



**CA**  
PAKISTAN



# BEST CORPORATE REPORT AWARDS

# 2022

## Evaluation Criteria

*Good corporate governance helps to build an environment of trust, transparency and accountability necessary for fostering long-term investment, financial stability and business integrity, thereby supporting resilient business growth.*

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### Introduction

The Evaluation Criteria aims to promote a cohesive approach to corporate reporting that will improve the quality of information available to the stakeholders. It will help in elevating the level of accountability and stewardship of reporting organizations and enable effective decision making.

The Evaluation Criteria further aims to promote integrated thinking within the organization considering both financial and non-financial information. In this regard, the inspiration has been derived from the 'Content Elements' (disclosures) of the International Integrated Reporting Framework (IR Framework). The participating companies are encouraged to fully adopt the IR Framework by applying the 'Fundamental Concepts' and 'Guiding Principles' into their corporate reporting.

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1 Organizational Overview and External Environment <i>What does the organization do and circumstances under which it operates</i>		
S No.		18 MARKS
1.01	Principal business activities and markets (local and international) including key brands, products and services.	1
1.02	Geographical location and address of all business units including sales units and plants.	1
1.03	Mission, vision, code of conduct, culture, ethics and values.	1
1.04	Ownership, operating structure and relationship with group companies (i.e. subsidiary, associated undertaking etc.) and number of countries in which the organization operates. Also name and country of origin of the holding company/subsidiary company, if such companies are a foreign company.	2
1.05	Organization chart indicating functional and administrative reporting, presented with legends.	1
1.06	Identification of the key elements of the business model of the company through simple diagram supported by a clear explanation of the relevance of those elements to the organization. <i>(The key elements of business model are Inputs, Business activities, Outputs and Outcomes).</i>	2
1.07	Position of the reporting organization within the value chain showing connection with other businesses in the upstream and downstream value chain. <i>(This disclosure shall be provided by the companies in service and non-service sector organizations through graphical presentation).</i>	1
1.08	Significant factors effecting the external environment and the associated organization's response. Also describe the effect of seasonality on business in terms of production and sales. <i>(External environment includes commercial, political, economic, social, technological, environmental and legal environment).</i>	1
1.09	The legitimate needs, interests of key stakeholders and industry trends.	1
1.10	SWOT Analysis of the company.	1
1.11	Competitive landscape and market positioning <i>(considering factors such as the threat of new competition and substitute products or services, the bargaining power of customers and suppliers, relative strengths and weaknesses of competitors and customer demand and the intensity of competitive rivalry).</i>	1
1.12	The legislative and regulatory environment in which the organization operates.	1
1.13	The political environment where the organization operates and other countries that may affect the ability of the organization to implement its strategy.	1
1.14	Significant changes from prior years <i>(regarding the information disclosed in this section).</i>	1
1.15	History of major events.	1
1.16	Details of significant events occurred during the year and after the reporting period.	1

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2 Strategy and Resource Allocation		15 MARKS
Where does the organization want to go and how does it intend to get there		
S No.		
2.01	Short, medium and long term strategic objectives.	1
2.02	Strategies in place or intended to be implemented to achieve the strategic objectives.	2
2.03	Resource allocation plans to implement the strategy and financial capital structure.  Resource mean CAPITALS including: a. financial capital (e.g. liquidity, cash flows, financing arrangements); human capital; b. manufactured capital (e.g. building, equipment, infrastructure); c. intellectual capital (e.g. patents, copyrights, software, licenses, knowledge, system, procedures); d. human capital; e. social and relationship capital; and f. natural capital.  <i>Explanation: Disclosures about the capitals should include the factors that affect the availability, quality and affordability of relevant capitals and the organization's expectations of its ability to produce flows from them to meet future demand.</i>  <i>Demonstrating the connectivity of financial performance with performance and outcomes regarding the other capitals &amp; how the organization's strategy and resource allocation plans affect key capitals and risk management arrangements related to them should be included under capital reporting.</i>	2
2.04	Key resources and capabilities of the company which provide sustainable competitive advantage.	1
2.05	Value created by the business, and for whom, using these resources and capabilities.	1
2.06	The effect of technological change, societal issues such as population and demographic changes, human rights, health, poverty, collective values and educational systems, environmental challenges, such as climate change, the loss of ecosystems, and resource shortages on the company strategy and resource allocation.	2
2.07	Specific processes used to make strategic decisions and to establish and monitor the culture of the organization, including its attitude to risk and mechanisms for addressing integrity and ethical issues.	1
2.08	Key performance indicators (KPIs) to measure the achievement against strategic objectives including statement as to whether the indicators used will continue to be relevant in the future.	2
2.09	Board's statement on the following: a) significant plans and decisions such as corporate restructuring, business expansion, or discontinuance of operations; b) business rationale of major capital expenditure or projects started during the year and those planned for next year etc.	2
2.10	Significant changes in objectives and strategies from prior years.	1

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### 3 Risks and Opportunities

*Specific risks and opportunities that affect the organization's ability to create value over the short, medium and long term, and how it is dealing with them*

S No.		16 MARKS
3.01	Key risks and opportunities effecting availability, quality and affordability of CAPITALS in the short, medium and long term.	2
3.02	Risk Management Framework including risk management methodology and principal risk and uncertainties facing the company.	3
3.03	Sources of risks and opportunities (internal and external).	1
3.04	The initiatives taken by the company in promoting and enabling innovation.	1
3.05	Assessment of the 'likelihood' that the risk or opportunity will come to fruition and the 'magnitude' of its effect if it does.	1
3.06	Specific steps being taken to mitigate or manage key risks or to create value from key opportunities by identifying the associated strategic objectives, strategies, plans, policies, targets and KPIs.	3
3.07	Board's efforts for determining the company's level of risk tolerance by establishing risk management policies.	1
3.08	Statement from the board that they have carried out a robust assessment of the principal risks facing the company, including those that would threaten the business model, future performance and solvency or liquidity.	2
3.09	Strategy to overcome liquidity problem and the company's plan to manage its repayment of debts and meet operational losses.	1
3.10	Inadequacy in the capital structure and plans to address such inadequacy.	1

### 4 Sustainability and Corporate Social Responsibility

S No.		20 MARKS
4.01	Highlights of the company's performance, policies, initiatives and plans in place relating to the various aspects of sustainability and corporate social responsibility as per best business practices including: a) environment related obligation applicable on the company; b) company progress towards environmental, social and & governance initiatives during the year; and c) company's responsibility towards the staff, health & safety.	10
4.02	Status of adoption/compliance of the Corporate Social Responsibility (Voluntary) Guidelines, 2013 issued by the SECP or any other regulatory framework as applicable.	5
4.03	Certifications acquired and international standards adopted for best sustainability and CSR practices.	5


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5 Governance		60 MARKS
<i>How does the organization's governance structure support its ability to create value in the short, medium and long term</i>		
S No.		
5.01	Board composition:	
	a) Leadership structure of those charged with governance.	1
	b) Name of independent directors indicating justification for their independence.	1
	c) Diversity in the board i.e. competencies, requisite knowledge & skills, and experience.	1
	d) Profile of each director including education, experience and involvement /engagement of in other entities as CEO, Director, CFO or Trustee etc.	1
	e) No. of companies in which the executive director of the reporting organization is serving as non-executive director.	1
5.02	Chairman's Review Report on the overall performance of the board and effectiveness of the role played by the board in achieving the company's objectives.	1
5.03	A statement of how the board operates, including a high-level statement of which types of decisions are to be taken by the board and which are to be delegated to management.	1
5.05	Annual evaluation of performance, along with description of criteria used for the members of the board including CEO, Chairman and board's committees.	1
5.06	Disclosure if the board's performance evaluation is carried out by an external consultant once in three years.	1
5.07	Details of formal orientation courses for directors.	1
5.08	Directors' Training Program (DTP) attended by directors, female executive and head of department from the institutes approved by the SECP and names of those who availed exemptions during the year.	1
5.09	Description of external oversight of various functions like systems audit or internal audit by an external specialist and other measures taken to enhance credibility of internal controls and systems.	1
5.10	a) Approved policy for related party transactions.	1
	b) Details of all related parties transactions, along with the basis of relationship describing common directorship and percentage of shareholding.	1
	c) Contract or arrangement with the related party other than in the ordinary course of business on an arm's length basis, if any along with the justification for entering into such contract or arrangement.	1
	d) Disclosure of director's interest in related party transactions.	1
	e) In case of conflict, disclosure that how such a conflict is managed and monitored by the board.	1
5.11	Disclosure of Board's Policy on the following significant matters:	15
	a) Governance of risk and internal controls.	
	b) Diversity (including gender), any measurable objectives that it has set for implementing the policy, and progress on achieving the objectives.	
	c) Disclosure of director's interest in significant contracts and arrangements.	
	d) Remuneration of non-executive directors including independent directors for attending board meetings and general meetings.	

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5 Governance		
S No.		60 MARKS
	<ul style="list-style-type: none"> <li>e) Retention of board fee by the executive director earned by him against his services as non-executive director in other companies.</li> <li>f) Security clearance of foreign directors.</li> <li>g) Board meetings held outside Pakistan.</li> <li>h) Human resource management including preparation of succession plan.</li> <li>i) Social and environmental responsibility.</li> <li>j) Communication with stakeholders.</li> <li>k) Investors' relationship and grievances.</li> <li>l) Employee health, safety and protection.</li> <li>m) Whistle blowing policy including mechanism to receive and handle complains in a fair and transparent manner and providing protection to the complainant against victimization and reporting in Audit Committee's report.</li> <li>n) Safety of records of the company.</li> <li>o) Providing reasonable opportunity to the shareholder for participation in the AGM.</li> </ul>	
5.12	Board review statement of the organization's business continuity plan or disaster recovery plan.	1
5.13	Disclosure of beneficial (including indirect) ownership and flow chart of group shareholding and relationship as holding company, subsidiary company or associated undertaking.	4
5.14	Compliance with the Best Practices of Code of Corporate Governance (No marks in case of any non-compliance).	1
5.15	A brief description about role of the Chairman and the CEO.	1
5.16	Shares held by Sponsors / Directors / Executives.	1
5.17	Salient features of TOR and attendance in meetings of the board committees (Audit, Human Resource, Nomination and Risk management).	1
5.18	<p>Timely Communication:</p> <p>Date of authorization of financial statements by the board of directors:</p> <p>within 40 days ---6 marks</p> <p>within 60 days ---3 marks</p> <p>(Entities requiring approval from a Regulator before finalization of their financial statements would be provided a 20 days relaxation, on providing evidence to the Committee).</p>	6
5.19	<p>Audit Committee report should describe the work of the committee in discharging its responsibilities. The report should include:</p> <ul style="list-style-type: none"> <li>a) Composition of the committee with at least one member qualified as "financially literate and all members are non-executive / Independent directors including the Chairman of the Audit Committee.</li> <li>b) Role of the committee in discharging its responsibilities for the significant issues in relation to the financial statements, and how these issues were addressed with details where particular attention was paid in this regard.</li> <li>c) Committee's overall approach to risk management and internal control, and its processes, outcomes and disclosure.</li> </ul>	3



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### 5 Governance

S No.

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	<ul style="list-style-type: none"> <li>d) Role of Internal Audit to risk management and internal control, and approach to Internal Audit to have direct access to Audit Committee and evaluation of Internal Auditor's performance.</li> <li>e) Review of arrangement for staff and management to report to Audit Committee in confidence, concerns, if any, about actual or potential improprieties in financial and other matters and recommended instituting remedial and mitigating measures.</li> <li>f) An explanation as to how it has assessed the effectiveness of the external audit process and the approach taken to the appointment or reappointment of the external auditor, and information on the length of tenure of the current statutory auditor; and if the external auditor provides non-audit services, an explanation as to how auditor's objectivity and independence is safeguarded.</li> <li>g) If Audit Committee recommends external auditors other than the retiring external auditors, before the lapse of three consecutive years, reasons shall be reported.</li> <li>h) The Audit Committee's views whether the Annual Report was fair, balanced and understandable and also whether it provided the necessary information for shareholders to assess the company's position and performance, business model and strategy.</li> <li>i) Results of the self-evaluation of the Audit Committee carried out of its own performance.</li> <li>j) Disclosure of the number of whistle-blowing incidences reported to the Audit Committee during the year.</li> </ul>	
5.20	Presence of the chairman of the Audit Committee at the AGM to answer questions on the Audit Committee's activities / matters that are within the scope of the Audit Committee's responsibilities.	1
5.21	Board disclosure on Company's use of Enterprise Resource Planning (ERP ) software including: <ul style="list-style-type: none"> <li>a) how it is designed to manage and integrate the functions of core business processes/ modules like finance, HR, supply chain and inventory management in a single system;</li> <li>b) management support in the effective implementation and continuous updation;</li> <li>c) details about user training of ERP software;</li> <li>d) how the company manages risks or control risk factors on ERP projects;</li> <li>e) how the company assesses system security, access to sensitive data and segregation of duties.</li> </ul>	1 1 1 1 1
5.22	Where an external search consultancy has been used in the appointment of the Chairman or a non-executive director, it should be disclosed if it has any other connection with the company.	1
5.23	Chairman's significant commitments and any changes thereto.	1
5.24	Disclosure about the Government of Pakistan policies related to company's business/sector in Directors' Report and their impact on the company business and performance.	1
5.25	How the organization's implemented governance practices have been exceeding legal requirements.	1

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### 6 Analysis of the Financial Information

*To what extent has the organization achieved its strategic objectives for the period*



S No.		60 MARKS
6.01	<p>Analysis of the financial and non-financial performance using both qualitative and quantitative indicators showing linkage between:</p> <p>(a) Past and current performance;</p> <p>(b) Performance against targets /budget; and</p> <p>(c) Objectives to assess stewardship of management.</p> <p>The analysis should cover significant deviations from previous year in operating results and the reasons for loss, if incurred and future prospects of profits.</p>	3
6.02	<p>Analysis of financial ratios (<b>Annexure I</b>) (this includes marks of ratios for Shariah compliant companies and companies listed on Islamic indices)</p>	26
6.03	<p>Vertical and horizontal analysis of Balance Sheet, Profit and Loss Account and summary of Cash Flow Statement for last 6 years.</p>	5
6.04	<p>Graphical presentation of 6.02 and 6.03 above.</p>	5
6.05	<p>Explanation of negative change in the performance against prior year including analysis of variation in results reported in interim reports with the final accounts, including comments on the results disclosed in 6.02 and 6.03 above.</p>	2
6.06	<p>Any significant change in accounting policies, judgements, estimates and assumptions with rationale.</p>	1
6.07	<p>Information about defaults in payment of any debts and reasons thereof period.</p>	1
6.08	<p>Methods and assumptions used in compiling the indicators.</p>	2
6.09	<p>Cash Flow Statement based on Direct Method (separate Cash Flow for specific funds e.g. Zakat).</p>	2
6.10	<p>Segmental review and analysis of business performance including segment revenue, segment results, profit before tax, segment assets and liabilities.</p>	2
6.11	<p>a) Share price sensitivity analysis using key variables (i.e. selling price, raw material cost, interest rate and currency) with the consequent impact on the company's earning .</p> <p>b) Composition of local versus imported material and sensitivity analysis in narrative form due to foreign currency fluctuations</p>	1 1
6.12	<p>Brief description and reasons:</p> <p>a) for not declaring dividend despite earning profits and future prospects of dividend.</p> <p>b) where any payment on account of taxes, duties, levies etc. is overdue or outstanding.</p>	2
6.13	<p>CEO presentation video on the company's business performance of the year covering the company business strategy to improve and future outlook. <i>(Please provide relevant webpage link of the video in the company's annual report).</i></p>	7

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### 7 Disclosures on IT Governance and Cybersecurity

*How the Board evaluate the company's IT governance and cybersecurity risk and how the Board manages those risks that threaten the company's operations*



S No.		20 MARKS
7.1	The Board responsibility statement on the evaluation and enforcement of legal and regulatory implications of cyber risks and the responsibilities of the board in case of any breaches.	5
7.2	Disclosure related to IT governance and cybersecurity programs, policies and procedures and industry specific requirements for cybersecurity and strategy in place.	3
7.3	Disclosures about how cybersecurity fits into the board's risk oversight function and how the board is engaging with management on this issue.	2
7.4	Disclosure that at least one board-level committee is charged with oversight of IT governance and cybersecurity matters and how the board administers its IT risk oversight function related to these risks.	2
7.5	Disclosure about Company's controls and procedures about an "early warning system" that enables the company to identify, assess, address, make timely disclosures and timely communications to the board about cybersecurity risks and incidents.	2
7.6	Disclosure of policy related to independent comprehensive security assessment of technology environment, including third party risks and when last such review was carried out.	1
7.7	Disclosure about resilient contingency and disaster recovery plan in terms of dealing with a possible IT failure or cyber breach and details about company's cyber insurance.	2
7.8	Disclosure of advancement in digital transformation on how the organization has leveraged 4.0 Industrial revolution (RPA, Block Chain, AI, Cloud Computing etc.) to improve transparency, reporting and governance.	1
7.9	Disclosure about education and training efforts of the Company to mitigate cybersecurity risks.	2



#### **Explanatory Note**

*Companies are recommended to assess the risks related to the potential theft or compromise of their technology, data or intellectual property in connection with their operations, as well as how the recognition of these risks may impact their business, including their financial condition and results of operations, and any effects on their reputation, stock price and long-term value. Where these risks are material to investment and voting decisions, they should be disclosed, and we encourage companies to provide disclosure that allows investors to evaluate these risks through the eyes of management. Please note that disclosure about these risks should be specifically fit to a company's unique facts and circumstances. We trust that corporations should continue to consider this growing area of risk and evaluate its materiality on an ongoing basis.*

*Further, the Company should not make such detailed disclosures that could compromise its cybersecurity efforts - for example, by providing a "roadmap or product details" for those who seek to penetrate a company's security protections. However, companies should disclose IT governance and cybersecurity risks and incidents that are material to investors, including the associated financial, legal, or reputational consequences, if any.*


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8 Future Outlook		
<i>Challenges and uncertainties that the organization is likely to encounter in pursuing its strategy, and what are the potential implications for its business model and future performance</i>		
S No.		15 MARKS
8.01	Forward looking statement in narrative and quantitative form including projections or forecasts about known trends and uncertainties that could affect the company's resources, revenues and operations in the short, medium and long term.	4
8.02	Explanation of the external environment including political, economic, social, technological, environmental and legal environment that is likely to be faced in the short, medium and long term and how it will affect the organization in terms of its business performance, strategic objectives and availability, quality and affordability of capitals.	2
8.03	Explanation as to how the performance of the company meets the forward looking disclosures made in the previous year.	3
8.04	Status of the projects in progress and were disclosed in the forward looking statement in the previous year.	2
8.05	Sources of information and assumptions used for projections / forecasts in the forward looking statement and assistance taken by any external consultant.	2
8.06	How the organization is currently equipped in responding to the critical challenges and uncertainties that are likely to arise.	2
9 Stakeholders Relationship and Engagement		
<i>State of key stakeholder relationships and how the organization has responded to key stakeholders' legitimate needs and interests</i>		
S No.		15 MARKS
9.01	Stakeholders engagement policy of the company and how the company has identified its stakeholders.	2
9.02	Stakeholders' engagement process and the frequency of such engagements during the year. Explanation on how these relationships are likely to affect the performance and value of the company, and how those relationships are managed. These engagements may be with: a) Institutional investors; b) Customers & suppliers; c) Banks and other lenders; d) Media; e) Regulators; f) Local committees and g) Analysts.	3
9.03	Steps taken by the management to encourage the minority shareholders to attend the general meetings.	3
9.04	Investors' Relations section on the corporate website.	1
9.05	Issues raised in the last AGM, decisions taken and their implementation status.	1
9.06	Statement of value added and its distribution with graphical presentation: a) Employees as remuneration; b) Government as taxes (separately direct and indirect); c) Shareholders as dividends; d) Providers of financial capital as financial charges; e) Society as donation; and f) Retained within the business.	2
9.07	Steps board has taken to solicit and understand the views of stakeholders through corporate briefing sessions and disclosure of brief summary of Analyst briefing conducted during the year.	2
9.08	Highlights about redressal of investors' complaints.	1

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10 Business Model 	
<i>Business model is a system of transforming inputs, through business activities, into outputs and outcomes that aims to fulfil the organization's strategic purposes and create value over the short, medium and long term</i>	
<b>S No.</b>	<b>5 MARKS</b>
10.01	Describe the business model including inputs, business activities, outputs and outcomes in accordance with the guidance as set out under section 4C of the International Integrated Reporting Framework (IR Framework). <b>5</b>

11 Striving for Excellence in Corporate Reporting 	
<b>S No.</b>	<b>18 MARKS</b>
11.01	Board's responsibility statement on full compliance of financial accounting and reporting standards as applicable in Pakistan (i.e. International Financial Reporting Standards (IFRSs) issued by the International Accounting Standards Board (IASB)). <b>5</b>
11.02	Adoption of IR Framework by fully applying the 'Fundamental Concepts', 'Content Elements' and 'Guiding Principles' in the IR Framework. <b>5</b>
11.03	BCR criteria cross referred with page numbers of the annual report. (details can be maintained by companies on the Investor Relation section of the company's website). <b>3</b>
11.04	Disclosures beyond BCR criteria (The participating organization to send the list of additional disclosures to BCR Committee). <b>5</b>

12 Specific Disclosures of the Financial Statements 	
<b>S No.</b>	<b>30 MARKS</b>
12.01	Specific disclosures of the financial statements required under the Companies Act, 2017 and IFRSs (Annexure II). <b>20</b>
12.02	Shariah compliant companies/ companies listed on the Islamic Indices (Annexure III). <b>10</b>

13 Assessment based on Qualitative Factors 	
<b>S No.</b>	<b>8 MARKS</b>
13.01	Please refer (Annexure IV). <b>8</b>

**TOTAL MARKS = 300**

14 Industry Specific Disclosures (if applicable) 	
<b>S No.</b>	<b>20 MARKS</b>
a)	Disclosures required for Banking Company (Annexure V).
b)	Disclosures required for Insurance Company (Annexure VI).
c)	Disclosures required for Exploration and Production (E&P) Company (Annexure VII).

**TOTAL MARKS = 320**

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### Annexure I - Financial Ratios (refer section 6 of the criteria)

(Total marks include marks of ratios required for Shariah compliant companies and companies listed on Islamic indices)

26 MARKS

Financial Sector	Non-Financial Sector
<p><b>Profitability Ratios</b></p> <ul style="list-style-type: none"><li>a) Profit before tax ratio</li><li>b) Gross Yield on Earning Assets</li><li>c) Gross Spread ratio</li><li>d) Cost/Income ratio</li><li>e) Return on Equity</li><li>f) Return on Capital employed</li><li>g) Shareholders' Funds</li><li>h) Return on Shareholders' Funds</li></ul>	<p><b>Profitability Ratios</b></p> <ul style="list-style-type: none"><li>a) Gross Profit ratio</li><li>b) Net Profit to Sales</li><li>c) EBITDA Margin to Sales</li><li>d) Operating leverage ratio</li><li>e) Return on Equity</li><li>f) Return on Capital employed</li><li>g) Shareholders' Funds</li><li>h) Return on Shareholders' Funds</li></ul>
<p><b>Liquidity Ratios</b></p> <ul style="list-style-type: none"><li>a) Advances to deposits ratio</li><li>b) Current ratio</li><li>c) Quick / Acid test ratio</li><li>d) Cash to Current Liabilities</li><li>e) Cost of Funds</li><li>f) Cash flow coverage ratio</li><li>g) Net interest income as a percentage of working funds / Operating cost - Efficiency ratio</li><li>h) Cash Reserve Ratio / Liquid Asset ratio</li><li>i) Gross Non-Performing assets to gross advances</li><li>j) Non-Performing loans to Total Loans</li></ul>	<p><b>Liquidity Ratios</b></p> <ul style="list-style-type: none"><li>a) Current ratio</li><li>b) Quick / Acid test ratio</li><li>c) Cash to Current Liabilities</li><li>d) Cash flow from operations to Sales</li><li>e) Cash flow to capital expenditures</li><li>f) Cash flow coverage ratio</li></ul>
<p><b>Investment /Market Ratios</b></p> <ul style="list-style-type: none"><li>a) Earnings per share (EPS) and diluted EPS</li><li>b) Price Earnings ratio</li><li>c) Price to Book ratio</li><li>d) Dividend Yield ratio</li><li>e) Dividend Payout ratio / Dividend Cover Ratio</li><li>f) Cash Dividend per share / Stock Dividend per share</li><li>g) Market value per share at the end of the year and high/low during the year</li><li>h) Breakup value per share<ul style="list-style-type: none"><li>i. Without Surplus on Revaluation of property, plant and equipment</li><li>ii. With Surplus on Revaluation of property plant and equipment including the effect of all Investments</li><li>iii. Including Investment in Related Party at fair /market value and also with Surplus on Revaluation of property plant and equipment.</li></ul></li><li>i) DuPont Analysis</li><li>j) Free Cash Flow</li><li>k) Economic Value Added (EVA)</li></ul>	<p><b>Investment /Market Ratios</b></p> <ul style="list-style-type: none"><li>a) Earnings per Share (EPS) and diluted EPS</li><li>b) Price Earnings ratio</li><li>c) Price to Book ratio</li><li>d) Dividend Yield ratio</li><li>e) Dividend Payout ratio / Dividend Cover Ratio</li><li>f) Cash Dividend per share / Stock Dividend per share</li><li>g) Market value per share at the year end and high/low during the year</li><li>h) Breakup value per share<ul style="list-style-type: none"><li>i. Without Surplus on Revaluation of property, plant and equipment</li><li>ii. With Surplus on Revaluation of Property plant and equipment including the effect of all Investments</li><li>iii. Including Investment in Related Party at fair /market value and also with Surplus on Revaluation of property plant and equipment.</li></ul></li><li>i) DuPont Analysis</li><li>j) Free Cash Flow</li><li>k) Economic Value Added (EVA)</li></ul>
<p><b>Capital Structure</b></p> <ul style="list-style-type: none"><li>a) Capital Adequacy ratio</li><li>b) Earning assets to total assets ratio</li><li>c) Weighted Average cost of deposit</li><li>d) Statutory Liquidity Reserve (Ratio)</li><li>e) Net assets per share</li><li>f) Debt to Equity ratio (as per book and as per market value)</li></ul>	<p><b>Capital Structure</b></p> <ul style="list-style-type: none"><li>a) Financial leverage ratio</li><li>b) Weighted average cost of debt</li><li>c) Debt to Equity ratio (as per book and as per market value)</li><li>d) Net assets per share</li><li>e) Interest Cover /Time Interest earned ratio</li></ul>
<p><b>Non-Financial Ratios</b></p> <ul style="list-style-type: none"><li>a) Staff turnover ratio</li><li>b) Customer Satisfaction Index</li><li>c) Employee Productivity Rate</li></ul>	<p><b>Activity / Turnover Ratios</b></p> <ul style="list-style-type: none"><li>a) Total Assets turnover ratio</li><li>b) Fixed Assets turnover ratio</li><li>c) No. of Days in Inventory</li><li>d) No. of Days in Receivables</li><li>e) No. of Days in Payables</li><li>f) Operating cycle</li></ul>
	<p><b>Employee Productivity ratios</b></p> <ul style="list-style-type: none"><li>a) Production per Employee</li><li>b) Revenue per Employee</li><li>c) Staff turnover ratio</li></ul>
	<p><b>Non-Financial Ratios</b></p> <ul style="list-style-type: none"><li>a) % of Plant Availability</li><li>b) Customer Satisfaction Index</li></ul>
	<p><b>Others</b></p> <ul style="list-style-type: none"><li>a) Spares Inventory as % of Assets Cost</li><li>b) Maintenance Cost as % of Operating Expenses</li></ul>

# BEST CORPORATE REPORT AWARDS

## 2022 Evaluation Criteria

### Ratios required for Shariah compliant companies and the companies listed on the Islamic Indices

#### In case of Listed companies

- Loan on interest to market capitalization of the company (*loan on interest whether long-term or short-term debt should not exceed thirty percent of the market capitalization of the company*).
- Total interest-taking deposits to market capitalization of Total Equity (*total interest-taking deposits whether short-, medium- or long-term, should not exceed thirty percent of the market capitalization of total equity*).
- Income generated from prohibited component to Total Income (*income generated from prohibited component should not exceed five percent of the total income of the company*).
- Net liquid assets per share to market value per share (*should be at least twenty-five percent*) (Net Liquid Assets is calculated as = Liquid Assets - Current Liabilities).

#### In case of un-listed companies

- Interest bearing debt including preference shares to total assets (should be less than thirty percent).
- Non-Shariah Compliant Investments to total assets (should be less than thirty percent).
- Shariah non-compliant income (non-core income contribution) to Total Revenue (should be less than five percent).
- Illiquid Assets to Total Assets (*should be at least twenty-five percent*).

### Annexure II - Specific Disclosures (refer section 12 of the criteria)

#### Specific Disclosures of the Financial Statements

S No.		20 MARKS
1	Fair value of Property, Plant and Equipment.	1
2	Reconciliation of weighted average number of shares for calculating EPS and diluted EPS.	1
3	Particulars of significant/ material assets and immovable property including location and area of land.	1
4	Key quantitative information (Number of persons employed as on the date of financial statements and average number of employees during the year, separately disclosing factory employees).	1
5	Disclosure of product wise data mentioning, product revenue, profit etc.	1
6	Capacity of an industrial unit, actual production and the reasons for shortfall .	0.5
7	Disclosure of discounts on revenue.	1
8	Sector wise analysis of deposits and advances.	1
9	Complete set of financial statements (Balance sheet, Income statement & Cash flow) for Islamic banking operations.	1
10	Status for adoption of Islamic Financial Accounting Standards (IFAS) issued by the ICAP.	0.5

# BEST CORPORATE REPORT AWARDS

## 2022 Evaluation Criteria

### Annexure II - Specific Disclosures (refer section 12 of the criteria)

#### *Specific Disclosures of the Financial Statements*

S No.		20 MARKS
11	Summary of significant transactions and events that have affected the company's financial position and performance during the year.	1
12	Forced sale value in case of revaluation of Property, Plant and Equipment or investment property.	0.5
13	Distribution of shareholders (Number of shares as well as category, e.g. Promoter, Directors/Executives or close family member of Directors/Executives etc.).	1
14	Particulars of major foreign shareholders, other than natural person, holding more than 5% of paid up capital in the company in Pattern of Shareholding.	1
15	Particulars where company has given loans or advances or has made investments in foreign companies or undertakings.	0.5
16	Accounts Receivable in respect of Export Sales - Name of company or undertaking in case of related party and in case of default brief description of any legal action taken against the defaulting parties.	0.5
17	Treasury shares in respect of issued share capital of a company.	0.5
18	In describing legal proceedings, under any court, agency or government authority, whether local or foreign, include name of the court, agency or authority in which the proceedings are pending, the date instituted, the principal parties thereto, a description of the factual basis of the proceeding and the relief sought.	0.5
19	Management assessment of sufficiency of tax provision made in the company's financial statements shall be stated along with comparisons of tax provision as per accounts vis a vis tax assessment for last three years.	0.5
20	Income tax reconciliation as required by IFRS and applicable tax regime for the year.	0.5
21	In respect of loans and advances, other than those to the suppliers of goods or services, the name of the borrower and terms of repayment if the loan or advance exceeds rupees one million, together with the collateral security, if any.	0.5
22	Disclosure about Human Resource Accounting (includes the disclosure of process of identifying and measuring the cost incurred by the company to recruit, select, hire, train, develop, allocate, conserve, reward and utilize human assets).	1
23	In financial statements issued after initial or secondary public offering(s) of securities or issuance of debt instrument(s) implementation of plans as disclosed in the prospectus/offering document with regards to utilization of proceeds raised till full implementation of such plans.	0.5
24	Where any property or asset acquired with the funds of the company and is not held in the name of the company or is not in the possession and control of the company, this fact along with reasons for the property or asset not being in the name of or possession or control of the company shall be stated; and the description and value of the property or asset, the person in whose name and possession or control it is held shall be disclosed.	1
25	Standards, amendments and interpretations adopted during the current year along with their impact on the company's financial statements.	1
26	Standards, amendments and interpretations, not yet effective and not adopted along with their impact on the company's financial statements.	1



# BEST CORPORATE REPORT AWARDS

## 2022 Evaluation Criteria

### Annexure III - Specific Disclosures required for Shariah Compliant Companies and the Companies Listed on the Islamic Indices

S No.	10 MARKS
Following disclosures are required under clause 10 of the Fourth Schedule of the Companies Act, 2017 for Sharia compliant companies and the companies listed on Islamic index	
1	Loans/advances obtained as per Islamic mode
2	Shariah compliant bank deposits/bank balances
3	Profit earned from shariah compliant bank deposits/bank balances
4	Revenue earned from a shariah compliant business segment
5	Gain/loss or dividend earned from shariah compliant investments
6	Exchange gain earned from actual currency
7	Mark up paid on Islamic mode of financing
8	Relationship with shariah compliant banks
9	Profits earned or interest paid on any conventional loan or advance.

### Annexure IV - Assessment based on Qualitative Factors

S No.	8 MARKS
1	<b>Clarity and conciseness:</b> Express information clearly, concisely and in as few words as possible without repeating the same concept and information using different words or under different sections of the corporate report. 1
2	<b>Concrete and specific:</b> The information disclosed should be specific to the organization and should not be generic. 1
3	<b>Good, bad and ugly:</b> Present both negative and positive information in a balanced way and with equal prominence. 1
4	<b>Effective use of presentation tools:</b> Maximum, effective and creative use of photographs, diagrams, graphs, charts, smart arts, icons, tables and infographics in the sections where normally narrative disclosures are given. This also include the theme on the cover page. 1
5	<b>Sequence, structure, logic and flow:</b> Follow a logical structure to enhance connectivity of information through sections and chapters and include internal cross-references and linkages as appropriate to limit repetition. 1
6	<b>Easy to understand:</b> Use of simple plain language and avoid using jargons or technical terms. 1
7	<b>Consistency &amp; comparability:</b> Where disclosures differ or have been rearranged, have been properly presented with cross reference. 1
8	<b>Relevance:</b> Effectiveness of photos and graphs including the theme on the cover page. 1

# BEST CORPORATE REPORT AWARDS

## 2022 Evaluation Criteria

### Annexure V - Specific Disclosures for Banking Company

S No.		20 MARKS
1	Disclosure of Ratings given by various rating agencies for the Bank and for its Instruments issued by /of Bank. For e.g. Tier I and Tier II.	2
2	Details of Advances portfolio Classification wise as per the direction issued by SBP.	1
3	Disclosure for Non-Performing Assets (NPA): i. Movements in NPA ii. Sector-wise breakup of NPA iii. Movement of Provisions made against NPA iv. Details of accounts restructured as per regulatory guidelines	4
4	Maturity Pattern of Key Assets and Liabilities.	2
5	Classification and valuation of investments as per SBP guidelines/ IAS/ IFRSs.	2
6	Details of credit concentration / sector-wise exposure.	1
7	Concentration of assets, liabilities and off-Balance Sheet items	1
8	Disclosure of Non-Performing Loans	2
9	Disclosures under regulatory requirements (for e.g. prudential regulations).	2
10	Details of Non statutory investment portfolio.	1
11	Disclosures for derivative investments.	1
12	Bank's Network : List of Bank's Branches.	1

### Annexure VI - Specific Disclosures for Insurance Company

S No.		20 MARKS
1	Claims management and details of outstanding claims (IBNR & IBNER) with estimated liability and ageing thereof.	3
2	Highlights of segment revenue account.	1
3	Disclosure of outstanding premium/ unearned premium.	2
4	Details of claims under different categories of policies.	1
5	Disclosures pertaining to solvency margin.	2
6	Certificate of actuary giving details of the liabilities on account of live policies and estimates/assumptions made for the same.	2
7	Following accounting ratios pertaining to insurance sector: • Claim ratio • Solvency ratio • Premium growth ratio • Claim settlement ratio • Combined ratio • Persistency ratio • Reinsurance premium ceded on gross premium (%) • Reinsurance claim recovery percentage • Retention ratio • External liability ratio	4
8	Review of assets quality.	3
9	Report of the life actuary (for life insurance).	2

# BEST CORPORATE REPORT AWARDS

## 2022 Evaluation Criteria

### Annexure VII - Specific Disclosures for Exploration and Production (E&P) Company

S No.		20 MARKS
1.	Disclosure of definition used by the company for: (i) Net Proved developed reserves (ii) Net Proved undeveloped reserves	5
2.	Disclosure of estimates of net proved developed reserves, net proved undeveloped reserves and total net proved reserves showing by major geographical area in tabular form with movement occurred during the year.	10
3.	Disclosure of the company's progress in converting undeveloped reserves into proved developed reserves.	5

#### Key Notes for Participating Companies

- Entities participating in the competition are encouraged to fill self-assessment form available at the websites of both the Institutes.
- Annual reports containing modified auditor's report will be subject to deduction (up to max. 5 marks).
- Marking criteria: BCR position and merit certificate are announced based on the below benchmark:
  - Positions are awarded to companies securing more than 75% of total marks;
  - Merit certificate are awarded to companies securing less than 75% and more than 50% of total marks.
  - Total five positions are announced in each sector, subject to the above benchmark and number of participating companies in each sector.
- Other than listed companies (e.g. Non-listed Public Interest Companies including Mutual Fund, Public Sector Companies and Non listed Large Size Companies including NPOs /Companies licensed under Section 42 or 45 of the Companies Act, 2017) are encouraged to participate in the competition.
- There are separate evaluation criteria for the NPOs and sustainability reporting (BSR) which are available on the website of both the Institutes.
- The BCR criteria and formula for Ratios are available at the links:  
[www.icap.net.pk/bcsra/bcr-criteria](http://www.icap.net.pk/bcsra/bcr-criteria) and  
[www.icmap.com.pk/bcsra.aspx](http://www.icmap.com.pk/bcsra.aspx)

#### Evaluation Committee

##### Chairman

Abdul Rahim Suriya, FCA, FCMA

##### Members

- Aftab Q. Munshi, FCMA
- Ahsan Ghaffar Mehanti, FCA
- Ata ur Rehman, FCMA
- Ghulam Mustafa Qazi, FCMA
- Hena Sadiq, FCA
- Jawed Mansha, FCMA
- Moneeza Usman Butt, FCA
- Muhammad Farid Alam, FCA
- Muhammad Lukman, FCMA
- Shahid Ilyas, FCMA
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