



PSW
PAKISTAN SINGLE WINDOW

ANNUAL REPORT

FY 2024-25



CONTENTS

Directors' Report for FY 2024-25	03 – 39
Independent Auditor's Report for FY 2024-25	40 – 42
Annual Audited Financial Statements FY 2024–25	43 – 70

DIRECTORS' REPORT

The Directors of Pakistan Single Window (PSW) ("the Company") are pleased to present the sixth Annual Report together with the audited financial statements for the year ended 30th June, 2025. This report provides an overview of the Company's mandate, governance framework, operational performance, financial results, achievements, challenges, risks, and strategic direction for the future.

COMPANY OVERVIEW

PSW was incorporated in April, 2020, under the Companies Act, 2017, and designated by the Federal Government under the PSW Act, 2021, as the 'Operating Entity' of the national single window system. In October, 2024, PSW was classified as an 'Essential State-Owned Enterprise' under the State-Owned Enterprises (Governance & Operations) Act, 2023. The Company operates under the supervision of a Governing Council (GC) chaired by the Federal Minister for Finance and Revenue, with representation from key ministries and the private sector. The Chief Executive Officer (CEO), appointed by the Board of Directors, manages the Company in accordance with statutory requirements. The Board comprises representatives from Pakistan Customs, Ministry of Commerce, the Board of Investment (BoI), the Pakistan Business Council (PBC), and the Federation of Pakistan Chambers of Commerce and Industry (FPCCI).

The PSW platform, launched in June, 2022, in compliance with Pakistan's obligations under the World Trade Organization's (WTO) Trade Facilitation Agreement (TFA), enables trade and transport stakeholders to lodge standardized information and documents through a single-entry point. It streamlines import, export, and transit-related regulatory requirements, integrating customs clearance with other regulatory approvals to facilitate cross-border trade.

PERFORMANCE HIGHLIGHTS

FY 2024-25 marked the fourth year of PSW operations. The Company achieved major milestones in integration, digitization, platform deployment, and international recognition, consolidating its position as a flagship public-sector digital transformation initiative.

- **System Integration & Expansion**

In FY 2024-25, the PSW system expanded to include the Chief Inspector of Boilers (CIB), Punjab, the Aviation Wing, Ministry of Defence (MoD), the Pakistan Tobacco Board (PTB), the Drug Regulatory Authority of Pakistan (DRAP)-Exports Module, and the provincial revenue authorities of Baluchistan, Punjab and Khyber Pakhtunkhwa, bringing the number of integrated government agencies to 23. In addition, the Special Technology Zone Authority (STZA), integrated last year, was fully operationalized after the issuance of the requisite notification by the Federal Board of Revenue (FBR). The number of PSW subscribers now exceeds 93,000.

- **Process Digitalization**

As part of the onboarding process, PSW continues to re-engineer, and digitalize cross border trade related processes of regulatory agencies. As of 30th June, 2025, 173 business

processes have been digitalized, 130 documents have been replaced with electronic verification, and 176 documents transitioned to e-submissions. In total 104 processes have been eliminated as a result of these efforts.

During the year, more than 1.25 million trade declarations, and 797,000 Licenses, Permits, Certificates and Others (LPCOs) were processed on the PSW platform, demonstrating its expanding footprint.

- **Major System Launches**

During the year, PSW successfully completed the following major initiatives: -

- **PSW Data Vault:** PSW established a dedicated data center in Karachi with support received from the Asian Development Bank and successfully completed the transitioned of its services from FBR's premises to the new location.
- **DRAP Clearance Gateway:** PSW successfully rolled out digitalized services for issuance of licenses, permits, certificates, and other documents required on import/export of pharmaceutical drugs and their ingredients in collaboration with DRAP.
- **Maritime Single Window:** A component of the Port Community System (PCS) was successfully rolled out in June, 2025, however, a formal announcement is pending issuance of a notification for application of the new system on all ports by the PSW GC.

- **International Recognition**

Due to its continuing success, PSW was showcased at various international events including the UK Government Trade and Development Symposium (Colombo, July, 2024), World Internet Conference (Wuzhen, November, 2024), ICMPD seventh International Border Management Conference (Tunisia, November, 2024), UNESCAP Paperless Workshop (Incheon, December, 2024), Asia-Pacific Trade Facilitation Conference (Manilla, March, 2025), the WCO Regional Data Analytics Workshop for The Asia-Pacific (AP) Region (Bangkok, March, 2025), and the UNESCAP Paperless Trade Week (Bangkok, June, 2025). In addition, PSW's Khadijah Women Entrepreneurship Program was recognized by the WTO in a ceremony held in Geneva in July, 2024.

STRATEGIC DEVELOPMENTS & PARTNERSHIPS

During the year, PSW entered into strategic partnerships with the following national and international entities for digitalization of cross border trade: -

- In January, 2025, PSW and FBR signed a Technology Procurement Agreement to support FBR's digitalization initiatives. Under the terms of the agreement, PSW has become the technology partner for Pakistan Customs and shall be supporting it in the modernization of the WeBOC system.
- The existing MoU with the Export Development Fund was strengthened to position PSW as a tech partner for various export-related initiatives, such as waiver of export declaration fees, digitalization of non-preferential certificates of origin, and data analytics.
- Early this year, PSW signed a MoU with Maqta Technologies, part of the Abu Dhabi Port Group, to collaborate on various projects related to use of Artificial Intelligence, blockchain, Internet of Things, and smart warehousing. PSW is working

together with Maqta Technologies to enhance the risk management system in WeBOC.

- PSW signed a MoU with the Alibaba Group to develop an E-Commerce platform for facilitation of e-commerce through marketplaces. The project is currently under active development.
- PSW partnered with the CAREC Institute to sponsor the fifth Annual Research Conference (Islamabad, May, 2025) themed "CAREC Connectivity: Promoting Trade and Trade, attended by international delegates from CAREC member countries and development partners. The Conference focused on enhancing regional integration, promoting green and resilient infrastructure, and facilitating trade and transit.

Additionally, PSW sponsored the fourth Annual International Conference organized by the Centre for Business and Economic Research at IBA Karachi in December, 2024.

WOMEN-CENTRIC INITIATIVES

As a modern and progressive organization, PSW is well aware of the significance, necessity, and advantages of empowering women entrepreneurs and women-led businesses for enhancing the economic competitiveness of the country. During the year, PSW expanded its Khadijah Women Entrepreneurship Program-winner of the WTO Prize for Gender Equality in Trade-to Quetta, Sukkur, and Peshawar and entered into a partnership agreement with CARE Pakistan & Mastercard to support women-led SMEs under their 'Strive Women' initiative. The number of women subscribers to PSW has now reached 4,200. PSW now regularly display these stats on its website.

CHANGE MANAGEMENT

Change management is a central component of PSW's implementation strategy, therefore PSW has established a dedicated Change Management unit within the Company. During FY 2024-25, the Change Management Unit reached out to 11,109 individuals (8,257 men and 2,852 women) through 265 online and onsite events comprising of webinars, seminars, workshops, and extended trainings in 83 cities, registering a 58% increase over the previous year participation numbers.

CORPORATE GOVERNANCE & BOARD MATTERS

The primary objective of corporate governance is to foster transparency, accountability, and effective financial management, enabling an organization to pursue its strategic goals efficiently. PSW adheres to the applicable legal and regulatory framework, including the State-Owned Enterprises (Governance & Operations) Act, 2023, the State-Owned Enterprises Ownership & Management Policy, 2023, and the Companies Act, 2017. The Board, comprising 7 Directors, convened 6 meetings during FY 2024-25, supported by Audit, Human Resource (HR), and Procurement Committees. The details of the Board meetings are attached as **Annex-A**, whereas specific statements presented by the Board are attached as **Annex-B**. The details of the Board Members, along with the Board's Committees, are detailed below: -

- **Mr. Muhammad Junaid Jalil Khan**, Member Customs (Operations), Federal Board of Revenue (FBR), Ex-Officio Director;

- **Syed Aftab Haider**, Chief Executive Officer (CEO), PSW, Executive Director;
- **Ms. Ambreen Iftikhar**, Additional Secretary/Executive Director General (EDG), Board of Investment (BoI), Ex-Officio Director;
- **Mr. Muhammad Imran**, Director General (DG) Reforms & Automation (Customs), FBR, Ex-Officio Director;
- **Mr. Muhammad Waqas Azeem**, Joint Secretary (JS), Exports & Imports (EXIM), Ministry of Commerce (MoC), Ex-Officio Director;
- **Mr. Muhammad Anees**, Nominee of Pakistan Business Council (PBC), Independent Director; and
- **Mr. Khurram Ijaz**, Nominee of Federation of Pakistan Chamber of Commerce & Industry (FPCCI), Independent Director.

Board's Committees

The Board is supported by the following 3 sub-Committees to assist in the effective discharge of its responsibilities.

Audit Committee

The Audit Committee is entrusted with the critical responsibility of ensuring robust internal controls to enhance operational efficiency and accountability and accurate reporting of the Company's financial performance. This involves a comprehensive review and evaluation of the Company's financial reporting processes, risk management practices, and compliance with statutory and regulatory requirements. The committee works closely with both internal and external auditors to assess the adequacy of financial controls, identify any weaknesses or potential risks, and recommend corrective measures. The Terms of Reference (TORs) of the Audit Committee are attached as **Annex-C**. Membership of the Committee is detailed below: -

- Mr. Khurram Ijaz (Chairperson)
- Ms. Ambreen Iftikhar (Member)

HR Committee

The Human Resource Committee of the Board is responsible for overseeing the Company's human resources policies and practices, ensuring alignment with its strategic objectives. Membership of the committee is detailed below: -

- Mr. Muhammad Anees (Chairperson)
- Ms. Ambreen Iftikhar (Member)
- Mr. Muhammad Imran (Member)

Procurement Committee

The Procurement Committee of the Board is responsible for overseeing the company's procurement activities, ensuring transparency, efficiency, and alignment with strategic and financial objectives. Membership of the committee is detailed below: -

- Mr. Muhammad Waqas Azeem (Chairperson)
- Mr. Muhammad Anees (Member)

FINANCIAL PERFORMANCE

PSW posted a deficit for the year, driven by the costs of operational expansion and necessary accounting entries. The Company's existing operations are self-sustaining, but further expansion will necessitate additional funding. Strengthening operational revenue remains vital to ensure the Company's long-term sustainability.

Key revenue streams include Subscription fees, Single Declaration (SD) fees, and service charges collected from FBR, the provincial revenue authorities, treatment providers, pre-shipment inspection companies and the chambers of commerce.

A brief summary of the financial position of the Company over the past five financial years is tabulated below: -

Details	2021	2022	2023	2024	2025
Revenue	9,263,960	67,624,539	709,018,467	1,661,298,338	2,735,520,564
Surplus/(Deficit)	(51,015,781)	(178,221,231)	112,513,317	480,208,768	(22,547,554)
Sponsor's Loan	800,155,359	1,709,397,346	2,197,718,390	2,197,718,390	2,197,718,390

Executive Remuneration

The details for the remuneration of Directors, Chief Executive Officer (CEO) and key management personnel, with the aggregate amount charged in the financial statements for remuneration, including all benefits, are as follows: -

REMUNERATION OF DIRECTORS, CHIEF EXECUTIVE (CEO) AND EXECUTIVES

The aggregate amount charged in the financial statements for remuneration, including all benefits to CEO, directors and executives of the Company are as follows.

	2025				2024			
	CEO	Directors	Executives	Total	CEO	Directors	Executives	Total
	Rupees				Rupees			
Meeting fee	-	3,200,000	-	3,200,000	-	2,550,000	-	2,550,000
Managerial remuneration	31,850,004	-	874,468,301	906,318,305	28,183,338	-	442,423,365	470,606,703
Medical allowance	120,000	-	5,666,694	5,786,694	-	-	80,190	80,190
Fuel/ conveyance allowance	922,392	-	65,656,375	66,578,767	672,555	-	25,306,487	25,979,042
Connectivity allowance	-	-	3,088,851	3,088,851	120,000	-	4,599,434	4,719,434
COLA allowance	-	-	-	-	-	-	912,850	912,850
EOBI	22,200	-	4,221,350	4,243,550	19,200	-	1,829,060	1,848,260
Provident fund	-	-	-	-	1,367,402	-	22,708,069	24,075,471
VPS fund	1,777,624	-	48,803,827	50,581,451	-	-	-	-
Leave fair assistance	889,168	-	24,750,502	25,639,670	683,976	-	11,821,071	12,505,047
Leave encashment	671,230	-	13,532,622	14,203,852	671,230	-	10,568,488	11,239,718
Festive allowance	2,654,167	-	73,618,322	76,272,489	2,041,667	-	35,884,485	37,926,152
	38,906,785	3,200,000	1,113,806,844	1,155,913,629	33,759,368	2,550,000	556,133,499	592,442,867
Number of persons	1	7	196		1	8	100	109

RISKS & MITIGATION

Key risks include delays in OGA integration, resistance to change, HR capacity gaps, dependency on deputed officers, IT resource constraints, and financial limitations. PSW has taken several mitigation measures to counter this, including capacity building, succession planning, flexible IT strategies, revenue diversification, and engagement with the GC.

Additionally, delays or non-disbursal of committed funds by the FBR and certain development partners have, at times, impacted project timelines. However, PSW has effectively mitigated most of these risks by enhancing stakeholder engagement, adopting a more flexible approach to integrating Other Government Agencies (OGAs), and diversifying revenue streams to reduce reliance on external funding sources.

A key challenge in the FY 2024-25 has been the sub-optimal support received from the PSW Secretariat delaying several approvals vital to PSW's sustainability and operations.

The Board is confident that, with the steadfast support of the Federal Government and active collaboration of all stakeholders, PSW will sustain its momentum in implementing new modules, deepen integration with domestic and international partners; and play a pivotal role in positioning Pakistan as a competitive and digitally empowered trading nation.

CORPORATE SOCIAL RESPONSIBILITY

Aligned with the UN Sustainable Development Goals, PSW undertook initiatives including:

- Women empowerment programs under Khadijah initiative.
- DEI-focused training for staff and senior management.
- Training partnerships to build cross-border trade capacity.

Ramadan ration distribution for support staff.

GENDER RELATED INITIATIVES

In addition to the Khadijah program, PSW has taken several initiatives to attract and retain women employees in the company. Based on a Gender Audit conducted in 2022, PSW developed a Gender Action Plan (GAP) identifying interventions needed to be taken in the company to make it a more friendly and inclusive place for female talent. Phase-II of the GAP was successfully completed on 30th June, 2022. Detailed report on PSW's various initiatives in this regard may be seen as **Annex-D**.

FUTURE OUTLOOK

Looking ahead, PSW aims to:

- Expand its footprint nationwide as well as internationally in line with PSW's 3 years business plan by continuing its integration of regulatory agencies and launch of new digital services and products in the cross-border trade sector.

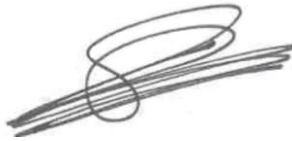
- Solidify its position as a single source of truth in cross border trade by investing on HR capacity, infrastructure, and digital tools for data processing and analytics.
- Improve and enhance existing products like the Trade Information Portal of Pakistan, the Port Community System, WeBOC and the PSW platform.
- Support FBR, EDF, and other government agencies in their digital transformation for cross border trade related processes/procedures.
- Establish digital connectivity with Pakistan's trading partners for enhancing the transparency and trustworthiness of cross border trade transactions.
- Collaborate with global platforms like Alibaba to empower SMEs in e-Commerce.

Continue its quest to become a center of excellence as an SOE within the country by adopting best practices from both the public and corporate sectors.

ACKNOWLEDGEMENT

The Board expresses gratitude to the Ministry of Finance, the PSW GC, FBR, Pakistan Customs, and other stakeholders for their guidance and support. The dedication and professionalism of PSW's management and staff have been instrumental in advancing the Company's vision.

On behalf of the Board,



Chief Executive Officer



Director

25th September, 2025

ANNEX - A

Meetings Attendance (FY 2024-25)

Name of Director	Board		Audit Committee			Human Resource Committee			Procurement Committee		
	Meetings	Attendance	Member	Meetings	Attendance	Member	Meetings	Attendance	Member	Meetings	Attendance
Mr. Muhammad Anees	6	3				.	3	3	.	3	3
Mr. Syed Aftab Haider	6	6									
Mr. Muhammad Junaid Jalil Khan	5	4									
Mr. Ashhad Jawwad	1	1									
Ms. Ambreen Iftikhar	6	6	.	8	8	.	3	3			
Mr. Muhammad Waqas Azeem	6	6							-	3	3
Mr. Khurram Ijaz	6	5	.	8	8						
Mr. Muhammad Imran Khan	6	5				.	3	2			
Notes: 1. Mr. Muhammad Junaid Jalil Khan was appointed w.e.f. 04 September, 2024, in place of Mr. Ashhad Jawwad.											

ANNEX – B

Statements by the Board

- The Board of Directors and management of PSW are fully committed to ensuring compliance with all applicable laws, regulations, and directives issued by the Securities & Exchange Commission of Pakistan (SECP) and the Government, from time to time;
- The Board recognizes its responsibility to establish and maintain sound system of internal control, which is regularly reviewed and monitored. The Company has adequate internal financial controls in place with appropriate accounting policies being consistently applied in preparation of financial statements and accounting estimates are based on reasonable and prudent judgment;
- The Board has complied with the relevant provisions of corporate governance, and has identified the rules & regulations that have not been complied with, the period in which such non-compliance continued, and reasons for such non-compliance;
- The Board has complied with the relevant provisions of the State-Owned Enterprises (Governance & Operations) Act, 2023, the State-Owned Enterprises Ownership & Management Policy, 2023, the Companies Act, 2017, the Associations with Charitable and Not for Profit Objects Regulations, 2018, the Companies (General Provisions and Forms) Regulations, 2018 and the Companies Regulations, 2024, along with all conditions provided in the license.
- The Board believes that the financial statements and the notes to the financial statements of the Company duly comply with the provisions of applicable laws including the laws for State-Owned Entities (SOEs), the International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS) and that the financial statements, prepared by the management, present fairly its state of affairs, the result of its operations, cash flows and changes in equity with maintenance of proper books of accounts;
- The Company has no outstanding tax payments;
- The appointment of the Chairperson and other Members of the Board and the terms of their appointment are in the best interests of the Company and relevant laws as well as in line with the best practices. The Board of Directors receive no remuneration other than meeting fee;
- The Board and the management have reasonable grounds to believe that PSW shall be able to pay its debts as they become payable;
- The Board and the management believe that PSW has been able to achieve majority of its goals and targets as specified in the Statement of Corporate Intent (SCI);
- The Board has reviewed the working of the Audit Committee for FY 2024-25 and is satisfied with the Audit Committee's work; and
- The Board approved the appointment of M/s Muniff Ziauddin as the statutory auditor of the Company for FY 2025-26 in accordance with the recommendations of the Audit Committee.

Annex – C

Terms of Reference (TORs) of the Audit Committee

1. Purpose

The Audit Committee (the “Committee”) is established by the Board of Directors (the “Board”) of Pakistan Single Window (the “Company”) to assist in fulfilling its responsibilities related to overseeing and ensuring the integrity of financial reporting, risk management, internal controls, internal & external audit and compliance with regulatory requirements. The Committee is a key component of the company’s governance structure.

2. Composition

- 2.1. **Membership:** The Committee shall consist of a minimum of three (03) members of the Board. The Chairman of the Board and the Chief Executive Officer (CEO) of the company cannot be members of the Audit Committee¹. The majority of the Committee’s members shall be independent directors².
- 2.2. **Quorum:** At least one-third (1/3) of the total members of the Committee or two (02) members, whichever is higher, shall constitute a quorum. The proceedings of the Committee shall only be valid if it meets the quorum requirements.
- 2.3. **Chair:** The Board shall appoint the Chair of the Committee. The Chair should be an independent non-executive director³.
- 2.4. **Expertise:** Members should have adequate knowledge and experience in financial management, regulatory compliance, risk management, information technology and business operations relevant to the company’s industry.
- 2.5. **Secretary to the Committee:** The Company Secretary shall act as a secretary to the Committee. The secretary shall be responsible for the maintenance of the Risk Register. A combined risk report will be submitted by the secretary based on risks identified by each department.

3. Responsibilities

- 3.1. **Financial Reporting Oversight:**
 - 3.1.1. Oversee financial reporting to ensure that financial statements are accurate, transparent, and compliant with relevant laws and regulations.
 - 3.1.2. Review half-yearly and annual financial statements of the company prior to their approval by the Board.
 - 3.1.3. Review the integrity of the company’s financial reporting process.
- 3.2. **External Audit Oversight:**

¹ State-Owned Enterprises (Audit Committee, Internal Control and Risk Management) Regulations, 2024

² State-Owned Enterprises (Governance & Operations) Act, 2023

³ State-Owned Enterprises (Governance & Operations) Act, 2023

- 3.2.1. Recommend appointment of external auditors, their fees, and other related matters to the Board for approval.
 - 3.2.2. Coordinate with external auditors to ensure accurate financial disclosure and implement mechanisms to prevent fraud and mismanagement of public resources and company assets.
- 3.3. **Internal Audit Oversight:**
 - 3.3.1. Approve the internal audit plan and ensure the independence of internal auditors.
 - 3.3.2. Regularly review audit reports and recommendations to ensure that audit processes are thorough and aligned with the company's needs.
 - 3.3.3. Ensure that regular audits are conducted, with findings timely reported.
- 3.4. **Fraud and Misconduct Prevention:**
 - 3.4.1. Oversee whistleblowing mechanisms and fraud prevention efforts.
 - 3.4.2. Conduct investigations where necessary on a confidential basis regarding deviations from the code of conduct, internal controls, or other matters deemed necessary.
- 3.5. **Internal Controls and Accountability:**
 - 3.5.1. Evaluate and strengthen internal controls to enhance operational efficiency and accountability.
- 3.6. **Risk Management Oversight:**
 - 3.6.1. Oversee risk management strategies, ensuring the company is prepared to address risks and other challenges. This includes reviewing risk management policies and internal control systems.
 - 3.6.2. Review and recommend for approval by the Board, the company's risk management framework, including risk charter, risk appetite, risk policies, and risk limits.
 - 3.6.3. Oversee the identification and assessment of key risks, including financial, strategic, operational, compliance, health, safety & environment, reputational, and other risks. Review risk assessment reports before the Board's review.
 - 3.6.4. Monitor the implementation and effectiveness of risk mitigation strategies and controls.
 - 3.6.5. Ensure timely and effective reporting to the Board on risk-related matters, including risk exposures, risk management activities, and the effectiveness of the risk management framework.
 - 3.6.6. Ensure the company's risk management practices comply with legal and regulatory requirements.
 - 3.6.7. Engage and oversee external advisers, as necessary, to assist in fulfilling the Committee's responsibilities.

3.7. Compliance and Ethical Standards:

- 3.7.1. Ensure that the company complies with applicable laws i.e., the State-Owned Enterprises (Governance & Operations) Act, 2023, regulations, and internal policies.
- 3.7.2. Develop and enforce a code of conduct to promote ethical behavior within the company.
- 3.7.3. Monitor compliance with best corporate governance practices and identify significant violations thereof.

4. Authority

- 4.1. **Access to Information:** The Committee shall have unrestricted access to all information, documents, and personnel necessary to fulfill its duties.
- 4.2. **Resources:** The Committee shall be provided with sufficient resources to carry out its responsibilities, including access to external professional advice, if required.
- 4.3. **Delegated Authority:** The Committee is authorized by the Board to investigate any matter within its Terms of Reference (ToRs), seek information from any employee, and obtain outside legal or other professional advice.

5. Meetings

- 5.1. **Frequency:** The Committee shall meet at least once every quarter of the financial year⁴ and additionally, as required. A meeting may be held if requested by the external auditors, or Chief Internal Auditor or a member of the Committee.
- 5.2. **Separate Meetings:** The Committee shall meet the external auditors, without the Chief Financial Officer and the Chief Internal Auditor being present, at least once a year. The Committee shall also meet the Chief Internal Auditor and other members of the internal audit function, without the Chief Financial Officer and the external auditors being present, at least once a year.
- 5.3. **Notice and Agenda:** Meetings shall be scheduled by the Chair. The agenda and supporting documents should be circulated to members at least seven (07) days prior to the meeting.
- 5.4. **Minutes:** Minutes of each meeting shall be reviewed by the Committee and shall be approved under the signatures of the Chair of the Committee. The signed minutes shall be circulated amongst all Board members⁵ for information and directions to management for implementation.
- 5.5. **Attendance:** Members are expected to attend all meetings. The Committee may invite other individuals, such as the CEO, CFO, and external advisers, to attend meetings as necessary. All the Board members are entitled to attend the meetings of the Committee⁶.

⁴ State-Owned Enterprises (Audit Committee, Internal Control and Risk Management) Regulations, 2024

⁵ Annexure-6 of the State-Owned Enterprises Ownership & Management Policy, 2023

⁶ Annexure-6 of the State-Owned Enterprises Ownership & Management Policy, 2023

6. Reporting

- 6.1. **To the Board:** The Committee shall circulate at least one (01) summary each financial year to the Board on its activities, findings, and recommendations⁷.
- 6.2. **Annual Report:** The Committee shall prepare an annual report summarizing its activities, findings, and the state of risk management & internal control environment in the company.

7. Assessment of the Committee's Performance

- 7.1. **Annual Performance Review:** The Committee shall conduct an annual review of its performance, including compliance with these ToRs, as per pre-established criteria, and report the results to the Board. The review shall be disclosed⁸ in the company's annual report. Ad-hoc performance reviews may also be conducted, if deemed necessary by the Board.
- 7.2. **Terms of Reference Review:** These ToRs may be reviewed and updated as necessary to reflect changes in regulatory requirements, authoritative guidance, and evolving practices.

8. Approval

These ToRs were approved by the Board of Directors on 30th April, 2025.

⁷ Annexure-6 of the State-Owned Enterprises Ownership & Management Policy, 2023

⁸ Annexure-6 of the State-Owned Enterprises Ownership & Management Policy, 2023

Annex - D

GENDER ACTION PLAN PHASE II YEARLY REPORT

FY 2024 - 25



Table of Contents

Key Milestones	03
Female Employees Demographics	04
Employee-Centric Gender Equity Efforts	
Building Inclusive Excellence	06
Leadership Commitment	07
Women Resource Group (PSW Lady Leaders Lounge)	08
Attracting Diverse Pool of Candidates	10
Internal Pay Parity	11
Employee Wellbeing and Team-Building Activities	12
Launch Of Mat2Work	13
Inclusive Infrastructure Development & Employee Safety	14
DEI Feedback Survey	15
Ensuring Adequate Representation of Women in Governance	16
Enhancing Opportunities for Women Traders	
Collection of Sex-Disaggregated Data	18
Enhance the engagement of women traders in Change Management sessions	19
Khadijah Women Entrepreneurship Program	22



Building upon the progress of Phase 1 of the Gender Action Plan, this yearly report provides updates on Phase 2 deliverables. It highlights PSW's continued commitment to advancing gender equity within the organization and creating enabling environments for women traders. This phase was marked by several key milestones that laid the foundation for sustainable impact.



Organization-Wide DEI Training Sessions

In an effort to embed inclusive practices across all levels, PSW conducted comprehensive Diversity, Equity, and Inclusion (DEI) training sessions for all employees—setting a strong foundation for behavior and mindset shifts.



Launch of Mat2Work

Recognizing the importance of a supportive return-to-work experience, PSW launched Mat2Work—a three-month transition program to ensure a smooth, flexible, and empowering reintegration for female employees after maternity leave.



Khadijah Program Wins WTO Prize

PSW's commitment to women's economic empowerment was internationally recognized as the Khadijah program won the WTO Gender Equality in Trade Prize, honoring its innovative approach in supporting women traders.

PSW FEMALE EMPLOYEES DEMOGRAPHICS

Total Female Employees: 44 (15%)
Women in Technical Roles: 32
Women in Non-Technical Roles: 12

16 Women in Middle & Sr.
Management Roles

28 Women in Grade 1 &
Grade 2 Roles



EMPLOYEE-CENTRIC GENDER EQUITY EFFORTS

GENDER ACTION PLAN PHASE 2 REPORT 5



BUILDING INCLUSIVE EXCELLENCE

The HR department implemented a structured training program to foster inclusivity and raise awareness. The process began with a Pulse Check, which included **9 one-on-one sessions** with C-Suite members and 5 focus groups with Grades 1-5 employees across Karachi and Islamabad, leading to a comprehensive gap analysis report.

This was followed by a training rollout featuring **7 interactive full-day sessions**, engaging over 150 employees. Additionally, a 2-day "Train the Ambassadors" program resulted in the appointment of 20 DEI Ambassadors across departments, providing them with training materials and implementation plans.

LEADERSHIP COMMITMENT

Senior Engagement: All CXOs completed DEI training.

Leadership: All CXOs



DEI KPIs integrated into senior leadership evaluations, ensuring accountability in Grade 5 & Grade 6 roles.

WOMEN RESOURCE GROUP

(PSW Lady Leaders Lounge)

The Women Resource Group, officially launched in August 2024 has become a safe space where women can connect, share challenges, and celebrate each other's achievements.

Women's Day Development Session

An exclusive development session was organized for all female employees on Women's Day in March 2025. The session aimed to equip participants with tools for professional growth, leadership development, self-reflection, and strategic career planning.



WOMEN RESOURCE GROUP

(PSW Lady Leaders Lounge)

Breast Cancer Awareness Session

To promote health awareness and education, a breast cancer awareness session was conducted for all female employees. A certified health specialist was invited to lead the session, providing valuable insights on prevention, early detection, and support resources.

Leadership Training

Two tailored leadership training sessions conducted for senior women leaders, focusing on active listening, emotional intelligence, and strategic management.





ATTRACTING DIVERSE POOL OF CANDIDATES

➔ Unconscious Bias Training

To further support inclusive hiring, unconscious bias training was delivered to all the employee across Karachi & Islamabad.

➔ Structured Interviews

Established a standardized three-stage interview process, ensuring that each stage includes a diverse panel. This approach mitigates bias and promotes fair and equitable hiring decisions.

➔ Targeted Job Platforms

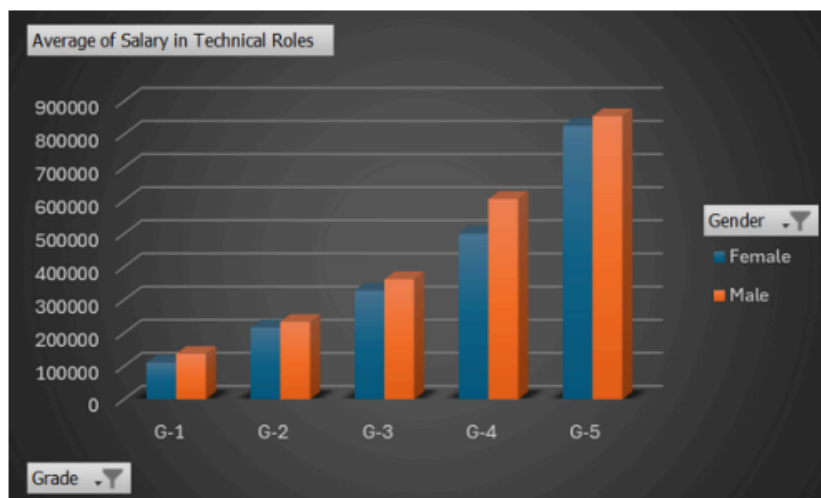
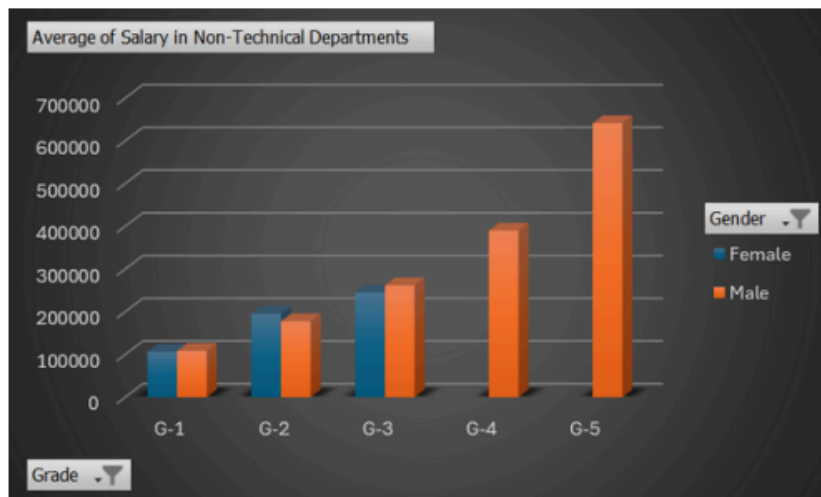
In discussion with platforms such as WomenInTechPK, CodeGirls, CaterpillHERs, and Pakistani Women in Computing (PWIC) to explore opportunities for promoting our job openings and attracting more female candidates to PSW.

➔ University Partnerships

Initiated MoU process with Jinnah University for Women to expand recruitment efforts.

INTERNAL PAY PARITY

We conduct regular pay audits, addressing any discrepancies in pay between male and female employees, and implement policies to promote transparency and fairness in compensation practices.



Efforts to advance pay equity at junior and mid-level positions have yielded meaningful progress in PSW's gender inclusion agenda, contributing to stronger retention outcomes. However, some disparities may still be observed particularly due to niche technical roles within specialized departments where compensation differentials are largely influenced by external market dynamics and the limited availability of highly specialized talent.

TEAM-BUILDING ACTIVITIES & EMPLOYEE WELLBEING



Team-building activities for all employees were conducted throughout the year, with approximately 70% participation. These activities not only fostered collaboration and engagement among employees but also played a crucial role in bringing women together as an integral part of the workforce. Workplace team-building is especially important for women, as it helps strengthen their sense of belonging, enhances communication, and empowers them to contribute more effectively in professional environments.





LAUNCH OF MAT2WORK

Mat2Work is a thoughtfully designed, three-month structured support program tailored specifically for mothers returning from maternity leave. The program offers a range of flexible work arrangements including options for remote work, hybrid scheduling, and reduced working hours. These accommodations aim to ease the transition back into the workplace while allowing new mothers to maintain a work-life balance that suits their individual circumstances.

In addition to flexible arrangements, the program emphasizes managerial support as a critical pillar for success. Line managers will be equipped with sensitization training to better understand the unique challenges faced by returning mothers. Regular reintegration check-ins will be conducted to ensure continuous feedback, address concerns proactively, and adjust workloads when needed. This comprehensive approach ensures that the returning employees feel seen, supported, and empowered as they navigate their dual roles.

The Mat2Work Transition Program is not just a policy measure—it represents a strategic commitment to building a more inclusive and equitable workplace at PSW. By recognizing the unique challenges faced by new mothers and offering structured, flexible support, this initiative underscores our dedication to diversity, equity, inclusion, and long-term talent retention. Its implementation will set a powerful precedent, positioning PSW as a progressive, family-friendly, and employee-centric organization—both within Pakistan and on the global stage.



INCLUSIVE INFRASTRUCTURE DEVELOPMENT & EMPLOYEE SAFETY

Facility Renovation

Ensuring that all facilities are accessible to individuals with disabilities. This includes elevators, wide doorways, accessible restrooms, and clear signage. The renovation is currently in progress on the 6th floor of the Karachi PSW office.

Infant Care Corner for Female Employees

Ongoing development in Karachi and Islamabad locations for a dedicated space within our office facilities to support the female employees. This nurturing space serves dual purposes: providing a private environment for mothers to feed their children and functioning as a safe, engaging area.

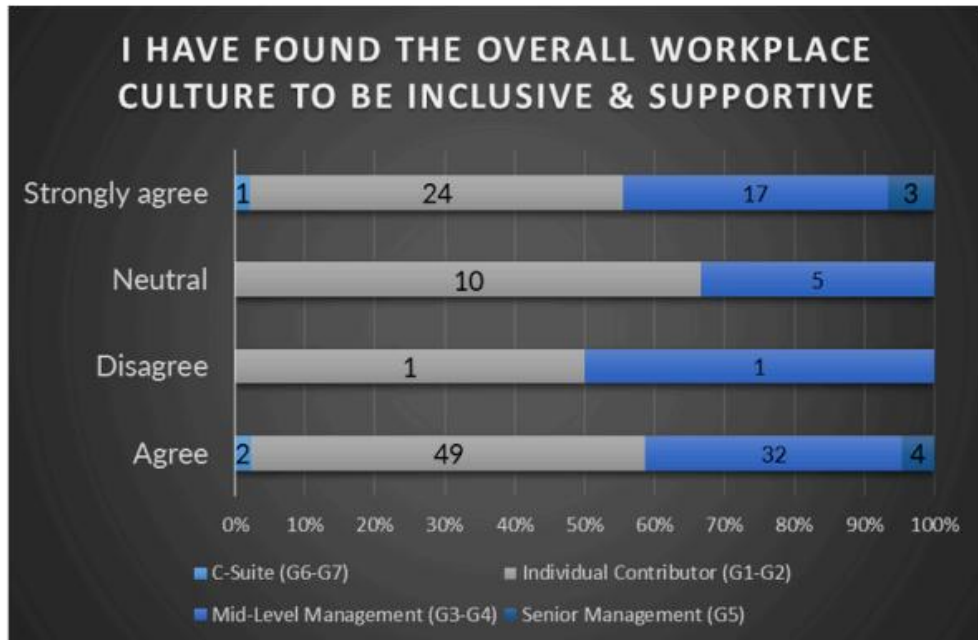
Flexible and Collaborative Workspaces

Redesigning workspaces that support different working styles and needs. Work in progress for the 6th Floor Karachi workspace.

Safety Drills

Quarterly safety training and drills are conducted as per schedule, ensuring that women participate equally. This aligns with PSW's Gender Action Plan, promoting an inclusive environment where all employees, regardless of gender, have the same opportunities to engage in safety protocols and training.

DEI FEEDBACK SURVEY





ENSURING ADEQUATE REPRESENTATION OF WOMEN IN GOVERNANCE

The process to enhance female representation in the Board of Directors (BoD) and relevant committees has been initiated.

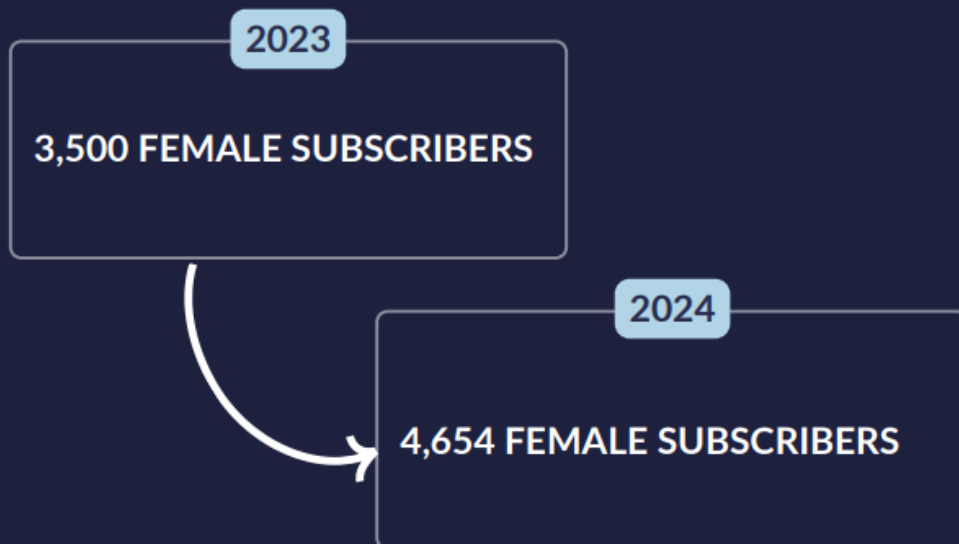
The Office of the Company Secretary has formally written to the competent authority regarding the need for adequate female representation on the company's board.

The Company Secretary's Office has requested the reconstitution of the Board in accordance with the provisions of the newly enacted State-Owned Enterprises (Governance & Operations) Act, 2023, and the State-Owned Enterprises Ownership & Management Policy, 2023.

ENHANCING OPPORTUNITIES FOR WOMEN TRADERS

GENDER ACTION PLAN PHASE 2 REPORT **17**

COLLECTION OF SEX-DISAGGREGATED DATA



To ensure a better understanding of the quantum of women subscribers and address outreach issues, DTO has been actively working on the availability and sharing of gender-disaggregated data.

This ongoing initiative continues to refine data collection mechanisms, ensuring inclusivity and better representation of women in outreach efforts.

ENHANCING ENGAGEMENT OF WOMEN TRADERS IN CHANGE MANAGEMENT SESSIONS

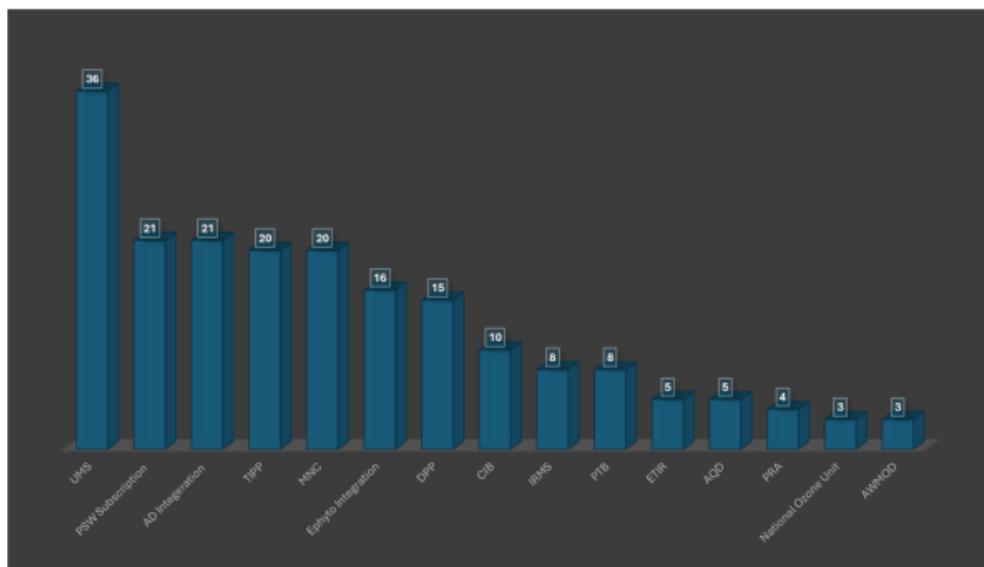
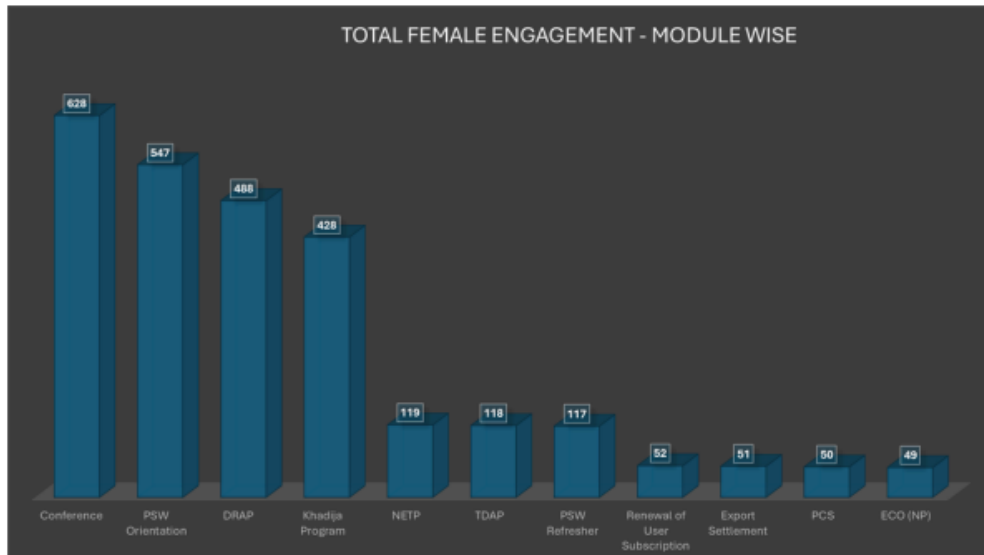
The engagement of women traders in Change Management initiatives has been significantly strengthened through strategic collaborations and outreach efforts during Phase 2, engaging around 3000 women through online & on-site sessions.



A key partnership with NETP has been deepened, with Change Management sessions now being conducted every alternate month. These sessions focus on market expansion strategies and business development, and have been held across multiple small cities to ensure greater accessibility for women in remote areas.



A pilot collaboration with Alibaba.com under the SME Elevate initiative was successfully launched, providing targeted support for women-led businesses. The program emphasizes access to digital marketplaces and e-commerce training, equipping female entrepreneurs with the knowledge and tools needed to scale their ventures online.





Women members of the Women Chamber of Commerce were also actively engaged in these sessions, promoting peer learning and fostering a supportive network for businesswomen.

A dedicated Change Management session was conducted in Sukkur, bringing together women traders from Shikarpur, Ghotki, and Khairpur. The session introduced participants to the ADKAR model, ensuring inclusive learning experiences for both male and female traders.

Additionally, a session was held in collaboration with the National Rural Support Program (NRSP) in Hyderabad, aimed at building the capacity of women from Thatta, Badin, Hyderabad, and neighboring small towns.

These initiatives have collectively contributed to increased awareness, knowledge-sharing, and engagement among women traders in underserved regions.



KHADIJAH WOMEN ENTREPRENEURSHIP PROGRAM

1. Deepening Regional Outreach and Engagement

During Phase 2 of the Gender Action Plan, the Khadijah Women Entrepreneurship Program significantly broadened its footprint across various regions of Pakistan. A major highlight was the Knowledge Transfer Seminar in Quetta (August 2024), which gathered over 70 women entrepreneurs. This session focused on delivering practical business insights and strategies to support growth and scalability.

Building on this, the Change Management team led an awareness session in Sukkur, reaching more than 25 women entrepreneurs. This session introduced structured change management concepts to help women-led businesses adapt and thrive in evolving markets.

Another impactful engagement occurred at NIC Peshawar on 11th February 2025, where 50 women entrepreneurs explored entrepreneurial empowerment, resilience, and actionable business solutions.

2. Strengthening Presence Through Collaborative Events

A landmark multi-stakeholder event was held in Multan on 27th May 2025, organized in collaboration with Care International Pakistan, FPCCI, SMEDA, and WCCI Multan. This session drew 110 women entrepreneurs and emphasized startup scaling, strategic networking, and expanding outreach into southern Punjab. The enthusiastic response is propelling plans for further sessions to deepen geographic coverage.



3. Enabling Cross-Border Trade Opportunities

A significant milestone was achieved when two-thirds of Khadijah Women Entrepreneurs participated in the Pakistan-Kazakhstan Trade Opportunities Forum, organized by USAID's PREIA project. This cross-border event facilitated B2B linkages, trade partnerships, and market intelligence sharing, empowering participants to explore international markets. Entrepreneurs were also connected to service providers like Trade Foresight, enhancing both B2B and B2C growth pathways.

4. Launching Webinar Series for Global Readiness

To ensure sustained engagement and knowledge-building, the Khadijah Program launched its webinar series, starting with sessions on E-Commerce and the Trade Information Portal of Pakistan (TIPP). These webinars are designed to offer strategic guidance, digital tools, and market access information to women entrepreneurs aiming to enter global markets.

5. Forging Strategic Partnerships for Long-Term Impact

Strategic partnerships emerged as a key enabler during Phase 2. PSW signed a Memorandum of Understanding (MoU) with Care International Pakistan and the Mastercard Center for Inclusive Growth to support and scale women-led small businesses nationwide. Additionally, the Khadijah team held a consultative dialogue with UN Women to explore collaborative efforts aimed at deepening women's economic empowerment through entrepreneurship.

INTERNATIONAL PRIZE FOR GENDER EQUALITY IN TRADE BY THE WTO

The program's success and innovation were globally recognized when the Pakistan Single Window (PSW) was awarded the prestigious "International Prize for Gender Equality in Trade" by the World Trade Organization (WTO) during its Public Forum 2024.

This award honors governments that implement high-impact, gender-responsive trade initiatives. Pakistan's Khadijah Program stood out among global entries, winning in the top category of "Female Entrepreneurs", for its inclusive and results-driven approach to empowering women in international trade.

This recognition underscores the Government of Pakistan's commitment to advancing fair, inclusive, and gender-equitable trade through robust policy action and targeted interventions.



INDEPENDENT AUDITOR'S REPORT



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Email: islamabad@bkrpak.com
www.bkrpakistan.com

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PAKISTAN SINGLE WINDOW

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

OPINION

We have audited the annexed financial statements of **PAKISTAN SINGLE WINDOW** (*the Company*), which comprise the statement of financial position as at 30 June 2025, and the statement of income and expenditure, statement of comprehensive income, the statement of changes in funds, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policies 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 purpose 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, the statement of income and expenditure, statement of comprehensive income, the statement of changes in funds 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 30 June 2025, and of the deficit and other comprehensive income, 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 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.

INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITOR'S REPORT

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 Auditor's report 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.



INDEPENDENT
MEMBER

• Karachi • Lahore • Islamabad

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 the State-Owned Enterprises (Governance and Operations) Act, 2023 (SOE Act 2023) 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.

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 material 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 material audit findings, including any material deficiencies in internal control that we identify during our audit.

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 income and expenditure, statement of comprehensive income, the statement of changes in funds 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 the SOE Act, 2023 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) no zakat was deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980).

The engagement partner on the audit resulting in this independent auditor's report is **Hammad Farid**, ACA.


MUNIFF ZIAUDDIN & CO
CHARTERED ACCOUNTANTS
Date: 26 September 2025
Place: Islamabad
UDIN: AR202510834epDHcP0wh

ANNUAL AUDITED FINANCIAL STATEMENTS

FOR FY 2024-25

PAKISTAN SINGLE WINDOW STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

	Note	2025 (Rupees)	2024 (Rupees)
FUNDS AND LIABILITIES			
FUNDS			
Funds		338,336,397	360,883,951
Loan from sponsor	5	2,197,718,390	2,197,718,390
		2,536,054,787	2,558,602,341
NON CURRENT LIABILITIES			
Lease liabilities	6	114,637,397	117,026,091
Deferred capital grant	7	1,544,644,220	80,043,135
Deferred tax liability	8	28,245,496	28,618,281
		1,687,527,113	225,687,507
CURRENT LIABILITIES			
Creditors, accrued and other liabilities	9	189,593,041	149,069,911
Advance from customers	10	1,819,816,960	-
Provision for taxation		-	149,672,248
Current portion of lease liabilities		91,886,810	63,585,369
Staff post-retirement benefit	12	5,439,813	9,087,985
		2,106,736,624	371,415,513
CONTINGENCIES AND COMMITMENTS	13	-	-
TOTAL FUNDS & LIABILITIES		6,330,318,524	3,155,705,361
ASSETS			
NON CURRENT ASSETS			
Property and equipment	14	1,293,604,930	463,211,248
Right of use assets	15	180,672,115	158,496,813
Intangibles	16	2,541,016,463	1,402,433,378
Long term deposits	17	26,062,560	19,362,004
		4,041,356,068	2,043,503,443
CURRENT ASSETS			
Trade and other receivables	18	318,424,496	243,240,308
Advances and prepayments	19	176,187,192	107,677,366
Short term investment	20	-	300,000,000
Tax refund due from the Government	11	28,590,352	-
Cash and bank balances	21	1,765,760,416	461,284,244
		2,288,962,456	1,112,201,918
TOTAL ASSETS		6,330,318,524	3,155,705,361

The annexed notes form an integral part of these financial statements.



CHIEF EXECUTIVE



CHIEF FINANCIAL OFFICER



DIRECTOR

**PAKISTAN SINGLE WINDOW
STATEMENT OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED 30 JUNE 2025**

	Note	2025 (Rupees)	2024 (Rupees)
INCOME			
Amortization of deferred capital grant	7	860,740,931	2,428,119
Income from operations	22	1,576,448,034	1,286,113,553
Other income	23	298,331,599	372,756,666
		<u>2,735,520,564</u>	<u>1,661,298,338</u>
EXPENDITURE			
Operating expenses	24	1,512,737,411	750,433,540
Administrative expenses	25	262,060,077	206,324,039
Amortization of deferred capital grant	26	860,740,931	2,428,119
Finance costs	27	21,383,787	12,339,922
		<u>2,656,922,206</u>	<u>971,525,620</u>
Surplus before minimum tax and income tax		<u>78,598,358</u>	<u>689,772,718</u>
Minimum tax / Government levy	28	(102,756,490)	-
(Deficit) / surplus before income tax		<u>(24,158,132)</u>	<u>689,772,718</u>
Income tax	29	1,610,578	(209,563,950)
(Deficit) / surplus for the year		<u>(22,547,554)</u>	<u>480,208,768</u>

The annexed notes form an integral part of these financial statements.


CHIEF EXECUTIVE


CHIEF FINANCIAL OFFICER

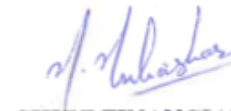

DIRECTOR

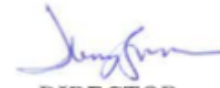
**PAKISTAN SINGLE WINDOW
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2025**

	2025 (Rupees)	2024 (Rupees)
(Deficit) / surplus for the year	(22,547,554)	480,208,768
Other comprehensive income for the year	-	-
Total comprehensive (loss) / income for the year	<u>(22,547,554)</u>	<u>480,208,768</u>

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CHIEF EXECUTIVE


CHIEF FINANCIAL OFFICER


DIRECTOR

**PAKISTAN SINGLE WINDOW
STATEMENT OF CHANGES IN FUNDS
FOR THE YEAR ENDED 30 JUNE 2025**

	Amount in Rupees		
	Funds	Sponsor's Loan	Total
Balance as on 01 July 2023	(119,324,817)	2,197,718,390	2,078,393,573
Surplus for the year	480,208,768	-	480,208,768
Other comprehensive income for the year	-	-	-
Balance as on 30 June 2024	360,883,951	2,197,718,390	2,558,602,341
Deficit for the year	(22,547,554)	-	(22,547,554)
Other comprehensive income for the year	-	-	-
Balance as on 30 June 2025	338,336,397	2,197,718,390	2,536,054,787

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CHIEF EXECUTIVE



CHIEF FINANCIAL OFFICER



DIRECTOR

**PAKISTAN SINGLE WINDOW
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2025**

	Note	2025 (Rupees)	2024 (Rupees)
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus before minimum tax and income tax		78,598,358	689,772,718
Adjustment of non-cash / non-operating activities			
Depreciation on operating fixed assets		76,315,105	15,288,555
Depreciation on right of use assets		55,822,189	22,077,321
Amortization of intangibles	24.4	113,887,040	-
Receivable of Sindh Excise fee written off		-	20,317,400
Interest on saving accounts and short-term investments		(54,260,444)	(199,634,485)
Staff retirement-benefits expense for the year		57,598,440	30,925,747
Amortization of deferred capital grant	7	860,740,931	2,428,119
Income on amortization of deferred capital grant		(860,740,931)	(2,428,119)
Gain on disposal of operating fixed asset		(52,000)	-
Finance costs		21,383,787	12,339,922
Operating cashflows before changes in working capital		349,292,475	591,087,178
Changes in working capital			
Increase in trade and other receivables		(100,623,674)	(156,603,143)
Increase in advances and prepayments		(68,509,826)	(60,028,938)
Increase in creditors, accrued and other liabilities		40,523,130	60,828,177
Advance from customers		1,819,816,960	-
Cash generated from operations		2,040,499,065	435,283,274
Staff post-retirement benefits paid	12.1	(61,246,612)	(91,321,720)
Finance costs paid		(31,724,616)	(22,457,070)
Income tax paid		(279,781,297)	(37,381,244)
Cash generated from operating activities		1,667,746,540	284,123,240
CASH FLOWS FROM INVESTING ACTIVITIES			
Payment against acquisition of operating fixed assets		(27,865,804)	(106,693,886)
Receipt against disposal of operating fixed assets		52,000	-
Payment against capital expenditure on intangibles		(573,848,417)	(532,362,999)
Payment receipt against long term deposits		(6,700,556)	(8,936,570)
Interest on saving accounts and short-term investments received		79,699,930	174,178,995
Payment against capital work in progress		(52,929,100)	(253,397,953)
Cash used in investing activities		(581,591,947)	(727,212,413)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payment of principal against lease liabilities		(81,678,421)	(49,437,623)
Cash used in financing activities		(81,678,421)	(49,437,623)
Increase / (decrease) in cash and cash equivalents during the year		1,004,476,172	(492,526,796)
Cash and cash equivalents at the beginning of the year		761,284,244	1,253,811,040
Cash and cash equivalents at the end of the year	21.3	1,765,760,416	761,284,244

The annexed notes form an integral part of these financial statements.

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CHIEF EXECUTIVE


CHIEF FINANCIAL OFFICER


DIRECTOR

**PAKISTAN SINGLE WINDOW
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025**

1. CORPORATE AND GENERAL INFORMATION

1.1. LEGAL STATUS AND OPERATIONS

Pakistan Single Window ("the company") was incorporated on April 15, 2020 with Securities and Exchange Commission of Pakistan (SECP) under Section 42 of the Companies Act, 2017. The objective of the company is to facilitate efficient imports, exports, international transit and matters ancillary thereto, across Pakistan's national territory and notified international borders.

Federal Board of Revenue - Pakistan Customs was operating the National Single Window project through Pakistan Revenue Automation (Private) Limited (PRAL) by providing funds for operational expenses to be incurred in implementing the project. Since there was no act for the project implementation, therefore Pakistan Single Window Act, 2021 was promulgated on April 13, 2021, and in so far as relevant to the intent and objects of this Act, it was necessary to establish a separate entity, thus Pakistan Single Window (PSW) became the operating entity of the project owned by the Government of Pakistan, through its lead agency, Pakistan Customs.

Geographical locations and addresses of the business units are as under:

Location	Purpose
2nd Floor, NTC Building, Sector G-5/2 Islamabad Urban Islamabad Capital Territory (I.C.T.).	Registered office / Head office
Ground Floor, NESPAK Building, Sector G-5/2 Islamabad Urban Islamabad Capital Territory (I.C.T.).	Branch office
4th Floor, Bahria Complex-III M.T. Khan Road, Karachi	Branch office
6th Floor, Bahria Complex-I M.T. Khan Road, Karachi	Branch office
5th Floor, Bahria Complex-I M.T. Khan Road, Karachi	Branch office

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 applicable in Pakistan comprise of:

- International Financial Reporting Standards (IFRS's) issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017;
- Accounting standards for Not-for-profit organization (NPOs) as issued by Institute of Chartered Accountants of Pakistan,
- Provisions of and the directives issued under the Companies Act, 2017 and State Owned Enterprise (Governance and Operations) Act, 2023.

Where the provisions of and directives issued under the Companies Act, 2017 differ from the IFRS's, the provisions of and directives issued under the Companies Act, 2017 have been followed.

2.2. Accounting convention

These financial statements have been prepared under the "historical cost" convention. Moreover, these financial statements have been prepared on accrual basis except for cash flows information.

2.3. Functional and presentation currency

These financial statements are presented in Pak Rupees, which is the functional currency of the company.

2.4. Material estimates and judgements

The preparation of financial statements in conformity with the International Financial Reporting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making judgement about carrying value of

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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 they are revised if the revision affects only that period, and any future periods affected.

Material areas requiring the use of management estimates in these financial statements relate to the capitalized development cost. However, assumptions and judgements made by management in the application of accounting policies that have material effect on the financial statements are not expected to result in material adjustment to the carrying amounts of assets and liabilities in the next year.

3. STANDARDS, INTERPRETATIONS AND AMENDMENTS TO THE APPROVED ACCOUNTING STANDARDS

- 3.1. There are certain amendments and interpretations to the accounting and reporting standards which are mandatory for the Company's annual accounting period which began on July 1, 2023. However, these do not have any significant impact on the Company's financial statements except as disclosed in note 4 to these financial statements.
- 3.2. Standards, amendments and interpretations to existing standards that are not yet effective and have not been early adopted by the Company:

		Effective date
IAS 1	Presentation of Financial Statements (Amendments)	January 1, 2024
IAS 7	Statement of Cash Flows (Amendments)	January 1, 2024
IFRS 16	Leases (Amendments)	January 1, 2024
IAS 21	The Effects of changes in Foreign Exchange Rates (Amendments)	January 1, 2024
IFRS 7	Financial Instruments: Disclosures (Amendments)	January 1, 2026
IFRS 17	Insurance Contracts	January 1, 2026
IFRS 9	Financial Instruments – Classification and Measurement of Financial Instruments (Amendments)	January 1, 2026

- 3.3. The above standards, amendments to approved accounting standards and interpretations are not likely to have any material impact on the Company's financial statements.

- 3.4. Other than the aforesaid standards, interpretations and amendments, International Accounting Standards Board (IASB) has also issued the following standards and interpretation, which have not been noticed locally or declared exempt by the Securities and Exchange Commission of Pakistan (SECP) as at 30 June 2024;

IFRS 1	First-time Adoption of International Financial Reporting Standards
IFRIC 12	Service Concession Arrangement
IFRS 18	Presentation and Disclosures in Financial Statements
IFRS 19	Subsidiaries without Public Accountability: Disclosures

4. SUMMARY OF MATERIAL ACCOUNTING POLICIES

The material accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied during the period, unless otherwise stated.

4.1. Property and equipment

i. Owned assets

Property and equipment are stated at cost less accumulated depreciation and any impairment losses. Depreciation is charged by applying straight-line method over the remaining useful life of the assets.

Depreciation on additions to property and equipment is charged from the month in which an asset is acquired/ capitalized, while no depreciation charged for the month in which asset is disposed off.

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ii. Right of use assets

The company recognizes the right of use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right of use assets are measured at cost less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The cost of right of use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Unless the company is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognized right-of-use assets will be depreciated over the shorter of its estimated useful life or the lease term.

iii. Capital work in progress

Capital work in progress is stated at cost less any identified impairment losses. It represents expenditure incurred on assets during construction, installation and development phase. Cost also includes applicable borrowing costs under IAS 23 or other relevant IFRS, if and when applicable. These expenditures will be transferred to the relevant asset's category as and when assets are available for use.

4.1.1. Impairment of assets

Management assesses at each statement of financial position date whether there is any indication that assets are impaired. If such indication exists, the carrying amounts of such assets are reviewed to assess whether they are recorded in excess of their recoverable amount. Where carrying values exceed the respective recoverable amount, assets are written down to their recoverable amounts and the resulting impairment loss is recognized in statement of income and expenditure. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Where an impairment loss is recognized, the depreciation charge is adjusted in the future periods to allocate the asset's revised carrying amount over its estimated useful life.

4.1.2. Subsequent costs

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the asset will flow to the company and the cost of the asset can be measured reliably. All other repair and maintenance costs are charged to statement of income and expenditure during the period in which they are incurred.

4.1.3. Gains or losses

Gains or losses on disposal of assets, if any, are included in statement of income and expenditure as and when incurred.

4.2. Intangible assets

Research and development expenditure

Research costs are expensed out as incurred. 'Development' costs are expensed out as incurred unless technical and commercial feasibility of the development is demonstrated, it is probable that future economic benefits will flow to the company, the company has an intention and ability to complete and use or sell the software and cost can be measured reliably.

There are two components of intangible assets:

- In-house developed intangible assets
- Intangible assets acquired from market

(i) In-house developed intangible assets

The cost of an internally generated intangible asset comprises all directly attributable costs necessary to create, produce and prepare the asset to be capable of operating in the manner intended by the management. After initial recognition, internally generated intangible assets are carried at cost less accumulated amortization and impairment losses.

Amortization is charged so as to allocate the cost of assets over their estimated useful lives, using the straight-line method at the rates specified in note 16 to the financial statements.

m396.

Development costs that are directly attributable to the design and testing of identifiable, controlled development project of an intangible asset are recognized as intangible assets when the following criteria are met:

- it is technically feasible to complete the intangible asset so that it will be available for use
- management intends to complete the intangible asset and use or sell it;
- there is an ability to use or sell the intangible asset;
- it can be demonstrated how the intangible asset will generate probable future economic benefits adequate technical, financial and other resources to complete the development and to use or sell the intangible asset are available; and
- the expenditure attributable to the intangible asset during its development can be reliably measured.

Capitalized development costs are recorded as intangible assets and amortized from the point at which the asset is ready for use.

(ii) Intangible assets acquired from market

Intangible assets acquired separately are initially recognized at cost. After initial recognition, these are measured at cost less accumulated amortization and accumulated impairment losses. Costs associated with routine maintenance of intangible assets are recognized as an expense when incurred. However, costs that are directly attributable to identifiable intangible assets and which enhance or extend the performance of intangible assets beyond the original specification and useful life is recognized as capital improvement and added to the original cost of the software.

Amortization is charged so as to allocate the cost of assets over their estimated useful lives, using the straight-line method at the rates specified in note 16 to the financial statements.

(iii) Intangible assets received as grant

Intangible assets received as government grants are initially recognized at their fair value. Where fair value cannot be reliably measured, such assets are recorded at a nominal value. The corresponding credit is recognized as deferred income and amortized to income and expenditure on a systematic basis over the useful life of the related intangible asset, consistent with the amortization method applied to the asset.

4.3. Long term deposits

Long term deposits shall be shown at recoverable value and will also be adjusted to their estimated value by means of the write down reserve, if any.

4.4. Income recognition

The company follows IFRS-15 for the recognition of revenue for its revenue streams.

The company determines revenue recognition using the following step-wise approach:

- Identification of the contract, or contracts, with a customer;
- Identification of the performance obligations in the contract;
- Determination of the transaction price;
- Allocation of the transaction price to the performance obligations in the contract; and
- Recognition of revenue when, or as, a performance obligation is satisfied.

The company has following primary revenue stream:

- Upfront fee – a prescribed application processing fee, fixed by the Governing Council and notified to management from time to time, shall be charged to the traders/clearing agents who submits an online application for subscription to the PSW electronic platform and for any subsequent change/update thereon.
- Single declaration fee – a prescribed fee, fixed by the Governing Council and notified to management from time to time, shall be charged to the customer who submits a GD for imports/exports using Pakistan Single Window electronic platform.

mg36

4.4.1. Grants

Grants are recognized when there is reasonable assurance that the grant will be received and all the attached conditions will be complied with.

4.4.2. Grant related to expense

When the grant relates to an expense item, it is recognized as an income over the period necessary to match the grant on a systematic basis to the costs that it is intended to compensate.

4.4.3. Grant related to asset

Grants related to assets, including non-monetary grants at fair value, are presented in the balance sheet by setting up the grant as "Capital Grant". An amount equivalent to the depreciation for each year on such assets is credited to income and expenditure statement in the same year in which the depreciation is charged.

4.4.4. Other income

Return on investment & saving accounts

Income on investments at amortized cost and bank deposits are recognized on time proportion basis using the effective interest method.

Reimbursements from Pakistan Customs

Income from Pakistan Customs is recognized on an accrual basis for reimbursements under the WeBOC agreement against quarterly invoices made to Pakistan Customs.

4.5. Loan from sponsor

This represents unconditional, unsecured and interest free loan from Pakistan Customs (sponsor) - related party, which will be payable on the discretion of the company and is consider as part of equity.

4.6. Creditors, accrued and other liabilities

Creditors, accrued and other liabilities are carried at cost which is the fair value of the consideration to be paid in the future for goods and services received, whether or not billed to the company.

4.7. Advances from customer

Amounts received in advance against rendering of services are recognized as a liability. These advances are subsequently adjusted against income when the related services are rendered.

4.8. Related party transactions

Transactions with related parties are carried out at arm's length and priced at comparable uncontrolled market price unless stated otherwise.

4.9. Cash and cash equivalents

Cash and cash equivalents comprise of cash in hand and at current or remunerative accounts held with banks, fixed deposits and short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an immaterial risk of changes in value.

10. Offsetting of financial assets and liabilities

Financial assets and liabilities are offset and the net amount is reported in the financial statements only when there is legally enforceable right to set-off the recognized amount and the company intends either to settle on a net basis, or to realize the assets and to settle the liabilities simultaneously.

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4.11. Advances and prepayments

These all will be shown at recoverable value and will also be adjusted to their estimated realizable value by means of the write down reserve, if any.

4.12. Trade and other receivable

Trade debts and other receivables are classified as financial assets at amortized cost and subsequently measured at amortized cost less allowance for expected credit loss and impairment if any. Other receivables are recognized at cost which is fair value of the consideration to be received in the future.

4.13. Loans and borrowings

After initial recognition, interest-bearing loans and borrowings, if any, are subsequently measured at amortized cost using the effective interest rate (EIR) method. Gains and losses are recognized in the statement of income and expenditure and liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance costs in the statement of income and expenditure. Other financial liabilities are also subsequently measured at amortized cost using the EIR method. Interest expense and foreign exchange gains and losses are recognized in the statement of income and expenditure. Any gain or loss on de-recognition will also be recognized in the statement of income and expenditure.

4.14. Lease liabilities

At the commencement date of the lease, the company recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The variable lease payments that do not depend on an index or a rate are recognized as expense in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the company uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities are increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities are re-measured in case of a modification, a change in the lease term, in-substance fixed lease payments or the assessment to purchase the underlying asset.

Short-term leases and leases of low-value assets

The company applies the short-term leases and leases of low-value assets as per relevant accounting standard (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). Lease payments on short-term leases and leases of low-value assets are recognized as expense on a straight-line basis over the lease term.

Material judgement in determining the lease term of contracts with renewal options

The company determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The company will apply judgement in evaluating whether it is reasonably certain to exercise the option to renew. That is, it considers all relevant factors that create an economic incentive for it to exercise the renewal. After the commencement date, the company reassesses the lease term if there is a material event or change in circumstances that is within its control and affects its ability to exercise (or not to exercise) the option to renew (e.g. a change in business strategy).

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4.15. Provisions

Provisions are recognized when the company has a present legal or constructive obligation as a result of past event and, it is probable that an outflow of resources embodying economic benefits are required to settle the obligation and reliable estimate of the amount could be made. Provisions are reviewed at each statement of financial position date and adjusted to reflect the current best estimate.

4.16. Fair value

The fair value of financial instruments that are actively traded in organized financial markets are determined but reference to quoted market bid prices at the close of business on the statement of financial position date. Where there is no active market, fair value is determined using valuation techniques. Such techniques include using recent arm's length market transaction; reference to the current market value of another instrument, which has substantially similar characteristics, discounted cash flow analysis or other valuation models.

4.17. Contingencies and commitments

Contingencies

Contingency represents a condition, situation or set of circumstances involving a possible loss that will ultimately be resolved when one or more future events occur or fail to occur e.g. litigation, disallowances, performance bond, credit guarantee, actual or possible claims or assessments etc.

These determinations are frequently very difficult to make and require an informed judgement on the best information available before the release of the financial statements. Information considered in making these determinations includes the views of legal counsel and other experts, past experience of the State or others in similar situations, qualitative factors relevant to the entity that has issued the guaranteed obligations, and intentions of the company (whether, for example, an appeal of an adverse court decision will be made). Disclosure generally is not required when the likelihood of a loss is remote, unless there is extreme materiality or unusual circumstances involved warranting the disclosure of such.

Commitments

The Board understands that certain liabilities may not exist as of the statement of financial position date, but due to an agreement or contractual obligation, may arise as commitments to certain revenue expenses for future fiscal year or projected capital expenditures over a period of time at a future date.

4.18. Staff retirement benefits

Voluntary pension scheme

The company operates a voluntary pension scheme for all eligible employees, for whom equal monthly contribution are made to the fund by the company at the rate of 8.33% of the basic pay. The company's contribution is charged to statement of income and expenditure.

4.19. Taxation

4.19.1. IAS 12 Application Guidance on Accounting for Minimum Taxes and Final Taxes', Issued by the Institute of Chartered Accountants of Pakistan (ICAP):

This guidance is issued in the context of provisions of Income Tax Ordinance, 2001 and should be applied by Companies obliged to use accounting and reporting standards as applicable in Pakistan. This application guidance describes the accounting treatment for minimum taxes and final taxes.

Before the issuance of this guidance, minimum taxes and final taxes are accounted for and presented as income taxes within the scope of IAS 12, "Income Taxes". As required under this guidance, the minimum taxes and final taxes are not calculated on the 'taxable profits' as defined in IAS 12 but calculated on turnover or other basis (as per relevant sections of Income Tax Ordinance, 2001), it should be accounted for under IAS 37/IFRIC 21 as levies and not under IAS 12 as income taxes.

The companies will apply the requirements of this guidance retrospectively which will result in reclassification of amounts previously classified as 'current income tax' in the statement of profit or loss to

mg36.

'levy' and 'final taxes'. The application of this guidance has no impact on the measurement and recognition of income taxes under the provisions of the Income Tax Ordinance, 2001 except for the presentation of amounts into levy, final taxes and income tax in these financial statements.

4.19.2. Current tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the statement of financial position date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

4.19.3. Deferred tax

Deferred tax is accounted for using the statement of financial position approach in respect of all temporary differences arising from differences between the carrying amount of assets and liabilities in the financial statements and corresponding tax bases used in the computation of the taxable income. Deferred tax liabilities are generally recognized for all taxable temporary differences and deferred tax assets are recognized to the extent that it is probable that future taxable income will be available against which the deductible temporary difference, unused tax losses and tax credits can be utilized.

4.20. Financial Instruments - Initial recognition and subsequent measurement

4.20.1. Recognition

Financial assets and liabilities are recognized at the time the company becomes a party to contractual provisions of the instrument.

The particular recognition methods adopted are disclosed in the individual policy statements associated with each item.

4.20.2. Classification of financial assets

The company classifies its financial instruments in the following categories:

- at fair value through profit or loss (FVTPL),
- at fair value through other comprehensive income (FVTOCI), or
- at amortized cost.

The company determines the classification of financial assets at initial recognition. The classification of instruments (other than equity instruments) is driven by the company's business model for managing the financial assets and their contractual cash flow characteristics.

Financial assets that meet the following conditions are subsequently measured at amortized cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets that meet the following conditions are subsequently measured at FVTOCI:

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are subsequently measured at FVTPL.

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Classification of financial liabilities

The company classifies its financial liabilities in the following categories:

- at fair value through profit or loss (FVTPL); or
- at amortized cost.

Financial liabilities are measured at amortized cost, unless they are required to be measured at FVTPL (such as instruments held for trading or derivatives) or the company has opted to measure them at FVTPL.

4.20.3. Subsequent Classification

Financial assets at fair value through other comprehensive income (FVTOCI)

Elected investments in equity instruments at FVTOCI are initially recognized at fair value plus transaction costs.

Financial assets and liabilities at amortized cost

Financial assets and liabilities at amortized cost are initially recognized at fair value, and subsequently carried at amortized cost, and in the case of financial assets, less any impairment.

Financial assets and liabilities at fair value through profit and loss (FVTPL)

Financial assets and liabilities carried at FVTPL are initially recorded at fair value and transaction costs are expensed in the statement of profit or loss and other comprehensive income. Realized and unrealized gains and losses arising from changes in the fair value of the financial assets and liabilities held at FVTPL are included in the statement of profit or loss and other comprehensive income in the period in which they arise.

4.20.4. De-recognition

Financial assets and liabilities are derecognized when the company loses control of the contractual rights that comprise the financial asset. The company loses such control if it realizes the rights to benefits specified in contract, the rights expire or the company surrenders those rights. Financial liabilities are derecognized when the obligation specified in the contract is discharged, cancelled or expired.

4.20.5. Off-setting

Financial assets and liabilities are off set when the company has a legally enforceable right to offset and intends to settle either on a net basis and to realize the asset or settle the liability simultaneously.

4.20.6. Impairment

A financial asset or a group of financial assets is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events that has occurred after the initial recognition of the asset (an "incurred loss" event) and that loss event has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be readily estimated.

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	Note	2025 (Rupees)	2024 (Rupees)
5 LOAN FROM SPONSOR			
Balance as at 01 July		2,197,718,390	2,197,718,390
Loan from sponsor received during the year		-	-
Balance as at 30 June	5.1	<u>2,197,718,390</u>	<u>2,197,718,390</u>
5.1 This represents unconditional, unsecured and interest free loan from Pakistan Customs (sponsor) - related party, which is payable at the discretion of the company, the transaction is outside the normal course of business.			
6 LEASE LIABILITIES			
Balance as at 01 July		180,611,460	138,514,959
Additions to lease liability		107,591,168	91,534,124
Finance cost relating to lease liabilities	6.2	31,565,734	22,295,061
Payments made during the year		<u>(113,244,155)</u>	<u>(71,732,684)</u>
		206,524,207	180,611,460
Current portion of lease liabilities		<u>(91,886,810)</u>	<u>(63,585,369)</u>
Balance as at 30 June		<u>114,637,397</u>	<u>117,026,091</u>
6.1 These represents lease contracts for offices situated in Karachi and Islamabad used in its operations and had estimated lease terms between 3 to 5 years. These are discounted using borrowing rate ranging from 8% to 23.19% of the Company.			
6.2 Finance cost recognition			
Amount recognized in income and expenditure	27	21,224,905	12,177,913
Amount recognized in intangibles	16.1	<u>10,340,829</u>	<u>10,117,148</u>
		<u>31,565,734</u>	<u>22,295,061</u>
6.3 Maturity analysis of lease liabilities			
Up to one year		91,886,810	63,585,369
One to three year		114,637,397	117,026,091
Total lease liability		<u>206,524,207</u>	<u>180,611,460</u>
7 DEFERRED CAPITAL GRANT			
Balance as at 01 July		80,043,135	82,471,254
Received during the year - related to data centre		2,325,342,016	-
Amortization charge for the year representing depreciation on related items	14.1.1	(312,912)	(734,822)
Amortization - related to data centre & licenses		(856,441,508)	(1,693,297)
Amortization - internally developed software - PSDP		<u>(3,986,511)</u>	<u>-</u>
Balance as at 30 June		<u>1,544,644,220</u>	<u>80,043,135</u>
		Related to Data Centre	Related to Intangible
		2025	2025
		(Rupees)	(Rupees)
Balance as on July 01,		-	80,043,135
Additions during the year	2,325,342,016	-	-
Amortization charge for the year representing depreciation on related items	-	-	(312,912)
Amortization - related to data centre & licenses	<u>(856,441,508)</u>	-	<u>(3,986,511)</u>
	<u>1,468,900,508</u>	-	<u>75,743,712</u>
			<u>80,043,135</u>
8 DEFERRED TAX LIABILITY			
Taxable temporary differences			
Property and equipment		28,971,921	-
Intangible development cost		8,601,761	57,426,070
Internally generated software		71,262,340	-
ROU assets		52,394,913	45,964,076
Deductible temporary differences			
Data centre licenses		(120,588)	-
Property and equipment		-	(8,452,665)
Lease liabilities		(59,892,020)	(52,377,323)
Tax losses		(50,216,341)	-
Tax credits		<u>(22,756,490)</u>	<u>(13,941,877)</u>
		<u>28,245,496</u>	<u>28,618,281</u>

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	Note	2025 (Rupees)	2024 (Rupees)
8.1 Movement in respect of deferred tax balance during the year			
Balance as at 01 July		28,618,281	-
Add: charge during the year-statement of income and expenditure		(372,785)	28,618,281
		<u>28,245,496</u>	<u>28,618,281</u>
9 CREDITORS, ACCRUED AND OTHER LIABILITIES			
Creditors		27,996,663	38,647,019
Accrued expenses		46,403,883	41,445,692
Withholding income tax payable		28,358,831	12,543,959
Guarantee deposits payable		3,444,758	4,021,253
Withholding sales tax payable		1,217,088	143,477
Audit fee payable		98,600	98,600
Other liabilities	9.1	82,073,218	52,169,911
		<u>189,593,041</u>	<u>149,069,911</u>
9.1 This represents the amount credited by the National Bank of Pakistan in the company's account. The management has taken up the matter with the management of National Bank as the management believes that this amount has been wrongly credited into the company's account.			
10 ADVANCE FROM CUSTOMERS			
Advance from Pakistan Customs	10.1	1,707,316,960	-
Advance from Export Development Fund (EDF)	10.2	112,500,000	-
		<u>1,819,816,960</u>	<u>-</u>
10.1 Advance from Pakistan Customs			
Balance as on 01 July		-	-
Received during the year		2,000,000,000	-
Adjusted during the year against WeBoc expense		(326,745,660)	-
Interest accrued during the year		34,062,620	-
Balance as on 30 June		<u>1,707,316,960</u>	<u>-</u>
This represents advances received against operations, maintenance, upgradation, and implementation of the Pakistan Customs computerized system (WeBOC), as disclosed in Notes 18 & 21.2. The interest accrued during the year relates to the profit earned on the bank account in which the advance is held.			
10.2 This represents advance received under the MoU from Export Development Fund (EDF) for development and implementation of digital initiatives, export facilitation and value-added services through PSW portal. The amount has been recognised as a liability and will be settled against reimbursable project expenditures in line with the agreed Schedule of Charges (SOC).			
11 (TAX REFUND DUE FROM GOVERNMENT) / PROVISION FOR TAXATION			
Balance as at 01 July		149,672,248	23,088,616
Charge for the year		102,756,490	180,449,584
Prior year adjustment		(1,237,793)	496,085
Income tax paid during the year		(279,781,297)	(37,381,244)
Adjustment of prior year advance income tax		-	(16,980,793)
Balance as at 30 June		<u>(28,590,352)</u>	<u>149,672,248</u>
12 STAFF POST-RETIREMENT BENEFITS			
Contributory Voluntary Pension Scheme	12.1	5,439,813	9,087,985
		<u>5,439,813</u>	<u>9,087,985</u>
12.1 Contributory Voluntary Pension Scheme			
Balance as at 01 July		9,087,985	-
Expense for the year		57,598,440	16,471,458
Payments during the year		(61,246,612)	(7,383,473)
		<u>5,439,813</u>	<u>9,087,985</u>
12.1.1 Contributions to the VPS is made at 8.33% of the salary by the employer which the final discharge of the company's liability in respect of the staff post-retirement benefit.			

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	Note	2025 (Rupees)	2024 (Rupees)
13 CONTINGENCIES AND COMMITMENTS			
13.1 Contingencies			
There are no significant contingencies as on reporting date.			
13.2 Commitments			
Capital commitments - property and equipment		209,230,250	120,703,512
Capital commitments - development costs		205,425,819	170,100,000
		<u>414,656,069</u>	<u>290,803,512</u>
14 PROPERTY AND EQUIPMENT			
Operating fixed assets	14.1	1,292,118,683	209,813,295
Capital work in progress	14.2	1,486,247	253,397,953
		<u>1,293,604,930</u>	<u>463,211,248</u>
14.1 OPERATING FIXED ASSETS			
See attached schedule		<u>1,292,118,683</u>	<u>209,813,295</u>
14.2 CAPITAL WORK IN PROGRESS			
Balance as at 01 July		253,397,953	-
Additions during the year			
IT equipment and accessories		52,929,100	253,397,953
Transferred to operating fixed assets during the year			
Operating fixed assets		(213,002,418)	-
Data centre intangible (licenses)		(91,838,388)	-
Balance as at 30 June		<u>1,486,247</u>	<u>253,397,953</u>
15 RIGHT OF USE ASSET			
This represents right of use asset obtained on lease as referred to in note 6. These are being depreciated over the lease term. Reconciliation of the carrying amount is as follows:			
Cost			
Balance as at 01 July		295,472,914	204,391,598
Additions during the year		107,591,168	91,081,316
Balance as at 30 June		<u>403,064,082</u>	<u>295,472,914</u>
Accumulated depreciation			
Balance as at July 01		(136,976,101)	(85,454,400)
Charge for the year:			
NTC building		(36,261,015)	(15,366,876)
Bahria Complex III - 4th Floor		(9,001,548)	(9,001,545)
NESPAK		(8,052,520)	(6,710,445)
Bahria Complex I - 6th Floor		(14,255,360)	(5,939,734)
Bahria Complex I - 5th Floor		(17,845,423)	(14,503,101)
Balance as at 30 June		<u>(222,391,967)</u>	<u>(136,976,101)</u>
Carrying value as at 30 June		<u>180,672,115</u>	<u>158,496,813</u>
15.1 Right-of-use assets are depreciated on a straight-line basis over the lease term of 3 to 6 years, as the lease term is shorter than the useful life of the underlying assets.			
15.2 Allocation of depreciation			
Depreciation charged to operating expenses		19,561,174	6,710,445
Depreciation charged to administrative expenses		36,261,015	15,366,876
Depreciation capitalized in development cost		29,593,677	29,444,380
		<u>85,415,866</u>	<u>51,521,701</u>

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16 INTANGIBLES

	Note	Development Cost (Note 16.1 & 16.2)	Internally Developed Software (Note 16.2)	Data Centre Licenses (Note 16.10)	Total
COST	Balance as at 01 July 2023	764,927,477	-	-	764,927,477
	Additions during the year	637,505,901	-	-	637,505,901
	Balance as at 30 June 2024	1,402,433,378	-	-	1,402,433,378
	Addition during the year	686,344,457	-	780,552,188	1,466,896,645
	Transfer	(1,796,230,064)	1,796,230,064	-	-
	Balance as at 30 June 2025	292,547,771	1,796,230,064	780,552,188	2,869,330,023
ACCUMULATED AMORTIZATION	Balance as at 01 July 2023	-	-	-	-
	Charge for the year	-	-	-	-
	Balance as at 30 June 2024	-	-	-	-
	Charge for the year	-	89,811,503	238,502,057	328,313,560
	Balance as at 30 June 2025	-	89,811,503	238,502,057	328,313,560
	Carrying value as at 30 June 2024	1,402,433,378	-	-	1,402,433,378
	Carrying value as at 30 June 2025	292,547,771	1,706,418,561	542,050,131	2,541,016,463
	Annual rate of amortization on straight line basis	-	10%	33%	
16.1	Additions in development costs during the year				
	Salaries and benefits	16.4	549,966,461	511,308,004	
	Allowances to OGAs	16.5	1,080,000	2,154,995	
	Development cost - Port Community System	16.7	40,325,800	18,900,000	
	Depreciation	16.6	79,879,687	95,025,754	
	Rent		-	-	
	Finance cost related to lease	16.8	10,340,829	10,117,148	
	Development tools	16.9	4,751,680	-	
			686,344,457	637,505,901	

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	Note	2025 (Rupees)	2024 (Rupees)
16.2 Break-up of transfer during the year:			
Salaries and benefits		1,452,395,265	-
Allowances to OGAs		33,811,449	-
Depreciation		223,062,465	-
Rent		33,026,289	-
Finance cost related to lease		35,517,735	-
Development tools		18,416,861	-
		1,796,230,064	-
16.3 ALLOCATION OF AMORTIZATION			
Amortization of data centre grant		210,440,009	-
Amortization of capital grant - intangible		3,986,511	-
Operating expenses		113,887,040	-
		328,313,560	-

The company is internally developing software for the implementation of Pakistan Single Window Programme, which is in development phase.

- 16.4** This represents salaries paid to IT employees of the company, working on the internally generated software.
- 16.5** This represents allowances paid to Other Government Agencies, which are capitalized to development cost, as they are part of implementation of the Pakistan Single Window programme.
- 16.7** This represents payment made to Systems Limited for software design, development, inception, and integration of the Port Communication System, including support services.
- 16.6** This includes depreciation charged on right of use asset Bahria Complex I, Bahria Complex III and property and equipment which are directly attributable for the purpose of development of intangibles. (Note 14, 14.1)
- 16.8** This includes finance cost of lease liabilities related to Bahria Complex I and Bahria Complex III.
- 16.9** This includes the acquisition of Microsoft 365 Business Basic, Dot Access, ClickUp, and other development tools.
- 16.10** This includes licenses acquired for data centre during the year with useful life of three years.

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	Note	2025 (Rupees)	2024 (Rupees)
17 LONG TERM DEPOSITS			
Security deposits - leases		22,703,060	16,404,560
Security deposits - others		3,359,500	2,957,444
		<u>26,062,560</u>	<u>19,362,004</u>
18 TRADE AND OTHER RECEIVABLES			
Trade receivables, considered good.			
Pakistan Customs	18.1	125,871,242	206,718,805
Others	18.2	192,537,250	11,066,013
Interest receivable		16,004	25,455,490
		<u>318,424,496</u>	<u>243,240,308</u>
18.1	This represents receivable against reimbursement of expenses incurred on operations, maintenance, upgradation and implementation of Pakistan Customs computerized system (WeBOC). This will be adjusted against advance given by Pakistan Customs after due verification by them.		
18.2 Others			
Treasury single account (Funds Swapping from NBP)	18.2.1	167,917,365	-
Cess receivable	18.2.2	18,943,844	-
Receivable from SBP (DAP)		1,192,226	9,372,500
1 link (Guarantee) Limited		2,827,815	1,693,513
Operating receivable		1,656,000	-
		<u>192,537,250</u>	<u>11,066,013</u>
18.2.1	This represents a receivable arising under the TSA Sweeping Deposit Account arrangement, whereby daily closing balances are transferred to a transitory account and redeposited in the National Bank on the following day in accordance with Cash Management & Treasury Single Account Rules, 2024 (Chapter 4).		
18.2.2	Cess fee relates to cross-border trade transactions facilitated through PSW under Memoranda of Understanding with respective provinces. PSW issues monthly invoices, and the amounts charged vary in accordance with the terms of the MOUs.		
19 ADVANCES AND PREPAYMENTS			
Advances to supplier and staff		10,804,412	2,504,421
Advance sales tax		89,244,226	-
Prepayments	19.1	76,138,554	105,172,945
		<u>176,187,192</u>	<u>107,677,366</u>
19.1	This represents prepayments in respect of insurances, subscription and licenses.		
20 SHORT TERM INVESTMENT			
Investments in term deposit receipts	20.1	-	300,000,000
20.1	This represents an investment in a TDR at 19.70% with a three-month maturity, which is matured during the year.		
21 CASH AND BANK BALANCES			
Cash in hand		462,122	276,389
Cash at bank			
Current accounts		72,334,415	249,151,354
Saving accounts	21.1	175,945,201	211,856,501
		248,279,616	461,007,855
Restricted bank account - saving	21.2	1,517,018,678	-
		<u>1,765,760,416</u>	<u>461,284,244</u>
21.1	The saving accounts earned interest at rates ranging from 2.8% to 19% per annum (2024: 10% to 20.51%).		
21.2	This amount represents an advance from Pakistan Customs for WeBOC-related expenses, maintained in a separate savings account. Utilization and reimbursements are subject to Pakistan Customs' approval, and any interest earned belongs to Pakistan Customs.		
21.3 Cash and cash equivalents			
Cash and cash equivalents comprise of:			
Short term investment	20	-	300,000,000
Cash and bank balances	21	1,765,760,416	461,284,244
		<u>1,765,760,416</u>	<u>761,284,244</u>

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	Note	2025 Rupees	2024 Rupees
22 INCOME FROM OPERATIONS			
PSW fee on ET collection		170,110,799	21,523,711
Certification fee		55,294,416	24,623,525
Verification fee		145,066	282,628
Less: Sales tax		(16,110,756)	(1,206,311)
		<u>209,439,525</u>	<u>45,223,553</u>
Upfront fee		16,494,506	31,006,500
Single declaration fee		1,350,514,003	1,209,883,500
		<u>1,576,448,034</u>	<u>1,286,113,553</u>
23 OTHER INCOME			
Financial asset			
Return on short term investments		11,358,140	105,752,546
Return on saving accounts		42,902,304	93,881,939
		<u>54,260,444</u>	<u>199,634,485</u>
Non financial asset			
Reimbursement from Pakistan Customs		239,904,228	171,291,606
Gain on disposal of operating fixed assets		52,000	-
Miscellaneous		4,114,927	1,830,575
		<u>244,071,155</u>	<u>173,122,181</u>
		<u>298,331,599</u>	<u>372,756,666</u>
24 OPERATING EXPENSES			
Salaries, allowances and other benefits	24.1	792,145,804	348,408,647
Subscription and licenses		291,222,747	171,036,797
Travelling and conveyance		60,447,730	40,263,994
Legal and professional charges		8,236,737	31,985,653
Training and capacity building		23,050,945	21,844,168
Insurance expense		38,561,106	23,350,120
Third party services	24.2	47,696,891	36,839,448
Receivable of Sindh Excise fee written off		-	20,317,400
Commission charges		9,406,772	14,194,299
Office supplies		14,839,631	12,026,838
Utilities		14,544,641	10,690,132
Depreciation	24.3	78,867,267	6,710,445
Amortization of intangibles	24.4	113,887,040	-
Entertainment expenses		6,443,324	3,729,940
Tendering cost		1,378,451	2,875,231
Printing and stationery		3,480,054	2,050,117
Media management		5,711,563	1,830,719
Recruitment expenses		1,817,334	1,657,126
Courier and postage		999,374	622,466
		<u>1,512,737,411</u>	<u>750,433,540</u>
24.1 Salaries, allowances and other benefits includes post retirement benefit contributions paid by the employer.			
24.2 This amount represents outsourced staff and call center for customer care charges.			
24.3 Depreciation			
Depreciation on property and equipment	14.1.1	59,306,093	-
Depreciation on right of use assets	15.2	19,561,174	6,710,445
		<u>78,867,267</u>	<u>6,710,445</u>
24.4 Amortization of intangibles			
Data centre		28,062,048	-
Internally developed software		85,824,992	-
	16.3	<u>113,887,040</u>	<u>-</u>

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	Note	2025 Rupees	2024 Rupees
25 ADMINISTRATIVE EXPENSES			
Salaries, allowances and other benefits	25.1	147,903,613	126,152,024
Directors' fee	25.2	3,200,000	2,610,000
Travelling and conveyance		25,884,127	19,889,449
Depreciation	25.3	53,270,027	30,655,431
Insurance expenses		10,619,068	9,500,590
Repair and maintenance		3,271,115	5,162,377
Utilities		11,970,847	8,789,175
Auditors' remuneration	25.4	185,800	185,800
Others		5,755,480	3,379,193
		<u>262,060,077</u>	<u>206,324,039</u>
25.1 Salaries, allowances and other benefits includes post retirement benefit contributions paid by the employer.			
25.2 It represents meeting fee paid to directors.			
25.3 Depreciation			
Depreciation on property and equipment	14.1.1	17,009,012	15,288,555
Depreciation on right of use asset - NTC building	15.2	36,261,015	15,366,876
		<u>53,270,027</u>	<u>30,655,431</u>
25.4 Auditors' remuneration			
Annual audit fee		98,600	98,600
Half-yearly review fee		87,200	87,200
		<u>185,800</u>	<u>185,800</u>
26 AMORTIZATION OF DEFERRED CAPITAL GRANT			
Related to data centre (hardware & intangible)		856,441,508	-
Operating fixed assets		312,912	734,822
Licenses		-	1,693,297
Internally developed software		3,986,511	-
		<u>860,740,931</u>	<u>2,428,119</u>
27 FINANCE COSTS			
Bank charges		158,882	162,009
Finance charges		21,224,905	12,177,913
		<u>21,383,787</u>	<u>12,339,922</u>
28 MINIMUM TAX / GOVERNMENT LEVY			
Minimum tax		102,756,490	-
28.1 This represents minimum tax paid under section 113 and 153 (1)(b) of Income Tax Ordinance (ITO, 2001), representing levy in terms of requirements of IFRIC 21/IAS 37.			
29 TAXATION			
Current tax			
For the year		-	180,449,584
Prior year adjustment		(1,237,793)	496,085
		(1,237,793)	180,945,669
Deferred tax		(372,785)	28,618,281
		<u>(1,610,578)</u>	<u>209,563,950</u>
29.1 Reconciliation of current tax charged			
Current tax liability for the year		102,756,490	180,449,584
Portion of current tax liability as per IAS 12		-	(180,449,584)
Portion of current tax representing levy as per IFRIC 21/IAS37		(102,756,490)	-
Difference		<u>-</u>	<u>-</u>
29.2 The aggregate of minimum and normal income tax amounting to Rs. 102,756,490/- (2024: 180,449,584/-) represents tax liability of the company calculated under the relevant provisions of the Income Tax Ordinance, 2001.			

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30 FINANCIAL INSTRUMENT AND RELATED DISCLOSURES

30.1 Financial risk factors and management policies

The company's activities expose it to a variety of financial risks, market risk including currency risk, other price risk and interest rate risk, credit risk and liquidity risk. The company's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the financial performance.

Risk management is carried out by the Board of Directors (the Board). The Board provides principles for overall risk management, as well as policies covering specific areas such as currency risk, other price risk, credit risk and liquidity risk.

(a) Market risk

(i) Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of the changes in foreign exchange rate. Currency risk arises mainly from future commercial transactions or receivables and payables that exist due to transactions in foreign currencies. The company is not exposed to currency risk.

(ii) Other price risk

Other price risk represents the risk that the fair value of 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 instruments or its issuer, or factors affecting all similar financial instruments traded in the market. The company is not exposed to commodity price risk.

(iii) Interest rate risk

This is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

	2025 (Rupees)	2024 (Rupees)
Fixed rate instrument		
Financial liabilities		
Lease liabilities	206,524,207	180,611,460
Financial assets		
Short term investments	-	300,000,000
Floating rate instrument		
Financial assets		
Bank balances-Saving accounts	1,692,963,879	211,856,501

Cashflow sensitivity for variable interest rates

Management of the Company estimates that decrease/ increase of 100 base point in the market interest rate, with all other factors remaining constant, would increase/decrease the Company's net income before tax profits by Rs. 16,929,639 /- (2024: Rs.Rs.2,118,565 /-). However, in practice, the actual results may differ from the sensitivity analysis.

Cashflow sensitivity for variable interest rates

The company does not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rate at the statement of financial position date would not affect profit or loss of the company.

(b) Credit risk

Credit risk represents the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was as follows:

Long term deposits	17	26,062,560	19,362,004
Trade and other receivables	18	318,424,496	243,240,308
Advances	19	10,804,412	2,504,421
Short term investments	20	-	300,000,000
Bank balances	21	1,765,298,294	461,007,855
		<u>2,120,589,762</u>	<u>1,026,114,588</u>

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The company seeks to minimize the credit risk exposure through having exposures only to customers considered credit worthy and obtaining securities where applicable. Outstanding receivable are regularly monitored. The credit quality of financial assets that are neither past due nor impaired can be assessed by the reference to the external credit ratings (if available) or to historical information about counterparty default rate. The table below shows the bank balances including term deposits held with some major counterparties at the reporting date:

Bank Name	Rating			2025	2024
	Short term	Long term	Agency	-----Rupees-----	
Habib Bank Limited	A1+	AAA	VIS	1,716,894,596	411,605,057
National Bank Limited	A1+	AAA	VIS	8,670,995	31,992,571
Faysal Bank Limited	A1+	AA+	VIS	21,198,755	12,260,945
Meezan Bank Limited	A1+	AAA	VIS	18,533,948	5,149,282
				1,765,298,294	461,007,855

Due to Board's good business relationships with these counterparties and after giving due consideration to their strong financial standing, the management does not expect non-performance by these counterparties on their obligations to the Board.

The credit risk is therefore, minimal.

(c) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The entity's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due without incurring unacceptable losses. The Government of Pakistan has agreed to support Pakistan Single Window for operational costs.

	2025			2024		
	Up to one year	After one year	Total	Up to one year	After one year	Total
	-----Rupees-----					
Creditors, accrued and other liabilities	189,593,041	-	189,593,041	149,069,911	-	149,069,911
Staff post-retirement benefit	5,439,813	-	5,439,813	9,087,985	-	9,087,985
Lease liabilities	91,886,810	114,637,397	206,524,207	63,585,369	117,026,091	180,611,460
	286,919,664	114,637,397	401,557,061	221,743,265	117,026,091	338,769,356

Fair values of financial assets and liabilities

The carrying values of all financial assets and liabilities reflected in financial instruments approximate their fair values. Fair value is determined on the basis of objective evidence at each reporting date.

Financial instruments by categories

Financial assets as per statement of financial position

	Note	At Amortized Cost	
		2025	2024
		Rupees	Rupees
Long term deposits	17	26,062,560	19,362,004
Trade and other receivables	18	318,424,496	243,240,308
Short term investment	20	-	300,000,000
Cash and bank balances	21	1,765,760,416	461,284,244
		2,110,247,472	1,023,886,556

Financial liabilities as per statement of financial position

Lease liabilities	6	206,524,207	180,611,460
Creditors, accrued and other liabilities	9	189,593,041	149,069,911
Staff post-retirement benefit	12	5,439,813	9,087,985
		401,557,061	338,769,356

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31 CAPITAL RISK MANAGEMENT

As required by the State Owned Enterprises (Governance and Operations) Act 2023, the Company's objective when managing capital is to safeguard the Company's ability to continue as going concern so that it can continue to provide benefits for other stakeholders, and to maintain a strong capital base to support the sustained development of its businesses. The Company manages its capital structure by monitoring return on net assets and makes adjustments to economic conditions. The Company also monitors capital using a gearing ratio, which is net debt, interest bearing loans and borrowings including finance cost thereon (if any), less cash and bank balances.

	Note	2025 Rupees	2024 Rupees
Debt		206,524,207	180,611,460
Equity		2,536,054,787	2,558,602,341
		<u>2,742,578,994</u>	<u>2,739,213,801</u>
Gearing ratio		8%	7%

32 RELATED PARTIES TRANSACTION AND BALANCES

32.1 Transactions with related parties

The related party comprises the chief executive/ director, executives and associated undertakings of the company. Further, Pakistan Single Window and its Lead agency - Pakistan Customs are related party to each other. The company in the normal course of business carried out transactions with related party unless otherwise stated. Remuneration of chief executive, directors and key management personnel's are disclosed in note 27.

The figures have been rounded off to the nearest rupee, unless otherwise stated.

Entity	Relationship	Nature of transactions	2025 (Rupees)	2024 (Rupees)
Pakistan Customs	Lead agency as per PSW Act 2021	Reimbursable expenses incurred on behalf of Pakistan Customs (Other income)	239,904,228	171,291,606
		Reimbursable of faulty SAN Drives to Pakistan Customs	-	5,878,784
		Adjustment of faulty SAN Drivers to Pakistan Customs	5,878,784	-
		Advance received against WEBOC	2,000,000,000	-

32.2 Balances with related parties

Entity	Relationship	Nature of balance	2025 (Rupees)	2024 (Rupees)
Pakistan Customs	Lead agency as per PSW Act 2021	Sponsor's loan outstanding - Payable	2,197,718,390	2,197,718,390
		Receivable against reimbursement of expenses incurred on behalf	125,871,242	206,718,805
		Remaining advance balance received against WEBOC	1,707,316,960	-

33 REMUNERATION OF DIRECTORS, CHIEF EXECUTIVE (CEO) AND EXECUTIVES

The aggregate amount charged in the financial statements for remuneration, including all benefits to CEO, directors and executives of the Company are as follows.

	2025				2024			
	CEO	Directors	Executives	Total	CEO	Directors	Executives	Total
	Rupees				Rupees			
Meeting fee	-	3,200,000	-	3,200,000	-	2,550,000	-	2,550,000
Managerial remuneration	31,850,004	-	874,468,301	906,318,305	28,183,338	-	442,423,365	470,606,703
Medical allowance	120,000	-	5,666,694	5,786,694	-	-	80,190	80,190
Fuel/ conveyance allowance	922,392	-	65,656,375	66,578,767	672,555	-	25,306,487	25,979,042
Connectivity allowance	-	-	3,088,851	3,088,851	120,000	-	4,599,434	4,719,434
COLA allowance	-	-	-	-	-	-	912,850	912,850
EOBI	22,200	-	4,221,350	4,243,550	19,200	-	1,829,060	1,848,260
Provident fund	-	-	-	-	1,367,402	-	22,708,069	24,075,471
VPS fund	1,777,624	-	48,803,827	50,581,451	-	-	-	-
Leave fair assistance	889,168	-	24,750,502	25,639,670	683,976	-	11,821,071	12,505,047
Leave encashment	671,230	-	13,532,622	14,203,852	671,230	-	10,568,488	11,239,718
Festive allowance	2,654,167	-	73,618,322	76,272,489	2,041,667	-	35,884,485	37,926,152
	<u>38,906,785</u>	<u>3,200,000</u>	<u>1,113,806,844</u>	<u>1,155,913,629</u>	<u>33,759,368</u>	<u>2,550,000</u>	<u>556,133,499</u>	<u>592,442,867</u>
Number of persons	1	7	196		1	8	100	109

34	NUMBER OF EMPLOYEES	2025	2023
	Number of persons employed as on the year end	299	242
	Average number of persons employed for the year	271	212

- 35** **CORRESPONDING FIGURES**
The following corresponding figures have been reclassified for the purpose of better presentation.

FROM	TO	AMOUNT (Rs.)
STATEMENT OF FINANCIAL POSITION		
CURRENT ASSETS		
CASH AND BANK BALANCES	CASH AND BANK BALANCES	
Saving accounts	Current accounts	12,260,945

- 36** **DATE OF AUTHORIZATION**
These financial statements were approved and authorized for issue on 25th September, 2025 by the board of directors.


CHIEF EXECUTIVE


CHIEF FINANCIAL OFFICER


DIRECTOR

14.1 OPERATING FIXED ASSETS

		Furniture and Fixtures	Computers and IT Equipment	Leasehold Improvement	Electric Equipment	Data Centre Equipment	Total
COST	Balance as at 01 July 2023	26,550,127	79,993,786	120,124,667	21,523,878	-	248,192,458
	Addition during the year	6,274,810	82,693,684	8,281,254	9,444,138	-	106,693,886
	Balance as at 30 June 2024	32,824,937	162,687,470	128,405,921	30,968,016	-	354,886,344
	Additions during the year	2,687,074	22,601,733	2,270,577	306,420	1,396,343,602	1,424,209,406
	Disposals during the year	-	(693,790)	-	-	-	(693,790)
	Balance as at 30 June 2025	35,512,011	184,595,413	130,676,498	31,274,436	1,396,343,602	1,778,401,960
ACCUMULATED DEPRECIATION	Balance as at 01 July 2023	6,356,941	37,603,775	11,958,102	7,549,481	-	63,468,299
	Charge for the year	5,588,787	44,468,780	24,187,717	7,359,466	-	81,604,750
	Balance as at 30 June 2024	11,945,728	82,072,555	36,145,819	14,908,947	-	145,073,049
	Charge for the year	6,973,934	46,484,912	26,014,151	8,743,851	253,687,170	341,904,018
	On disposals	-	(693,790)	-	-	-	(693,790)
	Balance as at 30 June 2025	18,919,662	127,863,677	62,159,970	23,652,798	253,687,170	486,283,277
	Carrying value as at 30 June 2024	20,879,209	80,614,915	92,260,102	16,059,069	-	209,813,295
	Carrying value as at 30 June 2025	16,592,349	56,731,736	68,516,528	7,621,638	1,142,656,432	1,292,118,683
	Annual rate of depreciation on straight line basis	20%	33%	20%	33%	20%	

14.1.1 ALLOCATION OF DEPRECIATION

Depreciation related to deferred capital grant	7	312,912	734,822
Depreciation charged to operating expenses	24.3	59,306,093	-
Depreciation charged to administrative expenses	25.3	17,009,012	15,288,555
Depreciation capitalized in development cost		50,286,010	65,581,373
Amortization of grant related to data centre		214,989,991	-
		341,904,018	81,604,750

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