

ANNUAL REPORT 2024-25





National Productivity Organization (NPO)

(A company set up under section 42 of the Companies Ordinance, 1984,
now referred as Companies act 2017)

Under the Ministry of Industries and Production

Islamabad, Pakistan

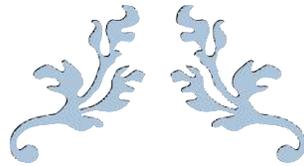
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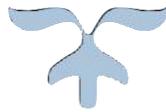
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FOREWORD

CHAIRMAN, NPO BOARD OF DIRECTORS



FOREWORD

On behalf of the Board of Directors of the National Productivity Organization (NPO), it is my honor to present the Annual Report for FY 2024–25. This past year has been a period of transformation and renewed commitment to our mission of driving productivity-led growth in Pakistan.



The global economy is undergoing rapid changes—marked by technological disruption, climate challenges, and shifting trade patterns. For Pakistan, productivity is no longer an option but an imperative. Enhancing efficiency, promoting innovation, and building sustainable systems remain at the heart of our national priorities. NPO is proud to serve as the catalyst in this journey, helping industries, institutions, and individuals unlock their true potential.

In FY 2024–25, NPO has taken significant steps to strengthen its institutional capacity, expand outreach programs, and foster international collaboration under the umbrella of Ministry of Industries & Production (MoI&P) and Asian Productivity Organization (APO). From launching productivity awareness initiatives across sectors to advancing certification systems and specialized training programs our focus has been to bridge performance gaps and create measurable impact.

As a Board, we recognize that our role is to provide strategic guidance and oversight, but the true force behind NPO’s achievements lies in the dedication of our management, professional teams, and valued stakeholders. Their resilience and commitment have enabled us to overcome challenges and sustain progress.

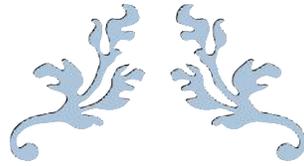
This report reflects not just achievements, but also determination to uphold transparency, accountability, and excellence in everything we do. It highlights the milestones reached, the partnerships strengthened, and the road ahead for building a competitive and productivity-driven Pakistan.

Looking forward, NPO is committed to aligning its efforts with Pakistan’s broader economic and industrial policies, with a strong emphasis on sustainability, digital transformation, and human capital development. With the continued support of our partners, stakeholders, and the Government of Pakistan, we are confident of scaling greater heights in the coming years.

We extend our heartfelt gratitude to our staff, development partners, and all those who share our vision of a more productive Pakistan. Together, we can transform challenges into opportunities and build a brighter future for our nation.

Muhammad Usman Khawaja
Chairman
NPO Board of Director

Date: 24-09-2025



PREFACE

CHIEF EXECUTIVE OFFICER, NPO



PREFACE

It is my privilege to present the Annual Report for FY 2024–25, which reflects the progress, achievements, and aspirations of the National Productivity Organization (NPO) Pakistan. This report captures not only our performance over the past year but also our continued resolve to promote productivity as a national priority.



The year 2024–25 was marked by both challenges and opportunities. Economic uncertainty, resource constraints, and global disruptions demanded resilience and adaptability. At NPO, we transformed these challenges into avenues for opportunities, collaboration, and strategic action. Our teams worked tirelessly to strengthen productivity awareness, expand specialized training programs, and launch initiatives that directly contribute to enhancing competitiveness across industries and institutions in Pakistan.

Productivity is more than just efficiency; it is a mindset of continuous improvement. It empowers individuals, businesses, and communities to create sustainable value and unlock potential. Guided by this philosophy, NPO has taken bold steps in advancing productivity-related certification programs, facilitating sectoral interventions, and enhancing cooperation with international partners such as WWF, Malaysian Productivity Organization, Fiji National University.

During FY 2024–25, we achieved key milestones, including the expansion of our training portfolio, increased engagement with the private sector, and the development of knowledge-based solutions to address national challenges. These accomplishments reaffirm our commitment to building a productivity-driven Pakistan where innovation, sustainability, and excellence define the way forward.

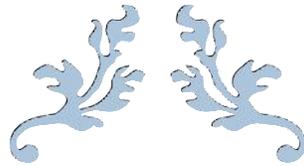
I extend my sincere appreciation to the Ministry of Industries & Production, the Board of Directors, Asian Productivity Organization (APO), our development partners, and most importantly, the NPO team for their unwavering support and dedication. Their collective efforts and vision continue to be the driving force behind our progress.

As you review this report, I encourage you to explore the initiatives, stories, and outcomes that reflect NPO's evolving role as the national productivity apex body. Together, let us reaffirm our resolve to embrace change, foster innovation, and work towards a stronger and more productive Pakistan.

Date: 24-09-2025



Chief Executive officer



EXECUTIVE SUMMARY



1. EXECUTIVE SUMMARY

The Annual Report 2024–25 highlights the wide-ranging initiatives and impact of the National Productivity Organization (NPO) in advancing productivity and competitiveness across Pakistan’s economy. During the year, NPO worked closely with government bodies, industry associations, chambers of commerce, SMEs, and academic institutions, while also deepening collaboration with the Asian Productivity Organization (APO) and international partners.

Building on its modernization agenda, NPO introduced innovative digital tools and technology-driven solutions to improve service delivery and outreach. Through APO’s regional platforms, Pakistani professionals participated in capacity-building programs, while NPO organized international and national workshops, sectoral studies, and technical consultancy assignments for industries. These initiatives not only enhanced knowledge transfer but also promoted bilateral cooperation and strengthened regional networks.

NPO further contributed to global and regional dialogue by actively engaging in major APO events, including the Governing Body Meeting, planning workshops, and meetings of Heads of NPOs. It also supported research initiatives, facilitated expert participation and collaborated with APO on development of productivity databook and knowledge repositories. A consolidated overview of APO-assisted international programs that directly benefited Pakistan during the year is provided in the following section.

Description	2024-25	
	Programs	Participants
Deployment of international Technical Experts under APO Technical Expert Services (TES)	04	120
Facilitated participation in International Courses across Multiple Countries	46	100
International Courses hosted by Pakistan <i>(Programs had participation from 13 APO member countries)</i>	03	85
Bilateral Cooperation Between NPOs (BCN)	01	04
Facilitated national experts to participate in the International Research Projects	08	08
Providing data to develop APO Productivity Data Book	01	01

During 2024–25, NPO designed and delivered a diverse portfolio of training and capacity-building programs through multiple platforms, including General Awareness Sessions, Corporate Training, Professional Development workshops, In-house and Distance Learning initiatives, as well as a range of customized projects. These programs addressed critical themes such as productivity and quality enhancement, environmental sustainability, international standards and certifications, agricultural productivity, soft skills development, and the grooming of future productivity practitioners.

Recognizing the evolving needs of the economy, NPO also launched specialized and demand-driven interventions tailored to industry requirements, community development, and emerging global trends. Particular emphasis was placed on extending outreach to rural areas and creating equal opportunities for individuals ensuring inclusivity in the national productivity movement. A detailed summary of the programs and services conducted during the year is presented in the following table.

NPO Capacity Building Program	
Title	No. of Programs
Productivity Training / awareness programs	117
Energy Audits / Green Productivity Assessments (GPA)	53

In 2024–25, NPO reached a total of 2,246 beneficiaries through its above-mentioned diverse training and consultancy initiatives. Services were extended to both national and multinational organizations in critical areas such as 5S, Kaizen, Energy Efficiency, Benchmarking, Industrial Engineering Tools, Total Productive Maintenance, Six Sigma, Lean Manufacturing, Human Resource Development, and Factory Improvement Studies. These interventions contributed directly to enhancing productivity, efficiency, and competitiveness across multiple sectors.

To strengthen its outreach, NPO continued to maintain and expand its national database of trainers and consultants, enabling industries to access specialized expertise on demand. The organization also supported companies in the implementation of international standards such as ISO 9001:2015, ISO 14000, and ISO 17025. Value-added services, including gap analysis studies, provided industries with actionable insights to align with global benchmarks and improve market positioning.

Internally, NPO ensured full compliance with corporate governance requirements while upgrading its systems and processes for greater efficiency. In parallel, it actively pursued APO-assisted strategic initiatives in close collaboration with local stakeholders, promoting innovation and institutional growth. A comprehensive overview of these initiatives and organizational advancements is presented in the following section.

Implementation of APO Assisted Strategic Initiatives	Implementation of NPO’s Institutional Enhancement Initiatives
<ul style="list-style-type: none"> • Project for Productivity Enhancement through Resource Efficiency in the Printing and Packaging Industry • Certification Body for Productivity Specialist under the umbrella of APO-AB. • APO National Award 2024 	<ul style="list-style-type: none"> • Structured performance evaluation of NPO staff. • Executed the NPO Annual Plan 2024–25 to achieve organizational objectives. • Enhanced staff competencies through targeted training on modern productivity tools.

In addition to its ongoing programs, NPO has embarked on a series of new strategic initiatives aimed at delivering long-term value to industries, communities, and the national economy. These forward-looking measures are designed to contribute to socio-economic development, improve quality of life, and accelerate industrial growth. By aligning with national priorities and global productivity trends, NPO is positioning itself as a key driver of sustainable transformation and competitiveness for Pakistan in the years ahead.

Accomplishments	
Implementation of APO Vision 2025	Conducted 53 Green Productivity Assessments with the value addition of Rs. 1493 million
NPO Pakistan hosted Bilateral Cooperation (BCN) between NPOs - Fiji delegates visited Pakistan to observe best practices on “Enhancing Agricultural Productivity through Innovation: Insights from Pakistan for Fiji’s Agricultural Industry	Successful completion of 3 rd Certification Cycle of Productivity Certification Body of Pakistan under APO Accreditation Body (APO-AB)

HIGHLIGHTS OF THE YEAR 2024-25

Deployment of International Technical Experts

Under APO Technical Expert Service (TES) - 04 TES program executed

Development of Demonstration Companies on Productivity Enhancement through Resource Efficiency in the Printing and Packaging Industry

Hosted Bilateral Cooperation Between NPOs (BCBN) Program

Fiji delegates visited Pakistan

Conducted 53 Energy Audits / Green Productivity Assessment

Value addition Rs. 1,493 million

APO funded 08 International Research Projects

Participation of 08 National Experts from Pakistan

Participation of Pakistan in 46 APO International programs

100 participants trained

Promotion / Awareness for the Productivity Certification Body of Pakistan

3rd Certification Cycle successfully completed

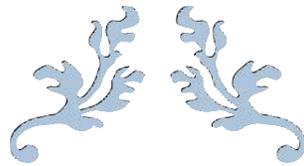
Implementation of APO Vision 2025

Innovations for Higher Quality

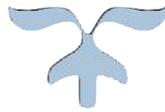
APO National Award 2024

Organized 117 Training Programs

2034 participants trained



NPO INTRODUCTION



2. NPO INTRODUCTION

National Productivity Organization (NPO) is a public sector company of Ministry of Industries and Production, registered with SECP under section 42 of Companies Ordinance 1984 and working as a Liaison Office of the Asian Productivity Organization (APO), Tokyo, Japan. APO has 21 member Countries (MCs). Pakistan is among eight founding member countries of the APO.

- | | | |
|------------|------------------|---|
| 2.1 | Vision | Economically Productive and Globally Competitive Pakistan |
| 2.2 | Mission | To enhance total factor productivity (TFP) through human resource development (HRD), technology demonstration and improved practices, processes and procedures by 2030 |
| 2.3 | Objective | The encompassing objective of the organization is to promote productivity culture in the country so as to support the cause of competing effectively in the local and global markets. |

2.4 CREATION OF APO

APO's Mission

Contribute to the sustainable socioeconomic development of Asia and the Pacific through enhancing productivity.



Asian Round Table Productivity Conference, 1959, Tokyo

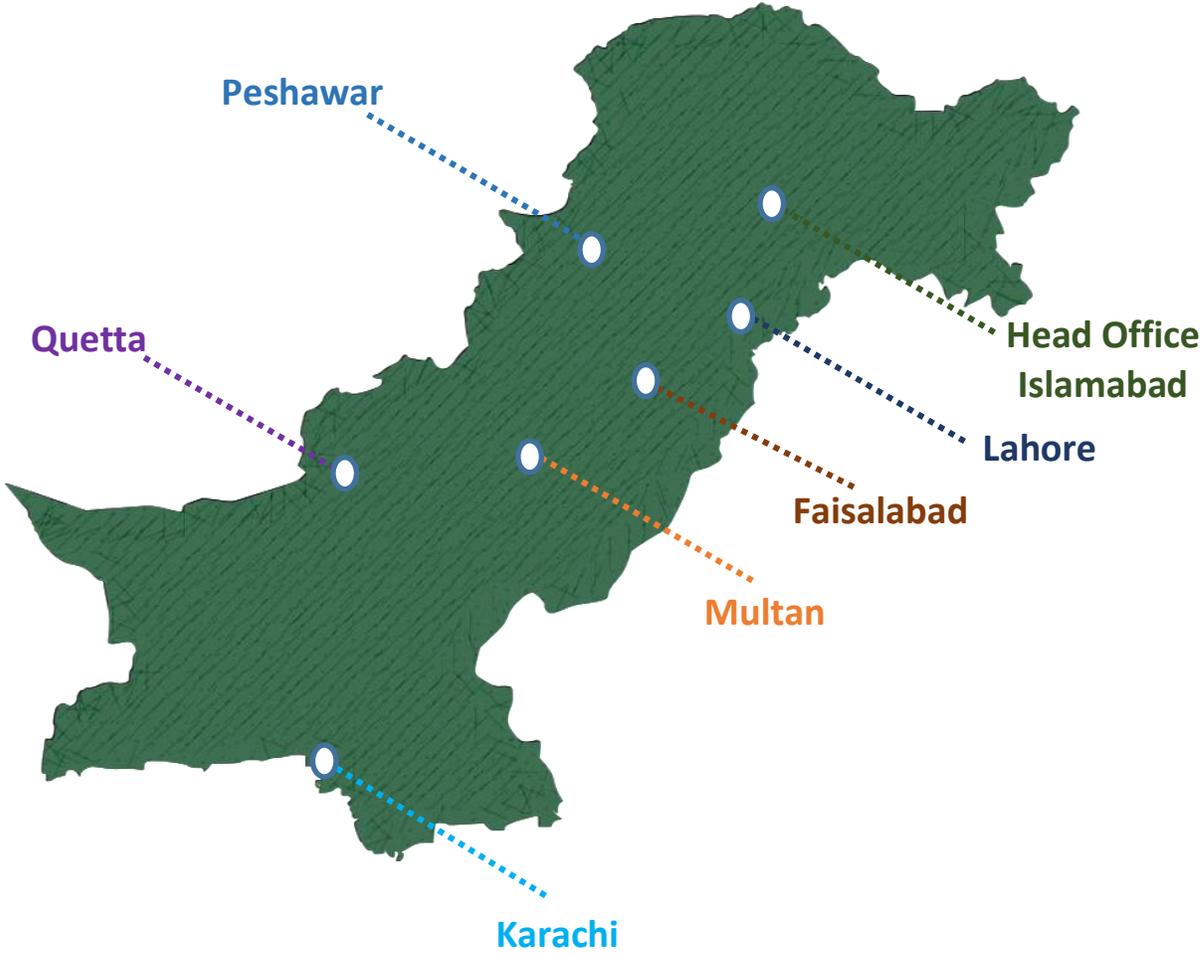
08 Asian nations as original members i.e., Japan, Republic of China, India, Korea, Nepal, Pakistan, Philippines and Thailand.

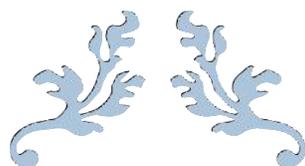
- Asian Productivity Organization (APO), Tokyo, Japan was established in 11th May, 1961, under a regional intergovernmental convention and committed to improve productivity in the Asia-Pacific region.
- A nonpolitical, nonprofit and non-discriminatory body. The APO contributes to the sustainable socioeconomic development of the region through policy advisory services, acting as a think tank, and undertaking smart initiatives in the industry, agriculture, service, and public sectors.
- The APO is shaping the future of the region by assisting member economies in formulating national strategies for enhanced productivity and through a range of institutional capacity-building efforts, including research and centers of excellence in member countries.

2.5 NPO Services and Regional Presence

NPO's National Services	
Services	Support Programs
Productivity & Quality Related Training Programs	✓ Customized and specialized training programs
Resource Efficiency	<ul style="list-style-type: none"> ✓ Energy Audit ✓ Shop Floor Productivity <ul style="list-style-type: none"> ○ Material Assessment ○ Layout Planning ○ Wastage Minimization ✓ Industrial Water
Development Projects	✓ Execution and implementation of development projects
Consultancy & Advisory Services	<ul style="list-style-type: none"> ✓ ENMS ✓ Energy Audit ✓ Productivity Audits ✓ 5S ✓ Lean Manufacturing ✓ Kaizen ✓ Change Management
Productivity Certification Body of Pakistan (PCBP) under APO Accreditation Body (APO-AB)	✓ Certification of Productivity Specialists
NPO's International Services (APO Sponsored)	
Services	Support Programs
Technical Expert Services (TES)	Provision of International Experts.
Development of Demonstration Companies (DMP)	Establish DEMO models in MCs.
Bilateral Cooperation Between NPOs (BCBN)	Provision of sending delegates to APO MCs for benchmarking of best practices.
Specific National Programs (SNP)	Provide customized assistance to MCs such as; Institutional Capability Development National Productivity Master Plan and Certification Body Development etc.
Multi-Country Programs	Offers Training courses, workshops, conferences and forums etc.
Center of Excellence (CoE)	Establishing CoE in MCs for productivity growth & Competitiveness.
APO National and Regional Awards	For individuals who have made outstanding contributions with a significant impact in the Asia-Pacific region

NPO PRESENCE IN PAKISTAN





STRATEGIC INITIATIVES' IMPLEMENTATION STATUS



3. STRATEGIC INITIATIVES IMPLEMENTATION STATUS

Strong governance and clear strategic direction remain central to NPO’s sustained success. Each year, the organization sets well-defined annual targets that are closely aligned with its long-term mission and objectives. Under the guidance of visionary leadership, NPO successfully achieved its targets for 2024–25, while further strengthening its reputation for delivering strategic impact. The year was marked by significant milestones that underscored NPO’s role as a catalyst for productivity-driven growth and institutional excellence.

3.1. Bilateral Cooperation (BCN) between NPOs of Fiji and Pakistan on “Enhancing Agricultural Productivity through Innovation: Insights from Pakistan for Fiji’s Agricultural Industry”

Under APO’s Bilateral Cooperation between NPOs (BCN) program, delegates from Fiji visited Pakistan to observe best practices on “Enhancing Agricultural Productivity through Innovation: Insights from Pakistan for Fiji’s Agricultural Industry.” from June 30- July 4, 2025 at Islamabad & Faisalabad, Pakistan. The study mission was aimed at learning from Pakistan’s progress in modern and smart agricultural practices, with a focus on:

- Water-efficient irrigation systems
- Mechanized and precision farming
- Use of drone and AI technologies in agriculture
- Modern dairy farming techniques
- Scalable Agri-solutions for small farmers and agribusinesses

The visit identified challenges and success factors in implementing agricultural innovations while strengthening networking and collaboration between NPO Fiji and NPO Pakistan.



Meeting of Fiji delegation with Special Assistant to PM on Industries and production



Visit of Fiji delegation at NPO Pakistan

3.2. Productivity Certification Body of Pakistan (PCBP)

The Productivity Certification Body of Pakistan (PCBP) has successfully completed its third certification cycle, marking an important milestone in its journey of institutionalizing productivity standards in the country. To date, 27 professionals have been formally granted the status of Certified Productivity Specialists (CPS), signifying their competence and commitment to advancing productivity practices across diverse sectors.

During the fiscal year 2024–25, PCBP further expanded its outreach through a comprehensive nationwide awareness campaign. This initiative played a pivotal role in promoting the importance of productivity certification and sensitizing key stakeholders, including representatives from chambers of commerce, trade associations, universities, Offices of Research, Innovation and Commercialization (ORICs), and industry leaders. These engagements not only created greater awareness about the certification framework but also highlighted the critical role of certified specialists in strengthening competitiveness, innovation, and sustainable growth at both organizational and national levels.



Promoting Certified Productivity Specialist Scheme to professionals at Avari Hotel Lahore



Promoting Certified productivity Specialist Scheme at Sialkot Chamber of Commerce

3.3 Implementation APO Vision 2025

The APO Vision 2025 outreach program, with a primary focus on "Innovations for Higher Quality," has been successfully conducted across Pakistan. The purpose of this program is to highlight APO services and explore potential areas that will shape the future of key economic sectors through innovative practices. Capacity building of over 2,500 targeted professionals engaged through

- Various industry Chambers nationwide
- Various industry associations,
- Office of Research, Innovation and Commercialization (ORICs) & Universities
- Vocational Institutes (TVETs)

NPO is enabling strong linkages between industry, academia, and research to encourage collaboration and drive innovation forward.

In Phase III, NPO conducted six main events in major cities—Karachi, Lahore, Peshawar, Rawalpindi and Sialkot—while an additional 60 events were held across Pakistan through NPO regional offices.



APO vision 2025 Dissemination workshop held at Avari Hotel Lahore



APO vision 2025 Dissemination workshop held at Karachi Chamber of Commerce (KCCI)



APO vision 2025 Dissemination workshop held at Sialkot Chamber of Commerce (SCCI)

3.4 Development and Implementation of NPO Annual Plan 2024-25

In 2024–25, the National Productivity Organization (NPO) prepared and rolled out a well-structured Annual Plan aimed at driving the institution towards its strategic goals. The plan was designed with a clear hierarchy of objectives, measurable targets, and key performance indicators (KPIs) at the individual, departmental, and organizational levels. This ensured that every action, whether at the frontline or policy level, was directly contributing to the broader mission and vision of NPO.

The execution of this plan not only provided a roadmap for operational clarity but also served as a catalyst for organizational growth. Significant progress was achieved in the areas of capacity building, skill enhancement, and institutional strengthening. Regular performance reviews at the departmental level helped identify strengths and gaps, leading to more efficient allocation of resources and improved input–output ratios. This structured approach enhanced overall productivity and cultivated a culture of accountability, innovation, and competitiveness within the organization.

The Annual Plan 2024–25 thus stands as a reflection of NPO’s ability to convert strategic intent into practical outcomes—showcasing how the organization continues to evolve, adapt, and deliver value even in a challenging economic landscape.



3.5 Productivity Quality and Innovation (PQI) Summit:

PQI Summit (Productivity, Quality, and Innovation Summit) was a two-day event held in Islamabad, Pakistan, on November 21-22, 2024. The summit focused on "Driving Growth Through Excellence," with sessions and discussions aimed at improving productivity, quality, and innovation to enhance Pakistan's economic growth and competitiveness. Key objectives included the development of a PQI framework and policy, public awareness campaigns. The primary objective of the PQI Summit was to focus on two critical aspects of productivity:

- i. Disseminating the National Productivity Master Plan (NPMP) developed by NPO: The summit served as a platform to share the NPMP, a comprehensive roadmap developed to address the productivity challenges faced by Pakistan and propose solutions. The plan has been developed with the support of Asian Productivity Organization (APO), Tokyo and the Korean Development Institute (KDI), Korea
- ii. Promoting a comprehensive understanding of incentivization based on productivity measurement systems



Recommendations for Enhancing Productivity

- **Declare national emergency on quality and productivity**
- **Measurable KPIs** via digital dashboards and **linked incentives**.
- **One-window support** for SMEs, Startups.
- **Export diversification** beyond textiles.
- Promote Adoption of **Industry 4.0 and AI**.
- **Align education with industry** via updated curricula and research reforms.
- Policies should address **sustainability, supply chains, and energy efficiency**.
- **Stakeholder committee** to ensure NPMP implementation.

Panel of Experts

- **Dr. Kamran Musa (PIQC)** – Systematic approaches & quality management.
- **Mr. Alamgir Ch. (NPO, MoI&P)** – NPMP vision & policy direction.
- **SMEDA Representative** – SME productivity challenges.
- **Dr. Ijaz Yusuf (FC College)** – Education–industry linkage.
- **Mr. Usman Shaukat (RCCI/Bio Labs)** – Practical private sector insights.
- **Faqir Muhammad Anjum** – Agro-industry perspectives.
- **Farrukh Mehboob Khan (USAID IPA)** – Development organizations’ role in productivity.

Conclusion

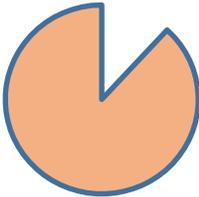
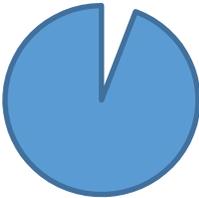
The summit emphasized productivity as central to Pakistan’s economic growth. Effective implementation of the National Productivity Master Plan, backed by collaboration between government, industry, and academia, is vital for achieving sustainable development and global competitiveness.

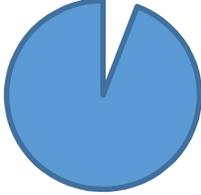
3.6 Technical Expert Services

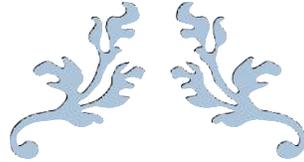
The Technical Expert Services (TES) Program provides specialized assistance to NPOs and partner organizations for strengthening institutional capacities and enhancing technical competencies in line with member countries’ needs for productivity advancement. It also creates multiplier effects, supporting the national productivity movement.

During 2024–25, NPO Pakistan successfully implemented four APO-approved proposals under the TES scheme. These initiatives enabled industry stakeholders to benefit from the expertise of international specialists, upgrading their knowledge and skills in key productivity areas.

(Details of TES Programs is given in following Table):

S	TOPIC & SCHEDULE	DESCRIPTION	Outcome / Stakeholder (Satisfaction)
1	<p>Productive Salt Mining and Value Addition of Salt Products for International Markets April 14 – 16, 2025</p> <p>Key Objectives Aimed to explore modern strategies in salt mining, assess current practices in Pakistan, and provide international insights into market potential and value addition. Key focal areas included improving mine safety, productivity through industrial technologies, and developing new revenue streams in alignment with international best practices.</p>	<p>Resource Person: Dr. Markus Mathey, Germany</p> <p>Main Beneficiary: Salt manufacturers association of Pakistan (SMAP), Pakistan Mineral Development Corporation (PMDC)</p>  	<p>90%</p>  <p>Satisfaction level</p> <p>Key workshop achievements included productive mining and improved safety practices, a review of productivity and technology gaps against global standards, and strategies for value addition through market diversification.</p>
2	<p>Enhancing Operational Efficiency through Lean Manufacturing Techniques</p> <ul style="list-style-type: none"> July 14–18, 2025 (Phase 1, F2F, 5 day) Sept 22-26, 2025 (Phase 2, F2F, 5 day) <p>Key Objective Reduce production lead times by 15% in 6 months using lean techniques like value stream mapping and process flow optimization. Improve leather and fabric procurement to ensure 90% on-time material delivery within 3 months. Enhance craftsmanship efficiency by providing lean training to 30 craftsmen to boost productivity and quality.</p>	<p>Resource Person: Mr. George Wong, Singapore Mr. Atila Ulkumen, Turkiye Engr. A. Fattah, Bangladesh</p> <p>Main Beneficiary:</p> <ol style="list-style-type: none"> Pakistan Gloves Manufacturers and exporters association (PGMEA) Starpak, Sialkot Leatherfield, Sialkot Swisso Gloves, Sialkot  	<p>95%</p>  <p>Satisfaction Level</p> <p>Lean techniques reduce production lead times by 15%, leading to improved raw material procurement, 90% on-time delivery, and trained craftsmen for higher productivity and consistency. The plan also strengthens inventory management and tracks progress through performance reports.</p>

<p>3</p>	<p>Environmental Management for Enhance Productivity of the Leather Industry</p> <p>May 5-17, 2024 (Lahore)</p> <p>Key Objective To strengthen environmental management skills in tannery sector. Implement recommendations to improve resource efficiency and hazardous substance management. Targeted training to equip managers with the expertise to tackle environmental challenges and drive sustainable practices within their organizations.</p>	<p>Resource Person: Mr. Alex YAP, Malaysia Ms Nguyen Thi, Vietnam</p> <p>Main Beneficiaries: Pakistan Tanners Association (PTA)</p> 	<p>95%</p>  <p>Satisfaction Level</p> <ul style="list-style-type: none"> • Enhanced participant's competency in environmental management • Improved participate companies' environmental performance • Established company-wide sustainable environmental improvement plan
<p>4.</p>	<p>Transforming TVET Learners and Learning systems for the Future</p> <p>Planned: October 13-21, 2025</p> <p>Key Objective: Impart training to the technical workforce to enhance their workplace performance and improve productivity of technical workforce. Introducing new tools, processes and methodologies in education and TVET trainers and professionals, identifying system gaps in current technical education systems, providing discussion and feedback for improving current systems among participants.</p>	<p>Resource Person: Karl Daniel K., Applied Higher and Self-Reliant TVET. Coach/Mentor. Deutschland, Germany</p> <p>Main Beneficiaries: Trade Teachers, industry professionals, workforce - TVET Lahore, NAVTTC Islamabad,</p>	<p>The objectives are to introduce fresh perspectives on vocational education, identify learning gaps with actionable plans, recommend long-term capacity-building strategies, equip technical trainers and trainees with future-ready skills, and foster learning communities for professional growth and networking.</p>



KEY INITIATIVES & IMPACT 2024-25



4. NEW STRATEGIC INITIATIVES 2024-25

4.1 Project for Productivity Enhancement through Resource Efficiency in the Printing and Packaging Industry

The printing and packaging industry is Pakistan’s second largest employment provider, contributing 1.84% to GDP and supplying critical sectors such as food, textiles etc. Despite its importance, the sector depends heavily on imported raw materials and equipment, making it vulnerable to price fluctuations and supply chain disruptions.

This Demonstration Company Project (DMP) will support six companies under PAPGAI—VIVID Packaging, Pakistan International Printers, United Arts, Makhdooms Printing Press, DHS Printers, and Ensure Packaging—to improve resource efficiency, reduce costs, and enhance competitiveness.

Project Objective:

To establish demonstration companies that showcase productivity enhancement through resource efficiency, optimize material and energy use, minimize waste, and serve as benchmarks for other APO members.

Focus Areas:

- MUDA GEMBA Walk – Identify non-value-adding activities.
- 5S Implementation – Clean, organized, and efficient workplace.
- SMED/QCO – Reduce machine changeover time.
- TPM Deployment – Improve equipment reliability.
- Energy Management – Lower energy consumption and costs.
- Productivity Linked Wage System – Digital KPI dashboards and wage linkages.

APO / NPO Experts:

1. Mr. Riwayat Bin Mansoor (Malaysia)
2. Mr. Azhari Bin Awang (Malaysia)
3. Mr. Hammad Altaf (Pakistan)



APO International Experts from Malaysia Mr. Rawiyat Bin Mansoor, Mr. Azhari Bin Awang and APO Program Officer Mr. Son Thanh Phan during visit of Demonstration Model Companies



Awareness session on Resource Efficiency conducted for factory teams



APO Expert inspecting the machines, resolving technical issues, and briefing the technical staff on ways to improve machine efficiency



4.2 Green Productivity Assessments (GPA)

Energy efficiency refers to the economical and sustainable use of energy to support manufacturing processes and service delivery. Energy-efficient systems and practices minimize consumption during energy-intensive activities, thereby reducing operational costs and mitigating environmental impacts.

NPO Pakistan plays a key role in promoting energy efficiency in industry through Green Productivity (GP) Assessments, which identify areas of energy waste and opportunities to enhance both productivity and profitability. Backed by a team of skilled energy auditors equipped with advanced tools and technologies, NPO delivers accurate and industry-specific analyses.

The core objective of these assessments is to reduce energy consumption per unit of output, lower operational costs, and unlock potential savings, while strengthening overall energy efficiency.



Kick Off meeting of energy Audit at Nishat Chunnian



Thermography of equipment during energy audit



Briefing about findings of energy audit



Briefing about energy audit at shop floor



Briefing about energy audit instruments



Assessment of air conditioning system during energy audit

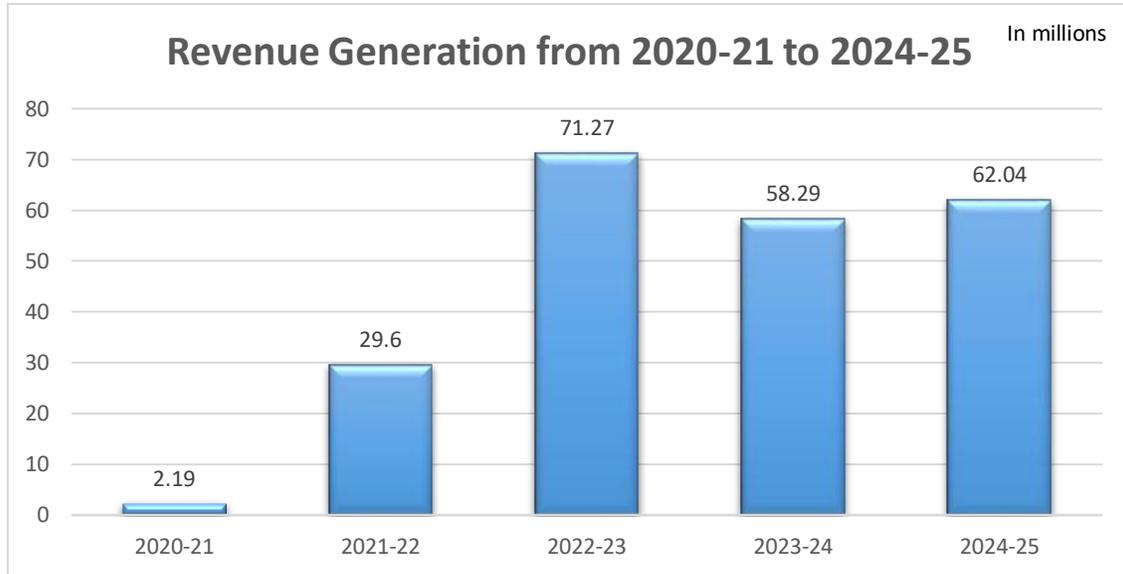
NPO Team while conducting Energy Audits

Green Productivity Assessment Benefits & Impact

NPO conducted 53 Green Productivity Assessments (GPA)	53 shop floor trainings conducted	Actual Saving Rs. 447.8 million
Saving Potential of over Rs. 1492.67 million identified	Presented findings of Energy Audit to clients	Hands-on training to the factory staff as Energy Management Practitioner

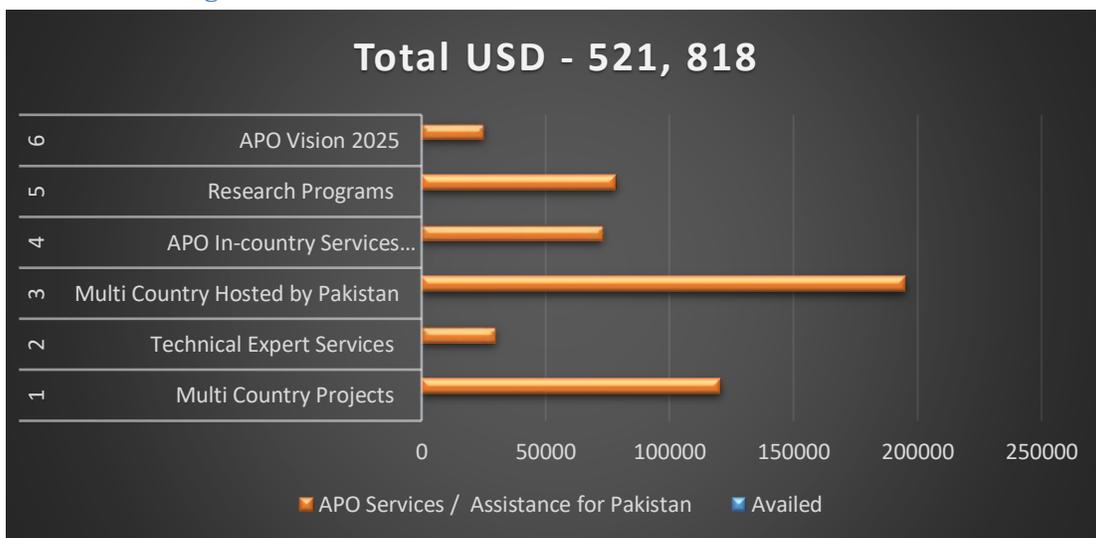
4.3 Financial Progress 2024-25

Effective financial management plays a critical role in ensuring the survival and growth of businesses. NPO has dedicated significant efforts to enhance its internal capabilities and improve the support and services it offers to the industry and related stakeholders. These endeavors have not only revitalized NPO's operations but also elevated its standing within Pakistan and the Asia-Pacific region through its association with the APO platform. These improvements have also had a positive impact on NPO's revenue, enabling it to secure significant projects. With these strategic initiatives, NPO was able to overcome accumulative losses of past several years and got surplus revenue during this financial year. The table below provides a comprehensive overview of NPO's financial receipts over the past five years.



Graph 4.3: Own Generation Receipt – Last 5 years

4.4 APO Funded Program 2024-25



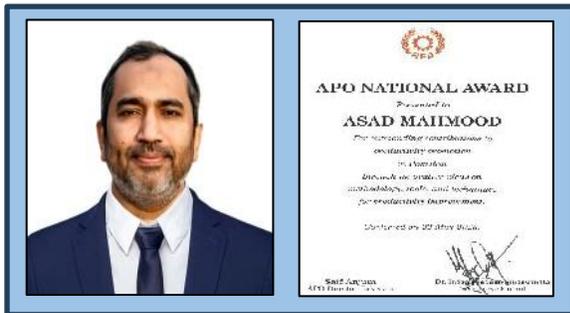
Graph 4.4: APO Funded Programs 2024-25

4.5 APO National Award 2024

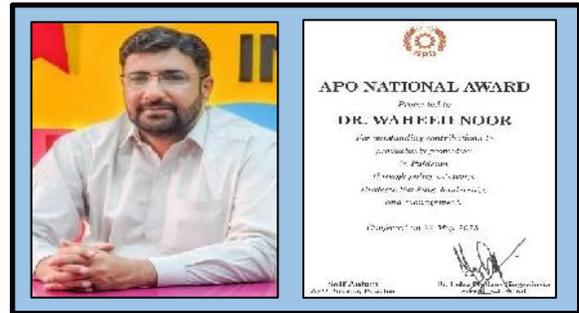
The APO National Award is one of the most prestigious honors conferred by the Asian Productivity Organization, designed to celebrate individuals that have demonstrated outstanding commitment to advancing productivity within member economies. The award is open to professionals from both the public and private sectors, as well as organizations operating on a for-profit or non-profit basis, thereby recognizing a wide spectrum of contributions to productivity promotion and innovation. Recipients of this honor are presented with an official APO plaque and certificate, and their achievements are formally acknowledged at the international level through the APO platform.

For 2024, the award process in Pakistan was successfully completed under the coordination of the National Productivity Organization (NPO). A diverse pool of nominations was received, reflecting strong national interest and engagement across sectors. Each nomination was evaluated in detail by the National Award Selection Panel (ASP), which applied the established APO criteria to ensure fairness, transparency, and merit-based recognition.

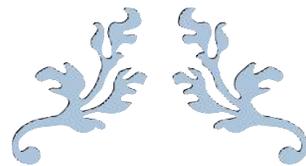
Following this evaluation process, the most accomplished candidates were selected as winners of the APO National Award 2024, representing Pakistan's growing commitment to productivity excellence and its alignment with global best practices.



Mr. Asad Mahmood
Consultant, Dev-consult
Productivity Technical Expert



Dr. Waheed Noor
Director, University of Baluchistan
Productivity Advocate



APO INTERNATIONAL PROGRAMS



NATIONAL PRODUCTIVITY ORGANIZATION

5. APO INTERNATIONAL PROGRAMS:

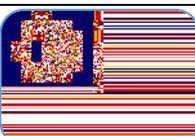
Through its collaboration with the Asian Productivity Organization (APO), NPO delivers a diverse portfolio of international initiatives designed to strengthen productivity and competitiveness across multiple sectors. These initiatives include specialized training programs, expert consultations, applied research projects, knowledge-sharing conferences, study missions, and the development of model demonstration enterprises. The focus areas span across industrial growth, innovation and technology, sustainable and green productivity, agricultural modernization, service sector excellence, and public sector efficiency. A summary of the international training and capacity-building programs implemented during 2024–2025 is presented in the following table

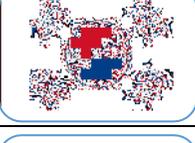
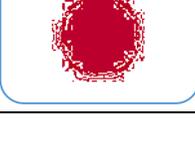
Description	F.Y 2024-25	
	Programs	Participants
International Courses in Multiple Countries	46	100
International Courses Hosted by Pakistan <i>(Programs had participation from 13 APO member countries)</i>	03	85
Technical Expert Services (TES)	04	120
Bilateral Cooperation Between NPOs (BCBN)	01	04
Research Projects	08	08
<ul style="list-style-type: none"> • Research on Public-sector Performance Management in the APO Members • Research on Emerging Trends in APO Members • Research on Agile Working Styles for Productivity • Research on Assessing Needs of APO Members • Need and Readiness Assessment Survey for Implementing Climate-change Mitigation and Adaptation Technologies in Agriculture • Research on New Dynamics of Global Supply Chains and Implications for Productivity • Research on Premature Deindustrialization and Productivity Performance 		
APO Productivity Databook and Database 2024	01	01
Total	63	317

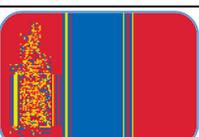
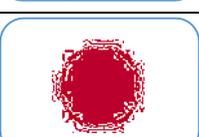
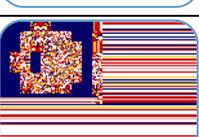
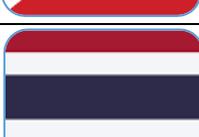
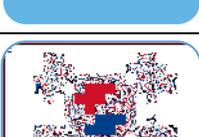
Table 5.1 Summary of International Programs

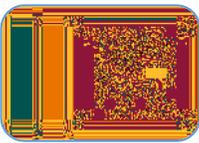
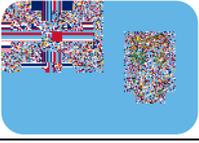
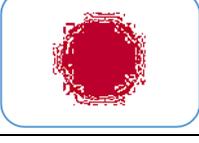
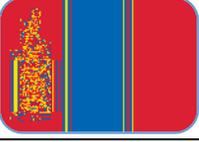
5.1 International Trainings (Participation from Pakistan)

List of APO Multicountry Programs Held from July 2024 to June 2025

SN	Course Name	Virtual / F2F Session By	Dates	Participants From Pakistan
1	Training Course on Building Social Innovation Systems (Face-to-face session) Vietnam		July 01–05, 2024	1
2	Training Course on Productivity-linked Wage Systems (Face-to-face session) Cambodia		July 1–5, 2024	2
3	Workshop on the Regulatory Sandbox Mechanism for Productivity Policies (Online session) Malaysia		July 17–19, 2024	2
4	Training Course on Innovative Dairy Farming (Online session) Bangladesh		July 22–25, 2024	2
5	Multicountry Observational Study Mission on Implementing the Sufficiency Economy Theory to Sustain Community Development (Face-to-face session) Thailand		July 31– August 02 2024	2
6	Training Course on Blockchain Technology Application in e-Government (Face-to-face session) Cambodia		August 05–09, 2024	3
7	Training Course on Social Entrepreneurship (Online session) Bangladesh		August 12–15, 2024	2
8	Workshop on Development of Rural Economies through Smart Villages (Face-to-face session) Indonesia		August 27–30, 2024	1
9	Training Course on Assessing Gains from Green Productivity Projects (Online session) Nepal		August 27–30, 2024	1

10	Conference on Open Innovation in the Public Sector (Face to Face session) Philippines		August 28–29, 2024	6
11	Workshop on the Role of Intellectual Property in Sustainable Innovation and Economic Growth (Online session) Turkiye		September 10–13, 2024	3
12	Training Course for Assessors for the Productivity Specialists Certification Program (Face to Face session) Vietnam		September 16–20, 2024	2
13	Workshop on Reskilling the Public-sector Workforce (Face to Face session) Indonesia		September 17–20, 2024	1
14	Workshop on Nutrient-rich Rainfed Crops (Online session) India		September 18–20, 2024	2
15	Workshop on Advancing Gene Editing in the Agrifood Sector (Online session) Japan		September 25–27, 2024	2
16	Training Course on Good Regulatory Practices (Face to Face session) Philippines		September 23–27, 2024	2
17	Training Course on Assessing Gains from Green Productivity Projects (Online session) Turkiye		September 27–30, 2024	1
18	Multicountry Observational Study Mission on Productivity Enhancement in the Healthcare Sector (Face to Face session) Republic of Korea		September 30–October 02, 2024	3
19	Workshop on Job Redesign for the Service Sector (Face to Face session) Singapore		October 1–4, 2024	1
20	Workshop on Capacity Development for Soil Carbon Visualization (Face to Face session) Japan		October 01–04, 2024	1

21	Conference on Productivity Gainsharing for Rural Development (Face to Face session) Lao PDR		October 02–03, 2024	10
22	Workshop on Agribusiness Entrepreneurship for Persons with Disabilities (Online session) Cambodia		November 04–15, 2024	1
23	Development of Public-sector Productivity Specialists (Face to Face session) Philippines		November 04–15, 2024	1
24	Workshop on Productivity Gainsharing for SMEs (Face to Face session) Mongolia		November 05–08, 2024	2
25	Training Course on Digital Kaizen for SMEs (Face to Face session) Japan		November 11–15, 2024	1
26	Development of Productivity Specialists (Face to Face session) Malaysia		November 11-22, 2024	1
27	Conference on Youth Education and the Future of Work (Face to Face session) Philippines		November 12–13, 2024	8
28	Training Course for Assessors of the APO Certification Bodies (Face to Face session) Thailand		November 25 to 29, 2024	2
29	Training Course on Work Design for Enhancing Public-sector Productivity (Face to Face session) Fiji		November 25–29, 2024	2
30	Workshop on Labor–management Relations in the Digital Era (Face to Face session) Republic of Korea		November 26–29, 2024	1
31	Workshop on Productive Livestock Farming for Reducing Greenhouse Gas Emissions (Online session) Nepal		December 03–05, 2024	1

32	Conference on Organic Agriculture for Biodiversity and Sustainable Development (Face to Face session) Sri Lanka		December 09–10, 2024	7
33	Workshop on Sustainable Food Systems (Face to Face session) Bangladesh		January 20–23, 2025	1
34	Training Course on Reskilling of the Workforce in the Service Sector (Online session) Fiji		February 4–7, 2025	1
35	Training Course on Big Data Analytics in the Agrifood Sector (Online session) Thailand		February 17–20, 2025	1
36	Workshop on Transformation of the Informal Economy (Online session) Fiji		March 17–19, 2025	1
37	Workshop on Policies and Schemes on Gender Equality in Agriculture (Online session) Japan		April 07–09, 2025	1
38	Training Course on Green Productivity (Online session) Japan		April 07–11, 2025	1
39	Conference on Behavioral Insights in Policymaking for Productivity (Face to Face session) Malaysia		April 21–22, 2025	6
40	Workshop on Impact of Circular Economy Principles on Productivity and Sustainability (Face to Face session) Japan		April 22–24, 2025	2
41	Training Course on AI and Data Analytics for Productivity Enhancement (Face to Face session) Cambodia		May 05–09, 2025	2
42	Workshop on Policy Ecosystem Development for Startups (Face to Face session) Mongolia		May 13–16, 2025	1

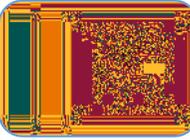
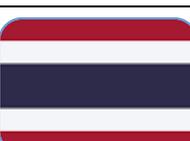
43	Workshop on Promoting Sustainable, Inclusive Tourism (Face to Face session)	Nepal		June 03–06, 2025	1
44	Training Course on Green Productivity (Face to Face session)	Vietnam		June 09–20, 2025	1
45	Training Course on Development of Productivity Specialists (Basic) (Face to Face session)	Sri Lanka		June 16–27, 2025	2
46	Training Course on Tourism 4.0 for Inclusive, Productive Rural Development (Face to Face session)	Thailand		June 30–July 04, 2025	2
Total					100

Table 5.2 International Programs

** 4 multi-country programs in Taiwan were not attended by Pakistan.51*

5.2 Multi-Country Training Program Hosted by Pakistan:

- **APO Multi-Country Workshop on Strategic Marketing for Digital Transformation, 10-13 September 2024, Pakistan (face to face session), Islamabad, Pakistan**

In collaboration with the Asian Productivity Organization (APO), NPO organized the Multi-Country Workshop on Strategic Marketing for Digital Transformation, September 10-13, 2024 at Islamabad, Pakistan.

This face-to-face multi-country workshop aimed to identify trends in digital transformation in businesses and their implications for strategies and functions; provide references on effective digital marketing methods; and discuss how digital marketing method sand strategies facilitate digital transformation and productivity in SMEs.

The program had 18 participants from 08 APO member countries and 10 participants from various cities in Pakistan.

Outcome:

Enhanced competitiveness of businesses, increased capabilities of businesses in devising effective marketing, and more resilient SMEs.

Participating Countries

- Bangladesh
- Cambodia
- Indonesia
- Fiji
- Malaysia
- Mongolia
- Nepal
- Pakistan
- Sri Lanka
- Thailand
- Turkiye
- Vietnam

Following resource persons were engaged in this training;

International Resource Persons

Mr. Jeyasudan A/L Balasundran

Chief Ecosystem Officer
Space Department
Mereka Innovative Education

Malaysia

Mr. Aden Azrul Arutjothy Bin Abdullah

General Manager/Project Manager
Intelligence Sandbox

National Resource Persons

Mr. Amaan Naseer Khan

Founding Partner,
Advocate Marketers,

Pakistan



Group Photo

- **APO Multi-Country Workshop on Benchmarking of Agri-mechanization Models to Enhance Agricultural Productivity, 11-14 November 2024, Pakistan (face to face session), Lahore**

In collaboration with the Asian Productivity Organization (APO), NPO organized the Multi-Country Workshop on Benchmarking of Agri-Mechanization Models to Enhance Agricultural Productivity, held from November 11–14, 2024 in Lahore, Pakistan.

The workshop focused on understanding benchmarking models of agricultural mechanization, learning from best practices, and developing strategies suited to local conditions to enhance agricultural productivity through effective mechanization models.

A total of 17 participants from 10 APO member countries and 10 participants from various cities in Pakistan attended the program.

Participating Countries

- Bangladesh
- Cambodia
- Fiji
- Mongolia
- Nepal
- Pakistan
- Philippines
- Sri Lanka
- Thailand
- Vietnam

Outcome:

The workshop enhanced participants’ understanding of the effectiveness of agricultural mechanization, the selection of appropriate machinery, supporting policies tailored to local farming conditions, and the cost–benefit analysis of machinery use in APO member countries.

Following resource persons were engaged in this training;

International Resource Persons

Mr. Takashi Fujimori

Executive Director,
Japan Agricultural Mechanization Association
(JAMECA)

Japan

Dr. Raja Rajendra Timilsina

Economist,
Asian Development Bank Institute

Nepal

National Resource Persons

Mr. Mahmood Riaz

Agricultural Engineer

Punjab Agriculture Department Agricultural
Mechanization Research Institute, Multan



Group Photo

- **APO Multi-Country Program on Digital Multicountry Training Course on Green Productivity, 08–12 July 2024, Pakistan (Online session).**

In collaboration with the Asian Productivity Organization (APO), NPO organized the Multi-country Training Course on Green Productivity from July 8–12, 2024, conducted online.

The program focused on:

Presenting the APO Green Productivity (GP) framework as a pathway to decouple industrialization from environmental degradation.

Enhancing participants’ knowledge of GP tools, techniques, and methodologies.

Equipping participants with the competencies required to become APO Certified GP Specialists.

A total of 26 participants from 11 APO member countries and 4 participants from various cities in Pakistan attended the training.

Outcome:

Creation of a critical mass of experts on GP across APO members to assist SMEs and development of a pool of participants who can become APO Certified GP Specialists.

- Participating Countries**
- Bangladesh
 - Cambodia
 - Fiji
 - Indonesia
 - Islamic Republic of Iran
 - Mongolia
 - Taiwan
 - Pakistan
 - Thailand
 - Sri Lanka
 - Turkiye

Following resource persons were engaged in this training;

International Resource Persons

Dr. Wichai Chattinnawat
Associate Professor, Faculty of Engineering,
Chiang Mai University
Thailand

Dr. Suporn Koottatep
Environmental Consultant
Norway

National Resource Persons

Aftab Khan Masood
Deputy General Manager Projects & Operations
and Business Development Section, NPO,
Pakistan



Group Photo

5.3 Research Projects conducted by Pakistan National Experts, funded by APO, Japan

Research on Technological Capability Enhancement Support for SMEs and Productivity Improvement:

The main objective of this research project was to assess the current state of SME technological capabilities and innovation ecosystems; identify effective support measures needed to enhance SME technological and innovation capabilities; and propose policy recommendations to create an enabling environment that promotes SME productivity and innovation through enhanced technological capabilities.

Dr. Farhat Mahmood Lecturer, Economics and Finance Pakistan Institute of Development Economics Islamabad, was selected as National Expert from Pakistan for this research program.

Research on Government Rightsizing and Restructuring to Improve Bureaucratic Efficiency in APO Member Economies:

The main objective of this research project was to provide a comparative analysis of rightsizing and restructuring reforms undertaken by the governments of participating member economies; assess the extent of rightsizing reform success in terms of increasing the productivity and performance of public-sector organizations; and provide recommendations on strengthening rightsizing and restructuring initiatives to enhance the efficiency and effectiveness of the public sector.

Dr. Fiaz Hussain, Associate Professor, Public Administration Department, Fatima Jinnah Women University (FJWU), Rawalpindi was selected as National Expert from Pakistan for this research program.

Research on Crowdsourcing for the Public Sector:

The main objective of this research project was to assess applications of crowdsourcing methods in spurring innovation and increasing citizens' engagement in the delivery of public services; identify crowdsourcing approaches and success factors that promote innovation and productivity performance of the public sector; and analyze lessons learned from crowdsourcing applications in APO members to enhance existing policies and programs.

Dr. Wajiha Haq, Associate Professor, Department of Economics, National University of Sciences and Technology (NUST), Islamabad, was selected as National Expert from Pakistan for this research program.

Research on Economic Upgrading Strategies and Productivity Growth:

The main objective of this research project was to examine the need for and feasibility of implementing economic upgrading strategies in APO member economies, identify specific priority sectors with high potential for economic upgrading, review the implications of digital technology in advancing overall upgrading of economies, and provide an analysis of the expected contributions of economic upgrading to overall productivity growth.

Dr. Jamal Hussain, Head Department of Economics, Karakoram International University (KIU), Gilgit-Baltistan was selected as National Expert from Pakistan for this research program.

Research on Measuring Productivity in Digital Workplaces:

The main objective of this research project was to study the productivity gains from new work styles and digital workplaces due to advanced technology applications; explore how new digital tools improve performance in meeting client expectations; and recommend proposals to strengthen digital workplace strategies

Dr. Muddassar Azam Sindhu, Associate Professor, Computer Science Department, Quaid-i-Azam University (QAU), Islamabad was selected as National Expert from Pakistan for this research program.

Research on Productivity Gainsharing Best Practices in the Agrifood Sector:

The main objective of this research project was to explore the best applications and practices of productivity gainsharing models in the agrifood sector in APO member economies, assess the effectiveness of productivity gainsharing practices in the agrifood sector, and provide recommendations on productivity gainsharing models based on the lessons learned

Dr. Sartaj Ali, Associate Professor, Agriculture and Food Technology, Karakoram International University (KIU), Gilgit-Baltistan was selected as National Expert from Pakistan for this research program.

Research on Assessing the Needs of APO Member Countries:

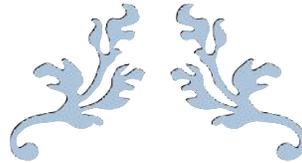
The main objective of this research project was to research on national development priorities and strategies of member economies, emphasizing sectoral approaches; identify necessary support, tools, and techniques for productivity improvement and utilize the findings for capacity-building initiatives; and provide references for medium-term programs addressing common development needs and productivity enhancement for APO members.

Awais Ahmad, Assistant Manager, Projects, International Linkages, NPO Pakistan was selected as National Expert from Pakistan for this research program.

Research on the Women's Empowerment Index in the Agriculture Sector:

The main objective of this research project was Study the roles and involvement of women in the agriculture sector among APO members including productivity performance; identify structural, social, and economic barriers women in the agriculture sector face; and examine ways to increase women's engagement, contributions, and well-being while promoting gender equality in the agriculture sector.

Dr. Noshin Ilyas, Associate Professor, Department of Botany, PMAS Arid Agriculture University, Rawalpindi was selected as National Expert from Pakistan for this research program.



NATIONAL TRAININGS/PROGRAMS



NATIONAL PRODUCTIVITY ORGANIZATION

6. NATIONAL TRAININGS/PROGRAMS

In FY 2024–25, NPO continued to strengthen national capacity through a wide range of specialized training programs. These initiatives were designed to address emerging industrial challenges, promote international best practices, and equip individuals with the knowledge and skills required for enhancing productivity across sectors. Programs were delivered nationwide, targeting professionals from industry, associations, academia, and public sector organizations.

Training Domain	Programs Offered	Target Audience
Productivity & Quality	Lean Management, Six Sigma, Total Productive Maintenance, Productivity Improvement in Manufacturing & Services	Industry professionals, SMEs, corporate managers
Standards & Compliance	ISO 14001:2015, ISO 45001:2018, Quality Assurance & Management	Corporates, service providers, government bodies
Sectoral Initiatives	Green Productivity, Agricultural Productivity	Farmers, agribusinesses, industry associations
Skill Development	Corporate Training (CT), In-house Training Activities (ITA), Development of Productivity Practitioners	Universities, ORICs, young professionals

A summary of national trainings (2024-25) is as follows:

Sr. #	Description	No. of Programs	No. of Participants
1.	Productivity and Quality Management	24	408
2.	Operations Management	42	734
3.	Personal Productivity Skills	51	892
Total		117	2034

Trainings were attended from 47 major cities of Pakistan including Islamabad, Mardan, Peshawar, Sialkot, Mirpur, Bhakkar, Faisalabad, Gujranwala, Karachi, Quetta, Rawalpindi, Okara, Hyderabad, Lahore, Dear Ghazi Khan, Layyah, Charsadda, Multan, Dharki, Jamshoro, Gadoon, Sheikhpura, Haripur, Abbottabad, Quetta, Kalat, Mastung, Pishin, Loralai, Sinjawi, Rahim Yar Khan, Sargodha, Khushab, Hafizabad, Mandi Bahuddin, Larkana, Lakki Marwat, Swabi, DI Khan, Sukkur, Bahawalnagar, Vehari, Khanewal, Muzaffargarh, Swat, Ghotki, Bahawalpur and participants from two other countries also attended i.e. Riyadh KSA, UAE

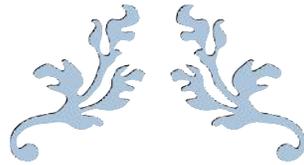
The following training program were conducted in the year 2024-25

S #	Course Title	Participants
1	Leadership Management	26
2	Productivity through Professional Behavior	10
3	Resource Efficiency and Cleaner Production (RECP)	12
4	Productivity through Presentation Skills	12
5	Productivity through Industrial Automation Techniques	11
6	Productivity through Advanced Communication Skills	21
7	Productive Procurement and Sourcing	17
8	Productivity Specialist	13
9	Search Engine Optimization (SEO)Fundamentals	13
10	Emerging Technologies in Supply Chain Management	17
11	Artificial Intelligence (AI) for Public Relations & Communication Management	13
12	Performance Management	17
13	Scaffolding Inspection	38
14	Warehousing management with inventory Strategies and management amental	27
15	Industrial Wastage Management	19
16	ISO 9001:2015 QMS	30
17	Process Re-Engineering Using Lean Six Sigma Methodology	15
18	Industrial Revolution (Industry 4.0	40
19	Logistic Management in E. Commerce	13
20	Applications of Robotics and AI in Industrial Processes	10
21	Cyber Security Fundamentals: Protecting Digital Assets	31
22	Organic Agriculture for Biodiversity and Sustainable Productivity in Pakistan	7
23	ISO 20400: 2017 Sustainable Procurement	17
24	03-Months Distance learning Training Program Batch -17	23
25	Self-Management	17
26	Digital Data Security & Cybercrime	17
27	Stress Management for Workplace Productivity	8
28	Good Manufacturing Practices (GMP) for Food	53
29	Unleashing Human Potential: The Transformative Power of Emotional Intelligence	10
30	Kaizen Continual Process Improvement	18

31	03-Months Distance learning Training Program Batch -18	11
32	Food Safety Management System (FSMS) ISO 22000:2018	46
33	Excel Skills for Business forecasting Level -1	13
34	Corban footprint	12
35	Excel Skills for Business forecasting Level -2	13
36	Certificate in Lean Six Sigma Transformation	12
37	Business analytics with Ms. Excel and Power BI Level 1	10
38	Business analytics with Ms. Excel and Power BI Level 2	10
39	Business analytics with Ms. Excel and Power BI Level 3	10
40	Business analytics with Ms. Excel and Power BI Level 4	10
41	ISO 9001 QMS Quality Management System	11
42	Certificate in Portfolio Management	11
43	ISO 45001: 2018 Occupational health & safety management systems	14
44	Green Productivity with standard ISO 14001:2015	20
45	Green Productivity with standard ISO 14001:2015	13
46	Certificate in Root Cause Analysis	22
47	ISO 9001 Quality Management System II	13
48	6-Big Losses at Production Floor and Their Mitigation Strategies Level-1	19
49	6-Big Losses at Production Floor and Their Mitigation Strategies Level-2	18
50	Ambidextrous HRM Practices	11
51	Certificate in Advance Root Cause Analysis for Sustainable Success	12
52	ISO 17025	22
53	Mastering in Supply Chain Management	10
54	Industrial Plant Management	12
55	Productivity Enhancement through process improvement	15
56	Certificate in Power BI Dashboard	10
57	Lean Manufacturing	15
58	Project Management Fundamentals	17
59	Tools & Technique	12
60	ISO/IEC 17025 Testing and calibration laboratories (Audit cum Training)	26
61	Statistical Process Control (SPC) for Quality Improvement	13
62	ISO 9001 Quality Management System	11

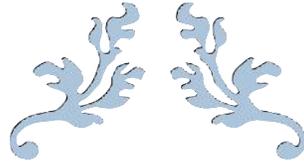
63	ISO 45001: 2018 Occupational health & safety management systems	10
64	Occupational Health & Safety Management System, OH&SMS ISO 45001:2018	29
65	Dealing With Difficult People at Workplace	6
66	Environmental & Legal Compliance	22
67	Customer Satisfaction	11
68	Difficult Customers Handling	11
69	Root Cause Analysis	25
70	How 1st Line Manager Grow As Effective Leader	32
71	Quality Control Circles	8
72	Excel Skills for Business Forecasting	22
73	QMS, ISO 9001:2015	7
74	Integrated Management System-IMS	7
75	Improve The Productivity Through Balanced Scorecards	24
76	Mastering in MS Excel Formulas & Functions	12
77	Dynamic Dashboards, Excel Best Practices & Data Storytelling	17
78	TQM	13
79	Data Visualization with Power BI	16
80	Delegating & Supervisory Skills	14
81	Industrial Transformation and Innovation	6
82	Root Cause Analysis	6
83	Occupational Health & Safety Management, OH&SMS, ISO 45001:2018	19
84	Digital Transformation for Female Entrepreneurs	40
85	Online Training session on ISO-9001:2015	26
86	Good Manufacturing Practices	10
87	Workplace Hazard Identification and Risk Assessment	15
88	Ergonomics and Workplace well-being	15
89	Everyday AI: Tools to empower educators, students, and professionals	11
90	Productivity Enhancement Session for better Cotton Productivity	20
91	Productivity Enhancement Session for better Cotton Productivity	20
92	Transformational Change through Manifestation	12
93	Kaizen Continual Process Improvement	8
94	ISO-9001:2015	10

95	Digital Intelligence in the 4th Industrial Revolution	48
96	Conflict Management	52
97	Fire Safety & Fire Fighting	28
98	How to Energize and Motivate People	27
99	Generative AI (Gen AI) Overview for Project Managers	41
100	Industrial Plant Management	26
101	How to be A "Great Team Player"	25
102	Good Manufacturing processes (GMP)	10
103	5S and its Implementations Aqua SAS	10
104	5S and its Implementations Alhada Beverages	10
105	5S and its Implementations Naseeb plant	10
106	5S and its Implementations Aqua hygiene	10
107	5S and its Implementations SOBI AQUA	10
108	5S and its Implementations Haji Akram & Co	10
109	The Ultimate Inspiration towards Productive and Progressive Approaches	13
110	Occupational environmental health and safety	15
111	Change Management Through Organizational Culture for Productivity	12
112	Cloud computing	17
113	AI Driven Productivity: Paradigm of Leadership in Economic Growth,	19
114	Industrial Automation Using PLC, HMI and SCADA System	28
115	Sustainable Additive Manufacturing	32
116	Next Generation Functional Materials and Fibers for Technical Textile	22
117	Positive Thinking for a successful Career; Mindset, Habit, and Strategies	16
	Total	2034



MEDIA OUTREACH





PICTURE GALLERY



8. PICTURE GALLERY



Federal Minister for Planning, Development, and Special Initiatives Prof. Ahsan Iqbal Chaudry visited NPO Head Office, Islamabad



Delegates from Japan Embassy visited NPO Head Office, Islamabad



Mr. Shahid Usman Ibrahim, Parliamentary Secretary for the MoI&P visited NPO Head Office, Islamabad



Workshop by NPO on Innovation led Productivity Sialkot Chamber of Commerce Industry, Sialkot



Participants Site Visit for APO Multicounty program hosted by Pakistan, Lahore



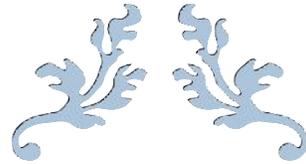
Group Photo at occasion of APO Multicounty program hosted by Pakistan, Islamabad



Workshop by NPO on Innovation led Productivity Rawalpindi Chamber of Commerce Industry



Workshop by NPO on Innovation led Productivity Karachi Chamber of Commerce Industry



FINANCIAL REPORT



NATIONAL PRODUCTIVITY ORGANIZATION

9. FINANCIAL REPORT

Directors Report on the Financial Status

For the Year Ended June 30, 2025

The Directors of the Company have the pleasure to present this report on the financial status of the Company for the year ended June 30, 2025.

Operating Result

Significant changes in the company's state of financial affairs occurred during the year under review. The Company has a net surplus Rs. 36.599 million (on 30 June 2025) as compared to net surplus of Rs. 32.273 million for the financial year ended 30 June 2024. The key financial figures are tabulated as follows:

	2025 (Rupees)	2024 (Rupees)
INCOME		
Grant	112,000,000	96,000,000
Income from training and consultancy	52,890,658	46,867,144
Amortization of deferred grant	1,535,181	1,190,573
Other income	7,616,433	10,235,526
	174,042,272	154,293,243
EXPENDITURE		
Direct Expenses		
Operating expenses	90,769,324	77,701,916
Training and consultancy expenses	14,028,299	9,507,028
Seminar expenses	7,428,996	10,961,717
General and Admin expenses	25,215,956	23,848,720
	137,442,575	122,019,441
(DEFICIT) / SURPLUS FOR THE YEAR BEFORE TAX	36,599,697	32,273,802
Taxation Net.		
(DEFICIT) / SURPLUS FOR THE YEAR AFTER	36,599,697	32,273,802

a. **Principal Activities (Services and projects)**

i. **International Trainings / Programs:**
International Trainings/Workshops/Meetings:

Description	2024-25	
	Programs	Participants
International Courses in Multiple Countries	46	100
International Courses Hosted by Pakistan <i>(Programs had participation from 13 APO member countries)</i>	03	85
Technical Expert Services (TES)	04	120
Bilateral Cooperation Between NPOs (BCBN)	01	04
Research Projects	08	08
<ul style="list-style-type: none"> • Research on Technological Capability Enhancement Support for SMEs and Productivity Improvement • Research on Government Rightsizing and Restructuring to Improve Bureaucratic Efficiency in APO Member Economies • Research on Crowdsourcing for the Public Sector • Research on Economic Upgrading Strategies and Productivity Growth • Research on Measuring Productivity in Digital Workplaces • Research on Productivity Gainsharing Best Practices in the Agrifood Sector • Research on Assessing the Needs of APO Member Countries • Research on the Women's Empowerment Index in the Agriculture Sector 		
APO Productivity Databook and Database 2024	01	01
Total	63	317

ii. **National Trainings**

Sr. #	Description	No. of Programs	No. of Participants
1.	Productivity and Quality Management	24	408
2.	Operations Management	42	734
3.	Personal Productivity Skills	51	892
Total		117	2034

NPO Strategic Initiatives Implementation

NPO successfully executed its annual strategic targets under strong governance and visionary leadership. The year marked major milestones that reinforced NPO's role as a driver of productivity-led growth and institutional excellence.

- **Bilateral Cooperation (BCN)**

Under the APO BCN program, NPO Pakistan hosted a delegation from Fiji to share innovative agricultural practices. The visit highlighted advanced technologies including hydroponics, drone applications, smart irrigation, and mechanized farming, establishing future collaboration.

- **Productivity Certification Body of Pakistan (PCBP)**

PCBP completed its third certification cycle, awarding Certified Productivity Specialist (CPS) status to 27 professionals. Through nationwide awareness campaigns, PCBP expanded its outreach to chambers, universities, associations, and industries, promoting productivity standards.

- **APO Vision 2025 Outreach**

NPO advanced APO Vision 2025 with a focus on “Innovations for Higher Quality,” engaging SMEs, academia, and industry. Over 3,000 professionals were targeted through national and regional events, fostering industry-academia linkages and collaborative innovation.

- **Annual Plan 2024-25**

A comprehensive annual plan with measurable KPIs guided NPO's progress, ensuring alignment between departmental and organizational goals. Its implementation enhanced capacity building, accountability, and innovation across the institution.

- **PQI Summit**

The PQI Summit, held in Islamabad on November 21-22, 2024, focused on “Driving Growth Through Excellence” to strengthen productivity, quality, and innovation for Pakistan's economic growth. Key highlights included the dissemination of the National Productivity Master Plan (NPMP), developed with APO and KDI support, and promoting incentivization based on productivity measurement systems.

- **Technical Expert Services (TES)**

NPO implemented four APO-approved TES programs, addressing areas such as salt value addition, lean manufacturing, environmental management in leather, and TVET system transformation. These initiatives improved industry practices and strengthened technical competencies.

Strategic Initiatives 2024-25

- **APO DEMO Project**

A Demonstration Company Project supported six firms in the printing and packaging sector to improve resource efficiency, reduce costs, and enhance competitiveness. This initiative positions the sector as a benchmark for sustainable growth.

- **Green Productivity Assessments (GPA)**

NPO carried out GP assessments to identify energy efficiency opportunities across industries. Using modern audit tools, the initiative helped reduce energy costs, improve productivity, and promote sustainable practices.

- **Financial Progress**

Through improved financial management and service delivery, NPO achieved surplus revenue for the year, reversing previous accumulated losses. This financial turnaround strengthened its standing nationally and regionally.

- **APO National Award 2024**

NPO successfully coordinated the APO National Award 2024 process in Pakistan, recognizing outstanding individuals. The winners reflected the country's growing commitment to productivity and innovation.

- **International Programs**

In collaboration with APO, NPO delivered 63 international programs benefiting 317 participants. These included multi-country training, bilateral cooperation, expert services, and research projects, enhancing productivity knowledge and practices.

Research Projects

Pakistani experts contributed to eight APO-funded research projects covering SME technological capability, digital workplaces, women in agriculture, public-sector efficiency, and productivity gainsharing models, strengthening policy insights.

- **National Trainings**

At the national level, NPO conducted 117 programs with 2,034 participants. Trainings covered Lean, Six Sigma, ISO standards, green productivity, and personal productivity skills, equipping professionals across industries and academia.

Corporate Compliance

NPO Pakistan has achieved its targets and even performed beyond the targets in some areas. The company has to complete all the codal formalities in order to ensure its compliance with Securities and Exchange Commission of Pakistan (SECP) rules and Procedures. In 2024-25, with the support of Ministry of Industries and Production, National Productivity Organization succeeded to receive an unqualified report from the auditors with zero non-compliance with SECP.

b. Systems and Human Resource Development

NPO actively worked on improving its internal systems & documentations and human resource capacity building. Following activities took place in 2024-25:

- Performance appraisal completed for NPO Employees.
- NPO developed annual plans harmonized with the vision and mission.
- Organizational structure redefined as per current requirements.
- Team work is promoted and monthly meetings are organized.

NPO-Pakistan is committed to maintain high standards of corporate governance without any exception. The Directors are pleased to state that the Company is compliant with the provisions of the Code of Corporate Governance as required by SECP, Statement of Compliance with Code of Corporate Governance is as under:

The Directors confirm that:

- a) The financial statements prepared by the Management of the Company presents fairly its state of affairs, the results of its operations, cash flow and changes in equity;
- b) Proper books of accounts of the Company have been maintained;
- c) Appropriate accounting policies have been consistently applied in preparation of financial statements and accounting estimates are based on reasonable and prudent judgment;

- d) International Financial Reporting Standards, as applicable in Pakistan and the requirements of Companies Act, 2017 have been followed in preparation of the financial statements; and any departure thereof has been adequately disclosed and explained;
- e) There are reasonable grounds to believe the SOE will be able to meet their debt obligation as they become due and payable; and
- f) Financial Statements accompanying notes comply with the provisions of the Act and applicable standards.
- g) The system of internal control is sound in design and has been effectively implemented and monitored;
- h) There are no significant doubts upon the Company's ability to continue as a going concern;
- i) There has been no material departure from the best practices of corporate governance, as detailed in the listing regulations;

Remuneration Policy of Non-Executive Directors

The fee of the Non-Executive and Independent Directors for attending the Board and Committee meetings of the Company is determined by the Board from time to time.

External Auditors Messrs. RSM Avais Hyder Liaqat Nouman Company, Chartered Accountants have completed their assignment for the year 2025.

Environmental Issues

The company's operations are not affecting the environment rather its activities are supportive towards green/clean environment.

Dividend

The Company is a non-profit organization and all surplus earned, if any, would be employed by the Company to meet its objectives. The SECP while granting license under section 42 of the Companies Ordinance 1984 (now Companies Act 2017) has also required that no payment would be made to the members; therefore, the Company is not required to declare any dividends.

Meetings of the Board

As per Public Sector Companies (Corporate Governance) Rules 2013, clause 6(1), the Board shall meet at least once, each quarter of a year, to ensure that it discharges its duties and obligations to shareholders and other stakeholders efficiently and effectively.

The Company has successfully complied by holding five meetings during the year.

Indemnifying Officer or Auditor

No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer (except for health insurance premium) or auditor of the company.

Signed in accordance with a resolution of the Directors:


Chief Executive officer


Director

Date: _____

Board of Directors

The composition of Board of Directors is as under:

S #	Name	Position in NPO Board
1	Mr. Muhammad Asad Islam Mahni, Additional Secretary-I, MoI&P	Ex-Officio Director
2	Mr. Muhammad Asif, SA to Finance Minister	Ex-Officio Director
3	Mr. Awais Manzur Sumra, Secretary, MoPD & SI	Ex-Officio Director
4	Mr. Muhammad Alamgir Chaudhry, Chief Executive Officer, NPO	Ex-Officio Director
5	Mr. Muhammad Usman Khawaja	Independent Director/Chairman
6	Ms. Sahibzadi Mahin Khan	Independent Director
7	Ms. Filza Mumtaz	Independent Director
8	Mr. Faad Waheed	Independent Director
9	Mr. Ameer Rizvi	Independent Director

Mr. Waheed Ahmed Company Secretary

NPO Board of Directors Committees

Human Resource Committee

- | | |
|---|----------|
| 1. Mr. Muhammad Asad Islam Mahni, Additional Secretary-I, MoI&P | Chairman |
| 2. Ms. Filza Mumtaz, Independent Director. | Member |
| 3. Mr. Muhammad Alamgir Chaudhry, CEO, NPO | Member |

Audit and Finance Committee

- | | |
|---|----------|
| 1. Mr. Faad Waheed, Independent Director. | Chairman |
| 2. Mr. Ameer Hussain Rizvi, Independent Director. | Member |
| 3. Mr. Muhammad Asif, SA to Finance Minister. | Member |

Business Development Committee

- | | |
|---|----------|
| 1. Khawaja Muhammad Usman, Independent Director/Chairman of BoD | Chairman |
| 2. Sahibzadi Mahin Khan, Independent Director. | Member |
| 3. Mr. Muhammad Asad Islam Mahni, | Member |
| 4. Muhammad Alamgir Chaudhry, CEO, NPO | Member |

Procurement Committee

- | | |
|---|----------|
| 1. Mr. Awais Manzur Sumra, Secretary, MoPD & SI | Chairman |
| 2. Mr. Ameer Hussain Rizvi, Independent Director. | Member |
| 3. Mr. Muhammad Alamgir Chaudhry, CEO. | Member |

**Audited Financial Statements of National Productivity
Organization for the year ended June 30, 2025.**



RSM Avais Hyder Liaquat Nauman
Chartered Accountants

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Chohan Plaza, G-8 Markaz
Islamabad, Pakistan.

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INDEPENDENT AUDITOR'S REPORT

To the Members of National Productivity Organization Report on the Audit of the Financial Statements

Opinion

We have audited the annexed financial statements of National Productivity Organization (a company set up under section 42 of the repealed Companies Ordinance, 1984), which comprise the statement of financial position as at June 30, 2025, and 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 purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, statement of 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 June 30, 2025 and of the surplus, its comprehensive income, the changes in funds and its cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) as applicable in Pakistan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants as adopted by the Institute of Chartered Accountants of Pakistan (the Code), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter

We draw attention to the Note 27 of the financial statements, which describes the restatement of prior period's financial statements. The restatement relates to the recognition of Employees' Old-Age Benefits Institution (EOBI) expenses and liabilities which had not been recorded since 1st January 2020. The company has corrected this error and restated the comparative information accordingly. Our opinion is not modified in this respect.

THE POWER OF BEING UNDERSTOOD
ASSURANCE | TAX | CONSULTING

RSM Avais Hyder Liaquat Nauman is a related entity of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

Information other than the Financial Statements and Auditor's Report thereon

Management of the Company is responsible for the other information. The other information comprises the information included in the director report, but does not include the financial statements and our 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.

Responsibilities of Management and Board of Directors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the accounting and reporting standards as applicable in Pakistan and the requirements of Companies Act, 2017(XIX of 2017) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Board of directors is 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 significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

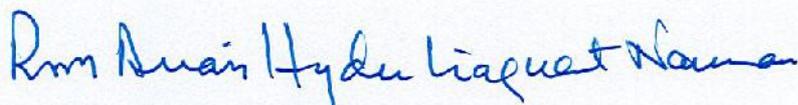
We communicate with the board of directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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, 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 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).

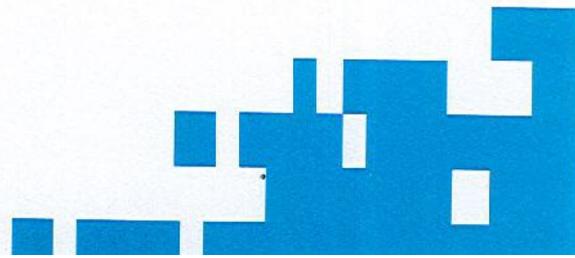
The engagement partner on the audit resulting in this independent auditor's report is Syed Naveed Abbas.



RSM AVAIS HYDER LIAQUAT NAUMAN
CHARTERED ACCOUNTANTS

Place: **Islamabad**
Date: **26 SEP 2025**

UDIN: AR202510239hdECOjZM6

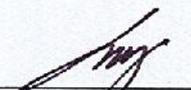


**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
STATEMENT OF FINANCIAL POSITION
AS AT JUNE 30, 2025**

	Note	June 30, 2025	June 30, 2024 (Restated) (Rupees)	July 01, 2023 (Restated)
ASSETS				
NON-CURRENT ASSETS				
Operating fixed assets	5	14,493,274	12,536,911	13,908,502
		14,493,274	12,536,911	13,908,502
CURRENT ASSETS				
Short term investment	6	-	-	18,000,000
Advances, deposits and prepayments	7	8,352,571	10,189,957	7,750,888
Trade and other receivables	8	26,551,470	22,573,816	6,438,565
Cash and bank balances	9	74,528,672	44,815,713	12,159,448
		109,432,713	77,579,486	44,348,901
TOTAL ASSETS		123,925,987	90,116,397	58,257,403
FUND AND LIABILITIES				
GENERAL FUND				
		92,142,220	55,542,522	23,268,720
Deferred capital grant	10	12,633,431	9,334,488	10,525,061
		12,633,431	9,334,488	10,525,061
CURRENT LIABILITIES				
Accrued and other liabilities	11	14,271,397	20,360,449	16,289,959
Deferred grant revenue	12	4,878,939	4,878,939	4,878,939
Provision for taxation	13	-	-	3,294,724
		19,150,336	25,239,388	24,463,622
TOTAL FUND AND LIABILITIES		123,925,987	90,116,397	58,257,403
CONTINGENCIES AND COMMITMENTS	14			

Rm

The annexed notes 1 to 30 form an integral part of these financial statements.


CHIEF EXECUTIVE OFFICER


DIRECTOR

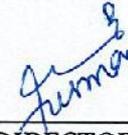
**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
STATEMENT OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED JUNE 30, 2025**

		June 30, 2025	June 30, 2024 (Restated)
	Note	----- Rupees -----	
INCOME			
Government grant	15	112,000,000	96,000,000
Income from training and consultancy	16	52,890,658	46,867,144
Amortization of deferred grant	10	1,535,181	1,190,573
Other income	17	7,616,433	10,235,526
		174,042,272	154,293,243
EXPENDITURE			
Direct expenses			
Operating expenses	18	90,769,324	77,701,916
Training and consultancy expenses	20	14,028,299	9,507,028
Seminar/conference expenses	21	7,428,996	10,961,717
		112,226,619	98,170,661
General and administrative expenses	19	25,215,956	23,848,780
		137,442,575	122,019,441
Surplus for the year before tax		36,599,697	32,273,802
Taxation-net	13	-	-
Surplus for the year after tax		36,599,697	32,273,802

The annexed notes 1 to 30 form an integral part of these financial statements.

Rm


CHIEF EXECUTIVE OFFICER

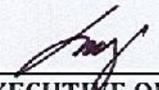

DIRECTOR

**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
 UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
 STATEMENT OF COMPREHENSIVE INCOME
 FOR THE YEAR ENDED JUNE 30, 2025**

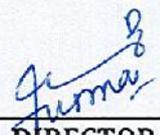
	June 30, 2025	June 30, 2024 (Restated)
Note	----- Rupees -----	
Surplus for the year	36,599,697	32,273,802
Other comprehensive income	-	-
Total comprehensive income for the year	<u><u>36,599,697</u></u>	<u><u>32,273,802</u></u>

The annexed notes 1 to 30 form an integral part of these financial statements.

Rm



CHIEF EXECUTIVE OFFICER



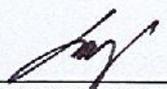
DIRECTOR

**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
 UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
 STATEMENT OF CHANGES IN FUNDS
 FOR THE YEAR ENDED JUNE 30, 2025**

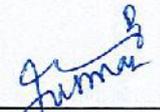
	Note	General Fund (Unrestricted) --- Rupees ---
Balance as at July 01, 2023 - as previously reported		25,471,595
Adjustment on correction of omission	27	(2,202,875)
Balance as at July 01, 2023 - as restated		<u>23,268,720</u>
Surplus for the year - restated		<u>32,273,802</u>
Other comprehensive income		-
Total comprehensive income for the year		<u>32,273,802</u>
Balance as at June 30, 2024		<u>55,542,522</u>
Surplus for the year		<u>36,599,697</u>
Other comprehensive income		-
Total comprehensive income for the year		<u>36,599,697</u>
Balance as at June 30, 2025		<u><u>92,142,220</u></u>

The annexed notes 1 to 30 form an integral part of these financial statements.

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CHIEF EXECUTIVE OFFICER



DIRECTOR

**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2025**

		June 30, 2025	June 30, 2024 (Restated)
	Note	----- Rupees -----	
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus for the year		36,599,697	32,273,802
Adjustment for non cash items:			
Depreciation	5	3,315,292	3,088,479
Gain on disposal of fixed asset	17	-	(1,924,611)
Amortization of deferred grant	10	(1,535,181)	(1,190,572)
EOBI Expense		1,117,400	1,017,600
Operating profit before changes in working capital		39,497,209	33,264,699
Changes in working capital			
(Increase)/ decrease in current assets			
Advances, deposits and prepayments	7	2,004,037	(2,439,069)
Trade and other receivables	8	(3,977,654)	(16,135,252)
Increase/(decrease) in current liabilities			
Accrued and other liabilities	11	(3,217,327)	3,052,890
Net cash (used in) operations		34,306,265	17,743,268
Advance tax paid	7.1	(166,651)	(3,294,724)
EOBI paid		(3,989,125)	-
		30,150,489	14,448,544
CASH FLOWS FROM INVESTING ACTIVITIES			
Payment made against acquisition of operating fixed assets	5	(5,271,655)	(1,877,278)
Proceeds from disposal of operating fixed assets		-	2,085,001
Investment in TDRs	6	-	18,000,000
Net cash generated from/ (used in) investing activities		(5,271,655)	18,207,723
CASH FLOWS FROM FINANCING ACTIVITIES			
Deferred capital grant	10	4,834,124	-
Net cash generated from financing activities		4,834,124	-
Net increase/(decrease) in cash and cash equivalents		29,712,958	32,656,266
Cash and cash equivalents at beginning of the year		44,815,714	12,159,448
Cash and cash equivalents at end of the year		74,528,672	44,815,714

The annexed notes 1 to 30 form an integral part of these financial statements.

Rmm


CHIEF EXECUTIVE OFFICER


DIRECTOR

NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025

1 STATUS AND OPERATIONS

1.1 National Productivity Organization ("the Company") was registered in Pakistan on 26 June 2006 as a guarantee limited company under section 42 of the repealed Companies Ordinance, 1984 (now Companies Act, 2017). The Company was formed pursuant to the approval of the Prime Minister of Pakistan communicated through letter no. 24(3)/2003-Per-II dated 21 May 2006 of Ministry of Industries and Production, Government of Pakistan.

The objectives of the Company are to inculcate productivity consciousness through promotion of productivity concept by training and education of management and supervisory personnel in industrial, commercial and service organizations in public and private sectors in the techniques and process of modern management.

The geographical location and addresses of the Company and its regional offices are as under:

Business units	Geographical location
Head office	11th Floor, Shaheed-e-Millat Secretariat F-6/1, Islamabad.
Regional Offices- Karachi	House no. New A-45, Old A-33 Sachal Village, Dow University & Hospital Road Near PCSIR Laboratory, Gulshan e Iqbal Town, Karachi.
Regional Office - Lahore	234, Main Ferozepur Road, PITAC Building, Lahore.
Regional Office Quetta	First Floor, Pak PWD Building Saryab Road, Quetta.
Regional Office - Peshawar	Khyber Pakhtunkhwa Chamber of Commerce & Industry, G-T Road Peshawar.
Sub Office - Faisalabad	Faisalabad Chamber of Commerce & Industry, FCCI complex, Canal road Faisalabad.
Sub Office Multan	Multan Chamber of Commerce & Industry, Shah rah e Aiwan e Tijarat o Sanat, Kalma Chowk, Multan.

2 BASIS OF PREPARATION

2.1 Statement of compliance

These financial statements have been prepared in accordance with the approved accounting standards as applicable in Pakistan. The accounting and reporting standards applicable in

- i) International Financial Reporting Standards (IFRS Standards) issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017.
- ii) Accounting Standards for Not for Profit Organizations (Accounting standards for NPOs) issued by the Institute of Chartered Accountants of Pakistan as notified under the Companies Act, 2017; and
- iii) Provisions of and directives issued under the Companies Act, 2017.

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

2.2 Basis of measurement

These financial statements have been prepared under the historical cost convention, except for certain items as disclosed in the relevant accounting policies, below.

2.3 Key judgements and estimates

The preparation of financial statements in conformity with the accounting and reporting standards as applicable in Pakistan requires the use of certain critical accounting estimates. In addition, it requires management to exercise judgement in the process of applying the Company's accounting policies.

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**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025**

2.3 Key judgements and estimates (CONTINUED...)

The areas involving a high degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are documented in the following accounting policies and notes, and relate primarily to:

- Useful lives, residual values and depreciation method of property and equipment.
- Current income tax expense, provision for current tax and recognition of deferred tax.

The revisions to accounting estimates (if any) are recognized in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

2.4 Functional and presentation currency

These financial statements are presented in Pakistan Rupee (PKR), which is the Company's functional currency. All financial information presented in rupees has been rounded off to the nearest of rupees, unless otherwise stated.

3 STANDARDS, AMENDMENTS TO STANDARDS AND INTERPRETATIONS

a) Standards and amendments to approved accounting standards that are effective

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 01, 2023. However, these do not have any significant impact on the Company's financial reporting.

b) Standards and amendments to approved accounting standards that are not yet effective

There is a standard and certain other amendments to the accounting and reporting standards that will be mandatory for the Company's annual accounting periods beginning on or after July 01, 2024. However, these are considered either not to be relevant or to have any significant impact on the Company's financial statements and operations and, therefore, have not been disclosed in these financial statements.

4 SUMMARY OF MATERIAL ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

4.1 Operating fixed assets

These are stated at cost, which includes purchase price and directly attributable cost less accumulated depreciation and impairment loss, if any.

Normal repairs and maintenance are charged to statement of income and expenditure as and when incurred whereas major improvements and modifications are capitalized.

Depreciation is charged by applying reducing balance method. Rates of depreciation are Gains and losses on disposal of an item of property and equipment are determined by comparing the proceeds from disposal with the carrying amounts of property and equipment and are recognized within "other operating income" in the statement of income and expenditure.

4.2 Impairment of non-financial assets

The carrying amount of the Company's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. Impairment losses are recognized as expense in the statement An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount and loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

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**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025**

4.3 Advances, deposits and prepayments

These are carried at their original amount less an estimate made for doubtful debts based on a review of all outstanding amounts at the year end. Bad debts are written off when identified.

4.4 Trade and other receivables

Trade and other receivable are stated initially at the fair value, subsequent to initial recognition these are stated at their fair value as reduced by appropriate provision for impairment. Known impaired receivables are written off, while receivables considered doubtful of recovery are fully provided for.

The allowance for doubtful accounts is based on the Company's assessment of the collectability of counterparty accounts. The Company regularly reviews its debts and receivables that remain outstanding past their applicable payment terms and establishes allowance and potential write-offs by considering factors such as historical experience, credit quality, age of the accounts receivable balances and current economic conditions that may affect a customer's ability to pay.

4.5 Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost. For the purpose of statement of cash flows, cash and cash equivalents consist of cash in hand and

4.6 Deferred capital grant

Funds received for the purchase of fixed assets are recognized as deferred capital grant. These are recognized as income over the useful life of assets purchased.

4.7 Trade and other payables

Liabilities for trade and other payables are carried at cost which is the fair value of the consideration to be paid in the future for goods and services received.

4.8 Income

Income is recognized when it is probable that the economic benefits associated with the transaction will flow to the company and the amount of income and the associated cost incurred or to be incurred can be measured reliably.

Grants against which no conditions are attached are recognized as grant income and others are recorded as restricted grant. Restricted grant utilized for acquiring fixed assets are recognized as deferred capital grant and is recognized as income over the useful life of the assets purchased.

Income from training courses is recognized when the related services are rendered.

Profit on deposit accounts is recognized in the statement of income and expenditure on a time proportion basis.

4.9 Taxation

The Company is a non-profit organization registered under the relevant laws of Pakistan. In accordance with the provisions of Section 100C of the Income Tax Ordinance, 2001, A tax credit equal to a hundred percent of tax payable under Section 100-C of the Income Tax Ordinance, (ITO) 2001 is available to the Company being a non profit organisation., effective from July 1, 2023 to June 30, 2026, subject to compliance with the conditions specified in the said section. Accordingly, no provision for taxation has been made in these financial statements.

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**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025**

4.10 Foreign currency transactions

Foreign currency transactions (if any) are recorded in PKR at the rate of exchange prevailing at the date of transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate prevalent on the balance sheet date. All exchange differences are taken to income and expenditure account currently.

4.11 Related party transactions

All transactions involving related parties arising in the normal course of business are conducted at arm's length at normal commercial rates on the same terms and conditions as third party transactions using valuation modes, as admissible, except in extremely rare circumstances where, subject to the approval of the Board of Directors, it is in the interest of the Company to do so.

4.12 Financial instruments

Financial assets

The financial assets are classified at initial recognition based on the business model used for managing the financial assets and contractual terms of the cash flows.

The company classifies its financial assets at amortized cost.

Financial assets at amortized cost:

Recognition and measurement

A financial asset shall be classified as financial asset at amortized cost if the asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows.

Regular way purchases and sales of financial assets are recognized on trade-date, the date on which the company commits to purchase or sell the asset. After initial recognition, financial assets are carried at amortized cost.

Financial liabilities

Financial liabilities are recognized at the time when the company becomes a party to the contractual provisions of the instrument. All financial liabilities are recognized initially at fair value less directly attributable transactions costs, if any, and subsequently measured at amortized.

De-recognition

Financial assets

The company derecognizes financial assets only when the contractual rights to cash flows from the financial assets expire or when it transfers the financial assets and substantially all the associated risks and rewards of ownership to another company.

On de-recognition of financial asset measured at amortized cost, the difference between the asset's carrying value and the sum of consideration received and receivable is recognized in statement of income and expenditure.

Financial liabilities

The company derecognizes financial liabilities only when its obligations under the financial liabilities are discharged, cancelled or expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognized in statement of income and expenditure.

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**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025**

4.13 Impairment of financial assets

The company assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

4.14 Off-setting of financial assets and financial liabilities

A financial asset and a financial liability is set off and the net amount is reported in the statement of financial position if the company has a legally enforceable right to set off the recognized amounts and also intends either to settle these on a net basis or to realize the asset and settle the liability simultaneously.

4.15 Government Grant

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the company will comply with all attached conditions. Government grants relating to costs are deferred and recognised in the profit or loss over the period necessary to match them with the costs that they are intended to compensate. Government grants relating to the purchase of property, plant and equipment are included in noncurrent liabilities as deferred income and are credited to profit or loss on written down value method over the expected lives of the related assets.

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NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025

5 OPERATING FIXED ASSETS

**5.1 OPERATING FIXED ASSETS
(Government Grant)**

	Motor vehicles	Furniture and fixture	Office equipment	Computer and ancillary equipment	Total
Rupees.....				
Cost					
Balance as at July 01, 2023	4,123,044	3,600,194	3,058,202	3,683,440	14,464,880
Disposal during the year	(2,074,639)	-	-	-	(2,074,639)
Balance as at June 30, 2024	2,048,405	3,600,194	3,058,202	3,683,440	12,390,241
Additions during the year	-	-	4,834,124	-	4,834,124
Balance as at June 30, 2025	2,048,405	3,600,194	7,892,326	3,683,440	17,224,365
Accumulated depreciation					
Balance as at July 01, 2023	3,855,874	1,229,536	1,433,096	2,233,233	8,751,739
Charge for the year	35,612	235,777	325,022	435,062	1,031,472
Disposal during the year	(1,914,249)	-	-	-	(1,914,249)
Balance as at June 30, 2024	1,977,237	1,465,313	1,758,118	2,668,295	7,868,962
Charge for the year	14,234	213,488	1,002,916	304,543	1,535,181
Balance as at June 30, 2025	1,991,471	1,678,801	2,761,033	2,972,839	9,404,143
Carrying amount					
- June 30, 2025	56,934	1,921,393	5,131,293	710,601	7,820,222
- June 30, 2024	71,168	2,134,881	1,300,084	1,015,145	4,521,279
Rate of depreciation	20%	10%	20%	30%	

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NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
 NOTES TO THE FINANCIAL STATEMENTS
 FOR THE YEAR ENDED JUNE 30, 2025

5 OPERATING FIXED ASSETS					
5.2 OPERATING FIXED ASSETS (Non-Government Grant)	Motor vehicles	Furniture and fixture	Office equipment	Computer and ancillary equipment	Total
Rupees.....				
Cost					
Balance as at July 01, 2023	3,283,000	622,416	6,322,582	1,399,891	11,627,889
Additions during the year	-	-	67,680	1,809,598	1,877,278
Balance as at June 30, 2024	3,283,000	622,416	6,390,262	3,209,489	13,505,167
Additions during the year	-	236,032	201,499	-	437,531
Balance as at June 30, 2025	3,283,000	858,448	6,591,761	3,209,489	13,942,698
Accumulated depreciation					
Balance as at July 01, 2023	963,012	286,044	1,568,916	614,556	3,432,528
Charge for the year	463,997	32,348	963,141	597,520	2,057,007
Balance as at June 30, 2024	1,427,009	318,392	2,532,057	1,212,076	5,489,534
Charge for the year	371,198	33,402	776,288	599,224	1,780,112
Balance as at June 30, 2025	1,798,207	351,794	3,308,345	1,811,300	7,269,646
Carrying amount					
- June 30, 2025	1,484,793	506,654	3,283,415	1,398,189	6,673,052
- June 30, 2024	1,855,991	304,024	3,858,205	1,997,413	8,015,632
Rate of depreciation	20%	10%	20%	30%	
Total cost	5,331,405	4,458,642	14,484,087	6,892,929	31,167,063
Total accumulated depreciation	3,789,678	2,030,595	6,069,378	4,784,138	16,673,789
Total written down value	1,541,727	2,428,047	8,414,708	2,108,791	14,493,274
5.3 Depreciation charged for the year has been allocated as follows:					
		2025	2024		
	Basis of allocation	(Rupees)	(Rupees)		
Operating expenses	70%	2,320,705	2,161,935		
General and administrative expenses	30%	994,588	926,544		
		3,315,292	3,088,479		

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**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025**

		June 30, 2025	June 30, 2024 (Restated)
	Note	----- Rupees -----	
6	SHORT TERM INVESTMENT		
	Investment in TDRs	-	-
6.1	This represent investment in Term Deposit Receipts (TDRs) of National Bank of Pakistan carrying interest rates of 19.70% p.a.		
7	ADVANCES, DEPOSITS AND PREPAYMENTS		
	Advance against expenses	2,584,122	2,677,005
	Security deposits	450,000	2,433,520
	Advance tax	4,921,085	4,754,434
	Prepayments	397,364	324,998
		<u>8,352,571</u>	<u>10,189,957</u>
7.1	ADVANCE TAX		
	Opening balance	4,754,434	4,447,008
	Tax deducted at source during the year	166,651	307,426
		<u>4,921,085</u>	<u>4,754,434</u>
8	TRADE AND OTHER RECEIVABLES		
	PSIC consultancy	21,284,635	20,711,600
	Receivable against training courses fee - considered good	136,000	84,100
	Receivable against energy audits - considered good	62,500	62,500
	Interest on PLS accounts	2,150,023	729,049
	APO vision 2025 and conference	2,122,500	-
	APO seminar income	-	946,356
	Regulatory Charges receivable from employees	196,512	-
	Other receivables	599,300	40,211
		<u>26,551,470</u>	<u>22,573,816</u>
9	CASH AND BANK BALANCES		
	Cash in hand	225,000	225,000
	Cash at banks:		
	-Current account	8	55,265
	-Saving accounts	74,303,664	44,535,448
		<u>74,303,672</u>	<u>44,590,713</u>
		<u>74,528,672</u>	<u>44,815,713</u>
9.1	Rate of return on saving accounts		
	The saving accounts earn interest on bank deposit at floating rate ranging from 8% to 10.5% (2024: 6.75% to 20.05%).		
10	DEFERRED CAPITAL GRANT		
	Opening balance	9,334,488	10,525,061
	Deferred capital grant during the year	4,834,124	-
	Amortization of items of deferred capital grant	(1,535,181)	(1,190,573)
		<u>12,633,431</u>	<u>9,334,488</u>

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**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025**

		June 30, 2025	June 30, 2024 (Restated)
	Note	----- Rupees -----	
11	ACCRUED AND OTHER LIABILITIES		
	Accrued expenses	3,666,472	4,820,417
	Office rent payables	2,048,172	2,347,515
	Other payables	3,741,878	2,192,736
	Donors liabilities	4,466,124	7,779,306
	EOBI payable	348,750	3,220,475
		<u>14,271,397</u>	<u>20,360,449</u>
11.1	APO grant for energy audit tools	673,288	3,550,969
	APO grant for certification body	2,394,128	1,407,129
	APO grant for demo companies	-	1,422,500
	APO grant for national quality award	1,398,500	1,398,500
	APO SMEs support program	208	208
		<u>4,466,124</u>	<u>7,779,306</u>
12	DEFERRED GRANT REVENUE		
	Advance from Irrigation Department Punjab	<u>4,878,939</u>	<u>4,878,939</u>
12.1	In 2022, the National Productivity Organization (NPO) entered into an agreement with the Punjab Irrigation Department to conduct an energy audit of tubewells. No work was performed against this grant in 2023 and 2024, tasks are scheduled for completion in the upcoming financial year. Consequently, the funds received from the department were recorded as deferred revenue in 2022. Upon completion of the work, the corresponding amount will be recognized as income in the upcoming financial year.		
13	PROVISION FOR TAXATION - NET		
	Opening balance	-	3,294,724
	Provision for taxation	-	-
		-	<u>3,294,724</u>
	Tax paid during the year	-	<u>(3,294,724)</u>
		<u>-</u>	<u>-</u>
13.1	INCOME TAX EXPENSE		
	A tax credit equal to a hundred percent of tax payable under Section 100-C of the Income Tax Ordinance, (ITO) 2001 is available to the Company being a non profit organisation.		
14	CONTINGENCIES AND COMMITMENTS		
	There are no contingencies and commitments as at year end.		
15	GOVERNMENT GRANT		
	Grant received from Ministry of Industries and Production	<u>112,000,000</u>	<u>96,000,000</u>
15.1	This amount represents the grant provided by the Ministry of Industry and Production for the purpose of meeting operational expenses and employees salaries.		
16	INCOME FROM TRAINING AND CONSULTANCY		
	PSIC productivity consultancy project	20,230,000	20,711,600
	APO Conference and seminars	7,463,627	10,322,350
	APO Vision 2025	6,991,000	6,920,375

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**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025**

	Note	June 30, 2025	June 30, 2024 (Restated)
		----- Rupees -----	
16	INCOME FROM TRAINING AND CONSULTANCY (CONTINUED...)		
	WWF project	5,000,594	3,260,690
	Income from training and training consultancy	2,486,642	2,442,444
	Grant for SME Business support	-	1,922,817
	Income from energy audit and energy consultancy	2,581,233	1,286,868
	BCBN Income	1,407,744	-
	TES income	1,391,250	-
	Other APO Income/ Productivity Master Plan Certification Body	1,157,603	-
	Demo companies project	1,357,966	-
		2,823,000	-
		52,890,658	46,867,144
17	OTHER INCOME		
	Profit on bank deposits	6,306,593	7,012,086
	Gain on disposal of asset	-	1,924,611
	Training processing fee	1,098,500	1,207,000
	Exchange loss	-	(61,111)
	Miscellaneous income	211,340	152,940
		7,616,433	10,235,526
18	OPERATING COSTS		
	Salaries and other benefits	71,560,241	63,379,983
	Utilities expense	2,000,000	2,409,388
	Vehicle running and maintenance expenses	1,881,421	1,875,324
	Insurance expense	3,096,490	1,655,278
	Printing and stationery expenses	999,963	1,589,299
	Staff travelling and conveyance	1,830,546	1,099,741
	Rent expense	616,512	999,806
	Office expenses	1,204,077	974,536
	Communication expenses	901,170	755,515
	Repair and maintenance expense	1,889,620	510,805
	Legal and professional expenses	-	46,825
	Depreciation expense	2,320,705	2,161,935
	Regulatory charges	982,558	-
	Miscellaneous expense	164,066	243,480
	Tax Expenses	1,321,955	-
		90,769,324	77,701,916
19	GENERAL AND ADMINISTRATIVE EXPENSES		
	Salaries and other benefits	18,663,178	18,553,752
	Board meeting	1,385,859	957,756
	Insurance expense	1,050,555	615,145
	Utilities expense	634,168	553,115
	Vehicle running and maintenance	450,750	430,850
	Office expenses	350,355	302,320
	Staff travelling and conveyance	303,500	287,675

Rmm

**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025**

		June 30, 2025	June 30, 2024 (Restated)
	Note	----- Rupees -----	
19	GENERAL AND ADMINISTRATIVE EXPENSES (CONTINUED..)		
	Legal and professional expenses	315,000	250,000
	Printing and stationery expenses	120,050	202,650
	Communication expenses	160,555	155,155
	Advertisement expenses	253,819	143,249
	News paper and periodicals	32,940	59,990
	Bank charges	1,660	580
	Fee and subscription	88,980	-
	Depreciation expense	994,587	926,543
	Auditors' remuneration	410,000	410,000
		25,215,956	23,848,780
19.1	Auditor's remuneration		
	Audit services		
	Annual audit fee	300,000	300,000
	Out of pocket expenses	60,000	60,000
		360,000	360,000
	Non-audit services		
	Review report on compliance with Code of Corporate	50,000	50,000
		410,000	410,000
20	TRAINING AND CONSULTANCY EXPENSES		
	APO vision 2025	6,043,152	5,427,597
	Training course expenses	786,680	1,291,911
	WWF consultancy project	3,504,873	1,115,000
	Energy audit expenses	1,039,406	666,915
	PSIC productivity consultancy project	-	456,282
	Demo companies project	1,653,498	305,688
	APO national award expenses	-	105,400
	BCBN expenses	725,049	-
	Other APO related expenses	173,250	71,735
	APO consultancy	-	66,500
	TES Expenses	99,891	-
	Certification Body Development Expenses	2,500	-
		14,028,299	9,507,028
21	SEMINAR/CONFERENCER EXPENSES		
	APO Seminar expenses	7,428,996	10,961,717

Rmm

**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025**

22 FINANCIAL RISK MANAGEMENT

Financial instruments give exposure to following risks.

- (a) Credit risk;
- (b) Liquidity risk;
- (c) Market risk.

This note presents information about the Company's exposure to each of the above risks, the Company's objectives, policies and processes for measuring and managing risk. Further quantitative disclosures are included throughout these financial statements.

The Board of Directors has overall responsibility for the establishment and oversight of the Company's risk management framework. The Board is responsible for developing and monitoring the Company's risk management policies.

The Company's risk management policies are established to identify and analyze the risks faced by the Company, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities. The Company aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Board of Directors oversee how management monitors compliance with the Company's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Company.

(a) Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date is as follows:

	2025	2024
	(Rupees)	(Rupees)
Advances, deposits and prepayments	8,352,571	10,189,957
Trade and other receivables	26,551,470	22,573,816
Bank balances	74,303,672	44,590,713
	109,207,713	77,354,486

Geographically there is no concentration of credit risk. Credit risk is minimum as the bank accounts are maintained with reputable banks with good credit worthiness.

Based on historical experience, the management believes that except as already provided for, so no further impairment is necessary against its financial assets.

(b) Liquidity risk

Liquidity risk is the risk that the Company may encounter difficulty in meeting obligations associated with financial liabilities. Liquidity risk arises because of the possibility that the Company could be required to pay its liabilities earlier than expected or difficulty in raising funds to meet commitments associated with financial liabilities as they fall due.

The management believes that at the moment there is insignificant risk that it will have difficulty in meeting its financial obligations as sufficient funds are available with the Company. Carrying amount of the Company's financial liabilities approximate the estimated contractual cash outflows which are due within one year of the reporting date.

Financial liabilities

Accrued and other liabilities - maturity up to one year	14,271,397	20,360,449
	14,271,397	20,360,449

Rmn

**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025**

22 FINANCIAL RISK MANAGEMENT (CONTINUED..)

(c) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates that will affect the Company's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return on risk. The company is not significantly exposed to market risk.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The interest rate profile of the Company's interest bearing financial instruments is presented in relevant notes to the financial statements. The Company is not exposed to any significant interest rate risk.

Sensitivity to interest rate risk arises from mismatches of financial assets and financial liabilities that mature or re-price in a given period. The Company manages these mismatches through risk management strategies where significant changes in gap position can be adjusted.

The Company does not account for any variable rate financial assets and liabilities at fair value through profit and loss, therefore a change in interest rates at the reporting date would not affect income or expenditure.

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument, will fluctuate because of changes in foreign exchange rates. Foreign currency risk arises mainly where receivables and payables exist due to foreign currency transactions. The Company is not exposed to currency risk.

23 FINANCIAL ASSETS AND LIABILITIES

The fair values of financial assets and liabilities, together with the carrying amounts shown in the statement of financial position are as follows:

	2025		2024	
	-----Rupees-----			
	Amortized cost	Fair value through profit or loss	Amortized cost	Fair value through profit or loss
Financial assets				
Security deposits	-	450,000	-	2,433,520
Trade and other	-	26,551,470	-	22,573,816
Cash and bank balances	-	74,528,672	-	44,815,713
Short term investment	-	-	-	-
	-	101,530,142	-	69,823,049
Financial liabilities				
Accrued and other	-	14,271,397	-	20,360,449
Liabilities	-	14,271,397	-	20,360,449

Fund management

The Board of Directors of the company monitors the performance along with the related funds requirements. The Company is not subject to externally imposed fund requirements.

Rm

**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION
UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025**

24 FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

Fair value is the amount for which an asset could be exchanged, or liability settled, between knowledgeable willing parties in an arm's length transaction. Consequently, differences can arise between carrying values and the fair value estimates. The carrying values of all financial assets and liabilities reflected in the financial statements approximate their fair values. International Financial Reporting Standard 13, 'Financial Instruments: Disclosure' requires the company to classify fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- (a) quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- (b) inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices) (level 2); and
- (c) inputs for the asset or liability that are not based on observable market data (unobservable inputs).

There are no financial assets or financial liabilities which are measured at their fair value in the statement of financial position.

25 REMUNERATION OF CHIEF EXECUTIVE OFFICER, DIRECTORS AND EXECUTIVES

	2025			2024		
	Chief Executive Officer	Directors	Executives	Chief Executive Officer	Directors	Executives
Managerial remuneration	10,275,876	-	37,087,818	8,450,000	-	37,226,136
Board Fees	200,000	880,000	-	200,000	712,000	-
Allowances	236,791	-	960,000	441,809	-	12,560,000
	10,712,667	880,000	38,047,818	9,091,809	712,000	49,786,136
Number	1	8	16	1	4	17

26 RELATED PARTY TRANSACTIONS

The Company is established by the Ministry of Industries and Production, Government of Pakistan "GOP". Therefore all department and agencies controlled by the GOP ("State-controlled entities") are related parties of the Company. Other related parties include directors, members and key management personnel and their family members. Significant transactions with related parties are as follows:

Name of Related Party	Relationship with entity	Nature of transactions	2025 (Rupees)	2024 (Rupees)
Government of Pakistan	Owner	Grant	112,000,000	96,000,000
Remuneration of key management personnel	Directors, CEO & Executives	Remuneration and Board fee	11,592,667	9,803,809

Rmm

**NATIONAL PRODUCTIVITY ORGANIZATION (REGISTERED AS NON PROFIT ORGANIZATION UNDER SECTION 42 OF THE COMPANIES ACT, 2017)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025**

27 CORRECTION OF PRIOR PERIOD OMISSION

During 2025, Auditors has discovered that the EOBI expense had been omitted in its Financial Statements since 2020. As a result of this omission the company's expenses and liabilities had been understated and general fund had been overstated. The correction of omission have been accounted for retrospectively, and comparative information for 2024 has been restated. The omission has been corrected by restating each of the affected financial statement line items for the prior periods presented below.

Statement of Financial Position

		Impact of prior period omission		
		As reported	Adjustments	As Restated
July 1, 2023				
(In Rupees)				
Total Assets		58,257,403	-	58,257,403
EOBI Payble	11	-	2,202,875	2,202,875
Total Liabilities		22,260,747	2,202,875	24,463,622
General Fund		25,471,595	(2,202,875)	23,268,720
General Fund		25,471,595	(2,202,875)	23,268,720
June 30, 2024				
(In Rupees)				
Total Assets		90,116,397	-	90,116,397
EOBI Payble		2,202,875	1,017,600	3,220,475
Total Liabilities		25,239,388	-	25,239,388
General Fund		58,762,997	(3,220,475)	55,542,522
General Fund		58,762,997	(3,220,475)	55,542,522

Statement of income and expenditure

		Impact of prior period omission		
		As reported	Adjustments	As Restated
For the Year ended 30 June 2024				
(In Rupees)				
Admin Expenses (EOBI Expense)		22,831,181	1,017,600	23,848,781
Surplus for the year		33,291,402	1,017,600	32,273,802
Total comprehensive income for the year		33,291,402	1,017,600	32,273,802

28 NUMBER OF EMPLOYEES

	2025	2024
	Numbers	Numbers
No. of employees as at year end	51	52
Average no. of employees during the year	52	54

29 DATE OF APPROVAL OF FINANCIAL STATEMENTS

These financial statements were authorized and approved by the Board of Directors in their meeting held on 21 SEP 2025

30 GENERAL

-All above figures are rounded off to nearest Rupees.


CHIEF EXECUTIVE OFFICER


DIRECTOR

Rm

**Review Report on the Statements of Compliance of National
Productivity Organization with the Public Sector Companies
(Corporate Governance) Rules, 2013**



RSM Avas Hyder Liaquat Nauman
Chartered Accountants

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Independent Auditor's Review Report
To the Members of National Productivity Organization
Review report on the Statements of Compliance with the Public Sector Companies
(Corporate Governance) Rules, 2013

We have reviewed the enclosed Statement of Compliance with the best practices contained in the Public Sector Companies (Corporate Governance) Rules, 2013 (the Rules) prepared by the Board of Directors of National Productivity Organization for the year ended 30 June 2025 to comply with the requirements of provisions of Public Sector Companies (Corporate Governance) Rules, 2013.

The responsibility for compliance with the Rules is that of the Board of Directors of the Company. Our responsibility is to review, to the extent where such compliance can be objectively verified, whether the Statement of Compliance reflects the status of the Company's compliance with the provisions of the Rules and report if it does not and to highlight any non-compliance with the requirements of the Rules. A review is limited primarily to inquiries of the Company's personnel and review of various documents prepared by the Company to comply with the Rules.

As a part of our audit of the financial statements, we are required to obtain an understanding of the accounting and internal control systems sufficient to plan the audit and develop an effective audit approach. We are not required to consider whether the Board of Directors' statement on internal control covers all risks and controls or to form an opinion on the effectiveness of such internal controls, the Company's corporate governance procedures and risks.

The Rules requires the Company to place before the Audit Committee, and upon recommendation of the Audit Committee, place before the Board of Directors for their review and approval its related party transactions distinguishing between transactions carried out on terms equivalent to those that prevail in arm's length transactions and transactions which are not executed at arm's length price and recording proper justification for using such alternate pricing mechanism. We are only required and have ensured compliance of this requirement to the extent of the approval of the related party transactions by the Board of Directors upon recommendation of the Audit Committee. We have not carried out any procedures to determine whether the related party transactions were undertaken at arm's length price or not.

THE POWER OF BEING UNDERSTOOD
ASSURANCE | TAX | CONSULTING

RSM Avas Hyder Liaquat Nauman is a related entity of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

Based on our review, nothing has come to our attention which causes us to believe that the 'Statement of Compliance' does not appropriately reflect the Company's compliance, in all material respects, with the best practices contained in the Rules as applicable to the Company for the year ended June 30, 2025.

RSM Avais Hyder Liaquat Nauman

RSM Avais Hyder Liaquat Nauman
Chartered Accountants

Engagement Partner: Syed Naveed Abbas

Place: Islamabad

Date:

26 SEP 2025

Statement of Compliance

With Public Sector Companies (Corporate Governance) Rules, 2013

Name of Company: National Productivity Organization
Name of the line ministry: Ministry of Industries & Production
For the year ended: June 30, 2025

- I. This statement presents the overview of the compliance with the Public Sector Companies (Corporate Governance) Rules, 2013 (hereinafter called "the Rules") issued for the purpose of establishing a framework of good governance, whereby a public sector company is managed in compliance with the best practices of public sector governance.
- II. The company has complied with the provisions of the Rules in the following manner

Sr. No.	Provision of the Rules	Rule no.	Y	N																										
1.	The independent directors meet the criteria of independence, as defined under the Rules.	2(d)	Y																											
2.	The Board has at least one-third of its total members as independent directors. At present the Board includes:	3(2)																												
	<table border="1"> <thead> <tr> <th>Category</th> <th>Names</th> <th>Date of Appointment</th> </tr> </thead> <tbody> <tr> <td rowspan="5">Independent Directors</td> <td>Mr. Khawaja Muhammad Usman</td> <td>April 28, 2025</td> </tr> <tr> <td>Ms. Sahibzadi Mahin Khan</td> <td>April 28, 2025</td> </tr> <tr> <td>Ms. Filza Mumtaz</td> <td>April 28, 2025</td> </tr> <tr> <td>Mr. Faad Waheed</td> <td>April 28, 2025</td> </tr> <tr> <td>Syed Ameer Hassan Rizvi</td> <td>April 28, 2025</td> </tr> <tr> <td>Non-Executive Directors</td> <td>Mr. Muhammad Asif, Joint Secretary/Special Assistant to Finance Minister, Ministry of Finance & Revenue</td> <td>April 28, 2025</td> </tr> <tr> <td>Non-Executive Directors</td> <td>Mr. Awais Manzur Sumra, Secretary, Ministry of Planning Development & Special Initiatives</td> <td>April 28, 2025</td> </tr> <tr> <td>Non-Executive Directors</td> <td>Mr. Muhammad Asad Islam Mahni, AS-I MoI&P (Director)</td> <td>June 19, 2025</td> </tr> <tr> <td>Executive Directors</td> <td>Mr. Muhammad Alamgir Chaudhry</td> <td>April 28, 2025</td> </tr> </tbody> </table>				Category	Names	Date of Appointment	Independent Directors	Mr. Khawaja Muhammad Usman	April 28, 2025	Ms. Sahibzadi Mahin Khan	April 28, 2025	Ms. Filza Mumtaz	April 28, 2025	Mr. Faad Waheed	April 28, 2025	Syed Ameer Hassan Rizvi	April 28, 2025	Non-Executive Directors	Mr. Muhammad Asif, Joint Secretary/Special Assistant to Finance Minister, Ministry of Finance & Revenue	April 28, 2025	Non-Executive Directors	Mr. Awais Manzur Sumra, Secretary, Ministry of Planning Development & Special Initiatives	April 28, 2025	Non-Executive Directors	Mr. Muhammad Asad Islam Mahni, AS-I MoI&P (Director)	June 19, 2025	Executive Directors	Mr. Muhammad Alamgir Chaudhry	April 28, 2025
Category	Names				Date of Appointment																									
Independent Directors	Mr. Khawaja Muhammad Usman				April 28, 2025																									
	Ms. Sahibzadi Mahin Khan				April 28, 2025																									
	Ms. Filza Mumtaz				April 28, 2025																									
	Mr. Faad Waheed				April 28, 2025																									
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Executive Directors	Mr. Muhammad Alamgir Chaudhry	April 28, 2025																												
3	The directors have confirmed that none of them is serving as a director on more than five public sector companies and listed companies simultaneously, except their subsidiaries.	3(5)	Y																											
4.	The appointing authorities have applied the fit and proper criteria given in the Annexure to the Rules in making nominations of the persons for election as Board members under the provisions of the Act.	3(7)	Y																											

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5.	The chairman of the Board is working separately from the chief executive of the Company.	4(1)	Y	
6.	The chairman has been elected by the Board of directors except where Chairman of the Board has been appointed by the Government.	4(4)	Y	
7.	The Board has evaluated the candidates for the position of the chief executive on the basis of the fit and proper criteria as well as the guidelines specified by the Commission. (Not applicable where the chief executive has been nominated by the Government)	5(2)	Y	
8.	(a) The company has prepared a "Code of Conduct" to ensure that professional standards and corporate values are in place. (b) The Board has ensured that appropriate steps have been taken to disseminate it throughout the company along with its supporting policies and procedures, including posting the same on the company's website. (Address of website to be indicated (https://npo.gov.pk/about/rules/)) (c) The Board has set in place adequate systems and controls for the identification and redressal of grievances arising from unethical practices.	5(4)	Y Y Y	
9.	The Board has established a system of sound internal control, to ensure compliance with the fundamental principles of probity and propriety; objectivity, integrity and honesty; and relationship with the stakeholders, in the manner prescribed in the Rules. (Anticorruption policy)	5(5)	Y	
10.	The Board has developed and enforced an appropriate conflict of interest policy to lay down circumstances or considerations when a person may be deemed to have actual or potential conflict of interests, and the procedure for disclosing such interest. (Conflict of interest policy)	5(5)(b) (ii)	Y	
11.	The Board has developed and implemented a policy on anti-corruption to minimize actual or perceived corruption in the company. (Anticorruption policy)	5(5)(b) (vi)	Y	
12.	The Board has ensured equality of opportunity by establishing open and fair procedures for making appointments and for determining terms and conditions of service. (Service rules and Office notification)	5(5)(c) (ii)	Y	
13.	The Board has ensured compliance with the law as well as the company's internal rules and procedures relating to public procurement, tender regulations, and purchasing and technical standards, when dealing with suppliers of goods and services. (Committee notifications for Bidding)	5(5)(c) (iii)	Y	
14.	The Board has developed a vision or mission statement and corporate strategy of the company.	5(6)	Y	
15.	The Board has developed significant policies of the company. A complete record of particulars of significant policies along with the dates on which they were approved or amended, has been maintained.	5(7)	Y	

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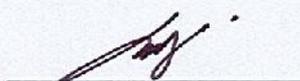
16.	The Board has quantified the outlay of any action in respect of any service delivered or goods sold by the Company as a public service obligation, and has submitted its request for appropriate compensation to the Government for consideration.	5(8)	N/A	
17.	The Board has ensured compliance with policy directions requirements received from the Government.	5(11)	Y	
18.	(a) The Board has met at least four times during the year.	6(1)	Y	
	(b) Written notices of the Board meetings, along with agenda and working papers, were circulated at least seven days before the meetings.	6(2)	Y	
	(c) The minutes of the meetings were appropriately recorded and circulated.	6(3)	Y	
19.	The Board has monitored and assessed the performance of senior management on annual and held them accountable for accomplishing objectives, goals and key performance indicators set for this purpose. • Strike out whichever is not applicable	8 (2)	Y	
21.	(a) The Board has approved the profit and loss account for, and balance sheet as at the end of, the first, second and third quarter of the year as well as the financial year end.	10	Y	
	(b) In case of listed PSCs, the Board has prepared half yearly accounts and undertaken limited scope review by the auditors.		Y	
	(c) The Board has placed the annual financial statements on the company's website. https://npo.gov.pk/about/annual_reports/		Y	
22.	All the Board members underwent an orientation course arranged by the company to apprise them of the material developments and information as specified in the Rules.	11	Y	
23.	(a) The Board has formed the requisite committees, as specified in the Rules.	12	Y	
	(b) The committees were provided with written term of reference defining their duties, authority and composition.		Y	
	(c) The minutes of the meetings of the committees were circulated to all the Board members.		Y	
	(d) The committees were chaired by the following non-executive directors:			
	Committee	Number of Members	Name of Chair	
	Audit & Finance Committee	3	Mr. Faad Waheed, Independent Director. (Chairman)	
	Human Resource Committee	3	AS-I Mol&P (Chairman)	

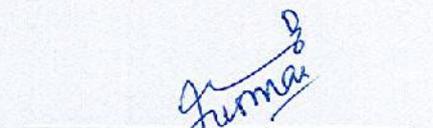
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	Business Development Committee	4	Khawaja M. Usman, Independent Director. (Chairman)															
	Procurement Committee	3	Secretary, MoPD& SI. (Chairman)															
24.	The Board has approved appointment of Chief Financial Officer, Company Secretary and Chief Internal Auditor, by whatever name called, with their remuneration and terms and conditions of employment.			13	Y													
25.	The Chief Financial Officer and the Company Secretary have requisite qualification prescribed in the Rules.			14	Y													
26.	The company has adopted International Financial Reporting Standards notified by the Commission in terms of sub-section (1) of section 225 of the Act.			16	Y													
27.	The directors' report for this year has been prepared in compliance with the requirements of the Act and the Rules and fully describes the salient matters required to be disclosed.			17	Y													
28.	The directors, CEO and executives, or their relatives, are not, directly or indirectly, concerned or interested in any contract or arrangement entered into by or on behalf of the company except those disclosed to the company.			18	Y													
29.	(a) A formal and transparent procedure for fixing the remuneration packages of individual directors has been set in place and no director is involved in deciding his own remuneration.			19	Y													
	(b)The annual report of the company contains criteria and details of remuneration of each director.				Y													
30.	The financial statements of the company were duly endorsed by the chief executive and chief financial officer before consideration and approval of the audit committee and the Board.			20	Y													
31.	The Board has formed an audit committee, with defined and written terms of reference, and having the following members:			21(1) and 21(2)	Y													
	<table border="1"> <thead> <tr> <th>Name of Member</th> <th>Category</th> <th>Professional background</th> </tr> </thead> <tbody> <tr> <td>Mr. Faad Waheed</td> <td>Independent Director. Chairman</td> <td>Worked at different organizations at senior level</td> </tr> <tr> <td>Mr. Ameer Hussain Rizvi</td> <td>Independent Director. Member</td> <td>Worked at different organizations at senior level</td> </tr> <tr> <td>SA to Finance Minister</td> <td>Ex-Officio Director</td> <td>Financial background Sr. Joint Secretary – Exp (MoIP), MoF</td> </tr> </tbody> </table>			Name of Member	Category	Professional background	Mr. Faad Waheed	Independent Director. Chairman	Worked at different organizations at senior level	Mr. Ameer Hussain Rizvi	Independent Director. Member	Worked at different organizations at senior level	SA to Finance Minister	Ex-Officio Director	Financial background Sr. Joint Secretary – Exp (MoIP), MoF			
Name of Member	Category	Professional background																
Mr. Faad Waheed	Independent Director. Chairman	Worked at different organizations at senior level																
Mr. Ameer Hussain Rizvi	Independent Director. Member	Worked at different organizations at senior level																
SA to Finance Minister	Ex-Officio Director	Financial background Sr. Joint Secretary – Exp (MoIP), MoF																
	The chief executive and chairman of the Board are not members of the audit committee.				Y													

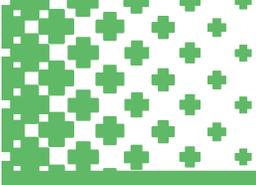
Rmm

32.	<p>(a) The chief financial officer, the chief internal auditor, and a representative of the external auditors attended all meetings of the audit committee at which issues relating to accounts and audit were discussed.</p> <p>(b) The audit committee met the external auditors, at least once a year, without the presence of the chief financial officer, the chief internal auditor and other executives.</p> <p>(c) The audit committee met the chief internal auditor and other members of the internal audit function, at least once a year, without the presence of chief financial officer and the external auditors.</p>	21(3)	Y	
33.	<p>(a) The Board has set up an effective internal audit function, which has an audit charter, duly approved by the audit committee.</p> <p>(b) The chief internal auditor has requisite qualification and experience prescribed in the Rules.</p> <p>(c) The internal audit reports have been provided to the external auditors for their review.</p>	22	Y	
34.	<p>The external auditors of the company have confirmed that the firm</p> <p>(d) and all its partners are in compliance with International Federation of Accountants (IFAC) guidelines on Code of Ethics as applicable in Pakistan.</p>	23(4)	Y	
35.	<p>(e) The auditors have confirmed that they have observed applicable guidelines issued by IFAC with regard to provision of non-audit services.</p>	23(5)	Y	


 Chief Executive Officer


 Chairman/Independent director





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