums. These practices support our broader goal of embedding respect, equity, and non-discrimination in all community engagements.

In addition to minimizing adverse impacts, MariEnergies contributes to local development through a range of social investment programs linked to land access and operational planning. These include income-

generating opportunities, skill-based employment, community support stipends, and the inclusion of local labor in project activities. Our CSR initiatives are tailored to the specific context and needs of each location, aligning with our long-term sustainability objectives. (Refer to pages 210-215 for program details.)

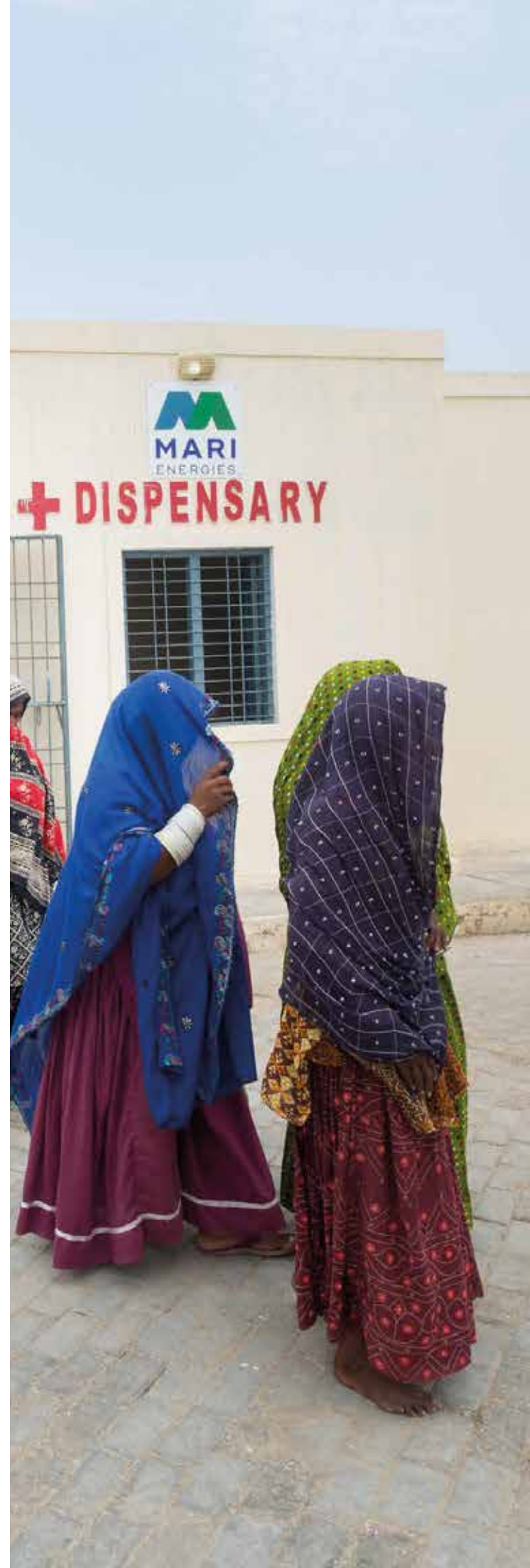
To ensure accountability, all land-related engagements and outcomes are documented, regularly evaluated, and reported to executive management. Community feedback is systematically incorporated to improve performance and responsiveness. Our processes are aligned with the company's sustainability roadmap, reflecting our commitment to ethical land stewardship and inclusive development.

During 2025, no resettlements resulted from our operations, underscoring our commitment to minimizing disruption and promoting voluntary, consensus-driven land access practices.



Mari Gharonda Project - Aab-e-Gum Balochistan - Providing climate-resilient homes to flood-affected families

Partnering for Community Progress



In this chapter

- Our Approach
- Sustainable Communities: Advancing Together

Our Approach

Material Topics: Local Communities

Managing and mitigating adverse impacts while creating lasting benefits for communities through strategic social investments that build trust, enhance resilience, and promote sustainable development.



CSR is a core component of our business philosophy and sustainability strategy. We recognize that long-term success depends on the well-being of the communities we serve, and we have transitioned from ad hoc philanthropy to a structured, policy-driven CSR framework aligned with national regulations and international standards such as ISO 26000, the UN SDGs, UNGC and IPIECA principles. MariEnergies is the only oil and gas company in Pakistan rated "Advanced Level" under ISO 26000:2010, demonstrating our excellence in ethics, stakeholder inclusion, accountability, human rights, and adherence to international norms.

Our CSR strategy is anchored in seven thematic pillars: education, healthcare, clean water, livelihoods, food security, gender inclusion and environmental sustainability. Programs are designed based on community needs assessments, stakeholder input, and social impact evaluations, with a strong emphasis on inclusion, local ownership and resilience.

Signature initiatives, such as Roshan Mustaqbil, Kissan Dost, and Mobile Dastarkhwan, among others, serve vulnerable groups, including women, displaced communities, and persons

with disabilities. In high-risk areas such as Waziristan and Balochistan, our interventions, including the Mari Gharonda project and mobile health units, are culturally sensitive and security-aware.

To mitigate adverse impacts, we embed environmental impact assessments (EIAs) and social impact assessments (SIAs), including gender analysis, into all major initiatives. Risks such as water stress, pollution, or displacement are addressed through actions like installing RO plants, implementing rainwater harvesting, and developing climate-resilient infrastructure. All field operations near communities follow engagement plans, development programs, and impact monitoring, with results transparently shared with stakeholders and local authorities.

To ensure effectiveness, all CSR programs are governed by a multi-tiered oversight structure that involves the Board of Directors, an ESG Committee, and a CSR Council, guided by strategic KPIs, real-time dashboards, third-party evaluations, and quarterly reviews. Project-level implementation is managed by a dedicated CSR department, supported by internal audit functions and third-party evaluation partners. Budget allocations are determined

annually, guided by urgency, scalability and alignment with SDG targets.

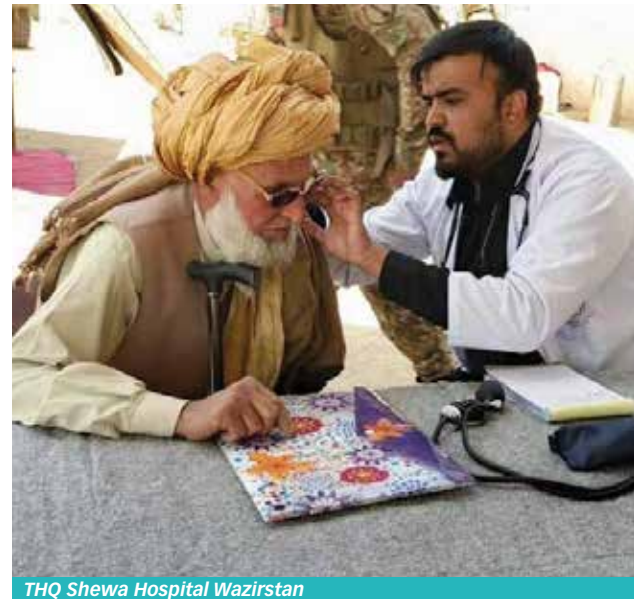
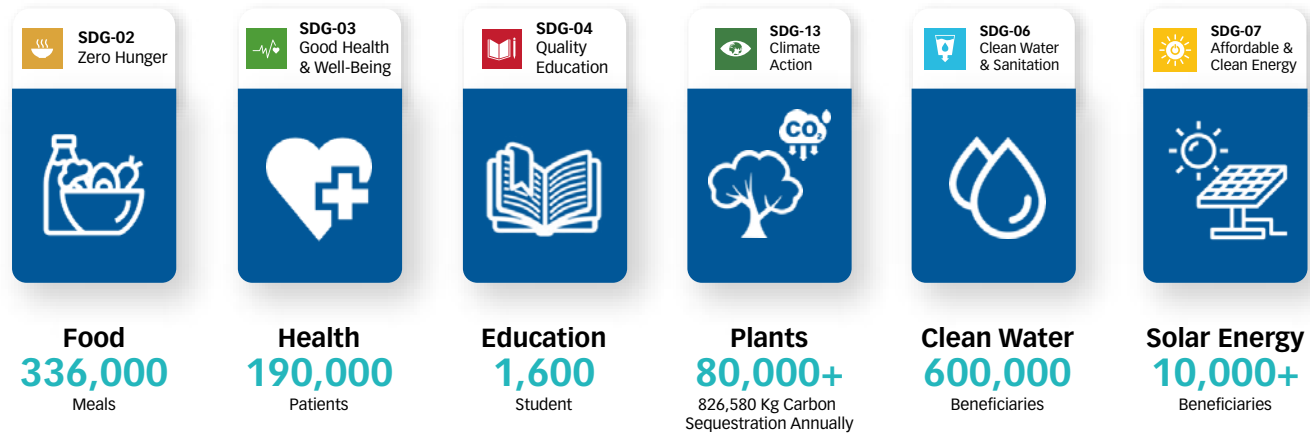
We continuously integrate lessons learned, including strengthening local capacity, adopting flexible delivery models, and leveraging technology, into the design and execution of our CSR initiatives. Our formal grievance mechanisms, community committees, and consultative platforms ensure that stakeholder voices are actively heard, validated, and translated into meaningful action. During the year, sixteen grievances were received from the local community, which were resolved in line with defined procedures.

Our CSR programs reflect our commitment to creating shared value and promoting sustainable development, advancing not only our operational goals but also the broader well-being of the communities in which we operate.

In 2025, our efforts improved water access for over 100,000 people, achieved a 75% job placement rate for vocational graduates, resolved 98% of community grievances within four weeks, treated over 13,000 patients through mobile health units, and achieved a 98% survival rate in Miyawaki forest plantations.

Social Welfare Obligations (PKR in million)			
Province	2025	2024	2023
Balochistan	28	28	29
KPK	20	10	10
Punjab	14	22	22
Sindh	171	169	176
Total	233	229	237

Sustainable Communities: Advancing Together



Health and Well-being Initiatives – Wellness Without Walls

MariEnergies delivers one unshakable promise: healthcare should never depend on your postcode. Instead of waiting for people to reach care, we take care to them, through modernized hospitals, mobile clinics, targeted medical camps, and telehealth technology.

Daharki – Longest-Standing Commitment to Rural Health

- 171,000 lives touched through integrated health services.
- Mother & Child Healthcare Centre: 60–80 women and children treated daily, reducing maternal and infant health risks.
- Targeted Disease Clinics: Ongoing care for chronic illnesses such as TB & asthma.
- 9 Mobile Dispensaries: Regular outreach to isolated villages, ensuring no household is beyond medical reach.
- EZShifa Teleconsultation: Remote patients in Daharki, Dad Laghari and Okara now connected to specialist care via a single click.

Waziristan – From Isolation to Integrated Care

- Hospital Modernization: Two regional hospitals transformed into fully equipped centers of free, high-quality care, serving 64,000+ patients in 2024.
- Mobile Healthcare Units (MHUs): Four clinics-on-wheels reached 7,279 patients, navigating remote passes and valleys to deliver essential medical services.
- Sehat Umeed Referral Program: 190 patients transported to tertiary hospitals in Peshawar and Islamabad for advanced surgeries and treatments.

Balochistan – Medical Camps in the Unreached

In villages where public health services barely exist, MariEnergies’ mobile medical camps have become lifelines.

- 276 patients treated at Zarghun Medical Camp
- 347 patients treated at Mach Medical Camp

It can arrive on wheels, travel through screens, and flow from one heart to another. This is more than a program. This is Wellness Without Walls and it’s redefining what’s possible for healthcare in Daharki and beyond

Education Initiatives - Cultivating Knowledge, Inspiring Generations

MariEnergies advances community empowerment through enhanced educational access, infrastructure, and scholarships. We operate Mari Model High School in Daharki (1,155 students, 47 faculty, dual shifts, all costs covered), Noor-e-Sehar Special Education School (180 students, 21 faculty, serving differently abled children), and two primary schools at Well-8 and Bijjar Chowk (200 enrolments). In Balochistan, we run three primary schools and rehabilitated facilities in Mach. In Waziristan, we support 240 hostel students and educate 80 at Aligarh and 26 at Pak-Turk schools under the Roshan Mustaqbil Program. Thirty Daharki students attend IBA Sukkur on scholarships, while others receive support at NUST. Across all initiatives, MariEnergies provides uniforms, books, transport, and creates inclusive, high-quality learning environments.

Lighting Lives – How Solar Energy is Transforming Nights in Hazoor Bakhsh

When night falls in Hazoor Bakhsh, it no longer means the end of the day. With solar streetlights, the village now enjoys safe, renewable energy that illuminates pathways and public spaces, bringing security and opportunity after dark. Children can study longer, businesses can remain open, and daily activities continue beyond daylight hours. These solar-powered lights are not only transforming daily life but also contributing to a greener future by reducing dependence on traditional energy sources. Each solar light installed is a step towards a low-carbon future, improving both the community’s quality of life and environmental sustainability.

"With every light powered by the sun, we’re lighting lives and greening tomorrow."



Taluka Hospital Ghotki



Mother & Child Healthcare Centre Dad Laghari (MCHC)



Noor-e-Sehar Special Education School Daharki



Solar Project in Hazoor Bakhsh Daharki

Sustainable Communities: Advancing Together

Mari Skill Development Program – Skilling Youth, Empowering Nation

In a world of constant change, skills are the foundation of opportunity. At MariEnergies, we believe that empowering youth with skills not only builds careers but also fosters confidence, dignity, and direction, creating the heartbeat of a self-reliant Pakistan.

Through the Mari Skill Development Program, 300 students completed a 3-month vocational training at National Logistics Cell (NLC) institutes in Mandra and Dina. This training didn't just teach technical skills; it ignited ambition and provided a platform for personal and professional growth.

Each graduate now carries more than a certificate, they carry the ability to contribute to their families and actively participate in Pakistan's economic progress. This initiative is a testament to MariEnergies' commitment to youth empowerment by connecting skills with opportunities, helping build a stronger, self-reliant nation.

Every Drop Counts – How MariEnergies is Turning Rain into Renewal

In a world facing water scarcity, we believe every drop matters. MariEnergies champions water stewardship, focusing on conservation, innovation, and responsible usage. Our rainwater harvesting system captures and stores over 12,000 liters of rainwater demonstrating that small actions can lead to big impacts.

Sports – Building Champions On and Off the Field

Hockey once stirred the soul of Pakistan, and MariEnergies is reigniting that passion. From supporting the national sport to fostering rising talent, we are building more than athletes, we're creating role models, leaders, and champions both on and off the field.

In 2024, our professional hockey team made its mark by securing 2nd place in the Senior Hockey Championship and in the 2nd MariEnergies Azadi Cup, signaling the resurgence of Pakistan's hockey talent. But the true legacy of this initiative stretches beyond trophies.

Our athletes represent Pakistan globally at major international events, such as:

- Asian Champions Trophy (China)
- Men's Nations Hockey Cup (Malaysia)
- Test series against Germany, Oman, and more

Through inclusive development, we also onboard youth players from underprivileged communities, including the former Tribal Areas. These players now have access to top-tier training, gaining confidence and discipline, with opportunities for national representation.

By supporting youth and professional athletes, we are not only developing players but champions of integrity, leadership, and national pride. Through sports, we're showing that with the right support, talent can transcend borders, bringing honor to the field, and to the country.



National Logistics Cell Training



Rain Water Harvesting Unit F-9 Park Islamabad



Mari Inter Departmental Cricket Tournament



MariEnergies' Hockey Team - Lt Gen Ishfaq Nadeem Hockey Stadium Rawalpindi



Mari Kissan Dost Program Inauguration Ceremony



MCHC Dad Laghari



Sehat Umeed Program for Waziristan



RHC Spinwari Waziristan



Noore-Sehar Special Education School Daharki



EZShifa Mari Medical Complex Daharki



Mari Model High School Daharki



BKK Agri Centre Daharki



BKK Soil Testing Lab Van

Sustainable Communities: Advancing Together



BKK Agri Field Advisory

Mari Kissan Dost Program – In the Fields of Daharki, Turning Green into Gold

In Daharki’s dry farmlands, once hit hard by climate stress, old farming methods, and water shortages, a quiet transformation is underway. MariEnergies is bringing together digital tools, climate-smart practices and community support to improve farming. Farmers now get AI-based crop advice, weather alerts, and soil tests to make better decisions. Subsidies, microloans, and crop insurance reach them directly. Satellite mapping helps reduce fertilizer use, while training and local jobs boost incomes. A monthly buyback system gives fair prices without middlemen. In Daharki, farming is becoming smarter, incomes are growing, and green is turning into gold.



Miyawaki Forest Islamabad

Miyawaki Forestation – A Return to Nature

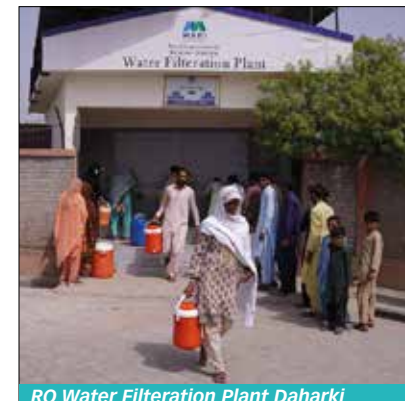
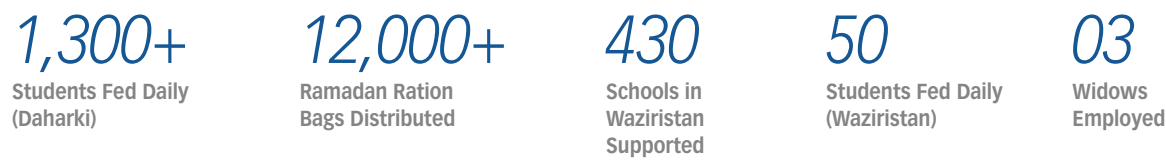
In Daharki, MariEnergies revived the Miyawaki Forestation initiative, planting thousands of native trees with an exceptional survival rate. This dense, fast-growing forest enhances climate resilience, purifies air, and restores biodiversity. Building on this success, Islamabad welcomed another Miyawaki forest, transforming urban land into thriving green space. At F-9 Park, the creation of Mari Garden with its added native trees, has enriched public space, improved air quality, and strengthened community connection with nature.



Mari Meal Program in NSSES

Mari Meal Program – Nourish to Flourish

In Daharki’s classrooms, the sound of lunchboxes opening signals more than a meal, it’s a promise. The Mari Meal Program serves fresh, nutritious lunches at Mari Model High School and Noor-Sehar School, improving focus, attendance, and academic performance. Prepared in the Mari Kitchen, it sustains local employment through cooking, delivery, and management roles while promoting sustainability with reusable lunchboxes. Beyond Daharki, in conflict-affected Waziristan, students receive daily hot meals prepared and distributed by widows, turning loss into livelihoods. During Ramadan, ration bags reach families in need. This is more than feeding, it’s empowering children to learn, women to lead, and communities to thrive.



RO Water Filtration Plant Daharki

Where Purity Flows, Life Follows – The MariEnergies Water Story

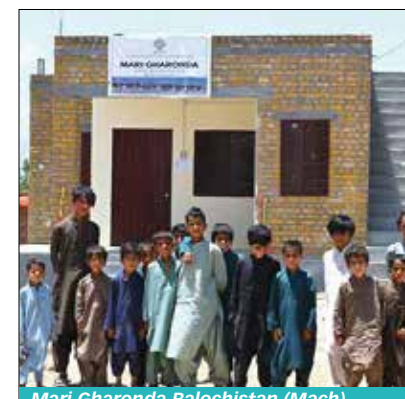
MariEnergies is committed to making safe water accessible where it’s needed most. In Daharki, tractor-mounted bowzers deliver clean drinking water to multiple villages, while hand pumps in Mari Field communities ensure safe, easy collection. Harnessing renewable energy, solar-powered RO plants in Daharki and Islamabad purify thousands of liters daily, reducing fossil fuel use while providing reliable access. New water supply schemes are underway, further expanding reach, improving health, and restoring dignity. For us, water is more than a necessity, it’s life itself, and delivering it means giving health, dignity, and hope.



Mari Mobile Dastarkhawn Islamabad

Mari Mobile Dastarkhawn – Serving Nutrition, Kindness in Every Bite

In Pakistan’s bustling twin cities, where the hum of daily life masks quiet struggles, MariEnergies’ Mari Mobile Dastarkhawn rolls in with hope, not fanfare. This mobile kitchen delivers freshly cooked, hygienic meals each day to the most underserved, turning hunger into dignity. Beyond filling plates, meals are nutritionally balanced, packed in biodegradable containers, and sourced from local vendors, supporting small businesses and reducing environmental impact. During crises, these kitchens transform into mobile relief units. Guided by the belief that no one should go hungry, every journey and every meal from Mari Mobile Dastarkhawn is an act of care and compassion in motion.



Mari Gharonda Balochistan (Mach)

Mari Gharonda Project Balochistan – From Crisis to Comfort

In 2022, devastating floods ravaged Balochistan, leaving families homeless and in urgent need of hope. MariEnergies responded with the Mari Gharonda Project, transforming crisis into resilience and despair into strength. In collaboration with Comprehensive Disaster Response Services (CDRS), the team began by carefully assessing flood-affected households to understand their needs. Families became the first recipients of climate-resilient homes, designed to withstand harsh conditions while offering safety, dignity, and a fresh start. Today, these homes stand as beacons of renewal, symbols of security and community strength, restoring dignity and providing a foundation for families to rebuild their lives and thrive.



Annexures

In this chapter

- External Assurance Report
- GRI Content Index
- SDGs Index
- UNGC Index
- PSX SDGs Index
- Acronyms



External Assurance Report



Independent Assurance Statement

For the Mari Energies Limited Sustainability Report 2025

FERSO ESG performed an independent review of the MariEnergies' Sustainability Report 2025 (the report), referring to the period from July 1, 2024, to June 30, 2025. The report was prepared in accordance with the Global Reporting Initiative's (GRI) Standards 2021 and the GRI 11 Oil and Gas Sector Standard 2021. Furthermore, the report considered the "Sustainability reporting guidance for the oil and gas industry" developed by Ipieca, API, and IOGP. The report also meets the requirements of the UNGC's COP and is demonstrating links with the United Nation's Sustainable Development Goals (SDGs) and the adherence to the AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact and corroborate in accordance with the GRI Standards. The report addresses voluntarily in separate section the disclosure requirements of the International Financial Reporting Standards (IFRS) – Sustainability Disclosure Standards S1 and S2, issued by the International Sustainability Standards Board (ISSB).

Independence

We work independently and ensure that none of FERSO ESG staff members maintained or maintains business ties with MariEnergies.

Our Qualification

FERSO ESG is a firm specialized in sustainability advisory and report assurance and is licensed as assurance provider by AccountAbility under license number 000-845. The review process was conducted by professionals with experience in independent assurance and sustainability reporting.

Responsibilities of MariEnergies and FERSO ESG

The management of MariEnergies has prepared the Sustainability Report 2025 and is responsible for all its content. FERSO ESG was responsible for the independent review and expressed an independent conclusion on the Sustainability Report. We do not accept or assume any responsibility for any other purpose or to any other person or organization. Any reliance placed on the report by any third party is entirely at its own risk.

Scope of Assurance

The scope of our work covers all information included in the Mari Energies Limited Sustainability Report 2025, referring to the period from July 1st, 2024, through June 30th, 2025, and considered the requirements of the International Standard on Assurance Engagement (ISAE) 3000-Revised (Assurance Engagements other than audits or reviews of historical financial information).

FERSO ESG was asked to express an opinion in relation to the review scope, which includes the following aspects:

- Review of qualitative and quantitative information reported and referenced in the report.
- Evaluation of the disclosed information in the report to check adherence to the GRI 2021 Standards and the GRI 11 Oil and Gas Sector Standard 2021 and review the responses to selected requirements of IFRS S1 and 2 standards.
- Adherence to the GRI principles for sustainability reporting, laid out in the GRI1 standard.
- Adherence of the review process to the International Standard on Assurance Engagement (ISAE) 3000 (Revised), "Assurance Engagements other than audits or reviews of historical financial information" to provide limited assurance on performance data within the Sustainability Report.
- Adherence to the AA1000APS-principles of Inclusivity, Materiality and Responsiveness and Impact.

External Assurance Report



Methodology

The methodology applied was a desk review of the report drafts as well as the final report and a review of provided evidence for selected data. The following procedures were developed during the review process:

- Critical review of the Mari Energies Limited Sustainability Report 2025 final draft versions.
- Review of the final report version and the respective Content Index to check consistency.
- Evaluation of the adherence of the report to the GRI Standards 2021.
- Collection of sample evidence and interview to verify selected data points.
- Analysis of the report content against AccountAbility's Principles of Inclusivity, Materiality, Responsiveness and Impact.
- Adjustments reports and final review of the report.
- Elaboration of the Independent Assurance Statement.

The work was planned and carried out to provide a level of limited assurance and we believe that the review of the report by FERSO ESG provides an appropriate basis for our conclusions.

Statement of Conclusions

Use of Disclosure Standards

MariEnergies declares the report to be in accordance with the GRI Standards 2021. FERSO ESG reviewed the use of the GRI Standards GRI 1, 2 and 3. Based on the analysis, recommendations to adjust the content have been made. The company has integrated all our recommendations, and we can confirm that the report is in accordance with the requirements of the GRI Standards 2021. The attached section on IFRS Standards S1 and S2 provides sufficient information to respond selected the requirements.

Main Conclusions

Based on the analysis of evidence and the interview carried out to verify selected indicators, we briefly present the following main conclusions:

- Regarding compliance with the GRI standards adopted in the 2025 Sustainability Report, MariEnergies chose to prepare a report based on the GRI 2021 standards and presented the standards used in the Content Index at the end of the report. In this assurance cycle, items that were not the subject of previous cycles were assured, which allowed the verification of an aggregate number of items related to MariEnergies' sustainability management.
- FERSO ESG solicited evidence for and verified the following selected items: GRI 2-8, GRI 2-17, GRI 2-18, GRI 2-19, GRI 2-25, GRI 204-1, GRI 303-6, GRI 410-1, as well as management items (GRI 3-3) related to the material topics Supply Chain Impacts, Cyber Security and Local Communities.
- Reviewing the provided evidence, we found that the information related to these indicators and topics was provided in accordance with the requirements of the relevant standards and in transparent and balanced manner. Where necessary, additional evidence to corroborate the data was timely provided by the company to the reviewer.
- During the review process, FERSO ESG requested inclusion of additional information and data in the report, which were implemented and validated by FERSO ESG during the finalization of the report. Most of the adjustments were focusing on giving more context to relevant data disclosed in the environmental and health and safety section, both considered being crucial areas for the MariEnergies' aspiration to become a leading force for more sustainability in the energy sector.
- Voluntarily, the company disclosed the main items of the IFRS Standards S1 and S2 in a separate section, giving an overview of major risks and opportunities, strategy and governance related to climate change impacts. The section contains a consistent map of key impacts, and the company laid the ground to evolve and complete the mapping exercise with key metrics during the next reporting cycle.



Limitation and exclusions

The verification of financial figures was not object of FERSO ESG's work and the review of the Annual Report, which is referenced in the Sustainability Report 2025, was not in the scope of the engagement.

Final Considerations

MariEnergies has delivered its Sustainability Report 2025 in compliance with GRI Standard 2021 GRI1 and referenced voluntarily the IFRS Standards S1 and S2. Based on the scope of our work and the review procedures we performed using the ISAE 3000 (Revised) "Assurance Engagements Other than Audits or Reviews of Historical Financial Information", we conclude that nothing has come to our attention that causes us to believe that the information in Mari Energies Limited Sustainability Report 2025 is not fairly stated in all material aspects.

São Paulo, August 25, 2025

Beat Grüniger
Assurance Provider
FERSO ESG

Islamabad, September 03, 2025

Nadeem Safdar,
Assurance Provider Managing Partner,
Nadeem Safdar & Co
Chartered Accountants
ICAP Membership No: 2396



GRI Content Index

Statement of use	MariEnergies has reported in accordance with the GRI Standards for the period 1 July 2024 to 30 June 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	GRI 11: Oil and Gas 2021

GRI Standard/Other Source	Disclosure	Location	Requirement(s) Omitted / Reason
GRI 2: General Disclosures 2021	The organization and its reporting practices		
	2-1 Organizational details	26, 154	
	2-2 Entities included in the organization's sustainability reporting	146	
	2-3 Reporting period, frequency and contact point	146	
	2-4 Restatements of information	146	
	2-5 External assurance	146, 217	
	Activities and workers		
	2-6 Activities, value chain and other business relationships	154-155	
	2-7 Employees	193	
	2-8 Workers who are not employees	192	
	Governance		
	2-9 Governance structure and composition	165	
	2-10 Nomination and selection of the highest governance body	165	
	2-11 Chair of the highest governance body	165	
	2-12 Role of the highest governance body in overseeing the management of impacts	165	
	2-13 Delegation of responsibility for managing impacts	165	
	2-14 Role of the highest governance body in sustainability reporting	165	
	2-15 Conflicts of interest	168	
	2-16 Communication of critical concerns	168	
	2-17 Collective knowledge of the highest governance body	166	
	2-18 Evaluation of the performance of the highest governance body	168	
	2-19 Remuneration policies	168	
	2-20 Process to determine remuneration	168	
	2-21 Annual total compensation ratio	N/A	2-21 a, b Confidentiality constraint – Sensitive information
	Strategy, policies, and practices		
	2-22 Statement on sustainable development strategy	160	
	2-23 Policy commitments	169	
	2-24 Embedding policy commitments	169	
	2-25 Processes to remediate negative impacts	169	
	2-26 Mechanisms for seeking advice and raising concerns	169	
	2-27 Compliance with laws and regulations	170	
	2-28 Membership associations	169	
	Stakeholder engagement		
	2-29 Approach to stakeholder engagement	161	
	2-30 Collective bargaining agreements	206	

Management of Material Topics

GRI Standard/Other Source	Disclosure	Location	Requirement(s) Omitted / Reason
GRI 3: Material Topics 2021	3-1 Process to determine material topics	162	
	3-2 List of material topics	163	
	3-3 Management of material topics	Throughout the report in relevant sections	

Material Topics

GRI Standard/Other Source	Disclosure	Location	Requirement(s) Omitted	GRI Sector Standard Ref. No.
GHG AND AIR EMISSIONS				
11.1 GHG emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	179-181		11.1.1
GRI 302: Energy 2016	302-1 Energy consumption within the organization	182	(b) - The information is not available as per GRI requirement.	11.1.2
	302-2 Energy consumption outside of the organization	182	a-c - The information is not available as per GRI requirement.	11.1.3
	302-3 Energy intensity	182		11.1.4
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	182		11.1.5
	305-2 Energy indirect (Scope 2) GHG emissions	182		11.1.6
	305-3 Other indirect (Scope 3) GHG emissions	182	a-g - The information is not available as per GRI requirement.	11.1.7
	305-4 GHG emissions intensity	182		11.1.8
11.3 Air emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	179-181		11.3.1
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	182	a-e. The information not available as per GRI requirement.	11.3.2
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	200		11.3.3
CLIMATE ADAPTATION, RESILIENCE AND TRANSITION				
11.2 Climate adaptation, resilience, and transition				
GRI 3: Material Topics 2021	3-3 Management of material topics	179-180		11.2.1
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	177		11.2.2
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	182	a-e –Information not available as per GRI requirement.	11.2.3
Additional sector disclosure	Public policy development and lobbying on climate change	171-172		11.2.4

GRI Content Index

GRI Standard/Other Source	Disclosure	Location	Requirement(s) Omitted	GRI Sector Standard Ref. No.
BIODIVERSITY				
11.4 Biodiversity				
GRI 3: Material Topics 2021	3-3 Management of material topics	179, 183		11.4.1
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	183-184		11.4.2
	304-2 Significant impacts of activities, products and services on biodiversity	183		11.4.3
	304-3 Habitats protected or restored	183		11.4.4
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	185		11.4.5
11.7 Closure and rehabilitation				
GRI 3: Material Topics 2021	3-3 Management of material topics	185		11.7.1
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	206		11.7.2
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	194		11.7.3
Additional sector disclosures	List the operational sites with closure plans, closed and in process	185		11.7.4
	Decommissioned structures left in place and rationale for leaving	185		11.7.5
	Total monetary value of financial provisions for closure and rehabilitation	185		11.7.6
WASTE				
11.5 Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	179, 188		11.5.1
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	188		11.5.2
	306-2 Management of significant waste-related impacts	188		11.5.3
	306-3 Waste generated	189		11.5.4
	306-4 Waste diverted from disposal	189		11.5.5
	306-5 Waste directed to disposal	189		11.5.6

GRI Standard/Other Source	Disclosure	Location	Requirement(s) Omitted	GRI Sector Standard Ref. No.
WATER AND EFFLUENTS				
11.6 Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	179, 186		11.6.1
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	186		11.6.2
	303-2 Management of water discharge-related impacts	186		11.6.3
	303-3 Water withdrawal	187		11.6.4
	303-4 Water discharge	187		11.6.5
	303-5 Water consumption	187		11.6.6
HEALTH AND SAFETY				
11.9 Occupational health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	191, 200		11.9.1
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	200		11.9.2
	403-2 Hazard identification, risk assessment, and incident investigation	200		11.9.3
	403-3 Occupational health services	201		11.9.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	200		11.9.5
	403-5 Worker training on occupational health and safety	201		11.9.6
	403-6 Promotion of worker health	201		11.9.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	200		11.9.8
	403-8 Workers covered by an occupational health and safety management system	200		11.9.9
	403-9 Work-related injuries	202		11.9.10
	403-10 Work-related ill health	202		11.9.11
11.8 Asset integrity and critical incident management				
GRI 3: Material Topics 2021	3-3 Management of material topics	203		11.8.1
GRI 306: Effluents and Waste 2016	306-3 Significant spills	203		11.8.2
Additional sector disclosures	Total number of Tier I and Tier II process safety events by business activity	203		11.8.3
	Additional sector disclosures are for organizations with oil sands mining operations	N/A	Not applicable MariEnergies has no oil sands mining operations	11.8.4

GRI Content Index

GRI Standard/Other Source	Disclosure	Location	Requirement(s) Omitted	GRI Sector Standard Ref. No.
EMPLOYMENT PRACTICES				
11.10 Employment practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	191, 192		11.10.1
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	193		11.10.2
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	194		11.10.3
	401-3 Parental leave	194		11.10.4
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	206		11.10.5
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	195		11.10.6
	404-2 Programs for upgrading employee skills and transition assistance programs	194		11.10.7
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	173		11.10.8
	414-2 Negative social impacts in the supply chain and actions taken	173	b, d and e - Information not available/Incomplete	11.10.9
11.13 Freedom of association and collective bargaining				
GRI 3: Material Topics 2021	3-3 Management of material topics	206		11.13.1
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	206		11.13.2
DIVERSITY & INCLUSION AND WORK-LIFE BALANCE				
GRI 3: Material Topics 2021	3-3 Management of material topics	196		-
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	197		11.11.5
	405-2 Ratio of basic salary and remuneration of women to men	194		11.11.6
HUMAN RIGHTS				
11.11 Non-discrimination and equal opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	206		11.11.1
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	192		11.11.2
GRI 401: Employment 2016	401-3 Parental leave	194		11.11.3
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	195		11.11.4

GRI Standard/Other Source	Disclosure	Location	Requirement(s) Omitted	GRI Sector Standard Ref. No.
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	197		11.11.5
	405-2 Ratio of basic salary and remuneration	194		11.11.6
GRI 406: Non discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	206		11.11.7
11.12 Forced labor and modern slavery				
GRI 3: Material Topics 2021	3-3 Management of material topics	206		11.12.1
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	206		11.12.2
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	173		11.12.3
CHILD LABOUR				
GRI 3: Material Topics 2021	3-3 Management of material topics	206		-
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	206		-
11.16 Land and resource rights				
GRI 3: Material Topics 2021	3-3 Management of material topics	206-207		11.16.1
Additional sector disclosures	Locations of operations that caused or contributed to involuntary resettlement	207		11.16.2
11.18 Conflict and security				
GRI 3: Material Topics 2021	3-3 Management of material topics	203		11.18.1
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	204		11.18.2
ECONOMIC IMPACTS				
11.14 Economic impacts				
GRI 3: Material Topics 2021	3-3 Management of material topics	175, 177		11.14.1
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	133		11.14.2
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	192		11.14.3
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	210-215		11.14.4
	203-2 Significant indirect economic impacts	177		11.14.5
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	173		11.14.6

GRI Content Index

GRI Standard/Other Source	Disclosure	Location	Requirement(s) Omitted	GRI Sector Standard Ref. No.
LOCAL COMMUNITIES				
11.15 Local communities				
GRI 3: Material Topics 2021	3-3 Management of material topics	209		11.15.1
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	210-215		11.15.2
	413-2 Operations with significant actual and potential negative impacts on local communities	209	a (i) (ii) - Information not available/incomplete	11.15.3
Additional sector disclosures	Number and type of grievances from local communities	209		11.15.4
ETHICS AND TRANSPARENCY				
11.19 Anti-competitive behavior				
GRI 3: Material Topics 2021	3-3 Management of material topics	170		11.19.1
GRI 206: Anticompetitive Behavior 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	170		11.19.2
11.20 Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	170		11.20.1
GRI 205: Anticorruption 2016	205-1 Operations assessed for risks related to corruption	170		11.20.2
	205-2 Communication and training about anti-corruption policies and procedures	170		11.20.3
	205-3 Confirmed incidents of corruption and actions taken	170		11.20.4
Additional sector disclosures	Approach to contract transparency	171		11.20.5
	List of beneficial owners	135-143		11.20.6
11.21 Payments to governments				
GRI 3: Material Topics 2021	3-3 Management of material topics	170-171		11.21.1
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	133		11.21.2
	201-4 Financial assistance received from government	177		11.21.3
GRI 207: Tax 2019	207-1 Approach to tax	171		11.21.4
	207-2 Tax governance, control, and risk management	171		11.21.5
	207-3 Stakeholder engagement and management of concerns related to tax	171		11.21.6
	207-4 Country-by-country reporting	133		11.21.7

GRI Standard/Other Source	Disclosure	Location	Requirement(s) Omitted	GRI Sector Standard Ref. No.
Additional sector disclosures	Details of oil and gas purchased from the state	N/A	MariEnergies does not purchase oil and gas from government.	11.21.8
11.22 Public policy				
GRI 3: Material Topics 2021	3-3 Management of material topics	171-172		11.22.1
GRI 415: Public Policy 2016	415-1 Political contributions	172		11.22.2
SUPPLY CHAIN IMPACTS				
GRI 3: Material Topics 2021	3-3 Management of material topics	170, 172		-
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	171		-
	308-2 Negative environmental impacts in the supply chain and actions taken	172	b, d and e - Information not available/incomplete	-
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	172		11.10.8
	414-2 Negative social impacts in the supply chain and actions taken	172	b, d and e - Information not available/incomplete	11.10.9
DIGITALIZATION AND CYBER SECURITY				
GRI 3: Material Topics 2021	3-3 Management of material topics	204		-
TOPICS FROM SECTOR STANDARD NOT REPORTED				
Rights of indigenous peoples			No indigenous people exist nearby MariEnergies operational sites.	-

SDGs Index

SDGs	Page No.	GRI Standards Disclosure
End poverty in all its forms everywhere	177, 209	202-1, 203-2, 413-2, 11.15.4
End hunger, achieve food security and improved nutrition and promote sustainable agriculture	133, 177, 210-215, 209	201-1, 203-1, 203-2, 413-2
Ensure healthy lives and promote well-being for all at all ages	177, 182, 188, 189, 200, 202	203-2, 305-1, 305-2, 305-3, 305-7, 306-1, 306-2, 306-3, 306-4, 403-8, 403-9, 403-10
Ensure inclusive and quality education for all and promote lifelong learning	166, 206	2-17, 404-1
Achieve gender equality and empower all women and girls	133, 165, 173, 210-215, 193, 194, 195, 197, 206	2-9, 2-10, 201-1, 202-1, 203-1, 401-1, 401-3, 404-1, 404-3, 405-1, 405-2, 406-1, 414-1, 414-2
Ensure access to water and sanitation for all	187, 188-189	303-3, 303-4, 303-5, 306-1, 306-2, 306-3, 306-4, 306-5
Ensure access to affordable, reliable, sustainable, and modern energy for all	133, 182, 210-215	201-1, 203-1, 302-1, 302-2, 302-3
Promote inclusive and sustainable economic growth, employment, and decent work for all	133, 172, 173, 177, 182, 187, 192, 193, 194, 195, 197, 200, 202, 206	2-7, 2-8, 2-30, 201-1, 202-1, 202-2, 203-2, 301-1, 301-2, 301-3, 302-1, 302-2, 302-3, 303-5, 401-1, 401-2, 401-3, 402-1, 403-8, 403-9, 403-10, 404-1, 404-2, 404-3, 405-1, 405-2, 407-1, 408-1, 409-1, 414-1, 414-2
Build resilient infrastructure, promote sustainable industrialization, and foster innovation	133, 210-215	201-1, 203-1
Reduce inequality within and among countries	177, 194	203-2, 405-2
Make cities inclusive, safe, resilient, and sustainable	210-215	203-1
Ensure sustainable consumption and production patterns	173, 182, 188, 189	204-1, 302-1, 302-2, 302-3, 305-1, 305-2, 305-3, 305-7, 306-1, 306-2, 306-3, 306-4
Take urgent action to combat climate change and its impacts	133, 182	201-2, 302-1, 302-2, 302-3, 305-1, 305-2, 305-3, 305-4
Conserve and sustainably use the oceans, seas, and marine resources	182, 188, 189	305-1, 305-2, 305-3, 305-4, 305-5, 305-7, 306-1, 306-3, 306-5
Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss	182, 188, 189	305-1, 305-2, 305-3, 305-4, 305-5, 305-7, 306-1, 306-3, 306-5
Promote just, peaceful, and inclusive societies	165, 168, 169, 170, 173, 206	2-9, 2-10, 2-11, 2-12, 2-15, 2-20, 2-23, 2-26, 2-27, 205-1, 205-2, 205-3, 406-1, 408-1, 414-1, 414-2
Strengthen the means of implementation and revitalize the global partnership for sustainable development	-	Not applicable




UNGC Index


Principle	Statement	Page No.	GRI Standards Disclosure
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	209, 210-215	413-1, 413-2
Principle 2	Businesses should make sure that they are not complicit in human rights abuses.	173, 210-215	413-1, 414-1, 414-2
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	206	2-30, 402-1, 407-1
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labor.	206	409-1
Principle 5	Businesses should uphold the effective abolition of child labor.	206	408-1
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	192, 193, 194, 195, 206	2-7, 2-8, 401-1, 401-3, 404-1, 405-2, 406-1,
Principle 7	Businesses should support a precautionary approach to environmental challenges.	177, 182, 187	201-2, 302-1, 303-3, 305-1, 305-2, 305-3, 305-7
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility.	170, 171, 172, 182, 188, 189	2-27, 302-1, 302-2, 302-3, 303-3, 303-4, 303-5, 305-1, 305-2, 305-3, 305-4, 305-5, 305-7, 306-1, 306-2, 306-3, 306-4, 306-5, 308-1, 308-2
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	182	305-5
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	169, 170	2-23, 2-26, 205-1, 205-2

PSX SDGs Index



Our activities and related material topics affect almost all SDGs. The SDGs report meets the requirements of PSX minimum SDGs for listed companies. Our governance systems guide the alignment of our strategy and actions supporting SDGs. The approach to managing the impact of our activities on SDGs is being discussed in relevant sections of our report, which also show our performance and contribution to SDGs. This section contains specific information against PSX minimum SDGs. Detailed information about policies, practices and performance details are available on referred pages in relevant sections of the report.

Refer to pages 160-161 and 165-168 for alignment with material topics, governance, and management approach for SDGs.

SDG and Target	Company Performance Target	Performance Indicator	Status (2025)	Status (2024)	Status (2023)	Business Action	Future Business Action
 <p>Target 5.1 End all forms of discrimination against women and girls everywhere</p>	-	Existence of policies to promote, enforce and monitor equality and non-discrimination based on gender	MariEnergies has policies to promote, enforce, and monitor non-discrimination on the basis of gender.			Promote, enforce, and monitor non-discrimination.	Promote, enforce, and monitor non-discrimination.
			Refer to page 196 and pages 206-207 to read details about the management approach and performance.				
<p>Target 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p>	-	Existence of sexual harassment, physical harassment, psychological harassment policies and grievances solving mechanism relevant to sexual, physical, and psychological violence	Sexual harassment, physical harassment, psychological harassment policies and grievances solving mechanism relevant to sexual, physical, and psychological violence exist			Enforce policies and grievances solving mechanism relevant to prevent sexual, physical, and psychological violence	Enforce policies and grievance solving mechanisms relevant to prevent sexual, physical, and psychological violence
		Proportion of female employees at your company aged 15 years and older subjected to physical, sexual, or psychological violence	MariEnergies does not employ young female workers aged 15 years. No complaint of physical, sexual, or psychological violence was filed.			Prevent sexual, physical, and psychological violence by enforcing policies and grievances mechanism	Prevent sexual, physical, and psychological violence by enforcing policies and grievances mechanism.
		violence	Refer to pages 196 and 206 to read details about the management approach and performance				
 <p>Target 6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</p>	-	Total water withdrawal by source ML per KBOE	Fresh water consumption	Fresh water consumption	Fresh water consumption	Increasing water-use efficiency and recycling to reduce water withdrawal and related impacts.	Increasing water-use efficiency and recycling to reduce water withdrawal and related impacts.
			0.015	0.007	0.005		
 <p>Target 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix</p>	-	Renewable energy share in the total final energy consumption	-	-	-	MariEnergies is exploring renewable energy to include renewable energy in the total energy mix and diversify the business.	MariEnergies is exploring different renewable energy options to include renewable energy in total energy mix and diversify the business

SDG and Target	Company Performance Target	Performance Indicator	Status (2025)	Status (2024)	Status (2023)	Business Action	Future Business Action																																	
<p>Target 7.b By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries and small island developing states</p>	-	Value of investment to enhance energy efficiency at company in PKR	-	-	-	Investment in new technologies to improve energy efficiency	Investment in new technologies to improve energy efficiency, reduce costs and environmental footprint.																																	
 <p>Target 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization of growth micro/small/medium size enterprises including access to financial services</p>	-	Proportion of informal (contract, casual and daily wage) employment in non-agriculture areas at company	MariEnergies strictly complies with applicable laws governing employment practices and adheres to international conventions. No informal employment practices exist.			Compliance with applicable laws and adherence to international charters.	Compliance with applicable laws and adherence to international charters.																																	
			Refer to pages 191-195 to read details about the management approach and performance																																					
<p>Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p>	-	Average hourly earnings of managerial and non-managerial employees, by gender (Based on Average Basic Pay Scale)	<table border="1"> <thead> <tr> <th></th> <th colspan="2">2025</th> <th colspan="2">2024</th> <th colspan="2">2023</th> </tr> <tr> <th></th> <th>Male</th> <th>Female</th> <th>Male</th> <th>Female</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>M</td> <td>1,940</td> <td>1,940</td> <td>M</td> <td>1,866</td> <td>1,866</td> <td>M</td> <td>2,308</td> <td>2,308</td> </tr> <tr> <td>NM</td> <td>371</td> <td>371</td> <td>NM</td> <td>348</td> <td>348</td> <td>NM</td> <td>652</td> <td>652</td> </tr> </tbody> </table>			2025		2024		2023			Male	Female	Male	Female	Male	Female	M	1,940	1,940	M	1,866	1,866	M	2,308	2,308	NM	371	371	NM	348	348	NM	652	652	Compliance with applicable laws.		Compliance with applicable laws.	
	2025		2024		2023																																			
	Male	Female	Male	Female	Male	Female																																		
M	1,940	1,940	M	1,866	1,866	M	2,308	2,308																																
NM	371	371	NM	348	348	NM	652	652																																
		M = Management NM = Non-management																																						
		Average hourly earnings of managerial and non-managerial employees with disabilities, by gender	<table border="1"> <thead> <tr> <th></th> <th>2025</th> <th>2024</th> <th>2023</th> </tr> </thead> <tbody> <tr> <td></td> <td colspan="3">Same as above</td> </tr> </tbody> </table>			2025	2024	2023		Same as above			Compliance with applicable laws.		Compliance with applicable laws.																									
	2025	2024	2023																																					
	Same as above																																							
		M = Management S = Staff																																						
		Minimum wage of employees	<table border="1"> <thead> <tr> <th></th> <th>2025</th> <th>2024</th> <th>2023</th> </tr> </thead> <tbody> <tr> <td></td> <td>37,000</td> <td>32,000</td> <td>33,767</td> </tr> </tbody> </table>			2025	2024	2023		37,000	32,000	33,767	Compliance with applicable laws.		Compliance with applicable laws.																									
	2025	2024	2023																																					
	37,000	32,000	33,767																																					
		Number of net new jobs created at your company, by gender and persons with disabilities	MariEnergies is an equal opportunity employer. All qualified persons can apply for open positions. However, persons with disabilities are not considered for field jobs due to the difficult nature of exploration, development, and production jobs. Refer to page 193 to read details about hiring and attrition details.																																					
		Proportion of your employees with disabilities	-	-	-																																			
<p>Target 8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p>	-	Frequency rates of fatal and non-fatal occupational injuries at your company, by gender and migrant status	Frequency rates of fatal and non-fatal occupational injuries for female employees is 0.00 for the year 2025.			Promote health and safety and ensure secure working conditions for all workers.	Promote health and safety and ensure secure working conditions for all workers.																																	
			Refer to page 202 to read details about performance																																					
		Compliance with labor rights based on national and provincial legislation	MariEnergies is compliant with labor rights based on national and provincial legislation as well as international charters			Ensure compliance of applicable laws and commitments.	Ensure compliance of applicable laws and commitments.																																	

PSX SDGs Index

SDG and Target	Company Performance Target	Performance Indicator	Status	Status	Status	Business Action	Future Business Action
			2025	2024	2023		
 <p>Target 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>		MeT CO ₂ e emissions per KBOE	44.02	42.69	22.38	Upgradation of existing facilities and adoption of cleaner technologies to reduce the environmental footprint.	Upgradation of existing facilities and adoption of cleaner technologies to reduce the environmental footprint.
 <p>Target 12.4 By 2020, achieve the environmentally sound management of chemicals and all waste throughout their lifecycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in-order to minimize their adverse impacts on human health and environment</p>	-	Quantity of hazardous waste generated and treated Does MariEnergies treat its hazardous waste in accordance with the international multilateral agreements signed by the Government of Pakistan?	Refer to pages 179, 188 and 189 to read details about our management approach and waste data.			Ensure compliance with applicable laws for handling and treatment of hazardous waste.	Ensure compliance with applicable laws for handling and treatment of hazardous waste.
<p>Target 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p>	-	Quantity of waste material generated and recycled	Refer to pages 188-189 to read details about waste data.			Reduce waste generation through prevention, recycling, and reuse.	Reduce waste generation through prevention, recycling, and reuse
<p>Target 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability reporting in their reporting cycle</p>	-	1. Does MariEnergies publish a sustainability report? 2. Does MariEnergies report on SDG?	MariEnergies publishes an annual sustainability report The report also contains details about MariEnergies's impact on SDGs.			Embrace sustainability practices to manage and report the impacts.	Embrace sustainability practices to manage and report the impacts.

Acronyms

API	American Petroleum Institute
BSCF	Billion Standard Feet
CCS	Carbon Capture Storage
CCUS	Carbon Capture Utilization and Storage
COP	Communication on Progress
EIA	Environmental Impact Assessment
EPA	Environmental Protection Agency
FCM	Financial Committee Meeting
GHG	Greenhouse Gases
HAZOP	Hazard and Operability
HAZID	Hazard Identification
IEE	Initial Environmental Examination
IOGP	The International Association of Oil & Gas Producers
Ipieca	International Petroleum Industry Environmental Conservation Association
ILO	International Labor Organization
KBOE	Kilo Barrels of Oil Equivalent
LEA	Law Enforcement Agency
ML	Mega Liters
MT	Metric Ton
NDC	Nationally Determined Contribution
NEQS	National Environmental Quality Standards
OCM	Operational Committee Meeting
OGDC	Oil and Gas Decarbonization Charter
PICG	Pakistan Institute of Corporate Governance
PPEPCA	Pakistan Petroleum Exploration & Production Companies Association
SDGs	Sustainable Development Goals
TCM	Technical Committee meeting
TOE	Tonnes of Oil Equivalent
UNCRC	UN Convention on the Rights of the Child
UNGC	United Nations Global Compact
WEF	World Economic Forum

Sustainability Related Financial Disclosures For the year 2025

- 1 Overview of the reporting entity
- 2 Governance
- 3 Strategy
- 4 Risk management
- 5 Metrics and targets
- 6 General disclosures



Overview of the Reporting Entity



Mari Energies Limited is a public limited company listed on the Pakistan Stock Exchange, operating in the private sector under the management of Fauji Foundation. Its major shareholders include Fauji Foundation (40%), the Government of Pakistan (20%), Oil & Gas Development Company Limited (OGDCL) (20%), and the general public (20%). All Fauji Foundation group companies are regarded as associates of MariEnergies.

MariEnergies is an integrated exploration and production company and the operator of Pakistan’s largest gas reservoir at Mari Field in Daharki, Sindh. It is the country’s leading gas producer with a market share of approximately 29% and possesses the second-largest reserves. The company also wholly owns Mari Minerals (Private) Limited, established in 2024, and holds a 25% equity stake in Pakistan International Oil Limited (PIOL), based in Abu Dhabi. Further the Company also wholly owns Mari Technologies Limited and 60% equity stake in SKY47 Limited, through Mari Technologies Limited.

Our Key Business Activities

MariEnergies is a leading exploration and production (E&P) company in Pakistan’s upstream petroleum sector. Its core operations include the exploration, drilling, development, and production of hydrocarbons such as natural gas, crude oil, and condensate, which are supplied to midstream and downstream clients. For more details, refer to page 26.

Geographical Locations

MariEnergies currently owns seven (07) D&P leases and twenty-six (26) exploration licences in Pakistan as an Operator, along with seven (07) D&P leases and twenty (20) exploration licences as a non-operating joint venture partner. Its exploration and

production assets are distributed across all four provinces of Pakistan. Additionally, MariEnergies is part of an international consortium of leading Pakistani National E&P Companies working on an offshore block in Abu Dhabi. For more details, refer to page 269.

Other Non-Core Activities

In addition to its core business, MariEnergies offers a range of E&P-related services, including 2D/3D seismic data acquisition and processing, gravity and magnetic surveys, drilling, and mud logging.

Value Chain Details along with Geographical Locations

The company has other business relationships, primarily through its investments in associates and joint ventures, that are part of the group’s value chain.

Value Chain Stage	Key Activities	Geographical Locations
Upstream (Exploration & Production)	<ul style="list-style-type: none"> Seismic surveys (2D/3D) Geological studies Exploration drilling Well testing and appraisal 	<ul style="list-style-type: none"> Punjab Sindh Balochistan Khyber Pakhtunkhwa
Development & Production	<ul style="list-style-type: none"> Field development planning Reservoir management Gas, oil, and condensate production 	<ul style="list-style-type: none"> Punjab Sindh Balochistan Khyber Pakhtunkhwa
Midstream (Processing & Transmission)	<ul style="list-style-type: none"> Gas compression and dehydration Processing and purification Delivery to customers 	<ul style="list-style-type: none"> Mari Field Gas Processing Facilities Delivery to SNGPL, SSGC, and power plants in Sindh and Punjab
Downstream (Sales & Distribution)	<ul style="list-style-type: none"> Supply of natural gas to fertilizer, power, and industrial sectors Sale of crude oil to refineries 	<ul style="list-style-type: none"> Customers across Sindh and Punjab (Engro, FFC, FFBL, GENCO-II etc.) Crude oil delivered to local refineries (PARCO, ARL etc.)
Services & Support	<ul style="list-style-type: none"> Seismic data processing Drilling services Mud logging Technical and engineering consultancy 	<ul style="list-style-type: none"> Mari Technical Services Department Field offices in Sindh, Balochistan, and Punjab
Non-Core Activities	<ul style="list-style-type: none"> Mineral exploration through Mari Minerals (Private) Limited Investment in Pakistan International Oil Ltd (PIOL), UAE 	<ul style="list-style-type: none"> Mining assets: Balochistan PIOL: Abu Dhabi (UAE)
Joint ventures	<ul style="list-style-type: none"> Exploration drilling Well testing and appraisal Field development planning Reservoir management Gas, oil, and condensate production 	<ul style="list-style-type: none"> Punjab Sindh Balochistan Khyber Pakhtunkhwa

Sustainability-Related Financial Disclosures – Overview of the reporting entity



Reporting Boundary

The sustainability-related financial disclosures relate to MariEnergies as the parent only and do not include subsidiaries.

The assets and operations ('reporting entity') covered under Mari Energies Limited's sustainability-related financial disclosures pertain solely to MariEnergies for the year ended June 30, 2025.

The reporting entity and the scope of sustainability-related information considered in this report are summarized below:

Entities and assets in the reporting entity	Information considered and included excluding GHG emissions
Parent	100% of the sustainability information.
Subsidiaries and associates	Not included.
Leased assets	100% of the sustainability information related to the use of the leased assets during the lease term
Joint operations	100% of the sustainability information for joint operations/arrangement where the company is operator irrespective of ownership interests.

GHG Emissions

The Company measures its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004), as required under IFRS S2.

a. Reporting Boundary

The company's reporting boundary for GHG emissions includes its organizational boundary and operational boundary:

i. Organizational Boundary

The company applies the operational control approach to establish its organizational boundary for the reporting of GHG emissions.

The company believes that the use of the operational control approach is the most appropriate method to measure the company's GHG emissions, considering that there are entities and assets outside the company's financial reporting group over which it has operational control.

The group has operational control over the following entities, assets and operations:

	Additional information	Note/Page in financial statements
Parent and consolidated subsidiaries	The company has operational control across its subsidiaries, because it has full authority to introduce and implement operational policies across them. However, the subsidiary GHG data is not included.	–
Associates, joint ventures, joint operations and unconsolidated subsidiaries/ associates	The company have operational control over joint ventures/ joint operations, where all decisions, including decisions over operational policies, are made by the company. The company does not have operational control over any of its other joint ventures and associates.	266-270
Leased assets	For leased assets for which company is acting as a lessee, it has operational control over the assets during the lease term. These assets include buildings, equipment and vehicles.	–

ii. Operational Boundary

The company includes 100% of greenhouse gas (GHG) emissions from assets and operations over which it has operational control in its reported GHG emissions, regardless of ownership interest, excluding GHG emissions of subsidiaries and associated companies. These emissions are classified as either Scope 1 or Scope 2, in line with the GHG Protocol.

Emissions arising from the company's upstream and downstream activities are classified as Scope 3 emissions.

Governance

2

The Board provides oversight of the company's sustainability strategy, with dedicated support from the ESG Committee. An overview of the sustainability governance structure is set out below:

1. Board Oversight

Board of Directors:

The Board of Directors holds ultimate responsibility for setting the company's strategic direction on sustainability, including oversight of sustainability-related risks and opportunities. It also approves the allocation of resources to ensure the effective implementation of sustainability initiatives. Sustainability considerations, particularly climate-related risks and opportunities, are embedded within the company's broader corporate strategy and are evaluated during the review of strategic plans, performance goals, and risk management frameworks.

To strengthen its governance framework, the Board established a dedicated

ESG Committee in 2023. This committee supports the Board in fulfilling its responsibilities by providing focused oversight and guidance on sustainability matters.

Board ESG Committee:

The Board's ESG Committee is responsible for overseeing and approving the company's sustainability strategy, targets, policies, and ESG-related disclosures. As outlined in its Terms of Reference (refer to page 104 of the Annual Report), the committee advises the Board on emerging sustainability-related risks and opportunities, including those related to climate change.

The Board considers that the ESG Committee members possess the requisite expertise and experience to oversee sustainability strategies and risk management effectively. The committee works closely with management to align sustainability risk management with corporate objectives and reviews progress against established targets on a quarterly basis or as required.

To stay abreast of evolving sustainability challenges, the committee engages with external experts and actively participates in specialised training sessions and sustainability conferences.

2. Management's Role in Governance

Sustainability Working Group:

Responsibility for assessing and managing sustainability-related risks and opportunities is embedded in the ESG working group, composed of cross-functional departmental representatives, chaired by the Director HSE, who reports to the Chief Executive Officer/ Managing Director (CEO/MD). The CEO/MD oversees the activities and reports directly to the Board ESG Committee.

The ESG working group supports the strategic oversight and management of the sustainability-related matters. Its key responsibilities include:

- Assisting the materiality assessment process;
- Developing sustainability strategy and policies;
- Implementation of sustainability-related actions and plans;
- Monitoring sustainability metrics and targets;
- Contributing to the preparation and review of the sustainability report.



Strategy

3

SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

Mari Energies acknowledges that climate change poses both material risks and emerging opportunities that could impact its business model, operations, and financial outcomes. We systematically assess both transition and physical risks, together with opportunities, across short-, medium-, and long-term horizons. These assessments enable us to evaluate potential impacts on our business model, value chain, performance, financial position, cash flows, and overall resilience.

This section outlines the risks and opportunities, along with their potential financial implications.

Risks and opportunities	Current and anticipated effects on business model, value chain and strategy	Time horizon	Value chain	Financial impact			Metrics and Targets
				Current	Short-term	Medium and long-term	
Climate change	Refer to below table						

Risks and opportunities	Time horizon	Value chain	Financial impact			Metrics and Targets
			Current	Short-term	Medium and long-term	
Climate-related disclosures	-	-	-	-	-	-
Climate-related transition risks	-	-	-	-	-	-
Policy and Legal Risks	Short to medium-term	Own operation	-	-	-	-

Current and anticipated effects on business model, value chain, strategy and decision making

In alignment with Pakistan's evolving climate policy framework, the government has introduced a carbon tax initially targeting fossil fuel consumption which is also expected to be scaled up for industries in future. This measure aims to reduce national greenhouse gas emissions and accelerate the transition toward cleaner energy sources.

Description of financial impact

The carbon tax is likely to raise operational costs and may require strategic investments in energy efficiency, renewable energy integration, and emissions monitoring systems.

The company is adopting a proactive approach to this anticipated regulatory development to ensure ongoing compliance, mitigate financial impacts, and support alignment with national climate commitments and sustainability objectives.

The implementation of the new IFRS Sustainability Disclosure Standards (IFRS SDS) by the Securities and Exchange Commission of Pakistan (SECP), effective July 1, 2025, introduces emerging policy and compliance risks for Mari Energies Limited. These standards require the company to identify and disclose material sustainability and climate-related risks and opportunities that could impact its financial position, performance, and long-term prospects. In line with these requirements, MariEnergies will need to establish measurable targets for emissions reduction and allocate resources toward transitioning to lower-carbon energy sources, while also investing in climate adaptation and resilience initiatives. This regulatory shift underscores the need for enhanced internal capacity, systems, and governance to support compliance and strategic alignment.

Description of financial impact

The non-compliance with the IFRS SDS may result in fine and penalties under the applicable laws, rules and regulations.

Sustainability-Related Financial Disclosures – Strategy

Risks and opportunities	Time horizon	Value chain	Financial impact			Metrics and Targets
			Current	Short-term	Medium and long-term	
Climate-related disclosures	-	-	-	-	-	-
Climate-related transition risks	-	-	-	-	-	-
Technology Risk	Long-term	Own operation	-	-	-	-

Current and anticipated effects on business model, value chain, strategy and decision making

Emerging low-carbon technologies, including carbon capture, utilization and storage (CCUS) and green hydrogen, have the potential to significantly disrupt the fossil fuel-driven energy market. For Mari Energies Limited, delayed investment in or adoption of such technologies could pose transition risks, potentially impacting the company’s long-term competitiveness and its ability to align with evolving energy transition pathways.

Description of financial impact

Managing technology-related risks may necessitate substantial capital investment and could affect the company’s future cost structures, asset valuations, and revenue streams. While these investments are intended to mitigate transition risks and strengthen long-term resilience, they may have short- to medium-term financial implications depending on factors such as technology readiness, regulatory support, and market adoption.

The company is actively developing a carbon capture and storage (CCS) project and evaluating pilot proposals in the green hydrogen space. By proactively identifying and pursuing opportunities in emerging clean energy technologies, the company aims to stay ahead of the energy transition curve, reduce long-term transition risks, and enhance its future resilience and competitiveness.

Risks and opportunities	Time horizon	Value chain	Financial impact			Metrics and Targets
			Current	Short-term	Medium and long-term	
Climate-related disclosures	-	-	-	-	-	-
Climate-related transition risks	-	-	-	-	-	-
Market Risk	Medium to long-term	Own operation	-	-	-	-

Current and anticipated effects on business model, value chain, strategy and decision making

Reduced demand for fossil fuels, driven by the accelerating impacts of climate change and the global shift toward low carbon economy, presents a material market risk for MariEnergies. This transition is expected to redirect energy demand from conventional fossil fuels to renewable and low-carbon alternatives.

Description of financial impact

The potential impacts are reduced future revenues, asset utilization, and long-term market positioning.

To mitigate market risks associated with the global shift away from fossil fuels, MariEnergies is developing a Decarbonization Strategy that outlines a clear pathway to achieving its Net-Zero ambition, aligned with the Oil & Gas Decarbonization Charter. This strategy focuses on decarbonizing core operations and increasing investments in emerging low-carbon technologies, such as carbon capture and storage (CCS) and green hydrogen. As part of this transition, the company is rebranding from a conventional oil and gas entity to a diversified energy business. It has expanded its portfolio beyond petroleum operations into mining, data centers, and clean energy initiatives, positioning itself to remain competitive in a rapidly evolving energy market.

Risks and opportunities	Time horizon	Value chain	Financial impact			Metrics and Targets
			Current	Short-term	Medium and long-term	
Climate-related disclosures	-	-	-	-	-	-
Climate-related transition risks	-	-	-	-	-	-
Reputation Risk	Short to medium- term	Own operation	-	-	-	-

Current and anticipated effects on business model, value chain, strategy and decision making

Reputational risks as a high GHG-emitting business that is not actively transitioning toward a low-carbon economy.

Description of financial impact

Failure to plan and implement credible climate actions could harm the company’s reputation, diminish stakeholder trust, reduce investor confidence, limit access to capital and cut participation in sustainability-linked initiatives.

To manage this risk, the company is taking proactive steps to align its strategy with global decarbonization goals and communicate its climate commitments transparently.

Risks and opportunities	Time horizon	Value chain	Financial impact			Metrics and Targets
			Current	Short-term	Medium and long-term	
Climate-related disclosures	-	-	-	-	-	-
Climate-related physical risks	-	-	-	-	-	-
Acute Risk	Medium to long-term	*Own operation, downstream	-	-	-	-

Current and anticipated effects on business model, value chain, strategy and decision making

MariEnergies is exposed to acute physical risks from extreme weather events such as torrential rains, floods and windstorms. These events can lead to operational shutdowns, damage to critical infrastructure, delayed crude and condensate dispatch, and compromised worker safety. Flooding poses significant risks to site access, emergency response, and supply chain continuity.

Description of financial impact

These factors may result in production losses, project delays, and increased operational costs.

To mitigate acute physical risks from extreme weather events, MariEnergies has implemented a comprehensive climate adaptation strategy. This includes the construction of flood-resilient infrastructure such as bunds, stone-pitched routes, and rainwater drainage systems; proactive operational planning based on weather forecasts; and maintaining minimum produced water and condensate inventories to prevent overflow. Emergency preparedness measures include stocked supplies, standby equipment, alternative communication systems, and regular evacuation drills. Administrative controls, such as limiting outdoor work during extreme weather, inspecting infrastructure and maintaining air intake filters, further safeguard personnel and assets.

* Fields prone to acute risk
Kalabagh, Halini, Bolan, Zarghun, SGPC and Sujawal

Sustainability-Related Financial Disclosures – Strategy

Risks and opportunities	Time horizon	Value chain	Financial impact			Metrics and Targets
			Current	Short-term	Medium and long-term	
Climate-related disclosures	-	-	-	-	-	-
Climate-related physical risks	-	-	-	-	-	-
Chronic Risk	Medium to long-term	*Own operation, downstream	-	-	-	-

Current and anticipated effects on business model, value chain, strategy and decision making

Chronic climate risks, such as prolonged high temperatures and extreme seasonal variations, present significant operational and financial challenges for MariEnergies. Sustained heat accelerates equipment degradation—including compressors, chemical injection pumps, WHCPs, and generator systems—and damages components like rubber seals and fan belts. It also increases the risk of heat-related illnesses among field personnel, affecting workforce safety and productivity. Conversely, freezing temperatures can lead to pipeline blockages and off-spec gas delivery, disrupting supply to customers and impacting operational reliability.

Description of financial impact

These chronic risks threaten asset integrity, operational continuity, and long-term financial resilience.

MariEnergies mitigates chronic climate risks through a combination of operational adjustments, equipment upgrades, and personnel safety measures. Cooling systems and weather shelters have been installed, while fieldwork is rescheduled to avoid peak heat hours. Heat stress management programs, including training and PPE, safeguard workforce health. Equipment is regularly maintained, and high-temperature-resistant materials are used to prevent degradation. In colder conditions, methanol injection and adjusted heating systems help maintain pipeline integrity. Real-time weather monitoring supports proactive risk management, ensuring operational continuity and resilience in extreme temperatures.

* Fields prone to chronic risk
Bolan, Zarghun, Sujawal, SGPC

Risks and opportunities	Time horizon	Value chain	Financial impact			Metrics and Targets
			Current	Short-term	Medium and long-term	
Climate-related disclosures	-	-	-	-	-	-
Climate-related opportunities	-	-	-	-	-	-
Resource Efficiency	Short to medium-term	Own operation, downstream, upstream	-	-	-	-

Current and anticipated effects on business model, value chain, strategy and decision making

Reduced operating costs by enhancing efficiency across production, distribution, and support operations through the implementation of energy-efficient technologies in field operations, optimising the performance of buildings and equipment, and water and waste management.

Description of financial impact

Reduced operating costs and additional revenue.

MariEnergies is considering a hydrocarbon recovery project as part of its broader strategy for energy optimization and resource efficiency. This project aims to capture vented methane, reducing emissions, and produce additional revenue from the recovered high-value gas.

Risks and opportunities	Time horizon	Value chain	Financial impact			Metrics and Targets
			Current	Short-term	Medium and long-term	
Climate-related disclosures	-	-	-	-	-	-
Climate-related opportunities	-	-	-	-	-	-
Energy Source	Medium to long-term	Own operations	-	-	-	-

Current and anticipated effects on business model, value chain, strategy and decision making

Diversification of its energy mix toward low-carbon sources to reduce greenhouse gas emissions and lower long-term energy costs

Description of financial impact

Reduced energy costs

MariEnergies is advancing its clean energy strategy by exploring increased investments in renewable and green hydrogen projects to position itself as a national leader in low-carbon energy. A green hydrogen pilot project is currently under evaluation, and the company is also assessing the solarization of key operational sites to reduce reliance on conventional energy sources and lower emissions.

Risks and opportunities	Time horizon	Value chain	Financial impact			Metrics and Targets
			Current	Short-term	Medium and long-term	
Climate-related disclosures	-	-	-	-	-	-
Climate-related opportunities	-	-	-	-	-	-
Markets	Short to medium and long-term	Own operations, downstream, upstream	-	-	-	-

Current and anticipated effects on business model, value chain, strategy and decision making

Exploring emerging markets for low-carbon solutions to reduce the overall carbon footprint of fossil fuel-based products and diversification in new business segments while transitioning to a low-carbon economy.

Description of financial impact

Additional revenue through diversified business segments

Sustainability-Related Financial Disclosures – Strategy

To take advantage of emerging market opportunities linked to the low-carbon transition, MariEnergies is adopting a strategy to broaden its customer base by focusing on industrial sectors that utilise natural gas as feedstock and generate lower GHG emissions. Additionally, it is pursuing diversification to align with the low-carbon economy.

Risks and opportunities	Time horizon	Value chain	Financial impact			Metrics and Targets
			Current	Short-term	Medium and long-term	
Climate-related disclosures	-	-	-	-	-	-
Climate-related opportunities	-	-	-	-	-	-
Resilience	Medium to long-term	Own operations, downstream, upstream	-	-	-	-

Current and anticipated effects on business model, value chain, strategy and decision making

Building climate resilience presents a strategic opportunity to enhance adaptive capacity, safeguard operations, and proactively manage the physical and transitional risks associated with climate change—thereby strengthening long-term business continuity and value creation.

Description of financial impact

Reduced costs through increased resilience and business continuity

MariEnergies is enhancing its adaptive capacity by investing in resilient infrastructure, advanced forecasting tools, and climate-resilient technologies to ensure operational continuity and protect value amid rising climate-related challenges.

CUMULATIVE FINANCIAL EFFECT OF CLIMATE-RELATED RISKS AND OPPORTUNITIES

In PKR million	Current financial effects	Financial impact		
		Short-term	Medium-term	Long-term
Financial position	-	-	-	-
Financial performance	-	-	-	-
Cash flows	-	-	-	-

The company currently does not have a formalised system in place for quantifying the financial effects of climate-related risks and opportunities. However, it is actively developing processes and methodologies aligned with IFRS S1 and S2 to assess and disclose the potential impacts of these risks and opportunities on its financial position, performance, and cash flows.

Climate Resilience

The company recognizes the importance of evaluating the resilience of its business strategy under plausible future climate-related scenarios, in line with IFRS S2. Although a formal scenario analysis has not yet been conducted, MariEnergies has undertaken a qualitative assessment of its strategic resilience to both physical and transition risks, covering both the short and long term. These efforts support a clearer understanding of potential climate impacts and lay the foundation for future scenario-based planning and strategic adaptation.

Qualitative Resilience Considerations

1. Strategic and Operational Flexibility

MariEnergies has evaluated its critical operations against acute and chronic climate risks, such as extreme heat, flooding, and windstorms, identified through its climate risk assessment process. The company has in place physical protection measures, emergency response protocols, and adaptive operational strategies across key sites to maintain business continuity and enhance climate resilience.

2. Exposure to Low-Carbon Transition Risks

MariEnergies has conducted preliminary internal assessments that highlight areas of moderate to high long-term transition risk. These risks are primarily driven by the global shift toward a low-carbon economy and evolving policy commitments, including those made under COP28 to phase out fossil fuels.

The company’s action to transition from a traditional oil and gas model to an integrated energy business, including investments in CCS, green hydrogen, and mining, enhances resilience to low-carbon transition risks. This assessment supports the company’s understanding of long-term vulnerabilities and informs future strategy development and scenario planning efforts.

Resilience Readiness

MariEnergies is enhancing its financial and reporting systems to systematically track data and expenditures related to climate adaptation, mitigation, and resilience. This includes investments in energy efficiency, methane abatement, emissions reduction, and pilot-scale renewable energy and CCS projects. These efforts aim to improve visibility into the company’s capital readiness to manage climate-related risks and support its strategic shift toward a low-carbon, diversified energy portfolio, reinforcing long-term resilience and value creation.



Risk Management

4

The company has been voluntarily preparing sustainability-related financial disclosures since 2024 and a materiality assessment was conducted during the reporting period, focusing specifically on climate-related risks and opportunities relevant to the company. The assessment was led by the Director HSE with input from ERM, senior management and external advisors. The final outcomes were reviewed by CEO/ MD and approved by the Board ESG Committee.

A structured approach was applied to identify, assess, and prioritize sustainability-related risks and opportunities that could affect the company's enterprise value and prospects and determination of material information in relation to the identified risks and opportunities. The process was completed within the reporting period, covering all relevant events and developments that occurred during this time.

Identification of Sustainability-related Risks and Opportunities

The company adopted a systematic approach to identify sustainability-related risks and opportunities, considering its operations and activities across the entire value chain. Key inputs to the process included applicable regulatory requirements, the company's existing risk register, stakeholder feedback, and disclosure topics outlined in the SASB Standard for the Oil and Gas sector. The assessment also considered IPIECA guidelines and material sustainability issues

reported by industry peers to ensure alignment with sector best practices and emerging expectations.

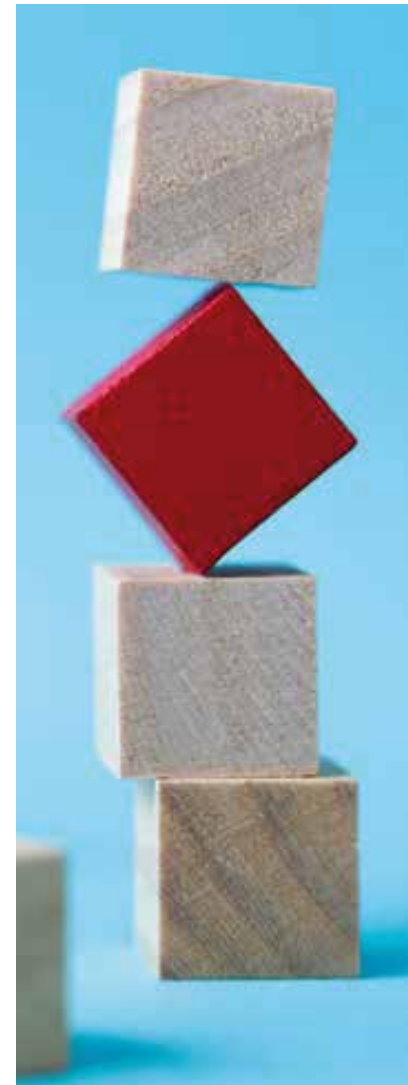
The company evaluated sustainability-related risks and opportunities by assessing both the likelihood of occurrence and the potential magnitude of impact on its financial prospects. For risks involving uncertain future events, a range of plausible outcomes was considered, with likelihoods assigned based on available data and information. Historical incidents and past performance were also analyzed to support and validate the assessment. This approach enabled the company to focus on issues with the most significant potential to influence enterprise value. While no predefined thresholds were used, the process followed established criteria for ongoing identification, assessment, and monitoring of material sustainability-related matters.

The company's assessment of sustainability-related risks and opportunities incorporated forward-looking information and relevant industry developments, although it did not conduct a formal scenario analysis. Only those risks and opportunities reasonably expected to affect the company's cash flows, access to finance, or cost of capital were deemed material and included in the disclosures.

Sustainability-related risks are integrated into the company's broader enterprise risk management (ERM) framework. The Board Risk Committee oversees this framework, consistent with its governance mandate. Each department is responsible for identifying, assessing, and monitoring sustainability-related risks and opportunities within its functional area. The assessment

and determination of these risks and opportunities involve significant judgment, particularly regarding their potential impact on the company's financial position, performance, and prospects.

The Risk Department reviews and consolidates these inputs to ensure alignment with the company's strategic objectives before reporting to the Board Risk Committee. Final validation and approval are provided by the Board ESG Committee, enabling robust oversight and integration of sustainability-related matters into the company's strategic decision-making and risk governance processes.



Metrics and Targets

5

The company uses metrics to measure its performance related to climate-related risks and opportunities, as set out below.

Cross-Industry Metrics

GHG Emissions Metrics (IFRS S2-29)					
GHG emission in MT Co ₂ e	Metric	*Base Year	Base year emissions	FY 2025	
				**Mari Energies Limited	Unconsolidated subsidiaries, JVs and associates
Scope 1	MT	-	-	1,679,221	-
Scope 2 – location based		-	-	1,279	-
Scope 3 – N/A		-	-		

Calculation methodology

- The CO₂e equivalent emissions are calculated for all production facilities (where MariEnergies is the operator) and four offices, five rig sites, and three seismic crews encompassing all categories of gases, including process, flaring, and hot and cold vents.
- Measurement and computation methodologies for HC vents, leakages, and fugitive emissions are currently being developed and are not yet incorporated into GHG calculations.
- Emission factors were sourced from IPCC assessment reports based on a 100-year timeframe. At the same time, the compendium of greenhouse gas emissions methodologies for the oil and natural gas industry, compiled by the American Petroleum Institute and the International Oil and Gas Producers (IOGP), as well as the 2021 data on environmental performance indicators, were also consulted. 2,778, 2,421 and 1,726 grams of Carbon content per USG Diesel, USG Petrol and Liter LPG at 0.55 Kg/L, Carbon Oxidation Factor for NG 99.5% & for Diesel/Petrol 99% were used during the calculation. Stoichiometric conversions based on carbon contents were also considered during the calculation.
- * No base year for GHG emissions has been selected, as the complete GHG emission inventory for Scope I and Scope II is being completed this year. 2025 will be the base year for GHG emissions for future reporting.
- ** Presently there are no subsidiaries and associates included in the GHG emission data. However, the company has applied an operational control approach as per GHG protocol for reporting emission from its operations and operated Joint arrangements/operations irrespective of equity share.

Climate-related Risk Metrics

The company is currently in the process of defining and developing key climate-related metrics, including the identification and quantification of assets exposed to transition and physical risks, as well as assets aligned with climate-related opportunities. Additionally, it is capitalising on the deployment of capital to manage associated risks and opportunities. Industry-based additional metrics, including methane intensity, flaring, venting, and fugitive emissions, are also under development. As such, relevant data for these indicators is not available for reporting in the current year.

The company has not yet incorporated an internal carbon price into its decision-making processes. Climate-related targets have been defined during the current reporting period, and the company is in the process of integrating climate-related considerations into executive remuneration.

Targets

The company is considering setting voluntary climate-related targets, including reductions in absolute GHG emissions, as part of its strategic response to climate-related risks and opportunities. These targets shall be reviewed annually by management, with interim milestones used to track progress and make necessary adjustments to ensure continued relevance and alignment with evolving climate objectives. Once the targets and their methodologies are finalized, the company aspires to seek external validation from a third party to ensure credibility and alignment with recognized standards.

General Disclosures

6

1. Basis of Preparation

1.1 IFRS Sustainability Disclosure Standards:

The Securities and Exchange Commission of Pakistan (SECP) through its adoption order dated December 31, 2024, has mandated the adoption of IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB) from the reporting period starting July 01, 2025. Accordingly, the Company has not adopted the IFRS Sustainability Disclosure Standards issued by the ISSB for the current year.

However, the Company has chosen to voluntarily present disclosures under the IFRS Sustainability Disclosure Standards S1 and S2, issued by the ISSB, which may not be fully complied with the IFRS Sustainability Disclosure Standards issued by the ISSB. This document presents the disclosures under the IFRS Sustainability Disclosure Standards S1 and S2, issued by the ISSB.

1.2 Connectivity with financial statements (reporting period, reporting entity, and presentation currency):

This sustainability-related financial information has been prepared for the company and should be read alongside the company's financial statements prepared in accordance with

IFRS Accounting Standards. It covers the 12-month period ending June 30, 2025, aligning with the reporting period of the financial statements. The company determines time horizons based on the expected timing of sustainability-related risks and opportunities. As of the end of the reporting period, the following time horizons have been established, consistent with those used in the company's strategic planning and decision-making processes.

1. short term (0 to 12 months)
2. medium term (2 to 5 years)
3. long term (beyond 5 years)

The sustainability-related financial disclosures are presented in Pakistan Rupees, consistent with the financial statements, with amounts rounded to the nearest thousand unless stated otherwise.

2. Judgements and Uncertainties

The preparation of this sustainability-related financial disclosure requires management judgment in critical areas, particularly in identifying relevant sustainability-related risks and opportunities, as well as determining material disclosures.

Where information is not directly measurable or subject to data limitations, estimates and forward-looking assumptions have been applied. These judgments and estimates are based on management's assessment of the potential financial impacts of sustainability-related risks

and opportunities on the company's strategy, business model, and cash flows over the short, medium, and long term.

Significant areas of judgement and estimation uncertainty are highlighted below, with further details provided in the referenced note disclosures.

Sustainability-Related Financial Disclosures – Strategy

2.1 Significant Judgements

	Description	Note reference
Materiality process	Management exercised significant judgment in identifying sustainability-related risks and opportunities relevant to the company and in determining the material information to be disclosed. This process considered which matters could reasonably be expected to affect the company's future prospects or influence the decisions of primary users of general-purpose financial reports. Judgment was also applied in evaluating the relevance and applicability of metrics from industry-specific SASB Standards to ensure alignment with the company's operational context and to enhance the decision-usefulness of disclosures	Section 3
Organizational boundary for GHG emissions	In defining the organizational boundary for greenhouse gas (GHG) emissions reporting, the company has adopted the operational control approach. Determining the appropriate boundary and assessing which operations fall under the company's operational control involved significant management judgment.	Section I
Calculation methods for GHG emissions	The company has applied a combination of calculation methodologies to determine its Scope 1 and Scope 2 GHG emissions, exercising judgment to select the most appropriate approach for each emissions source. For Scope 3 GHG emissions, the company has not disclosed these emissions for the current reporting period.	Section 5

In preparing the financial statements, management applied several significant judgments, some of which are also relevant to the sustainability-related financial disclosures.

2.2 Measurement Uncertainty

The following metrics have a high degree of measurement uncertainty.

Metric	Description	Note reference
GHG-related metrics	The company measures its greenhouse gas (GHG) emissions in accordance with the GHG Protocol, as required under IFRS S2. The reported emissions metrics are subject to inherent estimation uncertainty, primarily due to the reliance on activity data and standardized emission factors, which may be incomplete, unavailable, or based on assumptions. In such instances, management applies reasonable estimation techniques to calculate emissions, which may introduce a degree of measurement uncertainty into the disclosures.	

For these disclosures, the company has assessed that none of the metrics related to anticipated financial effects involve significant estimation in their measurement.

As the company is voluntarily reporting sustainability information in accordance with ISSB standards, the following disclosures are not applicable:

Changes in estimates	Material errors
N/A	N/A

Directors' Report



MariEnergies Board of Directors

The Directors of the Company are pleased to present their Report along with Audited standalone and consolidated Financial Statements of the Company for the year ended June 30, 2025, together with the Auditor's Report thereon.

EXECUTIVE SUMMARY

During the year, the Company adopted a new identity "Mari Energies Limited", reflecting its vision, future focus and broader positioning in the dynamic energy landscape.

Continuing the transformation program initiated in 2020, the Company advanced its progress towards its long-term vision and growth strategy. FY 2024-25 was yet again a testament of Company's ability to overcome challenges and deliver sustainable results. Key operational outcomes for the year are as follows:

Operational KPI's:

KPI	2024-25	2023-24
Hydrocarbon sales (MMBOE)	39.13	39.01
Total Reserves & Resources	952	816
Reserves to Production Ratio R/P (2P)	20 Years	18 Years
Annual finding cost	0.8 USD/BOE	0.9 USD/BOE

The Company achieved a remarkable Reserves Replacement Ratio (RRR) of 278%, thanks to the new discoveries and progression of resources to reserves. The Company also achieved the highest ever sales volume despite curtailment of indigenous production to accommodate unutilized RLNG and delay in commissioning of SNGPL transmission pipeline, impacting startup of Shewa production. The Company has increased its sales volume capacity mainly in Waziristan and Mari Field, which has now reached net 127 KBOEPD.

The Company highly appreciates the significant efforts of Petroleum Division and law enforcement agencies who took timely interventions (deferment of LNG cargos, enhanced co-ordination between upstream and downstream companies, provision of security, etc.) without which curtailment volumes would have been significantly higher.

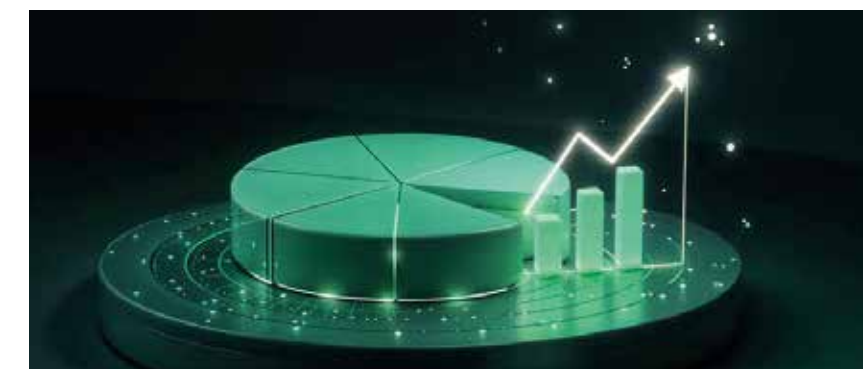
Financial KPIs:

Despite lower applicable hydrocarbon prices and additional 15% wellhead charge on Mari Field from November 2024, the Company demonstrated remarkable operational and financial resilience by reporting Net Sales of Rs. 177.1 billion with a Net Profit of Rs. 65.1 billion. Earnings per share for the year was Rs. 54.25 per share. Reconciliation of 2024-25 profit with 2023-24 is as follows:

	(Rs. in Billion)
Profit after tax 2023-24	77.3
Additional Wellhead Impact	(9.1)
Applicable price impact including FX	(3.4)
Others - positive	0.3
Profit after tax 2024-25	65.1

The Company delivered strong results through a strategic focus on increasing hydrocarbon sales volumes, driven by the addition of new production streams and the implementation of rigorous operational efficiency measures.

KPI	2024-25	2023-24	▲%
	(Rs. in Billion)		
Net sales	177.1	181.8	(3%)
Profit after tax (PAT)	65.1	77.3	(16%)
Earnings per share (EPS) – Rs. Per Share (Restated)	54.25	64.37	(16%)



- PACRA assigned AAA (Long Term) and A1+ (Short Term) ratings, reaffirming the Company's strong operational and financial standing.
- The Company contributed ~PKR 95 billion to the national exchequer through taxes and other statutory payments.

KEY ACHIEVEMENTS

- The Company maintained strong HSE performance, meeting internationally benchmarked KPIs while recording 18.46 million man-hours in high-risk areas.
- Exploration activities resulted in tremendous success, reflecting the effectiveness of the Company's strategy, adding significant gas volumes to the Company's portfolio. The remarkable discovery in Spinwam-X1 in Waziristan Block, coupled with Soho-1 in Sujawal Block and Pateji in partner operated Shah Bandar Block contributed over 1 TCF of gas.
- New technologies like Hydraulic Fracturing, Smart Completion, Casing while Drilling were deployed delivering excellent operational and financial gains.
- In the Mari Field, 9 appraisal/development wells were commissioned enhancing production capacity by over 77 MMSCFD.
- New Production was added to the national grid from Early Production Facility in Waziristan on March 23, 2025, with a capacity of ~70 MMSCFD gas and ~700 BPD condensate. Further, PPL operated Jhim-East X-1 and Pateji X-1 discoveries were put online in December 2024 and April 2025 respectively via MariEnergies' Sujawal Plant. A 40 km pipeline was laid in record time to connect Pateji discovery to Sujawal plant for early monetization.

Directors' Report



MariTechnologies Board of Directors' Meeting at Head office- Islamabad



First Gas Production, Waziristan Block - KP

- The addition of 12 new Exploration Licenses (ELs) and 1 Development & Production Lease (D&PL) expanded the Company's portfolio to 46 ELs (including those offshore Abu Dhabi) and 14 D&PLs, with a total area of 97,166 sq. km. The new ELs and D&PL are currently pending regulatory approval.
- Abu Dhabi National Oil Company (ADNOC), and Pakistan International Oil Limited (PIOL) have executed the Production Concession Agreement (PCA)

for the development of Offshore Block 5 in Abu Dhabi. With the execution of the PCA, ADNOC has bought in with a share of 60% of the development of Block 5 with PIOL holding the remaining 40%. MariEnergies holds 25% share in PIOL.

- Mari Services Division executed third-party contracts, including seismic work for UEP and workover operations for OGDCL generating over USD 9 Million in revenues.

- MariTechnologies and SKY47 were incorporated, marking the Company's entry into technology ventures. Construction of a 5 MW data center in Islamabad is underway with a site in Karachi to follow.
- MariMinerals signed joint venture agreements for EL 302 & 303 in Chagai with IRH Mining (UAE) and also signed agreement to acquire 5% stake in Koh-e-sultan Mining Company from Siahkoh Mining Development. These acquisitions are pending the requisite approvals.

OPERATIONAL ENVIRONMENT AND KEY CHALLENGES

- The security situation in Khyber Pakhtunkhwa and Balochistan remains fluid, with evolving threats to national assets. In close coordination with law enforcement agencies, the Company ensures operational continuity and contribution to the country's energy security. Despite a surge in terrorist activities, E&P progress continues with production starting in North Waziristan and drilling in Balochistan. A proactive, tech-enabled security strategy approach and close integration with security forces ensure safe and uninterrupted operations.
- The ongoing circular debt issue amounting to ~Rs 77 billion i.e., 43.5% of the Company's net sales, continues to be a major challenge for the Company. This financial burden may affect essential operations and will ultimately impact the Company's business and growth. Further, forced curtailments by gas distribution companies due to high network pressure poses operational challenges for the Company, i.e., affecting sales, profitability and

asset integrity. Under the advice of Ministry of Petroleum, the Company, along with other industry players is undertaking a study on "Circular Debt Management Plan" and "Integrated Energy Study" to resolve the circular debt and forced curtailment issues.

- Macroeconomic conditions, including new taxes or amendments thereof and forex controls, are impacting margins and timely procurement. The Company is proactively monitoring these exposures and taking appropriate measures along with engaging the relevant stakeholders, where required, to mitigate the effects of the risks.
- The unstable regional geopolitical environment continues to impact the Company's operations. To mitigate associated risks, the Company has established comprehensive controls and monitoring mechanisms to ensure preparedness for any potential adverse developments.
- The global demand for experienced professionals, compounded by local economic uncertainty, continues to drive talent outflow. Employee retention remains a key focus for our organization, and we are proactively addressing it by fostering a supportive, inclusive environment that drives engagement, satisfaction, and long-term growth.

The Company is proactively addressing internal and external challenges by engaging relevant stakeholders and raising concerns at appropriate forums. It has also built agility into its planning processes, enabling swift adjustments as circumstances evolve.

OUR COMMITMENT TO ESG AND TRANSPARENCY

ESG continues to be a core element of our operations, reflecting our commitment to sustainable practices. This integrated report not only provides a comprehensive overview of our business performance but also includes detailed data from our third sustainability report, reinforcing our dedication to transparency and accountability across all areas of our operations.

Detailed Report

HEALTH, SAFETY AND ENVIRONMENTAL PERFORMANCE

In FY 2024-25, the Company demonstrated exceptional performance in Health, Safety, and Environment (HSE), achieving targeted HSE KPIs through the effective implementation of its comprehensive HSE Management System.

Occupational safety indicators were impacted due to tragic Helicopter Incident at Shewa Field-North Waziristan on September 28, 2024. The investigation led by Bureau of Air Safety Investigation (Pakistan) is ongoing, we are proving all support required to conclude the investigation. MariEnergies is in touch and providing support to the families of the Shuhada and the injured.

The Company successfully achieved ISO re-certification of its Integrated Management System (IMS) through an accredited body. Emphasis remained on strengthening the safety culture by encouraging ownership at all levels, applying a risk-based approach, and improving safety practices.

To build internal capacity, over 145,500 training man-hours were delivered through 3,710 sessions and 985 emergency drills. Additionally, 73 management walk-arounds were conducted to reinforce leadership engagement.

The Company launched a digital platform, Talent Learning Management System (Talent LMS), to centralize HSE training, monitor compliance in real-time, and enhance learning outcomes across all staff levels.



Directors' Report



World Environment Day, Ayubia - Murree

Environmental, Social & Governance Performance and Sustainability Leadership

The Company advanced its ESG framework through capacity building, stakeholder engagement, and alignment with emerging global standards.

Internal workshops on IFRS S1 and S2 were held for staff and drilling contractors, alongside technical trainings with McKinsey, OGDCL, and Carbon Limits on emissions reduction and climate risk management. The Board's ESG Committee reviewed strategy, supported by an ESG Working Group and external consultant, initiating IFRS-aligned reporting. A structured materiality assessment was conducted, involving internal and external stakeholders and aligned with GRI standards, to identify key sustainability priorities.

Collaboration with industry peers continued through joint sessions and international climate conferences. Environmental stewardship was reinforced through Earth Day and World Environment Day activities, while the Composting Facility Project progressed to the design phase, advancing circular economy practices.

HYDROCARBON SALES

The hydrocarbon sales for the year are summarized below:

	Year ended June 30				Increase / (decrease) Cumulative
	2025		2024		
	Cumulative	Per day	Cumulative	Per day	
Gas (MMSCF)					
Mari Field	283,360	776	286,487	783	(1%)
Other Fields	8,819	24	5,769	16	53%
	292,179	800	292,256	799	0%
Crude oil (barrels)					
Mari Field	50,748	139	52,963	144	(4%)
Other Fields	458,603	1,256	383,837	1,049	19%
	509,351	1,395	436,800	1,193	17%
Total Net Sales in BOEs	39.13 million	107,193	39.01 million	106,595	0.3%

The Company faced sales-related challenges from frequent forced curtailments by distribution companies, unplanned emergency shutdowns of key fertilizer customers, low offtake from the fertilizer and power sectors and delays in Shewa field's production startup in Waziristan Block as a result of delay in completion of SNGPL pipeline due to security situation in the area. The Company implemented efficient strategies, operational optimizations, and proactive customer engagement to increase the sales volume, which

would have been much lower in the absence of these strategies.

The Company is focused on enhancing production capacity through the rapid development of new wells. The commissioning of HRL-125H & 126H, Shawal-1 & 2, Ghazij- 3, 6, 7, 8, 9 and Bhitai-6, along with commencement of production from Shewa in Waziristan Block and the successful integration of Jhim East and Pateji X-1 into the Sujawal network, are testament to our continued efforts to sustain and expand hydrocarbon output.

FINANCIAL PERFORMANCE

Description	Year ended June 30		Increase / Decrease
	2025	2024	
	(Rs. in million)		
Net Sales	177,097	181,829	(3%)
Profit Before Tax	88,174	110,363	(20%)
Income Tax	(23,037)	(33,075)	(30%)
Net Profit	65,136	77,288	(16%)
EPS (Rs. Per Share) - Restated	54.25	64.37	(16%)
EPS (Rs. Per Share) - Consolidated	54.45	64.37	(15%)

During the financial year under review, the Company experienced a decline in net sales and profitability primarily attributable to factors beyond the control of the Company. Significant contributors were the imposition of Additional Wellhead @ 15% on the sales from Mari Field of Rs. 14.2 billion coupled with decline in the oil price and strengthening of PKR against USD amounting to Rs. 5.2 billion and forced curtailment of gas by the distribution companies, thus adversely impacting the revenues and profitability of the Company.

Profit Appropriation (Year ended June 30, 2025)	(Rs. in million)
Unappropriated profit brought forward	206,381
Total comprehensive income for the year	64,941
	271,322
Distribution to shareholders:	
Issuance of Bonus Shares	(82)
Final cash dividend for the year ended June 30, 2024 @ Rs 134.00 per share	(17,876)
Unappropriated profit carried forward	253,364

Exploration, Development and Operational Activities

EXPLORATION AND APPRAISAL WELLS

A total of nine exploratory and appraisal wells, five in operated blocks and four in non-operated blocks, were drilled or spudded during 2024-25. This exploration campaign added approximately 75 MMBOE to MariEnergies' net resources.

- **The Spinwam-1** exploration well in the Waziristan Block was spud-in on May 28, 2024, and drilled to a total depth of 4,400 meters. The well resulted in

significant gas and condensate discoveries in four formations namely Samanasuk, Kawagarh, Hangu and Lockhart. This major discovery demonstrates the Company's strong technical capabilities under challenging operational conditions and reinforces the Waziristan Block's exploration potential.

- **The Soho-1** exploratory well in the Sujawal Block was spud-in on February 27, 2025, and drilled to a depth of 3,750 meters. The well resulted in the first gas discovery in the Lower Goru Massive Sand within the Block.
- **The Pateji X-1** exploratory well, located in the PPL-operated Shah Bandar Block, was spud-in on October 11, 2024, and drilled to a depth of 2,475 meters. Testing from the Lower Goru Upper Sands (D-Sand) resulted in a gas and condensate discovery.
- **The Ghazij-CF-A1** and Shawal-2 wells in Mari D&PL were completed as a gas producer.
- **The Bolan West-1** well in Ziarat Block was re-tested using the Jet Pump (Artificial Lift System). Based on unpromising results, the well was plugged and abandoned.

DEVELOPMENT WELLS:

- **MD-23** (Goru-B reservoir) in Mari D&PL was successfully tested and completed as a gas producer.
- **Ghazij-6, 7, 8 and 9 in Mari Field**, were successfully drilled and commissioned under Ghazij Phase-I Field Development, contributing an additional 25-30 MMSCFD to the field's production capacity. The Company executed its first-ever hydraulic fracturing operation, implementing a two-stage frac job based on a state-of-the-art design.

Directors' Report

- **Mari-125H and Mari-126H**, were successfully drilled and tested. This marks the completion of HRL Phase-I, bringing the total number of horizontal wells to five.
- **Bhitai-6** was successfully drilled and completed using a smart completion across the Ghazij and SML/SUL formations. The well is currently producing a combined ~12 MMSCFD of gas.
- **Zarghun South-5** was drilled and declared a dry hole.
- **Bolan East-2**, was successfully tested as an oil producer and tie-in activities with the Bolan East Field are in progress.

RESERVES REPLACEMENT AND RESOURCES ADDITION

During the year, the Company's proved and probable (2P) reserves increased by ~110 MMBOE, resulting in a notable Reserve Replacement Ratio (RRR) of 278%. Key contributors included the Ghazij development, Mari HRL, SML-SUL field performance, Shewa production results, discoveries at Pateji, Spinwam, and Soho, as well as Field Development Plan and others.

Net contingent resources (2C) also increased by ~174 MMBOE, with ~109 MMBOE progressing to reserves, leading to a net 2C addition of ~66 MMBOE. This growth was mainly driven by Ghazij and Shawal appraisal results, four gas and condensate reservoirs discovered in Spinwam, and the gas and condensate discoveries at Soho and Pateji.

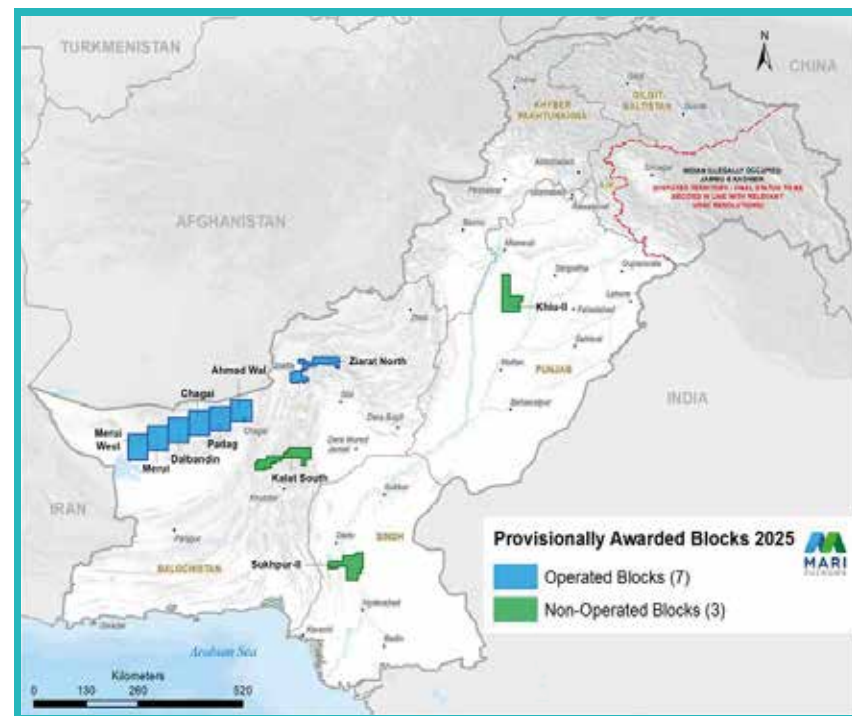
As of 30 June 2025, total estimated reserves and resources (2P + 2C) stood at 952 MMBOE, reflecting a 17% increase over the previous year. The reserve/production ratio has increased to 20 years.

PORTFOLIO EXPANSION

The Company expanded its portfolio by acquiring 12 Exploration Licenses (ELs) and one Development & Production Lease (D&PL). Ten blocks were provisionally awarded under the Onshore Bid Round 2025, seven as Operator and three as non-operator. Two additional blocks and one D&PL were acquired through farm-in arrangements that are subject to regulatory approvals. With the inclusion of these blocks, the Company's portfolio now comprises 46 ELs, including Offshore Block 5 in Abu Dhabi, and 14 D&PLs, covering a total area of 97,166 sq. km.

Seismic Data Acquisition Projects and G&M Surveys:

S.No	Seismic/ G&M Projects	Operator	Initiated in	Status
Operated Blocks				
1	Wali West - 2D Seismic	MariEnergies	2022-23	Completed
2	Peshawar East - 2D Seismic	MariEnergies	2024-25	Completed
3	Sharan - 2D Seismic	MariEnergies	2023-24	In progress
Non-operated Blocks				
4	Killa Saifullah - 2D Seismic	OGDCL	2023-24	Discontinued due to security issues
5	Kalat West - G&M Survey	PPL	2023-24	Completed
6	North Dhurnal - 3D Seismic	POL	2024-25	Completed
7	Kohat - 2D Seismic	OGDCL	2024-25	Completed
8	Kalchas South - 2D Seismic	UEP	2024-25	Completed



Offshore Block-5 (UAE)

A major strategic achievement is that the Supreme Council for Financial and Economic Affairs (SCFEA) of Abu Dhabi, Abu Dhabi National Oil Company (ADNOC), and Pakistan International Oil Limited (PIOL) have executed the Production Concession Agreement (PCA) for the development of Offshore Block 5 in Abu Dhabi. With the execution of the PCA, ADNOC has bought in with a share of 60% of the development of Block 5 with PIOL holding the remaining 40%. PIOL is a joint venture between PPL, MariEnergies, OGDCL, and GHPL, with each partner holding a 25% share. During Exploration Period-1, PIOL successfully drilled four wells, including one exploratory well and three appraisal wells.

SIGNIFICANT DEVELOPMENT PROJECTS

Early Production Facilities (EPF) at Waziristan Block

Production from Shewa discovery in Waziristan commenced on March 23, 2025, which is a landmark achievement for the Company. Production is being gradually ramped up to its full potential of up to 70 MMSCFD along with condensate sales. The Declaration of Commerciality is submitted to the regulator, while field development planning is in progress.

HRL Pressure Enhancement Facilities (PEF) Project

MariEnergies, in collaboration with fertilizer customers, is implementing the PEF project at the Mari Field to manage declining reservoir pressure and sustain the HRL production plateau.

Commissioning of Jhim East X-1 and Pateji X-1 (Shahbandar Block operated by PPL)

The Jhim East X-1 well began gas injection at Sujawal Facility in December 2024, supplying ~10 MMSCFD with planned increases. In April 2025, first gas from Pateji X-1 commenced under Extended Well Testing, delivering ~8 MMSCFD via Sujawal Plant. A ~40 km pipeline connecting Pateji to Sujawal was completed in record time to support early production. A new facility layout is finalized to add 30 MMSCFD capacity.

Bhitai-6 Well Smart Completion in SML-SUL Mari D&PL

In April 2025, Bhitai-6 was completed using Pakistan's first ever smart well completion, enabling real-time monitoring and dynamic adjustment of zonal flow resulting in optimized production, enhanced hydrocarbon recovery, lower cost and smaller environmental impact. This has revised the SML-SUL development strategy, adding reserves and extending production life.

Carbon Capture and Sequestration (CCS) Project

The CCS project, to pave way for efficient carbon capture and storage, is progressing with Pre Front-End Engineering Design (Pre-FEED) and FEED phases, supported by reservoir studies and regulatory coordination for carbon credit certification. Pilot testing is planned, with Final Investment Decision (FID) expected by late 2025 and CO₂ injection is targeted for end of 2026.

MARI SERVICES DIVISION (MSD)

Third Party Seismic Data Acquisition Project: Alpha Seismic Crew of MSD has performed third party 2D seismic data acquisition project in Kalchas South Block



Zarghun Gas Field - Balochistan

operated by United Energy Pakistan Limited in which MariEnergies is also a partner. Firm work of the project comprising 330-line Kms has been completed.

Third Party Contract for Drilling Rig: MSD was awarded a contract for workover on three wells of OGDCL. All three wells have been successfully concluded by Rig Mari 4.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

The Company remains steadfast in its commitment to CSR, investing in initiatives that advance sustainable development, skills training, food security, environmental protection, and equitable access to education and healthcare.

CSR Policy Framework: Guided by a robust CSR Policy Framework approved by the Board, the Company's initiatives align with key UN Sustainable Development Goals (SDGs), global best practices, regulatory standards, and core business objectives. Our approach emphasizes measurable outcomes, long-term impact, and meaningful community participation.

Directors' Report



Key CSR Initiatives

Green On Wheels Program

– Tree Plantation Drive: In partnership with the Capital Development Authority (CDA), the Company sponsored the planting of 1,000 trees in Islamabad as part of the Green on Wheels Program. This initiative supports urban forestry and ecological restoration, directly contributing to Sustainable Development Goal 13 (Climate Action).

Mari Mobile Dastarkhawan:

This initiative addresses food insecurity by providing nutritious daily meals to underprivileged communities in Islamabad and Rawalpindi. The ongoing program reflects our commitment to Sustainable Development Goal 2 (Zero Hunger), ensuring food access for vulnerable populations.

Mari Field Daharki CSR Program:

The Company has implemented several key initiatives in Daharki, focusing on education, healthcare, skills development, livelihood projects, solar- Reverse Osmosis plants, infrastructure development, and the provision of medical equipment and health camps.

- The healthcare programs ensure vital treatment reaches underserved populations

(SDG 3: Good Health and Well-being). The Company has reconstructed the Mother and Child Health Center in Dad Laghari, District Ghotki.

- In partnership with EZShifa, the Company has integrated technology-enabled primary care services, ranging from online specialist consultations and rapid diagnostic testing with real-time vitals monitoring to on-site ECG and ultrasound capabilities.
- To address water scarcity, the Company supplied clean drinking water to surrounding villages (SDG 6: Clean Water and Sanitation), including support for community rituals, utilizing tractor-mounted water bowsers for efficient delivery.
- In education, the Company operates the Noor-e-Seher Special Education School (NSSSES), dedicated to serving children with special needs, alongside the Mari Model High School (MMHS), which provides quality education to local students (SDG 4: Quality Education).
- The Company has launched a school meal program at both NSSSES and MMHS, to provide targeted nutrition to children.

- The second phase of our Agri-tech CSR initiative, the Mari Kissan Dost Program, has been successfully launched to empower Daharki's farming community. This initiative directly contributes to Sustainable Development Goal 1 (No Poverty) by strengthening rural livelihoods and promoting sustainable agricultural practices in the region.

Waziristan CSR Program: In Waziristan, the Company has delivered significant improvements in healthcare and education by deploying Mobile Health Units (MHUs) and operationalizing hospitals.

Balochistan CSR Program: Through its Gharonda Program, the Company has rebuilt 45 homes in Budail, Abegum and Kirta, which were devastated by unprecedented rainfall and flooding.

INTERNAL CONTROL SYSTEM

The Board of Directors ensures that the Company has an effective internal control system. Management designs, maintains and implements these controls to ensure reliable financial reporting and timely preparation of financial and management information. These controls are crucial to achieve compliance with laws, optimal resource utilization, and

protection of the Company's assets and stakeholders' interests. All major policies of the Company are approved and periodically reviewed by the Board. Additionally, a comprehensive Whistleblowing Policy addresses workplace fraud and misconduct.

The Board of Directors has set up an Internal Audit function with suitably qualified and experienced staff, headed by the Chief Internal Audit who functionally reports to Audit Committee of the Board of Directors.

Based on the work performed by the internal and external auditors and the reviews performed by management and the relevant Board Committees, including the Audit Committee, the Board is of the opinion that the Company's internal controls including controls over financial reporting are sound in design and were effectively implemented and monitored during financial year 2024-25.

ENTERPRISE RISK MANAGEMENT

Effective management of risks is essential for navigating through uncertainties. The Company has adopted an enterprise-wide risk management methodology, in line with ISO 31000:2018, to ensure a proactive, adequate and holistic approach to risk management with focus on:

- Developing a link between risk, strategy and business performance
- Enhancing internal control systems to manage both financial and non-financial risks
- Embedding risk considerations into corporate decision-making
- Compliance with applicable laws and regulations; and

- Fostering a risk aware culture, facilitating financial and operational performance and efficiency.

The Board of Directors oversees risk governance at the Company, setting risk appetite, tolerance levels, and establishing risk management policies. The Board Audit Committee ensures the adequacy and effectiveness of these policies and processes within the risk governance framework.

Principal Risks and Uncertainties

The exploration and production (E&P) sector is inherently high-risk, subject to strategic, operational, financial, regulatory, environmental, and geopolitical uncertainties. As a regulated industry, E&P operations in Pakistan are particularly exposed to shifts in government policies, economic conditions, and security dynamics. The Company recognizes these risks and maintains robust systems for monitoring, mitigating, and responding to them.

A detailed discussion of the key external challenges impacting the Company's operations, is provided in the section titled *Operational Environment and Key Challenges*.

Main trends and factors likely to affect future development, performance, and position of the Company's business

The Company's future outlook is

shaped by strategic expansion, international collaboration, sectoral reforms, and technological innovation and includes 10 new blocks provisionally awarded in Onshore Bid Round 2025, farm-in of three blocks pending requisite approvals, strategic partnerships such as with Turkish Petroleum Corporation (TPAO), and diversification into mining via MariMinerals, and technology ventures through MariTechnologies.

Further, to address sector-wide challenges, like gas supply imbalances, forced curtailment, and circular debt, the Company is leading benchmark studies including the *Integrated Energy Study* and *Circular Debt Management Plan*, aimed at long-term sector stability and reforms.

These developments are expected to significantly enhance the Company's growth prospects, operational resilience, and market positioning.

INDUSTRIAL RELATIONS AND HUMAN RESOURCES

Our aim is to provide a supportive environment that enhances staff well-being and promotes productivity and collaboration. This includes our continued focus towards enhancing our employees' skill set by benchmarking said skills



Directors' Report



with international standards through competency mapping for job roles and bridging the gap with state-of-the-art development interventions.

Diversity and Inclusion: We prioritize gender diversity and inclusion, developing future women leaders and attracting differently abled talent through targeted programs and equal opportunity frameworks.

Succession Planning: We continue to work towards a comprehensive succession plan to ensure business continuity. The plan identifies critical positions, develops high-potential employees and facilitates knowledge transfer. By fostering a strong leadership pipeline, we minimize disruption and ensure long-term strategic continuity.

Employee Retention: Employee retention remains a critical focus for our organization, reflecting our commitment to nurturing and retaining top talent. Our comprehensive retention strategies include competitive compensation packages, continuous professional development opportunities, and a robust recognition program. These efforts are designed to not only reward exceptional performance but also to cultivate long-term career growth within the Company.

Enhancing Employee Experience: In line with its commitment to employee satisfaction, the Company has digitalized key HR services to streamline operations and improve accessibility. An Employee Engagement Survey was conducted to identify areas for improvement, with key findings shared across the organization to encourage open dialogue and drive initiatives that enhance the overall employee experience.

INFORMATION TECHNOLOGY

The Information Technology department played a critical role in enabling business continuity and operational excellence. Key contributions include:

- **Enhanced Collaboration Infrastructure:** Advanced collaboration protocols are deployed using modern gadgets, software tools, and multimedia technologies. This enabled seamless communication and teamwork across departments and geographies.
- **Remote Work Enablement:** In response to evolving workplace dynamics, secure and efficient remote working capabilities are ensured. This included the

provisioning of virtual desktops, secure VPN access, and cloud-based productivity suites, ensuring uninterrupted operations during all uncertainties.

- **Compliance with International Standards:** The IT operations were aligned with globally recognized standards, including ISO 27001, reinforcing our commitment to information security, risk management, and regulatory compliance.

These initiatives have not only strengthened our technological foundation but also enhanced our resilience and agility in a rapidly changing digital landscape.

Information Technology as Foundational Enablers of Exploration Success: The Company continues to play a pivotal role in upstream operations, including seismic data acquisition, processing, drilling, and exploration. A significant milestone during the year was the digital transformation of the Mari Seismic Processing Center (MSPC), now a high-performance virtualized computing facility managed in-house which enables rapid, in-house processing of complex seismic datasets, enhancing the accuracy of subsurface imaging and reservoir analysis.

Adoption of Artificial Intelligence (AI) / Machine Learning (ML) and Digitalization:

In line with its digitalization vision, the Company has automated key processes and upgraded its SAP ERP system to boost efficiency, reduce manual effort, and enable faster, data-driven decision-making. It is also advancing Enterprise Data Management and Analytics by integrating AI and ML technologies to enhance predictive insights and automate processing.

Cyber Security Measures: The Company remains committed to safeguarding its information assets through globally recognized cybersecurity standards and controls. During the year, it achieved certification to the updated ISO/IEC 27001:2022 standard, conforming to all 93 controls, including 11 new ones addressing data leakage, web vulnerabilities, threat intelligence, and continuous monitoring, without any major or minor non-conformities.

To bolster threat detection and response, the Company fully operationalized a Security Operations Center (SOC) powered by SIEM, SOAR, and CTI tools, alongside advanced Endpoint Detection and Response (EDR) systems. Web security was further reinforced through DDoS protection, WAF, DNS filtering, and geo-fencing.

Infrastructure modernization included next-gen firewalls, switches, and wireless systems, while regular in-house vulnerability assessments ensured proactive risk mitigation. Additionally, over 7,000 hours of cybersecurity training and phishing simulations were conducted, reinforcing a culture of security across the organization.

CORPORATE GOVERNANCE

Board Structure

The Company is overseen by a proactive Board comprising directors with a well-balanced mix of core competencies and diverse backgrounds, skills, knowledge, and experience. The Board consists of eleven (11) members in total, seven (07) elected directors and four (04) nominee directors, with two (02) nominees each representing the Government of Pakistan and OGDCL.

Current composition of the Board is as follows:

S.No.	Director	Category
Representing Fauji Foundation		
1.	Lt Gen Anwar Ali Hyder, HI (M), (Retd)	Non-executive director
2.	Mr. Syed Bakhtiyar Kazmi	Non-executive director
3.	Mr. Qamar Haris Manzoor	Non-executive director
4.	Mr. Faheem Haider	Executive director
Representing Government of Pakistan		
5.	Mr. Momin Agha	Non-executive director
6.	Mr. Zafar Abbas	Non-executive director
Representing OGDCL		
7.	Mr. Ahmed Hayat Lak	Non-executive director
8.	Mr. Muhammad Aamir Salim	Non-executive director
Representing General Public		
9.	Mr. Abid Niaz Hasan	Independent, non-executive director
10.	Ms. Seema Adil	Independent, non-executive director
11.	Ms. Ayla Majid	Independent, non-executive director

Male Directors: 09
Female Directors: 02

Positions of Chairman of the Board and CEO are held by two different individuals

Lt Gen Anwar Ali Hyder, HI (M), (Retd) is the Chairman of the Board, while Mr. Faheem Haider is the Managing Director/CEO of the Company.

The names of the persons who, at any time during the financial year, were directors of the Company

- Maj Gen Tariq Qaddus (Retd)
- Mr. Mazhar Abbas Hasnani
- Mr. Muhammad Ramzan
- Mr. Hasan Mehmood Yousufzai
- Mr. Adnan Afridi

Committees of the Board of Directors

MariEnergies' Board has constituted five committees to assist the Board in its operations and oversight of different functions. These committees thoroughly consider important matters relating to their respective domains and present their recommendations to the Board for consideration and final decision.

Directors' Report

Audit Committee*:

Audit Committee of the Board currently comprises of the following directors:

Director	Designation
Mr. Abid Niaz Hasan	Chairman (independent, non-executive director)
Mr. Syed Bakhtiyar Kazmi	Member
Mr. Momin Agha	Member
Mr. Ahmed Hayat Lak	Member

* The functions of the Risk Management Committee are currently performed by the Audit Committee and are included in its TORs.

HR and Remuneration Committee:

Human Resource and Remuneration Committee of the Board currently comprises of the following directors:

Director	Designation
Ms. Ayla Majid	Chairperson (independent, non-executive director)
Mr. Qamar Haris Manzoor	Member
Mr. Ahmed Hayat Lak	Member
Mr. Zafar Abbas	Member

Technical Committee:

Technical Committee of the Board currently comprises of the following directors:

Director	Designation
Mr. Qamar Haris Manzoor	Chairman
Mr. Zafar Abbas	Member
Mr. Ahmed Hayat Lak	Member
Ms. Seema Adil	Member

Investment Committee:

Investment Committee of the Board currently comprises of the following directors:

Director	Designation
Mr. Syed Bakhtiyar Kazmi	Chairman
Ms. Ayla Majid	Member
Mr. Zafar Abbas	Member
Mr. Muhammad Aamir Salim	Member

ESG Committee:

ESG Committee of the Board currently comprises of the following directors:

Director	Designation
Ms. Seema Adil	Chairperson (independent, non-executive director)
Mr. Abid Niaz Hasan	Member
Mr. Momin Agha	Member
Mr. Muhammad Aamir Salim	Member

ANNUAL EVALUATION OF THE PERFORMANCE OF THE BOARD, BOARD'S COMMITTEES AND INDIVIDUAL DIRECTORS

Evaluation for FY 2023-24

The Board has hired the services of the Institute of Business Administration (IBA) as an external evaluator to conduct the performance assessment of the Board as a whole, Board Committees, and Individual Directors.

Methodology: IBA's evaluation process is based on a questionnaire designed to meet the requirements of the *Listed Companies (Code of Corporate Governance) Regulations 2019*, and SECP S.R.O. 301 (I)/2020. If required, the questionnaire is followed by structured interviews of the board members. The questionnaire is electronically completed by the Directors, and the results are collated anonymously. The evaluation report is presented to the Board's HR&R Committee for submission to the Board along with its recommendations.

The evaluation for FY 2023-24 has been concluded, and the report is under finalization by the evaluator.

Directors' Remuneration Policy

In compliance with Clause 16 of the *Listed Companies (Code of Corporate Governance) Regulations, 2019*, a formal policy on Directors' Remuneration is in place. Salient features of the policy are as under:

Executive Director: The Managing Director/CEO is the only executive director on the Board. He is entitled to salary and other benefits as per his employment contract approved by the Board and in line with the Company Policies. No fee is paid to the Managing Director to attend Board, Board Committees and general meetings.

Non-Executive and Independent Director's Remuneration: Non-executive directors, including independent directors, are entitled to remuneration for attending Board and Committees meetings as decided by the Board from time to time. The current fee as approved by the Board is as follows:

Chairman	Rs 600,000 for attending Board meetings
Directors	Rs 400,000 for attending Board and Committee meetings

When on the Company's business, all directors are entitled to travel-related allowances as per applicable policy of the Company.

No fee is paid to the non-executive directors for attending general meetings of the Company. Further, they are not entitled to receive any bonuses and post-retirement benefits.

There is no stock option scheme in place for any category of directors.

Details of remuneration paid to executive and non-executive directors during the year are given in note 41 of the attached financial statements.

Pattern of shareholding

A statement showing the pattern of shareholding as of June 30, 2025, is attached.

CODE OF CORPORATE GOVERNANCE

The Company proactively undertakes to achieve full compliance with the *Listed Companies (Code of Corporate Governance) Regulations, 2019*, issued by the SECP. The statement of compliance is reviewed by the statutory auditors and their review report to the members is included in the annual report every year.

Directors' Compliance Statement

The Directors of the Company hereby confirm the following:

a) These financial statements have been prepared in accordance with the following accounting and reporting standards:

- International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017; and
- Provisions of and directives issued under the Companies Act, 2017

Where provisions of and directives issued under the Companies Act, 2017 differ from the IFRS Standards, the provisions of and directives issued under the Companies Act, 2017 have been followed.

b) The financial statements present fairly the Company's state of affairs, the result of its operations, cash flows and changes in equity.

c) Proper books of accounts of the Company have been maintained.

d) There are no significant doubts regarding the Company's ability to continue as going concern.

e) Appropriate accounting policies have been consistently applied in preparation of financial statements, except for any changes as detailed in financial statements, and all accounting estimates are based on a reasonable and prudent judgment.

f) Directors are responsible and have adequately ensured that the system of internal controls, including financial controls, is sound in design and has been effectively implemented and monitored.

g) All related party transactions were reviewed by the Audit Committee prior to approval by the Board.

h) There has been no material departure from the best practices of corporate governance, as detailed in the *Listed Companies (Code of Corporate Governance) Regulations, 2019*.

i) Key operating and financial data of the last ten years is provided in the Annual Report.

j) Note 37.1 to the Financial Statements offers detailed information on the value of investments related to retirement plans for employees.

k) Information regarding outstanding taxes and levies is disclosed in the notes to the financial statements.

DIVIDEND AND BONUS SHARES

The final cash dividend for FY 2023-24 of Rs. 134 (1,340%) and 800% bonus shares were distributed to the shareholders during FY 2024-25.

The Board of Directors in its meeting held on August 08, 2025, has recommended final cash dividend for

Directors' Report



the year ended June 30, 2025, of Rs. 21.7/- per share (217%). The matter will be presented for approval of shareholders in the upcoming Annual General Meeting.

FUTURE OUTLOOK OF THE COMPANY

The Company remains dedicated to its vision 2030 and strategic growth plan, which is centered on reinforcing its core operations while contributing to the nation's energy and food security. The Company's diversification into the mining and technology sectors is a strategic extension that complements its broader objectives and supports its positioning for sustainable growth and becoming a National ESG leader.

The Company's short- to medium-term priorities include:

- Developing the Ghazij, Soho, Pateji and Spinwam discoveries
- Progressive ramp-up from Shewa, Jhim-East, and Pateji discoveries
- Third-party gas sales, especially from Maiwand discovery, showing potential to increase commercial viability.
- Implementing surface (nodal

compression) and subsurface initiatives in Mari Field under the HRL PEF Project

- Supporting PIOL in development of the discoveries to achieve first oil from Offshore Block-5, Abu Dhabi
- Focused drilling operations under its mining licenses
- Construction and operationalization of data centers in Islamabad and Karachi.

Exploration remains a priority for the Company to ensure long-term sustainability through timely resource additions, strategic portfolio expansion, and technology-driven efficiency. Efforts are focused on unlocking new reserves across existing and prospective blocks, using existing infrastructure and innovative approaches for faster monetization.

Government policies such as the 2024 Tight Gas Policy offering a 40% price premium, Zone 1-F pricing, and 35% third-party gas sales enhance commercial viability, while new taxes, forex restrictions, and circular debt continue to challenge profitability and performance.

To explore new frontiers, the

Company is conducting geological and geophysical studies of Pakistan's offshore basins in preparation for informed participation in the upcoming bid round.

EXTERNAL AUDITORS

The present statutory auditors, M/s A.F. Ferguson & Co., Chartered Accountants, will retire at the conclusion of the upcoming AGM. Being eligible, they have offered themselves for re-appointment as statutory auditors of the Company for FY 2025-26.

The Audit Committee in its meeting held on July 30, 2025, considered the appointment of the auditors and recommended M/s A.F. Ferguson & Co., Chartered Accountants as statutory auditors of the Company for FY 2025-26. The recommendation of the Audit Committee was endorsed by the Board of Directors in its meeting held on August 08, 2025, and the matter will now be tabled at the upcoming AGM for approval of the shareholders.

DIVERSIFICATION EFFORTS

The Company is driving its diversification strategy into mineral

mining and technology through its wholly owned subsidiaries, Mari Minerals (Private) Limited and Mari Technologies Limited.

MARI MINERALS (PVT) LIMITED

During the year, MariMinerals, a wholly owned subsidiary of MariEnergies, entered into a joint venture for mining licenses EL 302 and EL 303 with International Resources Holding Mining RSC Ltd, Balochistan Mineral Resources Limited, and the Government of Balochistan, showcasing strong public-private collaboration. It also acquired a 5% stake in Kohesultan Mining Company (Private) Limited, nearing completion of a feasibility study for copper and gold exploration in Siah Diq. These acquisitions are pending requisite approvals. Additionally, MariMinerals partnered with Sanjrani Mining Company, securing a significant stake and operatorship of nearby licenses.

MARI TECHNOLOGIES LIMITED

MariTechnologies, a wholly owned subsidiary of MariEnergies, was incorporated as a public limited Company on October 22, 2024. The Company is focused on advancing data centers, cloud computing, artificial intelligence, and emerging technologies, particularly in the petroleum and mining sectors.

Sky47 Limited: SKY47 Limited is a majority-owned (60% shareholding) subsidiary of MariTechnologies, incorporated on November 28, 2024. Sky47 is spearheading the development of Tier III/IV certified data centers to strengthen Pakistan's digital infrastructure and contribute to economic diversification. Currently, construction of data center at Islamabad is in progress which will be followed by a second data center at Karachi.



TRIBUTE TO LAW ENFORCEMENT AGENCIES (LEAS):

The Company extends sincere gratitude to our Law Enforcement Agencies for their unwavering support, dedication and highest standards of professionalism while ensuring security for our operations. Their continuous support has been instrumental in ensuring a safe and secure environment for our personnel, both in the field and in transit. Their prompt responses and protective presence have always reinforced our confidence and enabled us to carry out our operations smoothly.

ACKNOWLEDGEMENT

The Board of Directors would like to commend all employees of the Company for their dedication and commitment to delivering on various significant projects along with outstanding operational and financial results.

The Board also wishes to express its appreciation for the continued assistance and cooperation received from Federal and Provincial Governments, Local Administrations, and various departments of the Federal Government especially the Ministry of Energy (Petroleum Division), Ministry of Finance, OGRA, DGs of (Petroleum Concessions, Oil and Gas), Fauji Foundation, OGDCL, FBR, suppliers, JV partners and all other stakeholders.

For and on behalf of the Board

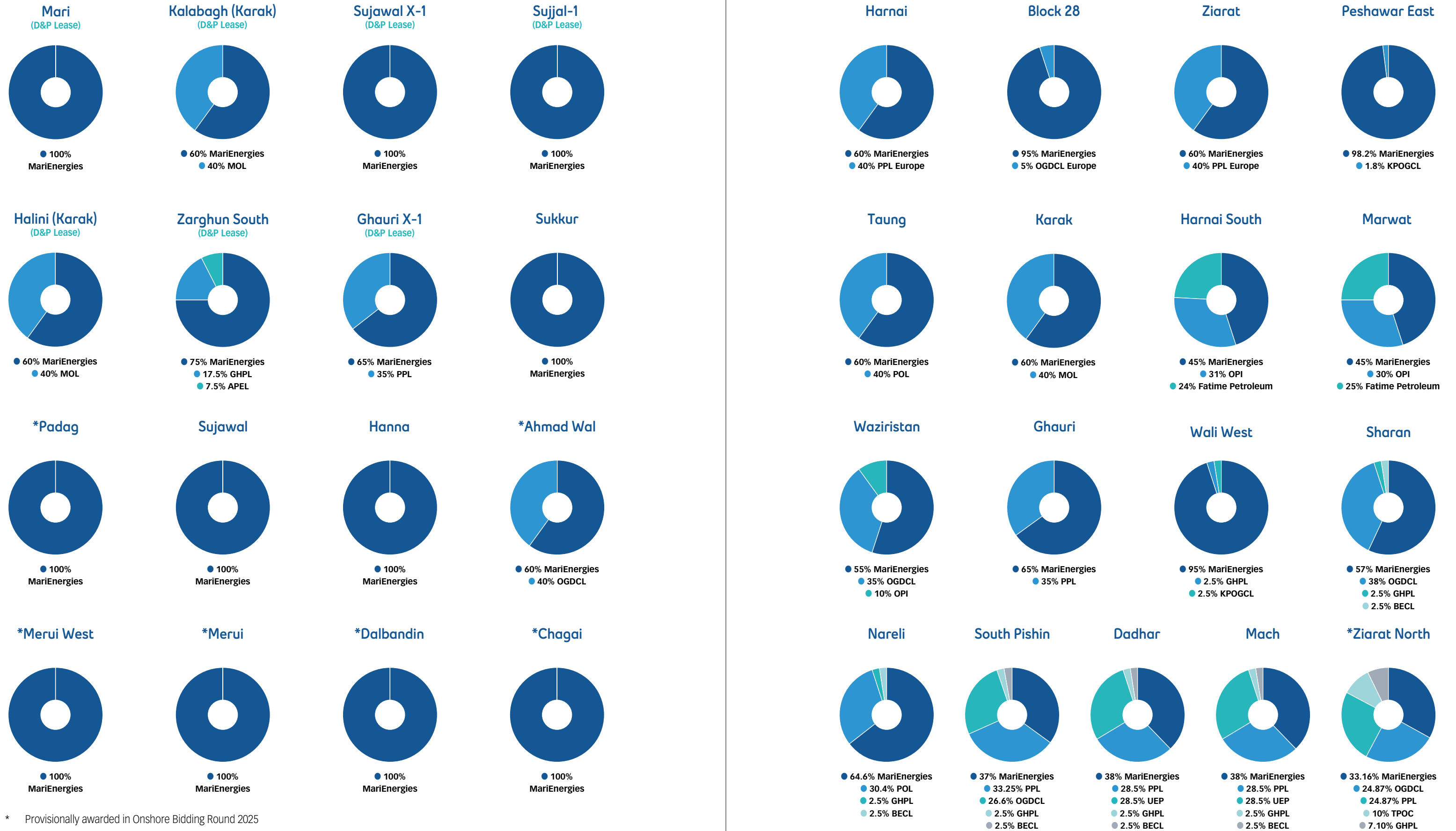
Faheem Haider
Faheem Haider
 Managing Director/CEO

Islamabad
 August 08, 2025

Anwar Ali Hyder
Lt Gen Anwar Ali Hyder, HI (M), (Retd)
 Chairman

MariEnergies Operated Blocks

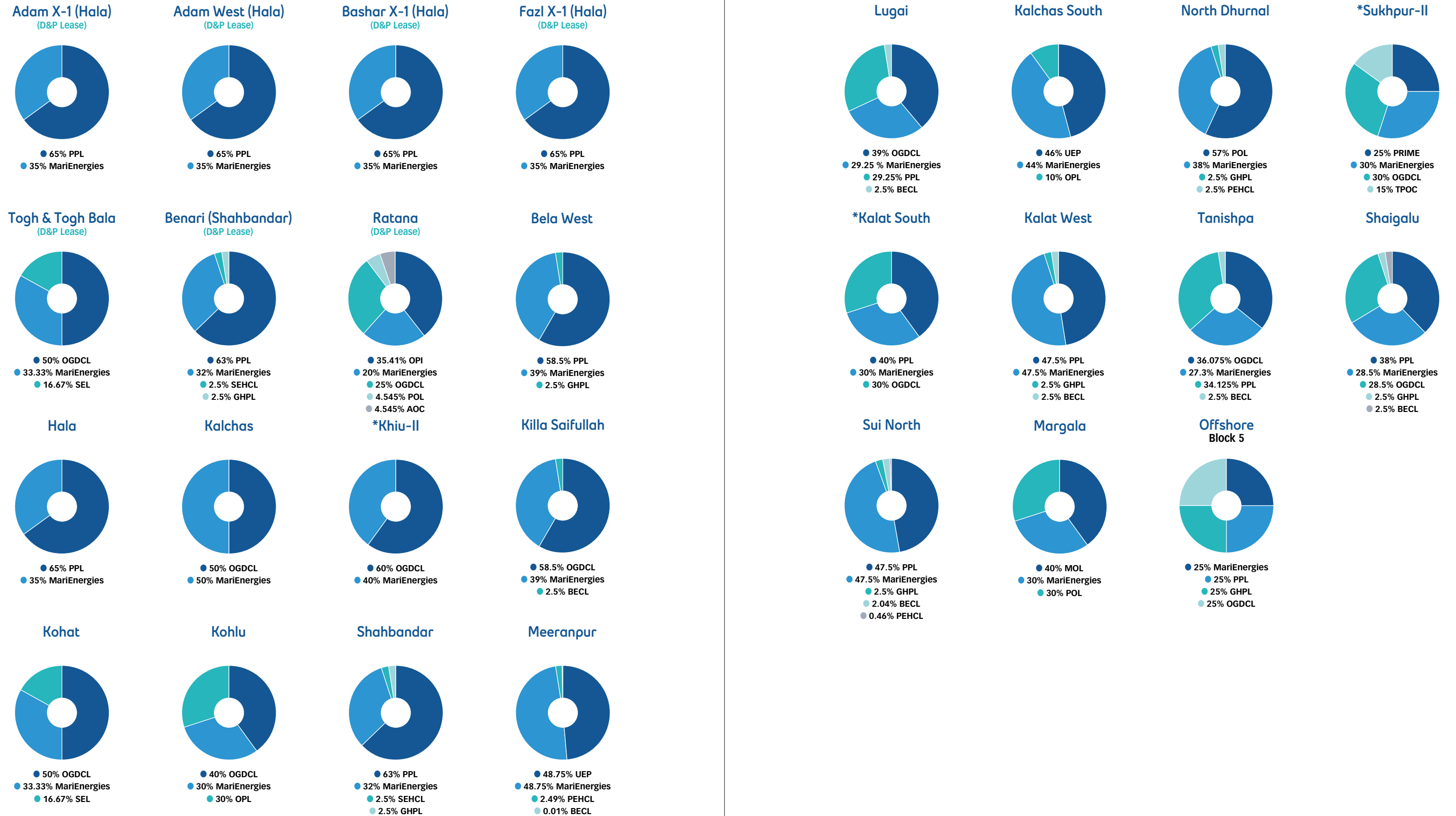
and Development & Production (D&P) Leases



* Provisionally awarded in Onshore Bidding Round 2025

MariEnergies Non-Operated Blocks

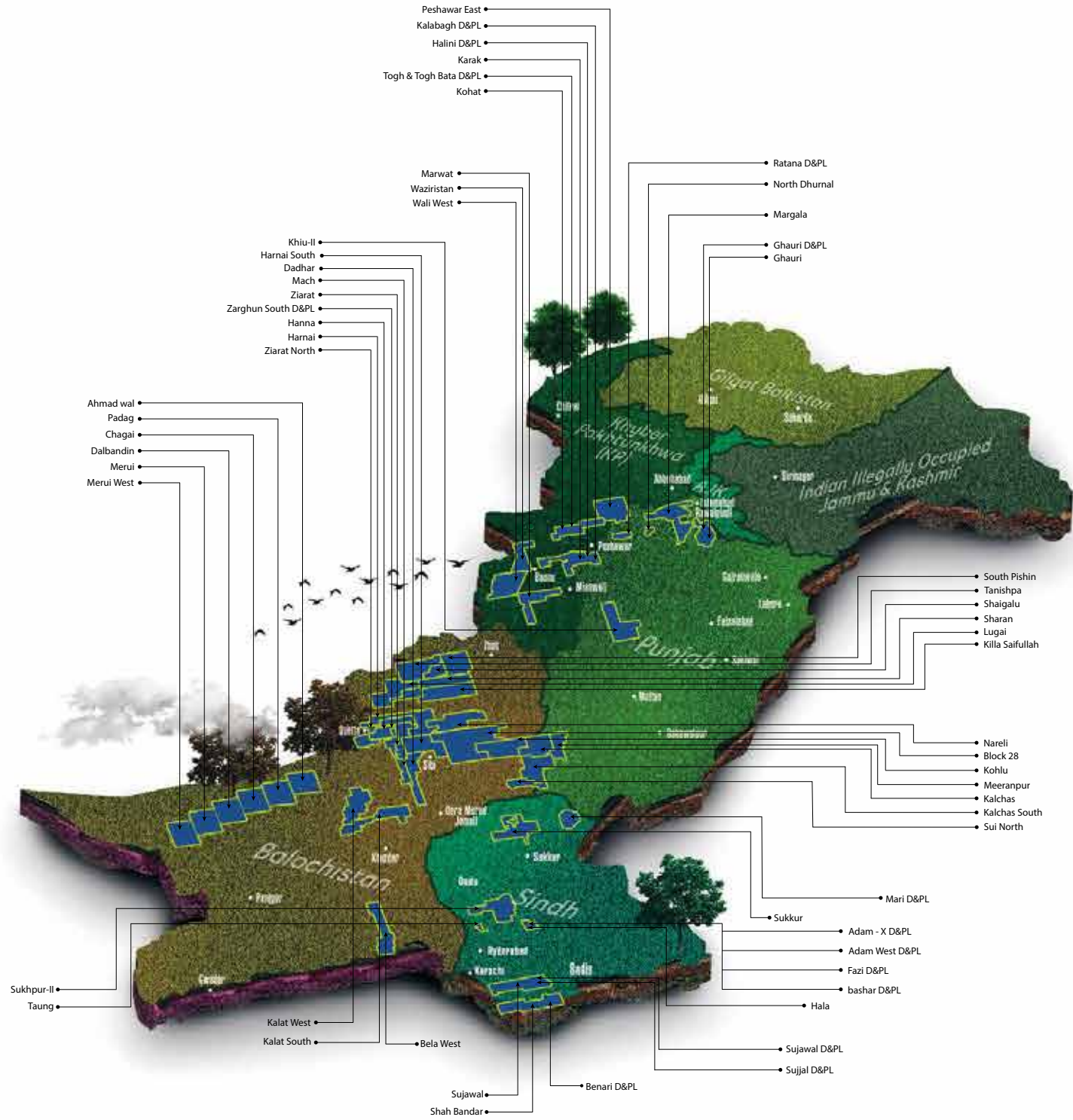
and D&P Leases



*Provisionally awarded in Onshore Bidding Round 2025

Geographical Presence

MariEnergies Concessions and Working Interests



A.F. FERGUSON & CO.

INDEPENDENT AUDITOR'S REVIEW REPORT

TO THE MEMBERS OF MARI ENERGIES LIMITED REVIEW REPORT ON THE STATEMENT OF COMPLIANCE CONTAINED IN LISTED COMPANIES (CODE OF CORPORATE GOVERNANCE) REGULATIONS, 2019

We have reviewed the enclosed Statement of Compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019 (the Regulations) prepared by the Board of Directors of Mari Energies Limited (the Company) for the year ended June 30, 2025 in accordance with the requirements of Regulation No. 36 of the Regulations.

The responsibility for compliance with the Regulations is that of the Board of Directors of the Company. Our responsibility is to review whether the Statement of Compliance reflects the status of the Company's compliance with the provisions of the Regulations and report if it does not and to highlight any non-compliance with the requirements of the Regulations. A review is limited primarily to inquiries of the Company's personnel and review of various documents prepared by the Company to comply with the Regulations.

As a part of our audit of the financial statements we are required to obtain an understanding of the accounting and internal control systems sufficient to plan the audit and develop an effective audit approach. We are not required to consider whether the Board of Directors' statement on internal control covers all risks and controls or to form an opinion on the effectiveness of such internal controls, the Company's corporate governance procedures and risks.

The Regulations require the Company to place before the Audit Committee, and upon recommendation of the Audit Committee, place before the Board of Directors for their review and approval, its related party transactions. We are only required and have ensured compliance of this requirement to the extent of the approval of the related party transactions by the Board of Directors upon recommendation of the Audit Committee.

Based on our review, nothing has come to our attention which causes us to believe that the Statement of Compliance does not appropriately reflect the Company's compliance, in all material respects, with the requirements contained in the Regulations as applicable to the Company for the year ended June 30, 2025.

(Signature)

Chartered Accountants
Islamabad
Date: August 28, 2025

UDIN: CR2025100503KY0972vA

Statement of Compliance

with Listed Companies (Code of Corporate Governance) Regulations, 2019

Mari Energies Limited

For the year ended June 30, 2025

The Company has complied with the requirements of the Regulations in the following manner:-

1. The total number of directors are eleven as per the following:
 - a. Male: 09
 - b. Female: 02

2. The composition of the Board is as follows:

As at June 30, 2025:

Category	Names
Independent Directors* (excluding Female Directors)	Mr. Abid Niaz Hasan
Executive Director	Mr. Faheem Haider
Non-executive Directors	Lt. Gen. Anwar Ali Hyder, HI(M), (Retd)
	Mr. Syed Bakhtiyar Kazmi
	Mr. Qamar Haris Manzoor
	Mr. Momin Agha
	Mr. Zafar Abbas
	Mr. Ahmed Hayat Lak
Female Director (Independent Directors*)	Ms. Seema Adil
	Ms. Ayla Majid

* The Company has elected three (03) independent directors, while the fraction of 0.67 was not rounded up as one. The Participation and Shareholders Agreement (PSA) among the principal shareholders and the Articles of Association (AoA) of the Company require that the representation on the Board shall be proportionate to, as closely as possible, the shareholding of the sponsors. Currently, four (04) out of total eleven (11) directors are nominees of the Government of Pakistan and OGDCL and Fauji Foundation has four (4) directors.

3. The directors have confirmed that none of them is serving as a director on more than seven listed companies, including MariEnergies;
4. The Company has prepared a code of conduct and has ensured that appropriate steps have been taken to disseminate it throughout the Company along with its supporting policies and procedures;
5. The Board has developed a vision/mission statement, overall corporate strategy and significant policies of the Company. The Board has ensured that complete record of particulars of the significant policies along with their date of approval or updating is maintained by the Company;
6. All the powers of the Board have been duly exercised and the decisions on relevant matters have been taken by the Board/ shareholders as empowered by the relevant provisions of the Act and the Regulations;
7. The meetings of the Board were presided over by the Chairman and, in his absence, by a director elected by the Board for this purpose. The Board has complied with the requirements of Act and the Regulations with respect to frequency, recording and circulating minutes of meetings of the Board;
8. The Board has a formal policy and transparent procedures for remuneration of directors in accordance with the Act and the Regulations;



9. The following Directors were certified under the SECP approved Directors' Training Programs as at June 30, 2025:

S.No.	Directors
1.	Lt. Gen. Anwar Ali Hyder, HI(M), (Retd)
2.	Mr. Syed Bakhtiyar Kazmi
3.	Mr. Qamar Haris Manzoor
4.	Mr. Faheem Haider
5.	Mr. Momin Agha
6.	Mr. Ahmed Hayat Lak
7.	Mr. Muhammad Aamir Salim
8.	Ms. Ayla Majid
9.	Mr. Abid Niaz Hasan
10.	Ms. Seema Adil

Mr. Zafar Abbas, newly appointed Director, obtained his Mandatory Directors Training Certification on July 28, 2025.

Three Director's Training Programs from SECP approved institution were arranged during the year, which were attended by the following executives:

1. **Brig Sumair Ashraf Sheikh (Retd)**
Company Secretary
2. **Mr. Imran Qureshi**
Director, Mari Services Division
3. **Ms. Adeela Waqar**
Senior Information Security Specialist

10. The Board has approved appointment of Chief Financial Officer, Company Secretary and Head of internal audit, including their remuneration and terms and conditions of employment and complied with relevant requirements of the Regulations;

11. Chief financial officer and chief executive officer duly endorsed the financial statements before approval of the Board;

12. The Board has formed the following committees comprising of the members given below:

a) **Audit Committee:**

Director	Designation
Mr. Abid Niaz Hasan	Chairman (independent director)
Mr. Syed Bakhtiyar Kazmi	Member
Mr. Momin Agha	Member
Mr. Ahmed Hayat Lak	Member

b) **HR and Remuneration Committee:**

Director	Designation
Ms. Ayla Majid	Chairperson (independent director)
Mr. Qamar Haris Manzoor	Member
Mr. Ahmed Hayat Lak	Member
Mr. Zafar Abbas	Member

c) **Technical Committee:**

Director	Designation
Mr. Qamar Haris Manzoor	Chairman
Mr. Zafar Abbas	Member
Mr. Ahmed Hayat Lak	Member
Ms. Seema Adil	Member

Statement of Compliance with the Code of Corporate Governance

d) Investment Committee

Director	Designation
Mr. Syed Bakhtiyar Kazmi	Chairman
Ms. Ayla Majid	Member
Mr. Zafar Abbas	Member
Mr. Muhammad Aamir Salim	Member



e) Environment, Social & Governance Committee

Director	Designation
Ms. Seema Adil	Chairperson (independent director)
Mr. Abid Niaz Hasan	Member
Mr. Momin Agha	Member
Mr. Muhammad Aamir Salim	Member

13. The terms of reference of the aforesaid committees have been formed, documented and advised to the committees for compliance;

14. The frequency of meetings of the committees were as per following:

Committee	Frequency of meeting
1. Audit Committee:	At least quarterly/required basis
2. HR and Remuneration Committee:	At least once a year/ required basis
3. Technical Committee:	Required basis
4. Investment Committee:	Required basis
5. Environment, Social & Governance Committee:	Required basis

15. The Board has set up an effective internal audit function staffed with personnel who are considered suitably qualified and experienced for the purpose and are conversant with the policies and procedures of the Company;

16. The statutory auditors of the Company have confirmed that they have been given a satisfactory rating under the Quality Control Review program of the Institute of Chartered Accountants of Pakistan and registered with Audit Oversight Board of Pakistan, that they and all their partners are in compliance with International Federation of Accountants (IFAC) guidelines on code of ethics as adopted by the Institute of Chartered Accountants of Pakistan and that they and the partners of the firm involved in the audit are not a close relative (spouse, parent, dependent and non-dependent children) of the chief executive officer, chief financial officer, head of internal audit, company secretary or director of the Company;

17. The statutory auditors or the persons associated with them have not been appointed to provide other services except in accordance with the Act, the Regulations or any other regulatory requirement and the auditors have confirmed that they have observed IFAC guidelines in this regard;

18. We confirm that all requirements of Regulations 3, 6, 7, 8, 27, 32, 33 and 36 of the Regulations have been complied with; and

19. Explanations for non-compliance with requirements of Regulations other than 3, 6, 7, 8, 27, 32, 33 and 36 are below:

S.No	Requirement	Explanation	Reg. No.
i.	The Board may constitute a separate committee, designated as the nomination committee, of such number and class of directors, as it may deem appropriate in its circumstances.	The responsibilities as prescribed for the Nomination Committee are being taken care of at the Board level as and when needed. Therefore, a separate committee is not currently considered to be necessary.	29
ii.	The Board may constitute the risk management committee, of such number and class of directors, as it may deem appropriate in its circumstances, to carry out a review of effectiveness of risk management procedures and present a report to the Board.	The functions of the Risk Management Committee are currently performed by the Audit Committee and are included in its terms of reference. Hence a separate Risk Management Committee is currently not needed.	30

Anwar Ali Hyder

Lt Gen Anwar Ali Hyder, HI (M), (Retd)
Chairman

August 08, 2025

Faheem Haider

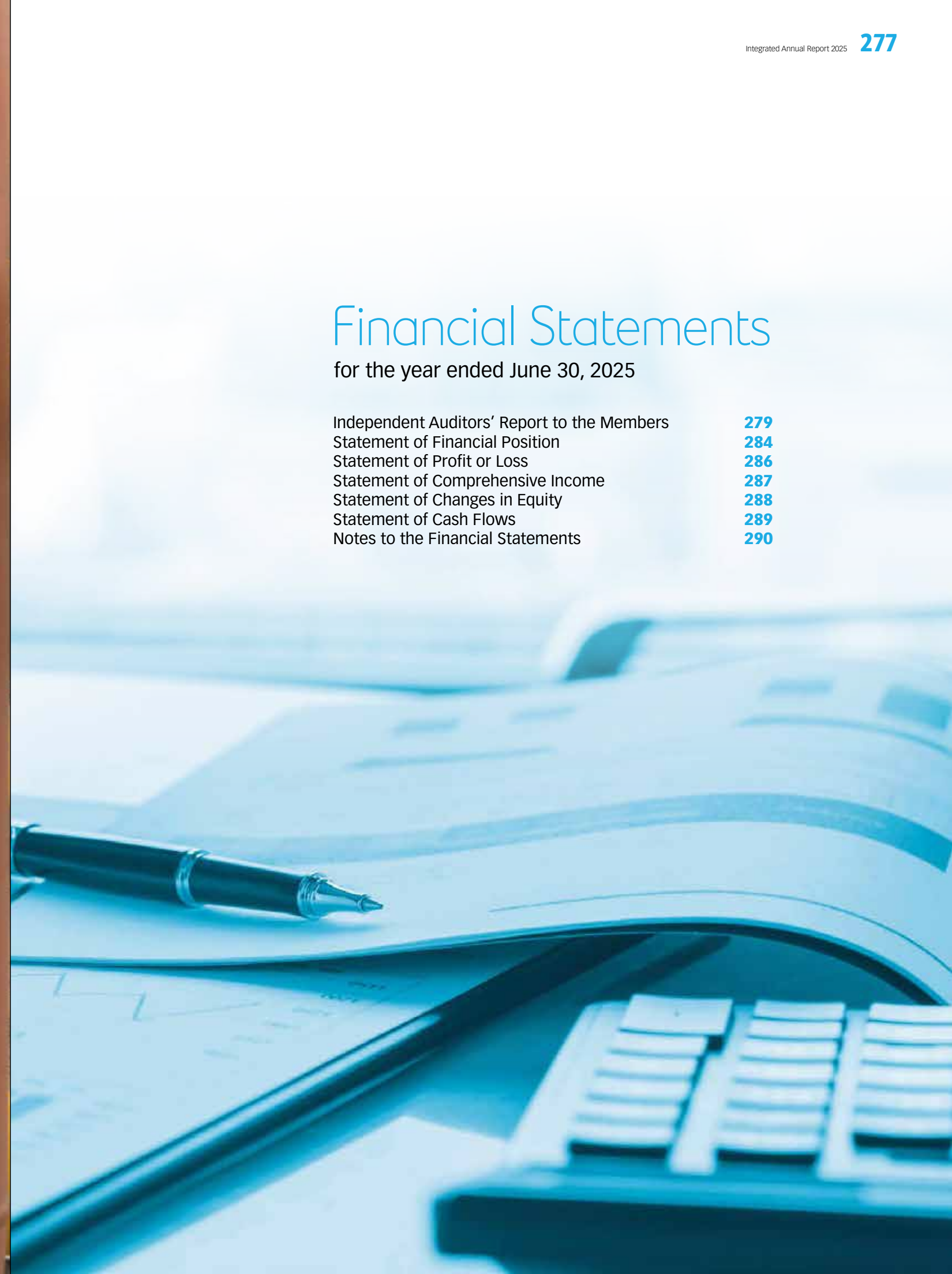
Faheem Haider
Chief Executive Officer



Financial Statements

for the year ended June 30, 2025

Independent Auditors' Report to the Members	279
Statement of Financial Position	284
Statement of Profit or Loss	286
Statement of Comprehensive Income	287
Statement of Changes in Equity	288
Statement of Cash Flows	289
Notes to the Financial Statements	290



This page is intentionally left blank



A.F.FERGUSON & CO.

INDEPENDENT AUDITOR'S REPORT

To the members of Mari Energies Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the annexed financial statements of Mari Energies Limited (the Company), which comprise the statement of financial position as at June 30, 2025, and the statement of profit or loss, the statement of comprehensive income, the statement of changes in equity, the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information, and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, statement of profit or loss, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes forming part thereof conform with the accounting and reporting standards as applicable in Pakistan and give the information required by the Companies Act, 2017 (XIX of 2017), in the manner so required and respectively give a true and fair view of the state of the Company's affairs as at June 30, 2025 and of the profit and other comprehensive loss, the changes in equity and its cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) as applicable in Pakistan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants as adopted by the Institute of Chartered Accountants of Pakistan (the Code) and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matter

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



A·F·FERGUSON&Co.

Following is the Key audit matter:

S. No.	Key audit matter	How the matter was addressed in our audit
(i)	<p>Recognition of Revenue</p> <p><i>(Refer note 3.9 and 26 to the financial statements)</i></p> <p>The Company is principally engaged in exploration, production and sale of hydrocarbons.</p> <p>The Company recognized net revenue during the year mainly from the sale of natural gas and crude oil amounting to Rs 169,795 million and Rs 7,254 million respectively.</p> <p>Revenue is recognized when the Company satisfies a performance obligation by transferring of promised product to a customer. The Company principally satisfies its performance obligation at a point in time and recognizes as revenue the amount of transaction price that is allocated to the performance obligation.</p> <p>We considered this as a key audit matter due to the significance of the amounts requiring significant time and resource to audit due to magnitude, inherent risk of material misstatement and revenue being a key economic indicator of the Company.</p>	<p>Our audit procedures in relation to the matter, amongst others, included:</p> <ul style="list-style-type: none"> • Performed test of details on sample basis for sales transactions by inspecting respective invoices, delivery challans and acknowledgement of customers; • Checked notifications of Oil and Gas Regulatory Authority for gas prices. Performed, on a sample basis, recalculation of crude oil and gas prices in accordance with applicable petroleum policies / agreements / term sheets; • Assessed sales transactions on either side of the statement of financial position date to assess whether they are recorded in relevant accounting period; • Performed analytical procedures to analyze variation in the price and quantity sold during the year; • Tested journal entries related to revenue recognized during the year based on identified risk criteria; and • Assessed the adequacy of related disclosures made in the financial statements.

AOS



A·F·FERGUSON&Co.

Information Other than the Financial Statements and Consolidated Financial Statements and Auditor's Reports Thereon

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and consolidated financial statements and our auditor's reports thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Board of Directors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the accounting and reporting standards as applicable in Pakistan and the requirements of Companies Act, 2017 (XIX of 2017) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Board of directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs as applicable in Pakistan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

AOS



A·F·FERGUSON&CO.

As part of an audit in accordance with ISAs as applicable in Pakistan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the board of directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the board of directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the board of directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



A·F·FERGUSON&CO.

Report on Other Legal and Regulatory Requirements

Based on our audit, we further report that in our opinion:

- a) proper books of account have been kept by the Company as required by the Companies Act, 2017 (XIX of 2017);
- b) the statement of financial position, the statement of profit or loss, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes thereon have been drawn up in conformity with the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of account and returns;
- c) investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company's business; and
- d) zakat deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980), was deducted by the Company and deposited in the Central Zakat Fund established under section 7 of that Ordinance.

The engagement partner on the audit resulting in this independent auditor's report is M. Imtiaz Aslam.

Chartered Accountants
Islamabad
Date: August 28, 2025

UDIN: AR202510050yDPrcBR7

Statement of Financial Position

As at June 30, 2025

	Note	2025 (Rupees in thousand)	2024
EQUITY AND LIABILITIES			
SHARE CAPITAL AND RESERVES			
Share capital	4	12,006,225	1,334,025
Other reserves	5	6,284,245	17,192,508
Unappropriated profit		253,363,585	206,381,187
TOTAL EQUITY		271,654,055	224,907,720
NON CURRENT LIABILITIES			
Long term financing	6	508,959	593,369
Lease liability	7	6,168,130	-
Deferred liabilities	8	32,904,038	27,445,015
Deferred tax liability	9	43,125,909	30,679,757
		82,707,036	58,718,141
CURRENT LIABILITIES			
Trade and other payables	10	50,407,289	49,914,065
Current portion of long term financing	6	147,570	149,293
Current portion of lease liability	7	3,103,249	-
Unclaimed dividend	11	696,411	570,696
Provision for income tax		13,554,173	12,312,328
		67,908,692	62,946,382
TOTAL LIABILITIES		150,615,728	121,664,523
CONTINGENCIES AND COMMITMENTS			
	12		
TOTAL EQUITY AND LIABILITIES		422,269,783	346,572,243

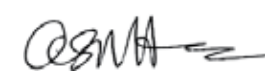
The annexed notes 1 to 45 form an integral part of these financial statements.



Nabeel Rasheed
Chief Financial Officer



Faheem Haider
Managing Director / CEO



Abid Niaz Hasan
Director



Lt Gen Anwar Ali Hyder
HI(M), (Retd)
Chairman

	Note	2025 (Rupees in thousand)	2024
ASSETS			
NON CURRENT ASSETS			
Property, plant and equipment	13	111,738,172	97,355,350
Development and production assets	14	61,803,417	35,118,195
Exploration and evaluation assets	15	22,159,867	25,532,040
Long term investments	16	32,566,614	12,501,087
Right-of-use asset receivable from joint operating partners	17	2,775,659	-
Long term loans and advances	18	66,806	48,967
Long term deposits and prepayments	19	135,753	179,741
		231,246,288	170,735,380
CURRENT ASSETS			
Stores and spares	20	12,681,811	8,620,579
Trade debts	21	86,581,711	81,073,374
Short term loans and advances	22	6,470,316	9,529,056
Short term prepayments		249,638	575,233
Other receivables	23	6,449,787	751,104
Current portion of right-of-use asset receivable from joint operating partners	17	1,396,462	-
Short term investments	24	38,226,461	22,676,219
Interest accrued		268,098	401,229
Cash and bank balances	25	38,699,211	52,210,069
		191,023,495	175,836,863
TOTAL ASSETS		422,269,783	346,572,243

Statement of Profit or Loss

for the year ended June 30, 2025

	Note	2025 (Rupees in thousand)	2024
Gross sales		200,214,139	204,604,788
General sales tax		(20,937,436)	(20,608,644)
Excise duty		(2,179,599)	(2,167,523)
		(23,117,035)	(22,776,167)
Net sales	26	177,097,104	181,828,621
Royalty and additional wellhead charge	27	(35,611,066)	(22,097,614)
Operating and administrative expenses	28	(40,863,040)	(35,903,779)
Exploration and prospecting expenditure	29	(14,861,832)	(12,924,077)
Finance cost	30	(3,478,115)	(2,864,233)
Other charges	31	(5,359,455)	(6,741,704)
		(100,173,508)	(80,531,407)
		76,923,596	101,297,214
Other income	32	1,045,636	140,747
Finance income	33	9,913,094	9,209,169
Share of profit / (loss) in associate	16.1	291,214	(284,225)
Profit before taxation		88,173,540	110,362,905
Provision for taxation	34	(23,037,124)	(33,074,794)
Profit for the year		65,136,416	77,288,111
Earnings per share - basic and diluted			(Restated)
Earnings per ordinary share (Rupees)	35	54.25	64.37

The annexed notes 1 to 45 form an integral part of these financial statements.

Nabeel Rasheed
Chief Financial Officer

Faheem Haider
Managing Director / CEO

Abid Niaz Hasan
Director

Lt Gen Anwar Ali Hyder
HI(M), (Retd)
Chairman

Statement of Comprehensive Income

for the year ended June 30, 2025

	Note	2025 (Rupees in thousand)	2024
Profit for the year		65,136,416	77,288,111
Other comprehensive (loss) / income:			
<u>Items that will not be subsequently reclassified to profit or loss:</u>			
Remeasurement (losses) / gains of defined benefit plans		(489,709)	84,047
Income tax effect related to remeasurement of defined benefit plans			
- Current tax credit / (charge)		298,090	(33,671)
- Deferred tax charge		(4,265)	(16,758)
		(195,884)	33,618
<u>Items that will be subsequently reclassified to profit or loss:</u>			
Effect of translation of investment in a foreign associate	16.1	243,153	(29,559)
Income tax effect related to effect of translation of investment in a foreign associate - deferred tax charge		(561,415)	-
		(318,262)	(29,559)
Other comprehensive (loss) / income for the year		(514,146)	4,059
Total comprehensive income for the year		64,622,270	77,292,170

The annexed notes 1 to 45 form an integral part of these financial statements.

Nabeel Rasheed
Chief Financial Officer

Faheem Haider
Managing Director / CEO

Abid Niaz Hasan
Director

Lt Gen Anwar Ali Hyder
HI(M), (Retd)
Chairman

Statement of Changes in Equity

for the year ended June 30, 2025

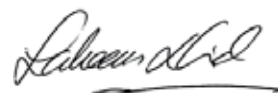
	Share capital	Other Reserves			Unappropriated profit	Total
		Capital redemption reserve fund	Self insurance reserve	Foreign currency translation reserve		
(Rupees in thousand)						
Balance as at July 01, 2023	1,334,025	10,590,001	4,600,000	2,032,066	149,870,248	168,426,340
Total comprehensive income for the year:						
Profit for the year	-	-	-	-	77,288,111	77,288,111
Other comprehensive (loss) / income	-	-	-	(29,559)	33,618	4,059
	-	-	-	(29,559)	77,321,729	77,292,170
Final cash dividend for the year ended						
June 30, 2023 @ Rs 58.00 per share *	-	-	-	-	(7,737,345)	(7,737,345)
Interim cash dividend for the year ended						
June 30, 2024 @ Rs 98.00 per share *	-	-	-	-	(13,073,445)	(13,073,445)
Balance as at June 30, 2024	1,334,025	10,590,001	4,600,000	2,002,507	206,381,187	224,907,720
Total comprehensive income for the year:						
Profit for the year	-	-	-	-	65,136,416	65,136,416
Other comprehensive (loss)	-	-	-	(318,262)	(195,884)	(514,146)
	-	-	-	(318,262)	64,940,532	64,622,270
Issuance of bonus shares - note 4.2 *	10,672,200	(10,590,001)	-	-	(82,199)	-
Final cash dividend for the year ended						
June 30, 2024 @ Rs 134.00 per share *	-	-	-	-	(17,875,935)	(17,875,935)
Balance as at June 30, 2025	12,006,225	-	4,600,000	1,684,245	253,363,585	271,654,055

* Distribution to owners - recorded directly in equity

The annexed notes 1 to 45 form an integral part of these financial statements.



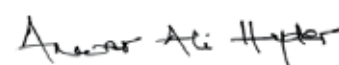
Nabeel Rasheed
Chief Financial Officer



Faheem Haider
Managing Director / CEO



Abid Niaz Hasan
Director



Lt Gen Anwar Ali Hyder
HI(M), (Retd)
Chairman

Statement of Cash Flows

for the year ended June 30, 2025

	Note	2025	2024
		(Rupees in thousand)	
Cash flows from operating activities			
Cash receipts from customers		228,258,396	205,884,591
Cash paid to the Government for Government levies		(84,988,207)	(67,677,628)
Cash paid to suppliers, employees and others - net		(55,455,407)	(21,282,816)
Income tax paid		(9,616,717)	(16,481,529)
Cash generated from operating activities		78,198,065	100,442,618
Cash flows from investing activities			
Property, plant and equipment		(16,626,258)	(22,014,418)
Development and production assets		(21,439,843)	(13,803,617)
Exploration and evaluation assets		(10,107,535)	(12,835,816)
Proceeds from disposal of property, plant and equipment		3,612	8,788
Investment in associate	16	(7,037,250)	(7,089,800)
Investment in wholly owned subsidiaries		(12,499,900)	(100)
Proceeds from the maturity of Term Finance Certificates		-	1,000,000
Income on mutual funds	33	4,292,304	2,328,472
Interest received		5,059,420	7,469,923
Cash utilized in investing activities		(58,355,450)	(44,936,568)
Cash flows from financing activities			
Repayment of long term financing		(125,000)	(93,750)
Redemption of preference shares		(216)	(88)
Finance cost paid		(40,111)	(50,985)
Lease rentals paid - net		(183,982)	-
Dividend paid		(17,750,220)	(20,657,329)
Cash utilized in financing activities		(18,099,529)	(20,802,152)
Increase in cash and cash equivalents		1,743,086	34,703,898
Cash and cash equivalents at beginning of the year		74,886,288	40,900,686
Effect of exchange rate changes		296,298	(718,296)
Cash and cash equivalents at end of the year	36	76,925,672	74,886,288

The annexed notes 1 to 45 form an integral part of these financial statements.



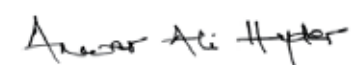
Nabeel Rasheed
Chief Financial Officer



Faheem Haider
Managing Director / CEO



Abid Niaz Hasan
Director



Lt Gen Anwar Ali Hyder
HI(M), (Retd)
Chairman

Notes to the Financial Statements

for the year ended June 30, 2025

1. LEGAL STATUS AND OPERATIONS

1.1 Mari Energies Limited ("MariEnergies or the Company") is a public limited company incorporated in Pakistan on December 4, 1984 under the repealed Companies Ordinance, 1984 (replaced by the Companies Act, 2017). During the year, the Company resolved to change its name from "Mari Petroleum Company Limited" to "Mari Energies Limited" and the said name change has been registered by the Securities and Exchange Commission of Pakistan on January 7, 2025. The shares of the Company are listed on the Pakistan Stock Exchange Limited. The Company is principally engaged in exploration, production and sale of hydrocarbons. The registered office of the Company is situated at 21 Mauve Area, 3rd Road, G-10/4, Islamabad.

1.2 Geographical location of blocks/fields/licenses is as under:

Blocks/Fields/Licenses	Location
Mari Field, Sujawal block, Sukkur block, Taung block, Hala block, Shah Bandar block and Khetwaro block	Sindh
Zarghun South Field, Kohlu block, Ziarat block, Harnai block, Block 28, Bela West block, Killa Saifullah block, Nareli block, Sharan block, Hanna block, Dadhar block, Mach block, Kalat West block, Lugai block, Shaigalu block, South Pishin block, Tanishpa block and EL-186 (Mining License)	Balochistan
Waziristan block, Kohat block and Wali West block	Khyber Pakhtunkhwa (KPK)
Ghuri block and North Dhurnal block	Punjab
Karak block, Peshawar East block and Zindan block	KPK and Punjab
Meeranpur block, Sui North block, Kalchas block and Kalchas South block	Balochistan and Punjab
Margala block	Islamabad, KPK and Punjab

The Company's largest field is Mari Field which is located at Daharki, District Ghotki, Sindh.

2. BASIS OF PREPARATION

2.1 Statement of compliance

These financial statements have been prepared in accordance with the accounting and reporting standards as applicable in Pakistan. The accounting and reporting standards as applicable in Pakistan comprise of International Financial Reporting Standards (IFRS), issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017 and provisions of and directives issued under the Companies Act, 2017. Where the provisions of and directives issued under the Companies Act, 2017 differ from IFRS, the provisions of and directives issued under the Companies Act, 2017 have been followed.

2.2 Basis of measurement

These financial statements have been prepared under the historical cost convention except as otherwise disclosed.

These financial statements are the separate financial statements of the Company in which investment in subsidiary is accounted for at cost less accumulated impairment, if any. Consolidated financial statements are prepared separately.

2.3 Functional and presentation currency

These financial statements are presented in Pakistan Rupees (Rupees), which is the functional currency of the Company. All figures are rounded off to the nearest thousand of Rupees.

2.4 Significant accounting judgements, estimates and assumptions

The preparation of these financial statements in conformity with the approved accounting and reporting standards as applicable in Pakistan requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making judgment about the carrying amounts of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which estimates are revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

In the process of applying the Company's accounting policies, the management has made the following estimates, assumptions and judgements which are significant to these financial statements:

a) Estimation of oil and gas reserves - note 3.7 and note 14

Oil and gas commercial reserves are an important element in calculation of amortization charge and for impairment testing of development and production assets of the Company. Reserve estimates involve some degree of uncertainty, require the application of judgement and are subject to future revision. Reserves are estimated by reference to available reservoir and well information, including production and pressure trends for producing reservoirs and, in some cases, subject to definitional limits, to similar data from other producing reservoirs. All reserve estimates are subject to revision, either upward or downward, based on new information, such as from development, drilling and production activities or from changes in economic factors, including contract terms or development plans.

b) Exploration and evaluation expenditure - note 3.6 and note 15

The Company's accounting policy for exploration and evaluation expenditure results in certain items of expenditure being capitalized where it is considered likely to be recoverable by future exploration or sale or where the activities have not reached a stage which permits a reasonable assessment of the existence of commercial reserves. This policy requires management to make certain estimates and assumptions as to future events and circumstances, in particular whether an economically viable extraction operation can be established. Any such estimates and assumptions may change as new information becomes available. If, after having capitalized the expenditure under the policy, a judgement is made that recovery of the expenditure is unlikely, the relevant capitalized amount is charged to the statement of profit or loss in the period when such judgement is made.

c) Development and production expenditure - note 3.7 and note 14

Development and production activities commence after project sanctioning by the appropriate approving authority. Judgement is applied by the management in determining whether a project is economically viable before obtaining project sanction approval. In exercising this judgement, management is required to make certain estimates and assumptions similar to those described above for capitalized exploration and evaluation expenditure. Any such estimates and assumptions may change as new information becomes available. If, after having commenced development activity, a judgement is made that a development and production asset is impaired, the appropriate amount is charged to the statement of profit or loss in the period when such judgement is made.

Notes to the Financial Statements

for the year ended June 30, 2025

d) Provision for decommissioning cost - note 3.3 and note 8.1

Provision is recognized for the future decommissioning and restoration of oil and gas wells, production facilities and pipelines at the end of their economic lives. The timing of recognition requires the application of judgement to existing facts and circumstances, which can be subject to changes. Estimates of the amounts of provision are based on current legal and constructive requirements, technology and price levels. Provision is based on best current estimates, however, because actual outflows may differ from estimates due to changes in laws, regulations, public expectations, technology, prices and conditions, and can take place many years in the future, the carrying amount of provision is reviewed periodically and adjusted to take account of significant changes.

e) Property, plant and equipment - note 3.5 and note 13

The Company reviews the appropriateness of useful lives and method of depreciation of property, plant and equipment at each reporting date. Any change in the estimates may affect the carrying amounts of respective items of property, plant and equipment with a corresponding effect on the depreciation charge and impairment, if any.

f) Employee benefits - note 3.4 and note 37

Certain actuarial assumptions have been adopted as disclosed in note 37 to the financial statements for determination of present value of defined benefit obligations and fair value of plan assets.

g) Income taxes - note 3.1, note 9 and note 34

In making the estimates of income taxes currently payable by the Company, the management takes into account the income tax law applicable to the Company and guidance based on the decisions of appellate authorities in the past. This involves judgement on the future tax treatment of certain transactions. Deferred tax is recognized to reflect the tax consequences that would follow from the manner in which the entity expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

h) Measurement of the expected credit loss allowance - note 3.14 and note 38

The measurement of the Expected Credit Loss ("ECL") allowance for financial assets measured at amortized cost is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behavior (e.g. the likelihood of counter parties defaulting and the resulting losses).

Elements of the ECL models that are considered accounting judgments and estimates include various formulas and choice of inputs, macroeconomic scenarios and economic inputs along with their effect on Probability of Default (PDs), Exposure At Default (EADs) and Loss Given Default (LGDs).

As referred in note 2.6 to these financial statements, the Securities and Exchange Commission of Pakistan (SECP) has deferred applicability of ECL model in respect of financial assets due from the Government of Pakistan (GoP). Accordingly, the Company reviews the recoverability of its financial assets that are due directly/ ultimately from GoP to assess whether there is any objective evidence of impairment as per requirements of IAS 39 'Financial Instruments: Recognition and Measurement' at each reporting date.

i) Leases and right-of-use assets - note 3.13, note 7, note 13 and note 17

The Company assesses whether a contract is or contains a lease or a sublease at inception of the contract. This assessment involves the exercise of judgment to determine if the control of an identified asset has been passed between the parties. Control exists if substantially all of the economic benefits from the use of the asset are transferred to the lessee and the lessee has the ability to direct its use for a period of time. Further, the Company assesses the lease term as the non-cancellable lease term in line with lease contract together with the period for which the Company has extension options if it is reasonably certain to be exercised or to purchase the underlying asset and the periods covered by an option to terminate the lease,

if it is reasonably certain not to be exercised. For contracts that contain a lease component, the Company allocates the consideration in the contract to each lease component on the basis of its relative standalone prices. Further, the judgement is made whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to classify the lease as a finance or operating lease.

j) Stores and spares - note 3.8 and note 20

The Company reviews the stores and spares for possible write downs/ provisions on a periodic basis, which may affect the carrying amounts of the respective items of stores and spares with a corresponding effect on the provision.

k) Contingencies - note 3.16 and note 12

The assessment of the contingencies inherently involves the exercise of significant judgment as the outcome of the future events cannot be predicted with certainty. The Company, based on the availability of the latest information, estimates the value of contingent assets and liabilities, which may differ on the occurrence / non-occurrence of the uncertain future event(s).

l) Joint arrangements - note 3.10

The Company participates in several joint arrangements. Judgment is required in order to determine their classification as a joint venture where the Company has rights to the net assets of the arrangement or a joint operation where the Company has rights to the assets and obligations for the liabilities of the arrangement. In making this judgment, consideration is given to the legal form of the arrangement, the contractual terms and conditions as well as other facts and circumstances.

2.5 New and amended standards and interpretations

There are certain amendments to the accounting and reporting standards which became applicable to the Company on July 1, 2024. However, these amendments do not have any significant impact on the Company's financial statements.

The following standards and amendments will be effective for accounting periods, beginning on or after the date mentioned against each of them.

- Amendment to IAS 21 'The Effects of Changes in Foreign Exchange Rates', - Lack of Exchangeability (effective for annual reporting periods beginning on or after January 1, 2025 with early adoption available). This amendment clarifies that a currency is exchangeable when an entity is able to exchange that currency for the other currency through markets or exchange mechanisms that create enforceable rights and obligations without undue delay at the measurement date and for a specified purpose; a currency is not exchangeable into the other currency if an entity can only obtain an insignificant amount of the other currency.
- Amendment to IFRS 7 'Financial Instruments: Disclosures' and IFRS 9 'Financial Instruments' - Classification and Measurement of Financial Instruments (effective for annual reporting periods beginning on or after January 1, 2026 with early adoption available). These amendments clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system; clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion; add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets); and make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).
- Amendment to IFRS 7 'Financial Instruments: Disclosures' and IFRS 9 'Financial Instruments' - Contracts Referencing Nature-dependent Electricity (effective for annual reporting periods beginning on or after

Notes to the Financial Statements

for the year ended June 30, 2025

January 1, 2026 with early adoption available). These amendments change the 'own use' and hedge accounting requirements of IFRS 9 and include targeted disclosure requirements to IFRS 7. These amendments apply only to 'contracts referencing nature-dependent electricity' that expose an entity to variability in the underlying amount of electricity because the source of its generation depends on uncontrollable natural conditions (such as the weather).

- IFRS 17 'Insurance Contracts' establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts within the scope of the Standard. The objective of IFRS 17 is to ensure that an entity provides relevant information that faithfully represents those contracts. This information gives a basis for users of financial statements to assess the effect that insurance contracts have on the entity's financial position, financial performance and cash flows. SECP vide its SRO 1715(I)/2023 dated November 21, 2023 has directed that IFRS 17 shall be followed for the period commencing January 1, 2026 by companies engaged in insurance / takaful and re-insurance / re-takaful business.
- In July 2024, the IASB issued 'Annual improvements to IFRS – Volume 11' (Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7). The amendments are effective for annual reporting periods beginning on or after January 1, 2026 with early adoption available.

The above standards and amendments to approved accounting standards have not been early adopted by the Company and are not likely to have any material impact on the Company's financial statements.

Other than the aforesaid standards and amendments, IASB has also issued the following standards and interpretation, which have not been notified locally or declared exempt by the SECP as at June 30, 2025:

- IFRS 1 (First-time Adoption of International Financial Reporting Standards)
- IFRS 18 (Presentation and Disclosure in Financial Statements)
- IFRS 19 (Subsidiaries without Public Accountability: Disclosures)
- IFRIC 12 (Service Concession Arrangements)

2.6 Exemption from application of Expected Credit Losses model

The Securities and Exchange Commission of Pakistan (SECP) through S.R.O. 1784(I)/2024 dated November 4, 2024 has notified that in respect of companies holding financial assets due or ultimately due from the Government of Pakistan (GoP) in respect of circular debt, the requirements contained in IFRS 9 'Financial Instruments' with respect to application of Expected Credit Losses (ECL) model shall not be applicable for financial years ending on or before December 31, 2025, provided that such companies shall follow relevant requirements of IAS 39 'Financial Instruments: Recognition and Measurement' in respect of above referred financial assets during the exemption period.

Consequently, the Company has not recorded impact of application of ECL model on the financial assets due directly/ultimately from the GoP in these financial statements.

3. ACCOUNTING POLICIES

A) MATERIAL ACCOUNTING POLICIES

The material accounting policies set out below have been applied consistently to all periods presented in these financial statements.

3.1 Income tax

Income tax comprises current and deferred tax and it is recognized in profit or loss except to the extent that it relates to items recognized outside of profit or loss (whether in other comprehensive income or directly in equity), if any, in which case the tax amounts are recognized outside of profit or loss.

Current

Provision for current income tax is based on taxable income at the applicable tax rates after taking into account tax credits and tax rebates, if any.

Deferred

The Company accounts for deferred tax using the 'liability method' in respect of all temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases. Deferred tax liabilities are recognized for all taxable temporary differences and deferred tax assets are recognized to the extent, it is probable that taxable profits will be available against which deductible temporary differences, unused tax losses and unused tax credits can be utilized.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted at the date of the statement of financial position.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets and they relate to income taxes levied by the same tax authority.

3.2 Provisions

Provisions are recognized when the Company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of obligation. Provisions are reviewed at each reporting date and adjustments are made, where required, to reflect the current best estimate.

3.3 Decommissioning cost

The activities of the Company normally give rise to obligations for site restoration, which may include abandonment and removal of wells, facility decommissioning and dismantling, removal or treatment of waste materials, land rehabilitation and site restoration.

Liabilities for decommissioning cost are recognized when the Company has an obligation for site restoration and a reliable estimate of that liability can be made. The amount recognized is the estimated cost of decommissioning based on current requirements, technology and price levels and is discounted to its present value over the useful economic life of the reserves. The associated decommissioning cost asset is capitalized to the cost of property, plant and equipment, development and production assets and exploration and evaluation assets, as the case may be. The recognized amount of decommissioning cost asset is subsequently amortized/depreciated as part of the capital cost of the development and production assets and property, plant and equipment.

While the provision is based on the best estimates, there is uncertainty regarding both the amount and timing of incurring these costs. Any change in the present value of the estimated expenditure is dealt with prospectively and reflected as an adjustment to the provision and a corresponding adjustment to property, plant and equipment, development and production assets and exploration and evaluation assets, as the case may be. The unwinding of discount on decommissioning provision is recognized as finance cost in the statement of profit or loss.

The decommissioning cost has been discounted at a real discount rate of 1.30% (2024: 1.30%) per annum.

Notes to the Financial Statements

for the year ended June 30, 2025

3.4 Employee benefits

The Company operates following plans for its eligible employees:

i) Defined benefit funded and unfunded plans:

- a) The Company makes contributions to funded plans and records liability for funded and unfunded plans on the basis of actuarial valuations, carried out annually by independent actuaries using the "Projected Unit Credit Method" and the latest valuation was carried out as at June 30, 2025. The results of the valuation are summarized in note 37 to these financial statements.

The Company's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the present value of the future benefit that employees have earned in return for their service in the current and prior years. Past service cost and curtailments are recognized in the statement of profit or loss, in the year in which change takes place.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited in other comprehensive income in the year in which they arise.

- b) The Company has the policy to provide for compensated absences of its employees in accordance with respective entitlement on cessation of service; related expected cost thereof has been recognized in the statement of profit or loss.

ii) Defined contribution provident fund, for which Rs 364,369 thousand (2024: Rs 294,113 thousand) are charged to the statement of profit or loss for the year. The contributions to the fund are made by the Company at the rate of 10% of the basic salary.

3.5 Property, plant and equipment

Property, plant and equipment except freehold land are stated at cost less accumulated depreciation and accumulated impairment losses, if any. Freehold land is stated at cost less accumulated impairment losses, if any. Cost in relation to property, plant and equipment comprises acquisition and other directly attributable costs to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by the management and decommissioning cost as referred in note 3.3 to these financial statements. The cost of self constructed assets also includes the cost of materials, direct labour and any other costs directly attributable to bringing the assets to working condition for their intended use.

Depreciation on property, plant and equipment is charged to the statement of profit or loss using the straight line method at rates specified in note 13 to these financial statements except for decommissioning cost which is charged on unit of production basis, so as to write off the cost of property, plant and equipment over their estimated useful lives.

Depreciation on additions to property, plant and equipment is charged from the month in which an asset is available for use while no depreciation is charged for the month in which the asset is derecognized.

Subsequent costs are included in the assets' carrying amounts when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. Carrying amount of parts so replaced, if any, is derecognized. All other repairs and maintenance are charged to the statement of profit or loss as and when incurred. Gains and losses on disposals are credited or charged to the statement of profit or loss in the year of disposal.

Capital work in progress is stated at cost less impairment losses, if any, and transferred to respective item of property, plant and equipment when available for intended use.

The carrying amounts of the Company's assets are reviewed at each reporting date to determine whether there is any indication of impairment loss. If any such indication exists, the recoverable amount of such assets is estimated and impairment losses are recognized in the statement of profit or loss. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised recoverable amount but limited to the extent of the carrying amount that would have been determined (net of depreciation) had no impairment loss been recognized for the asset in prior years. A reversal of the impairment loss is recognized as income in the statement of profit or loss.

3.6 Exploration and evaluation assets

The Company applies the "successful efforts" method of accounting for Exploration and Evaluation (E&E) expenditures related to its oil & gas business. Under this method of accounting, all property acquisitions and exploratory/evaluation drilling expenditures are initially capitalized as E&E assets by well, field or exploration area, as appropriate, till such time that technical feasibility and commercial viability of extracting gas and oil are demonstrated.

Major costs capitalized include material, chemical, fuel, well services, rig costs, cost of recognizing provisions for future site restoration and decommissioning and any other cost directly attributable to a particular well. All other exploration costs including cost of technical studies, seismic acquisition and processing, geological and geophysical activities are charged against income as exploration and prospecting expenditure. Costs incurred prior to having obtained the legal rights to explore an area are charged directly to the statement of profit or loss as and when incurred.

Tangible assets used in E&E activities including the Company's vehicles, drilling rigs and other property, plant and equipment used by the Company's exploration function are classified as property, plant and equipment. However, to the extent that such a tangible asset is consumed in developing an E&E asset, the amount reflecting that consumption is recorded as part of the cost of the E&E asset. Such costs include directly attributable overheads, together with the cost of other materials consumed during the exploration and evaluation phases.

E&E assets relating to each exploration license/field are carried forward, until the existence or otherwise of commercial reserves have been determined subject to certain limitations including review for indications of impairment. If commercial reserves have been discovered, the carrying value after any impairment loss of the relevant E&E assets is then reclassified as development and production assets. Otherwise, the capitalized costs are written off as dry hole costs. E&E assets are not amortized.

E&E assets are assessed for impairment when facts and circumstances indicate that carrying amounts may exceed the recoverable amounts of these assets. Such indicators include, the point at which a determination is made as to whether or not commercial reserves exist, the period for which the Company has right to explore has either expired or will expire in the near future and is not expected to be renewed, substantive expenditure on further exploration and evaluation activities is not planned or budgeted and any other event, that may give rise to indication that such assets are impaired.

Where an impairment loss subsequently reverses, the carrying amount of the E&E assets is increased to the revised recoverable amount but limited to the extent of the carrying amount that would have been determined had no impairment loss being recognized for the E&E assets in prior years. A reversal of the impairment loss is recognized as income in the statement of profit or loss.

3.7 Development and production assets

Development and production assets represent the cost of developing the discovered commercial reserves, together with the capitalized E&E expenditures transferred from E&E assets as outlined in note 3.6 above.

Notes to the Financial Statements

for the year ended June 30, 2025

The cost of development and production assets also includes the cost of acquisitions of such assets, directly attributable overheads, production bonus and the cost of recognizing provisions for future site restoration and decommissioning. Development and production assets are amortized on a unit of production basis, which is the ratio of production for the year to the estimated quantities of proved developed reserves at the end of the year plus the production for the year.

Changes in the estimates of commercial reserves are dealt with prospectively. Acquisition cost of leases, where commercial reserves have been discovered, are capitalized and amortized on unit of production basis.

Impairment test of development and production assets is also performed whenever events and circumstances arising during the development and production phase indicate that carrying amounts of the development and production assets may exceed their recoverable amount. Such circumstances depend on the interaction of a number of variables, such as the recoverable quantities of hydrocarbons, the production profile of the hydrocarbons, the cost of the development of the infrastructure necessary to recover the hydrocarbons, the production costs, the contractual duration of the production concession and the net selling price of the hydrocarbons produced.

The carrying amounts are compared against expected recoverable amounts of the oil and gas assets, generally by reference to the present value of the future net cash flows expected to be derived from such assets. The cash generating unit applied for impairment test purpose is generally field by field basis, except that a number of fields may be grouped as a single cash generating unit where the cash flows of each field are inter-dependent.

Where an impairment loss subsequently reverses, the carrying amount is increased to the revised recoverable amount but limited to the extent of the carrying amount that would have been determined had no impairment loss being recognized in prior years. A reversal of the impairment loss is recognized as income in the statement of profit or loss.

3.8 Stores and spares

These are valued at the lower of cost and net realizable value less allowance for obsolete and slow moving items. Material in transit is valued at cost. Cost is determined on the moving average basis and comprises cost of purchases and other costs incurred in bringing the items to their present location and condition. Net realizable value signifies the estimated selling price in the ordinary course of business less costs necessarily to be incurred in order to make the sale.

When stores and spares meet the definition of property, plant and equipment, they are classified as stores and spares held for capital expenditure under property, plant and equipment.

3.9 Revenue recognition

Revenue from contracts with customers is recognized when or as the Company satisfies a performance obligation by transferring of promised good or service to a customer. In case of goods, the Company principally satisfies its performance obligations at a point in time. The transfer of control of hydrocarbons usually coincides with the delivery of the same to customers.

When, or as, a performance obligation is satisfied, the Company recognizes as revenue the amount of the transaction price that is allocated to that performance obligation. The transaction price is the amount of consideration to which the Company expects to be entitled. Effect of adjustment, if any, arising from revision in sale price is reflected as and when the prices are finalized with the customers and/or approved by the Government.

Amounts billed or received prior to being earned, are deferred and recognized as deferred income. The Company recognizes revenue on take or pay arrangements with the customers only to the extent that it is highly probable that a significant reversal in the amount recognized will not occur when the uncertainty, if any, associated with the revenue is subsequently resolved. The Company considers such uncertainty as resolved when such revenue is received by the Company and customer cannot adjust the unused paid volumes in the future.

3.10 Joint operations

Investments in joint arrangements are classified as either joint operations or joint ventures depending on contractual rights and obligations of the parties to the arrangement. The Company has assessed the nature of its arrangements and determined them to be joint operations.

The Company has recognized its share of assets, liabilities, revenues and expenses jointly held or incurred under the joint operations on the basis of latest available audited financial statements of the joint operations and where applicable, the cost statements received from the operator of the joint venture, for the intervening period up to the statement of financial position date. Unrealized gains on transactions between the Company and its joint operations are eliminated to the extent of Company's interest in the joint operations.

3.11 Investment in associates

An associate is an entity over which the Company has significant influence and that is neither a subsidiary nor an interest in a joint venture. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies. The results, assets and liabilities of the associate are incorporated in these financial statements using the equity method of accounting.

Under this method, investment in associates is carried in the statement of financial position at cost as adjusted for post acquisition changes in the Company's share of profits / losses and dividends of the associate, less any impairment in the value of investment. Dividend distribution by the associate is adjusted against the carrying amount of investment. Unrealized gains on transactions between the Company and its associate are eliminated to the extent of the Company's interest in the associate. The Company's share of post-acquisition profit or loss is included in the statement of profit or loss and its share of post-acquisition other comprehensive income or loss is included in the statement of comprehensive income.

At each reporting date, the Company determines whether there is objective evidence that the investment in associate is impaired. If there is such evidence, the Company calculates the amount of impairment as the difference between the recoverable amount of associate and its carrying value, and then recognizes the impairment loss in the statement of profit or loss.

3.12 Investment in subsidiaries

Subsidiaries are entities over which the Company has control. The Company controls an entity when it is exposed or has right to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Investment in subsidiary is initially recognized at cost, which is the fair value of the consideration paid / payable on acquisition of the subsidiary. At subsequent reporting date, investment in subsidiary is stated at cost less accumulated impairment losses, if any. Impairment losses and their reversals are recognized in the statement of profit or loss. However, the reversal of impairment losses is restricted to the extent of initial cost of investment.

The profits and losses of subsidiaries are carried forward in the financial statements of subsidiaries and are not dealt within these financial statements except to the extent of dividend declared by the subsidiaries. Gains and losses on disposal of investment is included in the statement of profit or loss.

Notes to the Financial Statements

for the year ended June 30, 2025

At each reporting date, the Company determines whether there is objective evidence that the investment in subsidiary is impaired. If there is such evidence, the Company calculates the amount of impairment as the difference between the recoverable amount of subsidiary and its carrying value, and then recognizes the impairment loss in the statement of profit or loss.

3.13 Leases

a) As a lessee

The Company recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use asset

The Company assesses whether a contract is or contains a lease at the inception of the contract. If the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration, the Company recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the underlying asset or the end of the lease term, unless the cost of the right-of-use asset reflects that the Company will exercise a purchase option, in which case, the right-of-use asset is depreciated from the commencement date to the end of the useful life of the underlying asset. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

Where the Company determines that the lease term of identified lease contracts are short term in nature i.e. with a lease term of twelve months or less at the commencement date, the right-of-use assets is not recognized and payments made in respect of these leases are charged in the statement of profit or loss.

Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or if that rate cannot be readily determined, the Company's incremental borrowing rate.

Lease payments in the measurement of the lease liability comprise the following:

- a. fixed payments, including in-substance fixed payments;
- b. variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- c. amounts expected to be payable under a residual value guarantee; and
- d. the exercise price under a purchase option that the Company is reasonably certain to exercise, lease payments in an optional renewal period if the Company is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Company is reasonably certain not to terminate early.

The lease liability is measured at amortized cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, or if the Company changes its assessment of whether it will exercise a purchase, extension or termination option.

b) As a lessor

As a lessor, the Company determines at lease inception whether the lease is a finance lease or an operating lease. To classify each lease, the Company makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to the lessee.

Finance lease

Leases where the Company transfers substantially all of the risks and rewards incidental to the ownership of an asset to the lessee are classified as finance leases.

The Company derecognizes the underlying asset and recognizes a receivable at an amount equal to the net investment in a finance lease. Net investment in a finance lease is measured at an amount equal to the sum of the present value of lease payments from lessee including any unguaranteed residual value of the underlying asset. Initial direct costs are also included in the initial measurement of the net investment. Variable lease payments that depend on an index are included in the measurement of net investment in lease based on the index at the inception of the lease and impacts of subsequent changes in index are recognized annually in profit or loss. Lease income is recognized over the term of the lease using the net investment method so as to reflect a constant periodic rate of return.

Operating lease

The Company classifies a lease as an operating lease if the lease does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee. The Company recognizes lease payments received under operating lease as lease income on a straight-line basis over the lease term.

If an arrangement contains lease and non-lease components, the Company allocates the consideration in the contract to the lease and non-lease components based on the standalone selling prices.

3.14 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

a) Financial assets

Financial assets are recognized initially at fair value, normally being the transaction price. In the case of financial assets not classified at fair value through profit or loss, directly attributable transaction costs are also included. The subsequent measurement of financial assets depends on their classification, as set out below. The Company derecognizes financial assets when the contractual rights to the cash flows expire or it transfers the financial asset that qualifies for derecognition.

The Company classifies its financial assets (debt instruments) at amortized cost, fair value through other comprehensive income or fair value through profit or loss. The classification depends on the business model for managing the financial assets and the contractual cash flow characteristics of the financial asset. The Company determines the classification of financial asset at initial recognition.

Notes to the Financial Statements

for the year ended June 30, 2025

(i) Financial assets measured at amortized cost

Financial assets are classified at amortized cost when they are held in a business model whose objective is to collect contractual cash flows, and the contractual cash flows represent solely payments of principal and interest. Such assets are carried at amortized cost using the effective interest method if the time value of money is significant. Interest income from these financial assets, impairment losses, and gain or loss arising on derecognition are recognised directly in profit or loss.

(ii) Financial assets measured at fair value through other comprehensive income

Financial assets are classified at fair value through other comprehensive income when they are held in a business model whose objective is both to collect contractual cash flows and sell the financial assets, and the contractual cash flows represent solely payments of principal and interest. Such assets are carried on the statement of financial position at fair value with gains or losses recognized in the other comprehensive income.

(iii) Financial assets measured at fair value through profit or loss

Financial assets are classified at fair value through profit or loss when the asset does not meet the criteria to be measured at amortized cost or fair value through other comprehensive income. Such assets are carried on the statement of financial position at fair value with gains or losses recognized in the statement of profit or loss.

b) Financial liabilities

The measurement of financial liabilities depends on their classification, as follows:

(i) Financial liabilities measured at fair value through profit or loss

Financial liabilities that meet the definition of held for trading are classified at fair value through profit or loss. Such liabilities are carried on the statement of financial position at fair value with gains or losses recognized in the statement of profit or loss.

(ii) Financial liabilities measured at amortized cost

All other financial liabilities are initially recognized at fair value, net of directly attributable transaction costs.

After initial recognition, other financial liabilities are subsequently measured at amortized cost using the effective interest method.

c) Fair value measurement

Fair value is the price that would be received from sale of an asset or paid to transfer a liability in an orderly transaction between market participants. The Company categorizes assets and liabilities measured at fair value into one of three levels depending on the ability to observe inputs employed in their measurement. Level 1 inputs are quoted prices in active markets for identical assets or liabilities. Level 2 inputs are inputs that are observable, either directly or indirectly, other than quoted prices included within level 1 for the asset or liability. Level 3 inputs are unobservable inputs for the asset or liability reflecting significant modifications to observable related market data or the Company's assumptions about pricing by market participants.

d) Off-setting of financial assets and liabilities

A financial asset and a financial liability is offset and the net amount is reported in the statement of financial position if the Company has a legally enforceable right to set-off the recognized amounts and intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

e) Impairment of financial assets

The Company recognizes loss allowance for Expected Credit Losses (ECL) on financial assets measured at amortized cost except for financial assets due directly/ ultimately from the GoP on which ECL model is not applicable, as explained in note 2.6 to these financial statements. For trade debts, other than trade debts on which ECL model is not applicable, the Company applies IFRS 9 simplified approach to measure the ECL using a life time expected allowance. For other financial assets, the Company uses General 3-stage approach i.e. to measure ECL through loss allowance at an amount equal to 12-month ECL, if credit risk on a financial instrument has not increased significantly since initial recognition. And if credit risk on such financial instrument has increased significantly since initial recognition, the Company measures ECL based on credit losses expected over the remaining life of the financial instrument. Life time ECLs are the ECLs that results from all possible default events over the expected life of a financial instrument. 12 months' ECL are portion of ECL that result from default events that are possible within 12 months after the reporting date.

The measurement of expected credit losses is a function of the probability of default, loss given default and exposure at default. The expected credit loss is estimated as the difference between the asset's carrying amount and the present value of the future cash flows the Company expects to receive discounted at the financial asset's original effective interest rate. The carrying amount of the asset is adjusted, with the amount of the impairment loss or reversal recognized in the statement of profit or loss. Financial assets are written off where the Company has no reasonable expectation of recovering amounts due.

In respect of financial assets due directly/ ultimately from the GoP on which ECL model is not applicable as referred to in note 2.6 to these financial statements, the financial asset is assessed at each reporting date to determine whether there is any objective evidence that it is impaired. A financial asset is considered to be impaired if objective evidence indicates that one or more events have occurred having negative effect on the estimated future cash flows of that asset.

3.15 Finance income and finance cost

Interest income on financial assets at amortized cost is calculated using the effective interest method and is recognized in the statement of profit or loss as part of finance income. Interest income is calculated by applying the effective interest rate to gross carrying amount of a financial asset except for financial assets that subsequently become credit impaired. For credit impaired financial assets, the effective interest rate is applied to the net carrying amount of the financial assets. Dividend income is recognized when the right to receive is established. Foreign currency gains and losses are reported on a net basis. The Company recognizes interest on delayed payments from counter parties on probability of receipt basis.

Mark up, interest and other charges on borrowings are charged to profit or loss in the period in which they are incurred. Borrowing costs which are directly attributable to the acquisition, construction or production of a qualifying asset are capitalized as part of the cost of that asset. The Company suspends capitalization of borrowing costs during extended period when active development of a qualifying asset is suspended.

3.16 Contingent liabilities

A contingent liability is disclosed when the Company has a possible obligation as a result of past events, whose existence will be confirmed only by the occurrence or non-occurrence, of one or more uncertain future events not wholly within the control of the Company; or the Company has a present legal or constructive obligation that arises from past events, but it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability.

Notes to the Financial Statements

for the year ended June 30, 2025

3.17 Cash and cash equivalents

For the purpose of the statement of cash flows, cash and cash equivalents comprise cash on hand, bank instruments, balances with banks and include short term highly liquid investments that are readily convertible to the known amounts of cash and are subject to an insignificant risk of change in value.

B) OTHER ACCOUNTING POLICIES

Other than material accounting policies that are applied in the preparation of these financial statements are set out below for ease of user's understanding of these financial statements. These policies have been applied consistently for all periods presented, unless otherwise stated.

3.18 Foreign currencies

Foreign currency transactions and translations

Transactions in foreign currencies are recorded at the rate of exchange prevailing on the date of the transaction. All monetary assets and liabilities in foreign currencies are translated into Rupees at the rate of exchange prevailing at the statement of financial position date. All exchange differences are taken to the statement of profit or loss.

Foreign operation

The transactions of foreign operation are translated at the rate of exchange prevailing on the date of transaction. All monetary and non-monetary assets and liabilities of foreign operation are translated into Rupees at exchange rate prevailing at the date of statement of financial position and the resulting currency translation differences are recognized in other comprehensive income and accumulated as a separate reserve in equity until the disposal of the foreign operation, upon which these are reclassified from other comprehensive income to profit or loss when gain or loss on disposal is recognized.

3.19 Dividend distribution

Dividend is recognized as a liability in the financial statements in the period in which it is declared.

3.20 Government grant

Government grant is recognized where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. The benefit provided by the government under a loan arrangement at a below-market rate of interest is treated as a government grant. The loan obtained at below-market rate of interest is recognized and measured in accordance with IFRS 9 'Financial Instruments' and the benefit of the below-market rate of interest is government grant, which is measured as the difference between the initial carrying value of the loan determined in accordance with IFRS 9 and the proceeds received. Government grants related to assets are presented in the statement of financial position as a reduction to the carrying amount of the relevant assets.

	Note	2025 (Rupees in thousand)	2024
4. SHARE CAPITAL			
Authorized capital			
17,000,000,000 (2024: 17,000,000,000)			
ordinary shares of Rs 10 each		170,000,000	170,000,000
Issued, subscribed and paid up capital			
24,850,007 (2024: 24,850,007) ordinary shares of			
Rs 10 each issued for cash		248,500	248,500
11,899,993 (2024: 11,899,993) ordinary shares of			
Rs 10 each issued for consideration other than cash	4.1	119,000	119,000
1,163,872,500 (2024: 96,652,500) ordinary shares of			
Rs 10 each issued as bonus shares	4.2, 4.3 & 4.4	11,638,725	966,525
		12,006,225	1,334,025

4.1 This represents shares allotted to the Government of Pakistan (GoP) and Fauji Foundation in consideration for transfer of assets and liabilities of Pak Stanvec Petroleum Project.

4.2 The Board of Directors in its meeting held on August 8, 2024 proposed issuance of bonus shares in ratio of eight shares for every one share held (i.e. Rs 10,672,200 thousand), which were subsequently issued after approval of the shareholders in the Annual General Meeting held on September 24, 2024. Out of Rs 10,672,200 thousand, Rs 10,590,001 thousand have been appropriated out of 'capital redemption reserve fund' while balance amount of Rs 82,199 thousand have been appropriated out of 'unappropriated profit'.

4.3 This includes issuance of bonus shares in the ratio of eight shares for every one share held by the related parties of the Company i.e., Fauji Foundation, Oil and Gas Development Company Limited and Government of Pakistan.

4.4 10,783,423 bonus shares have not been issued as at June 30, 2025 due to pending resolution of issue relating to deduction of withholding income tax on issuance of bonus shares (2024: 736,120 bonus shares).

4.5 Major shareholding is as follows:

	2025 (Percentage)	2024
Fauji Foundation	40.00 *	40.00 *
Oil and Gas Development Company Limited (OGDCL)	20.00 *	20.00 *
Government of Pakistan	19.99	19.99

* Shareholding includes 4,002,075 and 2,001,038 bonus shares (2024: 444,675 and 222,338 bonus shares) of Fauji Foundation and OGDCL respectively, which have not been issued as at year end due to pending resolution of issue as referred to in note 4.4 to these financial statements.

Notes to the Financial Statements

for the year ended June 30, 2025

4.6 Distribution of shareholders

Category	2025 (Number of shares)	2024
Sponsor shareholders	960,336,333	106,704,040
Directors	29,259	1,008
Others	240,256,908	26,697,452
	1,200,622,500	133,402,500

There are no foreign shareholders including natural persons who hold more than 5% of the shareholding.

4.7 Rights and privileges in the Participation and Shareholders Agreement (PSA)

A Participation and Shareholders Agreement (PSA) was signed among sponsor shareholders i.e. Fauji Foundation, the GoP and OGDCL on June 3, 1985 which contained the rights and privileges of the parties. PSA was later amended through a Supplemental PSA dated July 25, 1992.

Right of First Refusal

If any of the sponsor shareholders desires to sell or transfer its shares in the Company in whole or in part, the remaining sponsor shareholders shall have the first right to purchase such shares, subject to the conditions and in the manner prescribed in the PSA.

Board Selection

The membership of the Board of Directors of the Company shall reflect as closely as possible the proportion in which shares of the Company are held by the sponsor shareholders and others.

Management Right

The management of the affairs and the business of the Company shall vest in and be conducted by Fauji Foundation through a Managing Director exclusively nominated by Fauji Foundation.

	Note	2025 (Rupees in thousand)	2024
5. OTHER RESERVES			
Capital redemption reserve fund	5.1	-	10,590,001
Self insurance reserve	5.2	4,600,000	4,600,000
Foreign currency translation reserve	5.3	1,684,245	2,002,507
		6,284,245	17,192,508

5.1 During the year, this reserve was utilized for issuance of bonus shares as explained in note 4.2 to these financial statements.

5.2 The Company has set aside a specific capital reserve for self insurance of assets which have not been insured, for uninsured risks and for deductibles against insurance claims.

5.3 This reserve represents accumulated balance of translation effect of a foreign operation into Rupees, net of related tax effects, as per the Company's accounting policy.

6. LONG TERM FINANCING

Under 'Temporary Economic Relief Facility' (TERF) announced by the State Bank of Pakistan (SBP), the Company secured financing of Rs 1 billion during the year ended June 30, 2022 for installation of stand-alone processing facilities at Mari field for low BTU gas being processed at Sachal Gas Processing Complex for enhancement of production from Mari Field. TERF was obtained through a commercial bank with quarterly repayments. Tenor of the facility is 10 years including two years of grace period for principal repayments. The quarterly principal repayment commenced in December 2023. Security under TERF facility is first pari passu hypothecation charge over all present & future fixed assets of the Company (excluding land and building) with 25% margin.

Long term financing has been recognized at amortized cost, which is calculated using effective interest rates on various drawdown dates ranging from 7.90% to 10.43% per annum. The differential mark-up has been recognized as 'deferred government grant' and has been deducted from the carrying value of related asset.

7. LEASE LIABILITY

The Company has recognized a lease liability for the right-of-use of Early Production Facilities under the Gas Processing Contract in the Waziristan block for a lease term of two years and considering the Company's option to purchase the asset upon expiry of the lease term. The Company's share of the right-of-use asset has been recognized under the 'property, plant and equipment' and the joint operating partners' share of the right-of-use asset has been recognized as a 'right-of-use asset receivable from joint operating partners' in these financial statements.

	2025 (Rupees in thousand)	2024
7.1 Movement during the year in lease liability:		
Balance at beginning of the year	-	-
Addition during the year	9,272,412	-
Payments made during the year	(334,513)	-
Unwinding of interest during the year	262,777	-
Exchange loss during the year	70,703	-
Balance at end of the year	9,271,379	-
Less: Current portion classified under current liabilities	(3,103,249)	-
	6,168,130	-
7.2 Maturity analysis of lease liability		
Less than one year	3,932,285	-
One to two years	6,560,836	-
Undiscounted lease payments	10,493,121	-
Less: Deferred finance cost	(1,221,742)	-
	9,271,379	-

Notes to the Financial Statements

for the year ended June 30, 2025

	Note	2025 (Rupees in thousand)	2024
8. DEFERRED LIABILITIES			
Provision for decommissioning cost	8.1	31,312,631	26,016,005
Provision for employee benefits - unfunded	8.2	1,591,407	1,429,010
		32,904,038	27,445,015
8.1 Provision for decommissioning cost			
Balance at beginning of the year		26,016,005	21,557,253
Provision made during the year		5,012,606	2,167,044
Revision due to change in estimates		(2,941,131)	(449,768)
Cost incurred during the year		(29,461)	(28,748)
Unwinding of discount	30	3,254,612	2,770,224
Balance at end of the year		31,312,631	26,016,005
The above provision is analyzed as follows:			
Wells		23,354,871	19,876,320
Production facilities including pipelines		7,957,760	6,139,685
		31,312,631	26,016,005
Wholly owned		22,943,274	20,758,696
Joint operations		8,369,357	5,257,309
		31,312,631	26,016,005

It is expected that cash outflows resulting from decommissioning will occur between financial year 2026 to 2065.

	Note	2025 (Rupees in thousand)	2024
8.2 Provision for employee benefits - unfunded			
Post retirement leave benefit	37.2	887,014	797,335
Post retirement medical benefit	37.2	82,214	78,296
Compensated leave absences		622,179	553,379
		1,591,407	1,429,010
9. DEFERRED TAX LIABILITY / (ASSET)			
Balance at beginning of the year		30,679,757	(2,241,814)
Charge for the year:			
Statement of profit or loss	34	11,880,472	32,904,813
Statement of comprehensive income		565,680	16,758
		12,446,152	32,921,571
Balance at end of the year		43,125,909	30,679,757

	Note	2025 (Rupees in thousand)	2024
9.1 The balance of deferred tax liability / (asset) is in respect of following taxable / (deductible) temporary differences:			
Exploration and evaluation expenditure		(5,562,442)	(7,663,200)
Accounting and tax depreciation / amortization		48,289,748	36,987,082
Others		398,603	1,355,875
		43,125,909	30,679,757
10. TRADE AND OTHER PAYABLES			
Creditors		696,197	2,103,739
Accrued liabilities		26,541,612	27,349,451
Joint operating partners		1,743,347	3,510,947
Retention money and performance bonds payable		1,101,643	1,172,628
Gas Development Surcharge		3,007,762	2,797,620
General sales tax		-	6,949
Excise duty		41,974	153,037
Royalty and additional wellhead charge		15,633,331	824,533
Redeemable preference shares and related accrued profit	10.2	110,363	110,582
Workers' Welfare Fund		734,069	550,517
Deferred income		-	1,660,173
Others	10.3	796,991	9,673,889
	10.4	50,407,289	49,914,065

10.1 Gas Development Surcharge (GDS) and Gas Infrastructure Development Cess (GIDC) and their related sales tax amounting to Rs 150,251,863 thousand (2024: Rs 153,662,149 thousand) are not reflected in these financial statements in accordance with the accounting guidance issued by the Institute of Chartered Accountants of Pakistan (ICAP) through Circular no.1/2021 dated January 21, 2021, whereby, these are recorded as payables to the extent that they are received from customers and are to be deposited with GoP as per their respective rules and regulations.

On August 13, 2020, the Supreme Court of Pakistan has decided the matter of GIDC, which has restrained the charging of GIDC from August 1, 2020 onwards and ordered gas consumers to pay GIDC arrears due up to July 31, 2020 in installments. The fertilizer companies have obtained stay orders against recovery from the Sindh High Court, where the matter is subjudice.

10.2 5,335,946 (2024: 5,335,946) preference shares have not been issued as at June 30, 2025 due to pending resolution of issue relating to deduction of withholding income tax on issuance of bonus shares. Further, 4,608,777 (2024: 4,631,509) preference shares have not been claimed/redeemed by certain minority shareholders as at June 30, 2025.

10.3 Balance as at June 30, 2024 includes Rs 8,903,324 thousand received from an end user pursuant to an arrangement under which it has committed to fulfill certain obligations and the amounts so received will be returned to the end user once the said amounts are received from the customer.

10.4 This includes Rs 4,290,697 thousand (2024: Rs 9,555,170 thousand) related to the exploration and evaluation activities of the Company.

Notes to the Financial Statements

for the year ended June 30, 2025

11. UNCLAIMED DIVIDEND

	2025 (Rupees in thousand)	2024
Fauji Foundation	299,416	239,830
Oil and Gas Development Company Limited	149,709	119,916
Others	247,286	210,950
	696,411	570,696

11.1 This includes dividend amounting to Rs 495,659 thousand (2024: Rs 397,019 thousand) due to pending resolution of issue as referred to in note 4.4 to these financial statements.

12. CONTINGENCIES AND COMMITMENTS

12.1 Contingencies

- The Company is currently defending multiple cases in Pakistan relating to its routine business activities. Based on review by legal counsel appointed for each case, it is expected that the outcomes will favor the Company. Consequently, no provisions and/or disclosure have been made in these financial statements.
- The Company has given corporate guarantees to the GoP under various Petroleum Concession Agreements (PCAs) for the performance of obligations.
- As part of the arrangement, as disclosed in note 16.1.1 to these financial statements, each of the consortium companies including MariEnergies has also provided, joint and several, parent company guarantees to Abu Dhabi National Oil Company (ADNOC), Abu Dhabi Company for Offshore Petroleum Operations Limited and Supreme Council for Financial and Economic Affairs Abu Dhabi, UAE (SCFEA) to guarantee the obligations of Pakistan International Oil Limited (PIOL), a related party.

12.2 Commitments

- Commitments for capital expenditure:

	2025 (Rupees in thousand)	2024
Wholly owned	4,311,938	8,856,762
Joint operations	5,242,546	8,396,785
	9,554,484	17,253,547

- The Company's share in outstanding minimum work commitments, other than capital commitments included in 'a' above, under various PCAs aggregating to US\$ 85.91 million (2024: US\$ 99.83 million)

- As part of the Shareholders Agreement with the consortium partners in PIOL, the Company has committed to invest up to US\$ 100 million in PIOL during five years from August 31, 2021, out of which US\$ 85 million have been invested up to June 30, 2025 (2024: US\$ 60 million). The remaining amount of US\$ 15 million (equivalent to Rs 4,250 million) will be invested in subsequent years.

13. PROPERTY, PLANT AND EQUIPMENT

DESCRIPTION	Freehold land	Leasehold land	Buildings on freehold land	Buildings on leasehold land	Reeds and bridges	Drilling rigs and equipment	Plant and machinery	Computers and allied equipment	Pipelines	Furniture and fixtures	Vehicles - heavy	Vehicles - light	Right of use asset - facilities - note 7	Decommissioning Cost - Production facilities including pipelines - note 3.3	Stores and spares held for capital expenditure	Capital work in progress	Total
As at July 1, 2023																	
Cost	250,177	7,789,232	2,095,009	970,897	510,589	5,577,521	44,940,276	1,069,175	11,054,796	336,767	1,973,221	1,206,251	-	3,934,418	7,485,254	15,667,983	104,863,566
Accumulated depreciation	-	(102,519)	(921,218)	(393,013)	(207,296)	(3,051,743)	(10,288,734)	(805,644)	(4,210,936)	(159,482)	(1,601,486)	(887,860)	-	(696,464)	-	-	(23,127,397)
Net book value	250,177	7,686,713	1,173,791	577,884	303,293	2,525,778	34,650,540	263,531	6,843,860	177,285	371,735	320,391	-	3,437,954	7,485,254	15,667,983	81,736,169
Year ended June 30, 2024																	
Opening net book value	250,177	7,686,713	1,173,791	577,884	303,293	2,525,778	34,650,540	263,531	6,843,860	177,285	371,735	320,391	-	3,437,954	7,485,254	15,667,983	81,736,169
Additions / transfers from capital work in progress	3,906	-	440,453	334,127	409,063	2,800,059	7,087,737	569,271	2,973,473	78,714	128,053	636,740	-	582,781	-	12,379,572	28,423,949
Additions - net of transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,634,846
Revision due to change in estimates of provision for decommissioning cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(180,092)
Disposals / transfers / write-offs	-	-	-	-	-	-	-	-	(110,138)	-	-	-	-	(69,954)	-	-	-
Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(180,092)
Accumulated depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(15,461,596)
Depreciation charge	-	(233,834)	(107,187)	(51,825)	(46,279)	(5,179,950)	(3,636,716)	(239,801)	(993,286)	(29,703)	(203,631)	(211,619)	-	(482,444)	-	-	(6,754,275)
Net book value	254,083	7,452,879	1,507,057	860,186	666,077	4,807,780	38,058,577	592,455	8,713,909	226,282	296,157	745,512	-	3,468,337	17,120,100	12,585,959	97,355,350
As at July 1, 2024																	
Cost	254,083	7,789,232	2,535,462	1,305,024	919,652	8,376,690	51,900,387	1,621,231	13,918,131	414,072	2,084,307	1,829,396	-	4,418,638	17,120,100	12,585,959	127,072,364
Accumulated depreciation	-	(336,353)	(1,028,405)	(444,838)	(253,575)	(3,568,910)	(13,841,810)	(1,028,776)	(5,204,222)	(187,790)	(1,788,150)	(1,083,884)	-	(950,301)	-	-	(29,717,014)
Net book value	254,083	7,452,879	1,507,057	860,186	666,077	4,807,780	38,058,577	592,455	8,713,909	226,282	296,157	745,512	-	3,468,337	17,120,100	12,585,959	97,355,350
Year ended June 30, 2025																	
Opening net book value	254,083	7,452,879	1,507,057	860,186	666,077	4,807,780	38,058,577	592,455	8,713,909	226,282	296,157	745,512	-	3,468,337	17,120,100	12,585,959	97,355,350
Additions / transfers from capital work in progress	-	-	14,220	3,535,194	105,507	799,573	3,968,359	312,788	2,875,939	57,437	6,969	471,596	5,462,827	1,661,688	-	12,273,215	31,545,252
Additions - net of transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,353,043
Revision due to change in estimates of provision for decommissioning cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disposals / transfers / write-offs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(658,503)
Cost	-	-	-	(998)	-	-	(291,269)	(12,656)	-	(2,747)	(525)	-	-	-	-	-	(12,147,522)
Accumulated depreciation	-	-	-	(471)	-	-	(100,430)	(249)	-	(129)	-	-	-	-	-	-	(12,147,522)
Depreciation charge	-	(233,834)	(110,380)	(116,210)	(72,118)	(661,912)	(3,941,978)	(341,499)	(1,407,973)	(35,274)	(123,321)	(273,133)	(182,094)	(908,443)	-	-	(8,608,169)
Net book value	254,083	7,219,045	1,410,897	4,278,639	699,466	4,745,441	37,984,528	563,495	10,181,875	248,316	179,805	943,975	5,280,733	3,563,079	21,473,143	12,711,652	111,738,172
As at June 30, 2025																	
Cost	254,083	7,789,232	2,549,682	4,839,160	1,025,159	9,176,263	55,577,477	1,921,363	16,794,070	468,762	2,090,751	2,300,992	5,462,827	5,421,823	21,473,143	12,711,652	149,856,439
Accumulated depreciation	-	(570,187)	(1,138,785)	(560,521)	(325,693)	(4,430,822)	(17,592,949)	(1,357,868)	(6,612,195)	(220,446)	(1,910,946)	(1,357,017)	(182,094)	(1,858,744)	-	-	(38,118,267)
Net book value	254,083	7,219,045	1,410,897	4,278,639	699,466	4,745,441	37,984,528	563,495	10,181,875	248,316	179,805	943,975	5,280,733	3,563,079	21,473,143	12,711,652	111,738,172
Rates of depreciation (%)	-	-	1-3	5	5	10	5-33.33	6.67-10	33.33	10	10	33.33	20	10	-	-	10

Notes to the Financial Statements

for the year ended June 30, 2025

	Note	2025 (Rupees in thousand)	2024 (Rupees in thousand)
13.1 Net book value at year end represents:			
Wholly owned		89,166,043	81,336,043
Joint operations	13.2	22,572,129	16,019,307
		111,738,172	97,355,350

13.2 It includes assets having net book value amounting to Rs 1,640,265 thousand (2024: Rs 1,707,079 thousand), being the Company's share in joint operations operated by OGDCL, PPL and MOL (assets not in the possession of the Company).

	2025 (Rupees in thousand)	2024 (Rupees in thousand)
13.3 The depreciation charge has been allocated as follows:		
Development and production assets	477,851	149,923
Exploration and evaluation assets	205,632	252,531
Operating and administrative expenses	6,959,224	5,443,158
Exploration and prospecting expenditure	553,029	315,155
Other income	412,433	593,508
	8,608,169	6,754,275

13.4 None of the assets disposed off during the year have book value of Rs 500 thousand or more.

13.5 Particulars of immovable property (land and buildings) as at June 30, 2025 are as follows:

Description	Location	Approximate Area of Land
Wells, production / processing facilities, residential area, field office and warehouse	Sindh	2,602 acres
Land and head office building	Islamabad	2.45 acres
Warehouse	Balochistan	4.00 acres
Guest house	KPK	0.14 acres

14. DEVELOPMENT AND PRODUCTION ASSETS

	Note	Development expenditure (Rupees in thousand)	Decommissioning cost (Rupees in thousand)	Total
As at July 1, 2023				
Cost		36,838,045	7,103,926	43,941,971
Accumulated amortization		(16,305,743)	(2,443,950)	(18,749,693)
Accumulated impairment losses		(200,000)	-	(200,000)
Net book value		20,332,302	4,659,976	24,992,278
Year ended June 30, 2024				
Opening net book value		20,332,302	4,659,976	24,992,278
Additions		13,924,792	826,508	14,751,300
Revision due to change in estimates of provision for decommissioning cost		(175,320)	300,838	125,518
Amortization charge		(3,965,268)	(785,633)	(4,750,901)
Closing net book value		30,116,506	5,001,689	35,118,195
As at July 1, 2024				
Cost		50,587,517	8,231,272	58,818,789
Accumulated amortization		(20,271,011)	(3,229,583)	(23,500,594)
Accumulated impairment losses		(200,000)	-	(200,000)
Net book value		30,116,506	5,001,689	35,118,195
Year ended June 30, 2025				
Opening net book value		30,116,506	5,001,689	35,118,195
Additions		21,888,233	2,596,085	24,484,318
Revision due to change in estimates of provision for decommissioning cost		(79,513)	(1,951,261)	(2,030,774)
Transferred from exploration and evaluation assets	15	11,899,388	540,933	12,440,321
Amortization charge		(6,640,669)	(1,567,974)	(8,208,643)
Closing net book value		57,183,945	4,619,472	61,803,417
As at June 30, 2025				
Cost		84,295,625	9,417,029	93,712,654
Accumulated amortization		(26,911,680)	(4,797,557)	(31,709,237)
Accumulated impairment losses		(200,000)	-	(200,000)
Net book value		57,183,945	4,619,472	61,803,417

	2025 (Rupees in thousand)	2024 (Rupees in thousand)
Net book value at year end represents:		
Wholly owned	43,119,542	30,488,545
Joint operations	18,683,875	4,629,650
	14.1	61,803,417
		35,118,195

14.1 This includes wells in progress amounting to Rs 8,240,479 thousand (2024: Rs 2,276,359 thousand).

Notes to the Financial Statements

for the year ended June 30, 2025

15. EXPLORATION AND EVALUATION ASSETS

	Exploration and evaluation expenditure	Decommissioning cost	Total	
Note	(Rupees in thousand)			
As at July 1, 2023				
Cost	21,275,450	956,022	22,231,472	
Accumulated impairment losses	(5,658,757)	(614,305)	(6,273,062)	
Net book value	15,616,693	341,717	15,958,410	
Year ended June 30, 2024				
Opening net book value	15,616,693	341,717	15,958,410	
Additions	13,088,347	757,755	13,846,102	
Revision due to change in estimates of provision for decommissioning cost	-	(83,523)	(83,523)	
Impairment losses	(4,131,965)	-	(4,131,965)	
Cost of dry and abandoned wells	(34,538)	(22,446)	(56,984)	
Closing net book value	24,538,537	993,503	25,532,040	
As at July 1, 2024				
Cost	34,329,259	1,607,808	35,937,067	
Accumulated impairment losses	(9,790,722)	(614,305)	(10,405,027)	
Net book value	24,538,537	993,503	25,532,040	
Year ended June 30, 2025				
Opening net book value	24,538,537	993,503	25,532,040	
Additions	10,313,167	754,833	11,068,000	
Revision due to change in estimates of provision for decommissioning cost	-	5,245	5,245	
Transferred to development and production assets	14	(11,899,388)	(540,933)	(12,440,321)
Reversal of impairment loss	196,436	-	196,436	
Cost of dry and abandoned wells	(2,201,533)	-	(2,201,533)	
Closing net book value	20,947,219	1,212,648	22,159,867	
As at June 30, 2025				
Cost	30,541,505	1,826,953	32,368,458	
Accumulated impairment losses	(9,594,286)	(614,305)	(10,208,591)	
Net book value	20,947,219	1,212,648	22,159,867	

	2025	2024
	(Rupees in thousand)	
Net book value at year end represents:		
Wholly owned	4,161,866	-
Joint operations	17,998,001	25,532,040
	22,159,867	25,532,040

	Note	2025	2024
		(Rupees in thousand)	
16. LONG TERM INVESTMENTS			
Investment in related parties			
Associate (Un-quoted)	16.1	19,877,835	12,306,218
Wholly owned subsidiaries (Un-quoted):			
- Mari Minerals (Private) Limited (MariMinerals)	16.2	2,500,000	100
- Mari Technologies Limited (MariTechnologies)	16.3	10,000,000	-
		12,500,000	100
Term Finance Certificates (TFCs) (Quoted) - at fair value through profit or loss			
	16.4	188,779	194,769
		32,566,614	12,501,087

16.1 Investment in related party - associate (Un-quoted)

Pakistan International Oil Limited - foreign operation			
Opening carrying value		12,306,218	5,530,202
Movement during the year:			
Cost of investment	16.1.1	7,037,250	7,089,800
Share of profit / (loss)	16.1.2	291,214	(284,225)
Effect of translation of investment		243,153	(29,559)
Closing carrying value - at equity method	16.1.2	19,877,835	12,306,218

16.1.1 The Company made investment in Pakistan International Oil Limited (PIOL), a company engaged in the business of extraction of oil and natural gas and registered as a limited liability company in the Emirates of Abu Dhabi and incorporated in Abu Dhabi Global Market on July 15, 2021, with 25% shareholding by each consortium partners namely MariEnergies, OGDCL, PPL and GHPL. The concession agreement between PIOL and ADNOC was signed on August 31, 2021.

On June 11, 2025, the Supreme Council for Financial and Economic Affairs (SCFEA) awarded the Production Concession Agreement to ADNOC and PIOL in respect of Offshore Block 5 with PIOL holding 40% participating interest in the concession area.

Further, during the year, the Company has subscribed to additional 2.5 million ordinary shares (2024: 2.5 million ordinary shares) of PIOL by paying US\$ 25,000 thousand; Rs 7,037,250 thousand (2024: US\$ 25,000 thousand; Rs 7,089,800 thousand). Aggregate investment as at June 30, 2025 is US\$ 85,000 thousand; Rs 20,532,050 thousand (2024: US\$ 60,000 thousand; Rs 13,494,800 thousand).

16.1.2 Share of profit / (loss) of PIOL is based on the audited financial statements for the period up to December 31, 2024, adjusted for transactions and events up to June 30, 2025 based on management accounts.

Notes to the Financial Statements

for the year ended June 30, 2025

Summarized financial information is as follows:

	2025 (Rupees in thousand)	2024 (Rupees in thousand)
<u>Summarized statement of financial position</u>		
Current assets	54,795,664	38,557,436
Non-current assets	34,572,241	11,894,923
Current liabilities	(9,122,851)	(1,227,489)
Non-current liabilities	(733,713)	-
Net assets	79,511,341	49,224,870
Company's shareholding	25%	25%
Share of net assets reconciled with carrying value of investment	19,877,835	12,306,218
<u>Summarized statement of comprehensive income</u>		
Total comprehensive income / (loss) for the year	1,164,856	(1,136,900)
Company's shareholding	25%	25%
Share of comprehensive income / (loss)	291,214	(284,225)

16.2 During the year, the Company has made an additional investment in 249,990 thousand (2024: 10 thousand) fully paid ordinary shares of MariMinerals by paying Rs 2,499,900 thousand (2024: Rs 100 thousand). MariMinerals is a private limited company incorporated in Pakistan under the Companies Act, 2017. The principal line of business of MariMinerals is to undertake mineral mining activities. The Company currently holds 100% shareholding interest in MariMinerals.

16.3 During the year, the Company has incorporated a wholly owned subsidiary company i.e., MariTechnologies and made an investment of Rs 10,000 million against 1,000 million ordinary shares of Rs 10 each. MariTechnologies is a public limited company incorporated in Pakistan under the Companies Act, 2017 with a focus on data center, cloud computing, artificial intelligence and other new technologies.

16.4 This represents investment in un-secured, subordinated and perpetual TFCs and are rated AA+ by PACRA. TFCs are callable at the option of bank after five years and profit is on semi annual basis at six months KIBOR + 2% on non-cumulative basis.

	Note	2025 (Rupees in thousand)	2024
17. RIGHT-OF-USE ASSET RECEIVABLE FROM JOINT OPERATING PARTNERS			
Balance at beginning of the year		-	-
Addition during the year	7	4,172,586	-
Payments received during the year		(150,531)	-
Unwinding of interest during the year		118,249	-
Exchange gain during the year		31,817	-
Balance at end of the year		4,172,121	-
Less: Current portion classified under current assets		(1,396,462)	-
		2,775,659	-
17.1 Maturity analysis of right-of-use asset receivable from joint operating partners			
Less than one year		1,769,528	-
One to two years		2,952,376	-
Undiscounted amount receivable		4,721,904	-
Unearned finance income		(549,783)	-
		4,172,121	-
18. LONG TERM LOANS AND ADVANCES			
Considered good			
Loans and advances to employees	18.1	124,680	83,288
Less: Current portion classified under current assets	22	(57,874)	(34,321)
		66,806	48,967

18.1 Loans and advances to employees are for house rent advance, purchase of vehicles/ household appliances and for emergency reasons as per the Company's policy. These are recoverable in 12 to 60 equal monthly instalments. Interest free loans to employees have not been discounted as the effect is immaterial.

Notes to the Financial Statements

for the year ended June 30, 2025

	2025 (Rupees in thousand)	2024
19. LONG TERM DEPOSITS AND PREPAYMENTS		
Deposits	131,178	175,166
Prepayments	4,575	4,575
	135,753	179,741
20. STORES AND SPARES		
Wholly owned	12,181,315	8,043,570
Joint operations	500,496	577,009
	12,681,811	8,620,579
21. TRADE DEBTS		
Due from associated companies and related parties		
- considered good	80,445,969	75,469,955
Due from others - considered good	6,135,742	5,603,419
	86,581,711	81,073,374

21.1 As detailed in note 10.1 to these financial statements, GDS and GIDC amounts and their related sales tax billed to customers but not received are not included in these financial statements.

21.2 The maximum aggregate amount due from associated companies and related parties at the end of any month during the year was Rs 82,225,210 thousand (2024: Rs 77,594,610 thousand).

	Note	2025 (Rupees in thousand)	2024
21.3 The ageing of trade debts is as follows:			
Neither past due nor impaired			
Due from associated companies and related parties		14,279,140	13,254,239
Due from others		5,375,508	5,152,924
		19,654,648	18,407,163
Past due but not impaired			
Due from associated companies and related parties			
Past due 0-30 days		6,001,096	5,119,249
Past due 30-60 days		6,072,067	3,937,334
Past due 60-90 days		3,989,753	6,996,380
Over 90 days		50,103,913	46,162,753
Due from others			
Past due 0-30 days		130,881	175,130
Past due 30-60 days		41,867	123,314
Past due 60-90 days		68,843	7,237
Over 90 days		518,643	144,814
	21.4	66,927,063	62,666,211
		86,581,711	81,073,374

21.4 'Past due but not impaired' trade debts include amounts receivable directly/ultimately from the GoP amounting to Rs 66,034,413 thousand (2024: Rs 62,165,118 thousand). Due to exemption provided by SECP from application of ECL model on financial assets receivable from the GoP up to December 31, 2025, the Company has not recorded the impact of ECL on trade debts in respect of debt due directly/ultimately from GoP.

	Note	2025 (Rupees in thousand)	2024
22. SHORT TERM LOANS AND ADVANCES			
Considered good			
Current portion of long term loans and advances	18	57,874	34,321
Advances to employees against expenses		191,487	319,767
Advances to suppliers, contractors and deposits for LC margin		2,241,173	2,358,435
Receivables from joint operating partners		3,805,168	5,966,539
Management Gratuity Fund	37.1	-	391,910
Workers' Profit Participation Fund		174,614	458,084
		6,470,316	9,529,056

23. OTHER RECEIVABLES

It includes receivable against contractual services of Rs 3,267,129 thousand (2024: Rs 65,496 thousand).

	Note	2025 (Rupees in thousand)	2024
24. SHORT TERM INVESTMENTS			
At fair value through profit or loss			
Mutual funds	24.1	35,048,676	20,115,725
At amortized cost			
Term deposit receipt (TDR)	24.2	2,833,494	-
Treasury bills	24.3	344,291	2,560,494
		3,177,785	2,560,494
		38,226,461	22,676,219

24.1 Fair value has been determined using quoted repurchase prices, being net asset value of units as of June 30, 2025.

24.2 This represents foreign currency TDR equivalent to US\$ 10,000 thousand (2024: Nil) and carries effective interest rate of 5.10% (2024: Nil) per annum.

24.3 This carries effective interest rate of 16.32% (2024: ranges from 18.36% to 19.57%) per annum.

Notes to the Financial Statements

for the year ended June 30, 2025

	Note	2025 (Rupees in thousand)	2024
25. CASH AND BANK BALANCES			
Cash on hand		7,865	5,587
Balances with banks on:			
Deposit accounts	25.1	38,691,346	52,175,683
Current accounts		-	28,799
		38,691,346	52,204,482
		38,699,211	52,210,069

25.1 These include US\$ 60,751 thousand (2024: US\$ 64,310 thousand) having mark-up ranges from 1.75% to 4.0% (2024: 2.00% to 8.00%) per annum. The mark-up for local currency accounts ranges from 3.67% to 9.50% (2024: 10.55% to 20.75%) per annum.

	Note	2025 (Rupees in thousand)	2024
26. NET SALES			
Product wise breakup of net sales is as follows:			
Natural gas		169,795,071	174,724,630
Crude oil		7,254,044	7,103,991
Liquefied Petroleum Gas (LPG)		47,989	-
		177,097,104	181,828,621
27. ROYALTY AND ADDITIONAL WELLHEAD CHARGE			
Royalty		21,443,584	22,097,614
Additional wellhead charge	27.1	14,167,482	-
		35,611,066	22,097,614

27.1 This represents additional 15% of wellhead value payable to the Federal Government on petroleum produced from Mari Development and Production Lease with effect from November 11, 2024 following renewal of the said lease, in accordance with rule 35 of the Pakistan Onshore Petroleum (Exploration and Production) Rules, 2013.

	Note	2025 (Rupees in thousand)	2024
28. OPERATING AND ADMINISTRATIVE EXPENSES			
Salaries, wages and benefits	28.1	13,164,674	11,555,256
Rent, rates and taxes	28.2	1,172,422	954,858
Legal, professional and support services		2,909,427	1,042,915
Fuel, light, power and water		660,318	644,715
Maintenance, repairs and consumption of stores and spares		4,047,325	5,413,447
Insurance		814,592	708,761
Depreciation	13.3	6,959,224	5,443,158
Amortization and reversal of provision for decommissioning cost		7,951,544	4,439,230
Employees medical and welfare		1,597,156	1,213,994
Field and other services		3,999,878	3,637,670
Travelling		349,643	381,393
Licences and equipment maintenance		418,550	617,737
Auditor's remuneration	28.3	10,547	8,468
Mobile dispensary and social welfare		1,847,226	3,043,166
Training		254,730	674,544
Directors' fee and expenses		80,364	71,279
Reservoir study and production logging		726,749	328,077
Freight and transportation		1,018,447	1,064,588
Others		519,825	758,198
		48,502,641	42,001,454
Less: Allocation of expenses to activities		7,639,601	6,097,675
		40,863,040	35,903,779

28.1 These include operating lease rentals amounting to Rs 355,421 thousand (2024: Rs 344,470 thousand) in respect of leased vehicles provided to eligible employees as per the Company's policy.

28.2 These include expense amounting to Rs 615,211 thousand (2024: Rs 725,639 thousand) relating to short-term leases.

	2025 (Rupees in thousand)	2024
28.3 Auditor's remuneration		
Fee for audit of annual financial statements	5,364	4,470
Review of half yearly financial statements, annual audit of consolidated financial statements and other certifications	4,400	2,891
Tax services	-	532
Out of pocket expenses	783	575
	10,547	8,468

Notes to the Financial Statements

for the year ended June 30, 2025

	Note	2025 (Rupees in thousand)	2024
29. EXPLORATION AND PROSPECTING EXPENDITURE			
Prospecting expenditure		12,856,735	8,735,128
Cost of dry and abandoned wells	15	2,201,533	56,984
Impairment (reversal)/ losses	15	(196,436)	4,131,965
		14,861,832	12,924,077
30. FINANCE COST			
Unwinding of discount on provision for decommissioning cost	8.1	3,254,612	2,770,224
Interest on long term financing		63,181	70,281
Unwinding of interest on lease liability - net		144,528	-
Others		15,794	23,728
		3,478,115	2,864,233
31. OTHER CHARGES			
Workers' Profit Participation Fund		4,625,386	5,841,916
Workers' Welfare Fund		734,069	550,517
Final taxes/levy on income on mutual funds		-	349,271
		5,359,455	6,741,704
32. OTHER INCOME			
It includes income from contractual services of Rs 1,580,593 thousand (2024: Rs 1,209,173 thousand) offset by related expenses of Rs 1,399,523 thousand (2024: Rs 1,825,606 thousand).			
33. FINANCE INCOME			
Interest income on deposit accounts with banks		4,572,389	7,078,808
Income on mutual funds		4,292,304	2,328,472
Interest income on term finance certificates		30,381	97,134
Interest income on treasury bills		280,533	231,016
Interest income on term deposit with banks		36,996	-
Exchange gain / (loss)		700,491	(526,261)
		9,913,094	9,209,169
34. PROVISION FOR TAXATION			
Current tax			
- for the year		11,156,652	24,853,876
- for the prior years		-	(24,683,895)
Deferred tax		11,880,472	32,904,813
		23,037,124	33,074,794

	2025 (Percentage)	2024
34.1 Reconciliation of effective tax rate		
Applicable tax rate	55.8	57.6
Effect of:		
- depletion allowance and royalty	(24.6)	(21.3)
- prior years' depletion allowance	-	(4.2)
- recognition of deferred tax on share of losses in associate	(1.0)	-
- Others	(4.1)	(2.1)
Effective tax rate	26.1	30.0

	2025	2024
35. EARNINGS PER SHARE - BASIC AND DILUTED		
Profit for the year (Rupees in thousand)	65,136,416	77,288,111
Number of ordinary shares outstanding (in thousand) - Restated	1,200,623	1,200,623
Earnings per ordinary share (in Rupees) - Restated	54.25	64.37

There is no dilutive effect on the basic earnings per ordinary share of the Company.

Total number of shares outstanding and earnings per share for the prior year have been restated taking into account the effect of bonus shares issued during the year, as explained in note 4.2 to these financial statements.

	Note	2025 (Rupees in thousand)	2024
36. CASH AND CASH EQUIVALENTS			
Cash and bank balances	25	38,699,211	52,210,069
Short term investments	24	38,226,461	22,676,219
		76,925,672	74,886,288

Notes to the Financial Statements

for the year ended June 30, 2025

37. EMPLOYEE BENEFITS

The results of the actuarial valuations carried out as at June 30, 2025 and June 30, 2024 are as follows:

37.1 Funded benefits

	2025		2024	
	Management Gratuity	Non-Management Gratuity	Management Gratuity	Non-Management Gratuity
	(Rupees in thousand)			
Reconciliation of net defined benefit plan				
Present value of defined benefit obligations	3,805,495	1,439,557	3,066,478	1,288,476
Fair value of plan assets	(3,805,495)	(1,439,557)	(3,458,388)	(1,288,476)
(Asset) / liability recognized in the statement of financial position	-	-	(391,910)	-
Movement in net defined benefit plan				
Balance at beginning of the year	(391,910)	-	(554,295)	-
Expense for the year	714,703	172,650	162,385	88,019
	322,793	172,650	(391,910)	88,019
Contribution to fund during the year	(322,793)	(172,650)	-	(88,019)
Balance at end of the year	-	-	(391,910)	-
Movement in present value of defined benefit obligations				
Balance at beginning of the year	3,066,478	1,288,476	2,742,849	1,169,127
Current service cost	389,220	57,569	334,895	51,570
Interest cost	483,214	189,100	430,154	171,502
Benefits paid / payable during the year	(285,827)	(156,120)	(328,242)	(176,117)
Remeasurement loss / (gain) on obligation	152,410	60,532	(113,178)	72,394
Balance at end of the year	3,805,495	1,439,557	3,066,478	1,288,476
Movement in fair value of plan assets				
Balance at beginning of the year	3,458,388	1,288,476	3,297,144	1,169,127
Contributions during the year	322,793	172,650	-	88,019
Interest income on plan assets	539,737	188,830	510,097	171,502
Remeasurement (loss) / gain on plan assets	(229,596)	(54,279)	(20,611)	35,945
Benefits paid / payable during the year	(285,827)	(156,120)	(328,242)	(176,117)
Balance at end of the year	3,805,495	1,439,557	3,458,388	1,288,476
Plan assets comprise of:				
Deposit with banks	3,805,495	1,439,557	3,458,388	1,288,476
Expense for the year:				
Recognized in the statement of profit or loss				
Current service cost	389,220	57,569	334,895	51,570
Interest cost	483,214	189,100	430,154	171,502
Interest income on plan assets	(539,737)	(188,830)	(510,097)	(171,502)
	332,697	57,839	254,952	51,570

	2025		2024	
	Management Gratuity	Non-Management Gratuity	Management Gratuity	Non-Management Gratuity
	(Rupees in thousand)			
Recognized in the statement of comprehensive income				
Remeasurement loss / (gain) on obligations:				
Due to change in financial assumptions	-	78,402	19,719	-
Due to change in demographic assumptions	-	-	-	20,311
Due to change in experience adjustments	152,410	(17,870)	(132,897)	52,083
Remeasurement loss / (gain) on plan assets	229,596	54,279	20,611	(35,945)
	382,006	114,811	(92,567)	36,449
Total expense for the year	714,703	172,650	162,385	88,019
Actual return on plan assets	310,141	134,551	489,486	207,447
Expected contribution for the next year	476,785	65,408	-	57,840

37.2 Un-funded benefits

	2025		2024	
	Post Retirement Leave Benefit*	Post Retirement Medical Benefit	Post Retirement Leave Benefit*	Post Retirement Medical Benefit
	(Rupees in thousand)			
Present value of defined benefit obligations	887,014	82,214	797,335	78,296
Movement in present value of defined benefit obligations				
Balance at beginning of the year	797,335	78,296	702,117	94,043
Expense / (credit) for the year	143,123	6,576	154,256	(12,350)
	940,458	84,872	856,373	81,693
Benefits paid / payable during the year	(53,444)	(2,658)	(59,038)	(3,397)
Balance at end of the year	887,014	82,214	797,335	78,296
Expense / (credit) for the year:				
Recognized in the statement of profit or loss				
Current service cost	113,764	1,985	95,132	1,503
Interest cost	127,043	11,699	110,738	14,076
Remeasurement gain	(97,684)	-	(51,614)	-
	143,123	13,684	154,256	15,579
Recognized in the statement of comprehensive income				
Remeasurement gain on obligations	-	(7,108)	-	(27,929)
Total expense / (credit) for the year	143,123	6,576	154,256	(12,350)

* This represents benefit to entitled employees based on number of years served as per the Company's policy.

Notes to the Financial Statements

for the year ended June 30, 2025

37.3 The principal actuarial assumptions used in the actuarial valuations are as follows:

	2025	2024
	(Per annum)	
Discount rate	12.5%	15.5%
Expected rate of salary increase	12.0% - 13.5%	15.0%-17.0%
Increase in cost of medical benefits	11.5%	14.5%
Mortality rates	SLIC (2001-05)-1	
Employee turnover rate	Light - Moderate	

37.4 Weighted average duration and projected payments

	Management Gratuity	Non- Management Gratuity
Weighted average duration of the obligation as at June 30, 2025 (in years)	9.30	5.59
Maturity analysis of the benefit payments (future cash flows) for the next five years is as follows:	Rupees in thousand	
For the year 2026	149,996	198,761
For the year 2027	364,809	227,108
For the year 2028	232,845	223,306
For the year 2029	514,627	200,614
For the year 2030	350,943	193,949

37.5 Sensitivity analysis of the obligation:

	Effect on present value of obligation	
	Management Gratuity	Non- Management Gratuity
	(Rupees in thousand)	
Discount rate:		
0.5% increase	(170,968)	(40,223)
0.5% decrease	183,471	42,408
Salary rate:		
0.5% increase	182,630	41,835
0.5% decrease	(171,705)	(40,049)

37.6 Employee benefits are exposed to the following risks:

Mortality risks

The risk that the actual mortality experience is different and the Company will have to pay sooner than expected.

Investment and discount rate risks

The risk of the investment underperforming and not being sufficient to meet the liabilities.

Final salary risks

The risk that the final salary at the time of cessation of service is higher than what we assumed.

Withdrawal risk

The risk of higher or lower withdrawal experience than assumed.

	Note	2025 (Rupees in thousand)	2024 (Rupees in thousand)	
38. FINANCIAL INSTRUMENTS				
38.1 Financial assets and liabilities				
Financial assets				
Maturity up to one year				
Trade debts	at amortized cost	21	86,581,711	81,073,374
Short term loans and advances	at amortized cost		4,695,817	6,999,522
Other receivables	at amortized cost		5,393,952	751,104
Current portion of right-of-use asset				
receivable from joint operating partners	at amortized cost	17	1,396,462	-
Short term investments	at fair value through			
	profit or loss	24	35,048,676	20,115,725
	at amortized cost	24	3,177,785	2,560,494
Interest accrued	at amortized cost		268,098	401,229
Cash and bank balances	at amortized cost	25	38,699,211	52,210,069
Maturity after one year				
Long term investments	at fair value through			
	profit or loss	16	188,779	194,769
Right-of-use asset receivable from joint				
operating partners	at amortized cost	17	2,775,659	-
Long term loans and advances	at amortized cost	18	66,806	48,967
Long term deposits	at amortized cost	19	131,178	175,166
			178,424,134	164,530,419
Financial liabilities				
Maturity up to one year				
Trade and other payables	at amortized cost		30,508,594	43,040,089
Current portion of long term financing	at amortized cost		147,570	149,293
Current portion of lease liability	at amortized cost	7	3,103,249	-
Maturity after one year				
Long term financing	at amortized cost		508,959	593,369
Lease liability	at amortized cost	7	6,168,130	-
			40,436,502	43,782,751

38.2 Credit quality of financial assets

The credit quality of the Company's financial assets have been assessed below by reference to external credit ratings of counterparties determined by the Pakistan Credit Rating Agency Limited (PACRA) and VIS Credit Rating Company Limited (VIS). The counterparties for which external credit ratings were not available have been assessed by reference to internal credit ratings determined based on their historical information for any defaults in meeting obligations.

Notes to the Financial Statements

for the year ended June 30, 2025

	Rating	2025 (Rupees in thousand)	2024
Trade debts			
Counterparties with external credit rating	A1+	73,657,819	73,332,359
	A1	10,552,216	5,479,397
Counterparties without external credit rating		2,371,676	2,261,618
		86,581,711	81,073,374
Short term loans and advances			
Counterparties with external credit rating	A1+	2,298,383	2,494,492
Counterparties without external credit rating with no default in the past		2,397,434	4,505,030
		4,695,817	6,999,522
Other receivables			
Counterparties with external credit rating	A1+	357,465	-
Counterparties without external credit rating with no default in the past		5,036,487	751,104
		5,393,952	751,104
Right-of-use asset receivable from joint operating partners			
Counterparties with external credit rating	A1+	3,244,983	-
	A -	927,138	-
		4,172,121	-
Short term investments			
Counterparties with external credit rating	AAA (f)	13,409,824	10,788,321
	AA+ (f)	15,131,610	4,753,632
	AA(f)	6,507,241	2,512,047
	A1+	3,177,786	-
Counterparties without external credit rating with no default in the past		-	4,622,219
		38,226,461	22,676,219
Interest accrued			
Counterparties with external credit rating	A1+	268,098	401,229
Bank balances			
Counterparties with external credit rating	A1+	38,691,334	52,204,471
	A1	12	11
		38,691,346	52,204,482
Long term investments			
Counterparties with external credit rating	AA+	188,779	194,769
Long term loans and advances			
Counterparties without external credit rating with no default in the past		66,806	48,967
Long term deposits			
Counterparties without external credit rating with no default in the past		131,178	175,166

38.3 Financial risk management

38.3.1 Financial risk factors

The Company's activities expose it to a variety of financial risks: credit risk, liquidity risk and market risk (including currency risk, interest rate risk and price risk). The Company's overall risk management policy focuses on identification and analysis of risks faced by the Company, setting appropriate risk limits and controls and monitoring thereof. Risk management policies and systems are reviewed regularly in the light of changes in the Company's activities and business environment.

a) Credit risk

Credit risk is the risk of financial loss to the Company on a financial asset if counterparty fails to meet its contractual obligations and principally arises from trade debts, investments and bank balances. To manage credit risk, the Company maintains procedures covering the function for credit approvals, granting and renewal of counterparty limits and monitoring of exposures against these limits. As part of these processes, the financial viability of all counterparties is regularly monitored and assessed.

Financial assets are considered to be credit-impaired when there is reasonable and supportable evidence that one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. This includes observable data concerning significant financial difficulty of the counterparty; a breach of contract; it becoming probable that the counterparty will enter bankruptcy or other financial re-organization because of financial difficulties. Where the Company has no reasonable expectation of recovering a financial asset in its entirety or a portion thereof for example where all legal avenues for collection of amounts due have been exhausted, the financial asset (or relevant portion) is impaired.

The Company has not recorded impact of application of ECL model on the financial assets due directly/ultimately from the GoP in these financial statements. For other financial assets, the management believes that the impact of ECL is not material as outstanding balances are receivable from counter parties who have high credit ratings with no history of default.

The carrying amount of financial assets represents the maximum credit exposure. The Company conducts transactions with the following major types of counterparties:

Customers

Trade debts are essentially due from fertilizer companies, power generation companies, gas distribution companies and refineries and the Company does not expect these companies to fail to meet their obligations. Payment terms are agreed with customers which vary from 7 to 30 days.

An impairment analysis is performed at each reporting date in accordance with impairment requirements of IFRS 9 read with S.R.O. 1784(I)/2024 dated November 4, 2024 issued by SECP, which has exempted financial assets due directly/ultimately from GoP from application of IFRS 9 till financial years ending on or before December 31, 2025. While evaluating the concentration of risk with respect to trade debts, the Company takes into account that the oil and gas industry in Pakistan is highly regulated, supported by the GOP and there is no history of default by any of the customers in the past. The Company considers current and forward looking information on macro economic factors affecting the ability of the customers to settle the receivables and applies the IFRS 9 simplified approach, read with S.R.O. 1784(I)/2024 dated November 4, 2024 issued by SECP, to measure the expected credit losses which uses a lifetime expected loss allowance for trade debts.

Banks, mutual funds and investments

The Company limits its exposure to credit risk by placing funds only with approved counterparties that have a high credit rating. Investments of surplus funds are made in a safe and secure manner while ensuring optimum return and liquidity. Given these high credit ratings, strict regulations by the State Bank of Pakistan and no history of default, management does not expect any counterparty to fail to meet its obligations and accordingly, credit risk is considered very low.

Notes to the Financial Statements

for the year ended June 30, 2025

Others

The relationship with the joint operating partners is governed under Petroleum Concession Agreements (PCAs) signed by the Government of Pakistan, the Company and its respective joint operating partners with the prior approval of the Ministry of Energy (Petroleum Division), the Government of Pakistan. Various avenues are available for the recovery of dues from joint operating partners including engaging the regulator, right to forfeit working interest, assignment of invoices etc. Based on above and considering there is no history of default by any counter party, management considers the risk of default as very low. In respect of deposits, the management does not expect any counterparty to fail to meet its obligations and accordingly, credit risk is considered very low.

b) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities.

The Company's approach to managing liquidity risk is to ensure, as far as possible, that it will have sufficient liquidity to meet its liability when due under both normal and stress conditions, without incurring unacceptable losses or risking damage to the Company's reputation. The Company maintains sufficient cash and cash equivalents and the Company's financial assets are in excess of financial liabilities by Rs 137,987,632 thousand (2024: Rs 120,747,668 thousand).

c) Market risk

Market risk is the risk that changes in market prices will affect the Company's profit or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return on financial instruments.

i) Currency risk

Currency risk is the risk that changes in foreign exchange rates will affect the Company's profit or the value of its holdings of financial instruments. The objective of currency risk management is to manage and control currency risk exposures within acceptable parameters, while optimizing the return on financial instruments.

Exposure to foreign currency risk

The Company's exposure to currency risk is as follows:

	2025		2024	
	(Rupees in thousand)		(US\$ in thousand)	
Cash and bank balances	17,213,796	17,936,059	60,751	64,310
Short term investments	2,833,494	-	10,000	-
Right-of-use asset receivable from joint operating partners	4,172,121	-	14,724	-
Other receivables	3,923,666	-	13,847	-
Short term loans and advances	3,805,168	5,966,539	13,429	21,393
Lease liability	(9,271,379)	-	(32,721)	-
Trade and other payables	(13,141,105)	(12,912,233)	(46,378)	(46,297)
Net financial assets	9,535,761	10,990,365	33,652	39,406

The following are significant exchange rates:

	Average rate		Closing rate	
	2025	2024	2025	2024
	(Rupees)		(Rupees)	
US\$ 1	279.80	283.57	283.35	278.90

Foreign currency sensitivity analysis

A 10 percent variation of the Pak Rupee against the US\$ at June 30, would have affected profit or loss after tax by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant.

	Change in foreign exchange rates	Effect on profit after tax	Effect on equity
(Rupees in thousand)			
2025			
US\$	+10%	541,536	541,536
	-10%	(541,536)	(541,536)
2024			
US\$	+10%	439,615	439,615
	-10%	(439,615)	(439,615)

ii) Interest rate risk

Interest rate risk represents the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

At the reporting date, the interest rate profile of the Company's interest-bearing financial instruments was:

	2025	2024
(Rupees in thousand)		
Financial assets		
Variable rate		
Long term investments	188,779	194,769
Bank balances	38,691,346	52,175,683
	38,880,125	52,370,452
Fixed rate		
Short term investments	3,177,785	2,560,494
	42,057,910	54,930,946
Financial liabilities - fixed rate		
Long term financing	508,959	593,369
Current portion of long term financing	147,570	149,293
Lease liability	6,168,130	-
Current portion of lease liability	3,103,249	-
	9,927,908	742,662

The effective interest rates for the financial assets are mentioned in respective notes to the financial statements.

Interest rate sensitivity analysis

At June 30, 2025, if interest rates for variable rate financial instruments had been 50 basis points higher/lower and all other variables were held constant, the Company's profit after tax for the year ended June 30, 2025 would increase/ decrease by Rs 110,400 thousand (2024: Rs 165,274 thousand).

Notes to the Financial Statements

for the year ended June 30, 2025

iii) Price risk

Price risk represents the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

At the reporting date, the financial instruments of the Company which are subject to price risk amounting to Rs 35,237,455 thousand (2024: Rs 20,310,494 thousand). At June 30, 2025, if the fair value of above-mentioned financial instruments had been 1 percent higher/ lower and all other variables were held constant, the Company's profit after tax for the year ended June 30, 2025 would increase/ decrease by Rs 200,114 thousand (2024: Rs 115,343 thousand).

38.3.2 Capital risk management

The Company's objective when managing capital is to safeguard the Company's ability to remain a going concern and continue to provide returns to shareholders and benefits to other stakeholders.

In order to achieve the above objectives, the Company may issue new shares through right issue or raise financing from financial institutions.

38.4 Fair value of financial instruments

The carrying values of all financial assets and liabilities approximate their fair value. Financial assets due directly / ultimately from GoP carry contractual rights and entitlement to receive interest on late payment and is exempt from ECL requirement as disclosed in note 2.6 to these financial statements.

Fair value hierarchy

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The Company has the following financial assets at fair value:

	Level 1	Level 2	Level 3	Total
	(Rupees in thousand)			
June 30, 2025				
Short term investments	35,048,676	-	-	35,048,676
Long term investments	188,779	-	-	188,779
	35,237,455	-	-	35,237,455
June 30, 2024				
Short term investments	20,115,725	-	-	20,115,725
Long term investments	194,769	-	-	194,769
	20,310,494	-	-	20,310,494

39. INFORMATION ABOUT JOINT OPERATIONS

The Company's working interests in Pakistan are as follows:

	2025	2024
	Working interest (%)	
OPERATED BLOCKS / FIELDS		
Zarghun South Field	75.0	35.0
Ziarat Block	60.0	60.0
Karak Block	60.0	60.0
Wali West Block	95.0	95.0
Taung Block	60.0	60.0
Harnai Block	60.0	60.0
Ghuri Block	65.0	65.0
Peshawar East Block	98.2	98.2
Waziristan Block	55.0	55.0
Block 28	95.0	95.0
Khetwaro Block *	51.0	51.0
Sharan Block	57.0	58.5
Nareli Block	64.6	64.6
Dadhar Block	38.0	38.0
South Pishin Block	37.0	37.0
Mach Block	38.0	38.0
NON - OPERATED BLOCKS		
Hala Block	35.0	35.0
Kohat Block	33.3	33.3
Kohlu Block	30.0	30.0
Kalchas Block	50.0	50.0
Shah Bandar Block	32.0	32.0
Bela West Block	39.0	39.0
North Dhurnal Block	38.0	40.0
Killa Saifullah Block	39.0	39.0
Zindan Block *	35.0	35.0
Kalat West Block	47.5	47.5
Sui North Block	47.5	47.5
Meeranpur Block	48.8	50.0
Margala Block	30.0	30.0
Tanishpa Block	27.3	27.3
Lugai Block	29.3	29.3
Shaigalu Block	28.5	28.5
Kalchas South Block	44.0	44.0

* The Company has applied for the relinquishment of these blocks and GoP's approval is awaited.

Notes to the Financial Statements

for the year ended June 30, 2025

40. DISCLOSURE REQUIREMENTS FOR SHARIAH COMPLIANT COMPANIES

	Note	2025 (Rupees in thousand)	2024
i) Balance as at June 30, 2025:			
Liabilities			
Interest accrued on conventional long term financing	6	151,173	112,286
Assets			
Long term investments	Shariah compliant 16	32,377,835	12,306,318
Short term investments	Shariah compliant 24	1,815,310	756,155
Bank balances	Shariah compliant 25	5,333,225	5,072,808
ii) Transactions for the year ended June 30, 2025:			
Net sales	Shariah compliant 26	177,097,104	181,828,621
Income on mutual funds	Shariah compliant 33	106,677	152,313
Share of profit / (loss) in associate	Shariah compliant 16.1	291,214	(284,225)
Interest income on deposit accounts with banks	Shariah compliant 33	127,290	122,609
Exchange gain / (loss)	33	700,491	(526,261)
Source and detailed breakup of other income:			
Income / (loss) from			
Mari Services Division	Shariah compliant	159,367	(146,635)
Gain on disposal of stores and spares/ property, plant and equipment	Shariah compliant	239,279	190,783
Miscellaneous income	Non-shariah compliant	135,470	85,574
Miscellaneous income	Shariah compliant	511,520	11,025
		1,045,636	140,747
Borrowing costs paid on conventional long term financing		24,314	27,258
iii) Names of the Company's shariah compliant financial institutions			
			Arrangement
1. Bank Alfalah Limited (Islamic)			Bank deposit
2. Meezan Bank Limited			Bank deposit
3. Al Baraka Bank (Pakistan) Limited			Bank deposit
4. Bank Islami Pakistan Limited			Bank deposit
5. Dubai Islamic Bank			Bank deposit
6. Bank of Punjab			Bank deposit
7. National Investment Trust Limited			Investment
8. Al Meezan Investment Management Limited			Investment

Disclosures other than above are not applicable on the Company.

41. REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

The aggregate amount charged in these financial statements as remuneration and allowances including all benefits to key management personnel (chief executive and directors) and executives of the Company is as follows:

	2025		2024	
	Chief Executive	Executives	Chief Executive	Executives
	(Rupees in thousand)			
Managerial remuneration	83,989	3,740,381	67,620	2,871,632
Provident fund	8,399	342,117	6,762	269,774
Gratuity fund	11,874	337,689	6,080	262,080
Housing, utilities and others	46,194	3,906,691	72,378	3,278,826
Bonuses	106,106	3,739,289	92,120	4,305,461
	256,562	12,066,167	244,960	10,987,773
Number of persons including those who worked part of the year	1	956	1	803

The entitled employees are provided medical, leave benefits, company provided vehicles, residential and club facilities along with children schooling facilities at Daharki.

Non-executive directors were paid aggregate fee and reimbursable expenses of Rs 80,364 thousand (2024: Rs 71,279 thousand). As at June 30, 2025, total directors were 11 (2024: 11).

	2025	2024
42. NUMBER OF EMPLOYEES		
Total number of employees as at year end	1,760	1,653
Average number of employees during the year	1,720	1,641

43. BALANCES AND TRANSACTIONS WITH RELATED PARTIES AND ASSOCIATED COMPANIES

The related parties of the Company comprise of entities having significant influence over the Company and entities controlled by such entities, subsidiaries, associates, employees' retirement funds and key management personnel. Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Company. The Company considers its MD/CEO and Directors to be key management personnel. Associated companies have been identified in accordance with the requirements of the Companies Act, 2017. Transactions and balances with related parties and associated companies, other than below, have been disclosed in relevant notes to these financial statements.

The Company, in the normal course of business, pays for utilities and makes regulatory payments to entities controlled by GoP which are either disclosed in respective notes to these financial statements or are collectively, but not individually, significant to these financial statements.

Notes to the Financial Statements

for the year ended June 30, 2025

Following are the details of associated companies and undertakings and other related parties with whom the Company had entered into transactions or had agreements and / or arrangements in place during the year:

Name and nature of relationship	Direct shareholding % in the Company
Entities with significant influence over the Company	
Fauji Foundation*	40.00%
Oil and Gas Development Company Limited (OGDCL)*	20.00%
Government of Pakistan (GoP)	19.99%
Entities controlled by those entities having significant influence over the Company	
Sui Northern Gas Pipelines Limited*	-
Sui Southern Gas Company Limited*	-
Central Power Generation Company Limited	-
Pak Arab Refinery Company Limited	-
Pakistan Refinery Limited*	-
Askari Bank Limited*	-
Fauji Fertilizer Company Limited*	-
Foundation Power Company Daharki Limited*	-
Olive Technical Services Limited*	-
Foundation Gas*	-
National Investment Trust	1.49%
National Bank of Pakistan	0.34%
Government Holdings (Private) Limited*	-
Pakistan Petroleum Limited*	-
Fauji Cement Company Limited*	-
Associated companies by virtue of common directorship	
Pakistan Oxygen Limited**	-
Pakistan Petroleum Exploration & Production Companies Association	-
Pakistan Mobile Communications Limited**	-
Pakistan Minerals (Private) Limited	-
Siemens Pakistan Engineering Co. Limited	-
Biafo Industries Limited**	-
Employees' retirement funds	
Management Gratuity Fund	-
Non-Management Gratuity Fund	-
Provident Fund	-

Name and nature of relationship	Direct shareholding % in the Company
Key management personnel / Director	
Lt. Gen. Anwar Ali Hyder, HI(M), (Retd)	0.000001%
Syed Bakhtiyar Kazmi	0.000001%
Mr Faheem Haider	0.000001%
Mr Qamar Haris Manzoor	0.000002%
Mr Momin Agha	-
Mr Zafar Abbas	-
Mr Ahmed Hayat Lak	-
Mr Muhammad Aamir Salim	-
Mr Abid Niaz Hasan	0.000341%
Ms Seema Adil	0.000375%
Ms Ayla Majid	0.000365%
Mr Hassan Mehmood Yousufzai***	-
Mr Adnan Afridi***	-
Maj Gen Tariq Qaddus, HI(M), (Retd)***	0.000001%
Mr Mazhar Abbas Hasnani***	-
Mr Muhammad Ramzan***	-
Maj Gen Ahmad Mahmood Hayat, HI(M), (Retd)***	-
Subsidiaries	
Mari Minerals (Private) Limited*	100.00%
Mari Technologies Limited*	100.00%
SKY47 Limited*	-
Associate	
Pakistan International Oil Limited*	25.00%

* These entities are also associated entities by virtue of common directorship.

** These are not associated companies as at June 30, 2025.

*** These are not directors of the Company as at June 30, 2025.

Notes to the Financial Statements

for the year ended June 30, 2025

Name and nature of relationship	Nature of transaction	Transactions for the year ended June 30,	
		2025 (Rupees in thousand)	2024 (Rupees in thousand)
Related parties			
Entities with significant influence over the Company			
Fauji Foundation	Dividend paid	7,090,788	8,254,947
	Cost and other expenses recharged to the Company	641,137	449,359
	Corporate Social Responsibility	690,100	828,556
Oil and Gas Development Company Limited	Dividend paid	3,545,394	4,127,473
	Sale of stores and spares	88,666	140,876
	Contractual services income	357,644	-
	Expenses against studies	273,592	41,030
Government of Pakistan	Dividend paid	3,572,781	4,159,358
Entities controlled by those entities having significant influence over the Company			
Sui Northern Gas Pipelines Limited	Gas sale	70,925,891	70,240,864
	Expenses against studies	33,130	-
Sui Southern Gas Company Limited	Gas sale	6,326,872	5,496,639
	Pipeline expense	142,798	175,643
	Expenses against studies	33,130	-
Central Power Generation Company Limited	Gas sale	14,850	6,249
Pak Arab Refinery Company Limited	Crude oil sale	468,475	759,311
Pakistan Refinery Limited	Crude oil sale	262,553	134,105
Askari Bank Limited	Interest income	1,920,264	4,599,111
Fauji Fertilizer Company Limited	Gas sale	39,059,186	41,120,908
	Income against services	119,211	72,574
Foundation Power Company			
Daharki Limited	Gas sale	5,782,119	5,929,085
Olive Technical Services Limited	Purchase of services	7,866	14,636
Foundation Gas	LPG sale	58,294	-
National Investment Trust	Income on mutual funds	1,278,105	1,275,778
National Bank of Pakistan	Interest income	48,644	80,474
	Income on mutual funds	1,354,503	335,242
Government Holdings (Private) Limited	Expenses against studies	273,592	41,030
Pakistan Petroleum Limited	Contractual services income	-	1,864,097
	Gas processing income	780,270	-
	Expenses against studies	273,592	41,030
	Purchase of stores and spares	1,949	75,999
	Sale of stores and spares	30,266	-
	Expenses recharged to the Company	2,357	-
Fauji Cement Company Limited	Crude oil sale	25,611	24,915

Name and nature of relationship	Nature of transaction	Transactions for the year ended June 30,	
		2025 (Rupees in thousand)	2024 (Rupees in thousand)
Related parties			
Employees' retirement funds			
Management Gratuity Fund	Company's contribution	322,793	-
Non-Management Gratuity Fund	Company's contribution	172,650	88,019
Provident Fund	Company's contribution	364,369	294,163
Associate			
Pakistan International Oil Limited	Expenses recharged to the Company	108,277	-
Subsidiaries			
Mari Minerals (Private) Limited	Cost and other expenses recharged by the Company	250	14,741
Mari Technologies Limited	Cost and other expenses recharged to the Company	35,090	-
	Cost and other expenses recharged by the Company	1,800	-
SKY47 Limited	Cost and other expenses recharged by the Company	136,422	-
Associated companies by virtue of common directorship			
Pakistan Oxygen Limited*	Supply of consumables	-	7,034
Pakistan Petroleum Exploration & Production Companies Association	Membership fee	3,235	1,908
Pakistan Mobile Communications Limited*	Purchase of services	-	55,185
Pakistan Minerals (Private) Limited	Purchase of services	23,083	3,950
Biafo Industries Limited*	Purchase of services	212,667	-
Balance as at June 30,			
Name and nature of relationship	Nature of balance	2025 (Rupees in thousand)	
		2025 (Rupees in thousand)	2024 (Rupees in thousand)
Related parties			
Entities with significant influence over the Company			
Fauji Foundation	Cost and other expenses payable	121,229	72,483
Oil and Gas Development Company Limited	Payable to joint operating partner	358,958	62,491
	Receivable from joint operating partner	1,465,608	1,495,830
	Right-of-use asset receivable	3,244,983	-
	Receivable against contractual services	357,644	-
	Receivable against studies	55,147	-
	Advance against studies	-	2,846

Notes to the Financial Statements

for the year ended June 30, 2025

Name and nature of relationship	Nature of balance	Balance as at June 30,	
		2025	2024
(Rupees in thousand)			
Related parties			
Entities controlled by those entities having significant influence over the Company			
Sui Northern Gas Pipelines Limited	Trade debts	67,291,712	67,732,562
	Receivable against studies	33,130	-
Sui Southern Gas Company Limited	Trade debts	9,859,612	5,177,679
	Payable against pipeline expenses	144,854	28,546
	Receivable against studies	6,194	-
Central Power Generation Company Limited	Trade debts	1,446	1,348
Pak Arab Refinery Company Limited	Trade debts	254,654	108,375
Pakistan Refinery Limited	Trade debts	101,286	42,304
Askari Bank Limited	Bank balances	23,091,614	25,507,546
	Interest accrued	250,070	354,993
Fauji Fertilizer Company Limited	Trade debts	1,771,937	1,809,613
	Advance received against services	90,833	187,471
	Receivable against services	50,486	30,441
Foundation Power Company Daharki Limited	Trade debts	1,100,852	592,002
Olive Technical Services Limited	Payable against services	407	114
Foundation Gas	Trade debts	64,470	6,072
Government Holdings (Private) Limited	Payable to joint operating partner	117,094	-
	Receivable from joint operating partner	7,814	103,373
	Advance against studies	-	2,846
	Receivable against studies	62,789	-
National Investment Trust	Mutual funds	7,469,835	7,532,392
National Bank of Pakistan	Bank balances	16,328	195,220
	Mutual funds	10,784,455	5,769,081
	Interest accrued	3,735	36,746
Pakistan Petroleum Limited	Payable to joint operating partner	108,913	676,120
	Receivable from joint operating partner	1,659,377	1,157,747
	Receivable against contractual services	-	65,496
	Receivable against sale of stores and spares	213	-
	Receivable against gas processing	656,537	-
	Receivable against studies	93,940	3,762
Associate			
Pakistan International Oil Limited	Other payable	53,438	-
Subsidiaries			
Mari Minerals (Private) Limited	Other receivable	250	14,741
Mari Technologies Limited	Other payable	33,290	-
SKY47 Limited	Other receivable	136,422	-

Name and nature of relationship	Nature of balance	Balance as at June 30,	
		2025	2024
(Rupees in thousand)			
Associated companies by virtue of common directorship			
Pakistan Oxygen Limited*	Advances against supply of consumables	-	6,477
Pakistan Mobile Communications Limited*	Payable against services	-	8,670
Siemens Pakistan Engineering Co. Limited	Payable against services	2,111	-

* These are not associated companies as at June 30, 2025, accordingly, transactions with these entities upto the date of common directorship is only disclosed.

44. NON - ADJUSTING EVENTS AFTER THE STATEMENT OF FINANCIAL POSITION DATE

The Board of Directors in its meeting held on August 8, 2025 has proposed final cash dividend for the year ended June 30, 2025 @ Rs 21.7 per share, for approval of the shareholders in the Annual General Meeting.

45. GENERAL

45.1 Details of gross revenue from major customers (including their group entities) is as follows, which constitutes 96% (2024: 96%) of total gross revenue for the year ended June 30, 2025:

Customer name	2025		2024	
	(Rupees in thousand)			
Sui Northern Gas Pipelines Limited	70,925,891		70,240,864	
Fauji Fertilizer Company Limited	39,059,186		41,120,908	
Engro Fertilizers Limited	34,651,701		36,678,174	
Pakarab Fertilizer Limited	20,818,002		21,263,318	
Fatima Fertilizer Company Limited	15,148,865		16,613,294	
Sui Southern Gas Company Limited	6,326,872		5,496,639	
Foundation Power Company Daharki Limited	5,782,119		5,929,085	
Foundation Gas	58,294		-	
Fauji Cement Company Limited	25,611		24,915	
	192,796,541		197,367,197	

Notes to the Financial Statements

for the year ended June 30, 2025

45.2 Capacity and Production

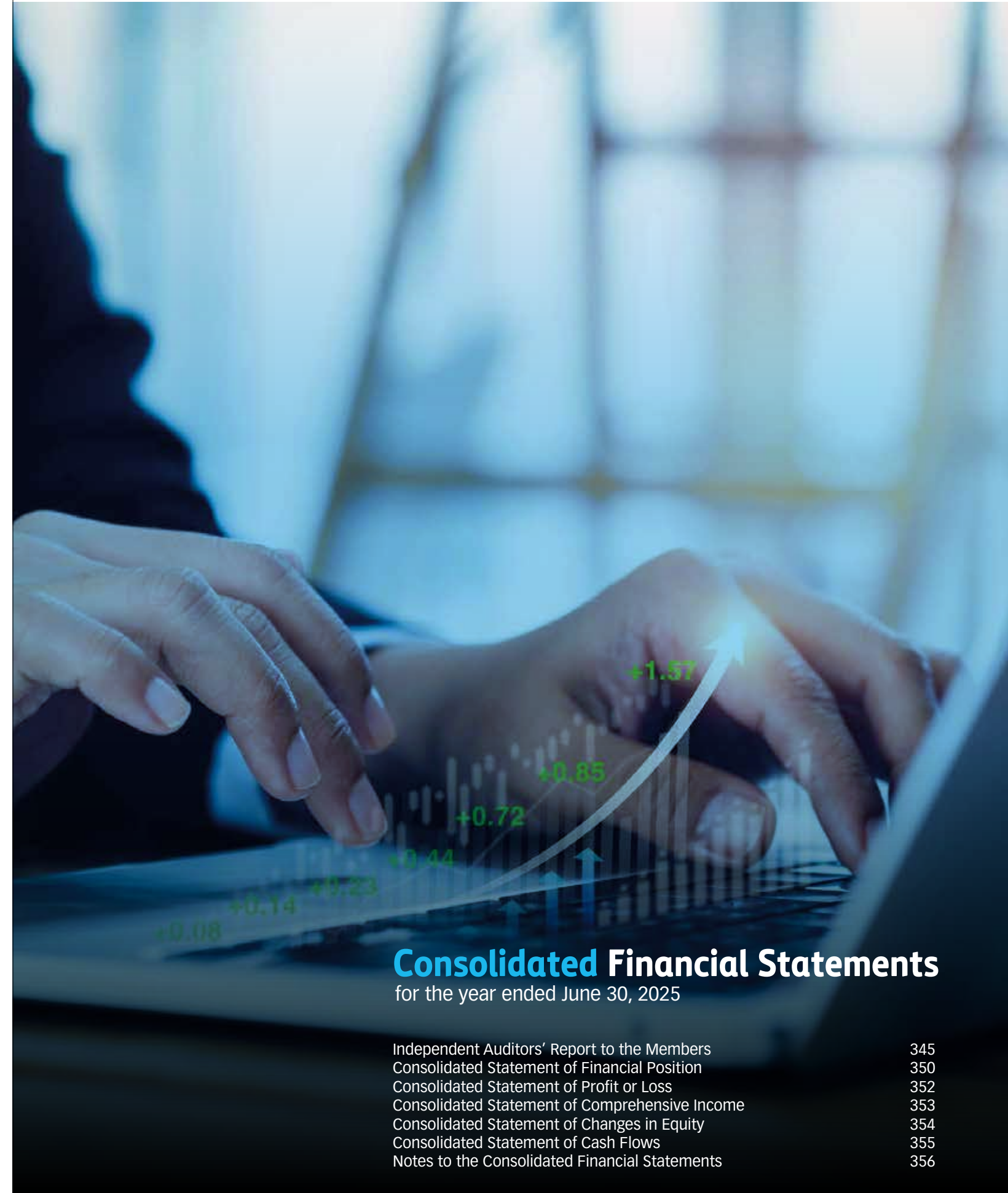
Saleable production (net) from the Company's fields including share from non-operated fields for the year ended June 30, 2025 is as under:

Product	Unit	Production for the year
Gas	MMSCF	292,179
Crude oil	Barrels	509,351

Due to the nature of operations of the Company, installed capacity of above products is not relevant.

45.3 All investments out of Provident Fund and Gratuity Funds have been made in accordance with the provisions of section 218 of the Companies Act, 2017 and the conditions specified for this purpose.

45.4 These financial statements have been authorized for issue by the Board of Directors of the Company on August 8, 2025.



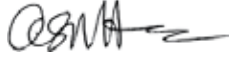
Consolidated Financial Statements

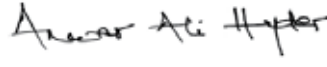
for the year ended June 30, 2025

Independent Auditors' Report to the Members	345
Consolidated Statement of Financial Position	350
Consolidated Statement of Profit or Loss	352
Consolidated Statement of Comprehensive Income	353
Consolidated Statement of Changes in Equity	354
Consolidated Statement of Cash Flows	355
Notes to the Consolidated Financial Statements	356


Nabeel Rasheed
 Chief Financial Officer


Faheem Haider
 Managing Director / CEO


Abid Hasan
 Director


Lt Gen Anwar Ali Hyder
 HI(M), (Retd)
 Chairman

This page is intentionally left blank



A.F. FERGUSON & CO.

INDEPENDENT AUDITOR'S REPORT

To the members of Mari Energies Limited

Opinion

We have audited the annexed consolidated financial statements of Mari Energies Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at June 30, 2025, and the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information and other explanatory information.

In our opinion, consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at June 30, 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with the accounting and reporting standards as applicable in Pakistan.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) as applicable in Pakistan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants as adopted by the Institute of Chartered Accountants of Pakistan (the Code), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matter

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

AOS



A·F·FERGUSON&CO.

Following is the Key audit matter:

S. No.	Key audit matter	How the matter was addressed in our audit
(i)	<p>Recognition of Revenue</p> <p><i>(Refer note 3.10 and 26 to the consolidated financial statements)</i></p> <p>The Group derives its revenue from exploration, production and sale of hydrocarbons.</p> <p>The Group recognized net revenue during the year mainly from the sale of natural gas and crude oil amounting to Rs 169,795 million and Rs 7,254 million respectively.</p> <p>Revenue is recognized when the Group satisfies a performance obligation by transferring of promised product to a customer. The Group principally satisfies its performance obligation at a point in time and recognizes as revenue the amount of transaction price that is allocated to the performance obligation.</p> <p>We considered this as a key audit matter due to the significance of the amounts requiring significant time and resource to audit due to magnitude, inherent risk of material misstatement and revenue being a key economic indicator of the Group.</p>	<p>Our audit procedures in relation to the matter, amongst others, included:</p> <ul style="list-style-type: none"> • Performed test of details on sample basis for sales transactions by inspecting respective invoices, delivery challans and acknowledgement of customers; • Checked notifications of Oil and Gas Regulatory Authority for gas prices. Performed, on a sample basis, recalculation of crude oil and gas prices in accordance with applicable petroleum policies / agreements / term sheets; • Assessed sales transactions on either side of the consolidated statement of financial position date to assess whether they are recorded in relevant accounting period; • Performed analytical procedures to analyze variation in the price and quantity sold during the year; • Tested journal entries related to revenue recognized during the year based on identified risk criteria; and • Assessed the adequacy of related disclosures made in the consolidated financial statements.

AOS



A·F·FERGUSON&CO.

Information Other than the Financial Statements and Consolidated Financial Statements and Auditor's Reports Thereon

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and consolidated financial statements and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and the Board of Directors for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting and reporting standards as applicable in Pakistan and Companies Act, 2017 and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs as applicable in Pakistan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

AOS



A.F. FERGUSON & CO.

As part of an audit in accordance with ISAs as applicable in Pakistan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.



A.F. FERGUSON & CO.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is M. Imtiaz Aslam.

Chartered Accountants
Islamabad
Date: August 28, 2025

UDIN: AR202510050pEnUjgvyY

Consolidated Statement of Financial Position

As at June 30, 2025

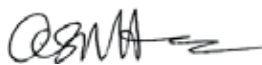
	Note	2025 (Rupees in thousand)	2024
EQUITY AND LIABILITIES			
SHARE CAPITAL AND RESERVES			
Share capital	4	12,006,225	1,334,025
Other reserves	5	6,284,245	17,192,508
Unappropriated profit		253,596,047	206,381,133
		271,886,517	224,907,666
Non-controlling interests		2,012,282	-
TOTAL EQUITY		273,898,799	224,907,666
NON CURRENT LIABILITIES			
Long term financing	6	508,959	593,369
Lease liabilities	7	6,314,296	-
Deferred liabilities	8	32,904,038	27,445,015
Deferred tax liability	9	43,133,086	30,679,757
		82,860,379	58,718,141
CURRENT LIABILITIES			
Trade and other payables	10	51,098,733	49,914,128
Current portion of long term financing	6	147,570	149,293
Current portion of lease liabilities	7	3,129,170	-
Unclaimed dividend	11	696,411	570,696
Provision for income tax		13,627,071	12,312,326
		68,698,955	62,946,443
TOTAL LIABILITIES		151,559,334	121,664,584
CONTINGENCIES AND COMMITMENTS	12		
TOTAL EQUITY AND LIABILITIES		425,458,133	346,572,250


The annexed notes 1 to 46 form an integral part of these consolidated financial statements.


Nabeel Rasheed
 Chief Financial Officer


Faheem Haider
 Managing Director / CEO

	Note	2025 (Rupees in thousand)	2024
ASSETS			
NON CURRENT ASSETS			
Property, plant and equipment	13	114,118,230	97,355,350
Development and production assets	14	61,803,417	35,118,195
Exploration and evaluation assets	15	22,669,369	25,532,040
Long term investments	16	20,066,614	12,500,987
Right-of-use asset receivable from joint operating partners	17	2,775,659	-
Long term loans and advances	18	66,806	48,967
Long term deposits and prepayments	19	146,253	183,741
		221,646,348	170,739,280
CURRENT ASSETS			
Stores and spares	20	12,681,811	8,620,579
Trade debts	21	86,581,711	81,073,374
Short term loans and advances	22	6,470,316	9,529,056
Short term prepayments		257,820	585,974
Other receivables	23	6,375,200	736,363
Current portion of right-of-use asset receivable from joint operating partners	17	1,396,462	-
Short term investments	24	43,904,612	22,676,219
Interest accrued		268,098	401,229
Cash and bank balances	25	45,155,755	52,210,176
		203,091,785	175,832,970
Asset classified as held for sale	13	720,000	-
TOTAL ASSETS		425,458,133	346,572,250


Abid Niaz Hasan
 Director


Lt Gen Anwar Ali Hyder
 HI(M), (Retd)
 Chairman

Consolidated Statement of Profit or Loss

for the year ended June 30, 2025

	Note	2025 (Rupees in thousand)	2024
Gross sales		200,214,139	204,604,788
General sales tax		(20,937,436)	(20,608,644)
Excise duty		(2,179,599)	(2,167,523)
		(23,117,035)	(22,776,167)
Net sales	26	177,097,104	181,828,621
Royalty and additional wellhead charge	27	(35,611,066)	(22,097,614)
Operating and administrative expenses	28	(41,113,352)	(35,903,842)
Exploration and prospecting expenditure	29	(14,861,832)	(12,924,077)
Finance cost	30	(3,489,400)	(2,864,235)
Other charges	31	(5,359,455)	(6,741,704)
		(100,435,105)	(80,531,472)
		76,661,999	101,297,149
Other income	32	965,636	140,747
Finance income	33	10,674,301	9,209,180
Share of profit / (loss) in associate	16.1	291,214	(284,225)
Profit before taxation		88,593,150	110,362,851
Provision for taxation	34	(23,211,936)	(33,074,794)
Profit for the year		65,381,214	77,288,057
Attributable to:			
Equity holders of Mari Energies Limited		65,368,932	77,288,057
Non-controlling interests		12,282	-
		65,381,214	77,288,057
Earnings per share - basic and diluted			(Restated)
Earnings per ordinary share (Rupees)	35	54.45	64.37

The annexed notes 1 to 46 form an integral part of these consolidated financial statements.



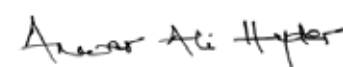
Nabeel Rasheed
Chief Financial Officer



Faheem Haider
Managing Director / CEO



Abid Niaz Hasan
Director



Lt Gen Anwar Ali Hyder
HI(M), (Retd)
Chairman

Consolidated Statement of Comprehensive Income

for the year ended June 30, 2025

	Note	2025 (Rupees in thousand)	2024
Profit for the year		65,381,214	77,288,057
Other comprehensive (loss) / income:			
<u>Items that will not be subsequently reclassified to profit or loss:</u>			
Remeasurement (losses) / gains of defined benefit plans		(489,709)	84,047
Income tax effect related to remeasurement of defined benefit plans			
- Current tax credit / (charge)		298,090	(33,671)
- Deferred tax charge		(4,265)	(16,758)
		(195,884)	33,618
<u>Items that will be subsequently reclassified to profit or loss:</u>			
Effect of translation of investment in a foreign associate	16.1	243,153	(29,559)
Income tax effect related to effect of translation of investment in a foreign associate - deferred tax charge		(561,415)	-
		(318,262)	(29,559)
Other comprehensive (loss) / income for the year		(514,146)	4,059
Total comprehensive income for the year		64,867,068	77,292,116
Attributable to:			
Equity holders of Mari Energies Limited		64,854,786	77,292,116
Non-controlling interests		12,282	-
		64,867,068	77,292,116

The annexed notes 1 to 46 form an integral part of these consolidated financial statements.




Nabeel Rasheed
Chief Financial Officer



Faheem Haider
Managing Director / CEO



Abid Niaz Hasan
Director



Lt Gen Anwar Ali Hyder
HI(M), (Retd)
Chairman

Consolidated Statement of Changes in Equity

for the year ended June 30, 2025

	Share capital	Other Reserves			Un-appropriated profit	Total	Non-controlling interests	Total equity
		Capital redemption reserve fund	Self insurance reserve	Foreign currency translation reserve				
(Rupees in thousand)								
Balance as at July 01, 2023	1,334,025	10,590,001	4,600,000	2,032,066	149,870,248	168,426,340	-	168,426,340
Total comprehensive income for the year:								
Profit for the year	-	-	-	-	77,288,057	77,288,057	-	77,288,057
Other comprehensive (loss) / income	-	-	-	(29,559)	33,618	4,059	-	4,059
	-	-	-	(29,559)	77,321,675	77,292,116	-	77,292,116
Final cash dividend for the year ended								
June 30, 2023 @ Rs 58.00 per share *	-	-	-	-	(7,737,345)	(7,737,345)	-	(7,737,345)
Interim cash dividend for the year ended								
June 30, 2024 @ Rs 98.00 per share *	-	-	-	-	(13,073,445)	(13,073,445)	-	(13,073,445)
Balance as at June 30, 2024	1,334,025	10,590,001	4,600,000	2,002,507	206,381,133	224,907,666	-	224,907,666
Total comprehensive income for the year:								
Profit for the year	-	-	-	-	65,368,932	65,368,932	12,282	65,381,214
Other comprehensive (loss)	-	-	-	(318,262)	(195,884)	(514,146)	-	(514,146)
	-	-	-	(318,262)	65,173,048	64,854,786	12,282	64,867,068
Issuance of bonus shares - note 4.2 *	10,672,200	(10,590,001)	-	-	(82,199)	-	-	-
Share capital of a subsidiary, SKY47 Limited, subscribed by non-controlling interests								
	-	-	-	-	-	-	2,000,000	2,000,000
Final cash dividend for the year ended								
June 30, 2024 @ Rs 134.00 per share *	-	-	-	-	(17,875,935)	(17,875,935)	-	(17,875,935)
Balance as at June 30, 2025	12,006,225	-	4,600,000	1,684,245	253,596,047	271,886,517	2,012,282	273,898,799

* Distribution to owners - recorded directly in equity

The annexed notes 1 to 46 form an integral part of these consolidated financial statements.



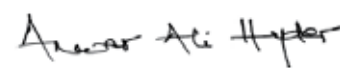
Nabeel Rasheed
Chief Financial Officer



Faheem Haider
Managing Director / CEO



Abid Niaz Hasan
Director



Lt Gen Anwar Ali Hyder
HI(M), (Retd)
Chairman

Consolidated Statement of Cash Flows

for the year ended June 30, 2025

	Note	2025	2024
		(Rupees in thousand)	
Cash flows from operating activities			
Cash receipts from customers		228,258,396	205,884,591
Cash paid to the Government for Government levies		(84,988,207)	(67,677,628)
Cash paid to suppliers, employees and others - net		(55,668,763)	(21,282,816)
Income tax paid		(9,753,010)	(16,481,531)
Cash generated from operating activities		77,848,416	100,442,616
Cash flows from investing activities			
Property, plant and equipment		(19,256,727)	(22,014,418)
Development and production assets		(21,439,843)	(13,803,617)
Exploration and evaluation assets		(10,243,436)	(12,835,816)
Proceeds from disposal of property, plant and equipment		3,612	8,788
Investment in associate	16	(7,037,250)	(7,089,800)
Proceeds from the maturity of Term Finance Certificates		-	1,000,000
Income on mutual funds	33	4,365,588	2,328,472
Interest received		5,747,343	7,469,934
Cash utilized in investing activities		(47,860,713)	(44,936,457)
Cash flows from financing activities			
Repayment of long term financing		(125,000)	(93,750)
Redemption of preference shares		(216)	(88)
Finance cost paid		(40,111)	(50,987)
Subscription of shares of a subsidiary by non-controlling interests		2,000,000	-
Lease rentals paid - net		(194,482)	-
Bank balances under lien		(266,000)	-
Dividend paid		(17,750,220)	(20,657,329)
Cash utilized in financing activities		(16,376,029)	(20,802,154)
Increase in cash and cash equivalents		13,611,674	34,704,005
Cash and cash equivalents at beginning of the year		74,886,395	40,900,686
Effect of exchange rate changes		296,298	(718,296)
Cash and cash equivalents at end of the year	36	88,794,367	74,886,395


The annexed notes 1 to 46 form an integral part of these consolidated financial statements.



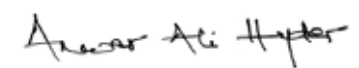
Nabeel Rasheed
Chief Financial Officer



Faheem Haider
Managing Director / CEO



Abid Niaz Hasan
Director



Lt Gen Anwar Ali Hyder
HI(M), (Retd)
Chairman

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

1. LEGAL STATUS AND OPERATIONS

1.1 Mari Energies Limited (the Group) comprises of Mari Energies Limited (MariEnergies or the Holding Company), its wholly owned subsidiaries, Mari Minerals (Private) Limited (MariMinerals) and Mari Technologies Limited (MariTechnologies), and its subsidiary, SKY47 Limited (SKY47). MariEnergies is a public limited company incorporated in Pakistan on December 4, 1984 under the repealed Companies Ordinance, 1984 (replaced by the Companies Act, 2017) and its shares are listed on the Pakistan Stock Exchange Limited. During the year, MariEnergies resolved to change its name from "Mari Petroleum Company Limited" to "Mari Energies Limited" and the said name change has been registered by the Securities and Exchange Commission of Pakistan on January 7, 2025.

MariMinerals is a private limited company incorporated in Pakistan on July 25, 2023 under the Companies Act, 2017 and MariTechnologies is a public limited company incorporated in Pakistan on October 22, 2024 under the Companies Act, 2017. SKY47 is a public limited company incorporated in Pakistan on November 28, 2024 under the Companies Act, 2017, and is a subsidiary of MariEnergies through MariTechnologies with sixty percent shareholding.

The Group, through its Holding Company, is principally engaged in exploration, production and sale of hydrocarbons. Additionally, the Group, through its subsidiaries, is principally engaged in mineral mining activities and the establishment and running of data centers, cloud computing, artificial intelligence and other new technologies. The registered office of the Holding Company and its subsidiaries is situated at 21 Mauve Area, 3rd Road, G-10/4, Islamabad.

1.2 Geographical location of blocks/fields/licenses/sites is as under:

Blocks/Fields/Licenses/Sites	Location
Mari Field, Sujawal block, Sukkur block, Taung block, Hala block, Shah Bandar block and Khetwaro block	Sindh
Zarghun South Field, Kohlu block, Ziarat block, Harnai block, Block 28, Bela West block, Killa Saifullah block, Nareli block, Sharan block, Hanna block, Dadhar block, Mach block, Kalat West block, Lugai block, Shaigalu block, South Pishin block, Tanishpa block. Mining Licenses: EL-186, EL-322 and EL-323	Balochistan
Waziristan block, Kohat block and Wali West block	Khyber Pakhtunkhwa (KPK)
Ghuri block and North Dhurnal block	Punjab
Karak block, Peshawar East block and Zindan block	KPK and Punjab
Meeranpur block, Sui North block, Kalchas block and Kalchas South block	Balochistan and Punjab
Site for data center	Islamabad
Margala block	Islamabad, KPK and Punjab

The Group's largest field is Mari Field which is located at Daharki, District Ghotki, Sindh.

2. BASIS OF PREPARATION

2.1 Statement of compliance

These consolidated financial statements have been prepared in accordance with the accounting and reporting standards as applicable in Pakistan. The accounting and reporting standards as applicable in Pakistan comprise of International Financial Reporting Standards (IFRS), issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017 and provisions of and directives issued under the Companies Act, 2017. Where the provisions of and directives issued under the Companies Act, 2017 differ from IFRS, the provisions of and directives issued under the Companies Act, 2017 have been followed.

2.2 Basis of measurement

These consolidated financial statements have been prepared under the historical cost convention except as otherwise disclosed.

2.3 Functional and presentation currency

These consolidated financial statements are presented in Pakistan Rupees (Rupees), which is the functional currency of the Group. All figures are rounded off to the nearest thousand of Rupees.

2.4 Significant accounting judgements, estimates and assumptions

The preparation of these consolidated financial statements in conformity with the approved accounting and reporting standards as applicable in Pakistan requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making judgment about the carrying amounts of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which estimates are revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

In the process of applying the Group's accounting policies, the management has made the following estimates, assumptions and judgements which are significant to these consolidated financial statements:

a) Estimation of oil and gas reserves - note 3.8 and note 14

Oil and gas commercial reserves are an important element in calculation of amortization charge and for impairment testing of development and production assets of the Group. Reserve estimates involve some degree of uncertainty, require the application of judgement and are subject to future revision. Reserves are estimated by reference to available reservoir and well information, including production and pressure trends for producing reservoirs and, in some cases, subject to definitional limits, to similar data from other producing reservoirs. All reserve estimates are subject to revision, either upward or downward, based on new information, such as from development, drilling and production activities or from changes in economic factors, including contract terms or development plans.

b) Exploration and evaluation expenditure - note 3.7 and note 15

The Group's accounting policy for exploration and evaluation expenditure results in certain items of expenditure being capitalized where it is considered likely to be recoverable by future exploration or sale or where the activities have not reached a stage which permits a reasonable assessment of the existence of commercial reserves. This policy requires management to make certain estimates and assumptions as to future events and circumstances, in particular whether an economically viable extraction operation can be established. Any such estimates and assumptions may change as new information becomes available. If, after having capitalized the expenditure under the policy, a judgement is made that recovery of the expenditure is unlikely, the relevant capitalized amount is charged to the consolidated statement of profit or loss in the period when such judgement is made.

c) Development and production expenditure - note 3.8 and note 14

Development and production activities commence after project sanctioning by the appropriate approving authority. Judgement is applied by the management in determining whether a project is economically viable before obtaining project sanction approval. In exercising this judgement, management is required to make certain estimates and assumptions similar to those described above for capitalized exploration and evaluation expenditure. Any such estimates and assumptions may change as new information becomes available. If,

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

after having commenced development activity, a judgement is made that a development and production asset is impaired, the appropriate amount is charged to the consolidated statement of profit or loss in the period when such judgement is made.

d) Provision for decommissioning cost - note 3.4 and note 8.1

Provision is recognized for the future decommissioning and restoration of oil and gas wells, production facilities and pipelines at the end of their economic lives. The timing of recognition requires the application of judgement to existing facts and circumstances, which can be subject to changes. Estimates of the amounts of provision are based on current legal and constructive requirements, technology and price levels. Provision is based on best current estimates, however, because actual outflows may differ from estimates due to changes in laws, regulations, public expectations, technology, prices and conditions, and can take place many years in the future, the carrying amount of provision is reviewed periodically and adjusted to take account of significant changes.

e) Property, plant and equipment - note 3.6 and note 13

The Group reviews the appropriateness of useful lives and method of depreciation of property, plant and equipment at each reporting date. Any change in the estimates may affect the carrying amounts of respective items of property, plant and equipment with a corresponding effect on the depreciation charge and impairment, if any.

f) Employee benefits - note 3.5 and note 37

Certain actuarial assumptions have been adopted as disclosed in note 37 to the consolidated financial statements for determination of present value of defined benefit obligations and fair value of plan assets.

g) Income taxes - note 3.2, note 9 and note 34

In making the estimates of income taxes currently payable by the Group, the management takes into account the income tax law applicable to the Group and guidance based on the decisions of appellate authorities in the past. This involves judgement on the future tax treatment of certain transactions. Deferred tax is recognized to reflect the tax consequences that would follow from the manner in which the entity expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

h) Measurement of the expected credit loss allowance - note 3.14 and note 39

The measurement of the Expected Credit Loss ("ECL") allowance for financial assets measured at amortized cost is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behavior (e.g. the likelihood of counter parties defaulting and the resulting losses).

Elements of the ECL models that are considered accounting judgments and estimates include various formulas and choice of inputs, macroeconomic scenarios and economic inputs along with their effect on Probability of Default (PDs), Exposure At Default (EADs) and Loss Given Default (LGDs).

As referred in note 2.6 to these consolidated financial statements, the Securities and Exchange Commission of Pakistan (SECP) has deferred applicability of ECL model in respect of financial assets due from the Government of Pakistan (GoP). Accordingly, the Group reviews the recoverability of its financial assets that are due directly / ultimately from GoP to assess whether there is any objective evidence of impairment as per requirements of IAS 39 'Financial Instruments: Recognition and Measurement' at each reporting date.

i) Leases and right-of-use assets- note 3.13, note 7, note 13 and note 17

The Group assesses whether a contract is or contains a lease or a sublease at inception of the contract. This assessment involves the exercise of judgment to determine if the control of an identified asset has been passed between the parties. Control exists if substantially all of the economic benefits from the use of the asset are transferred to the lessee and the lessee has the ability to direct its use for a period of time. Further,

the Group assesses the lease term as the non-cancellable lease term in line with lease contract together with the period for which the Group has extension options if it is reasonably certain to be exercised or to purchase the underlying asset and the periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. For contracts that contain a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative standalone prices. Further, the judgement is made whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to classify the lease as a finance or operating lease.

j) Stores and spares - note 3.9 and note 20

The Group reviews the stores and spares for possible write downs/ provisions on a periodic basis, which may affect the carrying amounts of the respective items of stores and spares with a corresponding effect on the provision.

k) Contingencies - note 3.16 and note 12

The assessment of the contingencies inherently involves the exercise of significant judgment as the outcome of the future events cannot be predicted with certainty. The Group, based on the availability of the latest information, estimates the value of contingent assets and liabilities, which may differ on the occurrence / non-occurrence of the uncertain future event(s).

l) Joint arrangements - note 3.11

The Holding Company participates in several joint arrangements. Judgment is required in order to determine their classification as a joint venture where the Holding Company has rights to the net assets of the arrangement or a joint operation where the Group has rights to the assets and obligations for the liabilities of the arrangement. In making this judgment, consideration is given to the legal form of the arrangement, the contractual terms and conditions as well as other facts and circumstances.

2.5 New and amended standards and interpretations

There are certain amendments to the accounting and reporting standards which became applicable to the Group on July 1, 2024. However, these amendments do not have any significant impact on the Group's consolidated financial statements.

The following standards and amendments will be effective for accounting periods, beginning on or after the date mentioned against each of them.

- Amendment to IAS 21 'The Effects of Changes in Foreign Exchange Rates', - Lack of Exchangeability (effective for annual reporting periods beginning on or after January 1, 2025 with early adoption available). This amendment clarifies that a currency is exchangeable when an entity is able to exchange that currency for the other currency through markets or exchange mechanisms that create enforceable rights and obligations without undue delay at the measurement date and for a specified purpose; a currency is not exchangeable into the other currency if an entity can only obtain an insignificant amount of the other currency.
- Amendment to IFRS 7 'Financial Instruments: Disclosures' and IFRS 9 'Financial Instruments' - Classification and Measurement of Financial Instruments (effective for annual reporting periods beginning on or after January 1, 2026 with early adoption available). These amendments clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system; clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion; add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets); and make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

- Amendment to IFRS 7 'Financial Instruments: Disclosures' and IFRS 9 'Financial Instruments' - Contracts Referencing Nature-dependent Electricity (effective for annual reporting periods beginning on or after January 1, 2026 with early adoption available). These amendments change the 'own use' and hedge accounting requirements of IFRS 9 and include targeted disclosure requirements to IFRS 7. These amendments apply only to 'contracts referencing nature-dependent electricity' that expose an entity to variability in the underlying amount of electricity because the source of its generation depends on uncontrollable natural conditions (such as the weather).
- IFRS 17 'Insurance Contracts' establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts within the scope of the Standard. The objective of IFRS 17 is to ensure that an entity provides relevant information that faithfully represents those contracts. This information gives a basis for users of financial statements to assess the effect that insurance contracts have on the entity's financial position, financial performance and cash flows. SECP vide its SRO 1715(I)/2023 dated November 21, 2023 has directed that IFRS 17 shall be followed for the period commencing January 1, 2026 by companies engaged in insurance / takaful and re-insurance / re-takaful business.
- In July 2024, the IASB issued 'Annual improvements to IFRS – Volume 11' (Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7). The amendments are effective for annual reporting periods beginning on or after January 1, 2026 with early adoption available.

The above standards and amendments to approved accounting standards have not been early adopted by the Group and are not likely to have any material impact on the Group's consolidated financial statements.

Other than the aforesaid standards and amendments, IASB has also issued the following standards and interpretation, which have not been notified locally or declared exempt by the SECP as at June 30, 2025:

- IFRS 1 (First-time Adoption of International Financial Reporting Standards)
- IFRS 18 (Presentation and Disclosure in Financial Statements)
- IFRS 19 (Subsidiaries without Public Accountability: Disclosures)
- IFRIC 12 (Service Concession Arrangements)

2.6 Exemption from application of Expected Credit Losses model

The Securities and Exchange Commission of Pakistan (SECP) through S.R.O. 1784(I)/2024 dated November 4, 2024 has notified that in respect of companies holding financial assets due or ultimately due from the Government of Pakistan (GoP) in respect of circular debt, the requirements contained in IFRS 9 'Financial Instruments' with respect to application of Expected Credit Losses (ECL) model shall not be applicable for financial years ending on or before December 31, 2025, provided that such companies shall follow relevant requirements of IAS 39 'Financial Instruments: Recognition and Measurement' in respect of above referred financial assets during the exemption period.

Consequently, the Group has not recorded impact of application of ECL model on the financial assets due directly/ultimately from the GoP in these consolidated financial statements.

3. ACCOUNTING POLICIES

A) MATERIAL ACCOUNTING POLICIES

The material accounting policies set out below have been applied consistently to all periods presented in these consolidated financial statements.

3.1 Basis of consolidation

These consolidated financial statements include the financial statements of the Holding Company and its subsidiary companies. Subsidiary is an entity over which the Holding Company has control. Control is achieved when the Holding Company is exposed, or has right, to variable returns from its involvement with the investee

and has ability to affect those returns through its power over the investee. Generally, there is presumption that a majority of voting rights result in control.

The Holding Company re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more elements of control.

Subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date when such control ceases. Assets, liabilities, income and expenses of a subsidiary acquired or disposed off during the year are included in the profit or loss from the date the Group gains control until the date the Group ceases to control the subsidiary.

The assets, liabilities, income and expenses of the subsidiary companies are consolidated on a line by line basis and carrying value of investments held by the Holding Company eliminated against the subsidiary companies' shareholder's equity in the consolidated financial statements.

The financial statements of the subsidiaries are prepared for the same reporting period as the Holding Company, using consistent accounting policies. Further, the accounting policies of the subsidiaries are aligned with the accounting policies of the Group, wherever required.

All intra-group balances, transactions and unrealised gains and losses resulting from intra-group transactions and dividends are eliminated in full.

3.2 Income tax

Income tax comprises current and deferred tax and it is recognized in profit or loss except to the extent that it relates to items recognized outside of profit or loss (whether in other comprehensive income or directly in equity), if any, in which case the tax amounts are recognized outside of profit or loss.

Current

Provision for current income tax is based on taxable income at the applicable tax rates after taking into account tax credits and tax rebates, if any.

Deferred

The Group accounts for deferred tax using the 'liability method' in respect of all temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases. Deferred tax liabilities are recognized for all taxable temporary differences and deferred tax assets are recognized to the extent, it is probable that taxable profits will be available against which deductible temporary differences, unused tax losses and unused tax credits can be utilized.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted at the date of the consolidated statement of financial position.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets and they relate to income taxes levied by the same tax authority.

3.3 Provisions

Provisions are recognized when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of obligation. Provisions are reviewed at each reporting date and adjustments are made, where required, to reflect the current best estimate.

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

3.4 Decommissioning cost

The activities of the Group normally give rise to obligations for site restoration, which may include abandonment and removal of wells, facility decommissioning and dismantling, removal or treatment of waste materials, land rehabilitation and site restoration.

Liabilities for decommissioning cost are recognized when the Group has an obligation for site restoration and a reliable estimate of that liability can be made. The amount recognized is the estimated cost of decommissioning based on current requirements, technology and price levels and is discounted to its present value over the useful economic life of the reserves. The associated decommissioning cost asset is capitalized to the cost of property, plant and equipment, development and production assets and exploration and evaluation assets, as the case may be. The recognized amount of decommissioning cost asset is subsequently amortized/depreciated as part of the capital cost of the development and production assets and property, plant and equipment.

While the provision is based on the best estimates, there is uncertainty regarding both the amount and timing of incurring these costs. Any change in the present value of the estimated expenditure is dealt with prospectively and reflected as an adjustment to the provision and a corresponding adjustment to property, plant and equipment, development and production assets and exploration and evaluation assets, as the case may be. The unwinding of discount on decommissioning provision is recognized as finance cost in the consolidated statement of profit or loss.

The decommissioning cost has been discounted at a real discount rate of 1.30% (2024: 1.30%) per annum.

3.5 Employee benefits

The Group operates following plans for its eligible employees:

i) Defined benefit funded and unfunded plans:

- a) The Group makes contributions to funded plans and records liability for funded and unfunded plans on the basis of actuarial valuations, carried out annually by independent actuaries using the "Projected Unit Credit Method" and the latest valuation was carried out as at June 30, 2025. The results of the valuation are summarized in note 37 to these consolidated financial statements.

The Group's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the present value of the future benefit that employees have earned in return for their service in the current and prior years. Past service cost and curtailments are recognized in the consolidated statement of profit or loss, in the year in which change takes place.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited in other comprehensive income in the year in which they arise.

- b) The Group has the policy to provide for compensated absences of its employees in accordance with respective entitlement on cessation of service; related expected cost thereof has been recognized in the consolidated statement of profit or loss.

ii) Defined contribution provident fund, for which Rs 371,197 thousand (2024: Rs 294,113 thousand) are charged to the consolidated statement of profit or loss for the year. The contributions to the fund are made by the Group at the rate of 10% of the basic salary.

3.6 Property, plant and equipment

Property, plant and equipment except freehold land are stated at cost less accumulated depreciation and accumulated impairment losses, if any. Freehold land is stated at cost less accumulated impairment losses, if any. Cost in relation to property, plant and equipment comprises acquisition and other directly attributable

costs to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by the management and decommissioning cost as referred in note 3.4 to these consolidated financial statements. The cost of self constructed assets also includes the cost of materials, direct labour and any other costs directly attributable to bringing the assets to working condition for their intended use.

Depreciation on property, plant and equipment is charged to the consolidated statement of profit or loss using the straight line method at rates specified in note 13 to these consolidated financial statements except for decommissioning cost which is charged on unit of production basis, so as to write off the cost of property, plant and equipment over their estimated useful lives.

Depreciation on additions to property, plant and equipment is charged from the month in which an asset is available for use while no depreciation is charged for the month in which the asset is derecognized.

Subsequent costs are included in the assets' carrying amounts when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. Carrying amount of parts so replaced, if any, is derecognized. All other repairs and maintenance are charged to the consolidated statement of profit or loss as and when incurred. Gains and losses on disposals are credited or charged to the consolidated statement of profit or loss in the year of disposal.

Capital work in progress is stated at cost less impairment losses, if any, and transferred to respective item of property, plant and equipment when available for intended use.

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment loss. If any such indication exists, the recoverable amount of such assets is estimated and impairment losses are recognized in the consolidated statement of profit or loss. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised recoverable amount but limited to the extent of the carrying amount that would have been determined (net of depreciation) had no impairment loss been recognized for the asset in prior years. A reversal of the impairment loss is recognized as income in the consolidated statement of profit or loss.

3.7 Exploration and evaluation assets

The Group applies the "successful efforts" method of accounting for Exploration and Evaluation (E&E) expenditures related to its oil & gas business. Under this method of accounting, all property acquisitions and exploratory/evaluation drilling expenditures are initially capitalized as E&E assets by well, field or exploration area, as appropriate, till such time that technical feasibility and commercial viability of extracting gas and oil are demonstrated.

Major costs capitalized include material, chemical, fuel, well services, rig costs, cost of recognizing provisions for future site restoration and decommissioning and any other cost directly attributable to a particular well. All other exploration costs including cost of technical studies, seismic acquisition and processing, geological and geophysical activities are charged against income as exploration and prospecting expenditure. Costs incurred prior to having obtained the legal rights to explore an area are charged directly to the consolidated statement of profit or loss as and when incurred.

Tangible assets used in E&E activities including the Group's vehicles, drilling rigs and other property, plant and equipment used by the Group's exploration function are classified as property, plant and equipment. However, to the extent that such a tangible asset is consumed in developing an E&E asset, the amount reflecting that consumption is recorded as part of the cost of the E&E asset. Such costs include directly attributable overheads, together with the cost of other materials consumed during the exploration and evaluation phases.

E&E assets relating to each exploration license/field are carried forward, until the existence or otherwise of commercial reserves have been determined subject to certain limitations including review for indications of

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

impairment. If commercial reserves have been discovered, the carrying value after any impairment loss of the relevant E&E assets is then reclassified as development and production assets. Otherwise, the capitalized costs are written off as dry hole costs. E&E assets are not amortized.

E&E assets are assessed for impairment when facts and circumstances indicate that carrying amounts may exceed the recoverable amounts of these assets. Such indicators include, the point at which a determination is made as to whether or not commercial reserves exist, the period for which the Group has right to explore has either expired or will expire in the near future and is not expected to be renewed, substantive expenditure on further exploration and evaluation activities is not planned or budgeted and any other event, that may give rise to indication that such assets are impaired.

Where an impairment loss subsequently reverses, the carrying amount of the E&E assets is increased to the revised recoverable amount but limited to the extent of the carrying amount that would have been determined had no impairment loss being recognized for the E&E assets in prior years. A reversal of the impairment loss is recognized as income in the consolidated statement of profit or loss.

3.8 Development and production assets

Development and production assets represent the cost of developing the discovered commercial reserves, together with the capitalized E&E expenditures transferred from E&E assets as outlined in note 3.7 above. The cost of development and production assets also includes the cost of acquisitions of such assets, directly attributable overheads, production bonus and the cost of recognizing provisions for future site restoration and decommissioning. Development and production assets are amortized on a unit of production basis, which is the ratio of production for the year to the estimated quantities of proved developed reserves at the end of the year plus the production for the year.

Changes in the estimates of commercial reserves are dealt with prospectively. Acquisition cost of leases, where commercial reserves have been discovered, are capitalized and amortized on unit of production basis.

Impairment test of development and production assets is also performed whenever events and circumstances arising during the development and production phase indicate that carrying amounts of the development and production assets may exceed their recoverable amount. Such circumstances depend on the interaction of a number of variables, such as the recoverable quantities of hydrocarbons, the production profile of the hydrocarbons, the cost of the development of the infrastructure necessary to recover the hydrocarbons, the production costs, the contractual duration of the production concession and the net selling price of the hydrocarbons produced.

The carrying amounts are compared against expected recoverable amounts of the oil and gas assets, generally by reference to the present value of the future net cash flows expected to be derived from such assets. The cash generating unit applied for impairment test purpose is generally field by field basis, except that a number of fields may be grouped as a single cash generating unit where the cash flows of each field are inter-dependent.

Where an impairment loss subsequently reverses, the carrying amount is increased to the revised recoverable amount but limited to the extent of the carrying amount that would have been determined had no impairment loss being recognized in prior years. A reversal of the impairment loss is recognized as income in the consolidated statement of profit or loss.

3.9 Stores and spares

These are valued at the lower of cost and net realizable value less allowance for obsolete and slow moving items. Material in transit is valued at cost. Cost is determined on the moving average basis and comprises cost of purchases and other costs incurred in bringing the items to their present location and condition. Net

realizable value signifies the estimated selling price in the ordinary course of business less costs necessarily to be incurred in order to make the sale.

When stores and spares meet the definition of property, plant and equipment, they are classified as stores and spares held for capital expenditure under property, plant and equipment.

3.10 Revenue recognition

Revenue from contracts with customers is recognized when or as the Group satisfies a performance obligation by transferring of promised good or service to a customer. In case of goods, the Group principally satisfies its performance obligations at a point in time. The transfer of control of hydrocarbons usually coincides with the delivery of the same to customers.

When, or as, a performance obligation is satisfied, the Group recognizes as revenue the amount of the transaction price that is allocated to that performance obligation. The transaction price is the amount of consideration to which the Group expects to be entitled. Effect of adjustment, if any, arising from revision in sale price is reflected as and when the prices are finalized with the customers and/or approved by the Government.

Amounts billed or received prior to being earned, are deferred and recognized as deferred income. The Group recognizes revenue on take or pay arrangements with the customers only to the extent that it is highly probable that a significant reversal in the amount recognized will not occur when the uncertainty, if any, associated with the revenue is subsequently resolved. The Group considers such uncertainty as resolved when such revenue is received by the Group and customer cannot adjust the unused paid volumes in the future.

3.11 Joint operations

Investments in joint arrangements are classified as either joint operations or joint ventures depending on contractual rights and obligations of the parties to the arrangement. The Group has assessed the nature of its arrangements and determined them to be joint operations.

The Group has recognized its share of assets, liabilities, revenues and expenses jointly held or incurred under the joint operations on the basis of latest available audited financial statements of the joint operations and where applicable, the cost statements received from the operator of the joint venture, for the intervening period up to the consolidated statement of financial position date. Unrealized gains on transactions between the Group and its joint operations are eliminated to the extent of the Group's interest in the joint operations.

3.12 Investment in associates

An associate is an entity over which the Group has significant influence and that is neither a subsidiary nor an interest in a joint venture. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies. The results, assets and liabilities of the associate are incorporated in these consolidated financial statements using the equity method of accounting.

Under this method, investment in associates is carried in the consolidated statement of financial position at cost as adjusted for post acquisition changes in the Group's share of profits / losses and dividends of the associate, less any impairment in the value of investment. Dividend distribution by the associate is adjusted against the carrying amount of investment. Unrealized gains on transactions between the Group and its associate are eliminated to the extent of the Group's interest in the associate. The Group's share of post-acquisition profit or loss is included in the consolidated statement of profit or loss and its share of post-acquisition other comprehensive income or loss is included in the consolidated statement of comprehensive income.

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

At each reporting date, the Group determines whether there is objective evidence that the investment in associate is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of associate and its carrying value, and then recognizes the impairment loss in the consolidated statement of profit or loss.

3.13 Leases

a) As a lessee

The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use asset

The Group assesses whether a contract is or contains a lease at the inception of the contract. If the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration, the Group recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the underlying asset or the end of the lease term, unless the cost of the right-of-use asset reflects that the Group will exercise a purchase option, in which case, the right-of-use asset is depreciated from the commencement date to the end of the useful life of the underlying asset. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

Where the Group determines that the lease term of identified lease contracts are short term in nature i.e. with a lease term of twelve months or less at the commencement date, the right-of-use assets is not recognized and payments made in respect of these leases are charged in the consolidated statement of profit or loss.

Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or if that rate cannot be readily determined, the Group's incremental borrowing rate.

Lease payments in the measurement of the lease liability comprise the following:

- a. fixed payments, including in-substance fixed payments;
- b. variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- c. amounts expected to be payable under a residual value guarantee; and
- d. the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortized cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option.

b) As a lessor

As a lessor, the Group determines at lease inception whether the lease is a finance lease or an operating lease. To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to the lessee.

Finance lease

Leases where the Group transfers substantially all of the risks and rewards incidental to the ownership of an asset to the lessee are classified as finance leases.

The Group derecognizes the underlying asset and recognizes a receivable at an amount equal to the net investment in a finance lease. Net investment in a finance lease is measured at an amount equal to the sum of the present value of lease payments from lessee including any unguaranteed residual value of the underlying asset. Initial direct costs are also included in the initial measurement of the net investment. Variable lease payments that depend on an index are included in the measurement of net investment in lease based on the index at the inception of the lease and impacts of subsequent changes in index are recognized annually in profit or loss. Lease income is recognized over the term of the lease using the net investment method so as to reflect a constant periodic rate of return.

Operating lease

The Group classifies a lease as an operating lease if the lease does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee. The Group recognizes lease payments received under operating lease as lease income on a straight-line basis over the lease term.

If an arrangement contains lease and non-lease components, the Group allocates the consideration in the contract to the lease and non-lease components based on the standalone selling prices.

3.14 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

a) Financial assets

Financial assets are recognized initially at fair value, normally being the transaction price. In the case of financial assets not classified at fair value through profit or loss, directly attributable transaction costs are also included. The subsequent measurement of financial assets depends on their classification, as set out below. The Group derecognizes financial assets when the contractual rights to the cash flows expire or it transfers the financial asset that qualifies for derecognition.

The Group classifies its financial assets (debt instruments) at amortized cost, fair value through other comprehensive income or fair value through profit or loss. The classification depends on the business model for managing the financial assets and the contractual cash flow characteristics of the financial asset. The Group determines the classification of financial asset at initial recognition.

(i) Financial assets measured at amortized cost

Financial assets are classified at amortized cost when they are held in a business model whose objective is to collect contractual cash flows, and the contractual cash flows represent solely payments of principal and interest. Such assets are carried at amortized cost using the effective interest method if the time value of money is significant. Interest income from these financial assets, impairment losses, and gain or loss arising on derecognition are recognised directly in profit or loss.

(ii) Financial assets measured at fair value through other comprehensive income

Financial assets are classified at fair value through other comprehensive income when they are held in a business model whose objective is both to collect contractual cash flows and sell the financial

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

assets, and the contractual cash flows represent solely payments of principal and interest. Such assets are carried on the consolidated statement of financial position at fair value with gains or losses recognized in the other comprehensive income.

(iii) Financial assets measured at fair value through profit or loss

Financial assets are classified at fair value through profit or loss when the asset does not meet the criteria to be measured at amortized cost or fair value through other comprehensive income. Such assets are carried on the consolidated statement of financial position at fair value with gains or losses recognized in the consolidated statement of profit or loss.

b) Financial liabilities

The measurement of financial liabilities depends on their classification, as follows:

(i) Financial liabilities measured at fair value through profit or loss

Financial liabilities that meet the definition of held for trading are classified at fair value through profit or loss. Such liabilities are carried on the consolidated statement of financial position at fair value with gains or losses recognized in the consolidated statement of profit or loss.

(ii) Financial liabilities measured at amortized cost

All other financial liabilities are initially recognized at fair value, net of directly attributable transaction costs.

After initial recognition, other financial liabilities are subsequently measured at amortized cost using the effective interest method.

c) Fair value measurement

Fair value is the price that would be received from sale of an asset or paid to transfer a liability in an orderly transaction between market participants. The Group categorizes assets and liabilities measured at fair value into one of three levels depending on the ability to observe inputs employed in their measurement. Level 1 inputs are quoted prices in active markets for identical assets or liabilities. Level 2 inputs are inputs that are observable, either directly or indirectly, other than quoted prices included within level 1 for the asset or liability. Level 3 inputs are unobservable inputs for the asset or liability reflecting significant modifications to observable related market data or the Group's assumptions about pricing by market participants.

d) Off-setting of financial assets and liabilities

A financial asset and a financial liability is offset and the net amount is reported in the consolidated statement of financial position if the Group has a legally enforceable right to set-off the recognized amounts and intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

e) Impairment of financial assets

The Group recognizes loss allowance for Expected Credit Losses (ECL) on financial assets measured at amortized cost except for financial assets due directly/ ultimately from the GoP on which ECL model is not applicable, as explained in note 2.6 to these consolidated financial statements. For trade debts, other than trade debts on which ECL model is not applicable, the Group applies IFRS 9 simplified approach to measure the ECL using a life time expected allowance. For other financial assets, the Group uses General 3-stage approach i.e. to measure ECL through loss allowance at an amount equal to 12-month ECL, if credit risk on a financial instrument has not increased significantly since initial recognition. And if credit risk on such financial instrument has increased significantly since initial recognition, the Group measures ECL based on credit losses expected over the remaining life of the financial instrument. Life time ECLs are the ECLs that results from all possible default events over the expected life of a financial instrument. 12 months' ECL are portion of ECL that result from default events that are possible within 12 months after the reporting date.

The measurement of expected credit losses is a function of the probability of default, loss given default and exposure at default. The expected credit loss is estimated as the difference between the asset's carrying amount and the present value of the future cash flows the Group expects to receive discounted at the financial asset's original effective interest rate. The carrying amount of the asset is adjusted, with the amount of the impairment loss or reversal recognized in the consolidated statement of profit or loss. Financial assets are written off where the Group has no reasonable expectation of recovering amounts due.

In respect of financial assets due directly/ ultimately from the GoP on which ECL model is not applicable as referred to in note 2.6 to these consolidated financial statements, the financial asset is assessed at each reporting date to determine whether there is any objective evidence that it is impaired. A financial asset is considered to be impaired if objective evidence indicates that one or more events have occurred having negative effect on the estimated future cash flows of that asset.

3.15 Finance income and finance cost

Interest income on financial assets at amortized cost is calculated using the effective interest method and is recognized in the consolidated statement of profit or loss as part of finance income. Interest income is calculated by applying the effective interest rate to gross carrying amount of a financial asset except for financial assets that subsequently become credit impaired. For credit impaired financial assets, the effective interest rate is applied to the net carrying amount of the financial assets. Dividend income is recognized when the right to receive is established. Foreign currency gains and losses are reported on a net basis. The Group recognizes interest on delayed payments from counter parties on probability of receipt basis.

Mark up, interest and other charges on borrowings are charged to profit or loss in the period in which they are incurred. Borrowing costs which are directly attributable to the acquisition, construction or production of a qualifying asset are capitalized as part of the cost of that asset. The Group suspends capitalization of borrowing costs during extended period when active development of a qualifying asset is suspended.

3.16 Contingent liabilities

A contingent liability is disclosed when the Group has a possible obligation as a result of past events, whose existence will be confirmed only by the occurrence or non-occurrence, of one or more uncertain future events not wholly within the control of the Group; or the Group has a present legal or constructive obligation that arises from past events, but it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability.

3.17 Cash and cash equivalents

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise cash on hand, bank instruments, balances with banks and include short term highly liquid investments that are readily convertible to the known amounts of cash and are subject to an insignificant risk of change in value.

3.18 Operating segments

Segment reporting is based on the operating (business) segments of the Group. An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with other components of the Group. An operating segment's operating results are regularly reviewed by the Board of Directors of the Holding Company to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

B) OTHER ACCOUNTING POLICIES

Other than material accounting policies that are applied in the preparation of these consolidated financial statements are set out below for ease of user's understanding of these consolidated financial statements. These policies have been applied consistently for all periods presented, unless otherwise stated.

3.19 Foreign currencies

Foreign currency transactions and translations

Transactions in foreign currencies are recorded at the rate of exchange prevailing on the date of the transaction. All monetary assets and liabilities in foreign currencies are translated into Rupees at the rate of exchange prevailing at the consolidated statement of financial position date. All exchange differences are taken to the consolidated statement of profit or loss.

Foreign operation

The transactions of foreign operation are translated at the rate of exchange prevailing on the date of transaction. All monetary and non-monetary assets and liabilities of foreign operation are translated into Rupees at exchange rate prevailing at the date of consolidated statement of financial position and the resulting currency translation differences are recognized in other comprehensive income and accumulated as a separate reserve in equity until the disposal of the foreign operation, upon which these are reclassified from other comprehensive income to profit or loss when gain or loss on disposal is recognized.

3.20 Dividend distribution

Dividend is recognized as a liability in the consolidated financial statements in the period in which it is declared.

3.21 Non-current assets classified as held for sale

Non current assets are classified as assets held for sale and carried at the lower of carrying amount and fair value less cost to sell if their carrying amount is recoverable principally through a sale transaction rather than through continuing use. These assets are not depreciated or amortized while they are classified as held for sale. Any impairment loss on initial classification and subsequent measurement is recognized as an expense. Any subsequent increase in fair value less cost to sell (not exceeding the accumulated impairment loss that has been previously recognized) is recognized in the consolidated statement of profit or loss.

3.22 Government grant

Government grant is recognized where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. The benefit provided by the government under a loan arrangement at a below-market rate of interest is treated as a government grant. The loan obtained at below-market rate of interest is recognized and measured in accordance with IFRS 9 'Financial Instruments' and the benefit of the below-market rate of interest is government grant, which is measured as the difference between the initial carrying value of the loan determined in accordance with IFRS 9 and the proceeds received. Government grants related to assets are presented in the consolidated statement of financial position as a reduction to the carrying amount of the relevant assets.

	Note	2025 (Rupees in thousand)	2024
4. SHARE CAPITAL			
Authorized capital			
17,000,000,000 (2024: 17,000,000,000)			
ordinary shares of Rs 10 each		170,000,000	170,000,000
Issued, subscribed and paid up capital			
24,850,007 (2024: 24,850,007) ordinary shares of			
Rs 10 each issued for cash		248,500	248,500
11,899,993 (2024: 11,899,993) ordinary shares of			
Rs 10 each issued for consideration other than cash	4.1	119,000	119,000
1,163,872,500 (2024: 96,652,500) ordinary shares of			
Rs 10 each issued as bonus shares	4.2, 4.3 & 4.4	11,638,725	966,525
		12,006,225	1,334,025

4.1 This represents shares allotted to the Government of Pakistan (GoP) and Fauji Foundation in consideration for transfer of assets and liabilities of Pak Stanvec Petroleum Project.

4.2 The Board of Directors of the Holding Company in its meeting held on August 8, 2024 proposed issuance of bonus shares in ratio of eight shares for every one share held (i.e. Rs 10,672,200 thousand), which were subsequently issued after approval of the shareholders of the Holding Company in the Annual General Meeting held on September 24, 2024. Out of Rs 10,672,200 thousand, Rs 10,590,001 thousand have been appropriated out of 'capital redemption reserve fund' while balance amount of Rs 82,199 thousand have been appropriated out of 'unappropriated profit'.

4.3 This includes issuance of bonus shares in the ratio of eight shares for every one share held by the related parties of the Group i.e., Fauji Foundation, Oil and Gas Development Company Limited and Government of Pakistan.

4.4 10,783,423 bonus shares have not been issued as at June 30, 2025 due to pending resolution of issue relating to deduction of withholding income tax on issuance of bonus shares (2024: 736,120 bonus shares).

4.5 Major shareholding is as follows:

	2025 (Percentage)	2024
Fauji Foundation	40.00 *	40.00 *
Oil and Gas Development Company Limited (OGDCL)	20.00 *	20.00 *
Government of Pakistan	19.99	19.99

* Shareholding includes 4,002,075 and 2,001,038 bonus shares (2024: 444,675 and 222,338 bonus shares) of Fauji Foundation and OGDCL respectively, which have not been issued as at year end due to pending resolution of issue as referred to in note 4.4 to these consolidated financial statements.

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

4.6 Distribution of shareholders of the Holding Company

Category	2025 (Number of shares)	2024
Sponsor shareholders	960,336,333	106,704,040
Directors	29,259	1,008
Others	240,256,908	26,697,452
	1,200,622,500	133,402,500

There are no foreign shareholders including natural persons who hold more than 5% of the shareholding.

4.7 Rights and privileges in the Participation and Shareholders Agreement (PSA)

A Participation and Shareholders Agreement (PSA) was signed among sponsor shareholders of the Holding Company i.e. Fauji Foundation, the GoP and OGDCL on June 3, 1985 which contained the rights and privileges of the parties. PSA was later amended through a Supplemental PSA dated July 25, 1992.

Right of First Refusal

If any of the sponsor shareholders desires to sell or transfer its shares in the Holding Company in whole or in part, the remaining sponsor shareholders shall have the first right to purchase such shares, subject to the conditions and in the manner prescribed in the PSA.

Board Selection

The membership of the Board of Directors of the Holding Company shall reflect as closely as possible the proportion in which shares of the Holding Company are held by the sponsor shareholders and others.

Management Right

The management of the affairs and the business of the Holding Company shall vest in and be conducted by Fauji Foundation through a Managing Director exclusively nominated by Fauji Foundation.

	Note	2025 (Rupees in thousand)	2024
5. OTHER RESERVES			
Capital redemption reserve fund	5.1	-	10,590,001
Self insurance reserve	5.2	4,600,000	4,600,000
Foreign currency translation reserve	5.3	1,684,245	2,002,507
		6,284,245	17,192,508

5.1 During the year, this reserve was utilized for issuance of bonus shares as explained in note 4.2 to these consolidated financial statements.

5.2 The Group has set aside a specific capital reserve for self insurance of assets which have not been insured, for uninsured risks and for deductibles against insurance claims.

5.3 This reserve represents accumulated balance of translation effect of a foreign operation into Rupees, net of related tax effects, as per the Group's accounting policy.

6. LONG TERM FINANCING

Under 'Temporary Economic Relief Facility' (TERF) announced by the State Bank of Pakistan (SBP), the Holding Company secured financing of Rs 1 billion during the year ended June 30, 2022 for installation of stand-alone processing facilities at Mari field for low BTU gas being processed at Sachal Gas Processing Complex for enhancement of production from Mari Field. TERF was obtained through a commercial bank with quarterly repayments. Tenor of the facility is 10 years including two years of grace period for principal repayments. The quarterly principal repayment commenced in December 2023. Security under TERF facility is first pari passu hypothecation charge over all present & future fixed assets of the Holding Company (excluding land and building) with 25% margin.

Long term financing has been recognized at amortized cost, which is calculated using effective interest rates on various drawdown dates ranging from 7.90% to 10.43% per annum. The differential mark-up has been recognized as 'deferred government grant' and has been deducted from the carrying value of related asset.

7. LEASE LIABILITIES

The Group has recognized an addition to lease liabilities amounting to Rs 9,272,412 thousand for the right-of-use of Early Production Facilities under the Gas Processing Contract in the Waziristan block for a lease term of two years and considering the Group's option to purchase the asset upon expiry of the lease term. The Group's share of the right-of-use asset has been recognized under the 'property, plant and equipment' and the joint operating partners' share of the right-of-use asset has been recognized as a 'right-of-use asset receivable from joint operating partners' in these consolidated financial statements. Further, the Group has also recognized an addition to lease liabilities amounting to Rs 171,302 thousand for the right-of-use of office premises for a lease term of five years.

	2025 (Rupees in thousand)	2024
7.1 Movement during the year in lease liabilities:		
Balance at beginning of the year	-	-
Additions during the year	9,443,714	-
Payments made during the year	(345,013)	-
Unwinding of interest during the year	274,062	-
Exchange loss during the year	70,703	-
Balance at end of the year	9,443,466	-
Less: Current portion classified under current liabilities	(3,129,170)	-
	6,314,296	-
7.2 Maturity analysis of lease liabilities		
Less than one year	3,977,435	-
One to five years	6,740,600	-
Undiscounted lease payments	10,718,035	-
Less: Deferred finance cost	(1,274,569)	-
	9,443,466	-

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

	Note	2025 (Rupees in thousand)	2024
8. DEFERRED LIABILITIES			
Provision for decommissioning cost	8.1	31,312,631	26,016,005
Provision for employee benefits - unfunded	8.2	1,591,407	1,429,010
		32,904,038	27,445,015
8.1 Provision for decommissioning cost			
Balance at beginning of the year		26,016,005	21,557,253
Provision made during the year		5,012,606	2,167,044
Revision due to change in estimates		(2,941,131)	(449,768)
Cost incurred during the year		(29,461)	(28,748)
Unwinding of discount	30	3,254,612	2,770,224
Balance at end of the year		31,312,631	26,016,005
The above provision is analyzed as follows:			
Wells		23,354,871	19,876,320
Production facilities including pipelines		7,957,760	6,139,685
		31,312,631	26,016,005
Wholly owned		22,943,274	20,758,696
Joint operations		8,369,357	5,257,309
		31,312,631	26,016,005

It is expected that cash outflows resulting from decommissioning will occur between financial year 2026 to 2065.

	Note	2025 (Rupees in thousand)	2024
8.2 Provision for employee benefits - unfunded			
Post retirement leave benefit	37.2	887,014	797,335
Post retirement medical benefit	37.2	82,214	78,296
Compensated leave absences		622,179	553,379
		1,591,407	1,429,010
9. DEFERRED TAX LIABILITY / (ASSET)			
Balance at beginning of the year		30,679,757	(2,241,814)
Charge for the year:			
Consolidated statement of profit or loss	34	11,887,649	32,904,813
Consolidated statement of comprehensive income		565,680	16,758
		12,453,329	32,921,571
Balance at end of the year		43,133,086	30,679,757

	Note	2025 (Rupees in thousand)	2024
9.1 The balance of deferred tax liability / (asset) is in respect of following taxable / (deductible) temporary differences:			
Exploration and evaluation expenditure		(5,414,686)	(7,663,200)
Accounting and tax depreciation / amortization		48,289,748	36,987,082
Others		258,024	1,355,875
		43,133,086	30,679,757
10. TRADE AND OTHER PAYABLES			
Creditors		991,023	2,103,739
Accrued liabilities		26,928,415	27,349,514
Joint operating partners		1,743,347	3,510,947
Retention money and performance bonds payable		1,101,643	1,172,628
Gas Development Surcharge		3,007,762	2,797,620
General sales tax		-	6,949
Excise duty		41,974	153,037
Royalty and additional wellhead charge		15,633,331	824,533
Redeemable preference shares and related accrued profit	10.2	110,363	110,582
Workers' Welfare Fund		734,069	550,517
Deferred income		-	1,660,173
Others	10.3	806,806	9,673,889
	10.4	51,098,733	49,914,128

10.1 Gas Development Surcharge (GDS) and Gas Infrastructure Development Cess (GIDC) and their related sales tax amounting to Rs 150,251,863 thousand (2024: Rs 153,662,149 thousand) are not reflected in these consolidated financial statements in accordance with the accounting guidance issued by the Institute of Chartered Accountants of Pakistan (ICAP) through Circular no.1/2021 dated January 21, 2021, whereby, these are recorded as payables to the extent that they are received from customers and are to be deposited with GoP as per their respective rules and regulations.

On August 13, 2020, the Supreme Court of Pakistan has decided the matter of GIDC, which has restrained the charging of GIDC from August 1, 2020 onwards and ordered gas consumers to pay GIDC arrears due up to July 31, 2020 in installments. The fertilizer companies have obtained stay orders against recovery from the Sindh High Court, where the matter is subjudice.

10.2 5,335,946 (2024: 5,335,946) preference shares of the Holding Company have not been issued as at June 30, 2025 due to pending resolution of issue relating to deduction of withholding income tax on issuance of bonus shares. Further, 4,608,777 (2024: 4,631,509) preference shares of the Holding Company have not been claimed/redeemed by certain minority shareholders as at June 30, 2025.

10.3 Balance as at June 30, 2024 includes Rs 8,903,324 thousand received from an end user pursuant to an arrangement under which it has committed to fulfill certain obligations and the amounts so received will be returned to the end user once the said amounts are received from the customer.

10.4 This includes Rs 4,659,859 thousand (2024: Rs 9,555,170 thousand) related to the exploration and evaluation activities of the Group.

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

	Note	2025 (Rupees in thousand)	2024 (Rupees in thousand)
13.1 Net book value at year end represents:			
Wholly owned		91,546,101	81,336,043
Joint operations	13.2	22,572,129	16,019,307
		114,118,230	97,355,350

13.2 It includes assets having net book value amounting to Rs 1,640,265 thousand (2024: Rs 1,707,079 thousand), being the Group's share in joint operations operated by OGDCL, PPL and MOL (assets not in the possession of the Group).

	2025 (Rupees in thousand)	2024 (Rupees in thousand)
13.3 The depreciation charge has been allocated as follows:		
Development and production assets	477,851	149,923
Exploration and evaluation assets	205,632	252,531
Operating and administrative expenses	6,980,894	5,443,158
Exploration and prospecting expenditure	553,029	315,155
Other income	412,433	593,508
	8,629,839	6,754,275

13.4 None of the assets disposed off during the year have book value of Rs 500 thousand or more.

13.5 Particulars of immovable property (land and buildings) as at June 30, 2025 are as follows:

Description	Location	Approximate Area of Land
Wells, production / processing facilities, residential area, field office, warehouse and freehold land	Sindh	2,684 acres
Land and head office building	Islamabad	2.45 acres
Warehouse	Balochistan	4.00 acres
Guest house	KPK	0.14 acres

13.6 During the year, the Board of Directors of a subsidiary, MariTechnologies, approved the disposal of development charges paid for the purchase of a land, alongwith remaining cost of the land. The disposal is subject to certain requisite approvals which the Group expect that these will be fulfilled within next twelve months, accordingly, the said asset has been classified as 'Asset classified as held for sale' as at year end.

14. DEVELOPMENT AND PRODUCTION ASSETS

	Note	Development expenditure (Rupees in thousand)	Decommissioning cost (Rupees in thousand)	Total
As at July 1, 2023				
Cost		36,838,045	7,103,926	43,941,971
Accumulated amortization		(16,305,743)	(2,443,950)	(18,749,693)
Accumulated impairment losses		(200,000)	-	(200,000)
Net book value		20,332,302	4,659,976	24,992,278
Year ended June 30, 2024				
Opening net book value		20,332,302	4,659,976	24,992,278
Additions		13,924,792	826,508	14,751,300
Revision due to change in estimates of provision for decommissioning cost		(175,320)	300,838	125,518
Amortization charge		(3,965,268)	(785,633)	(4,750,901)
Closing net book value		30,116,506	5,001,689	35,118,195
As at July 1, 2024				
Cost		50,587,517	8,231,272	58,818,789
Accumulated amortization		(20,271,011)	(3,229,583)	(23,500,594)
Accumulated impairment losses		(200,000)	-	(200,000)
Net book value		30,116,506	5,001,689	35,118,195
Year ended June 30, 2025				
Opening net book value		30,116,506	5,001,689	35,118,195
Additions		21,888,233	2,596,085	24,484,318
Revision due to change in estimates of provision for decommissioning cost		(79,513)	(1,951,261)	(2,030,774)
Transferred from exploration and evaluation assets	15	11,899,388	540,933	12,440,321
Amortization charge		(6,640,669)	(1,567,974)	(8,208,643)
Closing net book value		57,183,945	4,619,472	61,803,417
As at June 30, 2025				
Cost		84,295,625	9,417,029	93,712,654
Accumulated amortization		(26,911,680)	(4,797,557)	(31,709,237)
Accumulated impairment losses		(200,000)	-	(200,000)
Net book value		57,183,945	4,619,472	61,803,417

	2025 (Rupees in thousand)	2024 (Rupees in thousand)
Net book value at year end represents:		
Wholly owned	43,119,542	30,488,545
Joint operations	18,683,875	4,629,650
	14.1	61,803,417
		35,118,195

14.1 This includes wells in progress amounting to Rs 8,240,479 thousand (2024: Rs 2,276,359 thousand).

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

15. EXPLORATION AND EVALUATION ASSETS

	Exploration and evaluation expenditure	Decommissioning cost	Total
Note	(Rupees in thousand)		
As at July 1, 2023			
Cost	21,275,450	956,022	22,231,472
Accumulated impairment losses	(5,658,757)	(614,305)	(6,273,062)
Net book value	15,616,693	341,717	15,958,410
Year ended June 30, 2024			
Opening net book value	15,616,693	341,717	15,958,410
Additions	13,088,347	757,755	13,846,102
Revision due to change in estimates of provision for decommissioning cost	-	(83,523)	(83,523)
Impairment losses	(4,131,965)	-	(4,131,965)
Cost of dry and abandoned wells	(34,538)	(22,446)	(56,984)
Closing net book value	24,538,537	993,503	25,532,040
As at July 1, 2024			
Cost	34,329,259	1,607,808	35,937,067
Accumulated impairment losses	(9,790,722)	(614,305)	(10,405,027)
Net book value	24,538,537	993,503	25,532,040
Year ended June 30, 2025			
Opening net book value	24,538,537	993,503	25,532,040
Additions	10,822,669	754,833	11,577,502
Revision due to change in estimates of provision for decommissioning cost	-	5,245	5,245
Transferred to development and production assets	14	(11,899,388)	(540,933)
Reversal of impairment loss	196,436	-	196,436
Cost of dry and abandoned wells	(2,201,533)	-	(2,201,533)
Closing net book value	21,456,721	1,212,648	22,669,369
As at June 30, 2025			
Cost	31,051,007	1,826,953	32,877,960
Accumulated impairment losses	(9,594,286)	(614,305)	(10,208,591)
Net book value	21,456,721	1,212,648	22,669,369

	2025 (Rupees in thousand)	2024
Net book value at year end represents:		
Wholly owned	4,671,368	-
Joint operations	17,998,001	25,532,040
	22,669,369	25,532,040

	Note	2025 (Rupees in thousand)	2024
16. LONG TERM INVESTMENTS			
Investment in associate - a related party (Un-quoted)	16.1	19,877,835	12,306,218
Term Finance Certificates (TFCs) (Quoted) - at fair value through profit or loss	16.2	188,779	194,769
		20,066,614	12,500,987
16.1 Investment in associate - a related party (Un-quoted)			
Pakistan International Oil Limited - foreign operation			
Opening carrying value		12,306,218	5,530,202
Movement during the year:			
Cost of investment	16.1.1	7,037,250	7,089,800
Share of profit / (loss)	16.1.2	291,214	(284,225)
Effect of translation of investment		243,153	(29,559)
Closing carrying value - at equity method	16.1.2	19,877,835	12,306,218

16.1.1 The Holding Company made investment in Pakistan International Oil Limited (PIOL), a company engaged in the business of extraction of oil and natural gas and registered as a limited liability company in the Emirates of Abu Dhabi and incorporated in Abu Dhabi Global Market on July 15, 2021, with 25% shareholding by each consortium partners namely MariEnergies, OGDCL, PPL and GHPL. The concession agreement between PIOL and ADNOC was signed on August 31, 2021.

On June 11, 2025, the Supreme Council for Financial and Economic Affairs (SCFEA) awarded the Production Concession Agreement to ADNOC and PIOL in respect of Offshore Block 5 with PIOL holding 40% participating interest in the concession area.

Further, during the year, the Holding Company has subscribed to additional 2.5 million ordinary shares (2024: 2.5 million ordinary shares) of PIOL by paying US\$ 25,000 thousand; Rs 7,037,250 thousand (2024: US\$ 25,000 thousand; Rs 7,089,800 thousand). Aggregate investment as at June 30, 2025 is US\$ 85,000 thousand; Rs 20,532,050 thousand (2024: US\$ 60,000 thousand; Rs 13,494,800 thousand).

16.1.2 Share of profit / (loss) of PIOL is based on the audited financial statements for the period up to December 31, 2024, adjusted for transactions and events up to June 30, 2025 based on management accounts.

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

Summarized financial information is as follows:

	2025 (Rupees in thousand)	2024 (Rupees in thousand)
<u>Summarized statement of financial position</u>		
Current assets	54,795,664	38,557,436
Non-current assets	34,572,241	11,894,923
Current liabilities	(9,122,851)	(1,227,489)
Non-current liabilities	(733,713)	-
Net assets	79,511,341	49,224,870
Group's shareholding	25%	25%
Share of net assets reconciled with carrying value of investment	19,877,835	12,306,218
<u>Summarized statement of comprehensive income</u>		
Total comprehensive income / (loss) for the year	1,164,856	(1,136,900)
Group's shareholding	25%	25%
Share of comprehensive income / (loss)	291,214	(284,225)

16.2 This represents investment in un-secured, subordinated and perpetual TFCs and are rated AA+ by PACRA. TFCs are callable at the option of bank after five years and profit is on semi annual basis at six months KIBOR + 2% on non-cumulative basis.

	Note	2025 (Rupees in thousand)	2024 (Rupees in thousand)
17. RIGHT-OF-USE ASSET RECEIVABLE FROM JOINT OPERATING PARTNERS			
Balance at beginning of the year		-	-
Addition during the year	7	4,172,586	-
Payments received during the year		(150,531)	-
Unwinding of interest during the year		118,249	-
Exchange gain during the year		31,817	-
Balance at end of the year		4,172,121	-
Less: Current portion classified under current assets		(1,396,462)	-
		2,775,659	-
17.1 Maturity analysis of right-of-use asset receivable from joint operating partners			
Less than one year		1,769,528	-
One to two years		2,952,376	-
Undiscounted amount receivable		4,721,904	-
Unearned finance income		(549,783)	-
		4,172,121	-

	Note	2025 (Rupees in thousand)	2024 (Rupees in thousand)
18. LONG TERM LOANS AND ADVANCES			
Considered good			
Loans and advances to employees	18.1	124,680	83,288
Less: Current portion classified under current assets	22	(57,874)	(34,321)
		66,806	48,967

18.1 Loans and advances to employees are for house rent advance, purchase of vehicles/ household appliances and for emergency reasons as per the Group's policy. These are recoverable in 12 to 60 equal monthly instalments. Interest free loans to employees have not been discounted as the effect is immaterial.

	2025 (Rupees in thousand)	2024 (Rupees in thousand)
19. LONG TERM DEPOSITS AND PREPAYMENTS		
Deposits	141,678	179,166
Prepayments	4,575	4,575
	146,253	183,741

	2025 (Rupees in thousand)	2024 (Rupees in thousand)
20. STORES AND SPARES		
Wholly owned	12,181,315	8,043,570
Joint operations	500,496	577,009
	12,681,811	8,620,579

	2025 (Rupees in thousand)	2024 (Rupees in thousand)
21. TRADE DEBTS		
Due from associated companies and related parties		
- considered good	80,445,969	75,469,955
Due from others - considered good	6,135,742	5,603,419
	86,581,711	81,073,374

21.1 As detailed in note 10.1 to these consolidated financial statements, GDS and GIDC amounts and their related sales tax billed to customers but not received are not included in these consolidated financial statements.

21.2 The maximum aggregate amount due from associated companies and related parties at the end of any month during the year was Rs 82,225,210 thousand (2024: Rs 77,594,610 thousand).

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

	Note	2025 (Rupees in thousand)	2024
21.3 The ageing of trade debts is as follows:			
Neither past due nor impaired			
Due from associated companies and related parties		14,279,140	13,254,239
Due from others		5,375,508	5,152,924
		19,654,648	18,407,163
Past due but not impaired			
Due from associated companies and related parties			
Past due 0-30 days		6,001,096	5,119,249
Past due 30-60 days		6,072,067	3,937,334
Past due 60-90 days		3,989,753	6,996,380
Over 90 days		50,103,913	46,162,753
Due from others			
Past due 0-30 days		130,881	175,130
Past due 30-60 days		41,867	123,314
Past due 60-90 days		68,843	7,237
Over 90 days		518,643	144,814
	21.4	66,927,063	62,666,211
		86,581,711	81,073,374

21.4 'Past due but not impaired' trade debts include amounts receivable directly/ultimately from the GoP amounting to Rs 66,034,413 thousand (2024: Rs 62,165,118 thousand). Due to exemption provided by SECP from application of ECL model on financial assets receivable from the GoP up to December 31, 2025, the Group has not recorded the impact of ECL on trade debts in respect of debt due directly/ultimately from GoP.

	Note	2025 (Rupees in thousand)	2024
22. SHORT TERM LOANS AND ADVANCES			
Considered good			
Current portion of long term loans and advances	18	57,874	34,321
Advances to employees against expenses		191,487	319,767
Advances to suppliers, contractors and deposits for LC margin		2,241,173	2,358,435
Receivables from joint operating partners		3,805,168	5,966,539
Management Gratuity Fund	37.1	-	391,910
Workers' Profit Participation Fund		174,614	458,084
		6,470,316	9,529,056

23. OTHER RECEIVABLES

It includes receivable against contractual services of Rs 3,267,129 thousand (2024: Rs 65,496 thousand).

	Note	2025 (Rupees in thousand)	2024
24. SHORT TERM INVESTMENTS			
At fair value through profit or loss			
Mutual funds	24.1	38,224,669	20,115,725
At amortized cost			
Term deposit receipts (TDRs)	24.2	5,335,652	-
Treasury bills	24.3	344,291	2,560,494
		5,679,943	2,560,494
		43,904,612	22,676,219

24.1 Fair value has been determined using quoted repurchase prices, being net asset value of units as of June 30, 2025.

24.2 These include US\$ 10,000 thousand (2024: Nil) carrying effective interest rate of 5.10% (2024: Nil) per annum. The effective interest rate for local currency TDR is 10.50% (2024: Nil) per annum.

24.3 This carries effective interest rate of 16.32% (2024: ranges from 18.36% to 19.57%) per annum.

	Note	2025 (Rupees in thousand)	2024
25. CASH AND BANK BALANCES			
Cash on hand		7,865	5,587
Balances with banks on:			
Deposit accounts	25.1 & 25.2	45,147,890	52,175,790
Current accounts		-	28,799
		45,147,890	52,204,589
		45,155,755	52,210,176

25.1 These include US\$ 60,751 thousand (2024: US\$ 64,310 thousand) having mark-up ranges from 1.75% to 4.0% (2024: 2.00% to 8.00%) per annum. The mark-up for local currency accounts ranges from 3.67% to 9.50% (2024: 10.55% to 20.75%) per annum.

25.2 This includes Rs 246,000 thousand (2024: Nil) and Rs 20,000 thousand (2024: Nil) held under lien with Askari Bank Limited, a related party, to issue letter of credit and letter of guarantee respectively, as mentioned in note 12 to these consolidated financial statements.

	2025 (Rupees in thousand)	2024
26. NET SALES		
Product wise breakup of net sales is as follows:		
Natural gas	169,795,071	174,724,630
Crude oil	7,254,044	7,103,991
Liquefied Petroleum Gas (LPG)	47,989	-
	177,097,104	181,828,621

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

	Note	2025 (Rupees in thousand)	2024
27. ROYALTY AND ADDITIONAL WELLHEAD CHARGE			
Royalty		21,443,584	22,097,614
Additional wellhead charge	27.1	14,167,482	-
		35,611,066	22,097,614

27.1 This represents additional 15% of wellhead value payable to the Federal Government on petroleum produced from Mari Development and Production Lease with effect from November 11, 2024 following renewal of the said lease, in accordance with rule 35 of the Pakistan Onshore Petroleum (Exploration and Production) Rules, 2013.

	Note	2025 (Rupees in thousand)	2024
28. OPERATING AND ADMINSTRATIVE EXPENSES			
Salaries, wages and benefits	28.1	13,256,812	11,555,256
Rent, rates and taxes	28.2	1,255,689	954,858
Legal, professional and support services		2,936,312	1,042,915
Fuel, light, power and water		660,318	644,715
Maintenance, repairs and consumption of stores and spares		4,049,005	5,413,447
Insurance		814,592	708,761
Depreciation	13.3	6,980,894	5,443,158
Amortization and reversal of provision for decommissioning cost		7,951,544	4,439,230
Employees medical and welfare		1,597,156	1,213,994
Field and other services		3,999,878	3,637,670
Travelling		349,643	381,393
Licences and equipment maintenance		418,550	617,737
Auditor's remuneration	28.3	18,117	8,531
Mobile dispensary and social welfare		1,847,226	3,043,166
Training		254,730	674,544
Directors' fee and expenses		91,464	71,279
Reservoir study and production logging		726,749	328,077
Freight and transportation		1,018,447	1,064,588
Others		525,827	758,198
		48,752,953	42,001,517
Less: Allocation of expenses to activities		7,639,601	6,097,675
		41,113,352	35,903,842

28.1 These include operating lease rentals amounting to Rs 355,421 thousand (2024: Rs 344,470 thousand) in respect of leased vehicles provided to eligible employees as per the Group's policy.

28.2 These include expense amounting to Rs 615,211 thousand (2024: Rs 725,639 thousand) relating to short-term leases.

	Note	2025 (Rupees in thousand)	2024
28.3 Auditor's remuneration			
Fee for audit of separate and consolidated financial statements of the Holding Company		6,504	5,478
Review of half yearly financial statements, audit of financial statements of subsidiaries and other certifications		9,910	1,941
Tax services		-	532
Out of pocket expenses		1,703	580
		18,117	8,531

29. EXPLORATION AND PROSPECTING EXPENDITURE

Prospecting expenditure		12,856,735	8,735,128
Cost of dry and abandoned wells		2,201,533	56,984
Impairment (reversal)/ losses		(196,436)	4,131,965
		14,861,832	12,924,077

30. FINANCE COST

Unwinding of discount on provision for decommissioning cost	8.1	3,254,612	2,770,224
Interest on long term financing		63,181	70,281
Unwinding of interest on lease liabilities - net		155,813	-
Others		15,794	23,730
		3,489,400	2,864,235

31. OTHER CHARGES

Workers' Profit Participation Fund		4,625,386	5,841,916
Workers' Welfare Fund		734,069	550,517
Final taxes/levy on income on mutual funds		-	349,271
		5,359,455	6,741,704

32. OTHER INCOME

It includes income from contractual services of Rs 1,580,593 thousand (2024: Rs 1,209,173 thousand) offset by related expenses of Rs 1,399,523 thousand (2024: Rs 1,825,606 thousand).

	2025 (Rupees in thousand)	2024
33. FINANCE INCOME		
Interest income on deposit accounts with banks	5,083,413	7,078,819
Income on mutual funds	4,365,588	2,328,472
Interest income on term finance certificates	30,381	97,134
Interest income on treasury bills	280,533	231,016
Interest income on term deposit with banks	213,895	-
Exchange gain / (loss)	700,491	(526,261)
	10,674,301	9,209,180

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

	2025 (Rupees in thousand)	2024
34. PROVISION FOR TAXATION		
Current tax		
- for the year	11,324,287	24,853,876
- for the prior years	-	(24,683,895)
Deferred tax	11,887,649	32,904,813
	23,211,936	33,074,794

	2025 (Percentage)	2024
34.1 Reconciliation of effective tax rate		
Applicable tax rate	55.7	57.6
Effect of:		
- depletion allowance and royalty	(24.5)	(21.3)
- prior years' depletion allowance	-	(4.2)
- recognition of deferred tax on share of losses in associate	(1.0)	-
- Others	(4.0)	(2.1)
Effective tax rate	26.2	30.0

	2025	2024
35. EARNINGS PER SHARE - BASIC AND DILUTED		
Profit for the year attributable to equity holders of the Holding Company (Rupees in thousand)	65,368,932	77,288,057
Number of ordinary shares outstanding (in thousand) - Restated	1,200,623	1,200,623
Earnings per ordinary share (in Rupees) - Restated	54.45	64.37

There is no dilutive effect on the basic earnings per ordinary share of the Holding Company.

Total number of shares outstanding and earnings per share for the prior year have been restated taking into account the effect of bonus shares issued during the year, as explained in note 4.2 to these consolidated financial statements.

	Note	2025 (Rupees in thousand)	2024
36. CASH AND CASH EQUIVALENTS			
Cash and bank balances	25	45,155,755	52,210,176
Short term investments	24	43,904,612	22,676,219
Bank balances under lien	25.2	(266,000)	-
		88,794,367	74,886,395

37. EMPLOYEE BENEFITS

The results of the actuarial valuations carried out as at June 30, 2025 and June 30, 2024 are as follows:

37.1 Funded benefits

	2025		2024	
	Management Gratuity	Non- Management Gratuity	Management Gratuity	Non- Management Gratuity
	(Rupees in thousand)			
Reconciliation of net defined benefit plan				
Present value of defined benefit obligations	3,805,495	1,439,557	3,066,478	1,288,476
Fair value of plan assets	(3,805,495)	(1,439,557)	(3,458,388)	(1,288,476)
(Asset) / liability recognized in the consolidated statement of financial position	-	-	(391,910)	-
Movement in net defined benefit plan				
Balance at beginning of the year	(391,910)	-	(554,295)	-
Expense for the year	714,703	172,650	162,385	88,019
	322,793	172,650	(391,910)	88,019
Contribution to fund during the year	(322,793)	(172,650)	-	(88,019)
Balance at end of the year	-	-	(391,910)	-
Movement in present value of defined benefit obligations				
Balance at beginning of the year	3,066,478	1,288,476	2,742,849	1,169,127
Current service cost	389,220	57,569	334,895	51,570
Interest cost	483,214	189,100	430,154	171,502
Benefits paid / payable during the year	(285,827)	(156,120)	(328,242)	(176,117)
Remeasurement loss / (gain) on obligation	152,410	60,532	(113,178)	72,394
Balance at end of the year	3,805,495	1,439,557	3,066,478	1,288,476
Movement in fair value of plan assets				
Balance at beginning of the year	3,458,388	1,288,476	3,297,144	1,169,127
Contributions during the year	322,793	172,650	-	88,019
Interest income on plan assets	539,737	188,830	510,097	171,502
Remeasurement (loss) / gain on plan assets	(229,596)	(54,279)	(20,611)	35,945
Benefits paid / payable during the year	(285,827)	(156,120)	(328,242)	(176,117)
Balance at end of the year	3,805,495	1,439,557	3,458,388	1,288,476
Plan assets comprise of:				
Deposit with banks	3,805,495	1,439,557	3,458,388	1,288,476
Expense for the year:				
Recognized in the consolidated statement of profit or loss				
Current service cost	389,220	57,569	334,895	51,570
Interest cost	483,214	189,100	430,154	171,502
Interest income on plan assets	(539,737)	(188,830)	(510,097)	(171,502)
	332,697	57,839	254,952	51,570

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

	2025		2024	
	Management Gratuity	Non-Management Gratuity	Management Gratuity	Non-Management Gratuity
	(Rupees in thousand)			
Recognized in the consolidated statement of comprehensive income				
Remeasurement loss / (gain) on obligations:				
Due to change in financial assumptions	-	78,402	19,719	-
Due to change in demographic assumptions	-	-	-	20,311
Due to change in experience adjustments	152,410	(17,870)	(132,897)	52,083
Remeasurement loss / (gain) on plan assets	229,596	54,279	20,611	(35,945)
	382,006	114,811	(92,567)	36,449
Total expense for the year	714,703	172,650	162,385	88,019
Actual return on plan assets	310,141	134,551	489,486	207,447
Expected contribution for the next year	476,785	65,408	-	57,840

37.2 Un-funded benefits

	2025		2024	
	Post Retirement Leave Benefit*	Post Retirement Medical Benefit	Post Retirement Leave Benefit*	Post Retirement Medical Benefit
	(Rupees in thousand)			
Present value of defined benefit obligations	887,014	82,214	797,335	78,296
Movement in present value of defined benefit obligations				
Balance at beginning of the year	797,335	78,296	702,117	94,043
Expense / (credit) for the year	143,123	6,576	154,256	(12,350)
	940,458	84,872	856,373	81,693
Benefits paid / payable during the year	(53,444)	(2,658)	(59,038)	(3,397)
Balance at end of the year	887,014	82,214	797,335	78,296
Expense / (credit) for the year:				
Recognized in the consolidated statement of profit or loss				
Current service cost	113,764	1,985	95,132	1,503
Interest cost	127,043	11,699	110,738	14,076
Remeasurement gain	(97,684)	-	(51,614)	-
	143,123	13,684	154,256	15,579
Recognized in the consolidated statement of comprehensive income				
Remeasurement gain on obligations	-	(7,108)	-	(27,929)
Total expense / (credit) for the year	143,123	6,576	154,256	(12,350)

* This represents benefit to entitled employees based on number of years served as per the Group's policy.

37.3 The principal actuarial assumptions used in the actuarial valuations are as follows:

	2025	2024
	(Per annum)	
Discount rate	12.5%	15.5%
Expected rate of salary increase	12.0% - 13.5%	15.0 - 17.0%
Increase in cost of medical benefits	11.5%	14.5%
Mortality rates	SLIC (2001-05)-1	
Employee turnover rate	Light - Moderate	

37.4 Weighted average duration and projected payments

	Management Gratuity	Non-Management Gratuity
Weighted average duration of the obligation as at June 30, 2025 (in years)	9.30	5.59
Maturity analysis of the benefit payments (future cash flows) for the next five years is as follows:	Rupees in thousand	
For the year 2026	149,996	198,761
For the year 2027	364,809	227,108
For the year 2028	232,845	223,306
For the year 2029	514,627	200,614
For the year 2030	350,943	193,949

37.5 Sensitivity analysis of the obligation:

	Effect on present value of obligation	
	Management Gratuity	Non-Management Gratuity
	Rupees in thousand	
Discount rate:		
0.5% increase	(170,968)	(40,223)
0.5% decrease	183,471	42,408
Salary rate:		
0.5% increase	182,630	41,835
0.5% decrease	(171,705)	(40,049)

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

37.6 Employee benefits are exposed to the following risks:

Mortality risks

The risk that the actual mortality experience is different and the Group will have to pay sooner than expected.

Investment and discount rate risks

The risk of the investment underperforming and not being sufficient to meet the liabilities.

Final salary risks

The risk that the final salary at the time of cessation of service is higher than what we assumed.

Withdrawal risk

The risk of higher or lower withdrawal experience than assumed.

38. OPERATING SEGMENTS

The Group has the following three operating segments, however, the oil & gas segment is only reportable based on quantitative threshold. These business segments are engaged in providing products or services which are subject to risks and rewards which differ from the risk and rewards of other segments.

Segment	Nature of business
i) Oil & gas	Exploration, production and sale of oil & gas, undertaken through MariEnergies. Details of gross revenue from major customers are given in note 46.1
ii) Minerals	Mineral mining activities, mainly undertaken through MariMinerals
iii) Technology	Establishment and running of data centers, cloud computing, artificial intelligence and other new technologies, undertaken through MariTechnologies and SKY47

38.1 Information about reportable segments

Information related to each reportable segment is set out below. Segment profit / (loss) before tax is used to measure performance because management believes that this information is the most relevant in evaluating the results of the respective segment relative to other entities that operate in same industries. Total figures represents figures reported in the consolidated financial statements.

	Oil & gas	Other segments	Consolidation eliminations	Total
(Rupees in thousand)				
Year ended June 30, 2025				
Net sales (from external customers)	177,097,104	-	-	177,097,104
Royalty and additional wellhead charge	(35,611,066)	-	-	(35,611,066)
Operating and administrative expenses				
(excluding depreciation and amortization)	(25,695,173)	(228,642)	-	(25,923,815)
Depreciation and amortization	(15,167,867)	(21,670)	-	(15,189,537)
Exploration and prospecting expenditure	(14,861,832)	-	-	(14,861,832)
Finance cost	(3,478,115)	(11,285)	-	(3,489,400)
Other charges	(5,359,455)	-	-	(5,359,455)
Other income / (expenses)	1,045,636	(80,000)	-	965,636
Finance income	9,913,094	761,207	-	10,674,301
Share of profit in associate	291,214	-	-	291,214
Profit before taxation	88,173,540	419,610	-	88,593,150
Provision for taxation	(23,037,124)	(174,812)	-	(23,211,936)
Profit for the year	65,136,416	244,798	-	65,381,214
As at June 30, 2025				
Segment assets (total)	409,769,783	15,858,312	(169,962)	425,458,133
Segment liabilities (total)	150,615,728	1,113,568	(169,962)	151,559,334
Year ended June 30, 2024				
Net sales (from external customers)	181,828,621	-	-	181,828,621
Royalty and additional wellhead charge	(22,097,614)	-	-	(22,097,614)
Operating and administrative expenses				
(excluding depreciation and amortization)	(25,709,720)	(63)	-	(25,709,783)
Depreciation and amortization	(10,194,059)	-	-	(10,194,059)
Exploration and prospecting expenditure	(12,924,077)	-	-	(12,924,077)
Finance cost	(2,864,233)	(2)	-	(2,864,235)
Other charges	(6,741,704)	-	-	(6,741,704)
Other income	140,747	-	-	140,747
Finance income	9,209,169	11	-	9,209,180
Share of (loss) in associate	(284,225)	-	-	(284,225)
Profit / (loss) before taxation	110,362,905	(54)	-	110,362,851
Provision for taxation	(33,074,794)	-	-	(33,074,794)
Profit / (loss) for the year	77,288,111	(54)	-	77,288,057
As at June 30, 2024				
Segment assets (total)	346,572,143	14,848	(14,741)	346,572,250
Segment liabilities (total)	121,664,523	14,802	(14,741)	121,664,584

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

	Note	2025 (Rupees in thousand)	2024
39. FINANCIAL INSTRUMENTS			
39.1 Financial assets and liabilities			
Financial assets			
Maturity up to one year			
Trade debts	at amortized cost 21	86,581,711	81,073,374
Short term loans and advances	at amortized cost	4,695,817	6,999,522
Other receivables	at amortized cost	5,258,440	736,363
Current portion of right-of-use asset			
receivable from joint operating partners	at amortized cost 17	1,396,462	-
Short term investments	at fair value through		
	profit or loss 24	38,224,669	20,115,725
	at amortized cost 24	5,679,943	2,560,494
Interest accrued	at amortized cost	268,098	401,229
Cash and bank balances	at amortized cost 25	45,155,755	52,210,176
Maturity after one year			
Long term investments	at fair value through		
	profit or loss 16	188,779	194,769
Right-of-use asset receivable from joint			
operating partners	at amortized cost 17	2,775,659	-
Long term loans and advances	at amortized cost 18	66,806	48,967
Long term deposits	at amortized cost 19	141,678	179,166
		190,433,817	164,519,785
Financial liabilities			
Maturity up to one year			
Trade and other payables	at amortized cost	31,187,028	43,040,152
Current portion of long term financing	at amortized cost	147,570	149,293
Current portion of lease liabilities	at amortized cost 7	3,129,170	-
Maturity after one year			
Long term financing	at amortized cost	508,959	593,369
Lease liabilities	at amortized cost 7	6,314,296	-
		41,287,023	43,782,814

39.2 Credit quality of financial assets

The credit quality of the Group's financial assets have been assessed below by reference to external credit ratings of counterparties determined by the Pakistan Credit Rating Agency Limited (PACRA) and VIS Credit Rating Company Limited (VIS). The counterparties for which external credit ratings were not available have been assessed by reference to internal credit ratings determined based on their historical information for any defaults in meeting obligations.

	Rating	2025 (Rupees in thousand)	2024
Trade debts			
Counterparties with external credit rating	A1+	73,657,819	73,332,359
	A1	10,552,216	5,479,397
Counterparties without external credit rating		2,371,676	2,261,618
		86,581,711	81,073,374
Short term loans and advances			
Counterparties with external credit rating	A1+	2,298,383	2,494,492
Counterparties without external credit rating with			
no default in the past		2,397,434	4,505,030
		4,695,817	6,999,522
Other receivables			
Counterparties with external credit rating	A1+	357,465	-
Counterparties without external credit rating with			
no default in the past		4,900,975	736,363
		5,258,440	736,363
Right-of-use asset receivable from			
joint operating partners			
Counterparties with external credit rating	A1+	3,244,983	-
	A -	927,138	-
		4,172,121	-
Short term investments			
Counterparties with external credit rating	AAA (f)	14,326,705	10,788,321
	AA+ (f)	17,390,722	4,753,632
	AA(f)	6,507,241	2,512,047
	A1+	5,679,944	-
Counterparties without external credit rating with			
no default in the past		-	4,622,219
		43,904,612	22,676,219
Interest accrued			
Counterparties with external credit rating	A1+	268,098	401,229
Bank balances			
Counterparties with external credit rating	A1+	45,147,878	52,204,578
	A1	12	11
		45,147,890	52,204,589
Long term investments			
Counterparties with external credit rating	AA+	188,779	194,769
Long term loans and advances			
Counterparties without external credit rating with			
no default in the past		66,806	48,967
Long term deposits			
Counterparties without external credit rating with			
no default in the past		141,678	179,166

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

39.3 Financial risk management

39.3.1 Financial risk factors

The Group's activities expose it to a variety of financial risks: credit risk, liquidity risk and market risk (including currency risk, interest rate risk and price risk). The Group's overall risk management policy focuses on identification and analysis of risks faced by the Group, setting appropriate risk limits and controls and monitoring thereof. Risk management policies and systems are reviewed regularly in the light of changes in the Group's activities and business environment.

a) Credit risk

Credit risk is the risk of financial loss to the Group on a financial asset if counterparty fails to meet its contractual obligations and principally arises from trade debts, investments and bank balances. To manage credit risk, the Group maintains procedures covering the function for credit approvals, granting and renewal of counterparty limits and monitoring of exposures against these limits. As part of these processes, the financial viability of all counterparties is regularly monitored and assessed.

Financial assets are considered to be credit-impaired when there is reasonable and supportable evidence that one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. This includes observable data concerning significant financial difficulty of the counterparty; a breach of contract; it becoming probable that the counterparty will enter bankruptcy or other financial re-organization because of financial difficulties. Where the Group has no reasonable expectation of recovering a financial asset in its entirety or a portion thereof for example where all legal avenues for collection of amounts due have been exhausted, the financial asset (or relevant portion) is impaired.

The Group has not recorded impact of application of ECL model on the financial assets due directly/ultimately from the GoP in these consolidated financial statements. For other financial assets, the management believes that the impact of ECL is not material as outstanding balances are receivable from counter parties who have high credit ratings with no history of default.

The carrying amount of financial assets represents the maximum credit exposure. The Group conducts transactions with the following major types of counterparties:

Customers

Trade debts are essentially due from fertilizer companies, power generation companies, gas distribution companies and refineries and the Group does not expect these companies to fail to meet their obligations. Payment terms are agreed with customers which vary from 7 to 30 days.

An impairment analysis is performed at each reporting date in accordance with impairment requirements of IFRS 9 read with S.R.O. 1784(I)/2024 dated November 4, 2024 issued by SECP, which has exempted financial assets due directly/ultimately from GoP from application of IFRS 9 till financial years ending on or before December 31, 2025. While evaluating the concentration of risk with respect to trade debts, the Group takes into account that the oil and gas industry in Pakistan is highly regulated, supported by the GOP and there is no history of default by any of the customers in the past. The Group considers current and forward looking information on macro economic factors affecting the ability of the customers to settle the receivables and applies the IFRS 9 simplified approach, read with S.R.O. 1784(I)/2024 dated November 4, 2024 issued by SECP, to measure the expected credit losses which uses a lifetime expected loss allowance for trade debts.

Banks, mutual funds and investments

The Group limits its exposure to credit risk by placing funds only with approved counterparties that have a high credit rating. Investments of surplus funds are made in a safe and secure manner while ensuring optimum return and liquidity. Given these high credit ratings, strict regulations by the State Bank of Pakistan and no history of default, management does not expect any counterparty to fail to meet its obligations and accordingly, credit risk is considered very low.

Others

The relationship with the joint operating partners is governed under Petroleum Concession Agreements (PCAs) signed by the Government of Pakistan, the Group and its respective joint operating partners with the prior approval of the Ministry of Energy (Petroleum Division), the Government of Pakistan. Various avenues are available for the recovery of dues from joint operating partners including engaging the regulator, right to forfeit working interest, assignment of invoices etc. Based on above and considering there is no history of default by any counter party, management considers the risk of default as very low. In respect of deposits, the management does not expect any counterparty to fail to meet its obligations and accordingly, credit risk is considered very low.

b) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities.

The Group's approach to managing liquidity risk is to ensure, as far as possible, that it will have sufficient liquidity to meet its liability when due under both normal and stress conditions, without incurring unacceptable losses or risking damage to the Group's reputation. The Group maintains sufficient cash and cash equivalents and the Group's financial assets are in excess of financial liabilities by Rs 149,146,794 thousand (2024: Rs 120,736,971 thousand).

c) Market risk

Market risk is the risk that changes in market prices will affect the Group's profit or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return on financial instruments.

i) Currency risk

Currency risk is the risk that changes in foreign exchange rates will affect the Group's profit or the value of its holdings of financial instruments. The objective of currency risk management is to manage and control currency risk exposures within acceptable parameters, while optimizing the return on financial instruments.

Exposure to foreign currency risk

The Group's exposure to currency risk is as follows:

	2025 (Rupees in thousand)	2024	2025 (US\$ in thousand)	2024
Cash and bank balances	17,213,796	17,936,059	60,751	64,310
Short term investments	2,833,494	-	10,000	-
Right-of-use asset receivable from				
joint operating partners	4,172,121	-	14,724	-
Other receivables	3,923,666	-	13,847	-
Short term loans and advances	3,805,168	5,966,539	13,429	21,393
Lease liabilities	(9,271,379)	-	(32,721)	-
Trade and other payables	(13,141,105)	(12,912,233)	(46,378)	(46,297)
Net financial assets	9,535,761	10,990,365	33,652	39,406

The following are significant exchange rates:

	Average rate		Closing rate	
	2025 (Rupees)	2024	2025 (Rupees)	2024
US\$ 1	279.80	283.57	283.35	278.90

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

Foreign currency sensitivity analysis

A 10 percent variation of the Pak Rupee against the US\$ at June 30, would have affected profit or loss after tax by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant.

	Change in foreign exchange rates	Effect on profit after tax	Effect on equity
(Rupees in thousand)			
2025			
US\$	+10%	541,536	541,536
	-10%	(541,536)	(541,536)
2024			
US\$	+10%	439,615	439,615
	-10%	(439,615)	(439,615)

ii) Interest rate risk

Interest rate risk represents the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

At the reporting date, the interest rate profile of the Group's interest-bearing financial instruments was:

	2025	2024
(Rupees in thousand)		
Financial assets		
Variable rate		
Long term investments	188,779	194,769
Bank balances	45,147,890	52,175,790
	45,336,669	52,370,559
Fixed rate		
Short term investments	3,177,785	2,560,494
	48,514,454	54,931,053
Financial liabilities - fixed rate		
Long term financing	508,959	593,369
Current portion of long term financing	147,570	149,293
Lease liabilities	6,314,296	-
Current portion of lease liabilities	3,129,170	-
	10,099,995	742,662

The effective interest rates for the financial assets are mentioned in respective notes to the consolidated financial statements.

Interest rate sensitivity analysis

At June 30, 2025, if interest rates for variable rate financial instruments had been 50 basis points higher/ lower and all other variables were held constant, the Group's profit after tax for the year ended June 30, 2025 would increase/ decrease by Rs 131,980 thousand (2024: Rs 165,275 thousand).

iii) Price risk

Price risk represents the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

At the reporting date, the financial instruments of the Group which are subject to price risk amounting to Rs 38,413,448 thousand (2024: Rs 20,310,494 thousand). At June 30, 2025, if the fair value of above-mentioned financial instruments had been 1 percent higher/ lower and all other variables were held constant, the Group's profit after tax for the year ended June 30, 2025 would increase/ decrease by Rs 224,570 thousand (2024: Rs 115,343 thousand).

39.3.2 Capital risk management

The Group's objective when managing capital is to safeguard the Group's ability to remain a going concern and continue to provide returns to shareholders and benefits to other stakeholders.

In order to achieve the above objectives, the Group may issue new shares through right issue or raise financing from financial institutions.

39.4 Fair value of financial instruments

The carrying values of all financial assets and liabilities approximate their fair value. Financial assets due directly / ultimately from GoP carry contractual rights and entitlement to receive interest on late payment and is exempt from ECL requirement as disclosed in note 2.6 to these consolidated financial statements.

Fair value hierarchy

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The Group has the following financial assets at fair value:

	Level 1	Level 2	Level 3	Total
(Rupees in thousand)				
June 30, 2025				
Short term investments	38,224,669	-	-	38,224,669
Long term investments	188,779	-	-	188,779
	38,413,448	-	-	38,413,448
June 30, 2024				
Short term investments	20,115,725	-	-	20,115,725
Long term investments	194,769	-	-	194,769
	20,310,494	-	-	20,310,494

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

40. INFORMATION ABOUT JOINT OPERATIONS

The Group's working interests in Pakistan are as follows:

	2025	2024
	Working interest (%)	
OPERATED BLOCKS / FIELDS		
Zarghun South Field	75.0	35.0
Ziarat Block	60.0	60.0
Karak Block	60.0	60.0
Wali West Block	95.0	95.0
Taung Block	60.0	60.0
Harnai Block	60.0	60.0
Ghauri Block	65.0	65.0
Peshawar East Block	98.2	98.2
Waziristan Block	55.0	55.0
Block 28	95.0	95.0
Khetwaro Block *	51.0	51.0
Sharan Block	57.0	58.5
Nareli Block	64.6	64.6
Dadhar Block	38.0	38.0
South Pishin Block	37.0	37.0
Mach Block	38.0	38.0
NON - OPERATED BLOCKS		
Hala Block	35.0	35.0
Kohat Block	33.3	33.3
Kohlu Block	30.0	30.0
Kalchas Block	50.0	50.0
Shah Bandar Block	32.0	32.0
Bela West Block	39.0	39.0
North Dhurnal Block	38.0	40.0
Killa Saifullah Block	39.0	39.0
Zindan Block *	35.0	35.0
Kalat West Block	47.5	47.5
Sui North Block	47.5	47.5
Meeranpur Block	48.8	50.0
Margala Block	30.0	30.0
Tanishpa Block	27.3	27.3
Lugai Block	29.3	29.3
Shaigalu Block	28.5	28.5
Kalchas South Block	44.0	44.0

* The Group has applied for the relinquishment of these blocks and GoP's approval is awaited.

41. DISCLOSURE REQUIREMENTS FOR SHARIAH COMPLIANT COMPANIES

	Note	2025	2024
		(Rupees in thousand)	
i) Balance as at June 30, 2025:			
Liabilities			
Interest accrued on conventional long term financing	6	151,173	112,286
Assets			
Long term investments Shariah compliant	16	19,877,835	12,306,218
Short term investments Shariah compliant	24	4,317,468	756,155
Bank balances Shariah compliant	25	5,721,999	5,072,808
ii) Transactions for the year ended June 30, 2025			
Net sales Shariah compliant	26	177,097,104	181,828,621
Income on mutual funds Shariah compliant	33	106,677	152,313
Share of profit / (loss) in associate Shariah compliant	16.1	291,214	(284,225)
Interest income on deposit accounts			
with banks Shariah compliant	33	178,849	122,609
Interest income on term deposit			
with banks Shariah compliant	33	176,899	-
Exchange gain / (loss)	33	700,491	(526,261)
Source and detailed breakup of other income:			
Income/ (loss) from			
Mari Services Division Shariah compliant		159,367	(146,635)
Gain on disposal of stores and spares/ property, plant and equipment Shariah compliant		239,279	190,783
Miscellaneous income Non-shariah compliant		135,470	85,574
Miscellaneous income Shariah compliant		431,520	11,025
		965,636	140,747
Borrowing costs paid on conventional long term financing		24,314	27,258

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

iii) Names of the Group's shariah compliant financial institutions	Arrangement
1. Bank Alfalah Limited (Islamic)	Bank deposit
2. Meezan Bank Limited	Bank deposit
3. Al Baraka Bank (Pakistan) Limited	Bank deposit
4. Bank Islami Pakistan Limited	Bank deposit
5. Dubai Islamic Bank	Bank deposit
6. Bank of Punjab	Bank deposit
7. National Investment Trust Limited	Investment
8. Al Meezan Investment Management Limited	Investment

Disclosures other than above are not applicable on the Group.

42. REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

The aggregate amount charged in these consolidated financial statements as remuneration and allowances including all benefits to key management personnel (chief executive and directors) and executives of the Group is as follows:

	2025		2024	
	Chief Executive	Executives	Chief Executive	Executives
(Rupees in thousand)				
Managerial remuneration	83,989	3,805,342	67,620	2,871,632
Provident fund	8,399	346,039	6,762	269,774
Gratuity fund	11,874	341,161	6,080	262,080
Housing, utilities and others	46,194	3,950,493	72,378	3,278,826
Bonuses	106,106	3,739,289	92,120	4,305,461
	256,562	12,182,324	244,960	10,987,773
Number of persons including those who worked part of the year	1	987	1	803

The entitled employees are provided medical, leave benefits, company provided vehicles, residential and club facilities along with children schooling facilities at Daharki.

Non-executive directors were paid aggregate fee and reimbursable expenses of Rs 91,464 thousand (2024: Rs 71,279 thousand). As at June 30, 2025, total directors of the Holding Company were 11 (2024: 11).

	2025	2024
43. NUMBER OF EMPLOYEES		
Total number of employees of the Group as at year end	1,796	1,653
Average number of employees of the Group during the year	1,739	1,641

44. BALANCES AND TRANSACTIONS WITH RELATED PARTIES AND ASSOCIATED COMPANIES

The related parties of the Group comprise of entities having significant influence over the Group and entities controlled by such entities, associates, employees' retirement funds and key management personnel. Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Group. The Group considers its MD/CEO and Directors of the Holding Company to be key management personnel. Associated companies have been identified in accordance with the requirements of the Companies Act, 2017. Transactions and balances with related parties and associated companies, other than below, have been disclosed in relevant notes to these consolidated financial statements.

The Group, in the normal course of business, pays for utilities and makes regulatory payments to entities controlled by GoP which are either disclosed in respective notes to these consolidated financial statements or are collectively, but not individually, significant to these consolidated financial statements.

Following are the details of associated companies and undertakings and other related parties with whom the Group had entered into transactions or had agreements and / or arrangements in place during the year:

Name and nature of relationship	Direct shareholding % in the Holding Company
Entities with significant influence over the Group	
Fauji Foundation*	40.00%
Oil and Gas Development Company Limited (OGDCL)*	20.00%
Government of Pakistan (GoP)	19.99%
Entities controlled by those entities having significant influence over the Group	
Sui Northern Gas Pipelines Limited*	-
Sui Southern Gas Company Limited *	-
Central Power Generation Company Limited	-
Pak Arab Refinery Company Limited	-
Pakistan Refinery Limited*	-
Askari Bank Limited*	-
Fauji Fertilizer Company Limited*	-
Foundation Power Company Daharki Limited*	-
Olive Technical Services Limited*	-
Foundation Gas*	-
National Investment Trust	1.49%
National Bank of Pakistan	0.34%
Government Holdings (Private) Limited*	-
Pakistan Petroleum Limited*	-
Fauji Cement Company Limited*	-

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

Name and nature of relationship	Direct shareholding % in the Holding Company	Transactions for the year ended June 30,	
		2025	2024
Associated companies by virtue of common directorship of the Holding Company			
Pakistan Oxygen Limited**	-		
Pakistan Petroleum Exploration & Production Companies Association	-		
Pakistan Mobile Communications Limited**	-		
Pakistan Minerals (Private) Limited	-		
Siemens Pakistan Engineering Co. Limited	-		
Biafo Industries Limited**	-		
Employees' retirement funds			
Management Gratuity Fund	-		
Non-Management Gratuity Fund	-		
Provident Fund	-		
Key management personnel / Director			
Lt. Gen. Anwar Ali Hyder, HI(M), (Retd)	0.000001%		
Syed Bakhtiyar Kazmi	0.000001%		
Mr Faheem Haider	0.000001%		
Mr Qamar Haris Manzoor	0.000002%		
Mr Momin Agha	-		
Mr Zafar Abbas	-		
Mr Ahmed Hayat Lak	-		
Mr Muhammad Aamir Salim	-		
Mr Abid Niaz Hasan	0.000341%		
Ms Seema Adil	0.000375%		
Ms Ayla Majid	0.000365%		
Mr Hassan Mehmood Yousufzai***	-		
Mr Adnan Afridi***	-		
Maj Gen Tariq Qaddus, HI(M), (Retd)***	0.000001%		
Mr Mazhar Abbas Hasnani***	-		
Mr Muhammad Ramzan***	-		
Maj Gen Ahmad Mahmood Hayat, HI(M), (Retd)***	-		
Associate			
Pakistan International Oil Limited*	25.00%		

* These entities are also associated entities by virtue of common directorship of the Holding Company.

** These are not associated companies of the Holding Company as at June 30, 2025.

*** These are not directors of the Holding Company as at June 30, 2025.

Name and nature of relationship	Nature of transaction	Transactions for the year ended June 30,	
		2025	2024
Related parties			
Entities with significant influence over the Group			
Fauji Foundation	Dividend paid	7,090,788	8,254,947
	Cost and other expenses recharged to the Group	641,137	449,359
	Corporate Social Responsibility	690,100	828,556
Oil and Gas Development Company Limited	Dividend paid	3,545,394	4,127,473
	Sale of stores and spares	88,666	140,876
	Contractual services income	357,644	-
	Expenses against studies	273,592	41,030
Government of Pakistan	Dividend paid	3,572,781	4,159,358
Entities controlled by those entities having significant influence over the Group			
Sui Northern Gas Pipelines Limited	Gas sale	70,925,891	70,240,864
	Expenses against studies	33,130	-
Sui Southern Gas Company Limited	Gas sale	6,326,872	5,496,639
	Pipeline expense	142,798	175,643
	Expenses against studies	33,130	-
Central Power Generation Company Limited	Gas sale	14,850	6,249
Pak Arab Refinery Company Limited	Crude oil sale	468,475	759,311
Pakistan Refinery Limited	Crude oil sale	262,553	134,105
Askari Bank Limited	Interest income	2,379,729	4,599,122
Fauji Fertilizer Company Limited	Gas sale	39,059,186	41,120,908
	Income against services	119,211	72,574
Foundation Power Company			
Daharki Limited	Gas sale	5,782,119	5,929,085
Olive Technical Services Limited	Purchase of services	7,866	14,636
Foundation Gas	LPG sale	58,294	-
National Investment Trust	Income on mutual funds	1,278,105	1,275,778
National Bank of Pakistan	Interest income	48,644	80,474
	Income on mutual funds	1,354,503	335,242
Government Holdings (Private) Limited	Expenses against studies	273,592	41,030
Pakistan Petroleum Limited	Contractual services income	-	1,864,097
	Gas processing income	780,270	-
	Expenses against studies	273,592	41,030
	Purchase of stores and spares	1,949	75,999
	Sale of stores and spares	30,266	-
	Expenses recharged to the Group	2,357	-
Fauji Cement Company Limited	Crude oil sale	25,611	24,915
	Purchase of goods	48,750	-

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

Name and nature of relationship	Nature of balance	Transactions for the year ended June 30,	
		2025 (Rupees in thousand)	2024
Related parties			
Employees' retirement funds			
Management Gratuity Fund	Holding Company's contribution	322,793	-
Non-Management Gratuity Fund	Holding Company's contribution	172,650	88,019
Provident Fund	Holding Company's contribution	364,369	294,163
Associate			
Pakistan International Oil Limited	Expenses recharged to the Holding Company	108,277	-
Associated companies by virtue of common directorship of the Holding Company			
Pakistan Oxygen Limited*	Supply of consumables	-	7,034
Pakistan Petroleum Exploration & Production Companies Association	Membership fee	3,235	1,908
Pakistan Mobile Communications Limited*	Purchase of services	-	55,185
Pakistan Minerals (Private) Limited	Purchase of services	23,083	3,950
Biafo Industries Limited*	Purchase of services	212,667	-
Balance as at June 30,			
Name and nature of relationship	Nature of balance	2025	2024
		(Rupees in thousand)	
Related parties			
Entities with significant influence over the Group			
Fauji Foundation	Cost and other expenses payable	121,229	72,483
Oil and Gas Development Company Limited	Payable to joint operating partner	358,958	62,491
	Receivable from joint operating partner	1,465,608	1,495,830
	Right-of-use asset receivable	3,244,983	-
	Receivable against contractual services	357,644	-
	Receivable against studies	55,147	-
	Advance against studies	-	2,846

Name and nature of relationship	Nature of balance	Balance as at June 30,	
		2025 (Rupees in thousand)	2024
Related parties			
Entities controlled by those entities having significant influence over the Group			
Sui Northern Gas Pipelines Limited	Trade debts	67,291,712	67,732,562
	Receivable against studies	33,130	-
Sui Southern Gas Company Limited	Trade debts	9,859,612	5,177,679
	Payable against pipeline expenses	144,854	28,546
	Receivable against studies	6,194	-
Central Power Generation Company Limited	Trade debts	1,446	1,348
Pak Arab Refinery Company Limited	Trade debts	254,654	108,375
Pakistan Refinery Limited	Trade debts	101,286	42,304
Askari Bank Limited	Bank balances	29,159,384	25,507,653
	Interest accrued	250,070	354,993
Fauji Fertilizer Company Limited	Trade debts	1,771,937	1,809,613
	Advance received against services	90,833	187,471
	Receivable against services	50,486	30,441
Foundation Power Company			
Daharki Limited	Trade debts	1,100,852	592,002
Olive Technical Services Limited	Payable against services	407	114
Foundation Gas	Trade debts	64,470	6,072
Government Holdings (Private) Limited	Payable to joint operating partner	117,094	-
	Receivable from joint operating partner	7,814	103,373
	Advance against studies	-	2,846
	Receivable against studies	62,789	-
National Investment Trust	Mutual funds	7,469,835	7,532,392
National Bank of Pakistan	Bank balances	16,328	195,220
	Mutual funds	10,784,455	5,769,081
	Interest accrued	3,735	36,746
Pakistan Petroleum Limited	Payable to joint operating partner	108,913	676,120
	Receivable from joint operating partner	1,659,377	1,157,747
	Receivable against contractual services	-	65,496
	Receivable against sale of stores and spares	213	-
	Receivable against gas processing	656,537	-
	Receivable against studies	93,940	3,762
Fauji Cement Company Limited	Other payable	48,750	-
Associate			
Pakistan International Oil Limited	Other payable	53,438	-

Notes to the Consolidated Financial Statements

for the year ended June 30, 2025

Name and nature of relationship	Nature of balance	Balance as at June 30,	
		2025	2024
(Rupees in thousand)			
Associated companies by virtue of common directorship of the Holding Company			
Pakistan Oxygen Limited*	Advances against supply of consumables	-	6,477
Pakistan Mobile Communications Limited*	Payable against services	-	8,670
Siemens Pakistan Engineering Co. Limited	Payable against services	2,111	-

* These are not associated companies of the Holding Company as at June 30, 2025, accordingly, transactions with these entities upto the date of common directorship is only disclosed.

45. NON - ADJUSTING EVENTS AFTER THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION DATE

The Board of Directors of the Holding Company in its meeting held on August 8, 2025 has proposed final cash dividend for the year ended June 30, 2025 @ Rs 21.7 per share, for approval of the shareholders of the Holding Company in the Annual General Meeting.

46. GENERAL

46.1 Details of gross revenue from major customers (including their group entities) under oil & gas segment is as follows, which constitutes 96% (2024: 96%) of total gross revenue for the year ended June 30, 2025:

Customer name	2025		2024	
	(Rupees in thousand)			
Sui Northern Gas Pipelines Limited	70,925,891		70,240,864	
Fauji Fertilizer Company Limited	39,059,186		41,120,908	
Engro Fertilizers Limited	34,651,701		36,678,174	
Pakarab Fertilizer Limited	20,818,002		21,263,318	
Fatima Fertilizer Company Limited	15,148,865		16,613,294	
Sui Southern Gas Company Limited	6,326,872		5,496,639	
Foundation Power Company Daharki Limited	5,782,119		5,929,085	
Foundation Gas	58,294		-	
Fauji Cement Company Limited	25,611		24,915	
	192,796,541		197,367,197	

46.2 Capacity and Production

Saleable production (net) from the Group's fields including share from non-operated fields for the year ended June 30, 2025 is as under:

Product	Unit	Production for the year
Gas	MMSCF	292,179
Crude oil	Barrels	509,351

Due to the nature of operations of the Group, installed capacity of above products is not relevant.

46.3 All investments out of Provident Fund and Gratuity Funds of the Holding Company have been made in accordance with the provisions of section 218 of the Companies Act, 2017 and the conditions specified for this purpose.

46.4 These consolidated financial statements have been authorized for issue by the Board of Directors of the Holding Company on August 8, 2025.

Nabeel Rasheed
Chief Financial Officer

Faheem Haider
Managing Director / CEO

Abid Niaz Hasan
Director

Lt Gen Anwar Ali Hyder
HI(M), (Retd)
Chairman

Definition and Glossary of Terms

2D Seismic

Exploration method of sending energy waves or sound waves into the earth and recording the wave reflections to indicate the type, size, shape, and depth of subsurface rock formations. 2-D seismic provides two dimensional information.

3D Seismic

Exploration method of sending energy waves or sound waves into the earth and recording the wave reflections to indicate the type, size, shape, and depth of subsurface rock formations. 3-D seismic provides three dimensional information.

Acronym	Expanded Form
2C	Contingent Resources
2D	Two-Dimensional
2P	Proved and Probable Reserves
3D	Three-Dimensional
ADNOC	Abu Dhabi National Oil Company
AGM	Annual General Meeting
AIMS	Asset Integrity Management System
AI	Artificial Intelligence
ADNOC	Abu Dhabi National Oil Company
AIMS	Asset Integrity Management System
ALARP	As Low As Reasonably Practicable
AOA	Articles of Association
API	American Petroleum Institute
BBLS	Barrels
BWPD	Barrels of Water Per Day
BMRL	Balochistan minerals resources limited
BOE	Barrel of Oil Equivalent
BI	Business Intelligence
BOE	Barrels of Oil Equivalent
BCF	Billion Cubic Feet
BPD	Barrels Per Day
BSCF	Billion Standard Cubic Feet
CCS	Carbon Capture and Storage
CCUS	Carbon Capture, Utilization, and Storage
COP28	Conference of the Parties 28
CDA	Capital Development Authority
CMF	Central Manifold
CFO	Chief Financial Officer
CO ₂	Carbon Dioxide
CPU	Central Processing Unit
CWD	Casing While Drilling
CCS	Carbon Capture and Storage
CDC	Central Depository Company
CIM	Continuous Improvement Management
CIPS	Chartered Institute of Procurement & Supply
COCG	Code of Corporate Governance

Acronym	Expanded Form
CSR	Corporate Social Responsibility
D&P	Development and Production
DGPC	Directorate General Petroleum Concessions
DOC	Declaration of Commerciality
DAPS	Differently Abled Persons
DLP	Data Loss Prevention
DTP	Director's Training Program
DDOS	Distributed Denial of Service
DAE	Diploma of Associate Engineer
GIDC	Gas infrastructure development cess
D&PL	Development and Production Lease
DRP	Disaster Recovery Plan
EPTP	El Paso Technology Pakistan Limited
E&P	Exploration and Production
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization
EL	Exploration License
EPC	Engineering, Procurement, and Construction
EMS	Environmental Management System
EPF	Early Production Facilities
EPS	Earnings Per Share
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
ESG	Environmental, Social, and Governance
EWT	Extended Well Test
FATF	Financial Action Task Force
FBR	Federal Board of Revenue
FKPCL	Fauji Kabirwala Power Company Limited
FPCL	FFBL Power Company Limited
FY	Financial Year
FPCDL	Foundation Power Company Daharki Limited
FFDP	Full Field Development Plan
FDP	Field Development Plan
FRTZ	Foundation Renewable Technology Zone
FEED	Front-End Engineering Design
FID	Final Investment Decision

Acronym	Expanded Form
FEBI	Future Energies & Business Innovation
FPCDL	Foundation Power Company (Daharki) Limited
FLNG	Floating Liquefied Natural Gas
FX	Foreign Exchange
G&G	Geology and Geophysics
GHG	Greenhouse Gas
GIS	Geographic Information System
GPU	Graphics Processing Unit
GPA	Gas Price Agreement
GOP	Government of Pakistan
GRI	Global Reporting Initiative
GST	General Sales Tax
HAZOP	Hazard and Operability Study
HI (M)	Hilal-i-Imtiaz (Military)
HP	Horsepower
HR&R	Human Resources and Remuneration
HCPC	Habibullah Coaster Power Company
HFTO	High FrequencyTorsional Oscillation
HO	Head Office
HRL	Habib Rahi Limestone
HSE	Health, Safety, and Environment
HSEQ	Health, Safety, Environment, and Quality
HRL	Habib Rahi Limestone
HTV	Heavy Transport Vehicle
IBA	Institute of Business Administration
ICAP	Institute of Chartered Accountants of Pakistan
ICMAP	Institute of Cost and Management Accountants of Pakistan
IFRS	International Financial Reporting Standards
IEA	Interantional Energy Agency
IDC	Intrusion Detection System
IRH	International Resources Holding
IIA	Institute of Internal Auditors
ISMS	Information Security Management System
ISO	International Organization for Standardization
IT	Information Technology
JV	Joint Venture
KRI	Key Risk Indicators
KBOED	Kilo Barrels of Oil Equivilant per Day
KMI	Karachi Meezan Index
KP	Khyber Pakhtunkhwa
KPI	Key Performance Indicator
LC	Letter of Credit
LEAS	Law Enforcement Agencies

Acronym	Expanded Form
LNG	Liquefied Natural Gas
LTV	Light Transport Vehicle
LUMS	Lahore University of Management Sciences
LWD	Logging While Drilling
M&A	Mergers and Acquisitions
MD/CEO	Managing Director/Chief Executive Officer
MDU	Mari Drilling Unit
MGCL	Mari Gas Company Limited
MHUS	Mobile Health Units
ML	Machine Learning
MMBOE	Million Barrels of Oil Equivalent
MMC	Mari Mining Company
MTPA	Million Tons Per Annum
MW	Megawatt
MDCPF	Mari Deep Central Processing Facility
MMLU	Mari Mud Logging Unit
MMSCF	Million Standard Cubic Feet
MMSCFD	Million Standard Cubic Feet per Day
MOE	Ministry of Energy
MSD	Mari Services Drilling
MSPC	Mari Seismic Processing Center
MSU	Mari Seismic Unit
MSUP	Mari Sehat Umeed Program
NCCPL	National Clearing Corporation of Pakistan
NLC	National Logistics Cell
NSSES	Noor-e-Sehar Special Education School
NTDC	National Transmission and Dispatch Company
NGO	Non-Governmental Organization
NMR	Neutron Magnetic Resonance
NPV	Net Present Value
NTN	National Tax Number
NUMS	National University of Medical Sciences
NUST	National University of Sciences and Technology
NUTECH	National University of Technology
OGDCL	Oil and Gas Development Company Limited
OGRA	Oil and Gas Regulatory Authority
O&M	Operations and Maintenance
OICCI	Overseas Investors Chamber of Commerce and Industry
PAS	Pakistan Administrative Service
PEF	Pressure Enhancement Facilities
PIOL	Pakistan International Oil Limited
PEF	Pressure Enhancement Facilities

Definition and Glossary of Terms

ڈائریکٹرز رپورٹ

Acronym	Expanded Form
PPIS	Pakistan Petroleum Information Service
PKR	Pakistani Rupee
PCA	Production Cession Agreement
PMDC	Pakistan Mineral Development Corporation
PPEPCA	Pakistan Petroleum Exploration and Production Companies Association
PPIB	Private Power and Infrastructure Board
PAPCO	Pak-Arab Pipeline Company Limited
PPL	Pakistan Petroleum Limited
PICG	Pakistan Institute of Corporate Governance
PSA	Participation and Shareholders Agreement
PSM	Process Safety Management
PSSR	Pre-startup Safety Review
PSX	Pakistan Stock Exchange
QAIP	Quality Assurance & Improvement Program
R/P	Reserves to Production Ratio
RCSA	Risk Control Self Assessment
RHC	Rural Health Center
RLNG	Re-gasified Liquefied Natural Gas
RO	Reverse Osmosis
ROCE	Return on Capital Employed
RPO	Recovery Point Objective
RTO	Recovery Time Objectives
RT	Radiographic Testing
R&D	Research and Development
ROE	Return on Equity
RRR	Reserves Replacement Ratio
RSS	Rotary Steerable System
SAFA	South Asian Federation of Accountants
SOAR	Security Orchestration, Automation, and Response
SIEM	Security Information and Event Management
SLB	Schlumberger
SGPC	Sujawal Gas Processing Complex
SAP	Systems, Applications, and Products in Data Processing
SGPF'S	Sujawal Gas Processing Facility
SML	Sui Main Limestone
SOC	Security Operation Center
SUL	Sui Upper Limestone
SASB	Sustainability Accounting Standards Board
SSGC	Sui Southern Gas Company Limited
SDGS	Sustainable Development Goals
SOES	State Owned Enterprises

Acronym	Expanded Form
SECP	Securities and Exchange Commission of Pakistan
SQ.KMS	Square Kilometers
SGPC	Sachal Gas Processing Complex
SIFC	Special Investment Facilitation Council
SNGPL	Sui Northern Gas Pipelines Limited
SGPF	Sujawal Gas Processing Facility
SOP	Standard Operating Procedure
SPE	Society of Petroleum Engineers
SR	Sustainability Report
SSGCL	Sui Southern Gas Company Limited
TERF	Temporary Economic Re-Finance Facility
THQ	Tehsil Headquarters
TORS	Terms of Reference
TRIR	Total Recordable Incident Rate
USD	United State Dollar
UBL	United Bank Limited
UBD	Underbalanced Drilling
UEP	United Energy Pakistan Limited
UN	United Nations
UNGC	United Nation Global Compacts
UEPL	United Energy Pakistan Limited
VAPT	Vulnerability Assessment and Penetration Testing
VDI	Virtual Desktop Infrastructure
WBG	World Bank Group
WHFP	Wellhead Flowing Pressure
WAF	Web Application Firewall
WIMS	Well Integrity Management System

پاکستان کے ڈیجیٹل انفراسٹرکچر کو مضبوط بنانے اور معاشی تنوع کو فروغ دینے کے لیے ٹائر III IV کے تصدیق شدہ ڈیٹا سینٹرز کی ترقی کی قیادت کر رہی ہے۔ فی الحال اسلام آباد میں ڈیٹا سینٹر کی تعمیر جاری ہے جس کے بعد کراچی میں دوسرا ڈیٹا سینٹر بنایا جائے گا۔

قانون نافذ کرنے والے اداروں کو خراج تحسین

کمپنی اپنے قانون نافذ کرنے والے اداروں کی غیر متزلزل حمایت، لگن اور پیشہ ورانہ مہارت کے اعلیٰ ترین معیارات اور ہمارے آپریٹرز کے لیے سیکیورٹی کو یقینی بنانے کے لئے ان کا تہہ دل سے شکریہ ادا کرتی ہے۔ ان کی مسلسل حمایت ہمارے اہلکاروں کے لیے فیلڈ اور ٹرانزٹ دونوں جگہوں پر محفوظ اور بے خطر ماحول کو یقینی بنانے میں اہم کردار ادا کرتی رہی ہے۔ ان کے فوری رد عمل اور حفاظتی موجودگی نے ہمیشہ ہمارے اعتماد کو تقویت بخشی ہے اور ہمیں اپنے آپریٹرز کو آسانی سے انجام دینے کے قابل بنایا ہے۔

اظہار تشکر

بورڈ آف ڈائریکٹرز کمپنی کے تمام ملازمین کے عزم اور لگن کی تعریف کرنا چاہتا ہے جس کی وجہ سے مختلف اہم منصوبوں کی بخوبی سرانجام دیا گیا اور شاندار آپریشنل اور مالیاتی نتائج حاصل ہوئے۔

بورڈ وفاقی اور صوبائی حکومتوں، مقامی انتظامیہ، اور وفاقی حکومت کے مختلف محکموں خصوصاً وزارت توانائی (پٹرولیم ڈویژن) وزارت خزانہ، اوگرا، ڈائریکٹر جنرل آف پٹرولیم کنسنٹرز آئل اینڈ گیس، فوجی فاؤنڈیشن، او جی ڈی سی لیل، ایف بی آر، سپلائرز، JV شراکت داروں اور دیگر تمام اسٹیک ہولڈرز کی طرف سے موصول ہونے والی مسلسل معاونت اور تعاون پر تہہ دل سے مشکور و ممنون ہے۔

بورڈ کی طرف سے اور اس کی جانب سے

Azhar Ali Hyder

لیفٹیننٹ جنرل انور علی حیدر

بلال امتیاز (ملٹری) (ریٹائرڈ)
چیئر مین

Abdul Wahid

فیہم حیدر

نیٹنگ ڈائریکٹر / سی ای او

اسلام آباد

08 اگست، 2025 ء

اقدام کا مقصد ملک کے منزل مائننگ سیکٹر کو مضبوط بنانا اور ماری انرجیز کو طویل مدتی ترقی اور متنوع آمدنی کے ذرائع فراہم کرنا ہے۔

سال کے دوران ماری انرجیز کی مکمل ملکیتی ذیلی کمپنی ماری منزل نے EL 302 اور EL 303 کے کان کنی لائسنس کے لیے انٹرنیشنل ریسورسز ہولڈنگ مائننگ RSC لمیٹڈ، بلوچستان منزل ریسورسز لمیٹڈ، اور حکومت بلوچستان کے ساتھ ایک جوائنٹ وینچر بنایا ہے، جس میں مضبوط پبلک پرائیویٹ تعاون کا مظاہرہ کیا گیا۔ اس نے کوہ سلطان مائننگ کمپنی (پرائیویٹ) لمیٹڈ میں 5 فیصد سٹیک حاصل کیا ہے، جو سینڈق میں تانبے اور سونے کی تلاش کے لیے فریبلٹی اسٹڈی کی تکمیل کے قریب ہے۔ یہ acquisitions مطلوبہ منظوریوں کے منتظر ہیں۔ مزید برآں، ماری منزل نے سنجرائی مائننگ کمپنی کے ساتھ شراکت داری کی، اور قریبی لائسنسوں کی ایک اہم حصہ داری اور آپریٹرز شپ حاصل کی۔

ماری ٹیکنالوجیز لمیٹڈ

ماری ٹیکنالوجیز، جو کہ ماری انرجیز کی مکمل ملکیتی ذیلی کمپنی ہے، 22 اکتوبر 2024 کو ایک پبلک لمیٹڈ کمپنی کے طور پر قائم کی گئی تھی۔ کمپنی خاص طور پر پٹرولیم اور مائننگ سیکٹر میں ڈیٹا سائنسز، کلاؤڈ کمپیوٹنگ، آرٹیفیشل انٹیلی جنس اور ایمرجنگ ٹیکنالوجیز کے شعبے میں ترقی کو فروغ دے رہی ہے۔

SKY47 لمیٹڈ: SKY47 لمیٹڈ ماری ٹیکنالوجیز کی اکثریتی ملکیتی (60 فیصد شیئر ہولڈنگ) کمپنی ہے، جسے 28 نومبر، 2024ء کو تشکیل دیا گیا ہے۔ SKY47

کمپنی، پاکستان کے آف شور بیسنز کے جیالوجیکل اور جیو فزیکل اسٹڈیز کر رہی ہے، تاکہ آئندہ بڈ راؤنڈ میں باخبر شرکت کی جاسکے۔

ایکسٹرنل آڈیٹرز

موجودہ آڈیٹرز میسرز اے ایف فرگوسن اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس آئینڈ سالانہ اجلاس عام کے اختتام پر ریٹائر ہوں جائیں گے۔ اہلیت کی بنا پر انہوں نے مالی سال 2025-26 کے لئے کمپنی کے قانونی آڈیٹرز کے طور پر دوبارہ تقرری کے لئے خود کو پیش کیا ہے۔

آڈٹ کمیٹی نے 30 جولائی، 2025ء کو منعقدہ اپنے اجلاس میں آڈیٹرز کی تقرری پر غور کیا اور میسرز اے ایف فرگوسن اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس کو مالی سال 2025 کے لئے کمپنی کے قانونی آڈیٹرز کی تعیناتی کے لئے تجویز کیا ہے۔ آڈٹ کمیٹی کی سفارشات کی توثیق بورڈ آف ڈائریکٹرز نے 08 اگست، 2025ء کے اجلاس میں کی تھی اور اب یہ معاملہ شیئر ہولڈرز کی منظوری کے لئے آئندہ سالانہ اجلاس عام میں پیش کیا جائے گا۔

Diversification اقدامات

کمپنی اپنی مکمل ملکیتی ذیلی کمپنیوں، ماری منزل (پرائیویٹ) لمیٹڈ اور ماری ٹیکنالوجیز لمیٹڈ کے ذریعے معدنیات کی کان کنی اور ٹیکنالوجی میں تنوع کی حکمت عملی کو آگے بڑھا رہی ہے۔

ماری منزل (پرائیویٹ) لمیٹڈ

ماری منزل، جو کہ ماری انرجیز کا مکمل ملکیتی ذیلی ادارہ ہے، کو 25 جولائی، 2023ء کو پاکستان بھر میں مائننگ پروجیکٹس شروع کرنے کے لئے ایک پرائیویٹ لمیٹڈ کمپنی کے طور پر قائم کیا گیا تھا۔ اس اسٹریٹجک

کمپنی کی قلیل سے درمیانی مدت کی ترجیحات درج ذیل ہیں:

- غریب، سوہو، پتیجی، اور اسپن وام دریاؤں کی ترقی
- شیوا، جھیم-ایسٹ، اور پتیجی دریاؤں سے پیداوار میں اضافہ
- میوند ڈیلکوری سے تھرڈ پارٹی کو گیس کی فروخت
- HRL PEF پروجیکٹ کے تحت ماری فیلڈ پرفرس (نوڈل کمپنیشن) اور سب سرفس اقدامات کا نفاذ
- آف شور بلاک 5-، ابو ظہبی میں PIOL کی معاونت تاکہ دریاؤں کی ڈویلپمنٹ سے پہلے آئل کی پیداوار کی جائے
- مائننگ لائسنسز کے تحت ہدف شدہ ڈرلنگ آپریشنز
- اسلام آباد اور کراچی میں ڈیٹا سینٹرز کی تعمیر اور فعال بنانا

بروقت وسائل میں اضافے، اسٹریٹجک پورٹ فولیو کی توسیع، اور ٹیکنالوجی پر مبنی کارکردگی کے ذریعے طویل مدتی پائیداری کو یقینی بنانے کے لیے ایکسپلوریشن کمپنی کی ترجیح ہے۔ کوششیں موجودہ اور پراسپیکٹ بلاکس میں نئے ذخائر کی شناخت پر مرکوز ہیں، جس میں موجودہ انفراسٹرکچر اور جدید طریقہ کار کا استعمال کرتے ہوئے تیز تر مینشائزیشن پر زور دیا جا رہا ہے۔

حکومتی پالیسیاں جیسے کہ ٹائٹ گیس پالیسی 2024، جس میں زون F-1 کے لئے 40 فیصد اضافی قیمت اور تھرڈ پارٹی کے 35 فیصد گیس کی فروخت تجارتی عملداری کو بہتر بناتی ہیں، جبکہ نئی ٹیکسز، زرمبادلہ کی پابندیاں، اور سرکریٹڈ منافع اور پرفارمنس کے لیے چیلنجز پیدا کرتے ہیں۔

گیاہے۔

(j) ملازمین کے ریٹائرمنٹ پلان کے لئے سرمایہ کاری کی تفصیلات مالیاتی گوشواروں کے نوٹس 37.1 میں بیان کی گئی ہیں۔

(k) بقایا ٹیکسز اور لیویز سے متعلق معلومات مالیاتی گوشواروں کے نوٹس میں بیان کی گئی ہیں۔

ڈیویڈنڈ اور بونس شیئرز

مالی سال 2024-2023 کے لیے حتمی نقد منافع 134 روپے فی شیئر (1,340 فیصد) اور 800 فیصد بونس شیئرز کی صورت میں حصص یافتگان میں تقسیم کیے گئے۔

بورڈ آف ڈائریکٹرز نے 08 اگست، 2025ء کو ہونے والے اجلاس میں 30 جون، 2025ء کو ختم ہونے والے سال کے لیے حتمی نقد منافع 21.7 روپے فی شیئر (217 فیصد) کی سفارش کی ہے۔ اس معاملے کو آئندہ سالانہ اجلاس عام میں شیئر ہولڈرز کی منظوری کے لیے پیش کیا جائے گا۔

کمپنی کے مستقبل کے منصوبہ جات

کمپنی اپنے وژن 2030 اور سٹریٹجک گروتھ پلان کے لیے پر عزم ہے، جس کا محور بنیادی آپریشنز کو مضبوط بنانے کے ساتھ ساتھ ملک کی توانائی اور خوراک کے تحفظ کو یقینی بنانا ہے۔ کمپنی کا معدنیات اور ٹیکنالوجی کے شعبوں میں تنوع ایک اسٹریٹجک توسیع ہے جو اس کے وسیع تر مقاصد کی تکمیل کرتا ہے اور پائیدار ترقی اور قومی ESG لیڈر بننے کے لیے اس کی پوزیشننگ کی حمایت کرتا ہے۔

معیارات سے مختلف ہیں، وہاں کمپنیز ایکٹ، 2017 کے قواعد کو ترجیح دی گئی ہے۔

(b) مالیاتی گوشوارے کمپنی کی اسٹیٹ آف آفیسرز، اس کے آپریشنز کے نتائج، کیش فلو اور لیویٹی میں تبدیلیوں کو منصفانہ طور پر پیش کرتے ہیں۔

(c) کمپنی کے مالی ریکارڈ درست طور پر برقرار رکھے گئے ہیں۔

(d) کمپنی کے جاری رہنے کی صلاحیت کے بارے میں کوئی شک و شبہ نہیں ہے جو باعث تشویش ہو۔

(e) مالیاتی بیانات کی تیاری میں مناسب اکاؤنٹنگ پالیسیوں کا مستقل طور پر اطلاق کیا گیا ہے، سوائے مالیاتی بیانات میں کسی بھی تبدیلی کے، اور تمام اکاؤنٹنگ تخمینے ایک معقول اور دانشمندانہ فیصلے پر مبنی ہیں۔

(f) ڈائریکٹرز اس بات کے ذمہ دار ہیں اور انہوں نے مناسب طریقے سے اس بات کو یقینی بنایا ہے کہ انٹرنل کنٹرول سسٹم، بشمول مالیاتی کنٹرول، ڈیزائن کے لحاظ سے درست ہے اور اسے موثر طریقے سے نافذ کیا گیا اور درست طریقے سے نگرانی کی گئی ہے۔

(g) بورڈ کی منظوری سے قبل آڈٹ کمیٹی کے ذریعہ تمام متعلقہ فریقین کے لین دین کا جائزہ لیا گیا۔

(h) لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ریگولیشنز، 2019 میں بیان کئے گئے کارپوریٹ گورننس کے بہترین اصولوں سے کوئی قابل ذکر تضاد نہیں پایا گیا ہے۔

(i) سالانہ رپورٹ میں گزشتہ دس سالوں کا کلیدی آپریشننگ اور فنانش ڈیٹا فراہم کیا

کسی بھی قسم کے ڈائریکٹرز کے لیے اسٹاک آپشن اسکیم موجود نہیں ہے۔

سال کے دوران ایگزیکٹو اور نان ایگزیکٹو ڈائریکٹرز کو ادا کی جانے والی تنخواہ کی تفصیلات مندرجہ ذیل نوٹ 41 میں دی گئی ہیں، جو منسلک مالیاتی بیانات کا حصہ ہے۔

شیئر ہولڈنگ پیٹرن:

30 جون، 2025ء کا شیئر ہولڈنگ پیٹرن کی تفصیل سالانہ رپورٹ کے ساتھ منسلک ہے۔

کوڈ آف کارپوریٹ گورننس:

کمپنی SECP کی طرف سے جاری کردہ لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ریگولیشنز، 2019 کی مکمل تعمیل کے لیے سرگرم عمل ہے۔ تعمیل کے بیان کا جائزہ قانونی آڈیٹرز کے ذریعے لیا جاتا ہے اور ممبران کو ان کی جائزہ رپورٹ ہر سال سالانہ رپورٹ میں شامل کی جاتی ہے۔

ڈائریکٹرز کمپلائنس اسٹیٹمنٹ

کمپنی کے ڈائریکٹرز مندرجہ ذیل کی تصدیق کرتے ہیں:

(a) یہ مالیاتی گوشوارے درج ذیل اکاؤنٹنگ اور رپورٹنگ کے معیارات کے مطابق تیار کیے گئے ہیں:

- بین الاقوامی مالیاتی رپورٹنگ اسٹینڈرڈ (IASB) جوائنٹل اسٹینڈنگ رپورٹنگ اسٹینڈرڈز بورڈ (IFRS) کے ذریعہ جاری کیے گئے ہیں اور کمپنیز ایکٹ، 2017 کے مطابق ہیں اور
- کمپنیز ایکٹ، 2017 کے تحت جاری کردہ دفعات اور ہدایات جہاں کمپنیز ایکٹ، 2017 کے تحت جاری کردہ دفعات اور ہدایات IFRS

خطرات کی نشاندہی اور ان کا تدارک یقینی بنایا گیا ہے۔ اس کے علاوہ، 7,000 سے زیادہ گھنٹے کی سائبر سیکیورٹی ٹریننگ اور فٹنگ سیمولیشنز کا انعقاد کیا گیا ہے، تاکہ آرگنائزیشن کی سطح پر سیکیورٹی کا شعور اور کلچر کو فروغ دیا جاسکے۔

کارپوریٹ گورننس

بورڈ کی تشکیل

کمپنی کا انتظام ایک فعال اور متوازن بورڈ کے ذریعے چلایا جاتا ہے، جس میں ایسے ڈائریکٹرز شامل ہیں جن کے پاس متوازی بنیادی صلاحیتیں اور متنوع پس منظر، مہارت، علم، اور تجربہ موجود ہے۔ بورڈ کل گیارہ (11) ارکان پر مشتمل ہے، جن میں سے سات (07) منتخب ڈائریکٹرز اور چار (04) نامزد ڈائریکٹرز ہیں، جن میں سے دو حکومت پاکستان اور دو اوجی ڈی سی ایل کی نمائندگی کرتے ہیں۔

بورڈ کی موجودہ تشکیل مندرجہ ذیل ہے:

نمبر شمار	ڈائریکٹر	سیٹنگ
	فوجی فاؤنڈیشن کی نمائندگی	
1	لیفٹیننٹ جنرل انور علی حیدر، ہلال امتیاز (ملٹری) (ریٹائرڈ)	نان-ایگزیکٹو ڈائریکٹر
2	جناب سید بختیار کاظمی	نان-ایگزیکٹو ڈائریکٹر
3	جناب قمر حارث منظور	نان-ایگزیکٹو ڈائریکٹر
4	جناب فہیم حیدر	ایگزیکٹو ڈائریکٹر
	حکومت پاکستان کی نمائندگی	
5	جناب مومن آغا	نان-ایگزیکٹو ڈائریکٹر
6	جناب ظفر عباس	نان-ایگزیکٹو ڈائریکٹر
	OGDCL کی نمائندگی	
7	جناب احمد حیات لک	نان-ایگزیکٹو ڈائریکٹر
8	جناب محمد عامر سلیم	نان-ایگزیکٹو ڈائریکٹر
	جنرل پبلک کی نمائندگی	
9	جناب عابد نیاز حسن	انڈیپنڈنٹ، نان-ایگزیکٹو ڈائریکٹر
10	محترمہ سیم عادل	انڈیپنڈنٹ، نان-ایگزیکٹو ڈائریکٹر
11	محترمہ عائشہ مجید	انڈیپنڈنٹ، نان-ایگزیکٹو ڈائریکٹر

مرد اور خواتین ڈائریکٹرز کی تعداد:

- مرد ڈائریکٹرز : 09
- خواتین ڈائریکٹرز : 02

بورڈ کے چیئرمین اور CEO کے عہدے دو مختلف افراد کے پاس ہیں۔

- لیفٹیننٹ جنرل انور علی حیدر، ہلال امتیاز (ملٹری) (ریٹائرڈ) بورڈ کے چیئرمین ہیں، جبکہ جناب فہیم حیدر کمپنی کے ہیڈنگ ڈائریکٹر/CEO ہیں۔

بورڈ کے ارکان:

مالی سال کے دوران جن افراد نے کسی بھی وقت کمپنی کے ڈائریکٹرز کے طور پر خدمات انجام دیں، ان کے نام درج ذیل ہیں:

- میجر جنرل طارق قدوس (ریٹائرڈ)
- جناب مظہر عباس حسانی
- جناب محمد رمضان
- جناب حسن محمود یوسفزئی
- جناب عدنان آفریدی

بورڈ آف ڈائریکٹرز کی کمیٹی

ماری انرجیز کے بورڈ نے اس کے آپریٹنگز اور مختلف فنکشن کی نگرانی اور معاونت کے لیے پانچ کمیٹیاں تشکیل دی ہیں۔ یہ کمیٹیاں اپنے متعلقہ شعبوں سے متعلق اہم معاملات کا تفصیلی جائزہ لیتی ہیں اور اپنی سفارشات بورڈ کو غور اور حتمی فیصلے کے لیے پیش کرتی ہیں۔

آڈٹ کمیٹی:

بورڈ کی آڈٹ کمیٹی اس وقت درج ذیل ڈائریکٹرز پر مشتمل ہے:

ڈائریکٹر	عہدہ
جناب عابد نیاز حسن	چیئرمین (انڈیپنڈنٹ، نان-ایگزیکٹو ڈائریکٹر)
جناب سید بختیار کاظمی	ممبر
جناب مومن آغا	ممبر
جناب احمد حیات لک	ممبر

*رسک مینجمنٹ کمیٹی کے فنکشنز اس وقت آڈٹ کمیٹی سر انجام دے رہی ہے اور اس کے TORs میں شامل ہیں۔

HR&R کمیٹی:

بورڈ کی HR&R کمیٹی اس وقت درج ذیل ڈائریکٹرز پر مشتمل ہے:

ڈائریکٹر	عہدہ
محترمہ عائشہ مجید	چیئرمین (انڈیپنڈنٹ، نان-ایگزیکٹو ڈائریکٹر)
جناب قمر حارث منظور	ممبر
جناب احمد حیات لک	ممبر
جناب ظفر عباس	ممبر

کنکریٹ کمیٹی:

بورڈ کی کنکریٹ کمیٹی اس وقت درج ذیل ڈائریکٹرز پر مشتمل ہے:

ڈائریکٹر	عہدہ
جناب قمر حارث منظور	چیئرمین
جناب ظفر عباس	ممبر
جناب احمد حیات لک	ممبر
محترمہ سیم عادل	ممبر

انویسٹمنٹ کمیٹی:

بورڈ کی انویسٹمنٹ کمیٹی اس وقت درج ذیل ڈائریکٹرز پر مشتمل ہے:

ڈائریکٹر	عہدہ
جناب سید بختیار کاظمی	چیئرمین
محترمہ عائشہ مجید	ممبر
جناب ظفر عباس	ممبر
جناب محمد عامر سلیم	ممبر

ESG کمیٹی:

بورڈ کی ESG کمیٹی اس وقت درج ذیل ڈائریکٹرز پر مشتمل ہے:

ڈائریکٹر	عہدہ
محترمہ سیم عادل	چیئرمین (انڈیپنڈنٹ، نان-ایگزیکٹو ڈائریکٹر)
جناب عابد نیاز حسن	ممبر
جناب مومن آغا	ممبر
جناب محمد عامر سلیم	ممبر

بورڈ، بورڈ کی کمیٹیوں اور انفرادی ڈائریکٹرز کی کارکردگی کی سالانہ جائزہ رپورٹ:

مالی سال 2023-24 کا جائزہ:

بورڈ نے مجموعی طور پر بورڈ، بورڈ کمیٹیوں اور انفرادی ڈائریکٹرز کی کارکردگی کا جائزہ لینے کے لیے انسٹی ٹیوٹ آف بزنس ایڈمنسٹریشن (IBA) کی خدمات بطور ایکسٹرنل جائزہ کار حاصل کی ہیں۔

طریقہ کار: IBA کا جائزہ لینے کا عمل ایک سوال نامے پر مبنی ہے جو لسٹڈ کمپنیوں (کوڈ آف کارپوریٹ گورننس) ریگولیشنز، 2019 اور SECP S.R.O. 301 (I)/2020 کے معیارات کو پورا کرنے کے لیے تیار کیا گیا ہے۔ ضرورت پڑنے پر سوال نامے کے بعد بورڈ کے اراکین کے منظم انٹرویوز کیے جاتے ہیں۔ ڈائریکٹرز کی جانب سے سوال نامہ ایکسٹرنل طریقے سے پُر کیا جاتا ہے اور نتائج کو گمنام طریقے سے جمع کیا جاتا ہے۔ جائزہ رپورٹ بورڈ کی HR&R کمیٹی کے سامنے پیش کی جاتی ہے تاکہ کمیٹی کی سفارشات بورڈ کو پیش کیا جاسکے۔

مالی سال 2023-24 کے لیے جائزہ مکمل ہو چکا ہے، اور رپورٹ کو جائزہ کار کی جانب سے حتمی شکل دی جا رہی ہے۔

ڈائریکٹرز کی معاونت کی پالیسی:

2019 کی لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ریگولیشنز کی شق 16 کے مطابق، بورڈ آف ڈائریکٹرز کے لئے ڈائریکٹرز کی تنخواہ سے متعلق ایک رسمی پالیسی وضع کی گئی ہے۔ اس پالیسی کی اہم خصوصیات درج ذیل ہیں:

ایگزیکٹو ڈائریکٹرز: چیئرمین/سی ای او بورڈ پر واحد ایگزیکٹو ڈائریکٹر ہیں۔ وہ اپنی ملازمت کے معاہدے کے مطابق تنخواہ اور دیگر فوائد کے حقدار ہیں، جس کی منظوری بورڈ نے دی ہے اور یہ کمپنی کی پالیسیوں کے مطابق ہے۔ چیئرمین ڈائریکٹر کو بورڈ، بورڈ کمیٹیوں، اور جنرل میٹنگ میں شرکت کے لئے کوئی فیس نہیں دی جاتی۔

نان ایگزیکٹو اور آزاد ڈائریکٹرز کی تنخواہ: نان ایگزیکٹو ڈائریکٹرز، بشمول آزاد ڈائریکٹرز، بورڈ اور کمیٹی میٹنگز میں شرکت کے لئے تنخواہ کے حقدار ہیں، جو بورڈ کی جانب سے وقتاً فوقتاً مقرر کی جاتی ہے

بورڈ کی جانب سے منظور کردہ موجودہ فیس درج ذیل ہے:

ڈائریکٹر	سیٹنگ
چیئرمین	بورڈ کے اجلاسوں میں شرکت کے لئے 600,000 روپے
ڈائریکٹرز	بورڈ اور کمیٹی کے اجلاسوں میں شرکت کے لئے 400,000 روپے

جب کمپنی کے کاروبار کے سلسلے میں سفر کی ضرورت ہوتی ہے، تو تمام ڈائریکٹرز کو کمپنی کی قابل اطلاق پالیسی کے مطابق سفر سے متعلق الاؤنسز دیے جاتے ہیں۔

نان ایگزیکٹو ڈائریکٹرز کو کمپنی کے جنرل میٹنگز میں شرکت کے لیے کوئی فیس نہیں دی جاتی۔ مزید برآں، انہیں کسی بونس یا ریٹائرمنٹ کے بعد فوائد حاصل کرنے کا حق بھی نہیں ہے۔

کنٹرول، بشمول مالیاتی رپورٹنگ پر کنٹرول ڈیزائن کے لحاظ سے درست ہیں اور مالی سال 2024-25 کے دوران مؤثر طریقے سے نافذ اور مانیٹر کیے گئے ہیں۔

انٹریٹرز رسک مینجمنٹ (ERM)

خطرات کا مؤثر انتظام غیر یقینی صورتحال سے نمٹنے کے لیے بہت ضروری ہے۔ کمپنی نے ISO 31000:2018 کے تحت ادارے کی سطح پر انٹریٹرز رسک مینجمنٹ طریقہ کار اپنایا ہے، تاکہ خطرے کے انتظام کے لیے ایک فعال، مناسب اور جامع طریقہ کار کو مندرجہ بالا امور پر توجہ مرکوز کر کے یقینی بنایا جاسکے:

- رسک، حکمت عملی اور کاروباری کارکردگی کے مابین ربط پیدا کرنا
- مالیاتی اور غیر مالیاتی خطرات کا انتظام کرنے کے لیے اندرونی کنٹرول کے نظام کو بہتر کرنا
- کارپوریٹ فیصلہ سازی میں خطرے کے تحفظات کو شامل کرنا
- قابل اطلاق قوانین اور ضوابط کی تعمیل؛ اور
- رسک سے متعلق آگاہی کے کلچر کو فروغ دینا، جس سے مالیاتی اور آپریشنل کارکردگی کو تقویت پہنچے۔

بورڈ آف ڈائریکٹرز کمپنی میں رسک گورننس کی نگرانی، خطرے کی شدت کے تعین، برداشت کی سطح، اور رسک مینجمنٹ پالیسیاں قائم کرتا ہے۔ بورڈ آڈٹ کمیٹی رسک گورننس فریم ورک کے اندر رہتے ہوئے ان پالیسیوں پر عملی جامہ پہنانے کو یقینی بناتی ہے۔

بنیادی خطرات اور غیر یقینی صورتحال

ایکسپلوریشن اینڈ پروڈکشن (E&P) سیکٹر

ایک فطری طور پر ہائی رسک سیکٹر ہے جسے اسٹریٹجک، آپریشنل، فنانشل، ریگولیٹری، ماحولیاتی اور جیو پالیٹیکل غیر یقینی جیسے خطرات کا سامنا ہے۔ ایک ریگولیٹڈ انڈسٹری ہونے کی وجہ سے، پاکستان میں E&P آپریشنز خاص طور پر حکومتی پالیسیوں، معاشی حالات، اور سیکوریٹی کے بدلتے حالات میں تبدیلیوں کا شکار ہیں۔ کمپنی ان خطرات کا ادراک رکھتی ہے اور ان کی مانیٹرنگ، تخفیف اور ان کے حل کے لیے مضبوط نظام برقرار رکھتی ہے۔

کمپنی کے آپریشنز پر اثر انداز ہونے والے اہم بیرونی چیلنجز کی تفصیلی وضاحت "آپریشنل ماحول اور اہم چیلنجز" کے سیکشن میں فراہم کی گئی ہے۔

اہم رجحانات اور عوامل جو مستقبل کی ترقی، کارکردگی، اور کمپنی کے کاروبار کی پوزیشن کو متاثر کر سکتے ہیں۔

کمپنی کا مستقبل کا نقطہ نظر اسٹریٹجک توسیع، بین الاقوامی تعاون، شعبہ جاتی اصلاحات، اور ٹیکنالوجیکل جدت سے تشکیل پاتا ہے، اس میں آن شورڈ رائٹڈ 2025 میں پرووژنل طور پر الاٹ شدہ 10 نئے بلاکس، تین بلاکس کی فارم-ان کے لئے زیر التواء مطلوبہ منظوریوں، ترقی پٹرولیم کارپوریشن (TPAO) کے ساتھ سٹریٹجک پارٹنرشپ، مائننگ کے شعبے میں MariMinerals کے ذریعے توسیع، اور MariTechnologies کے ذریعے ٹیکنالوجی کے شعبے میں نئے منصوبے شامل ہیں۔

مزید برآں، گیس سپلائی میں عدم توازن، زبردستی کٹوتی، اور سرکلر ڈیٹ جیسے چیلنجز سے نمٹنے کے لیے، کمپنی بیچ مارک اسٹریٹجی رہنمائی کر رہی ہے جس میں "انٹیگریٹڈ انرجی

اسٹری اور سرکلر ڈیٹ مینجمنٹ پلان" شامل ہے، جن کا مقصد شعبہ کی طویل مدتی استحکام اور اصلاحات ہیں۔ ان ڈویلپمنٹس سے کمپنی کی ترقی کے امکانات، آپریشنل چلک اور مارکیٹ پونہ نشانی میں نمایاں اضافہ ہونے کی توقع ہے۔

صنعتی تعلقات اور انسانی وسائل

ہمارا مقصد ایک معاون ماحول فراہم کرنا ہے جو عملے کی فلاح و بہبود کو بڑھاتا ہے اور پیداواری صلاحیت اور تعاون کو فروغ دیتا ہے۔ اس میں جاب رول کے مطابق کمپنسی میپنگ اور جدید ترین ڈویلپمنٹ انٹرویویشنز کے ساتھ خلا کو پر کرنے، بیچ مارکنگ کے ذریعے بین الاقوامی معیار کے مطابق ہمارے عملے کی سکولز سیٹ کو بڑھانے کی طرف ہماری مسلسل توجہ شامل ہے۔

تنوع (Diversity) اور شمولیت

(Inclusion):

ہم صنفی تنوع اور شمولیت کو ترجیح دیتے ہیں، مستقبل کی خواتین لیڈرز کو تیار کرتے ہیں اور ٹارگٹڈ پروگرامز اور مساوی مواقع کے فریم ورک کے ذریعے مختلف طریقے سے قابل صلاحیتوں کے حامل افراد کو راغب کرتے ہیں۔

Succession پلاننگ:

ہم نے کاروبار کے تسلسل کو یقینی بنانے کے لیے Succession کا ایک جامع منصوبہ تیار کیا ہے۔ اس منصوبے کے تحت اہم عہدوں کی نشاندہی کرنا، اعلیٰ صلاحیت کے حامل ملازمین کو تیار کرنا اور علم و مہارت کی منتقلی میں سہولت فراہم کرنا شامل ہے۔ ایک مضبوط قیادت کو فروغ دے کر ہم رکاوٹ کو کم کر کے طویل مدتی

اسٹریٹجک تسلسل کو یقینی بنا سکتے ہیں۔

ملازمین کی برقرار رکھنا:

ملازمین کو برقرار رکھنا ہماری ادارے کی ایک اہم ترجیح ہے، جو بہترین ٹیلنٹ کی تربیت اور برقرار رکھنے کے ہمارے عزم کا عکاس ہے۔ برقرار رکھنے کی ہماری جامع حکمت عملیوں میں مسابقتی معاوضے کے پیکیجز، مسلسل پیشہ ورانہ ترقی کے مواقع، اور ایک جامع حوصلہ افزائی کا پروگرام شامل ہیں۔ یہ کوششیں نہ صرف غیر معمولی کارکردگی کو انعام دینے بلکہ کمپنی کے اندر طویل مدتی کیریئر کی ترقی کو فروغ دینے کے لیے ڈیزائن کی گئی ہیں۔

ملازمین کے تجربے کو بہتر بنانا:

ملازمین کی تسلی کے عزم کے تحت، کمپنی نے آپریشنز کو سٹریم لائن کرنے اور رسائی کو بہتر بنانے کے لیے اہم HR سروسز کو ڈیجیٹائز کیا ہے۔ ایک ایپلائی انکیجمنٹ سروے کیا گیا جس میں بہتری کے شعبوں کی نشاندہی کی گئی، اس سروے کے اہم نتائج کو پوری کمپنی میں شیئر کیا گیا تاکہ اوپن ڈسکالگ کی حوصلہ افزائی کی جاسکے اور ملازمین کے مجموعی تجربے کو بہتر کرنے والے اقدامات کی حوصلہ افزائی کی جاسکے۔

انفاذ ٹیکنالوجی (IT)

انفاذ ٹیکنالوجی (IT) کے شعبے نے کاروبار کے تسلسل اور آپریشنل کارکردگی میں اہم کردار ادا کیا۔ اہم اقدامات میں شامل ہیں:

- بہتر تعاون کا انفراسٹرکچر: جدید آلات، سافٹ ویئر ٹولز، اور ملٹی میڈیا ٹیکنالوجیز کا استعمال کرتے ہوئے جدید تعاون کے پروڈوکٹس متعارف کرائے گئے ہیں۔ اس سے ڈیپارٹمنٹس اور جیوگرافکس کے مابین سیم لیس مواصلات اور ٹیم ورک ممکن ہوا ہے۔

- ریموٹ ورک کی سہولت: بدلتے ورک پلیس کے حالات کے مطابق، محفوظ اور مؤثر ریموٹ ورک کی صلاحیتیں فراہم کی گئی ہیں۔ اس میں ورچوئل ڈیسک ٹاپس کی فراہمی، محفوظ VPN کی رسائی، اور کلاؤڈ بیسڈ پروڈکٹیوٹی ٹولز شامل ہیں، تاکہ تمام تر غیر یقینی صورتحال کے دوران بلا تعطل آپریشنز کو یقینی بنایا جاسکے۔

بین الاقوامی معیارات کی تعمیل:

IT آپریشنز کو عالمی سطح پر تسلیم شدہ معیارات کے ساتھ ہم آہنگ کیا گیا، بشمول ISO 27001، معلومات کی حفاظت، رسک مینجمنٹ، اور ریگولیٹری تعمیل کے لیے ہماری وابستگی کو تقویت دیتا ہے۔ یہ اقدامات نہ صرف ہماری ٹیکنالوجیکل بنیاد کو مضبوط بناتے ہیں بلکہ تیزی سے بدلتے ڈیجیٹل منظر نامے میں ہماری چلک اور تیزی کو بھی بڑھاتے ہیں۔

ایکسپلوریشن کامیابی اور انفاذ ٹیکنالوجی: کمپنی

اپ اسٹریٹجک آپریشنز بشمول سیمک ڈیٹا کے حصول، پروسیسنگ، ڈرلنگ، اور ایکسپلوریشن میں ایک اہم کردار ادا کر رہی ہے۔ سال کے دوران ایک اہم سنگ میل ماری سیمک پروسیسنگ سینٹر (MSPC) کی ڈیجیٹل تبدیلی تھی۔ MSPC ایک اعلیٰ کارکردگی کے حامل ورچوئل ڈیٹا کمیونٹی سہولت ہے، جو پیچیدہ سیمک ڈیٹا سیٹس کی تیز رفتار پروسیسنگ کو قابل بناتی ہے، جس سے زیر زمین امیجنگ اور ذخائر کے تجزیے کی درستگی میں اضافہ ہوتا ہے۔

مصنوعی ذہانت (AI) / مشین لرننگ

(ML) اور ڈیجیٹائزیشن کو اپنانا:

اپنے ڈیجیٹائزیشن وژن کے مطابق، کمپنی نے کلیدی آپریشنز کو خودکار بنایا ہے اور کارکردگی کو بہتر کرنے، دستی کوششوں کو کم کرنے، اور تیز رفتار، ڈیٹا پر مبنی فیصلہ سازی کو فعال کرنے کے لیے اپنے SAP ERP سسٹم کو اپ گریڈ کیا ہے۔ یہ پیش گوئی کرنے والی بصیرت کو بڑھانے اور خودکار پروسیسنگ کے لیے AI اور ML ٹیکنالوجیز کو مربوط کر کے انٹریٹرز ڈیٹا مینجمنٹ اور تجزیات میں بہتری لارہا ہے۔

سائبر سیکیورٹی اقدامات: کمپنی عالمی سطح پر تسلیم شدہ سائبر سیکیورٹی معیارات اور کنٹرولز کے ذریعے اپنے معلوماتی اثاثوں کی حفاظت کے لیے پرعزم ہے۔ سال کے دوران، اس نے اپ ڈیٹ شدہ ISO/IEC 27001:2022 معیار کی سرٹیفیکیشن حاصل کی ہے جو کہ ان 93 کنٹرولز سے مطابقت رکھتا ہے جو ڈیٹا لیکیج، ویب کی کمزوریوں، تھرہٹ انٹیلی جنس اور مسلسل نگرانی سے منسوب ہیں۔

رسک کی نشاندہی اور تدارک کے لیے، کمپنی نے جدید ترین اینڈ پوائنٹ ڈیٹیکشن اینڈ رسپانس (EDR) سسٹمز کے ساتھ، SIEM، SOAR، اور CTI ٹولز سے چلنے والے سیکورٹی آپریشن سینٹر (SOC) کو مکمل طور پر فعال کیا۔ ویب سیکورٹی کو DDos تحفظ، DNS، WAF، فلٹرنگ، اور جیو فینسنگ کے ذریعے مزید مستحکم کیا گیا ہے۔

انفراسٹرکچر کی تجدید میں نیکسٹ جرنیشن فائر والز، سوئیچز، اور وائر لیس سسٹمز شامل ہیں، اور باقاعدہ اندرونی کمزوری کے جائزے سے پیشگی

ٹینر لیا ہے، اور PIOL 40 فیصد کی حصہ داری رکھتا ہے۔

PIOL ایک مشترکہ منصوبہ ہے جس میں PPL، ماری انرجیز، OGDCL اور GHPL شامل ہیں، جن میں سے ہر ایک کی 25 فیصد حصہ داری ہے۔

ایکسپلوریشن پیریڈ-1 کے دوران، PIOL نے چار ویلز (تین اپریلز اور ایک ایکسپلوریشن) کامیابی سے ڈرل کیے ہیں۔

اہم ترقیاتی منصوبے:

وزیرستان بلاک میں اریلی پروڈکشن فیسیلیٹیز (EPF):

وزیرستان میں شیوا دریافت سے پیداوار 23 مارچ، 2025ء کو شروع ہوئی، جو کمپنی کے لیے ایک تاریخی کامیابی ہے۔ کنڈنسٹ کی فروخت کے ساتھ ساتھ پیداوار کو اس کی مکمل صلاحیت 70 MMSCFD تک بتدریج بڑھایا جا رہا ہے۔ کمپنی نے ڈیسکوری کی ڈیکلریشن آف کمرشلٹی ریگولیشن کو جمع کرا دی ہے، جبکہ متوازی طور پر مکمل فیلڈ ڈویلپمنٹ پر بھی کام جاری ہے۔

ایچ آر ایل پریشر انہاسمنٹ فیسیلیٹیز (PEF) پراجیکٹ:

ماری انرجیز، فزیلائزر کسٹرز کے تعاون سے، ماری فیلڈ میں پریشر انہاسمنٹ فیسیلیٹیز (PEF) پراجیکٹ نافذ کر رہی ہے۔ تا کہ ریزروائر کے گرتے ہوئے دباؤ کو مستحکم کرنے اور HRL کی پیداواری سطح کو برقرار رکھنے کو یقینی بنایا جا سکے۔

جیم ایسٹ X-1 کی کمیشننگ (PPL کے زیر انتظام شاہ بندر بلاک)

جیم ایسٹ X-1 ویل نے دسمبر 2024 میں

ماری انرجیز کے سجاول گیس پروسیسنگ فیسیلیٹی کے ذریعے 10 MMSCFD گیس سسٹم میں شامل کی۔ اپریل، 2025ء میں پٹیجی X-1 سے Extended Well Testing کے تحت سجاول پلانٹ کے ذریعے، تقریباً 8 MMSCFD گیس کی پیداوار شروع ہوئی۔ اریلی پروڈکشن کے لئے پٹیجی کو سجاول کے ساتھ منسلک کرنے کے لئے تقریباً 40 کلومیٹر پائپ لائن ریکارڈ وقت میں مکمل کی گئی ہے۔ ایک نیا پلان مرتب کیا گیا ہے جو کہ اضافی 30 MMSCFD گیس فراہم کرے گا۔

SML-SUL ماری D&PL میں

بھٹائی-6 ویل سمارٹ کپلیشن

اپریل 2025 میں، بھٹائی-6 کو پہلے سمارٹ ویل کپلیشن کے ذریعے مکمل کیا گیا جس سے رینکل ٹائم مانیٹرنگ اور زونل فلو کی متحرک ایڈجسٹمنٹ ممکن ہوئی۔ اس کے نتیجے میں بہتر پیداوار، ہائیڈرو کاربن کی بحالی، لاگت میں کمی اور کم ماحولیاتی اثرات مرتب ہوئے۔ اس نے SML-SUL کی ترقیاتی حکمت عملی پر نظر ثانی کرتے ہوئے ذخائر میں اضافہ اور پیداوار کی مدت کو بڑھایا ہے۔

کاربن کیپچر اور سیکوریشن (CCS) پراجیکٹ

سی سی ایل پراجیکٹ، کاربن کیپچر اور اسٹوریج کی راہ ہموار کرنے کے لیے، پری فرنٹ-اینڈ انجینئرنگ ڈیزائن (پری-فیڈ) اور فیڈ فیوز کے ساتھ آگے بڑھ رہا ہے، جسے کاربن کریڈٹ سرٹیفیکیشن کے لیے ریزروائر اسٹڈیز اور ریگولیشن کو آرڈینیشن کا تعاون حاصل ہے۔ فائنل انویسٹمنٹ ڈسین (FID) کے ساتھ پائلٹ ٹیسٹنگ کی

منصوبہ بندی کی گئی ہے، جو کہ 2025ء کے آخر تک متوقع ہے اور CO₂ انجکشن 2026ء کے آخر تک متوقع ہے۔

ماری سروسز ڈویژن (MSD)

تھرڈ پارٹی سیمیک ڈیٹا کے حصول

منصوبہ: یونائیڈ انرجی پاکستان کے زیر انتظام کلچاس ساوتھ بلاک، (جس میں ماری انرجیز بھی شراکت دار ہے) میں MSD کا الفا سیمیک کریو تھرڈ پارٹی 2D سیمیک ڈیٹا کے حصول میں مصروف عمل ہے۔ 330 لائن کلومیٹر پر مشتمل پروجیکٹ کا فرم ورک مکمل ہو گیا ہے۔

تھرڈ پارٹی کنٹریکٹ برائے ڈرلنگ رگ:

MSD کو اوجی ڈی سی ایل کے تین ویلز پر ورک اور کے لیے کنٹریکٹ ملا ہے۔ یہ تینوں ویلز رگ ماری 4 کے ذریعے کامیابی سے مکمل کیے گئے ہیں۔

کارپوریٹ سماجی ذمہ داری (CSR)

کمپنی اپنے CSR کے عزم پر قائم رہتے ہوئے پائیدار ترقی، سکلز ٹریننگ، غذائی تحفظ، ماحولیاتی تحفظ اور تعلیم و صحت کے مساوی مواقع فراہم کرنے کے لئے مختلف اقدامات میں سرمایہ کاری کر رہی ہے۔

CSR پالیسی فریم ورک:

بورڈ کی طرف سے منظور شدہ ایک مضبوط CSR پالیسی فریم ورک کی رہنمائی میں، کمپنی کے اقدامات اقوام متحدہ کے پائیدار ترقی کے کلیدی اہداف (SDGs)، عالمی بہترین طریقوں، ریگولیشن، معیارات، اور بنیادی کاروباری مقاصد کے ساتھ ہم آہنگ ہیں۔ ہمارا نقطہ نظر قابل پیمائش نتائج، طویل مدتی اثرات، اور باہمی کمیونٹی کی شرکت پر زور دیتا ہے۔

اہم CSR اقدامات:

گرین آن وہیلز پروگرام - درخت لگانے کی مہم: کیپٹل ڈویلپمنٹ اتھارٹی (CDA) کے ساتھ شراکت میں، کمپنی نے گرین آن وہیلز پروگرام کے تحت اسلام آباد میں 1,000 درخت لگانے کو سانسر کیا۔ یہ اقدام شہری جنگلات اور ماحولیاتی بحالی کی حمایت کرتا ہے، اور براہ راست پائیدار ترقی کے ہدف 13 (کلیمٹ ایکشن) میں حصہ ڈالتا ہے۔

ماری موبائل دسترخوان:

یہ اقدام اسلام آباد اور راولپنڈی میں پسماندہ کمیونٹیز کو روزانہ غذائیت سے بھرپور کھانا فراہم کر کے غذائی عدم تحفظ کو دور کرتا ہے۔ جاری پروگرام سسٹین ایبل ڈیولپمنٹ گول 2 (زیرو ہنگر) کے لیے ہماری وابستگی کی عکاسی کرتا ہے، جو کہ کمزور آبادی کے لیے خوراک تک رسائی کو یقینی بناتا ہے۔

ماری فیلڈ ڈہر کی CSR پروگرام:

کمپنی نے ڈہر کی میں کئی اہم اقدامات نافذ کیے ہیں، جن میں تعلیم، صحت کی دیکھ بھال، سکلز ڈویلپمنٹ، روزگار کے منصوبے، سولر-ریورس اوسموسس پلانٹس، بنیادی ڈھانچے کی ترقی، اور طبی آلات اور صحت کے کیمپس کی فراہمی پر توجہ دی گئی ہے۔

• صحت کی دیکھ بھال کے پروگرام اس بات کو یقینی بناتے ہیں کہ اہم علاج کمزور آبادیوں تک پہنچے (SDG 3): اچھی صحت اور فلاح و بہبود۔ کمپنی نے ضلع گنگو کی داد لغاری میں مدر اینڈ چائلڈ ہیلتھ سنٹر کی تعمیر نو کی ہے۔

• EZShifa کے ساتھ شراکت میں، کمپنی نے ٹیکنالوجی سے منسلک بنیادی نگہداشت کی خدمات کو مربوط کیا ہے،

جن میں آن لائن اسپیشلسٹ مشورے، رینکل ٹائم وائٹلز مانیٹرنگ، تیز تشخیصی ٹیسٹ، اور آن سائٹ ای سی جی اور الٹراساؤنڈ کی سہولیات شامل ہیں۔

• پانی کی کمی کو دور کرنے کے لیے، کمپنی نے آس پاس کے دیہاتوں کو پینے کا صاف پانی فراہم کیا ہے (SDG 6): کلین واٹر اینڈ سینی ٹیشن، جس میں کمیونٹی کی رسومات کے لیے سپورٹ، موثر ترسیل کے لیے ٹریکٹر پر لگے واٹر باؤزر کا استعمال کیا گیا ہے۔

• تعلیم کے شعبے میں، کمپنی نور سحر اسپیشل ایجوکیشن اسکول (NSSES) چلا رہی ہے، جو خصوصی ضروریات کے حامل بچوں کی خدمت کے لیے وقف ہے، اور اس کے ساتھ ماری ماڈل ہائی اسکول (MMHS) ہے، جو مقامی طلبہ کو معیاری تعلیم فراہم کرتا ہے (SDG 4): کوالٹی ایجوکیشن۔

• کمپنی نے دونوں NSSES اور MMHS میں اسکول میل پروگرام شروع کیا ہے تاکہ بچوں کو مخصوص غذائیت فراہم کی جا سکے۔

• ہمارے ایگری ٹیک CSR اقدام کا دوسرا مرحلہ، ماری کسان دوست پروگرام، ڈہر کی کی کاشتکار برادری کو بااختیار بنانے کے لیے کامیابی سے شروع کیا گیا ہے۔ یہ اقدام دیہی معاش کو مضبوط بنا کر اور خطے میں پائیدار زرعی طریقوں کو فروغ دے کر پائیدار ترقیاتی ہدف 1 (غربت کا خاتمہ) میں براہ راست تعاون کرتا ہے۔

وزیرستان CSR پروگرام: وزیرستان میں،

کمپنی نے صحت کی دیکھ بھال اور تعلیم میں نمایاں بہتری کے لئے موبائل ہیلتھ یونٹس (MHUs) کی تعیناتی اور ہسپتالوں کو فعال بنایا۔

بلوچستان CSR پروگرام: اپنے گھروندا پروگرام کے تحت، کمپنی نے بڈیل، آبنگم اور کرتہ میں 45 گھر دوبارہ تعمیر کیے ہیں، جو بہت زیادہ بارشوں اور سیلاب سے تباہ ہو گئے تھے۔

اندرونی کنٹرول سسٹم (Internal Control System)

بورڈ آف ڈائریکٹرز اس بات کو یقینی بناتے ہیں کہ کمپنی کے پاس ایک موثر اندرونی کنٹرول سسٹم موجود ہے۔ ان کنٹرول کی مدد سے کمپنی قابل اعتماد مالیاتی رپورٹنگ اور دیگر معلومات (مالی اور انتظامی) کی بروقت تیار کو یقینی بناتی ہے۔ یہ کنٹرول قوانین کی تعمیل، وسائل کا موثر استعمال، اور کمپنی کے اثاثوں اور اسٹیک ہولڈرز کے مفادات کے تحفظ کے لیے انتہائی اہم ہیں۔

کمپنی کی تمام اہم پالیسیاں بورڈ منظور کرتا ہے اور وقتاً فوقتاً ان کا جائزہ لیتا ہے۔ مزید برآں، ایک جامع ویل بلونگ پالیسی کام کی جگہ پر دھوکہ دہی اور بدعنوانی سے نمٹنے کے لیے وضع کی گئی ہے۔

بورڈ آف ڈائریکٹرز نے مناسب اہل اور تجربہ کار عملے کے ساتھ ایک اندرونی آڈٹ فنکشن قائم کیا ہے اور اس کی سربراہی چیف انٹرنل آڈٹ کرتا ہے جو عملی طور پر بورڈ آف ڈائریکٹرز کی آڈٹ کمیٹی کو رپورٹ کرتا ہے۔

اندرونی اور بیرونی آڈیٹرز کی کارکردگی، بینچمنٹ کی جائزہ رپورٹ اور متعلقہ بورڈ کمیٹیوں، بشمول آڈٹ کمیٹی، کے جائزوں کی بنیاد پر، بورڈ کی رائے ہے کہ کمپنی کے اندرونی

مالیاتی کارکردگی:

اضافہ / کمی	سال کا اختتام 30 جون	
	2024	2025
	(رقم ملین میں)	
نیٹ سیلز	181,829	177,097
قبل از ٹیکس منافع	110,363	88,174
انکم ٹیکس	(33,075)	(23,037)
خالص منافع	77,288	65,136
منافع فی شیئر - Restated	64.37	54.25
منافع فی شیئر - Consolidated	64.37	54.45

مالی سال کے دوران، کمپنی کو خالص فروخت اور منافع میں کمی کا سامنا کرنا پڑا جس کی وجہ بنیادی طور پر کمپنی کے کنٹرول سے باہر کے عوامل ہیں۔ اہم عوامل میں ماری فیلڈ سے سیلز پر 15 فیصد اضافی ویل ہیز ٹیکس (14.2 بلین روپے) کا نفاذ، تیل کی قیمت میں کمی اور امریکی ڈالر کے مقابلے میں PKR کی مضبوطی (5.2 بلین روپے) اور ڈسٹری بیوشن کمپنیوں کی طرف سے گیس کی جبری کٹوتی سے کمپنی کی آمدنی اور منافع پر منفی اثر پڑا ہے۔

منافع کی تخصیص (30 جون 2025 کو ختم ہونے والا سال):

(روپے ملین میں)	
غیر مختص منافع آگے لایا گیا	206,381
سال کے لیے کل مجموعی آمدنی	64,941
	271,322
شیئر ہولڈرز میں تقسیم:	
بونس شیئرز کا اجراء	(82)
سال 30 جون، 2024ء کے لیے حتمی کیش ڈیویڈنڈ 134.00 روپے فی شیئر	(17,876)
غیر مختص منافع آگے لے جایا گیا	253,364

ایکسپلوریشن، ڈویلپمنٹ اور آپریشنل سرگرمیاں:

ایکسپلوریشن اور اپریزل ویلز

سال 2024-25 کے دوران، کل نو ایکسپلوریشن اور اپریزل ویلز، جن میں پانچ آپریشنل بلاکس میں اور چار نان-آپریٹنگ بلاکس شامل ہیں، ڈرل یا اسپڈ کئے گئے۔ اس ایکسپلوریشن کمپنیاں سے ماری انرجیز کے نیٹ ریسورسز میں تقریباً 75 ملین BOE کا اضافہ ہوا ہے۔

- وزیرستان بلاک میں اسپن وام-1 ایکسپلوریشن ویل 28 مئی 2024 کو اسپڈ ان کیا گیا تھا، اور 4400 میٹر کی گہرائی تک ڈرل کیا گیا۔ اس ویل کی چار فاریشز: سانسک، کاواگڑھ، ہنگو اور لوکھارت سے گیس اور کنڈنسٹ کی ڈسکوریز ہوئیں ہیں۔ یہ اہم دریافت کمپنی کی مشکل حالات میں بھی اپنی ٹیکنیکل صلاحیتوں کا مظاہرہ ہے اور وزیرستان بلاک کی ایکسپلوریشن پوزیشنل کو مضبوط کرتی ہے۔

- سجاول بلاک میں سوہو-1 ایکسپلوریشن ویل 27 فروری، 2025ء کو اسپڈ ان کیا گیا، اور اسے 3,750 میٹر کی گہرائی تک کھودا گیا۔ اس ویل سے بلاک کے اندر لوئر گورومیسو سینڈ میں پہلی گیس کی دریافت ہوئی۔

- PPL کے زیر انتظام شاہ بندر بلاک میں پتیجی-1 X ایکسپلوریشن ویل 11 اکتوبر، 2024ء کو اسپڈ ان کیا گیا اور اسے 2,475 میٹر کی گہرائی تک ڈرل کیا گیا۔ لوئر گورو اپر سینڈز (D-Sand) سے ٹیسٹنگ کے دوران گیس اور کنڈنسٹ کی دریافت ہوئی۔

- ماری D&PL میں غزنج-1 CF اور شوال-2 ویلز گیس پروڈیوسر کے طور پر مکمل کیے گئے۔

- زیارت بلاک میں بولان ویسٹ-1 ویل کو جیٹ پمپ (مصنوعی پمپنگ نظام) کا استعمال کرتے ہوئے دوبارہ ٹیسٹ کیا گیا۔ مطلوبہ نتائج نہ حاصل ہونے کی بنیاد پر، اسے پلگڈ اینڈ اینڈ کر دیا گیا۔

ڈویلپمنٹ ویلز:

- ماری D&PL میں MD-23 (گورو-بی ریزروائر) کو کامیابی سے ٹیسٹ اور گیس پروڈیوسر کے طور پر مکمل کیا گیا۔

- غازنج فیز-1 فیلڈ ڈویلپمنٹ کے طور پر چار ڈویلپمنٹ ویلز، غزنج-6، 7، 8 اور 9 کامیابی سے ڈرل اور کنڈنسٹ کیے گئے تھے، یہ فیلڈ کی پیداواری صلاحیت میں 30-25 MMSCFD کا اضافی حصہ ڈال رہے ہیں۔ کمپنی نے اپنے پہلے ہائیڈروک فریکچرنگ آپریشن کو انجام دیا، جس میں دو مرحلوں پر مشتمل جدید ڈیزائن استعمال کیا گیا۔

- HRL فیز 1 کے تحت ماری-125H اور ماری-126H کامیابی سے ڈرل اور ٹیسٹ کیے گئے تھے، جس میں کل افقی ویلز کی تعداد پانچ ہو گئی۔

- بھٹائی-6، غزنج اور SML/SUL فاریشز میں اسمارٹ کمپلیشن کے ذریعے کامیابی سے ڈرل اور مکمل کیا گیا تھا۔ اس ویل سے تقریباً 12 ایم ایم لہس سی ایف ڈی گیس پیدا ہو رہی ہے۔

- زرغون ساؤتھ-5 ڈرل کیا گیا اور اسے خشک ویل قرار دیا گیا۔

- بولان ایسٹ-2 کامیابی کے ساتھ آئل پروڈیوس کے طور پر ٹیسٹ کیا گیا، اور بولان ایسٹ فیلڈ کے ساتھ کنکشن کا عمل جاری ہے۔

ذخائر کی بحالی اور وسائل میں اضافہ:

سال کے دوران، کمپنی کے proved اور probable (2P) ریزروز تقریباً 110 ملین BOE بڑھ گئے ہیں، جس کے نتیجے میں ریزرو ریسٹریٹمنٹ ریشو (RRR) 278 فیصد حاصل ہوئی، اس میں اہم کردار غزنج ڈویلپمنٹ، ماری SML-SUL، HRL فیلڈ پر فارمنس، شیوا پروڈکشن، پتیجی، اسپن وام اور سوہو کی ڈسکوریز کے ساتھ ساتھ فیلڈ ڈیولپمنٹ پلان وغیرہ نے ادا کیا۔

نیٹ کنٹینجٹ وسائل (2C) بھی تقریباً 175 ملین BOE بڑھ گئے، جن میں سے تقریباً 109 ملین BOE ریزروز میں بدلے گئے، جبکہ 66 ملین BOE کا خالص 2C کا اضافہ ہوا۔ یہ اضافہ بنیادی طور پر غزنج اور شوال کے اپریزل نتائج، اور اسپن وام، سوہو اور پتیجی میں گیس و کنڈنسٹ کے چار ذخائر کی

دریافتوں سے ہوا ہے۔

30 جون، 2025ء تک، کل ذخائر اور وسائل (2P+2C) 952 ملین BOE تک پہنچ گئے، جو کہ پچھلے سال کے مقابلے میں 17 فیصد کا اضافہ ظاہر کرتے ہیں۔ ریزرو/پروڈکشن ریشو 20 سال تک بڑھ گیا ہے۔

پورٹ فولیو توسیع:

کمپنی نے اپنے پورٹ فولیو کو وسعت دیتے ہوئے 12 ایکسپلوریشن لائسنسز (ELs) اور ایک ڈویلپمنٹ اینڈ پروڈکشن لیز (D&PL) حاصل کی۔ آن شور بڈ رائڈ 2025 میں دس بلاکس کی پروڈکشن طور پر منظوری دی گئی ہے، جن میں سے سات آپریٹر کے طور پر اور تین نان-آپریٹر کے طور پر شامل ہیں۔ دو اضافی بلاکس اور ایک D&PL فارم-ان کے ذریعے حاصل کیے گئے ہیں، جو کہ ریگولیشن منظور یوں کے تابع ہیں۔ ان نئے بلاکس کی شمولیت سے، کمپنی کا مجموعی پورٹ فولیو اب 46 ایکسپلوریشن لائسنسز پر مشتمل ہے، جن میں ابوظہبی کا آف شور بلاک 5 اور 14 D&PLs، جن کا کل رقبہ 97,166 مربع کلومیٹر ہے، شامل ہیں۔

سیسمک ڈیٹا پراجیکٹس اور G&M سروے کی تفصیل:

نمبر شمار	منصوبے G&M/سیسمک	آپریٹر	شروع کیا گیا	نوعیت
آپریٹنگ بلاکس				
1	ولی ویسٹ-2D (سیسمک)	ماری انرجیز	2022-23	مکمل
2	پشاور ایسٹ-2D (سیسمک)	ماری انرجیز	2024-25	مکمل
3	شاران-2D (سیسمک)	ماری انرجیز	2022-23	ان پر کام جاری ہے
نان آپریٹنگ بلاکس				
4	قلعہ سیف اللہ - 2D (سیسمک)	اوجی ڈی سی ایل	2023-24	سیکیورٹی کی وجہ سے کام بند کر دیا گیا ہے
5	قلات ویسٹ G&M سروے	پی پی ایل	2023-24	مکمل
6	نارتھ دھرنال-3D (سیسمک)	پی او ایل	2024-25	مکمل
7	کواہٹ-2D (سیسمک)	اوجی ڈی سی ایل	2024-25	مکمل
8	کلچاس ساؤتھ-2D (سیسمک)	یو ای پی	2024-25	مکمل

آف شور بلاک 5 (متحدہ عرب امارات)

ایک اہم اسٹریٹجک کامیابی یہ ہے کہ ابوظہبی کے فنا نفل اینڈ اکنامک آفیرز کے سپریم کونسل (SCFEA)، ابوظہبی نیشنل آئل کمپنی (ADNOC) اور پاکستان انٹرنیشنل آئل لمیٹڈ (PIOL) نے ابوظہبی میں آف شور بلاک 5 کی ترقی کے لیے پروڈکشن کنٹینسٹ (PCA) پر دستخط کیے ہیں۔ اس معاہدے کے مطابق ADNOC نے بلاک 5 کی ڈویلپمنٹ میں 60 فیصد

پانچ لائن کی تکمیل میں تاخیر کی وجہ سے وزیرستان بلاک میں شیوا فیلڈ کے پیداواری آغاز میں تاخیر شامل تھے۔ کمپنی نے سیلز و الیم بڑھانے کے لیے موثر حکمت عملیوں، آپریشنل آپٹیمائزیشنز، اور پرومیکو کسٹمر انگیجمنٹ کو نافذ کیا ہے، ان حکمت عملیوں کی عدم موجودگی میں سیلز و الیم بہت کم ہوتا۔

کمپنی نئے ویلز کی تیز رفتار ڈویلپمنٹ کے ذریعے اپنی پیداواری صلاحیت کو بڑھانے پر توجہ مرکوز کیے ہوئے ہے۔ 125H HRL اور 126H شوال 1-2، غزنی 3، 6، 7، 8، 9 اور بھٹائی-6 کی کمیشننگ، اور وزیرستان بلاک میں شیوا سے پیداوار کا آغاز، نیز جھم ایسٹ اور پیٹیجی X-1 کو سجاول نیٹ ورک میں کامیابی سے منسلک کرنا، ہماری ہائیڈروکاربن پیداوار کو برقرار رکھنے اور بڑھانے کے لیے ہماری مسلسل کوششوں کا ثبوت ہیں۔

کیا، تاکہ HSE ٹریننگ کو سنٹرلائز، ریبل ٹائم میں کمپلائنس کی نگرانی اور تمام لیولز پر عملے کی لرننگ کے نتائج کو بہتر بنایا جاسکے۔

ماحولیاتی، سماجی اینڈ گورننس کارکردگی اور سسٹین ایبیلیٹی لیڈرشپ:

کمپنی نے صلاحیت سازی، اسٹیک ہولڈر انگیجمنٹ، اور عالمی معیار کے ساتھ ہم آہنگی کے ذریعے اپنے ESG فریم ورک کو آگے بڑھایا۔

عملے اور ڈرائنگ کنٹریکٹرز کے لیے S1 IFRS اور S2 پر درکشائیں کا انعقاد کیا گیا، اس کے ساتھ ساتھ OGDCL، McKinsey اور کاربن لمٹس کے ساتھ اخراج میں کمی اور موسمیاتی خطرے کے انتظام پر تکنیکی تربیت کا انعقاد کیا گیا۔ بورڈ کی ESG کمیٹی نے حکمت عملی کا جائزہ لیا، جسے ESG ورکنگ گروپ اور بیرونی کنسلٹنٹ کی مدد سے IFRS سے منسلک رپورٹنگ کا آغاز کیا۔ اہم پائیداری کی ترجیحات کی نشاندہی کرنے کے لیے، اندرونی اور بیرونی اسٹیک ہولڈرز کو شامل کرتے ہوئے اور GRI معیارات کے ساتھ منسلک ایک منظم میٹریکل اسسمنٹ کا جائزہ لیا گیا۔

مشترکہ ESG سیشنز اور انٹرنیشنل کلائمٹ کانفرنسز میں شرکت کے ذریعے صنعت کے دوسرے اداروں کے ساتھ تعاون جاری رہا۔ ارتھ ڈے اور ورلڈ انوومنٹ ڈے کی سرگرمیوں کے ذریعے ماحولیاتی ذمہ داری کو تقویت ملی، جبکہ کمپوسٹنگ فیسیلیٹی پروجیکٹ سرکلر اکانومی کے طریقوں کو آگے بڑھاتے ہوئے ڈیزائن کے مرحلے تک پہنچ گیا۔

ہائیڈروکاربن کی فروخت:

سال کے لیے ہائیڈروکاربن کی فروخت کا خلاصہ ذیل میں دیا گیا ہے:

اشانہ / (کی) مجموعی	سال کا اختتام 30 جون			
	2024		2025	
	یومیہ	مجموعی	یومیہ	مجموعی
گیس (MMSCF)				
ماری فیلڈ	783	286,487	776	283,360
دیگر فیلڈز	16	5,769	24	8,819
خام تیل (بیرلز)				
ماری فیلڈ	144	52,963	139	50,748
دیگر فیلڈز	1,049	383,837	1,256	458,603
BOEs کے مساوی کل پیداوار	1,193	436,800	1,395	509,351
	106,595	39.01 ملین	107,193	39.13 ملین

کمپنی کو فروخت سے متعلق چیلنجز کا سامنا رہا ہے، جس میں ڈسٹری بیوشن کمپنیز کی جانب سے پیداوار میں اکثر جبری کٹوتیاں، اہم فرٹیلائزر کسٹرز کے غیر منصوبہ بند ہنگامی شٹ ڈاؤنز، فرٹیلائزر اور پاور سیکٹرز کی طرف سے کم آف ٹیک، اور علاقے میں سیکورٹی کی صورتحال کی وجہ سے SNGPL

تفصیلی رپورٹ

صحت، تحفظ، اور ماحولیاتی کارکردگی:

کمپنی نے مالی سال 2024-25 میں جامع HSE مینجمنٹ سسٹم کے نفاذ کے ذریعے HSE کے تمام KPIs حاصل کرتے ہوئے شاندار کارکردگی کا مظاہرہ کیا۔ تاہم، 28 ستمبر 2024 کو شیوا فیلڈ شمالی وزیرستان میں ہیلی کاپٹر کے المناک حادثے کے باعث پیشہ ورانہ حفاظتی اعشاریے متاثر ہوئے۔ بیورو آف ایئر سیفٹی انویسٹی گیشن (پاکستان) کی سربراہی میں تحقیقات جاری ہیں، ہم تحقیقات کو مکمل کرنے کے لئے درکار معاونت فراہم کر رہے ہیں۔ ماری انریجز شہدا اور زنیوں کے خاندانوں سے رابطے میں ہے اور مدد فراہم کر رہی ہے۔

کمپنی نے ایک تسلیم شدہ ادارے کے ذریعے کامیابی کے ساتھ اپنے انٹیگریٹڈ مینجمنٹ سسٹم (IMS) کی ISO سرٹیفیکیشن دوبارہ حاصل کر لی ہے۔ سیفٹی کلچر کو مضبوط بنانے کے لئے ہر لیول پر ذمہ داری کی حوصلہ افزائی کر کے، ریسک بیسڈ اپروچ لاگو کرنے، اور سیفٹی پریکٹیسز کو بہتر بنانے پر زور دیا گیا۔

اندرونی صلاحیت کو بڑھانے کے لیے، 3,710 سیشنز اور 985 ہنگامی مشقوں کے ذریعے 145,500 سے زیادہ ٹریننگ مین آؤرز فراہم کیے گئے۔ مزید برآں، لیڈرشپ انگیجمنٹ کو بڑھانے کے لیے 73 مینجمنٹ واک آراؤنڈز منعقد کیے گئے۔

کمپنی نے ایک ڈیجیٹل پلیٹ فارم، ٹیلنٹ لرننگ مینجمنٹ سسٹم (Talent LMS) کا آغاز

کرنے کے ساتھ مناسب اقدامات کر رہی ہے تاکہ ریسک کے اثرات کو کم کیا جاسکے۔ غیر مستحکم علاقائی جیوپولیشیل انوومنٹ کمپنی کے آپریشنز کو متاثر کرتا رہتا ہے۔ متعلقہ خطرات کو کم کرنے کے لیے کمپنی نے کسی بھی ممکنہ منفی پیش رفت کے لیے تیاری کو یقینی بنانے کے لیے جامع کنٹرول اور مانیٹنگ کا طریقہ کار وضع کیا ہے۔

تجربہ کار پیشہ ور افراد کی عالمی مانگ، مقامی معاشی غیر یقینی صورتحال ٹیلنٹ کے اخراج کو جاری رکھے ہوئے ہے۔ ملازمین کا برقرار رکھنا ہماری ترجیحات میں شامل ہے، اور ہم ان کی مشغولیت، اطمینان اور طویل مدتی ترقی کو آگے بڑھانے کے لئے ایک معاون ماحول کو فروغ دینے پر توجہ دے رہے ہیں۔

کمپنی اندرونی اور بیرونی چیلنجز سے نمٹنے کے لیے متعلقہ فریقین کے ساتھ فعال رابطہ میں ہے اور مناسب فورمز پر اپنے خدشات کا اظہار کرتی ہے۔ اس کے علاوہ، اس نے اپنی منصوبہ بندی کے عمل میں لچک شامل کی ہے تاکہ حالات کے مطابق فوری ردعمل دیا جاسکے۔

ہمارا عزم برائے ESG شفافیت

ESG ہمارے آپریشنز کا ایک لازمی حصہ ہے، جو پائیدار طریقوں سے ہماری وابستگی کی عکاسی کرتی ہے۔ یہ مربوط رپورٹ نہ صرف ہماری کاروباری کارکردگی کا ایک جامع جائزہ فراہم کرتی ہے بلکہ اس میں ہماری تیسری سسٹین ایبیلیٹی رپورٹ کا تفصیلی ڈیٹا بھی شامل ہے، جو ہمارے آپریشنز کے تمام شعبوں میں شفافیت اور احتساب کے لیے ہمارے عزم کو اجاگر کرتا ہے۔

سے قومی اثاثوں کو خطرات بڑھ رہے ہیں۔ قانون نافذ کرنے والے اداروں کے ساتھ قریبی تعاون سے کمپنی آپریشنل تسلسل اور ملک کی توانائی کے تحفظ کو یقینی بناتی ہے۔ دہشت گردی کی سرگرمیوں میں اضافے کے باوجود، شمالی وزیرستان میں پیداوار شروع ہونے اور بلوچستان میں ڈرائنگ کے ساتھ E&P سرگرمیوں میں پیش رفت جاری ہے۔ ایک فعال، ٹیکنالوجی سے ہم آہنگ سیکورٹی حکمت عملی اور سیکورٹی فورسز کے ساتھ قریبی ہم آہنگی سے محفوظ اور بلا تعطل آپریشنز کو یقینی بنایا جا رہا ہے۔

سرکلر ڈیٹ کا مسئلہ جس کی رقم 77 بلین روپے ہے، یعنی کمپنی کی خالص فروخت کا 43.5 فیصد کمپنی کے لیے ایک بڑا چیلنج بنا ہوا ہے۔ یہ مالی بوجھ بنیادی آپریشنز کو متاثر کر سکتا ہے اور بالآخر کمپنی کے کاروبار اور ترقی کو متاثر کرے گا۔ مزید برآں ہائی نیٹ ورک پریشر کی وجہ سے گیس ڈسٹری بیوشن کمپنیز کی طرف سے جبری کٹوتی کمپنی کے لیے آپریشنل چیلنجز کا باعث بنتی ہے، یعنی فروخت، منافع اور اثاثوں کی سالمیت کو متاثر کرتی ہے۔ وزارت پیٹرولیم کی ہدایت پر، کمپنی، دیگر صنعتی اداروں کے ساتھ مل کر گردشی قرضے اور جبری کٹوتیوں کے مسائل کو حل کرنے کے لیے "سرکلر ڈیٹ مینجمنٹ پلان" اور "انٹیگریٹڈ انرجی اسٹری" پر ایک مطالعہ شروع کر رہی ہے۔

میکرو اکنامک حالات، بشمول نئے ٹیکس یا اس میں ترمیم اور فاریکس کنٹرول، مارجنز اور پروکیورمنٹ کو متاثر کر رہے ہیں۔ کمپنی ان کی مسلسل نگرانی کر رہی ہے اور جہاں ضرورت ہو متعلقہ اسٹیک ہولڈرز کو شامل

ڈائریکٹرز رپورٹ

30 جون، 2025ء کو ختم ہونے والے سال کے لئے کمپنی کے ڈائریکٹرز اپنی سالانہ جائزہ رپورٹ، علیحدہ اور مجمع آڈٹ شدہ مالیاتی گوشوارے اور آڈیٹرز رپورٹ پیش کرنے پر خوشی محسوس کر رہے ہیں۔

ایگزیکٹو سمری

سال کے دوران، کمپنی کا نام ماری انرجیز لمیٹڈ میں تبدیل کیا گیا ہے، یہ اس کے وژن، مستقبل کی توجہ اور توانائی کے شعبے میں تیزی سے بدلتے لینڈ اسکیپ میں ہماری وسیع تر پوزیشن کی عکاسی کرتا ہے۔

2020ء سے شروع کمپنی کا ٹرانسفریشن پروگرام طویل مدتی وژن اور ترقی کے اہداف کے تسلسل میں اپنا سفر جاری رکھے ہوئے ہے۔

مالی سال 2024-25 مشکل چیلنجوں پر قابو پانے اور پائیدار نتائج فراہم کرنے کی کمپنی کی صلاحیت کا ایک بار پھر ثبوت تھا۔ سال کے اہم آپریشنل نتائج درج ذیل ہیں:

آپریشنل کارکردگی کے اعداد و شمار (KPIs):

کے پی ایس آئی (KPI)	2024-25	2023-24
ہائیڈرو کاربن کی پیداوار (MMBOE)	39.13	39.01
مجموعی ذخائر اور وسائل	952	816
ذخائر اور پیداوار میں تناسب R/P (2P)	20 سال	18 سال
سالانہ لاگت	USD/BOE 0.8	USD/BOE 0.9

کمپنی نے قابل ذکر ریزرو ریسٹوریٹمنٹ ریٹ (RRR) 278% حاصل کیا ہے، جو نئی دریافتوں اور وسائل کو ذخائر میں تبدیل کرنے کی صلاحیت کی عکاسی کرتا ہے۔ کمپنی نے اپنی فروخت کا حجم بھی بلند ترین سطح پر پہنچایا ہے، حالانکہ مقامی پیداوار کو کم کرنے کی ضرورت پڑی تاکہ غیر استعمال شدہ RLNG کی کھپت ہو سکے اور SNGPL کی ٹرانسمیشن لائن کی تاخیر کی وجہ سے شیوا کی پیداوار شروع کرنے میں مشکلات کا سامنا رہا۔ کمپنی نے خاص طور پر اپنی فروخت کے حجم میں اضافہ وزیرستان اور ماری فیلڈ سے حاصل کیا ہے، جس سے اب اس کی مجموعی صلاحیت یومیہ 127 ہزار BOE ہے۔

کمپنی پٹرولیم ڈویژن اور قانون نافذ کرنے والے اداروں کی بروقت اور ہمت افزا کوششوں کو قدر کی نگاہ سے دیکھتی ہے، جنہوں نے بروقت اقدامات (LNG کارگو موخر کرنا، آپ سٹریم اور ڈاؤن اسٹریم کمپنیز کے بیچ بہتر روابط، اور سیکیورٹی کی فراہمی) کیے ہیں، ان اقدامات کے بغیر پروڈکشن والیم کی کٹوتی میں اضافہ ہو سکتا تھا۔

مالیاتی اعداد و شمار (KPIs):

ہائیڈرو کاربن کی کم لاگو قیمتوں اور نومبر 2024 سے ماری فیلڈ پر اضافی 15% ویل ہیڈ چارج کے باوجود، کمپنی نے قابل ذکر آپریشنل اور مالی کارکردگی کا مظاہرہ کرتے ہوئے 177.1 بلین روپے کی خالص سیلز سے 65.1 بلین روپے کا خالص منافع حاصل کیا۔ سال کے دوران فی شیئر آمدنی 54.25 روپے تھی۔ 2024-25 کے منافع کا موازنہ 2023-24 کے ساتھ حسب ذیل ہے:

رقم بلین روپے	
بعد از ٹیکس منافع 2023-24	77.3
اضافی ویل ہیڈ ایکٹ	(9.1)
لاگو قیمت کا اثر بشمول FX (3.4)	(3.4)
دیگر مثبت اثرات	0.3
بعد از ٹیکس منافع 2024-25	65.1

کمپنی نے اسٹریٹجک توجہ مرکوز کرتے ہوئے ہائیڈرو کاربن سیلز کے حجم کو بڑھا کر مضبوط نتائج حاصل کیے ہیں، جس کا سبب نئی پیداوار کے ذرائع کا اضافہ اور آپریشنل کارکردگی کے اقدامات کا نفاذ ہے۔

کے پی ایس آئی (KPI)	2024-25	2023-24	Δ%
خالص فروخت	177.1	181.8	(3%)
بعد از ٹیکس منافع (PAT)	65.1	77.3	(16%)
فی حصص آمدنی (EPS)	54.25	64.37	(16%)

- PACRA نے AAA (لاگ ٹرم) اور A1+ (شارٹ ٹرم) درجہ بندی تفویض کی ہے، جس سے کمپنی کے مضبوط آپریشنل اور فنانشل موقف کی تصدیق ہوتی ہے۔
- کمپنی نے ٹیکسز اور دیگر قانونی ادائیگیوں کے ذریعے تقریباً 95 بلین روپے قومی خزانے میں جمع کروائے ہیں۔

اہم کامیابیاں:

- کمپنی نے مضبوط HSE کارکردگی کا مظاہرہ کیا ہے، بین الاقوامی معیار کے KPIs کو پورا کرتے ہوئے انتہائی خطرناک علاقوں میں 18.46 ملین مین-آؤرز ریکارڈ کیے ہیں۔
- ایکسپلوریشن سرگرمیاں کی وجہ سے کمپنی پورٹ فولیو میں گیس کی مقدار میں اضافہ ہوا ہے، جس سے کمپنی کی موثر حکمت عملی واضح ہوتی ہے۔ وزیرستان بلاک میں اسپن وام X1-، سوہو-1 سجاول بلاک اور پارٹنر آپریٹڈ شاہ بندر بلاک میں پتیجی سے قابل ذکر TCF1 سے زیادہ گیس ڈسکوری ہوئی ہیں۔
- جدید ٹیکنالوجیز جیسے ہائیڈرالک فریکچرنگ، سمارٹ کمپلیشن، اور ڈرلنگ کے دوران کیسٹنگ کا استعمال کیا گیا، جن سے شاندار آپریشنل اور مالی فوائد حاصل ہوئے ہیں۔
- ماری فیلڈ میں 9 اپریل/ڈویلپمنٹ ویلز مکمل کئے گئے جن سے پروڈکشن کیسٹیٹی MMSCFD 77 بڑھ گئی ہے۔
- وزیرستان میں واقع اریلی پروسیسنگ فیسلیٹی سے نئی پیداوار تقریباً 70 MMSCFD گیس اور 700 BPD کنڈنسیٹ 23 مارچ، 2025ء کو نیشنل گرڈ میں شامل کی گئی۔ اس کے علاوہ، PPL آپریٹڈ جھم لیسٹ X-1 اور پتیجی X-1 کی ڈیکوریزیشن دسمبر 2024 اور اپریل 2025 میں ماری انرجیز کے سجاول پلانٹ کے ذریعے آن لائن کی گئیں۔ ایک 40 کلومیٹر لمبی پائپ لائن بھی ریکارڈ وقت میں بچھائی گئی تاکہ پتیجی دریافت کو سجاول پلانٹ سے جوڑا جاسکے اور جلد منافع حاصل کیا جاسکے۔
- 12 نئے ایکسپلوریشن لائسنس (ELs) اور 1 ڈویلپمنٹ اینڈ پروڈکشن (D&PL) لائسنس شامل ہونے سے کمپنی کا پورٹ فولیو بڑھ کر 46 ELs (جن میں ابوظہبی Offshore شامل ہیں) اور 14 D&PLs ہو گیا ہے، جن کا کل رقبہ 97,166 مربع کلومیٹر ہے۔ نئے ELs اور D&PLs فی الحال ریگولیٹری منظوریوں کے منتظر ہیں۔

ابوظہبی نیشنل آئل کمپنی (ADNOC) اور پاکستان انٹرنیشنل آئل لمیٹڈ (PIOL) نے ابوظہبی میں آف شور بلاک 5 کی ڈویلپمنٹ کے لیے پروڈکشن کنسیشن ایگریمنٹ (PCA) پر عمل درآمد کیا ہے۔ PCA کے نفاذ کے ساتھ، ADNOC نے بلاک 5 کی ڈویلپمنٹ کا 60 فیصد حصہ خرید لیا ہے اور باقی 40 فیصد حصہ PIOL کے پاس ہے۔ ماری انرجیز کا PIOL میں 25 فیصد کا شیئر ہے۔

ماری سروسز ڈویژن نے تھرڈ پارٹی کنٹریکٹس پر عمل درآمد کیا ہے، جن میں UEP کے لیے سیمسمک ورک اور OGDCL کے لیے ورک اور آپریشنز شامل ہیں، جن سے 9 ملین امریکی ڈالر سے زائد آمدنی ہوئی ہے۔

ماری ٹیکنالوجیز اور SKY47 کا قیام عمل میں لایا گیا ہے، جو کمپنی کے ٹیکنالوجی کے شعبے میں داخلے کی علامت ہیں۔ اسلام آباد میں 5 میگاواٹ کے ڈیٹا سینٹر کی تعمیر جاری ہے، جس کی پیروی کے لئے کراچی میں ایک سائٹ ہے۔

ماری منزرنے IRH مائننگ (UAE) کے ساتھ چاغی میں ای ایل 302 اور 303 کے لئے جوائنٹ وینچر معاہدے پر دستخط کیے ہیں، اور سیاہ کوہ مائننگ ڈویلپمنٹ سے کوہ سلطان مائننگ کمپنی میں 5 فیصد حصص خریدنے کا معاہدہ بھی کیا ہے۔ تمام حتمی معاہدے متعلقہ منظوریوں سے مشروط ہیں

آپریشنل ماحول اور اہم چیلنجز:

• خیبر پختونخوا اور بلوچستان میں سیکیورٹی کی صورت حال بدستور ناگفتہ بہ ہے، جس کی وجہ

سرورق

ہماری انٹیگریٹڈ سالانہ رپورٹ 2025 کا سرورق ہمارے وژن 2030 کی عکاسی کرتا ہے، جو تین اسٹریٹجک پلرز پر مشتمل ہے۔

سب سے پہلے ہم اپنے بنیادی کاروبار ایکسپلوریشن اور پروڈکشن کو مضبوط بنانے میں مصروف عمل ہیں، اس بات کو یقینی بناتے ہوئے کہ ہم توانائی کے شعبے میں سب سے آگے رہیں۔ یہ نہ صرف ہمارے کاروبار کے لیے بلکہ ملک کی سماجی و اقتصادی ترقی میں معاونت کے لئے ضروری ہے۔ دوسرا، ہم کان کنی، گرین ہائیڈروجن اور کاربن کیمپیر جیسے شعبوں میں وسعت پیدا کر رہے ہیں جو توانائی کے ارتقاء کے منظر نامے میں آگے رہنے اور عالمی پائیداری کے اہداف کو پورا کرنے کے لئے اہم ہیں۔ تیسرا، ہمارا مقصد ماحولیاتی، سماجی اور گورننس میں رہنمائی کرنا ہے اور ماحولیاتی، سماجی اور گورننس کے نئے معیارات قائم کرنا۔

وژن 2030 ترقی کے منصوبے سے بڑھ کر ہے۔ یہ ہماری تمام اسٹیک ہولڈرز کے لئے مستقبل کی حکمت عملی ہے کہ ایک ایسے روڈ میپ پر عمل پیرا ہوں جہاں کاروباری ضروریات اور پائیداری اقدار کو آگے بڑھانے کے لیے ساتھ ساتھ چلتی ہیں۔



Shewa Early Production Facility, North Waziristan - KP

marienergies.com.pk



HEAD OFFICE:

21-Mauve Area, 3rd Road,
Sector G-10/4, Islamabad-44000

UAN: +92 51 111 410 410 | **Fax:** +92 51 2352859