
The Citizens Foundation
Change begins with
Education
Annual
Report
2025

TCF Education Movement

The Citizens Foundation (TCF) is a non-profit organisation addressing Pakistan's learning crisis. It was founded in 1995 by a group of friends, with a vision to drive positive change through quality education. Today, with 320,000 students enrolled in 2,261 school units, led by its 16,500 female faculty members, TCF is recognised by The Economist as 'perhaps the largest network of independently run schools in the world.'

Beyond developing 21st-century skills through its innovative education model, TCF is enabling access to higher education for its alumni and is collaborating with the State to improve outcomes in the public sector.

TCF is uplifting communities by empowering them with literacy, life skills and vocational competencies, particularly focusing on women. By sharing with other stakeholders, the programmes, experience and capabilities it has developed over the last 30 years, TCF is actively working to improve outcomes across Pakistan's education landscape.

The TCF education movement thrives on the commitment of a global community, whose support and efforts help make this impact possible.



TCF School, Capitol Campus, Punjab

Vision

Positive Change

To remove barriers of class and privilege, to make the citizens of Pakistan agents of positive change.

Mission

Quality Education

Through the power of quality education enabling moral, spiritual, and intellectual enlightenment.

Better Future

Creating opportunities to improve quality of life.

Values

Sincerity
Service
Beauty
Positive Conduct



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The 30 Year Journey of TCF

میں اکیلا ہی چلا تھا
جانب منزل مگر
لوگ ساتھ آتے گئے
اور کارواں بنتا گیا...

I started all alone towards the goal,
but people kept joining and
it began to turn into a movement.



A Trip Down Memory Lane

The Wednesday Group



Friends united by a shared belief that education could change Pakistan and came together to make it happen. From left: Mushtaq K. Chhapra, Arshad Abdulla, Lt. Gen. Sabeeh Qamar uz Zaman, Ahsan M. Saleem, Rashid Abdullah, Ateed Riaz.



Memon Goth Malir School Construction

One of TCF's first five schools in Umer Mengal Goth under construction.



TCF students at the Umer Mengal Goth Campus during a computer class.

First School in Machar Colony



One of TCF's first five schools in Machar colony, Karachi.



Engro Chemicals extends its support to TCF with a generous pledge of four schooling units in Dharki.



Supporters of The Citizens Foundation (STCF) pledges its support in 1996. Featured in the photo are Sameena Aziz, Shahla Shareef, Ahsan M. Saleem, Nilofer Saeed, Asma Khan, Mushtaq K. Chhapra, and Arshad Abdullah, joined by author William Dalrymple (seated).



Groundbreaking ceremony of TCF School, Cowasjee Campus with Mr Ardeshir Cowasjee in attendance.



Arshad Abdullah (late), TCF's Co-Founder, presenting the blueprint of the Maripur Road school during its construction.



TCF's First Head Office

TCF's first Head Office — a single room in the NIC Building, 2002.



A dua ceremony is being held before the inauguration of a TCF school.



Foundation being laid for a TCF school in Minhala.



A teacher engages students in a Science activity at one of TCF's first five schools in Umer Mengal Goth, Karachi.



Students at one of TCF's first five schools in Goth Dhani Buksh.



A 2-day review and planning session at the Arabian Sea Country Club (2003), now evolved into what we call the Global Community Conference.



TCF provides relief during the Earthquake in 2005. From left to right: Najmul Hassan, Ateed Riaz, Lt. Gen. (R) S.P. Shahid, Ahsan M. Saleem, Mushtaq K. Chhapra and Aslam Khaliq.



International trainers conducted a workshop in 2010, helping over 30 Head Office trainers enhance their reading, writing, and critical thinking skills.



TCF launches the Rahbar Youth Mentorship Programme in 2008 with 69 students and 20 mentors in Karachi.

Principals' Academy 2010 in session at Rashidabad



TCF wins the Skoll Award for Social Entrepreneurship in 2013



First Principals' Academy in 2009 in Rawalpindi





Over 1,000 TCF supporters from around the world came together to build the 141 Schools for Peace Campus as a symbol of peace and hope against the darkness of ignorance that took innocent lives in the APS attack in Peshawar on December 16th, 2014.

Rahbar closing ceremony held at Habib Girls Schools in 2009.





TCF brings home Asia's Nobel Prize, The Ramon Magsaysay Award. (2014)

UNESCO Award



UNESCO honours TCF's Adult Literacy Programme, 'Aagahi' with the Confucious Prize for Literacy. (2017)

Global Chapters' Conference in 2013.



TCF Team Members gather at the Global Chapters' Conference in 2013.

TCF's 30-Year Journey
In the Words of Our Community



"At TCF, everything we do is rooted in our values - sincerity, beauty, service, and positive conduct. These values shape how we think, act, and lead. Our TCF family is large, and keeping this culture alive takes constant care. When people live these values, it shows in their work, their decisions, and how they engage with communities. That's what makes TCF's culture strong and lasting."

Ateed Riaz
Co-Founder



"TCF doesn't belong to any one person. It belongs to the people of Pakistan, and because of that, its work and impact will continue, creating a legacy for generations of children to come."

Mushtaq K. Chhapra
Co-Founder & Director



"Governance has always been one of the key elements of TCF's success. It trumps everything else. Thirty years ago, when we started TCF, we decided to hire the best management in Pakistan to run the organisation, while we focused on oversight. This ensures that the promise we make to donors is met, upholding the highest standards of transparency, accountability, and professional management."

Ahsan M. Saleem
Chairman, Co-Founder & Director



"Being part of The Citizens Foundation (TCF) has been one of the greatest privileges of my life. The time I gave was nothing compared to all that I received in return. I had the honour of working alongside the most selfless people - individuals who lived every day in the spirit of giving. Their example taught me lessons that shaped who I am. Without TCF, my life would have been far less rich in purpose and meaning."

Nilofer Saeed
TCF Volunteer



"My journey with the Citizens Foundation has been one of the most exciting and fulfilling chapters of my life, witnessing the underserved children step into classrooms, dream bigger, and break free from the cycle of poverty is a privilege beyond measure."

Abdullah Jafari
Director, TCF-USA



"It's been an honour and privilege to embark on this journey of heart and hope, where every child's progress feels like a personal victory, where each child's smile is a reminder that change is possible."

Bushra Afzal
TCF Volunteer



"Being part of TCF mission has been the most meaningful and humbling experience of my life. Seeing children grow, and embrace new opportunities fills me with gratitude and hope for a brighter Pakistan."

Arif Ghafur
Director TCF-USA



"TCF has been one of the greatest joys and privileges of my life. One of my favourite things to do is stand a few hundred yards from the school gates at 7:45 a.m., watching staff and students stream in—eager to begin a new day of teaching and learning. It feels like Allah's blessings are woven into that rhythm; no matter where you are in Pakistan, you see the same earnestness, the same imagination and possibility, and the same deep hope that things will be alright."

Ali Nadeem Sipra
TCF Team Member



"Over the past 30 years, TCF has transformed Pakistan's educational landscape by bringing quality learning to the doorsteps of children who were once denied the chance to dream. Its impact is visible not just in classrooms, but in communities uplifted, families empowered, and futures rewritten. I have been fortunate to be associated as a volunteer, donor and board member, and I feel humbled to witness how this mission has grown into a movement of hope and opportunity for Pakistan's future."

Musadaq Zulqarnain
Supporter



"Over the years, I have advised and analysed over 100 of the world's leading NGOs working on health, education, food security, human rights, and other pressing issues. I can say—in no uncertain terms—that The Citizens Foundation is among the most effective NGOs anywhere in the world working on any issue; arguably, it is the world's single most effective NGO in Education."

Dr. Shashi Buluswar
Founder & President of ITT & Advisor to global charities



"I don't know who I would be without TCF. It has shaped who I am. I learn something new and inspiring through every conversation with the TCF team. I believe TCF teaches everyone - from its donors to its staff, faculty, and students - how to be the best version of themselves. TCF has taught me humility and helped me become a better person. Any hope I have for humanity (after working in international development) is because of TCF. I am so grateful to be a part of the TCF family and the education I have received through TCF."

Nadia Naviwala
Senior Advisor, TCF



"For me, TCF experience has been like walking along a path that steadily leads to a meaningful destination—a journey of deep personal and professional transformation. Opportunities where one's cause aligns so seamlessly with one's work or profession are exceptionally rare, and I feel fortunate to have found one."

Amra Younus
TCF Team Member



"Over the past decade with TCF I have learned that compassion is not about giving from above but about walking alongside others as equals. It has kept me grounded and shaped me into a better version of myself."

Isfandyar Inayat
Vice President



"TCF has given me a meaningful path to serve Pakistan, multiplying opportunity across classrooms and into homes and neighbourhoods, impacting generations. The return on investment is tremendous, amplified by TCF's commitment to girls' education and women's employment on a national scale."

Faraz Khan (Farri)
President Board of Directors, TCF-USA



"TCF is where I stopped trying to "fit in" and simply belonged. Surrounded by values of humility, gratitude, and acceptance, I found a brotherhood that taught me to see both excellence and imperfection, as part of the same journey."

Amna Khalid
Executive Advisor



"Twenty-five years ago, a friend took me and my wife to see one of the first TCF schools. He had not told us anything about what we were going to see. Once we saw and met the children and teachers at this school, our life changed forever. Thank you TCF for letting us be a part of something so meaningful."

Danial Noorani
Board Member, TCF-USA



Leadership Transition at TCF

From left to right: Zia Akhter Abbas, incoming CEO; Syed Asaad Ayub Ahmad, outgoing CEO; and Riaz Ahmed Kamlani, incoming COO.

After 16 years of dedicated service, Syed Asaad Ayub Ahmad concluded his tenure as President and CEO of TCF on April 30, 2025. Under Asaad's leadership, TCF grew from 530 to 2,000+ school units, transformed its educational quality framework, and emerged as one of the largest and respected educational non-profits in the world. He also developed and exemplified through personal conduct the unique culture and values that connect every TCF student, team member, and supporter. We are deeply grateful for Asaad's remarkable leadership and sincere contribution and look forward to his continued support as an advisor.

Stepping into this new chapter, we welcome Zia Akhter Abbas as the next President and CEO, and Riaz Ahmed Kamlani as Chief Operating Officer of TCF. Zia has been an integral part of TCF's journey since 2014, after a successful career in global financial services institutions such as Citi and Standard Chartered, spanning 17 years. Over the past decade, he led TCF's global resource mobilisation efforts serving a movement of thousands of volunteers across 14 countries and stewarded key aspects of TCF's strategy formulation, global governance and public-private partnerships.

Riaz Ahmed Kamlani, a dedicated TCF veteran, will assume the role of Chief Operating Officer. Riaz joined TCF after a global career at Shell and has played a leading role in designing and implementing TCF's formal schooling programme, alumni development efforts and the organisation's Values & Behaviours framework. In his new role, he will manage the design and delivery of our schools and alumni support programmes, and oversee critical functions such as Engineering and Supply Chain.

The TCF Family wishes Zia and Riaz the very best in their new roles as they steer the organisation through this transition and towards greater impact and success.

Scaling Our Impact

320,000
Students Enrolled

16,500
All-Female Faculty Members



2,261
School Units



30 Years in Education

71,000
Graduates

94%
Matriculation Pass Rate

27%
Students Scoring A/A+

Here's a break-up of our national footprint of school units.

Sindh	1065
Punjab	989
Balochistan	92
KP	98
AJK	17



4,200
Vocational Trainees



100,000
Beneficiaries receiving clean drinking water every day

293,000
Aagahi Adult Literacy Learners



Little Milkman with Big Dreams

Every morning before sunrise, 12-year-old Samar rides through the quiet streets of Landhi (Karachi), milk bags swinging from his handlebars.

He's only twelve, but the whole neighbourhood knows him as the *doodhwala* - the little milkman - who never misses a day.

Samar finishes his milk deliveries just in time. He washes up quickly and heads out again with his little sisters - this time for school. He keeps a watchful eye on them - just enough to keep them out of trouble.

At school, he's a ball of energy and mischief - until Urdu class. That's when his hand shoots up for every question, hoping Ms Mehwish picks him each time.

"She always tells me: You'll do something big one day, Samar," he says with a wide smile. And he believes it.

"I want to open my own shop. It will be even bigger than his abu's (father). He laughs when I say this. But we will see!" he grins.



Kainat Ansari's Journey from Orangi Town to Harvard



When Kainat Ansari first walked through the gates of a TCF school in Orangi Town, she wasn't even there for herself. Her father had come for her brother's admission. But something happened that day. She caught sight of young girls playing badminton, a library filled with books, classrooms alive with questions she had never heard before. For a moment, she forgot she was "**just a girl**" from a katchi abadi, where cousins her age were already being pulled out of school to marry young. She felt a stirring she couldn't name then - a sense that maybe this was where she belonged.

Admissions were closed for her grade. She insisted for a chance. The principal relented and gave her a test. Kainat failed it miserably. But she didn't give up. She agreed to repeat a year, just to be inside those walls.That decision changed everything.

At first, the lessons felt impossible - atoms, molecules, climate change. She cried in frustration, convinced she didn't belong. But her teachers refused to let her quit. They sat with her after school, rebuilt her foundations, and, more importantly, told her they believed in her. Slowly, the girl who had once struggled to keep up began topping her class.

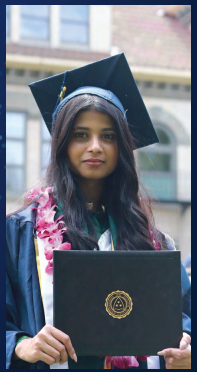
From there, doors opened that once seemed unimaginable. A United World Colleges scholarship took her to Norway for High School. Then to Whitman College in the USA for a degree in Psychology. Then to Oxford for an exchange semester and now, Harvard University's Graduate School of Education for a degree specialising in Early Childhood Education.

Today, Kainat stands not just as a student at one of the world's most prestigious universities, but as living proof of what happens when one child is given the ladder of education.

"I saw my cousins drop out in grade 7 or 8," Kainat recalls. "Their futures collapsed before they even began. Education gave me dignity and possibility. It showed me I was not defined by where I came from, but by the courage to rise above it."



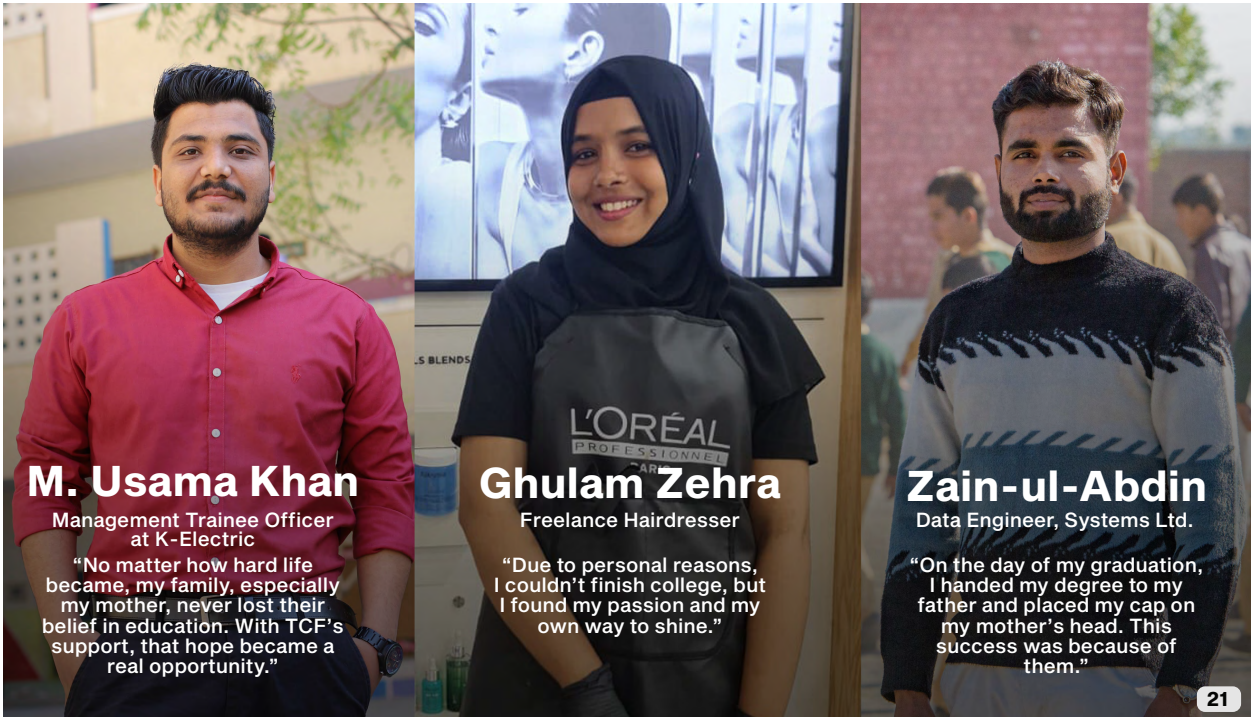








TCF Alumni Faces of Success



M. Usama Khan

Management Trainee Officer at K-Electric

"No matter how hard life became, my family, especially my mother, never lost their belief in education. With TCF's support, that hope became a real opportunity."

Ghulam Zehra

Freelance Hairdresser

"Due to personal reasons, I couldn't finish college, but I found my passion and my own way to shine."

Zain-ul-Abdin

Data Engineer, Systems Ltd.

"On the day of my graduation, I handed my degree to my father and placed my cap on my mother's head. This success was because of them."



Iram Jabeen

Highway Police Officer

"I am the first woman in my village to join the Police. I am proud that I am breaking gender stereotypes for other girls in my community!"



Fayyaz Hussain

Immigration Officer at Jinnah Airport

"I owe a great part of my values, confidence, and achievements to TCF because it didn't just provide me with education, but also instilled in me the courage to stand with dignity and serve my country."



Hafsa Iftikhar

Student Brandenburg University

"Education changed my life - now, I'm raising my daughter to believe that hers can change the world."

Erum's 26-year Journey at TCF

The year was 1999 when Erum Nauman, fresh from her Master's degree, nervously stepped into a TCF classroom as a substitute teacher. Twenty-six years later, she leads TCF's Training Department - the heart of quality learning that shapes thousands of educators and countless classrooms across Pakistan.

"On my very first day at a TCF school, I told myself, I'm not coming back," recalls Erum, who found the journey from North Karachi to Orangi Town grueling and the unsafe community overwhelming. "But day by day, I built a love and bond with the children - so much so that on my last day, I didn't want to leave."

Seeing her potential, TCF offered her a role closer to home at its first secondary school - along with a challenge: to design a teachers' training programme from scratch. Erum poured herself into the task, drawing from international trainings and adapting ideas to the needs of local classrooms. The programme's success led to a bigger responsibility in 2009: training principals and area education managers, instilling leadership that would ripple across hundreds of schools. In 2015, she stepped into the field herself as an Area Education Manager, overseeing 250 schools across Karachi.

From a hesitant young teacher to Head of Training, Erum's journey reflects a life's work devoted to serving teachers, schools, and the children of Pakistan.



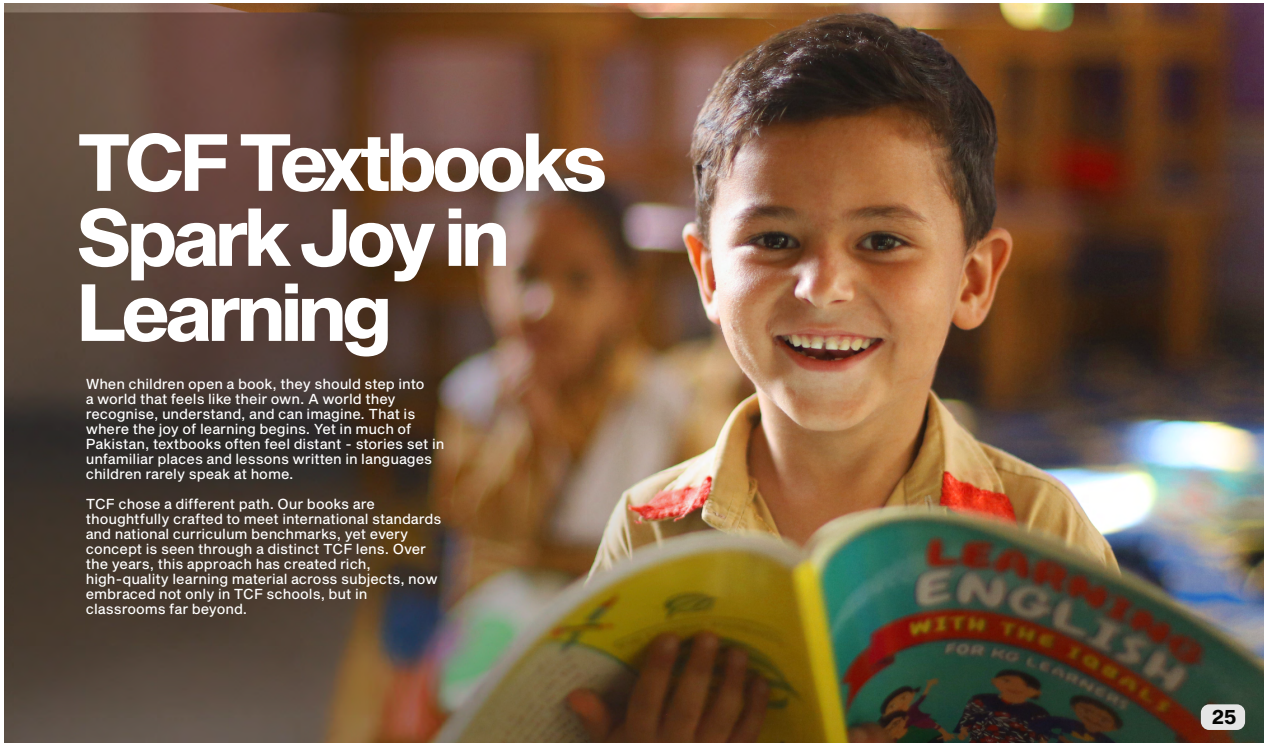


Programme Highlights

TCF Textbooks Spark Joy in Learning

When children open a book, they should step into a world that feels like their own. A world they recognise, understand, and can imagine. That is where the joy of learning begins. Yet in much of Pakistan, textbooks often feel distant - stories set in unfamiliar places and lessons written in languages children rarely speak at home.

TCF chose a different path. Our books are thoughtfully crafted to meet international standards and national curriculum benchmarks, yet every concept is seen through a distinct TCF lens. Over the years, this approach has created rich, high-quality learning material across subjects, now embraced not only in TCF schools, but in classrooms far beyond.



What Sets TCF Books Apart in Quality?

Rooted in Urdu

We use Urdu, the language of common use, as our medium of instruction so children can learn in a language they understand and connect with. English is taught as a subject.

Stories That Feel Real

Children deserve to see their own world reflected in what they read. Alongside being in Urdu, our stories, examples, and exercises are grounded in their everyday lives, making learning relevant and engaging.



Anchored in the 5 C's of Quality Education

Every subject is designed around the 5 C's of quality education - creative and critical thinking, communication skills, conceptual understanding, confidence, and core values. We bring these to life by combining concepts with hands-on activities, projects, and problem-solving exercises.

Teacher Guides Alongside Books

Every book is paired with a teacher guide, with built-in lesson plans based on the ABIC (Anticipation, Building knowledge, Independent practice, Consolidation) framework. These guides help teachers prepare for and deliver lessons effectively, while keeping learning engaging and impactful.



Three Decades of Nurturing School Leadership

At TCF, we strongly believe that school leadership is central to delivering quality education and a strong principal is the single most influential factor in student learning after teachers. Over the years, we have built a systematic framework to select, empower, and nurture TCF school leaders, ensuring they drive school culture, strengthen teacher performance, and boost student learning outcomes.

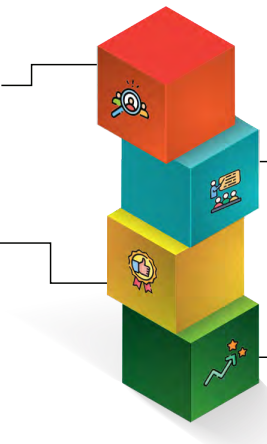
How TCF Develops School Leaders

Identifying the Right Leaders

The multi-stage, rigorous recruitment process begins with a thorough screening of applications and CVs, followed by a two-hour induction test to assess knowledge and skills. Those meeting the threshold advance to the Principals Assessment Centre with problem-solving exercises, group discussions, and interviews, evaluated on detailed rubrics to ensure consistency and transparency.

Assessment: Measuring Leadership Quality

Every principal undergoes an annual evaluation through the Principal Quality Index (PQI), which assesses their leadership across academics, administration, teacher support, and culture-building. Trained evaluators spend a full day in schools, observing classrooms, reviewing records, and engaging with staff. Each principal receives a rating, ensuring accountability and identifying areas for growth.



Training & Mentoring

New principals undergo five days of pre-service training on TCF's mission, values, leadership practices, followed by a week shadowing experienced principals to see school culture, teacher support, and parent engagement in action. Each year, they attend the Principals' Academy, TCF's annual training where principals use assessment insights, learn best practices, and draft school improvement plans to strengthen their schools.

Performance Management: Driving Improvement

Based on PQI results, principals receive structured feedback, improvement roadmaps, and performance-linked appraisal. Those excelling are recognised and rewarded, while those needing support are guided through tailored development plans. This ensures that accountability is paired with growth, creating a performance-driven culture where principals are motivated to continuously raise the bar. With rigorous systems and continuous support, TCF empowers principals to lead with purpose — shaping schools that change lives and futures.

With rigorous systems and continuous support, TCF empowers principals to lead with purpose — shaping schools that change lives and futures.

Aagahi

A Scalable Model for Women's Literacy

In Pakistan, where nearly half of all women cannot read or write, TCF's Adult Litracy Progamme, Aagahi, has been bringing non-formal functional literacy to women in underserved communities - sustainably, and at scale - for nearly two decades.



Aagahi's Reach

293,000
women reached

18,656
Centers

63
districts

Women's Literacy Matters

When a woman learns to read and write:

- She grows in confidence and self-worth.
- Her children are more likely to go to school.
- She joins her child's learning journey.
- She becomes a changemaker in her community.

Why the Aagahi Model Works

Context-Driven Curriculum

Aagahi focuses on functional literacy, enabling women to write their names and read everyday signs, bills, and labels.

Learning at Women's Doorsteps

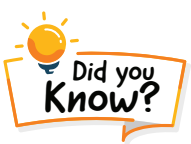
Learning centres within communities reduce safety, mobility, and social barriers, allowing women to learn without leaving familiar, culturally accepted spaces.

Delivered Through TCF's Community Teacher Network

Aagahi centres are led by TCF teachers who are already embedded in the local school and known to the community, ensuring trust, familiarity, and engagement.

Aagahi Leverages TCF's National Infrastructure

Aagahi leverages TCF's operational systems and network, ensuring quality, accountability, and cost-efficiency for scalable, sustainable impact across Pakistan.



In 2017, TCF's Aagahi Programme was awarded the UNESCO Confucius Prize for Literacy.

Other Updates

TCF Alumni Pursue Higher Education Across Pakistan



This year, 968 TCF alumni began their journey at universities across the country. They are pursuing diverse disciplines – including medicine, engineering, business, and social sciences – at leading universities in Pakistan and abroad. With each enrolment, our alumni move closer to breaking barriers while setting a powerful example for younger students to follow.

Education in Times of Climate Catastrophe

In 2025, TCF, in collaboration with Dr. Marie Lall and Dr. Licia Proserpio, published a study titled Education in Times of Climate Catastrophe. The research focuses on the impact of the 2022 floods - one of Pakistan's most devastating natural disasters - on education, livelihoods, and community resilience.

The study highlights how TCF schools became safe spaces, providing temporary shelter and cash support to affected families. Despite damage to many schools, rapid repair and rehabilitation enabled the continuation of learning, supported by teachers, students, and communities working together. Key findings underline the importance of early warning systems, inclusive aid distribution, and stronger disaster preparedness policies. The study also calls for integrating disaster education, trauma support, and resilience planning into curricula and community programmes.

By documenting these experiences, the report contributes to wider learning on how education systems can adapt and respond in times of crisis.



Scaling the Partnership Schools Programme in Punjab

TCF has scaled its impact to an additional 130 government schools in Punjab under the Partnership Schools Programme, aimed at improving teaching quality and learning outcomes in public schools.

This collaboration with the Government of Punjab began in 2016 with the management of 250 of the province's lowest-performing schools. Since then, TCF has trained over 2,000 principals and teachers, constructed more than 700 classrooms, and implemented its tested education model. These interventions have led to a 3.5-fold increase in average enrolment and literacy scores 2–2.5 times higher than other public schools.

With this latest expansion, TCF continues to strengthen access to quality education for thousands of children, working closely with government and communities to scale sustainable reform across the province.





Our People, Our Community

Global Fundraising Highlights





Global Community Conference 2025

Members of the TCF family came together at the Global Community Conference 2025 in Karachi, Pakistan - uniting global partners, dedicated volunteers, and passionate staff from across borders.

The conference featured programme updates, powerful storytelling by TCF teams and alumni, and energising discussions on future endeavours. It strengthened our collective commitment, showcased the impact of the TCF family, and reaffirmed our shared resolve to champion the cause of education.





Tabarak Rehman Runs for Education

35 days | 1,600 km









From Cadet College Hasanabdal (Punjab) to IBA (Karachi), Tabarak retraced his own educational journey - running 40-50 km every day through heat, dust and exhaustion - to raise funds and awareness for the education of less-privileged children in Pakistan.

By the time he crossed the finish line, Tabarak hadn't just raised money. He carried the stories, voices, and dreams of children from remote villages and urban slums and inspired countless people across Pakistan and beyond to believe in the power of education.



"Running in Zahir Pir (Punjab) was an absolute delight. Lush green fields on both sides with lambs grazing peacefully, and the occasional glimpse of the desert - it was all breathtaking."

"Every time I visited a TCF school, I was humbled by the stories I heard and the real, life-changing impact I saw. It moved me in ways I can't put into words. This is why we need to keep fighting for education - one child at a time."







TCF Pakistan

Cyclists Unite for Education at Cycle for Change 2025



Over 300 cyclists took to the streets of Karachi, joined this year by a leading group from Islamabad, to champion education. Organised by the Supporters of TCF, the annual ride has become a hallmark community-driven fundraiser, rallying support for thousands of less-privileged children.

Summer Camp :
Learning, Laughter & Lifelong Memories

TCF's Summer Camp brought together over 2000 students from schools and colleges across Karachi, Lahore, Faisalabad, and Rawalpindi for two weeks full of storytelling, games, arts & crafts, and interactive projects.

Save Dreams 2025:
Power of Collective Action

Through department-led fundraisers and creative campaign challenges, TCF employees rallied friends, families, and communities to raise funds for the education of less-privileged children.

Meri Qirat:
TCF Ramzan 2025 Campaign Ignites Action

The campaign, centred on a moving mother–daughter story, demonstrated how the power of education can transform lives and come full circle. It touched hearts worldwide and helped mobilise support and funds for TCF's cause - across digital, ATL and BTL platforms.

A Voice for Education
Faisal Kapadia Joins TCF's Mission as a Goodwill Ambassador!



Double Win at the Effies

TCF bags Gold & Silver Award for its Ramzan Campaign 'Taleem Se Badlay Zindagi' (2024)



Gold for Positive Change: Social Good – Non-Profit

Silver for Non-Profit





Baghbaan:
Young Hearts, Big Impact

This summer, over 2,000 passionate young volunteers joined TCF's Baghbaan Internship Programme across Karachi, Lahore, and Islamabad. Over six weeks, these volunteers became powerful advocates raising awareness, funds, and voices for education. The launch events were filled with emotion and purpose, as stories like that of a TCF alumna the first in her family to go to school reminded everyone why this mission matters.

Food Fusion x TCF:



Zohaib's Khattay Aloo Recipe Goes Viral!

Swinging for Education: Golfers Unite to Support Education at TCF's 21st Annual Golf Tournament



Chand Raat: Celebration with a Cause



Now in its second year, Chand Raat has become one of STCF's most loved traditions — a festive evening on the last night of Ramzan where families gather to welcome Eid. Designed especially for children, the event creates a safe and joyful space filled with games, activities, and stalls of festive treats. This year, more than 700 guests joined in, raising funds to educate around 1,400 TCF students through ticket sales and sponsorships. Fully sponsored by Ms Saadia Khalid Awan (Company Director, TCS), Chand Raat shows how celebration and compassion can come together to brighten young futures.

Advancing TCF's Mission in Faisalabad

Mr Musadaq Zulqarnain, Founder and Chairman of Interloop Limited, hosted a dinner in Faisalabad to spotlight Pakistan's education emergency and deepen community engagement with TCF's mission. A passionate philanthropist and advocate for quality education, he brought together local leaders and supporters to discuss how TCF's work is expanding learning opportunities for underserved children and shaping brighter futures across the region.





Professor Wasif M. Khan Turns Purpose into Collective Action

Professor Wasif M. Khan, a respected academic and lifelong mentor to students in Pakistan and abroad, set out to build a TCF school for underserved children. He invited his family, friends, and former students to join his Peer-to-Peer fundraising effort, and their collective support led to the creation of the "TCF School: Professor, Shagirdon aur Doston ka Campus," welcoming 180 children. Encouraged by this impact, Prof Wasif launched a second campaign, once again uniting his community. His journey reminds us how a single intention can inspire many to act for education.

Rahbar Volunteers Inspire TCF Students to Shape Their Futures

This year, 1,836 Rahbar volunteers stepped up and mentored more than 11,000 eighth and ninth-grade students across TCF Schools. Over six Saturdays, mentors inspired students through the "Soch se Taqdeer (Thought to Destiny)" outlook, helping them discover their strengths, build confidence, and envision brighter futures. The programme continues to spark hope and transformation, encouraging alumni to take ownership of their own destiny and shape their futures.



TCF USA

Setting the Bar for Non-profit Excellence

TCF-USA continues to set the standard for non-profit excellence, proudly earning Candid's Platinum Seal for another consecutive year and Charity Navigator's 4-star rating for the 9th consecutive year, a testament to our transparency, trust, and transformative work in education.



Run for Education:
Where every step matters



What started as a single event has become a national movement! In August 2024, over 450 supporters ran in our second annual Run for Education, including inspiring veteran TCF voluteer Abdullah Jafari (80 miles at 80 years old) and Tabarak (over 1,000 miles across Pakistan), who turned personal milestones into powerful fundraising efforts.



A Legacy of Leadership:
Passing on the torch

TCF-USA welcomed Faraz (Farri) Khan as the new President of its Board of Directors. A long-time board member and co-founder of the Austin chapter, Farri brings deep commitment and experience to carry our mission forward. We extend our heartfelt gratitude to Arif Gafur, who served with vision and passion as President from 2018 to 2024, and before that as CEO. His leadership strengthened TCF-USA and inspired countless supporters. We are thankful that he will continue to guide us as a valued member of the Board.

Chapters in Action:
Communities Driving Change

TCF-USA Chapters hosted over 50 events across the country to mobilise communities in support of the TCF mission to educate underserved children in Pakistan. From fundraising galas to picnics, pickleball tournaments, and even a film screening of The Glassworker, the Chapters rallied over 3,000 supporters to the cause in cities like Seattle, Houston, and Washington DC. The Nashville Chapter was founded and held its first fundraiser. With celebrities like Arooj Aftab, Nabeel Shaukat, and the Saami Brothers Qawwal, as well as keynote speakers such as Adil Najam, these events have generated generous donations and enthusiastic community involvement.





TCF UK

TCF UK Hits the Road



TCF-UK's fundraising roadshow lit up Cardiff, Manchester, South London, and Yorkshire raising over £360,000! With star guests like Adnan Siddiqui, Mira Sethi, Saima Mohsin, Momin Saqib, and inspiring TCF Alumni, Huzaifa Shareef and Ramsha Bughio, the events blended powerful stories, live performances, and spirited auctions all to champion the life-changing power of education.

Steeping stories, stirring change



TCF-UK hosted an intimate influencer event with Adnan Siddiqui and Mira Sethi to rally digital voices for education. A lively discussion led to powerful pledges of support helping raise over £21,000 during Ramzan!

Padel with Purpose



TCF-UK's first-ever Padel with Purpose tournament served up fierce rallies and even fiercer impact! Sixteen players battled it out on the court raising enough to educate 57 students for a full year.

Up the Hill, Towards a Brighter Future



70 walkers from TCF-UK's South London Chapter conquered the Box Hill 20K for the third time raising enough to fund an entire school for a year. One hill, countless futures!

TCF Leads the Conversation at Cambridge

TCF-UK hosted "Tackling the Education Crisis – Learning from TCF's Approach" at the University of Cambridge. TCF team members Riaz Kamlani and Marriam Musa led a compelling discussion on Pakistan's education challenges and TCF's grassroots model for change. The event sparked meaningful dialogue with students, faculty, and community members on reimagining access to quality education.



The Finish Line for Futures

TCF-UK made its London Marathon debut with Fahim Shafiqi proudly running for Pakistan's children, joined by Sara Javid, who dedicated her race to TCF. Together, they raised funds to educate 150+ students for a full year proving every mile can spark change.



TCF Canada

From Coast to Coast:
Growing Awareness & Community Engagement



This year, TCF Canada took its mission on the road (literally), launching a dynamic series of nationwide info sessions and roadshows, starting in the Greater Toronto Area and expanding to Windsor, London, Montreal, Edmonton, Calgary, and beyond. These in-person gatherings sparked fresh connections, mobilised new donors, and deepened our bond with the Canadian-Pakistani community.

Youth in Action:
Building the Next Generation of Changemakers



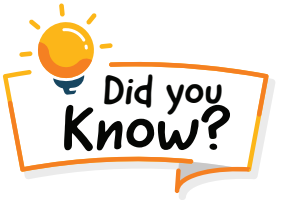
Our second-generation engagement took off through thriving university chapters and the Youth Ambassadors Programme. Young leaders rallied their networks through peer-to-peer campaigns, raising enough funds to support five TCF schools! Their passion, energy, and sense of purpose are driving a bold new wave of youth-powered impact and we're scaling this movement across Canada.

A Legacy of Trust:



5 Years as a Top Impact Charity

TCF Canada proudly earned a spot for the fifth year in a row on Charity Intelligence's Top 10 Impact Charities list. Recognised for exceptional transparency, results, and efficiency, TCF-Canada continued to deliver $7 in social impact for every $1 donated. With 87% of every dollar going straight to programmes, and a 5-star rating, the trust in TCF-Canada fuels real, measurable change.



TCF operates its schools within slums and villages to keep classrooms within reach for children.

TCF UAE

Uniting for Impact:
TCF UAE's Biggest Year Yet



In February 2025, TCF UAE made history with its largest-ever Annual Supporters Conference and Dinner in Dubai, bringing together over 700 passionate supporters. A parallel event at the Pakistan Embassy in Abu Dhabi welcomed 150 guests. With powerful updates from Mr. Riaz Kamlani and Mr. Zia Akhter Abbas, and gratitude from TCF Board of Directors, the events marked 30 years of unwavering community support.

Celebrating Changemakers:
The Baghbaan Spirit

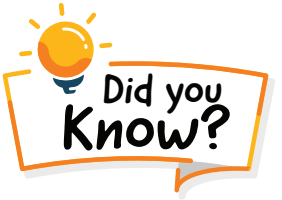


September 2024 saw the vibrant Baghbaan Appreciation Dinner at WarehouseFour, where over 160 dedicated volunteers including youth and school students were honoured for their incredible fundraising efforts and grassroots campaigns in the UAE.

Driven by Community:
Youth, Treks & School Support



From family treks to fundraising drives, TCF UAE's Baghbaan Youth Ambassadors and Ladies Group stayed active throughout the year supporting seven TCF school units and proving that real impact starts with community-led action.



Pakistan has over 25 million children of school-going age who are out of school.

Pakistan Education Statistics 2023-24

TCF Europe

10 Cities, 1 Vision:
The First-Ever TCF Europe Tour



In October 2024, we hit the road with our biggest moment yet the TCF Europe Tour. Over 13 days, we hosted 12 high-energy events across 8 countries, from Dublin to Geneva, Milan to Munich. With over 1,000 attendees, the tour was a powerful celebration of community and shared purpose. From fundraising dinners to community outreach, each stop was a rallying cry for quality education.

People Power:
The Heart of TCF Europe



At the center of this movement is a growing network of dedicated volunteers. In just one year, we built a team of 50+ core volunteers across 10 cities, all committed to making a difference. Active chapters now thrive in Munich, Cologne, Dublin, Milan, Rome, Geneva, Oslo, Luxembourg, and the Netherlands with more on the way! Whether planning events, engaging donors, or spreading the message, our volunteers are the beating heart of TCF Europe.

Tour Highlights:
Voices, Impact, and Momentum









The tour brought together star power, inspiring stories, and passionate support. Actor and tour ambassador Ayesha Omer used her platform to spotlight TCF's mission, while TCF alumna Zaitoon Kareem moved audiences with her powerful story of transformation. Backed by 50 dedicated volunteers, the tour not only raised critical awareness but also exceeded fundraising goals — helping bring quality education to even more children across Pakistan.

Remembering Lt. Gen. Sabeeh Qamar uz Zaman

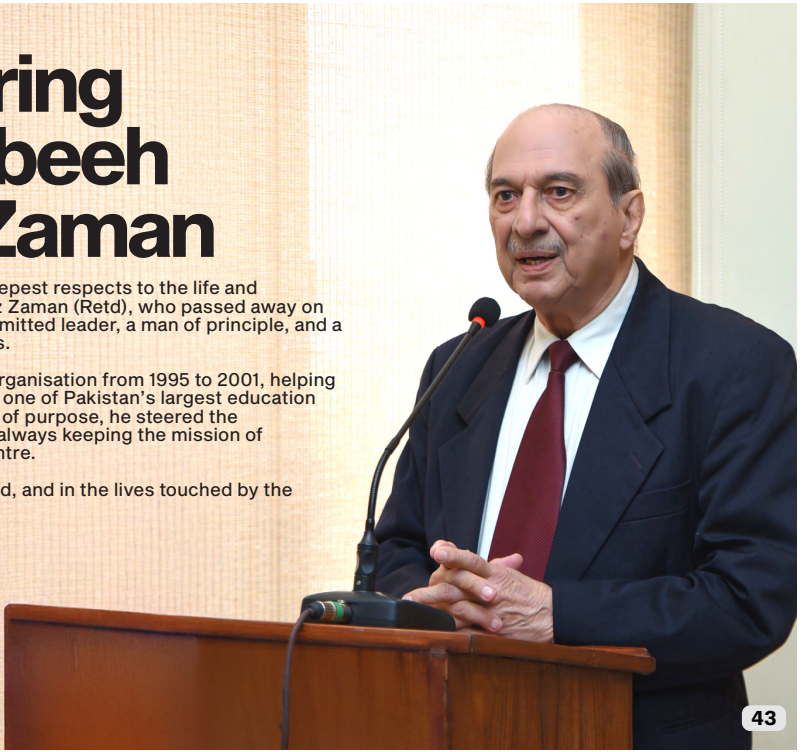
The Citizens Foundation (TCF) pays its deepest respects to the life and contributions of Lt. Gen. Sabeeh Qamar uz Zaman (Retd), who passed away on the 18th of December 2024. He was a committed leader, a man of principle, and a guiding force during TCF's formative years.

As TCF's first CEO, Gen. Sabeeh led the organisation from 1995 to 2001, helping lay the foundation for what would become one of Pakistan's largest education movements. With quiet resolve and clarity of purpose, he steered the organisation through its early challenges, always keeping the mission of providing quality education to all at the centre.

His legacy lives on - in the values he upheld, and in the lives touched by the schools he helped build.

TCF's Founders, Directors, management, staff and volunteers honour his memory and join his family in prayers for the departed soul.

May Allah (SWT) grant him the highest place in Jannah.



Awards and Certifications

Best Presented Annual Report Award 2024

TCF received the Certificate of Merit under the Best Presented Annual Report Awards, conferred by the South Asian Federation of Accountants (SAFA). These awards recognize excellence in financial reporting and corporate disclosure across South Asia.

Best Corporate Report Award 2024

TCF secured 2nd position under the Best Corporate Report (BCR) Award in the NPO Category, jointly conferred by ICAP and ICMAP. The BCR Awards highlight excellence in corporate reporting, transparency, and governance.

MAP Award 2024

TCF was recognized as Winner in the NPO Category by the Management Association of Pakistan (MAP), which promotes management excellence, corporate leadership, and best business practices.

PCP Certified Organization

TCF is certified by the Pakistan Centre for Philanthropy (PCP), which evaluates NGOs for transparency, governance, and effective management, enhancing credibility and donor confidence.



Directors' Report

The Board of Directors of The Citizens Foundation (TCF) takes immense pleasure in presenting the Annual Report, along with the audited financial statements, for the year ended June 30, 2025.

Principal Activities of TCF

The Citizens Foundation (TCF) is committed to providing quality education across Pakistan by establishing and operating primary and secondary schools, with a special focus on serving less-privileged children. Beyond this core mission, TCF undertakes a range of impactful initiatives: awarding scholarships to alumni, fostering socio-economic development in the communities it serves, and offering literacy and life skills programmes for out-of-school children through non-formal education. TCF also contributes to improving the quality of education in the low-fee private school sector through the distribution of TCF-published books and by conducting teacher training and certification programmes.

During the year, TCF continued to receive generous support from donors both in Pakistan and abroad, enabling the construction of new schools as well as the effective operation of existing schools and related initiatives nationwide.

Operational and Financial Performance

TCF embeds its purpose-built schools in the heart of urban slums and rural communities, and is currently operating a network of 2,261 school units, including 467 government partnership school units and 116 government assisted TCF school units, with an aggregate of 320,000 students enrolled in its classes acquiring high quality education. Despite some changes in the specific government schools under TCF's care, the total portfolio of government schools and government assisted TCF owned schools grew by 35% & 40% to 467 and 116 school units respectively.
Partnership with the public sector remained a key enabler in magnifying TCF's impact beyond our own schools' network.

TCF also operates an intermediate college to support students in their transition to higher education. Since inception, over 1,800 students have graduated from the college. In 2023, the College began transitioning to the Federal Board of Intermediate and Secondary Education (FBISE), with the first FBISE-affiliated batch graduating in 2025. This inaugural batch achieved commendable results, securing 6th position in passing ratio and 9th in average percentage across more than 1,200 FBISE affiliated institutes worldwide. These include renowned networks in

Pakistan such as Army Public Schools, Fazaaia Intermediate Colleges, Punjab Colleges as well over 30 international schools catering to overseas Pakistanis spread across 18 countries. The College reflects TCF's commitment to equipping students with the knowledge and skills needed to access top tertiary institutions and thrive in their academic pursuits.

TCF's Tertiary Education Support programme made a significant impact by enabling our alumni to pursue higher education within Pakistan. TCF's Community Development Unit (CDU) has, since inception 20 years ago, empowered 293,000 women and community members lacking formal literacy through its Aagahi Adult Literacy Programme.

Launched in 2005, Aagahi equips learners—primarily women—with Urdu/Sindhi reading, writing, and basic numeracy skills. Implemented by TCF with curriculum, training, and assessment support from the Literate Pakistan Foundation (LPF). The programme enabled 73,000 learners in 2024–25 alone by opening doors to communication, household budgeting, and informed decision-making. The CDU also continued to actively expand its clean drinking water programme Aab-e-Rehmat within the communities it operates in and setting up vocational training activities for women.

TCF's Literacy & Life Skills (LLS) programme has covered over 1,000 communities since its inception benefiting 18,900 graduates Through the Dastak Teacher Training Programme more than 3,460 low-fee private school teachers belonging to more than 100 cities across Pakistan, have successfully completed their training since inception. Under the TCF Publishing House programme, 544 low-fee private schools and over 92,000 students are using high quality TCF books. Through its Rahbar, Baghbaan and Summer Camp programmes, the organisation continued to mobilise committed volunteers to mentor and engage its students and promote the TCF mission.

Description	2025	2024	Variance
	Rs in million	Rs in million	%
Donations & Fees	15,203	11,807	29%
Income on investment	2,930	3,061	-4.3%
Operating Expenditure	15,236	11,556	32%
Education Programmes	12,362	9,484	30%
Flood Relief	213	70	204%
Other Programmes	1,146	741	55%
Marketing, Research & Development and Administration	1,515	1,261	20%
Total Assets	**39,615**	**33,547**	**18%**
Net Assets	**18,373**	**15,094**	**22%**

The financial performance for the year demonstrates commendable progress and prudent resource management. While investment income declined by 4.3% owing to sharp reduction in the State Bank of Pakistan's policy rate from 19.5% to 11%, this was more than compensated by the 29% growth in donations and fees.

During 2024–25, the increase in TCF's operating expenditure was largely a reflection of growth in the scale and impact of our programmes. Higher volumes of school units, improved staff benefits to retain and motivate faculty, and investments in partnership school maintenance contributed to this rise — underscoring our focus on quality and sustainability rather than inflationary pressures.

TCF's Zakat collection and utilisation processes are regularly reviewed by the Shariah Advisor, with the findings presented in a report annexed to this Annual Report.

Directors
At the date of this report, the Directors of TCF are:

Non-Executive Directors
Mr. Ahsan M. Saleem - Chairman
Mr. Mushtaq K. Chhapra

Non-Executive Independent Directors
Mr. Adnan Asdar Ali
Mr. Riyaz Chinoy
Mr. Shahbaz Yasin Malik

Non-Executive Independent Directors
Mr. Munis Abdullah
Mr. Navid Fazil
Dr. Asyia Kazmi
Ms. Yasmeen Nageeb Basir
Ms. Saadia Khalid Awan
Ms. Roqaiya Riaz
Mr. Imtiaz Sultanali Dossa

Re-elected on 13 April 2025
Elected on 13 April 2025

Executive Director
Zia Akhter Abbas, President and Chief Executive Officer – appointed on 28 April 2025.

Composition of our Board of Directors
The Board comprises 13 Directors, with a male-to-female ratio of 9:4.

Board Meetings and Attendance
The Board holds regular meetings throughout the year. During the year ended June 30, 2025, thirteen (13) meetings of the Board of Directors were held. None of the meetings were held outside Pakistan. The details of attendance at these Board meetings are as follows:

Name of Director	Meetings Attended
Non-Executive Directors:	
Mr. Ahsan M. Saleem - Chairman	13/13
Mr. Mushtaq K. Chhapra	10/13
Mr. Ateed Riaz	8/8
Non-Executive Independent Directors:	
Mr. Adnan Asdar Ali	6/13
Ms. Hajerah A. Saleem	8/8
Mr. Ishaque Noor	7/8
Barrister Jahanzeb Awan	8/8
Mr. Musadaq Zulqarnain	7/8
Ms. Nilofer Saeed	8/8
Mr. Rizwan Diwan	5/8
Ms. Saima Amin Khawaja	6/8
Mr. Tariq Raza Hussain	5/8
Mr. Riyaz Chinoy	4/5
Mr. Shahbaz Yasin Malik	3/5
Mr. Munis Abdullah	4/5
Mr. Navid Fazil	3/5
Dr. Asyia Kazmi	4/5
Ms. Yasmeen Nageeb Basir	5/5
Ms. Saadia Khalid Awan	2/5
Ms. Roqaiya Riaz	4/5
Mr. Imtiaz Sultanali Dossa	5/5
Executive Director	
Syed Asaad Ayub Ahmad	7/8
Mr. Zia Akhter Abbas	2/2

Retired on 12 April 2025 | Elected on 13 April 2025 | New CEO appointed on 28 April 2025

Maintaining Financial Stability

A key pillar of TCF's strategic plan is the commitment to maintaining adequate working capital to ensure uninterrupted operations and the smooth delivery of educational services. Proactive risk mitigation measures are in place to address potential challenges, thereby strengthening the Foundation's overall financial stability.

Voluntary Adoption of Corporate Governance

TCF voluntarily complies with the Code of Corporate Governance Regulations, 2019, underscoring its commitment to accountability, transparency, and ethical conduct. This adherence reflects our dedication to exemplary governance practices and strengthens the trust of our stakeholders.

Investing in Human Capital

During the year, we continued to foster a culture anchored in TCF's core values of Sincerity, Service, Beauty, and Positive Conduct. These values were reinforced through regular "Community of Practice" sessions, ensuring they remain embedded in daily operations.

As part of our ongoing HR digitisation efforts, we introduced two key dashboards to improve decision-making and operational efficiency. The Principal Appraisal dashboard provides year-end analytics of school leadership performance, offering insights to support the development of school leaders. The Office Recruitment dashboard offers a comprehensive view of recruitment across TCF's head office, tracking turnaround times, monitoring the recruitment pipeline, and providing a clear snapshot of open and closed positions, including how long positions have been open. Both dashboards have enhanced transparency, data-driven decision-making, and responsiveness across the organisation.

To further standardise and enhance the quality of hiring for our teachers. We launched the Teacher Hiring Playbook this year. The playbook provides clear guidelines for sourcing, assessing, and hiring teaching staff, ensuring consistency across all regions. It includes structured assessment tools, interview frameworks, and competency-based evaluation criteria, equipping principals with a comprehensive resource to attract and select the best talent. The initiative has streamlined recruitment, reduced time-to-hire, and strengthened the overall candidate experience.

During the year, the migration from the legacy Human Capital Management (HCM) platform to our new HR system, Hamrah was successfully completed. This transition marked a significant step in upgrading and modernising HR operations. The rollout included seamless payroll processing and disbursement migration of over 23,500 school and office employees, integration of employee data management and documentation management and digitised leave and attendance tracking for office staff. For management staff, a new performance management module was introduced, with goal-setting functionality rolled out for the upcoming year. Additionally, Hamrah has strengthened governance with enhanced reporting, a maker-checker framework for greater accuracy, and improved usability.

Effective Compliance and Risk Management

With the evolving regulatory environment for non-profit organisations, legal and compliance matters continue to require close attention. The Board remains mindful of these challenges, which are regularly reviewed and addressed by the Risk & Compliance Committee. The principal risks and uncertainties faced by the Foundation include:

Risk	Mitigating Actions
Regulatory Risk	Organizational training and implementation of clear policies and procedures, ensuring that all TCF employees are equipped to act and respond appropriately in any situation.
Contribution Risk	Regulatory changes are closely monitored and internal policies and procedures have been developed to ensure their effective implementation.
Investment Risk	Diversification of funding sources to ensure a stable and consistent flow of resources.
Investment Risk	Diversification across all investment categories.
Internal Control Risk	An independent internal audit function reports directly to the Board's Audit Committee, supported by monitoring mechanisms at both organizational and departmental levels.
Recruitment & Retention Risk	Attracting, developing, and retaining high calibre talent at all levels of the organization.
Safeguarding Risk	A comprehensive set of policies, procedures, and practices have been developed and established to protect children and other stakeholders from harm in connection with the organization, its programmes, or its personnel.

Statement on Corporate and Financial Reporting Framework

- The financial statements prepared by the management of TCF present fairly its state of affairs, results of operations, cash flows, and changes in funds and reserves.
- Proper books of accounts have been maintained.

- Appropriate accounting policies have been applied consistently in the preparation of the financial statements.
- Accounting and Reporting Standards as applicable in Pakistan have been followed to prepare the Foundation's financial statements. These comprise of:
- International Financial Reporting Standards (IFRSs) issued by the International Accounting Standards Board (IAS) as notified under the Companies Act 2017;
- Accounting Standard for Not-for-Profit Organisations (NPOs) issued by the Institute of Chartered Accountants of Pakistan as notified under the Companies Act 2017; and
- Where provisions of and directives issued under the Companies Act, 2017 differ from IFRSs or Accounting Standard for NPOs, the provisions of and directives issued under the Companies Act, 2017 prevail.
- An effective system of internal controls has been designed, implemented, and is continuously monitored by Internal Audit and other oversight mechanisms. This process will continue to further strengthen controls and improve systems.
- There are no significant doubts about TCF's ability to continue as a going concern.
- There has been no material departure from the best practices of corporate governance.

Appropriation of Reserves

The Board approved the appropriation of surplus funds amounting to Rs. 1,379 million to the General Fund and Rs 233 million to the Fair Value of Contributed Lands/Properties Reserve in 2025–26.

Subsequent Events

No material changes or commitments have occurred after the close of the financial year up to the date of this Report, other than the appropriation of surplus noted above, which constitutes a non-adjusting event

Related Party Information

All related party transactions, for the year 2024–25, were presented to the Audit Committee and the Board for review and approval. These transactions, which were duly approved, primarily consisted of:

Description	Amounts in PKR '000
Donations – Directors, Key Management Personnel & their relatives.	65,119
Donations - Associated companies & undertakings	1,105,640
Payments – Key management personnel	139,692
Payments- Associated Companies	67,600
Payable - Associated companies	2,254

Abstract under section 213 (1) of the Companies Act, 2017

During the year 2024–25, the monthly remuneration of Mr. Syed Asaad Ayub Ahmad, Chief Executive Officer, was revised from PKR 1,629,000 to PKR 1,840,300 effective September 2024. Other terms and conditions of his appointment remained unchanged. Mr. Ahmad retired on 30 April 2025. Subsequently, Mr. Zia Akhter Abbas was appointed as Chief Executive Officer with effect from 1 May 2025 at a monthly remuneration of PKR 1,854,000.

Involvement of the Board of Directors

TCF's Board of Directors comprises highly qualified professionals who bring diverse expertise to the organization. The Board provides oversight on strategic direction, fundraising, governance, resource allocation, performance monitoring, and financial sustainability, ensuring that TCF remains aligned with its mission.

Board members serve on a voluntary basis, and neither they nor their relatives receive any remuneration, payment, or benefit from TCF. In addition, the Board plays an active role in supporting fundraising initiatives and guiding the organisation's leadership across functional areas.

Financial Statements

The financial statements of TCF have been approved by the Directors and duly audited by A. F. Ferguson & Co. Chartered Accountants; their report is attached with the financial statements.

Future Outlook

As we look ahead, TCF is poised to make significant strides in advancing its mission to provide quality education and support to underserved communities across Pakistan.

In the upcoming fiscal year, TCF is set to operationalise a number of new school units, increase the number of alumni receiving support for higher education, and expand the Community Development Unit by establishing new Aagahi centers and water purification plants. Under the Literacy & Life Skills programme, new centers are planned to be launched to enroll a higher number of out-of-school children. Additionally, the Dastak Teachers Training Programme proposes to enroll a large number of mentees, equipping educators to transform classrooms nationwide. TCF Publishing House also plans to expand its reach, making a large number of books accessible to students in low-fee private schools.

To ensure quality teaching and to support professional development, we are equipping our teachers with digital learning tools designed for our communities, accessible both online and offline. As part of TCF's digitalisation drive, new systems are being rolled out under robust IT policies and procedures, building resilient, secure, and scalable platforms. Operational performance is being enhanced through advanced data analytics, streamlined processes, and optimised resource allocation, enabling us to serve more students with greater efficiency. At the same time, we continue to strengthen talent development, supply chain management, data accuracy, and RAABTA turnaround times, alongside research initiatives to refine best practices and reinforce governance and succession planning.

Our focus on delivering quality education remains unwavering as we continue to refine our curriculum, invest in teacher training, and implement rigorous assessment standards. By adopting innovative teaching methodologies and expanding our use of technology in classrooms, we are committed to elevating learning outcomes, ensuring our programmes remain impactful and equipping our students with the skills needed to thrive in a rapidly changing world.

With the induction of the new Board and Chief Executive Officer, the Foundation's strategy, which was earlier based on Vision 2030 targeting 2 million agents of positive change, is planned to be reviewed and re-aligned with current imperatives and new developments in the education and technology fields. For this purpose, a new Strategy Oversight Board Committee has been formed to review, evaluate and recommend management's propositions to the Board.

We deeply acknowledge and appreciate the invaluable contributions and support from our donors, supporters, and staff, which are essential to providing quality education to the less-privileged children of Pakistan.



Ahsan M. Saleem
Chairman & Director



Zia Akhter Abbas
President & CEO

Date: September 11, 2025

Chairman's Review Report

As TCF steps into its 30th year, I am deeply grateful to everyone who has been part of this journey – our supporters, teachers, staff, and children. What we have been able to build together gives us strength and purpose for the work that lies ahead.

Pakistan has 26 million children out of school, the second highest number in the world. Around half of Pakistan's 5–9-year-olds remain out of school; a majority of them residing in rural areas. Millions more attend schools where learning outcomes remain unacceptably low, and access is constrained by not just infrastructure but also geography, household economics, and social barriers. Only ~15% of schools in Pakistan are secondary schools; this means 85 of every 100 children in school will eventually leave school prematurely. Against this backdrop, our journey has only just begun.

TCF was founded in 1995 with one core conviction: that the way to prosperity is an educated Pakistan and that every child in Pakistan should have access to quality education, regardless of background. We set out with a bold founding mission – to build 1,000 purpose-built schools in underserved communities. In 1996, TCF opened its first five schools in Karachi's urban slums.



From the start, we approached things from a management paradigm:

- Build schools inside underserved communities so children wouldn't be kept out by distance.
- Employ an all-female faculty to enable girls' enrolment.
- Separate oversight from management – creating a professionally run organisation, not dependent on individuals.
- Invest early in teacher training and curriculum tailored to context, ensuring learning was relevant to the children we served.

TCF has since grown into one of Pakistan's largest networks of purpose-built schools. Today, we operate 2,261 school units across 135 towns and 81 cities, providing access to quality education for 320,000 children, half of them girls.

Our mission to educate Pakistan is made possible by a team of 23,500 employees who work tirelessly to deliver the TCF programme. This includes an all-female faculty of 16,500 teachers. Many are TCF graduates who have returned to teach in the same communities where they once studied.

Since inception, more than 71,000 students have graduated from TCF schools, including 7,600 matriculates and 270 intermediate graduates this year alone. On average ~90% of the matriculates from TCF schools continue further education and many have entered the workforce.

TCF alumni are reshaping their own lives and those of their families and communities. Today, they are doctors, engineers, teachers, entrepreneurs, civil servants, and change-makers. TCF graduates are part of the student body at all leading universities in Pakistan today. This year alone, 175 students secured admissions to top-tier institutions in Pakistan.

This year a TCF alumna from Orangi town became the first to gain admission to the Harvard Graduate School of Education; she is also cross registered at MIT. From a classroom in Karachi's slums to the lecture halls of the Ivy League, her journey is a powerful reminder that talent knows no class or geography.

Their journeys reflect what defines TCF: education breaks barriers and creates opportunity, and opportunity creates agency and inspires giving back.

The TCF journey has been incredibly fulfilling for me and my co-founders. Looking back on thirty years of building community and impact, we are grateful to have been part of a movement like TCF. None of this could have been possible without the diverse global community of supporters and volunteers, and the people at TCF who remain committed to a Pakistan where all children have access to quality education.

On one hand, TCF now has a large physical footprint and a broad community of stakeholders. On the other, the operating environment is changing rapidly – technology is reshaping how children learn, while the out-of-school challenge is shifting toward the 9–15 age group, where secondary access and relevant skills are increasingly urgent. Together, these realities will shape the strategic shifts we make in the years ahead.

A lot is happening at TCF and across TCF communities, including adult literacy, potable drinking water and more – all of this is covered in more detail in the CEO's note and this annual report.

Financial and Operational Resilience

TCF's performance over a 30-year arc has been possible because of our global community of volunteers and supporters and, the people at TCF who give their best every day toward building a Pakistan where all children can access quality formal education.

With a growing footprint and an evolving operating environment, we remain focused on strengthening resilience, improving efficiency, and protecting quality as we scale our core programme.

Building long-term financial strength and operational resilience remain a key area of focus for us at TCF. This year, we increased allocations to the endowment fund by 26%; a deliberate step toward future program sustainability. Alongside this, we began exploring AI-driven tools and strengthened data led insights to improve teaching methods, monitor student outcomes, and strengthen program delivery.

During the outgoing fiscal year, TCF raised PKR 15.6 billion (approximately USD 56 million) from a base of 19,500 donors across 14 countries. Of the total funds raised, 61% were allocated to current-year operations, 16% to future-year expenses, 6% to endowment funds, and 16% to new school construction. TCF continued to contain overhead expenses at 9% of revenue – a remarkable achievement, particularly in the NPO segment. This means that PKR 91 of every PKR 100 donated goes directly to the beneficiary.

Management Succession

This year also marked another important moment in TCF's journey. After 16 years of dedicated service, Syed Asaad Ayub Ahmad retired as CEO. Under his leadership, TCF strengthened its foundations and prepared the organisation for its next phase. We are deeply grateful for his stewardship. The decade and a half under Asaad's leadership saw TCF grow from 530 school units in 2008 to 2,261 units in 2025 – of these 1,678 are flagship units.

To lead TCF into its fourth decade, Zia Akhter Abbas has taken over as CEO and Riaz Ahmed Kamlani as COO. Zia brings decades of leadership experience, including senior roles at TCF over the past ten years, while Riaz has shaped TCF's educational model and programme delivery over the last 17 years.

Their appointments reflect Asaad's incredible leadership as he ensured succession readiness from within the bench strength at TCF. Asaad continues to advise the Board and provide mentorship to people at TCF in a voluntary capacity.

Strengthening Governance

April 2025 also brought a significant Board transition. A new Board was elected as part of the statutory three-year cycle. This election coincided with an important milestone: the first founding director stepped off the Board, marking the start of a planned, deliberate succession within TCF's governance framework. This has been part of a handwritten 1995 founder's charter.

Over the past few years, the co-founders have focused on building a strong Board pipeline within the General Body, ensuring continuity and preparing TCF to meet the demands of the next 30 years.

The Board and General Body

Strong governance underpins the way things are done at TCF. The Board provides strategic oversight and empowers management to deliver on TCF's mission. Term limits enable member rotations and all prospective Board members are drawn from the General Body. Board-Management interfacing is also an important element of the governance framework.

We regularly seek and induct new members into our General Body. Some are invited to work with select Board Committees which fosters early engagement and gives them a deeper understanding of TCF's governance and operations. This year eight new members were joined the General Body. Several members from the General Body, including some of the seven outgoing Board members were co-opted onto Board Committees, ensuring continuity while also preparing for the future. I am grateful to outgoing members for their invaluable support and guidance and warmly welcome the new Board members.

To capture learnings from this transition a reflections session was held with the seven outgoing Board members, TCF leadership team and founders. The discussions provided valuable insights into director experiences and will help strengthen future Board member engagement.

I am grateful to all Board and General Body members who volunteer their time and expertise. Their contributions extend beyond fundraising and advocacy to active participation in governance through dedicated committees.

The current Board includes two founders and many long-time supporters of TCF and brings together a diverse group of non-executive directors with varying skillsets.

The Director's Report that follows, covers Board Affairs and Performance, including all statutory reporting requirements in detail.

The Journey Ahead

As TCF enters its fourth decade, our focus is on scaling the core programme while deepening quality and impact. The coming year will see continued expansion in TCF's school network creating space for thousands of new students, further extending TCF's footprint across underserved communities.

Alongside growth, we are increasingly intentional about where we allocate institutional capital and our focus remains on providing access to formal quality education to Pakistan's out of school children.

Our FY26 budget outlay of PKR 21 billion (approximately USD 76.5 million) reflects these priorities – balancing scale, quality, and sustainability as we continue to build an education movement for Pakistan's future. A new cohort of graduates will further strengthen TCF's alumni presence in higher education and the workforce.

Operational excellence remains a priority, and we will continue to work to leverage technology and automation in our processes to improve overall effectiveness.

I have faith that the TCF model, now almost the size of the entire student body of Singapore, will help shape the future of Pakistan's school education landscape.

As we mark the 30th year of TCF this year, I am humbled by what has been built – not by any one individual, but by the collective belief and effort of thousands of supporters, teachers, staff, and volunteers who chose to stand with Pakistan's children.

What began in 1995 as the mission of 1,000 schools has grown into a movement for education, touching hundreds of thousands of lives. And yet, given the sheer scale of the problem, our work is far from done. The challenge before us is immense but if the last three decades have taught us anything, it is that shared purpose and sincerity can drive extraordinary change.

We remain grateful for the opportunity to make a difference – to deepen impact, expand opportunity, and work towards a Pakistan where every child has the chance to learn, to dream, and to realize their full potential.

I would like to thank the Board and its committees for their proactive role in guiding us, and to everyone at TCF for their strong commitment and outstanding contributions to our mission.

Finally, I would like to recognise and thank our key stakeholders – our incredible community of supporters, our partners, and our donors for their support.

I look forward to your continued support in our collective journey towards a Pakistan where all children have access to quality formal education.



Ahsan M. Saleem
Chairman & Director



CEO's Message

As TCF marks 30 years of its remarkable journey, I feel deeply humbled to step into the role of its President and CEO at this important milestone. All of us who steward TCF today are grateful to those who came before us to build this organization and nurture this movement over the years. We are grateful first and foremost, to our Founders, who have contributed three decades of visionary leadership and selfless service to their labour of love with the utmost humility. Today, I want to mention two other individuals for their service to this cause.

First, my predecessor and friend, Syed Asaad Ayub Ahmad, whose 16 years of leadership have left an indelible imprint on this institution and on all of us who have had the privilege of working with him. Asaad Sb. joined TCF as CEO when it had around 530 schools and 65,000 students. Under his leadership, the organization grew more than threefold and developed into one of the most respected and trusted nonprofits in the world. He led with humility, authenticity, and a deep sense of purpose, strengthening systems, improving learning outcomes, and shaping the culture that defines TCF today.

We also remember in our prayers today, TCF's first CEO Lt. Gen. Sabeeh Qamar us Zaman (Retd.), who sadly passed away in December 2024. Inna Lillahi wa inna ilayhi raji'un. Lt. Gen. Sabeeh served as our CEO from 1995 to 2001 and was instrumental in laying the foundations during TCF's most crucial formative years. His personal attention, care and foresight is still reflected in TCF's educational philosophy, operating model and organizational culture. His leadership and dedication to education continued to create an impact in countless lives even after his stint at TCF's helm. May Allah SWT bless his soul with eternal peace.

As we look ahead, TCF continues to scale and deepen its impact with more schools, stronger learning outcomes, and a renewed focus on building 21st-century skills for our children. We are aligning education even more closely with the needs of our students and communities, building multiple pathways to success for our alumni, and leveraging our collective strengths to expand our impact across Pakistan's education ecosystem. TCF today is no longer just a school operator. It is a broader platform for change; training teachers, publishing textbooks, empowering women through literacy, and helping shape policy conversations about education. Our mission now reaches beyond classrooms into communities and systems, built on the same trust and intent that have guided us since the beginning.

To our teachers, principals, regional teams, and colleagues: thank you for the sincerity and passion you bring to your work every day. To our supporters and partners: thank you for your faith in Pakistan's children and for treating this mission as your own. And to our students and alumni: keep believing and working hard towards a brighter future. You remind us every day why this work matters.

With your continued support, inshAllah, TCF moves into its fourth decade with renewed strength, rooted in trust, guided by purpose, and united in the belief that every child in Pakistan deserves the chance to learn, to dream, and to thrive.



Zia Akhter Abbas
President & CEO

Board of Directors



Ahsan M. Saleem
Director

Ahsan M. Saleem is a TCF Co-Founder and the current Board Chairman with over 40 years of experience leading diverse business operations across multiple industries. He is the Group CEO of Crescent Steel & Allied Products Ltd., a Trustee of COMMECS Education Trust and has served as Board Chairman of Indus Valley School of Art and Architecture and as a member of the first Board of Habib University. He is also the founding member of the Pakistan Centre for Philanthropy (PCP), and actively participates on its Board.



Adnan Asdar Ali
Director

Adnan Asdar Ali is the Co-Founder and Chief Executive of Multinet Pakistan (Pvt.) Ltd. and AAA Partnership (Pvt.) Ltd. Over the past 37 years, he has developed rich and progressively diverse experience in the fields of entrepreneurship, leadership, management and research. Apart from his corporate engagements, Mr. Ali serves on the boards of numerous nonprofit organizations, including The Indus Hospital, The Hunar Foundation, Karachi Relief Trust, Progressive Education Network and Sabaq.



Dr. Asyia Kazmi, OBE
Director

Dr Asyia Kazmi is the CEO Designate at WISE (Qatar Foundation). She has served as the Global Education Policy Lead and a member of the AI task force at the Gates Foundation. She focuses on effective instructional practices, edtech and AI, and leads on the South Asia work. A proud mathematics teacher, she has worked at the UK's department for Education and Department for International Development and was a Senior Her Majesty's Inspector in OFSTED. Dr. Kazmi was awarded an OBE by the Queen in 2022 for services to education.



Imtiaz Sultanali Dossa
Director

Imtiaz Sultanali Dossa has been a supporter of TCF since its inception and has supported female education since before then. He also serves as a trustee of TCF-UK. He is a Chartered Accountant and ran a trading company which he sold in 2005. Mr. Dossa was a trustee until 2010 of an international eye charity that helped set up LRBT in Pakistan.



Mushtaq K. Chhapra
Director

Mushtaq K. Chhapra is a TCF Co-Founder and serves as a director at several companies. He is Chairman of the Executive Committee at the Patients' Aid Foundation and also contributes his expertise to the Board of The Kidney Centre and the Institute of Business Administration. Recognised for his entrepreneurial contributions, Mr. Chhapra was awarded the Sitara-e-Imtiaz in 2017.

Board of Directors



Munis Abdullah
Director

Munis Abdullah is the CEO of IBL Group, which includes Searle Pakistan Ltd. and Habitt among other prominent companies. His dynamic career has included exposure to the advertising industry, a stint at Procter & Gamble, and key leadership roles across the IBL Group. Mr. Abdullah graduated from the Indus Valley School of Art and Architecture with an overall distinction. He has served on the Executive Committee of the Indus Valley School of Art & Architecture and is a member of the Italian Development Committee.



Navid Fazil
Director

Navid Fazil, a Founding Director and CEO of Interloop Ltd., has been instrumental in transforming the company into one of the world's largest hosiery manufacturers and a Full Family Clothing supplier for top international brands and retailers. An electrical engineer by training with a Masters in Management from Oxford, Mr. Fazil puts great emphasis on lean manufacturing, research & innovation, and sustainability. He has championed diversity, equity & inclusion at his own company and is actively involved with the global Champions of Change Coalition.



Roqaiya Riaz
Director

Roqaiya Riaz is a dedicated advocate for education and the arts, actively contributing to TCF's mission through her participation in TCF's Baghbaan and Rahbar volunteer programmes since 2008. Beyond her philanthropic efforts, she has been a prominent member of Grips Theater Pakistan since the early 2000s, using performance art to inspire empathy and drive social change.



Riyaz Chinoy
Director

Riyaz Chinoy is a seasoned Industrial Engineer from Case Western Reserve University, USA with over three decades of leadership experience in Pakistan's industrial manufacturing sector. He is the Managing Director of Yaqin Steel Ltd. and currently serves on the boards of several leading companies. Deeply committed to social development, Mr. Chinoy is also on the boards of the Indus Valley School of Art and Architecture, Orange Tree Foundation and the Duke of Edinburgh Awards Pakistan. He is a certified Independent Director from (PICG) and a Fellow of the Institute of Engineers Pakistan.



Shahbaz Yasin Malik
Director

Shahbaz Yasin Malik is the President and CEO of Hilton Pharma, one of Pakistan's leading pharmaceutical enterprises, in addition to other group companies operating in multiple sectors of the economy across Pakistan, UAE, Singapore and the UK. Beyond his corporate engagements, Mr. Malik also serves on the board of Habib University Foundation. He has championed the cause of expanding access to quality healthcare through The Indus Hospital and Patients' Aid Foundation, as well as initiatives such as the 'Roshni Say Zindagi' project, aiming to provide solar energy to 10,000 rural households.

Board of Directors



Saadia Khalid Awan
Director

Saadia Khalid Awan is a Director at TCS, Pakistan's leading courier and logistics company and has played a key role at developing the corporation over the years. She has been at the forefront of voluntary efforts for TCF since its inception, particularly in terms of mobilising the Supporters of TCF group and TCF's fundraising efforts in Canada. As a PICG Certified Company Director, Mrs. Awan combines her corporate responsibilities with active social service.



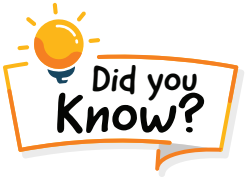
Yasmeen Nageeb Basir
Director

Yasmeen Nageeb Basir's experience in the education sector impressed upon her the importance of children's education. She has been deeply involved with volunteering for TCF since the early 2000s and is responsible conceptualising and leading TCF's popular 'Obhartay Sitaray' programme – a fundraising initiative that has nurtured the artistic potential of a new generation of young Pakistani singers. Additionally, in 2022, she launched a medical charity for cardiac patients at the Kidney Centre in Karachi.



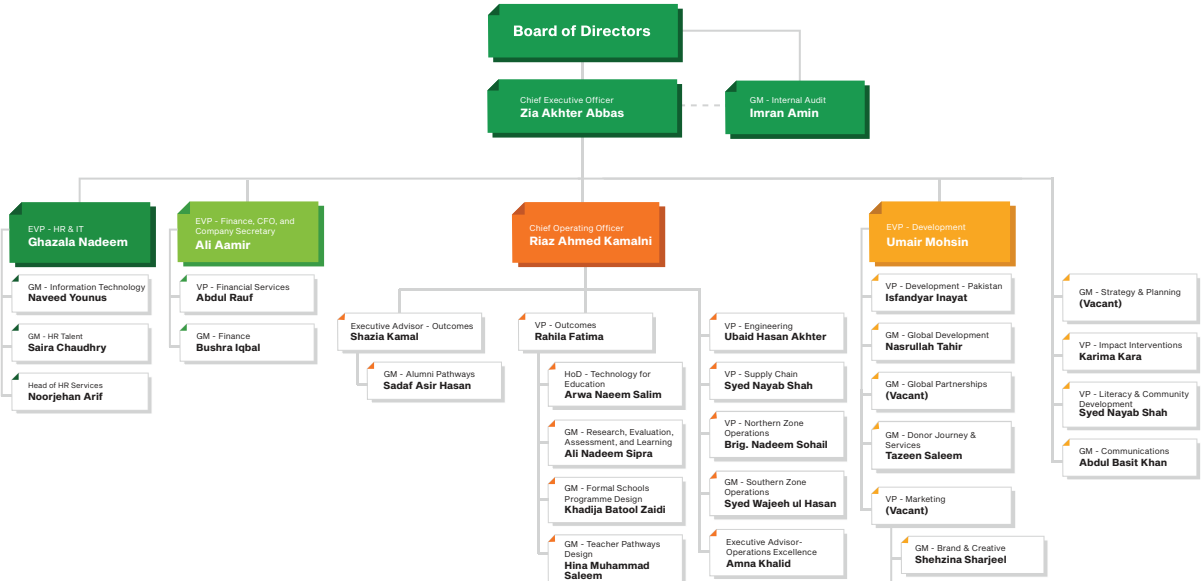
Zia Akhter Abbas
President & CEO

Zia Akhter Abbas is the President and CEO of TCF. Joining TCF in 2014, Mr. Abbas led TCF's global resource mobilisation efforts for 10 years, serving a movement of thousands of committed volunteers across 14 countries. During this period, he led the development and implementation of TCF's global governance framework, stewarded TCF's Government Partnership Schools network through a transformation in learning outcomes and facilitated the development of TCF's Strategy 2030. He also served as a board member for the Global Schools Forum. Prior to joining TCF, Mr. Abbas spent 17 years in senior business and risk management roles at Citi and Standard Chartered and served as a director for 1-Link – Pakistan's leading payments switch. He holds an MBA degree from LUMS.



TCF has over 23,000 employees, 85% of whom are women.

TCF Organogram



Executive Advisors (Pro bono)
Akbar Adil
Amna Khalid
Aneesa Naviwala
Arif Irfanullah

Legal Advisors
Mohsin Tayebaly & Company Advocates and Legal Consultants
Shahid Bajwa

Shariah Advisor
Alhamd Shariah Advisory Services Private Limited

Tax Advisor
A.F.Ferguson & Co

External Auditor
A.F.Ferguson & Co



Board Committees & Meetings

TCF's Board consists of twelve Directors excluding CEO. Board is headed by Chairman elected amongst the directors who meet regularly to provide guidance and support to the organization. Thirteen (13) meetings of the Board of Directors were held during the financial year ended on 30 June 2025. The attendance of the meeting of Board of Directors is presented in the Directors' report included in the Annual Report.

Statutory Committees

Audit Committee

The Audit Committee is established to review the principles, policies and practices adopted in the preparation of the financial statements of the organization. It aims at ensuring that the Annual Report of the organization and any other announcement relating to financial performance comply with all statutory requirements. The terms of reference include:

- to determine and monitor compliance with statutory requirements and with the best practices of corporate governance;
- to oversee the process for selecting the external auditors, their appointment, reappointment and removal; to approve the audit fee or any fees in respect of non-audit services provided by the external auditors ensuring that the provision of non-audit services does not impair the external auditors' independence or objectivity;

- to review quarterly, half year and year-end financial statements of TCF, providing information to the Board on organization's assets, its cash flows, net asset value calculations, any changes in accounting policies and practices and significant related party transactions;
- to ensure coordination between the internal and external auditors of the organization;
- to review the external auditors' audit report;
- to review the findings of the audit with the external auditors including, but not limited to: a discussion of any major issues which arose during the audit; materiality levels; key accounting and audit judgments; levels of errors identified during the audit; and the effectiveness of the audit process;
- to ensure that the internal audit function has adequate resources and is appropriately placed;
- to determine that the internal control systems including financial and operational controls, accounting systems and reporting structures are adequate and effective;
- to consider major findings of internal investigations of activities characterised by fraud, corruption and abuse of power and management's response thereto;
- to consider any other issue or matter as may be assigned by the Board of Directors.

Four meetings of the committee were held in the financial year ended 30 June 2025.

Members of the Committee are:

Mr. Imtiaz Sultanali Dossa	Chairman
Mr. Munis Abdullah	Independent Director
Mr. Riyaz Chinoy	Independent Director
Ms. Roqaiya Riaz	Independent Director
Mr. Ishaque Noor	Non-Executive Member (by invitation)
Mr. Musadaq Zulqarnain	Non-Executive Member (by invitation)
Mr. Nihal Cassim	Non-Executive Member (by invitation)
Mr. Rizwan Diwan	Non-Executive Member
Mr. Tariq Raza Hussain	Non-Executive Member

*Retiring directors/Members pursuant to reconstitution of Committee due to Election of Directors held on 13 April 2025.

Human Resource and Remuneration Committee

The Human Resource & Remuneration Committee assists the Board in fulfilling its obligations relating to human resource matters, through oversight of the internal Human Resource policies and practices that support strong organizational performance and people risk management. The terms of reference include:

- to review and recommend Human Resource Management (HRM) policies to the Board (including recruitment, retention, training, performance and compensation);
- to ensure that the HRM policies are in compliance with applicable laws;

- to review and recommend to the Board, selection, evaluation, compensation (including retirement benefits) and succession planning of the CEO and other senior management;
- to consider major changes in the organizational structure;
- to review the annual salary plan including increments and performance related bonuses of the staff;
- to ensure leadership continuity in the event of an unexpected departure or emergency leave of the CEO or any senior staff member.

Three meeting of the committee was held in the financial year ended 30 June 2025.

Members of the Committee are:

Mr. Mushtaq K. Chhapra	Chairman
Mr. Navid Fazil	Independent Director
Mr. Shahbaz Yasin Malik	Independent Director
Ms. Yasmeen Nageeb Basir	Independent Director
Mr. Ateed Riaz	Non-Executive Member (by invitation)
Mr. Jahanzeb Awan	Non-Executive Member (by invitation)
Ms. Nilofer Saeed	Non-Executive Member (by invitation)
Syed Asaad Ayub Ahmad	Non-Executive Member (by invitation)
*Ms. Hajerah A. Saleem	Non-Executive Member (by invitation)
*Mr. Rizwan Diwan	Non-Executive Member (by invitation)
*Mr. Adnan Asdar Ali	Independent Director
Mr. Zia Akhter Abbas	President & CEO

*Retiring directors/Members pursuant to reconstitution of Committee due to Election of Directors held on 13 April 2025.

Governance and Nomination Committee

The objective of the committee is to evaluate the effectiveness of the Board and to assist the Board in the discharge of its functions as well as to ensure compliance with the governing principles of TCF. The Committee takes a leadership role in shaping the governing principles for TCF and to keep the organization aligned with international best practices. The terms of reference include:

- to recommend qualified candidates for Board membership and to structure, monitor and review the collective and individual responsibilities of the Board and its members;
- to evaluate the performance of the Directors; to review the Board structure and organizational architecture;
- to monitor the overall compliance with the SECP's Code of Corporate Governance and governing principles of TCF;
- to recommend CEO's and senior management's compensation and benefits for Board approval, exclusive of what is mandated to the HRRC;
- to oversee the succession planning of the CEO and other senior management;

Four meetings of the Committee was held in the financial year ended 30 June 2025.

Members of the Committee are:

Mr. Ahsan M. Saleem	Chairman
Mr. Imtiaz Sultanali Dossa	Non-Executive Member (by invitation)
Mr. Mushtaq K. Chhapra	Non-Executive Director
Mr. Riyaz Chinoy	Independent Director
Mr. Ateed Riaz	Non-Executive Member (by invitation)
Ms. Hajerah A. Saleem	Non-Executive Member (by invitation)
*Mr. Jahanzeb Awan	Non-Executive Member
*Syed Asaad Ayub Ahmad	Non-Executive Memberr
Mr. Zia Akhter Abbas	President & CEO (by invitation)

*Retiring directors/Members pursuant to reconstitution of Committee due to Election of Directors held on 13 April 2025.

Resource Mobilisation Committee

The Resource Mobilisation Committee assists the Board for the purpose of increasing donations and reviewing TCF's fundraising strategy. The terms of reference include:

- to periodically review the fundraising targets set for various support groups and Global Chapters of TCF and evaluate performance;
- to review and report to the Board on business development strategies;
- to review tactical plans developed to achieve business development goals set out in the strategic plan;
- to review, monitor and report to the Board on business development projects, initiatives and potential opportunities;
- to monitor compliance with guidelines established by TCF relating to business development;
- to evaluate donor management standards and the Resource Mobilisation Department's adherence to these standards;
- to review TCF publications and donor reports and recommend changes to the format or information that is being provided;
- to monitor TCF's fundraising campaign related activities and ensure their cost efficiency.

One meeting of the committee were held in the financial year ended 30 June 2025.

Members of the Committee are:

Mr. Mushtaq K. Chhapra	Chairman
Mr. Ahsan M. Saleem	Non-Executive Director
Dr. Asyia Kazmi	Non-Executive Director
Mr. Navid Fazil	Non-Executive Director
Ms. Saadia Khalid Awan	Non-Executive Director
Mr. Shahabaz Yasin Malik	Non-Executive Director
Mr. Ateed Riaz	Non-Executive Member (by invitation)
Mr. Nabil Chhapra	Non-Executive Member (by invitation)
Ms. Nilofer Saeed	Non-Executive Member (by invitation)
Ms. Summer Sultan	Non-Executive Member (by invitation)
Ms. Zara S. Awan	Non-Executive Member (by invitation)
*Mr. Ishaque Noor	Non-Executive Member (by invitation)
*Mr. Musadaq Zulqarnain	Non-Executive Member (by invitation)
*Ms. Bushra Afzal	Non-Executive Member (by invitation)
*Syed Asaad Ayub Ahmad	Non-Executive Member
Mr. Zia Akhter Abbas	CEO / Executive Director

*Retiring directors/Members pursuant to reconstitution of Committee due to Election of Directors held on 13 April 2025.

Education Committee

The purpose of the Education Committee, is to assist the Board in overseeing TCF's Education Division management activities. The terms of reference include:

- to prepare multi-year education plan covering quantitative and qualitative parameters with respect to the school system;
- to review and monitor the plan on a half yearly basis;
- to approve major Education Division initiatives and projects and assign implementation priorities;
- to assess HR capacity and recommend capacity building initiatives;
- to assess overall funding requirement for the education for the school system in terms of per student fund allocation;
- to receive quarterly dashboard on Annual Plan KPIs from management;

• to ensure all major project spending of TCF Education Plan have been included in every year OPEX and CAPEX budget of TCF;
No meeting of the committee was held in the financial year ended 30 June 2025.

Members of the Committee are:

Dr. Asyia Kazmi	Independent Director
Mr. Adnan Asdar Ali	Independent Director
Mr. Ahsan M. Saleem	Non-Executive Director
Ms. Roqaiya Riaz	Independent Director
Ms. Yasmeen Nageeb Basir	Independent Director
Mr. Arif Irfan Ullah	Non-Executive Member (by
Mr. Ateed Riaz	Non-Executive Member (by invitation)
Ms. Hajerah A. Saleem	Non-Executive Member (by invitation)
*Dr. Faisal Bari	Non-Executive Member (by invitation)
*Ms. Nighat Daudi	Non-Executive Member (by invitation)
*Ms. Saima Amin Khawaja	Non-Executive Member (by invitation)
*Mr. Salman Siddiqui	Non-Executive Member (by invitation)
*Syed Asaad Ayub Ahmad	Non-Executive Member (by invitation)
Mr. Zia Akhter Abbas	Non-Executive Member (by invitation)

*Retiring directors/Members pursuant to reconstitution of Committee due to Election of Directors held on 13 April 2025.

Risk & Compliance Committee

The Risk and Compliance Committee (R&CC) was formed in February 2019. Zia Akhter Abbas (Chief Executive Officer and President) has now been appointed as the Chief Risk and Compliance Officer (CRCO). Bushra Iqbal, General Manager Finance was appointed as in-charge of Risk & Compliance function with direct reporting to CRCO through Ali Aamir, EVP & CFO as well as Chairman of the Committee. The role and objective of the Committee shall be to assist and support the Board in fulfilling its Risk and compliance oversight responsibilities more effectively, by and for & on behalf of the Board:

a. having oversight of the integrity of TCF's statutory risk and compliance framework;

b. monitoring that Management has an appropriate framework in place to identify and effectively manage risk and that Management ensures that TCF operates within the risk appetite set by the Board in protecting TCF's beneficiaries, staff, assets and its public profile;

c. monitoring that Management has an appropriate framework in place to ensure compliance with regulatory, prudential, legal and ethical standards and monitoring the efficacy of that framework and ensuring TCF's operations are conducted within the scope of those frameworks;

d. reviewing compliance with internal guidelines, policies and procedures and other prescribed internal standards of behavior and ethics;

e. monitoring, and where applicable taking into consideration, trends on the state of risk and compliance culture globally.

One meeting of the committee was held in the financial year ended 30 June 2025.

Members of the Committee are:

Mr. Riyaz Chinoy	**Chairman**
Mr. Munis Abdullah	Independent Director
Mr. Adnan Asdar Ali	Independent Director
Ms. Roqaiya Riaz	Independent Director
Ms. Saadia Khalid Awan	Independent Director
Mr. Ishaque Noor	Non-Executive Member (by invitation)
Mr. Tariq Raza Hussain	Non-Executive Member (by invitation)
*Mr. Musadaq Zulqarnain	Non-Executive Member
*Ms. Hajerah A. Saleem	Non-Executive Member
*Mr. Jahanzeb Awan	Non-Executive Member
*Syed Asaad Ayub Ahmad	Executive Director
Mr. Zia Akhter Abbas	President & CEO

*Retiring directors/Members pursuant to reconstitution of Committee due to Election of Directors held on 13 April 2025.

Strategy Oversight Committee

With the induction of a new Board and Chief Executive Officer, the Foundation's strategy—previously guided by Vision 2030 and its goal of cultivating 2 million agents of positive change—will be reviewed and realigned to reflect current priorities and emerging developments in education and technology. To support this process, a new Strategy Oversight Board Committee has been established to review, evaluate, and recommend management's strategic proposals to the Board.

No meeting of the committee was held in the financial year ended 30 June 2025.

Members of the Committee are:

Mr. Ahsan M. Saleem	**Chairman**
Dr. Asyia Kazmi	Independent Director
Mr. Imtiaz Sultanali Dossa	Independent Director
Mr. Mushtaq K. Chhapra	Non-Executive Director
Mr. Riyaz Chinoy	Independent Director
Mr. Ateed Riaz	Non-Executive Member (by invitation)
Mr. Ishaque Noor	Non-Executive Member (by invitation)
Mr. Musadaq Zulqarnain	Non-Executive Member (by invitation)
Syed Asaad Ayub Ahmad	Non-Executive Member (by invitation)
Mr. Zia Akhter Abbas	President & CEO

Risk and Compliance

Effective Compliance and Risk Management Framework
The following table summarizes key risks, mitigation strategies, and opportunities aligned with TCF's strategic objectives:

RISKS AND OPPORTUNITIES ANALYSIS

Risk Type	Description	Mitigation	Opportunity	Risk Level	Internal / External Risk
Reputational Risk	Potential damage to TCF brand impacting credibility	Training, policies, and procedures	Enhance reputation through quality and communication	High	External
Regulatory Compliance	Exposure to liability for non-compliance	Monitor regulatory changes, implement policies	Strengthen regulatory relationships	Medium	Internal
Operational Risk	Compromise on student learning or IT failures	HR quality, training, IT systems, backups	Improve services and continuity	Medium	Internal
Funding Sustainability Risk	Risk in donor contributions	Diversify financial resources	Expand donor engagement	High	External
Investment Risk	Variability in investment returns impacting financial sustainability	Diversification	Optimize returns	Low	External
Internal Control Risk	Failure of internal controls	Independent audits, monitoring	Strengthen controls	Medium	Internal
Recruitment & Retention	Attracting and retaining talent	Talent development, retention programs	Enhance training and work environment	Low	Internal
Safeguarding Risk	Harm or exploitation of children / stakeholders	Policies, procedures, monitoring	Improve oversight	Medium	Internal

Board's Role

TCF's Board has established an independent Risk and Compliance Committee (R&CC) to define entity-level risk tolerance, oversee strategic objectives, and ensure robust risk management. Internal Audit reports directly to the Audit Committee, reinforcing transparency and accountability.

Board's Strategy for AML and Regulatory Compliance

Purpose

- To ensure the organization maintains full compliance with Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and applicable regulatory guidelines.
- To safeguard the Foundation's reputation, financial stability, and regulatory standing.
- To establish a governance framework for effective monitoring of AML controls and compliance readiness.

Board's Role and Responsibilities

- **Oversight:** Provide strategic direction and ensure AML compliance is embedded within governance structures.
- **Accountability:** Approve AML/CTF policies, frameworks, and procedures.
- **Resource Allocation:** Ensure adequate resources, including budget, technology, and skilled personnel, are available for effective compliance.
- **Monitoring:** Review regular compliance reports and assess the effectiveness of controls.
- **Escalation & Remediation:** Ensure timely corrective actions are taken where control weaknesses or non-compliance are identified.

Technology for Education

To ensure quality teaching and to assist in their professional development, we're empowering our teachers with greater access to digital learning tools with custom features, available online and offline, designed to meet the needs of our communities.

Information Technology

The Citizens Foundation (TCF) operates under comprehensive Standard Operating Policy and Procedures for Information Technology, which govern the selection, use, and administration of IT across the organisation. These SOPs ensures a consistent and controlled approach for all IT functions and applying to all employees. The documents are subject to regular review and updates to maintain their currency and relevance.

Hardware and Software Procurement

TCF has established clear guidelines for purchasing hardware, ensuring it is appropriate, offers value for money, and integrates with existing infrastructure. Bulk purchasing of laptops helps reduce procurement time and cost, while general hardware purchases follow a detailed process involving IT Infrastructure Team guidance on specifications, procurement for pricing, and necessary approvals. Software requests are initiated via helpdesk tickets, with IT support verifying against an Approved Software List and managing licensing, or seeking further approvals for new software acquisitions. Ownership of all IT assets remains with the IT department.

Data Backup Procedures

TCF implements a robust data backup policy to ensure the recovery of critical files, databases, and servers in accordance with industry best practices. Backup jobs are configured with varying frequencies (daily, weekly, monthly, and fortnightly) for databases, applications, websites, and virtual machines, aligning with Business Impact Analysis for Recovery Point Objective and Recovery Time Objective. Three sets of external backups are maintained: onsite SAN storage, offsite external backup copies, and offsite Cloud Azure Blob Storage, with a 60-day retention period for full and differential backups. Data for all databases and applications is retained for five years in Permanent Offsite Backup Media Sets.

Disaster Recovery Planning

TCF's Disaster Recovery Plan (DRP) aims to minimise the impact of unforeseen disastrous situations by enabling the IT department to survive a disaster and resume core operations within defined recovery windows. The Primary Site is located at Multinet Primary Data centre (MPDK), with a cold DR Site at Multinet Secondary Data centre (MSDK) hosting critical servers. The DRP outlines procedures for short-term (Level 1) and medium/long-term (Level 2) outages, activated by a DR Committee. Annual DR Drills are performed for high-risk applications to test readiness and verify functionality, with key application users present to confirm the status of the DR site.

Information Security

TCF implements robust information security through various policies. The Antivirus Policy ensures all devices are protected with updated software. Password Management mandates strong, frequently changed and prohibits sharing; accounts are locked after 3 failed attempts, with self-service reset options available. Database Security measures include complex passwords, restricted access via firewalls, dedicated application accounts without administrative rights, and ensuring production databases are not on the same server as web applications or connected to the internet. Network Security involves Web Application Firewalls (WAF), NAT, SSL certificates for external applications, VLAN segmentation, regular patching of devices, and limiting administrative access to network devices.

To ensure IT assets are secured from cyber security risks, we conduct Vulnerability Assessment/Penetration Testing (VA/PT) for all networks/servers

and applications to ensure IT services are secured. In addition, IT internal audit and external third-party audit is carried out to ensure compliance and governance of policy and procedures.

User Account Management

User account management ensures controlled access to TCF's computing resources for official use, with each user assigned a unique account. The process covers creation, modification, and deletion of accounts, with responsibilities shared between IT System Admin, IT Support Team, and the end-user. Access rights are reviewed semi-annually with department heads to ensure appropriate privileges are maintained.

Project Management and Software Development Lifecycle (SDLC)

Project management at TCF ensures projects are delivered on time and within budget through a consistent methodology. Major projects require a project plan with milestones and responsibilities, overseen by a Project Steering Committee for governance and cross-functional leadership. The SDLC provides a systematic phased approach, from initiation with Business Requirement Documents and approvals, through detailed analysis and design documented, to programming and comprehensive testing (Quality Assurance Testing and User Acceptance Testing).

Change Management

TCF's Change Management process plans, schedules, and tracks changes to the production environment, aiming to maintain agility with acceptable risk and ensure system integrity. Changes are initiated by users submitting approved Change Request Forms and Business Requirement Documents, detailing needs and scope. Rigorous testing, including Quality Assurance Testing by the development team and User Acceptance Testing by users, precedes deployment. For vendor-managed software, new releases are first deployed in a UAT environment before production.

Raabta (Complaints)

- RAABTA contact center handles all the incoming complaints, queries and service requests
- RAABTA is responsible to handle inbound / outbound calls, WhatsApp messages and Emails
- RAABTA also manages the company CRM i.e., Intellicon (Credentials management, training and trouble shooting
- RAABTA's data entry unit handles several data entry projects like Ta'aluq, Enrolment, APR, Federal board Data Entry
- Our Data Entry Unit also handles large scale scanning requests from different departments

Key Performance Indicators

Schools

- Student Retention Rate (%)
- Student Progression Rate (%)
- Number of Operational Schools
- Teacher-to-Student Ratio
- Percentage of Female Students Enrolled
- Matriculation Exam Pass Rates (%)
- Student Satisfaction Surveys
- Compliance

Alumni

- Intermediate Exam Pass Rates (%)
- University Admissions (Scholarship/Non-scholarship based)
- Alumni Tracking
- Alumni Success Stories

Other Programmes

- Teacher Training Hours per year (Dastak)
- Volunteer Hours Logged per year (Rahbar & Baghbaan)
- Number of Literacy Learners per year (Aagahi)
- Number of Vocational Trainees per year
- Number of Beneficiaries per year (Aab e Rehmat)
- Number of Books Published per year (Publishing House)

Finance

- Governance (Compliance with Legal and Tax Laws)
- Timely Completion of External and Internal Audits
- Timely Salary Disbursement to Employees
- Full and Final Settlement Completion in <30 Days
- Timely Utilization and Reporting of Grant Funds
- Budget vs Actual Spending Accuracy
- Fee Collection Efficiency
- Percentage of Funds Allocated to Programme Activities
- Timely Payments to Vendors
- Cost per Student per Year
- Maximize Returns on Investment
- Stable Liquidity Position

Fundraising

- Annual Donor Growth
- Average Donation Growth Rate
- Donor Retention Rate
- Donor Engagement Surveys
- Active vs Inactive Donor Segmentation
- Donor Visits
- Time to Send Acknowledgement to Donor (within 48 hours)
- Corporate vs Individual Donation Ratio
- Campaign Effectiveness (e.g., Zakat, Ramadan)

Human Resource

- Percentage of Teacher Positions Filled at Start of Academic Year
- Teacher Retention Rate
- Staff Satisfaction Survey Results
- Compliance with Child Protection Laws

Information Technology

- Monitoring of ERP Applications
- Student Management System Data Accuracy
- Internet Uptime
- Frequency and Security of Data Backups
- Timely IT Support Response and Resolution Rate

Marketing & Communication

- Website & Social Media Reach and Engagement
- Campaign Page Views / Conversions
- Newsletter Open & Click-Through Rates
- Timely Launch & Execution of Marketing Campaigns
- Alumni and Student Success Stories Published
- Media Coverage and Press Mentions

Procurement

- Timely Procurement for Academic Calendar (Books, Uniforms, etc.)
- Vendor Compliance with Procurement Policy
- Accuracy of Budget Forecast vs Actual Procurement Costs
- Local vs Centralized Procurement Efficiency
- 100% of Educational Materials Delivered Before Start of Academic Year

Warehouse & Logistics

- Minimum Stock Level Maintenance for Textbooks & Supplies
- No Expired or Damaged Goods in Inventory
- Accurate Stock Reconciliation with System
- Temperature and Humidity Control for Book Storage
- Timely Distribution to Schools Before Term Start

Sustainability Report

Environment

TCF recognizes that quality education and environmental administration go hand in hand. Operating one of Pakistan's largest networks of purpose-build schools, TCF is committed to reducing its environmental footprint whilst promoting sustainable practices across its campuses and operations.

Highlights

In 2025, TCF advanced several initiatives to improve resource efficiency across its campuses. From piloting rooftop solar panels in partnership with Reon Energy & Faysal Bank, to introducing low-cost energy-saving measures and promoting water conservation practices, TCF took steps towards reducing its ecological footprint. These actions lay the foundation for a comprehensive sustainability strategy in the years ahead.

GHG Emissions

Understanding and managing greenhouse gas emissions is essential to reducing TCF's environmental impact. Emissions arise from grid electricity usage, diesel generator operations and limited transportation activities. While formal carbon accounting is in its early renewable alternatives.

Energy Consumption

Electricity is essential for TCF schools, powering classrooms, fans, lighting and learning technologies. With 2,261 schools nationwide, energy demand is significant. To address this, TCF is expanding the use of energy-efficient fixtures, optimizing natural light and ventilation and piloting renewable energy solutions to reduce costs and environmental impact.

Water Usage

Water is critical for hygiene, sanitation and student well-being. TCF schools rely on municipal and borehole water sources, with ongoing efforts to monitor quality and promote responsible usage. Programs to encourage hand-washing, safe drinking water and water conservation practices are being expanded across campuses. TCF utilizes filtration plants to provide clean drinking water to students. These plans, part of the Aab-e- Rehmat initiative, are designed to address the issue of contaminated water (major health concern in Pakistan). On daily basis, over 100,000 people benefit from these water plants.

Renewable Energy Usage

Transitioning to renewable energy is a key long-term goal for TCF. Several campuses have piloted rooftop solar installations, providing clean and cost-effective electricity. These projects serve as learning models, guiding future expansion of renewable energy coverage across TCF's school network. TCF partners with Reon Energy for its "Solar for Schools" initiative, which electrifies TCF's rural and semi-urban schools. This is in accordance with the UN Sustainable Development Goal Number 4 (quality education).

Climate Risk Mitigation

Climate change poses risks such as extreme heat, flooding and infrastructure stress. TCF has adopted protocols for emergency response and disaster preparedness in vulnerable areas. These measures ensure safer learning environments while building climate resilience across school communities. TCF Flood Relief operations across provinces are the shining example of our efforts in this regard.

Waste Management

- Ensure timely disposal of daily generated waste across all our schools and Head office.
- Conduct training sessions for staff on proper waste segregation and disposal.
- Run awareness campaigns for community beneficiaries about reducing waste.
- Promote double-sided printing and digital documentation to minimize paper waste.

Social

At TCF, social responsibility is at the heart of our mission. Beyond delivering quality education to underserved communities, we are equally committed to fostering equity, diversity and well-being across our workforce and stakeholders. With 320,000 students and 16,500 female faculty, many are our alumni who have come back to teach at a TCF school in their neighborhood.

Employee Turnover Rate

Employee retention is critical for sustaining the quality of education and organizational knowledge. TCF tracks turnover rates to understand workforce stability and address areas for improvement, ensuring that skilled teachers and support staff can build long-term careers with the Foundation.

Gender Diversity

Diversity is one of TCF's defining strengths, with a workforce that includes a significant proportion of female teachers and staff. This commitment not only promotes equality but also provides positive role models for students especially in communities where women have limited professional opportunities.

Equitable Hiring Process

TCF upholds merit-based and inclusive hiring practices designed to provide fair access to employment opportunities across gender, geography and socioeconomic background. These practices reflect TCF's values of integrity, fairness and equal opportunity for all candidates.

Working Conditions

Providing safe, supportive and dignified working environments is central to TCF's operational ethos. Schools and office are equipped to ensure the health, comfort and safety of all employees, reinforcing TCF's commitment to sustainable workforce practices. To measure our success in fostering a positive work environment, we conducted a comprehensive Employee Engagement Survey; impressive response rate of 10,000 participants and the survey revealed an overall engagement score of 85%.

To promote a culture of openness and freedom of expression, we provide several forums for our employees to bring their valuable suggestions and feedback to the management and the Board. TCF has provided a server-based Improvement Opportunity System (IOS) accessible to all employees allowing them to share their feedback, concerns and recommendations directly with the CEO and Head of Departments.

Leaves

Structured leave policies provide teachers and staff with adequate time for rest, family care and personal responsibilities. These policies are designed to balance organizational needs with employee well-being, contributing to sustained performance and satisfaction.

Inclusiveness

Inclusiveness' at TCF extends beyond gender and hiring practices to encompass diverse perspectives, backgrounds and abilities. Efforts are made to build a culture where all employees and students feel valued, respected and empowered to contributed meaningfully.

Alumni Pathways

TCF maintains strong connections with its alumni, supporting their continued educational and career development through scholarships, vocational training and mentorship programmes. These initiatives reflect TCF's commitment to long-term impact beyond the classroom. An example of this is the Rahbar Programme with 17,800 mentors and 65,000 mentees.

Governance

Strong governance forms the backbone of TCF, ensuring that the organization operates with integrity, accountability and transparency. TCF's governance framework safeguards its mission, guides in decision-making and builds the trust of donors, communities and other stakeholders who support one of Pakistan's largest non-profit education networks.

Board's composition & Independence

TCF is overseen by Board of Directors comprising of experienced professionals from diverse fields. Independent oversight helps ensure that policies, strategies and key decisions align with TCF's missions and long-term sustainability. The Board maintains active involvement through regular meetings, strategic reviews and committee structures. The Board holds regular meetings throughout the year. During the financial year ending June 30th 2025, thirteen (13) meetings of the BOD were held.

Board's diversity

A diverse Board enriches governance by bringing multiple perspectives to TCF's strategic direction. Representation across professional backgrounds, skills, and demographics help drive more inclusive and effective decision-making. While gender diversity in NGO governance remains a sector-wide challenge, TCF is committed to improving representation of women wherever possible.
Total number of Directors is 13 and male to female ratio is 9: 4.

Ethics and Anti-corruption Policy

TCF upholds strict ethical standards across all operations, guided by policies that prohibit corruption and bribery. Staff and partners are expected to follow these principles to maintain the highest levels of integrity. Awareness programs and grievance channels ensure compliance is embedded at every level.

Data privacy policy

Safeguarding data is critical. TCF has protocols to protect student, donor and employee related information ensuring it is collected, stored and used responsibly. Operational Continuity Planning & Procedures for Data Protection; TCF has formulated detailed standard operating procedures (SOPs) for the backup of its assets including critical data and information in case of interruptions in operations amid unexpected events.

Financial Governance

Transparent financial management underpins TCF's credibility as a trusted non-profit organization. Annual audits, internal controls and compliance checks ensure that funds are managed responsibly and directed toward achieving educational impact. Financial governance is overseen by the Board and its committees to maintain donor and stakeholder confidence.
Key aspects include a Shariah-compliant Zakat handling in separate Islamic bank accounts, strict donor data confidentiality through encryption and third-party vendors, and an overall focus on prudent financial management to ensure funds are used effectively.

Diversity & Women Empowerment

At The Citizens Foundation, diversity is not just a principle - it is a lived reality. Our workforce reflects our deep commitment to empowering women and creating pathways for their professional and personal growth.
As of this year, TCF's workforce comprises:

- Total: 23,500 employees

This 85:15 gender ratio highlights TCF's role as one of the largest enablers of women's workforce participation in Pakistan. Women are at the heart of our mission, driving excellence in classrooms and leadership roles, while serving as role models in their communities.

Looking Ahead

At TCF, we believe that empowering women is the key to uplifting families and communities. By continuing to create opportunities for women - both within our workforce and through the education of thousands of girls in our schools - we are shaping a future where women are not only participants but leaders and changemakers in society

Preparation of a Succession Plan

At TCF, we believe that our future is secured by the leaders we empower today. Our strategic and comprehensive approach to succession planning is more than just a process; it's a testament to our faith in our people and a pledge to our mission's long-term sustainability. By cultivating talent from within, we ensure that the profound impact we have on communities and children continues to grow, guided by individuals who embody our founding values and are passionately committed to our shared vision. This forward-looking approach guarantees that TCF remains a beacon of hope and a force for positive change for generations to come.

Grievance Handling Mechanism

At TCF, we recognize that a strong and responsive grievance mechanism is fundamental to ensuring organizational integrity, employee well-being, and community trust. As an organization dedicated to providing quality education in underprivileged areas, we believe that our internal systems must reflect the same standards of fairness, accountability, and inclusivity that we strive to deliver through our programs.

Our grievance handling framework is designed to ensure that all concerns whether related to workplace conduct, operational matters, or policy implementation are addressed promptly, transparently, and with due sensitivity. Grievances are initially received and managed at the area and regional levels, where dedicated teams serve as the first point of contact.

These teams are adequately trained and continuously supported to handle a wide range of complaints, including those of a sensitive, complex, or confidential nature. These can also be escalated at Head office level through a centralized mechanism after which they are carefully analysed to ensure a fair and just resolution keeping in consideration all the factors.

Capacity building is a key component of our approach. Our regional and area offices regularly receive structured training and guidance to enhance their understanding of grievance redressal procedures, ethical response protocols, documentation standards, and conflict resolution techniques. This ensures consistency and adherence to our organizational values across all levels.





PESTEL Analysis

Political

- Education remains a priority on national and provincial agendas, providing opportunities for collaboration and policy influence, though frequent government and policy changes can affect long-term planning.
- TCF maintains robust compliance with SECP, provincial education authorities, and tax frameworks to ensure credibility and operational stability.
- CSR incentives under the Companies Act continue to encourage corporate philanthropy, reinforcing the importance of strategic private-sector engagement.

Economic

- Inflation and rupee depreciation have increased operational costs, including school infrastructure and teacher compensation.
- Donor funding is sensitive to economic cycles, with corporate and individual giving influenced by disposable income and financial stability.
- The urban–rural economic divide affects access to quality education, requiring tailored resource allocation to underserved regions.

Social

- There is strong societal demand for affordable, high-quality education due to underperformance of public schools.
- TCF benefits from deep-rooted community trust, enhancing student enrolment, retention, and local support.
- Gender inclusivity and empowerment are increasingly prioritized, aligning with TCF's focus on girls' education and female leadership development.

Technological

- The post-pandemic rise of EdTech provides opportunities for digital learning, teacher training, and academic monitoring.
- TCF is expanding digital classrooms, centralized academic support, and remote performance monitoring to improve learning outcomes and operational efficiency.
- Data-driven impact reporting is now expected by donors, requiring investment in analytics, dashboards, and transparent communication of outcomes.

Environmental

- Climate change events, including floods and heatwaves, pose operational risks, particularly in rural and flood-prone areas.
- Strategic investment in climate-resilient infrastructure, solar energy solutions, and green campus models enhances long-term resilience and sustainability.

Legal

- TCF adheres strictly to NGO regulations, child protection laws, and tax codes, safeguarding its reputation.
- Rising donor expectations for transparency and accountability necessitate strong governance, internal audits, and third-party evaluations.
- Expanding digital education increases obligations for data privacy and cybersecurity, prompting robust policies and systems to protect students and stakeholders.

Strategic Objectives of The Citizens Foundation

Short-Term Objectives (FY 2025–26)

- Ensure operational stability across all existing schools.
- Construct 90 new school units.
- Operationalize 116 new school units.
- Enhance teacher training and improve curriculum delivery.
- Expand digital learning platforms and monitoring systems.
- Strengthen and grow the recurring donor base.

Medium-Term Objectives

- Establish new schools in underserved rural and peri-urban regions.
- Launch vocational training and digital literacy initiatives.
- Develop sustainable funding models, including endowments, alumni networks, and public-private partnerships.
- Deepen community engagement to enhance local ownership and support.

Long-Term Objectives

- Expand TCF's footprint to all major underserved districts.
- Position TCF as a global benchmark for affordable, high-quality education.
- Achieve financial independence through endowment growth.
- Under Vision 2030, cultivate 2 million agents of positive change through education

Financial Capital Structure

Equity / Net Assets (Primary Source)
These form the backbone of TCF's financial sustainability:

- **Donations:** Core funding from individual philanthropists, local and international donors, and the Pakistani diaspora.
- **Endowment Fund:** A dedicated investment fund generating sustainable income, reducing reliance on annual fundraising.
- **Retained Surpluses:** Any surplus of income over expenses is reinvested into school operations and expansion; surpluses are never distributed.

Debt (Minimal / Limited Use)
TCF maintains a conservative approach to debt:

- **No Commercial Borrowing:** Long-term commercial debt is avoided to minimize financial risk.
- **Short-Term Liabilities:** May include payables or deferred donor funds, but not structured loans typical of corporate financing.

Other Funding Sources
Supplementary streams that support TCF's mission:

- Grants & Strategic Partnerships: Funding from development agencies, foundations, and bilateral donors.
- Zakat Contributions: Utilized strictly under Shariah guidelines for eligible beneficiaries.
- In-kind Support: Contributions in the form of land, construction materials, or services from partners and local communities.

Economic Value Creation

At The Citizens Foundation (TCF), value creation is measured not in financial profit but in the transformation of lives through education. Every rupee entrusted by donors, partners, and supporters is converted into long-term social and economic impact. By delivering quality education to children from underprivileged communities, TCF enhances future employability, fosters responsible citizenship, and helps break the cycle of poverty—ultimately contributing to the development of human capital and strengthening the nation's socio-economic fabric.

Financial sustainability is a cornerstone of TCF's mission. Through a combination of its Endowment Fund, recurring philanthropic support, zakat contributions, and corporate partnerships, TCF ensures operational continuity while maintaining minimal reliance on debt. Any financial surpluses are prudently reinvested into expanding the school network, enhancing teacher capacity, and integrating technology into classrooms—amplifying the impact of every donation.

In essence, TCF's economic value creation lies in the social return on philanthropic capital. The organization generates enduring value not only for its direct beneficiaries—students and their families—but also for society at large, by nurturing a skilled, empowered, and equitable generation. This holistic approach positions TCF as a leading example of how philanthropic resources can be transformed into sustainable, long-term social and economic progress.



Report of the Audit Committee

The Audit Committee comprises only of Non-Executive Directors and professional members. Details of the Audit Committee are set out in this section which specifies the composition of committees of Board of Directors in this report. The Chief Executive officer (CEO), Chief Financial Officer (CFO), Chief Audit Executive (CAE) and External Auditor attend Audit Committee meeting by invitation.

The Committee performs its functions in accordance with the Terms of Reference (TORs) approved by the Board of Directors. Four meetings of the Audit Committee were held during the year ended 30 June 2025 prescribed by the Chairman Board Audit Committee (BAC).

Role of the Committee

The role and responsibilities of the BAC are set out in written terms of reference which are reviewed annually by the Committee taking into account relevant legislation and recommended good practice. The Committee's responsibilities include, but are not limited to, the following matters with a view to bringing any relevant issues to the attention of the Board:

- Oversight of the integrity of Foundation's Financial Statements.
- Review of Foundation's quarterly and annual Financial Statements (including clarity and completeness of disclosure together with Related Party Transactions), and recommend them to the Board of Directors for approval.
- Oversight of Risk Management (through risk management committee) and internal control arrangements.

- Oversight of compliance with legal and regulatory requirements.
- Oversight of the external auditors' performance, objectivity, qualifications and independence; the approval process of non-audit services; recommendation to the Board of their nomination.
- Ensure that proper and adequate accounting records have been maintained by the Foundation in accordance with the Companies Ordinance, 1984/ Companies Act, 2017 and external reporting is consistent with the management processes
- The performance of the Internal Audit Function.

Internal Audit function

- The Internal control framework has been effectively implemented through an independent in-house internal audit function established by the Board, direct reporting to audit committee.
- Field work of internal audit of Schools in all TCF Regions were conducted through Internal Audit department of the foundation. TCF internal audit depart ment carries out audit of those financial units which have operated for one year as at the beginning of financial year i.e. 01 July. For the year ending June 30, 2025, 1370 financial units were audited which represent 95% school financial units as at the beginning of the year i.e. July 01, 2024.
- A performance audit score is calculated at the end of the audit for each school audited which is based on the predefined rubrics. This audit Score is used to measures schools/ Region's performance. For improvement as well as for better control in Schools, Area office, and Regional office, several meetings were conducted with Area and Region teams throughout the year.
- Internal Audit Department also conducted internal audit of Regions, Area offices and Head office functions in accordance with internal audit plan duly approved by the Audit committee. Certain follow-up audits were also conducted for actions taken.
- The Head of Internal Audit has direct access to the Chairman of Audit Committee for discussing any serious matter and for guidance in performing the assigned task professionally and diligently.
- The BAC has ensured achievements of operational, compliance and financial reporting objectives and safeguarding the assets of the Foundation through effective internal control and risk management at all levels within the Foundation.
- Coordination between External and Internal Auditors has facilitated to ensure efficiency and contribution to the Foundation's objective, including a reliable financial reporting system and compliance with Laws and regulations

External Audit

- PwC A.F. Ferguson & Co, Chartered Accountants (AFF) have completed their audit engagement of the "Foundation's Financial Statements" for the year ended 30 June 2025. The retiring auditors PwC A.F. Ferguson & Co, Chartered Accountants being eligible, offer themselves for reappointment.
- BAC has reviewed and discussed the auditors' report.
- The Audit Firm has been given a satisfactory rating under the Quality Control Review Program of the ICAP and the Firm is fully compliant with the IFAC Guidelines on the Code of Ethics, as adopted by the ICAP.
- Both TCF and AFF have safeguards in place to avoid the possibility that the external auditors' objectivity and independence could be compromised.



Code of Conduct & Governance Policies

Our code of conduct and governance policies form the framework for all our operations and sets out standards of behaviour for all TCF employees including senior management and directors without exception. Non-adherence to the code of conduct and policies can result in strict disciplinary action. The code of conduct and governance policies have been approved by the Board of Directors.

Whistle-Blowing Policy

TCF has implemented a Whistle-Blowing Policy with effect from 01 July 2014 through which employees can report a violation in the code of conduct and policies. This policy has laid out procedures for lodging, handling and reporting of concerns whilst ensuring protection of the whistle-blower's identity. Monitoring the effectiveness and compliance of the Whistle-Blowing Policy has to be carried out by the Audit Committee. During the year ended June 30, 2025, no complaint was reported.

Operational Continuity Planning & Procedures for Data Protection

As part of the Foundation's efforts to ensure continuity of operations, TCF has formulated detailed standard operation procedures (SOPs) for the backup of its assets including critical data and information in case of interruptions in operations caused by any unexpected event or natural disaster.

Mechanism for Providing Information to the Board

There are six regions and broadly twenty departments of the Foundation, each led by a Head reporting directly to the Vice Presidents/Executive Vice Presidents. The Vice Presidents/Executive Vice Presidents report to the CEO. Clear lines of authority run from top to bottom of the organisational structure and represent formal communication channels. The CEO is responsible for formally communicating with the Board.

Employees

To promote a culture of openness and freedom of expression, we provide several forums for our employees to bring their valuable suggestions and feedback to the management and the Board. TCF has provided a server based Improvement Opportunity System (IOS) accessible to all employees allowing them to share their feedback, concerns and recommendations directly with the CEO and Head of Departments.

Donors

The Foundation has provided its contact details and other information to facilitate donors on its website www.tcf.org.pk.

Managing Conflict of Interest

As per the provisions of the Companies Act, 2017, every Director is required to provide the Board with complete details regarding any material transaction which may cause a conflict of interest with the Foundation, for prior approval of the Board. The interested Director(s) do not participate in the discussion nor do they vote on such matters.

Fit and Proper Criteria

An undertaking has been taken from the Directors in respect of fit and proper criteria as set out under regulation 10 of Associations with Charitable and Not for Profit Objects Regulations, 2018 issued vide S R O 733(I)/2018 dated June 7, 2018.

Quality Control Measures

The Quality Assurance (QA) team reinforces accountability, transparency and organisational learning of all stakeholders through systematic evaluation of educational policies, programmes and processes. To assess the quality of students' learning the team has developed a systematic, centralised assessment system. The QA team conducts two centralised exams (Mid Term and Final Term) in an academic year. Students' results are then entered into the system for report generation and future planning.

Procedures Adopted for Stakeholder Engagement

The Foundation recognises and respects the rights of each and every stakeholder. The Foundation is also cognisant of its legal and constructive obligations towards its stakeholders and takes their input into consideration.

Regulators

TCF continually engages with the Government of Pakistan and other regulatory bodies at local, provincial and federal levels on various educational matters and issues.

Media

TCF engages with media through press releases as and when required. Other stakeholders include donors, bankers, suppliers and employees. TCF engages with these stakeholders on a regular basis through meetings and other ways of correspondence.

Conflict of Interest

At The Citizens Foundation, we are committed to upholding the principles of transparency, integrity, and accountability across all our operations. Maintaining stakeholder trust requires adherence to the highest ethical standards in conduct and decision-making.

We encourage employees to engage with businesses, industry partners, public and private organizations, and government agencies in ways that align with the Foundation's mission and values.

Employee Responsibilities

All employees are required to comply with the Foundation's Conflict of Interest Policy.

- Any actual, potential, or perceived conflicts of interest must be disclosed in writing to the employee's Line Manager or Head of Department.
- Newly hired employees are required to submit disclosures of any conflicts prior to accepting employment.

Management of Conflicts of Interest

The Board of Directors and senior management ensure all decisions are made in the best interest of TCF by identifying, disclosing, and managing conflicts:

- **Disclosure Requirements:** Directors and senior executives declare any personal, professional, or financial interests that could influence—or appear to influence—their judgment.
- **Governance Practices:** Disclosures are reviewed by relevant governance committees. Individuals are recused from deliberations where necessary to safeguard independence.
- **Monitoring and Oversight:** Procedures track and periodically review conflict disclosures, ensuring accountability and compliance.

Assurance

The Board affirms that all conflicts of interest disclosed during 2025 were properly reviewed, managed, and documented, with no unresolved matters outstanding.

Role of the Chairman & CEO

Role of the Chairman

The Chairman of the Board of Directors ensures that the organisation's trajectory is aligned with its vision, at all times. Providing leadership and direction to the Board, the Chairman ensures that the Board fulfills its responsibilities in a diligent manner. The Chairman's role entails the following:

- to make sure that all members of the Board participate in all meetings and have the opportunity to explain their opinion;
- to act as a liaison between management and the Board;
- to provide independent advice and counsel to the CEO;
- to keep abreast generally of the activities of the organisation and its management;
- to ensure that the Directors are properly informed and that sufficient information is provided to enable the Directors to form appropriate judgments;
- to ensure that dissent of Directors, if any, is properly recorded in the minutes of meetings;
- to assist the Board in fulfilling its role effectively and swiftly in line with regu latory requirements;
- to ensure that the Board subcommittees perform their designated functions with due diligence.



Role of the President & CEO

The role of the President and CEO constitutes an absolutely engaged position, demanding complete involvement in leading the organisation. The role entails the following:

- to ensure execution of the strategy developed by the Board;
- to make sure that the Foundation maintains its business position and brand image as one of the leading non-profit organisations of the country;
- to efficiently allocate and manage organisational resources and budgets, ensuring attainment of its long-term strategic goals;
- to establish systems of checks and controls to support the fast-paced growth of the Foundation;
- to provide liaison between the Board and the Foundation's management to ensure alignment of managerial efforts with Board's directives;
- to foster a culture of professionalism and high ethical standards within the Foundation;
- to facilitate an organisational culture of continuous improvement to ensure quality education outcomes and enhanced donor services.

President & CEO's Performance Review

The President and CEO of TCF is responsible for supervising and leading the strategic and managerial affairs of the organisation. Various elements of the President and CEO's performance are monitored and discussed periodically by the Board. As leader of the organisation and executor of its long- term strategy approved by the Board, the President and CEO is evaluated on parameters such as governance and compliance, business processes and policies, financial performance, people management and facilitating the desired organisational culture of integrity, ownership and continuous improvement.



ALHAMD SHARIAH ADVISORY SERVICES (PVT) LIMITED

Certificate No: ASA/0001/009

بسمہ تعالیٰ

Shariah Advisor's Report

For the year ended June 2025

INTRODUCTION:

TCF is a professionally managed, non-profit and philanthropic organization established in 1995 by a group of concerned citizens addressing the education crisis in Pakistan. It has become one of Pakistan's leading organizations in formal education, with a vision to eliminate barriers of class and privilege and empower Pakistanis to drive positive change. TCF believes in universal access to basic education as a fundamental right. Under TCF's administration, numerous schools across Pakistan provide education to thousands of children.

METHOD OF UTILIZATION OF ZAKAT:

TCF's financial needs are primarily met through Zakat contributions and donations received from both individuals and corporate entities, both domestically and internationally. Zakat funds received by TCF are allocated to support deserving students. TCF's management diligently evaluates the financial condition of applicants to determine their eligibility for Zakat assistance. Once eligibility is verified, TCF acts as an agent, collecting Zakat funds on behalf of eligible students. This approach, known as Wakalah (Agency by deserving families), allows TCF to collect Zakat funds and allocate them according to the specific needs of eligible students.

Moreover, it is important to note that all Zakat funds received by TCF are invested exclusively in Shariah-compliant investment avenues when necessary. This ensures that not only the collection and distribution but also the investment of Zakat funds is in strict accordance with Shariah principles.

SHARIAH RULING:

We confirm that The Citizens Foundation meticulously collects and disburses Zakat funds in adherence to Shariah guidelines. It is also affirmed that any individual or entity offering Zakat to this Foundation can be confident that their contributions will be managed in accordance with Shariah principles.

May Allah bestow His blessings upon the management of The Citizens Foundation for their dedicated service and grant them success in their mission. Aameen.

Mufti Muhammad Ibrahim Essa
Chief Executive Officer
Alhamd Shariah Advisory Services (Pvt.) Limited

Mufti Ubaid ur Rahman Zubairi
Director
Alhamd Shariah Advisory Services (Pvt.) Limited

Dated: Sep 26,2025

☎ +92 322 2671867 | 🖳 www.alhamdshariahadvisory.com | ✉ info@alhamdshariahadvisory.com

THE CITIZENS FOUNDATION

NOTICE OF 29th ANNUAL GENERAL MEETING OF MEMBERS

Notice is hereby given to all members of The Citizens Foundation that the 29th Annual General Meeting (AGM) of the Foundation will be held on Thursday, 23 October 2025 at 11:30 AM PST at TCF Registered Office, Plot No 20, Sector 14, Korangi Industrial Area, Karachi-74900 (and on Zoom for outstation Members) to transact the following business:

Ordinary Business:

1. To receive, consider and adopt the Audited financial statements of the Foundation for the year ended June 30, 2025 together with Auditors' report thereon.
2. To adopt the Chairman's Review and Directors' Report for the year ended 30 June 2025.
3. To appoint External Auditors of the Foundation for the financial year 2025-26, and to fix their remuneration. The Board of Directors, on the recommendation of Audit Committee of the Foundation, has proposed the appointment of M/s A.F. Ferguson & Co. PwC, Chartered Accountants as external auditors for the financial year ending 30th June 2026, at a fee of Rs. 3,000,000 plus out-of-pocket expenses and applicable sales tax.

By order of the Board.

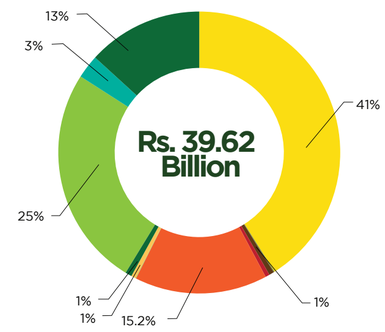
Ali Aamir
Company Secretary - TCF

Date: 01 October 2025
Place: Karachi

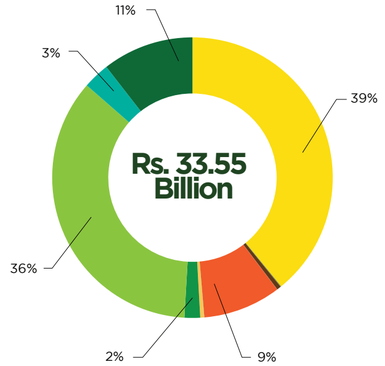
Financial Highlights

Graphical Presentation of Statement of Financial Position

Assets 2025

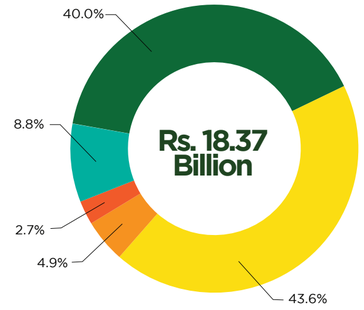


Assets 2024

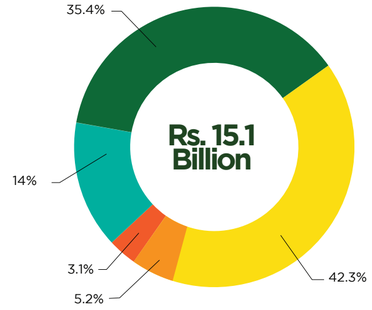


- Property and equipment
- Intangible assets
- Advances and prepayments
- Investment properties
- Right-of-use assets
- Long term investments
- Cash and bank balances
- Books, Copies, uniform and other school supplies
- Long term deposits
- Accrued income and other receivables
- Short term investments

Funds and Reserves 2025



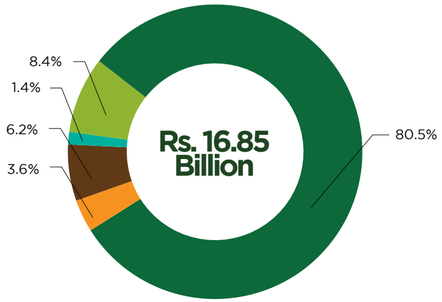
Funds and Reserves 2024



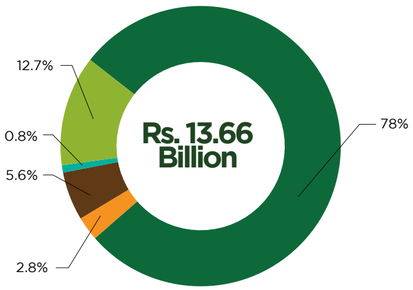
- Capital fund
- Endowment fund - externally restricted
- Foreign currency translation reserve
- General fund
- Surplus / (deficit) of income over expenditure
- Fair value of contributed lands / properties reserve

Graphical Presentation of Statement of Income and Expenditure

Income 2025

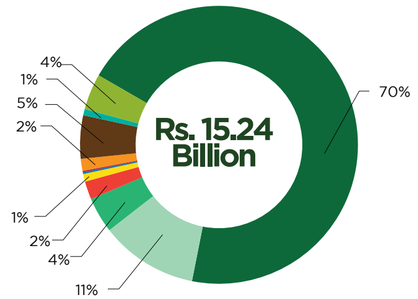


Income 2024

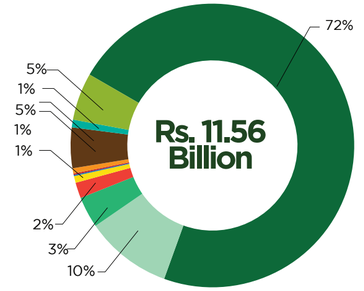


- Support donations
- Contribution from government
- Fair value of contributed lands
- Income on investments - net & other income
- Fees

Operating Expenditure 2025



Operating Expenditure 2024



- Flagship Schools and Colleges
- Community Development Programme
- Dastak Teacher Training
- Marketing, Fund Raising and Outreach Expenses
- Partnership Schools
- Literacy and life skills
- Flood relief
- Research and development expenses
- Alumni Support Programme
- Publishing house
- COVID-19 response appeal
- Administration expenses

Receipts Pattern

This receipts pattern includes donations for school support, students' education (KG to Matric), building schools and other incomes. Donations received for TCF relief operations are not included in this pattern.

	Amount	Growth %
2016	3,229m	13%
2017	3,505m	9%
2018	4,106m	17%
2019	4,831m	18%
2020	4,546m	-6%
2021	7,745m	70%
2022	7,371m	-5%
2023	14,782m	101%
2024	16,934m	15%
2025	17,316m	2%

Six Years Financial and Operating Information at a Glance (2020 to 2025)

Operating Results (Rupees in Million)	2025	2024	2023	2022	2021	2020
Donation and Fees	15,203	11,807.3	11,320.9	6,362.5	6,004.6	4,404.8
Fair value of contributed land	233	114.1	143.4	388.4	23.1	-
Other income including investment income	1,412	1,741.1	1,204.4	453.0	390.7	133.8
Programme costs	13,721	10,294.5	10,049.1	5,240.6	4,182.5	4,196.8
Other costs	1,515	1,260.7	1,188.1	807.4	573.0	466.3
Surplus / (deficit) of Income over expenditure for the year	1,612	2,107.3	1,431.5	1,155.9	1,662.9	(124.5)
Financial Position (Rupees in Million)						
Land and Building	9,440	7,803.9	6,069.6	5,046.9	4,587.3	4,615.4
Other Non Current Assets	13,326	8,528.8	6,860.4	4,015.0	3,891.7	4,168.8
Current Assets	16,848	17,214.2	12,662.2	10,498.6	7,838.4	3,300.9
Total Assets	**39,615**	33,547.0	25,592.2	19,560.5	16,317.4	12,085.1
Non Current Liabilities	16,730	14,906.3	10,066.1	8,112.8	7,426.5	5,807.4
Current Liabilities	4,512	3,546.8	3,724.3	2,055.3	1,469.6	1,122.2
Total Liabilities	**21,242**	18,453.0	13,790.3	10,168.0	8,896.1	6,929.6
Net Assets	**18,373**	15,093.9	11,801.8	9,392.5	7,421.3	5,155.5
Capital Fund	4	3.5	3.5	3.5	3.1	3.1
General and Other Funds	7,357	5,344.6	4,736.5	3,521.0	1,858.1	1,983.6
Endowment fund	8,014	6,385.5	5,126.5	4,492.1	3,875.5	3,233.6
Fair value of contributed lands / properties reserve	893	779.2	-	-	-	-
Foreign Currency Translation Reserve	492	473.8	504	1,156	22	61
Surplus / (deficit) of income over expenditure	1,612	2,107.30	1,432	1,156	1,663	(126)
Total Funds	18,373	15,093.9	11,801.8	9,392.5	7,421.3	5,156
Expenses Pattern						
Programme costs	90%	89.1%	89.4%	86.6%	88.0%	90.0%
Marketing, fundraising and outreach expenses	5%	4.6%	5.0%	4.9%	4.0%	3.0%
Research and development expenses **	1%	0.9%	0.8%	2.0%	1.5%	1.0%
Administration expenses	4%	5.4%	4.8%	6.4%	6.6%	6.1%
Key Financial Ration (in Times)						
Current Ratio	3.7	4.9	3.4	5.1	5.3	2.9
Cash to Current Liabilities	1.2	1.0	0.2	0.4	0.3	0.2
Summary of Cash Flow Statement (Rupees in Million)						
Cash and Cash Equivalents at beginning of the year	3,239	8,816.6	6,748.8	4,635.9	890.7	3,603.8
Cash Flows from Operation Activities	(360)	(608.8)	1,132.3	681.8	1,765.0	(324.1)
Cash Flows from Investing Activities	(2,503)	(10,970.2)	(2,234.)	(276.4)	(69.9)	(3,287.4)
Cash Flows from Financial Activities	4,152	6,031.3	2,886.5	1,509.2	2,089.1	863.1
Increase / (decrease) in cash and cash equivalents	1,289	(5,547.7)	1,783.9	1,914.6	3,784.2	(2,748.)
Currency translation difference on cash and cash equivalents	18	(30.0)	283.8	198.3	(39.0)	35.4
Cash and cash equivalents at end of the year	4,546	3,238.8	8,816.6	6,748.8	4,635.9	890.7
Other Data (Rupees in Million)						
Foreign Exchange Remittance (Pak Rupee Equivalent) for all donations received	10,887	10,790	9,499.7	4,221.8	4,975.6	2,314.6
Tax deducted and deposited into Government Treasury as withholding tax agent	903	777	478	192	154	96

Key Financial Ratios

Profitability Ratios	2025	2024	2023	2022	2021	2020
Net Surplus to total Income	10%	15%	11%	16%	26%	-3%
Marketing expenses to total Income	5%	4%	4%	4%	3%	3%
Total expenses to total Income	90%	85%	89%	84%	74%	103%
Zakat inflow to total Income	34%	44%	38%	33%	43%	26%
Donation to total Income	90%	86%	89%	88%	94%	97%
Liquidity Ratios						
Current Ratio	3.7	4.9	3.4	5.1	5.3	2.9
Quick / Acid test ratio	3.5	4.6	3.2	5.0	5.1	2.7
Cash to Current Liabilities	1.2	1.0	0.2	0.4	0.3	0.2
Cash flow from Operations to Income	(0.02)	(0.04)	0.09	0.09	0.27	(0.07)
Net Working Capital	12,336	13,667.5	8,937.9	8,443.4	6,368.9	2,178.8
Activity Ratios						
Total Assets to Income ratio	235%	246%	202%	272%	254%	266%
Fixed Assets to Income ratio	99%	97%	75%	95%	84%	118%
Turnover Ratios						
Inventory turnover	0.39	0.28	0.71	0.35	0.12	0.42
No. of days in inventory	236	326	129	258	753	215
Capital Structure						
Net Assets	18,373	15,093.9	11,801.8	9,392.5	7,421.3	5,155.5
Debt to Fund ratio	54%	55%	54%	52%	55%	57%

Cashflow Statement of Zakat funds (Direct Method)

(Rupees in Millions)

Description	2025	2024	2023	2022	2021	2020
Opening balance	40	355	1,686	1,368	182	197
Received during the year	5,679	5,954	4,827	2,374	2,746	1,180
Utilization	(5,523)	(6,269)	(6,158)	(2,056)	(1,561)	(1,195)
Closing balance	196	40	355	1,686	1,368	182

INDEPENDENT AUDITOR'S REPORT

To the members of The Citizens Foundation

Report on the Audit of the Financial Statements

Opinion

We have audited the annexed financial statements of The Citizens Foundation (the Foundation), which comprise the statement of financial position as at June 30, 2025, the statement of income and expenditure, the statement of comprehensive income, the statement of changes in funds and reserves, the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information, and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, the statement of income and expenditure, the statement of comprehensive income, the statement of changes in funds and reserves 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 Foundation's affairs as at June 30, 2025 and of the surplus and other comprehensive income, the changes in funds and reserves 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 Foundation 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.

Information Other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises the information included in the Annual Report but does not include the financial statements and 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.

A. F. FERGUSON & CO., Chartered Accountants, a member firm of the PwC network
State Life Building No. 1-C, I.I. Chundrigar Road, P.O. Box 4716, Karachi-74000, Pakistan
Tel: +92 (21) 32426682 -6/32426711-5; Fax: +92(21) 32415007/32427938/32424740; <www.pwc.com/pk>

KARACHI LAHORE ISLAMABAD

Responsibilities of Management and Board of Directors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the accounting and reporting standards as applicable in Pakistan and the requirements of Companies Act, 2017 (XIX of 2017) and 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 Foundation'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 Foundation or to cease operations, or has no realistic alternative but to do so.

Board of directors is responsible for overseeing the Foundation'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 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 Foundation'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 Foundation'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 Foundation 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 Foundation as required by the Companies Act, 2017 (XIX of 2017);

(b) the statement of financial position, the statement of income and expenditure, the statement of comprehensive income, the statement of changes in funds and reserves 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 Foundation'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 Osama Moon.

A. F. Ferguson & Co
Chartered Accountants
Karachi

Date: October 6, 2025

UDIN: AR202510056wVAX73Z4y

Statement of Financial Position

AS AT JUNE 30, 2025

	Note	2025	2024
		(Rupees in '000)	
ASSETS			
Non-current assets			
Property and equipment	4	**16,257,682**	13,120,545
Right-of-use assets	5	**39,589**	24,657
Investment properties	6	**226,234**	158,734
Intangible assets	7	**190,612**	9,171
Long-term investments	8	**6,028,742**	3,006,718
Long-term deposits		**23,706**	12,899
		22,766,565	16,332,724
Current assets			
Advances and prepayments	9	**208,746**	143,577
Accrued income and other receivables	10	**295,419**	398,839
Short-term investments	11	**10,032,960**	12,116,359
Books, copies, uniforms and other school supplies		**1,069,773**	1,025,442
Cash and bank balances	12	**5,241,363**	3,530,009
		16,848,261	17,214,226
TOTAL ASSETS		**39,614,826**	33,546,950
LIABILITIES			
Non-current liabilities			
Deferred income relating to operating fixed assets	13	**14,530,733**	12,664,932
Deferred income relating to school support, grants and children education	14	**2,157,817**	2,206,679
Lease liabilities	5	**41,416**	34,641
		16,729,966	14,906,252
Current liabilities			
Current portion of deferred income relating to school support, grants and children education	14	**2,107,028**	1,901,655
Current portion of lease liabilities	5	**14,357**	6,279
Creditors, accrued and other liabilities	15	**2,390,961**	1,638,816
		4,512,346	3,546,750
TOTAL LIABILITIES		**21,242,312**	18,453,002
NET ASSETS		**18,372,514**	15,093,948
REPRESENTED BY:			
FUNDS AND RESERVES			
Capital fund	16	**4,300**	3,500
General fund	17	**7,356,799**	5,344,585
Endowment fund - externally restricted use	18	**7,946,757**	6,318,484
Endowment fund - internally restricted use	19	**67,000**	67,000
Fair value of contributed lands / properties reserve	20	**893,340**	779,240
Foreign currency translation reserve	21	**492,180**	473,840
Surplus of income over expenditure		**1,612,138**	2,107,299
TOTAL FUNDS AND RESERVES		**18,372,514**	15,093,948
CONTINGENCIES AND COMMITMENTS	22		

The annexed notes 1 to 40 form an integral part of these financial statements.

Chief Executive Officer | Director | Chief Financial Officer

Statement of Income and Expenditure
FOR THE YEAR ENDED JUNE 30, 2025

	Note	2025	2024
		(Rupees in '000)	
INCOME			
Donations and fees	23	15,202,504	11,807,294
Fair value of contributed lands / properties	4.1.4 & 6.2	233,075	114,100
Income on investments - net	24	1,338,129	1,612,495
Other income	25	74,280	128,593
		16,847,988	13,662,482
EXPENDITURE			
Programme costs			
Flagship schools and college	26	10,631,530	8,341,857
Partnership schools	26	1,729,975	1,141,959
Alumni support	26	633,049	411,593
Community development	26	321,424	206,892
Literacy and life skills	26	135,940	88,439
Publishing house	26	33,671	15,949
Dastak Teacher Training	26	22,217	18,076
Flood relief	26	212,874	69,725
		13,720,680	10,294,490
Other costs	27	766,806	534,604
Marketing, fund raising and outreach	28	110,418	101,238
Research and development	29	637,946	624,851
Administration		1,515,170	1,260,693
		15,235,850	11,555,183
Surplus of income over expenditure for the year		1,612,138	2,107,299

The annexed notes 1 to 40 form an integral part of these financial statements.

Chief Executive Officer

Director

Chief Financial Officer

Statement of Comprehensive Income
FOR THE YEAR ENDED JUNE 30, 2025

	2025	2024
	(Rupees in '000)	
Surplus of income over expenditure for the year	1,612,138	2,107,299
Other comprehensive income / (loss):		
Items that may be reclassified to statement of income and expenditure in subsequent years:		
Foreign exchange gain / (loss) on translation of foreign branch	18,340	(30,032)
Total comprehensive income for the year	1,630,478	2,077,267

The annexed notes 1 to 40 form an integral part of these financial statements.

Chief Executive Officer

Director

Chief Financial Officer

Statement of Changes in Funds & Reserves

FOR THE YEAR ENDED JUNE 30, 2025

	Capital fund	General fund	Endowment Fund		Fair value of contributed lands / properties reserve	Foreign currency translation reserve	Surplus of income over expenditure	Total
			Externally restricted use	internally restricted use				
	(Rupees in '000)							
Balance as at July 1, 2023	3,500	4,736,499	5,126,466	-	-	503,872	1,431,512	11,801,849
Addition and net return used for accumulation during the year - endowment fund	-	-	1,192,018	-	-	-	-	1,192,018
Transfer of surplus of income over expenditure to the general fund	-	1,431,512	-	-	-	-	(1,431,512)	-
Transfer of fair value of contributed land from general fund to Fair value of contributed lands / properties reserve	-	(779,240)	-	-	779,240	-	-	-
Transfer from General fund to Endowment fund - internally restricted use (note 19)	-	(67,000)	-	67,000	-	-	-	-
Direct increase in net assets due to purchase of non-amortisable capital asset (note 13.2)	-	22,814	-	-	-	-	-	22,814
Surplus of income over expenditure for the year	-	-	-	-	-	-	2,107,299	2,107,299
Other comprehensive loss for the year	-	-	-	-	-	(30,032)	-	(30,032)
Total comprehensive income for the year	-	-	-	-	-	(30,032)	2,107,299	2,077,267
Balance as at June 30, 2024	3,500	5,344,585	6,318,484	67,000	779,240	473,840	2,107,299	15,093,948
Cash consideration received from members	800	-	-	-	-	-	-	800
Addition and net return used for accumulation during the year - endowment fund	-	-	1,628,273	-	-	-	-	1,628,273
Transfer of surplus of income over expenditure to the general fund	-	2,107,299	-	-	-	-	(2,107,299)	-
Transfer of fair value of contributed land from general fund to Fair value of contributed lands / properties reserve	-	(114,100)	-	-	114,100	-	-	-
Direct increase in net assets due to purchase of non-amortisable capital asset (note 13.2)	-	19,015	-	-	-	-	-	19,015
Surplus of income over expenditure for the year	-	-	-	-	-	-	1,612,138	1,612,138
Other comprehensive income for the year	-	-	-	-	-	18,340	-	18,340
Total comprehensive income for the year	-	-	-	-	-	18,340	1,612,138	1,630,478
Balance as at June 30, 2025	4,300	7,356,799	7,946,757	67,000	893,340	492,180	1,612,138	18,372,514

The annexed notes 1 to 40 form an integral part of these financial statements.

Chief Executive Officer

Director

Chief Financial Officer

Statement of Cash Flows

FOR THE YEAR ENDED JUNE 30, 2025

	Note	2025	2024
		(Rupees in '000)	
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash utilised in operations		(3,025,109)	(2,892,269)
Increase in long-term deposits (assets)	32	(10,807)	(1,555)
Deferred receipts relating to school support, grants and children education		2,691,316	2,295,038
Taxes paid during the year	14	(15,295)	(10,039)
Net cash utilised in operating activities		(359,895)	(608,825)
CASH FLOWS FROM INVESTING ACTIVITIES			
Capital expenditure including intangible assets		(4,407,958)	(4,661,835)
Sales proceeds from disposal of property and equipment		30,040	73,254
Investments made during the year		(19,937,701)	(35,502,692)
Proceeds from sale and maturity of investments during the year		20,220,059	27,138,231
Income from deposits with Islamic Banks and other financial institutions		201,110	168,116
Return received on investments		1,391,712	1,814,698
Net cash utilised in investing activities		(2,502,738)	(10,970,228)
CASH FLOWS FROM FINANCING ACTIVITIES			
Addition to endowment fund	18.3	1,593,273	1,183,639
Cash received from members during the year		800	-
Payments of lease liabilities including interest thereon	5.2	(14,139)	(10,597)
Deferred receipts relating to operating fixed assets	13	2,572,077	4,858,295
Net cash generated from financing activities		4,152,011	6,031,337
Net increase / (decrease) in cash and cash equivalents		1,289,378	(5,547,716)
Cash and cash equivalents at the beginning of the year		3,238,833	8,816,581
Foreign exchange gain / (loss) on translation of foreign branch - net		18,340	(30,032)
Cash and cash equivalents at the end of the year	33	4,546,551	3,238,833

The annexed notes 1 to 40 form an integral part of these financial statements.

Chief Executive Officer

Director

Chief Financial Officer

Notes to the Financial Statements

FOR THE YEAR ENDED JUNE 30, 2025

1. LEGAL STATUS AND NATURE OF OPERATIONS

1.1 The Citizens Foundation (the Foundation) is a not for profit organisation incorporated in Pakistan as a company limited by guarantee on September 24, 1996 under section 42 of the repealed Companies Ordinance, 1984 (now the Companies Act, 2017). The Foundation is principally engaged in establishing and operating schools to promote education, providing scholarships to its alumni for pursuing higher education opportunities and developing social and economic activities in the communities it serves. The Foundation receives funds from a cross section of society within and outside Pakistan for building of schools as well as for its operations. These donations are made by organisations, institutions and individuals.

1.2 The registered address of the Foundation is Plot 20, Sector 14, Korangi Industrial Area, Karachi, Pakistan. The Foundation also has a branch office in Dubai, located at Office No. 118, Building No. 4. Dubai Humanitarian. Dubai Industrial City Complex, Sheikh Mohammed Bin Zayed Road, P. 0. Box 506007, Dubai. U.A.E, which is registered with Dubai Humanitarian, Dubai, United Arab Emirates (UAE). The principal activity of the UAE branch is to create awareness and support for the Foundation's programmes, initiatives, and achievements.

1.3 Economic Interest In Other Non-Profit Organisations

TCF - USA, TCF - Canada, TCF - UK, TCF - Italy, TCF - Australia and TCF - Norway are entities incorporated and registered as charitable organisations under the respective laws of USA, Canada, UK, Italy, Australia and Norway. The Foundation has separate agreements with them, by virtue of which, they at their respective discretion, contribute financially and otherwise towards helping the Foundation to build and run educational projects for the less privileged children and communities across Pakistan. TCF - UK is the Foundation's related party by virtue of common directorship.

1.4 School Network

The Foundation's school units are present across the country in the following territories:

	As at 30 June 2025		As at 30 June 2024	
	No. of units	%	No. of units	%
Sindh	1,065	45%	1,015	50%
Punjab	1,081	46%	824	41%
Balochistan	92	4%	91	4%
Khyber Pakhtunkhwa	98	4%	88	4%
Azad Jammu Kashmir	17	1%	15	1%
	2,353	100	2,033	100

1.4.1 Subsequent to the year end, 92 partnership schools were handed over by the Foundation to the Goverment of Punjab upon their realloction.

2. BASIS OF PREPARATION

2.1 Basis of measurement

These financial statements have been prepared under the historical cost convention except as otherwise specifically stated.

2.2 Statement of compliance

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

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

Where provisions of and directives issued under the Act differ from the IFRSs or the Accounting Standard for NPOs, the provisions of and directives issued under the Act have been followed.

2.3 Functional and presentation currency

These financial statements are presented in Pakistan Rupees, which is the Foundation's functional and presentation currency. All financial information presented in Pakistan Rupees has been rounded to the nearest thousand.

2.4 Change in accounting standards, interpretations and amendments to accounting and reporting standards

2.4.1 Amendments to accounting and reporting standards which became effective during the year ended June 30, 2025:

There were certain amendments that became applicable for the Foundation during the year but are not considered to be relevant or did not have any significant effect on the Foundation's operations and have, therefore, not been disclosed in these financial statements except for the following:

Disclosure detailing receipt and utilisation of Zakat

The Institute of Chartered Accountants of Pakistan (ICAP) has issued accounting standard on 'Financial Statement Disclosure of Zakat received by an entity' which has been notified by Securities and Exchange Commission of Pakistan (SECP) vide SRO 240(I)/2024 to be followed by companies that receive zakat, and are required to prepare their financial statements in conformity with the financial reporting standards as applicable in Pakistan. The Foundation has disclosed the details relating to Zakat in note 36 to these financial statements.

2.4.2 New standards and amendments to published accounting and reporting standards that are not yet effective and not early adopted by the Foundation:

There are certain new standards and amendments that will be applicable to the Foundation for its annual periods beginning on or after July 1, 2025. The new standards include IFRS 18 Presentation and Disclosure in Financial Statements and IFRS 19 Subsidiaries without Public Accountability: Disclosures both with applicability date of July 1, 2027 as per IASB. These standards will become part of the Company's financial reporting framework upon adoption by the SECP. The overall amendments include those made to IFRS 7 and IFRS 9 which clarify the date of recognition and derecognition of a financial asset or financial liability which are applicable to the Foundation effective July 1, 2026. The Foundation's management at present is in the process of assessing the full impacts of these new standards and the amendments to IFRS 7 and IFRS 9 and is expecting to complete the assessment in due course.

2.5 Significant accounting judgements, estimates and assumptions

The preparation of financial statements in conformity with accounting and reporting standards requires management to make estimates, assumptions and use judgements that affect the application of the Foundation's accounting policies and the reported amounts of assets, liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making judgements about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the year in which the estimate is revised if the revision affects only that year, or in the year of the revision and future years if the revision affects both current and future years.

Judgements made by the management in the application of accounting and reporting standards, as applicable in Pakistan, that have significant effect on these financial statements are described in the following notes:

- Property and equipment (notes 3.1)

- Impairment of non-financial assets (note 3.4)
- Investments in and impairment of financial assets (note 3.5)
- Provisions (note 3.17)
- Contingent liability (note 3.18)

3. MATERIAL ACCOUNTING POLICY INFORMATION

The accounting policies used in the preparation of these financial statements are the same as those applied in the preparation of the financial statements for the year ended June 30, 2024, except as otherwise stated.

3.1 Property and equipment

3.1.1 Operating fixed assets

These are stated at cost less accumulated depreciation and accumulated impairment loss, if any, except for freehold lands and leasehold lands which are stated at cost less accumulated impairment loss, if any. Cost includes expenditure directly attributable to the acquisition of an asset. The cost of self-constructed asset includes the cost of materials, direct labour and any other costs directly attributable to bring the asset to a working condition for its intended use.

Depreciation is charged to the statement of income and expenditure using the straight-line method at the rates stated in note 4.1. Depreciation is charged on operating fixed assets from the date asset is available for use up to the date the asset is disposed off.

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted, if appropriate. The effect of any adjustments to residual values and useful lives is recognised prospectively as a change in estimate in the statement of income and expenditure.

Assets received as donation in kind are initially recognised at fair value on the date of contribution and are subsequently carried at valuation less accumulated depreciation and impairment, if any, except contributed lands which are subsequently carried at valuation less accumulated impairment, if any.

Subsequent costs are included in the asset's carrying amount or are recognised as a separate asset, as appropriate, only when it is probable that future benefits associated with the item will flow to the Foundation and the cost of the item can be measured reliably. Normal repairs and maintenance are charged to statement of the income and expenditure as and when incurred. Major renewals and improvements are capitalised and the assets so replaced, if any, are retired.

An item of property and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains and losses on disposal are determined by comparing proceeds with the carrying amount of the relevant assets. These are taken to the statement of income and expenditure.

An asset’s carrying amount is written down immediately to its recoverable amount if the asset’s carrying amount is greater than its estimated recoverable amount as stated in note 3.4.

The value assigned to the leasehold land is not depreciated as the cost of renewing lease is nominal and realisable value is higher than cost.

3.1.2 Capital work-in-progress

Capital work-in-progress is stated at cost less accumulated impairment losses, if any, and consists of expenditure incurred in respect of operating fixed assets in the course of their acquisition, construction and installation. Assets are transferred to operating fixed assets when they are available for use.

3.2 Right-of-use assets

The right-of-use asset is initially measured based on the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred, any estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentive received. The right-of-use asset is depreciated using the straight line method over the lease term as this method most closely reflects the expected pattern of consumption of future economic benefits. The right-of-use asset is reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The Foundation applies recognition exemption towards short-term or low value lease leases."

3.3 Investment properties

Investment property is the property which is held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Investment property is measured initially at its cost, including transaction costs. The investment property of the Foundation comprises of land and is valued using the cost method i.e. at cost less impairment losses, if any. Cost includes expenditure that is directly attributable to the acquisition of the investment property.

The Foundation assesses at each reporting date whether there is any indication that an investment property may be impaired. If such indication exists, the carrying amounts of such properties are reviewed to assess whether they are recorded in excess of their recoverable amount. Where carrying values exceed the respective recoverable amounts, assets are written down to their recoverable amounts and the resulting impairment loss is recognised in the statement of income and expenditure. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

The gain or loss on disposal of investment property, represented by the difference between the sale proceeds and the carrying amount of the asset is recognised in the statement of income and expenditure.

3.4 Impairment of non-financial assets

"The carrying amounts of non-financial assets are assessed at each reporting date to ascertain whether there is any indication of impairment. If such an indication exists, the asset’s recoverable amount is estimated to determine the extent of impairment losses, if any. An impairment loss is recognized as an expense in the statement of income and expenditure.

The recoverable amount is the higher of an asset’s fair value less cost of disposal and value-in-use. Value-in-use is ascertained through discounting of the estimated future cash flows using a discount rate that reflects current market assessments of the time value of money and the risk specific to the assets. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units).

An impairment loss is reversed if there is a change in the estimates used to determine the recoverable amount.

3.5 Financial instruments

3.5.1 Financial assets

Classification

The Foundation classifies its financial assets in the following three categories:

- to be measured at fair value through other comprehensive income (FVOCI);
- to be measured at fair value through profit or loss (FVTPL); and
- to be measured at amortised cost.

The classification depends on the Foundation's business model for managing the financial assets and the contractual terms of cashflows.

A financial asset is initially measured at fair value plus, for a financial asset not measured at FVTPL, transaction costs that are directly attributable to its acquisition.

Transaction costs of financial assets carried FVTPL are charged to the statement of income and expenditure.

Subsequent Measurement

Amortised cost

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets, impairment loss, foreign exchange gain and loss, and gain or loss arising on derecognition are recognised directly in statement of income and expenditure.

Fair value through other comprehensive income

Financial assets at fair value through other comprehensive income are held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Fair value through profit or loss

Assets that do not meet the criteria for amortised cost or fair value through other comprehensive income or assets that are designated at fair value through profit or loss using fair value option, are measured at fair value through profit or loss. A gain or loss on debt investment that is subsequently measured at fair value through profit or loss is recognised in statement of income and expenditure in the period in which it arises.

Equity investments at fair value through other comprehensive income

Equity instrument financial assets are measured at fair value and subsequent to initial recognition, changes in fair value of these financial assets are normally recognised in statement of income and expenditure. Where an irrevocable election is made to present fair value gain and loss on equity instruments in other comprehensive income there is no subsequent reclassification of fair value gain and loss to statement of income and expenditure following the derecognition of the investment. Dividends from such investments continue to be recognised in statement of income and expenditure when the Foundation's right to receive payment is established.

3.5.2 Impairment of financial assets

The Foundation recognises loss allowances for Expected Credit Losses (ECLs) in respect of financial assets measured at amortised cost.

The Foundation measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

- debt securities that are determined to have low credit risk at the reporting date; and

- other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for other receivables are always measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Foundation considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Foundation's historical experience and information.

The Foundation assumes that the credit risk on a financial asset has increased significantly if it is more than past due for a reasonable period of time. Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial asset. 12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months). The maximum period considered when estimating ECLs is the maximum contractual period over which the Foundation is exposed to credit risk.

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

The gross carrying amount of a financial asset is written off when the Foundation has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof. The Foundation individually makes an assessment with respect to the timing and amount of write-off based on whether there is a reasonable expectation of recovery. The Foundation expects no significant recovery from the amount written off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Foundation's procedures for recovery of amounts due.

3.5.3 De-recognition

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Foundation has transferred substantially all risks and rewards of ownership.

3.5.4 Financial liabilities

Financial liabilities are recognised at the time when the Foundation becomes a party to the contractual provisions of the instrument. Financial liabilities at amortised cost are initially measured at fair value less transaction costs. Financial liabilities at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the statement of income and expenditure.

Financial liabilities, other than those at fair value through profit or loss, are subsequently measured at amortised cost using the effective yield method.

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expired. Where an existing financial liability is replaced by another from the same lender or on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange and modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in respective carrying amounts is recognised in statement of income and expenditure.

3.5.5 Offsetting of financial assets and financial liabilities

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position only when there is a legally enforceable right to set-off the recognised amounts and there is an intention to settle either on a net basis or to realise the asset and to settle the liability simultaneously.

The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Foundation or the counterparty.

3.6 Accrued income and other receivables

These are classified at amortised cost and are initially recognised when they are originated and measured at fair value of consideration receivable. These assets are written off when there is no reasonable expectation of recovery. Actual credit loss experience over past years is used to base the calculation of ECL.

3.7 Books, copies, uniforms and other school supplies

Books, copies, uniforms and other school supplies are valued at cost using weighted average basis and includes expenditure incurred in acquiring and bringing them to their present location and condition.

3.8 Contribution receivable

A contribution receivable is recognised as an asset only if the amounts to be received can be reasonably estimated and ultimate collection is reasonably assured. Because of the non-reciprocal nature of contributions, there may be considerable

uncertainty surrounding collectability. When this uncertainty exists, the Foundation does not recognise a contribution until the contributed asset has been received. The Foundation views that, the larger in the future the contributed assets are expected to be received the greater is the uncertainty associated with collectability.

3.9 Grants

Grants are recognised at the fair value of the consideration received. A grant without specified future performance conditions is recognised as income when the grant proceeds are received. A grant that imposes specified future performance condition is deferred and recognised as income when all those conditions are met. The Foundation does not recognise those forms of assistance for which a reasonable value cannot be placed on them.

3.10 Cash and cash equivalents

Cash and cash equivalents are stated at cost. For the purpose of statement of cash flows, cash and cash equivalent comprises of cash in hand, balances with banks in current and deposit accounts and other short-term highly liquid investments with original maturities of upto three months or less.

3.11 Lease Liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease, or if that rate cannot be readily determined, the Foundation's incremental borrowing rate.

Lease payments include fixed payments, variable lease payment that are based on an index or a rate, amounts expected to be payable by the Foundation under residual value guarantees, the exercise price of a purchase option if the Foundation is reasonably certain to exercise that option, payments of penalties for terminating the lease if the lease term reflects the lessee exercising that option, less any lease incentives receivable. The extension and termination options are incorporated in the determination of the lease term only when the Foundation is reasonably certain to exercise these options.

3.12 Income recognition

Donations for school operations are recognised as income as and when received.

Donations related to operating fixed assets e.g. for building schools etc. received in cash are recognised as deferred income and amortised over the useful lives of asset from the date the asset is available for use.

Donations received for school support and education of students are deferred and recognised as income on a systematic basis to match them with the related costs that they are intended to compensate.

Donations received in kind which meet the capitalisation limit are recognised as deferred income and amortised over the useful life of asset from the date the asset is available for use. Donations received in kind which are below the capitalisation limit are recognised as income for the year.

Donations received to support community affected by flood are deferred and recognised as income on a systematic basis to match them with the related costs that they are intended to compensate.

Gain or loss on sale of investments are included in statement of income and expenditure on the date on which the transaction takes place.

Dividend income is recognised when the right to receive dividend is established.

Unrealised gain and loss arising on revaluation of securities classified as 'fair value through profit or loss' are included in statement of income and expenditure in the period in which they arise respectively.

Income on Pakistan Investment Bonds is recognised using the effective yield basis.

Income on deposit accounts, term deposits receipts, term finance certificates, ijarah sukuks and treasury bills are recognised on time proportion basis taking in to account the effective yield.

Parental contribution is recognised on receipt basis.

The occasional voluntary services from professionals and organisations are not recorded in the financial statements due to impracticality of its measurement.

Contributions from the Government under the Partnership Schools programme are recognised on receipt basis. Contributions from the Government are also recognised as revenue on receivable basis, when the inflows can be reliably measured and the collection is reasonably assured.

Management fees from Government under Sindh Basic Education Programme is recognised as revenue on receivable basis, when the inflows can be reliably measured and the collection is reasonably certain.

Miscellaneous income, if any, is recognised on receipt basis.

3.13 Provision for compensated absences

The Foundation accounts for the liability in respect of employees' compensated absences for the year in which it is earned. The Foundation provides for its estimated liability towards leaves accumulated by employees on an accrual basis using current salary levels. The amount is based on the management's best estimate and no actuarial services are obtained in this regard.

3.14 Creditors, accrued and other liabilities

Liabilities for creditors, accrued and other liabilities payable are carried at cost which is the fair value of the consideration to be paid in future for goods and services received.

3.15 Expenses

All expenses are recognised in the statement of income and expenditure on accrual basis.

3.16 Taxation

Any income derived by the Foundation is exempt from tax in accordance with clause (66) of Part I of Second Schedule to the Income Tax Ordinance, 2001. Consequently, no provision for taxation has been made in these financial statements.

3.17 Provisions

Provisions are recognised in the statement of financial position when the Foundation has a legal or constructive obligation as a result of past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount of the obligation can be made. However, provisions are reviewed at each reporting date and adjusted to reflect current best estimate.

3.18 Contingent Liability

A contingent liability is disclosed when the Foundation has a possible obligation as a result of past events, whose existence will be confirmed only by occurrence or non-occurrence, of one or more uncertain future events not wholly within the control of the Foundation; or the Foundation has a present legal or constructive obligation that arises from past events, but it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability.

3.19 Foreign currency transactions and balances

Foreign currency transactions are translated to Pakistan Rupees at exchange rates prevailing on the date of transaction. All monetary assets and liabilities in foreign currencies at the reporting date are translated into Pakistan Rupees at the rates of exchange prevailing on the reporting date. Exchange differences, if any, are included in statement of income and expenditure.

The results and financial position of foreign operations are translated into the presentation currency as follows:

- assets and liabilities are translated into Pakistan Rupees at the exchange rate at the reporting date;
- income and expenses are translated at monthly average exchange rate (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the dates of the transactions); and
- all resulting exchange differences are recognised in other comprehensive income and accumulated in foreign currency translation reserve.

3.20 Transfer to general fund

The Foundation transfers surplus / (deficit) of income over expenditure to the general fund in the year in which it is approved.

3.21 Restricted contributions

A contribution which is subject to externally imposed stipulations that specify the purpose for which the contributed asset or fund is to be used is called externally restricted donations. Externally restricted contributions for expenses of one or more future periods are accumulated in the statement of financial position as deferred contributions and recognised as revenue in the statement of income and expenditure in the same period or periods as the related expenses are recognised. Restricted contributions for the purchase of capital assets that will be depreciated are deferred and recognised as revenue in the statement of income and expenditure on the same basis as the depreciation expense related to the acquired capital assets. Restricted contributions for the purchase of capital assets, which will not be amortised are recognised directly as an increase in net assets upon purchase of capital assets.

The net investment income earned, to the extent attributable to restricted contributions including endowment contribution / fund, are recognised as increase or decrease in the deferred contribution balance and endowment fund as the case may be.

3.22 Allocation of expenses

Expenses incurred by regional offices and area offices are allocated to field supervision and monitoring.

Expenses incurred by volunteer and alumni departments, Assessment, community development unit (CDU), Northern zone, Southern zone, Operations Excellence, Internal Audit (80%) and HR Head Office (60%) are allocated to field supervision and monitoring.

Expenses incurred by training department are allocated to training cost.

Expenses incurred by engineering department are allocated to capital work-in-progress projects on pro-rata basis per additional amount incurred on each project.

Remuneration of Executive Vice-President - Format Schools & CDU is allocated to field supervision and monitoring projects at 100%.

Remuneration of Executive Vice-President - Outcomes is allocated to field supervision and monitoring and training expenses at 47% and 15% respectively.

Remuneration of Chief Executive Officer is allocated to field supervision and monitoring, teachers' training and capital work-in-progress projects at 32%, 2% and 10% respectively. Allocation to capital work-in progress projects is on pro-rata basis per additional amount incurred on each project.

Remuneration of Executive Vice-President - HR/IT/OE is allocated to field supervision and monitoring at 33%.

4. PROPERTY AND EQUIPMENT

	Note	2025	2024
		(Rupees in '000)	
Operating fixed assets	4.1	**12,018,223**	9,840,754
Capital work in progress	4.2	**4,003,719**	2,932,559
Advance for construction		**130,339**	278,509
Advance against purchase of operating fixed assets		**105,401**	68,723
		16,257,682	13,120,545

4.1 Operating Fixed Assets

Note	2025								
	Land		Building on		Furniture and fixtures	Vehicles	Electrical equipment	Office and other equipment	Total
	leasehold	freehold	leasehold land	freehold land					
	(Rupees in '000)								
At July 1, 2024									
Cost	**644,054**	**691,208**	**1,292,302**	**9,294,516**	**1,162,993**	**1,359,875**	**548,654**	**776,103**	**15,769,705**
Accumulated depreciation	**-**	**-**	**(310,673)**	**(3,807,465)**	**(608,867)**	**(612,297)**	**(196,167)**	**(393,482)**	**(5,928,951)**
Net book value	**644,054**	**691,208**	**981,629**	**5,487,051**	**554,126**	**747,578**	**352,487**	**382,621**	**9,840,754**
Year ended June 30, 2025									
Fair value of contributed / donated lands (note 4.1.4)	**22,300**	**178,275**	**-**	**-**	**-**	**-**	**-**	**-**	**200,575**
Additions including transfers from capital work in progress	**4,455**	**50,228**	**452,104**	**1,515,928**	**293,497**	**475,935**	**348,102**	**122,456**	**3,262,705**
Disposals									
Cost	**-**	**-**	**-**	**-**	**(2,533)**	**(22,834)**	**(670)**	**(10,348)**	**(36,385)**
Accumulated depreciation	**-**	**-**	**-**	**-**	**2,316**	**22,834**	**670**	**10,065**	**35,885**
					(217)	**-**	**-**	**(283)**	**(500)**
Depreciation charge for the year (note 4.3)	**-**	**-**	**(69,381)**	**(517,640)**	**(98,243)**	**(278,022)**	**(131,176)**	**(190,849)**	**(1,285,311)**
Net book value as at June 30, 2025	**670,809**	**919,711**	**1,364,352**	**6,485,339**	**749,163**	**945,491**	**569,413**	**313,945**	**12,018,223**
At June 30, 2025									
Cost	**670,809**	**919,711**	**1,744,406**	**10,810,444**	**1,453,957**	**1,812,976**	**896,086**	**888,211**	**19,196,600**
Accumulated depreciation	**-**	**-**	**(380,054)**	**(4,325,105)**	**(704,794)**	**(867,485)**	**(326,673)**	**(574,266)**	**(7,178,377)**
Net book value	**670,809**	**919,711**	**1,364,352**	**6,485,339**	**749,163**	**945,491**	**569,413**	**313,945**	**12,018,223**
Depreciation rates (% per annum)	**-**	**-**	**5**	**5**	**10**	**20**	**20**	**20-33.33**	

	2024								
	Land		Building on		Furniture and fixtures	Vehicles	Electrical equipment	Office and other equipment	Total
	leasehold	freehold	leasehold land	freehold land					
	(Rupees in '000)								
At July 1, 2023									
Cost	733,411	562,179	1,054,319	7,369,794	958,286	1,213,211	307,224	722,970	12,921,394
Accumulated depreciation	-	-	(249,925)	(3,400,188)	(539,811)	(448,957)	(119,681)	(276,051)	(5,034,613)
Net book value	733,411	562,179	804,394	3,969,606	418,475	764,254	187,543	446,919	7,886,781
Year ended June 30, 2024									
Fair value of contributed / donated lands (note 4.1.4)	-	114,100	-	-	-	-	-	-	114,100
Additions including transfers from capital work-in-progress	-	84,306	237,983	1,924,722	213,820	209,930	242,357	62,713	2,975,831
Transfers to investment properties (note 6)	(89,357)	(69,377)	-	-	-	-	-	-	(158,734)
Disposals									
Cost	-	-	-	-	(9,113)	(63,266)	(927)	(9,580)	(82,886)
Accumulated depreciation	-	-	-	-	8,066	62,560	820	7,918	79,364
	-	-	-	-	(1,047)	(706)	(107)	(1,662)	(3,522)
Depreciation charge for the year (note 4.3)	-	-	(60,748)	(407,277)	(77,122)	(225,900)	(77,306)	(125,349)	(973,702)
Net book value as at June 30, 2024	644,054	691,208	981,629	5,487,051	554,126	747,578	352,487	382,621	9,840,754
At June 30, 2024									
Cost	644,054	691,208	1,292,302	9,294,516	1,162,993	1,359,875	548,654	776,103	15,769,705
Accumulated depreciation	-	-	(310,673)	(3,807,465)	(608,867)	(612,297)	(196,167)	(393,482)	(5,928,951)
Net book value	644,054	691,208	981,629	5,487,051	554,126	747,578	352,487	382,621	9,840,754
Depreciation rates (% per annum)	-	-	5	5	10	20	20	20-33.33	

4.1.1 Land includes school lands procured by the Foundation as well as received as donations.

4.1.2 As of June 30, 2025, the legal formalities and transfer proceedings of 82 (2024: 52) donated / contributed lands by various donors in favour of the Foundation are in process.

4.1.3 The book value of buildings on leasehold land includes:

	2025	2024
	(Rupees in '000)	
School buildings	**996,978**	908,980
Head Office building	**367,374**	72,649
	1,364,352	981,629

4.1.4 Lands contributed during the year amounting to Rs 200.5 million (2024: Rs 114.1 million) were recognised at the fair value (level 2) determined by external professional valuers M/s. Akbani & Javed Associates and M/s. Oceanic Surveyors (Private) Limited on the basis of prevailing market value.

	2025	2024
	(Rupees in '000)	
4.2 Capital work in progress		
Opening balance	**2,932,559**	1,305,321
Additions during the year	**3,039,192**	3,800,394
Amounts charged off during the year	**-**	(10,451)
	5,971,751	5,095,264
Transferred during the year to:		
School buildings	**(1,666,552)**	(2,162,705)
Furniture and fittings	**(301,480)**	-
Closing balacne	**4,003,719**	2,932,559

4.2.1 The balance in capital work-in-progress represents civil works and related cost for the construction of schools.

4.3 Depreciation charge for the year has been allocated as follows:	Note	2025	2024
		(Rupees in '000)	
Programme costs	26	**1,237,566**	926,302
Administration expenses	29	**47,745**	47,400
		1,285,311	973,702

4.4 During the year there was no disposal of the operating fixed assets having individual net book value exceeding Rs 500,000.

5. LEASES	Note	2025	2024
5.1 Right-of-use assets		Buildings (Rupees in '000)	
Opening balance		**24,657**	23,266
Additions during the year		**27,364**	8,980
Terminations during the year		**(2,301)**	-
Depreciation for the year	5.1.1	**(10,131)**	(7,589)
Closing balance		**39,589**	24,657
Annual rate of depreciation (%)		**10 - 50**	10 - 50

5.1.1 The depreciation charge on right-of-use assets for the year amounting to Rs 10.13 million (2024: Rs 7.59 million) has been allocated to programme costs (refer note 26).

5.2 Lease liabilities

Rental contracts are made for a fixed period subject to renewal upon mutual consent of the Foundation and lessor. Wherever practicable the Foundation seeks to include extension option to provide operational flexibility. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. Management exercises judgement in determining whether these extension and termination options are reasonably certain to be exercised.

The movment of lease liabilities is as follows:

	Note	2025	2024
		(Rupees in '000)	
Opening balance		**40,920**	38,119
Additions during the year		**27,364**	8,980
Terminations during the year		**(2,651)**	-
Interest expense	26.5	**4,279**	4,418
Payments		**(14,139)**	(10,597)
Closing balance		**55,773**	40,920
Current		**14,357**	6,279
Non-current		**41,416**	34,641
		55,773	40,920

5.2.1 Lease liabilities are payable as follows:

	Minimum lease payments	Interest expense	Present value of minimum lease payments
	(Rupees in '000)		
Not later than one year	16,897	2,540	14,357
Later than one year but not later than 5 years	43,932	2,516	41,416
	60,829	5,056	55,773

5.3 The expenses for the year relating to short-term leases aggregated Rs 6.43 million (2024: Rs 3.23 million) and are classified under field supervision and monitoring (programme costs - note 26) as these leases pertain to regional and area offices.

6. INVESTMENT PROPERTIES	Note	2025	2024
		Land (Rupees in '000)	
Net book value as at june 30	6.1	**226,234**	158,734

		Note	2025	2024
			Land	
			(Rupees in '000)	
6.1	Reconciliation of carrying amount at the beginning and end of the year is as follows:			
	Opening net book value		**158,734**	**-**
	Additions during the year	6.2 & 4.1	**67,500**	**158,734**
	Closing net book value		**226,234**	**158,734**

6.2 Additions amounting to Rs 67.5 million represent two properties out of which one property amounting to Rs 35 million has been received as endowment fund contribution while the other property has been donated to the Foundation resulting in fair value gain amounting to Rs 32.5 million being recognised as income during the year.

6.3 Details and fair value of the lands held as investment properties:

	Fair value as at June 30, 2025
	(Rupees in '000)
Plot No. 143/1, Block BWC, Phase 8-C, DHA, Lahore	**75,000**
Plot No. M-57/II/I, facing Khayaban-e-Saadi, Phase VII, DHA, Karachi	**65,000**
Plot No. B-175, Street 9, Block 7, Gulistan-e-Johar, KDA Scheme No.36, Karachi	**47,500**
Plot No. 14-C, Peninsula Commercial Lane 13, Phase VIII, DHA, Karachi	**45,000**
Plot No. 60-A, Block A Phase I, Defense Road, Sadhoki (Al Akbar Road), Lahore	**32,500**
	265,000

Fair values of the investment properties as at the reporting date have been determined by external valuer M/s Oceanic Surveyors (Private) Limited on the basis of market value.

		Note	2025	2024
			(Rupees in '000)	
7.	**INTANGIBLE ASSETS**			
	Software programmes	7.1	**5,027**	9,171
	Capital projects under development	7.2	**185,585**	-
			190,612	9,171
7.1	**Software programmes**			
	Net carrying value			
	Opening balance		**9,171**	**14,023**
	Amortisation charge for the year	7.1.1 & 7.1.2	**(4,144)**	**(4,852)**
	Closing balance		**5,027**	**9,171**
	Gross carrying value			
	Cost		**39,864**	**39,864**
	Accumulated amortisation		**(34,837)**	**(30,693)**
	Net book value		**5,027**	**9,171**

7.1.1 This represents various software amortised on straight line basis over a period of 5 years.

7.1.2 The amortisation charge on intangible assets for the year amounting to Rs 4.14 million (2024: Rs 4.85 million) has been allocated to administrative expenses (refer note 29).

7.2 During the year, the Foundation incurred capital expenditure relating to the development of different software / portals. The software are under development and not yet available for use. Upon completion, the software / portals are expected to benefit the Foundation in carrying out its operations.

		Note	2025	2024
			(Rupees in '000)	
8.	**LONG TERM INVESTMENTS**			
	At amortised cost			
	Government securities			
	Pakistan Investment Bonds (PIBs)	8.1	**5,861,477**	**2,901,119**
	At fair value through profit or loss			
	Certificates of closed end funds		**155,589**	**96,826**
	HBL Growth Fund		**11,676**	**8,773**
	HBL Investment Fund		**167,265**	**105,599**
			6,028,742	**3,006,718**

8.1 This represents investment in PIBs having maturities between July 4, 2026 and December 10, 2030 and carrying yield ranging between 11.87% and 13.97% (2024: between 12.15% and 13.87%) per annum. These PIBs have face value of Rs 6,220.3 million (2024: Rs 3,284 million) and market value of Rs 6,125.3 million (2024: Rs 2,665.5 million) determined using PKRV sheet available from Financial Markets Association (Reuters).

		Note	2025	2024
			(Rupees in '000)	
9.	**ADVANCES AND PREPAYMENTS**			
	Advances to staff - considered good	9.1	**100,064**	50,242
	Advances to suppliers - considered good	9.2	**54,025**	54,269
	Prepayments		**54,657**	39,066
			208,746	143,577

9.1 This represents advances given to staff of region offices, area offices and schools for general expenses.

9.2 This represents advances given to various suppliers and vendors in respect of purchase of books, copies, uniforms and other goods and services.

		Note	2025	2024
			(Rupees in '000)	
10.	**ACCRUED INCOME AND OTHER RECEIVABLES**			
	Accrued income on:			
	- Pakistan Investment Bonds		**163,147**	81,532
	- Term Deposit Receipts		**527**	75,106
	- Ijarah Sukuks		**-**	12,590
	- Dividend on certificates of closed end funds		**15,628**	14,369
	- Deposit accounts		**-**	2,241
			179,302	185,838
	Tax deducted at source		**39,491**	24,196
	Receivable against Sindh Basic Education Programme (SBEP)	10.1	**25,529**	89,916
	Remittance subject to clearance from Dubai Humanitarian, UAE		**31,395**	35,977
	Receivable from TCF - USA		**999**	34,458
	Receivable against Public School Support Programme (PSSP)	10.2	**15,764**	24,278
	Other receivables		**2,939**	4,176
			116,117	213,001
			295,419	398,839

10.1 The Foundation has entered into an agreement with the School Education and Literacy Department, Government of Sindh for implementation of SBEP which is an integrated programme towards improvement of education in Sindh. The Foundation has been awarded management of schools located in the districts of Qamber Shahdadkot and Dadu. As per the terms of the contract, the Foundation has incurred expenses for operation of schools which are reimbursable. The Foundation is also entitled to management fee for operation of these schools. The amount of Rs 25.53 million comprises of Rs 23.58 million (2024: Rs 82.52 million) and Rs 1.95 million (2024: Rs 7.40 million) representing the reimbursement claims and management fee receivable, respectively, in connection with SBEP.

10.2 The Foundation has entered into an agreement with the Punjab Education Foundation (PEF), Government of Punjab for implementation of the PSSP which is an integrated programme towards improvement of education in Punjab. Under the terms of the contract the Foundation manages certain schools to provide necessary improvements through better managerial oversight, management practices and improved teaching and learning methods for schools located in the districts of Attock, Chakwal, Kasur, Narowal, Rawalpindi and Sargodha. The Foundation is entitled to a fees for operation of these schools on a monthly basis based on the number of students enrolled in each school. The amount of Rs 15.764 million represents the fees receivable for the month of June 2025 in connection with PSSP.

11. SHORT-TERM INVESTMENTS

	Note	2025	2024
		(Rupees in '000)	
At amortised cost			
Term deposit receipts (TDRs)			
- Local currency			
MCB Islamic Bank Limited		**10,000**	10,000
MCB Bank Limited		**-**	11,000
	11.1	**10,000**	21,000
- Foreign currency			
Habib Bank AG Zurich		**-**	700,489
Bank Alfalah Limited		**-**	2,616,407
Dubai Islamic Bank Pakistan Limited		**-**	1,691,076
		-	5,007,972
Government securities - Shariah Compliant			
Ijarah Sukuks		**-**	333,182
Government securities - Conventional			
Pakistan Investment Bonds (PIBs)	11.2	**298,984**	546,507
Treasury Bills (T-Bills)	11.3	**7,271,007**	4,250,904
		7,569,991	5,130,593
At fair value through profit or loss			
Units of open end mutual funds			
Meezan Islamic Fund		**151,457**	93,512
Atlas Stock Market Fund		**241,097**	148,564
NBP Islamic Daily Dividend Fund		**-**	160,085
Atlas Islamic Stock Fund		**320,650**	202,387
NBP Islamic Stock Fund		**245,652**	149,957
Meezan Rozana Amdani Fund		**-**	160,303
Al-Hamra Islamic Income Fund		**-**	149,837
Al-Ameen Shariah Stock Fund		**503,471**	301,500
NBP Stock Fund		**378,744**	226,344
HBL Equity Fund		**141,013**	92,881
UBL Stock Advantage Fund		**470,098**	271,424
MCB Pakistan Cash Management Fund		**14**	-
Alfalah GHP Islamic Stock Fund		**765**	-
MCB Cash Management Optimizer Fund		**8**	-
		2,452,969	1,956,794
		10,032,960	12,116,359

11.1 This represents investment in TDR placed with MCB Islamic Bank Limited amounting to Rs 10 million maturing on December 19, 2025 and carrying a profit rate of 10% (2024: 17%) per annum.

11.2 This represents investment in PIBs maturing on August 4, 2025 and carrying yield 13.87% (2024: 12.37% to 13.99%) per annum. The PIBs have a face value of Rs 300 million (2024: Rs 550 million) and market value of Rs 299 million (2024: Rs 541.9 million) determined using PKRV sheet available from Financial Markets Association (Reuters).

11.3 These represent investment in T-Bills maturing between July 24, 2025 and June 11, 2026 and having profit yield ranging from 10.90% to 14.90% (2024: 18.65% to 21.50%) per annum. These T-Bills have face value of Rs 7,646.1 million (2024: Rs 4,630.9 million) and market value of Rs 7,286.6 million (2024: Rs 4,240.70 million) determined using PKRV sheet available from Financial Markets Association (Reuters).

12. CASH AND BANK BALANCES

	Note	2025	2024
		(Rupees in '000)	
Cash in hand			
- foreign currency		**394**	1,677
		394	1,677
Cash at bank			
- in current accounts			
- local currency	12.1	**552,056**	104,366
- foreign currency		**1,846,232**	2,194,011
- in savings accounts			
- local currency	12.1 & 12.2	**2,014,204**	1,178,180
- foreign currency	12.2	**828,477**	51,775
		5,240,969	3,528,332
		5,241,363	3,530,009

12.1 These include deposits amounting to Rs 47.76 million (2024: Rs 229.46 million) and Rs 647.24 million (2024: Rs 184.89 million) in respect of security deposits and provident fund scheme respectively. These deposits are restricted along with returns on such deposits for specified purposes and are not available to the Foundation for any other purpose as referred in notes 15.1 and 15.2 to these financial statements.

12.2 Profit rate on savings accounts ranges from 3.50% to 6.50% (2024: 3.50% to 6.50%) per annum for foreign currency savings accounts and 6.00% to 10.50% (2024: 6.77% to 20.50%) per annum for local currency savings accounts.

13. DEFERRED INCOME RELATING TO OPERATING FIXED ASSETS

	Note	2025	2024
		(Rupees in '000)	
Opening balance		**12,664,932**	8,353,379
Donations received during the year	13.1	**2,572,077**	4,858,295
Amortisation for the year		**(705,194)**	(547,164)
Transferred to General Fund	13.2	**(19,015)**	(22,814)
Reclassification from deferred income relating to school support, grants and children education	14	**17,933**	23,236
Closing balance		**14,530,733**	12,664,932

13.1 This includes receipts amounting to Rs 2,180.40 million (2024: Rs 4,260.22 million) and Rs 397.28 million (2024: Rs 1,970.79 million) received in foreign currency and on account of zakat respectively.

13.2 This represents restricted contribution for the purchase of capital assets i.e. freehold land which will not be amortised. As explained in note 3.21, these are recognised directly as an increase in net assets upon purchase of freehold lands.

14. DEFERRED INCOME RELATING TO SCHOOL SUPPORT, GRANTS AND CHILDREN EDUCATION

This includes grants and other funds (i.e., Future Support Fund, Sustainability Fund, Scholarship Fund, Educate a Child, Community Development Programme and Flood Relief Fund). The movement of these balances is as follows:

	Note	2025			2024		
		Grants (Note 14.1)	Others (Note 14.2)	Total	Grants (Note 14.1)	Others (Note 14.2)	Total
		(Rupees in '000)					
Opening balance		**105,128**	**4,003,206**	**4,108,334**	63,958	3,888,578	3,952,536
Amounts received during the year	14.4	**581,830**	**1,883,672**	**2,465,502**	437,881	1,640,728	2,078,609
Allocation of interest	24	**-**	**225,814**	**225,814**	-	216,429	216,429
Amortised - donations related to school support, grants and children education - other than flood relief	23	**(600,549)**	**(1,703,449)**	**(2,303,998)**	(396,711)	(1,641,189)	(2,037,900)
Amortised - flood relief	14.3	**-**	**(212,874)**	**(212,874)**	-	(69,725)	(69,725)
Reclassification to endowment fund	18.3	**-**	**-**	**-**	-	(8,379)	(8,379)
Reclassification to deferred income relating to operating fixed assets	13	**-**	**(17,933)**	**(17,933)**	-	(23,236)	(23,236)
		86,409	**4,178,436**	**4,264,845**	105,128	4,003,206	4,108,334
Less: Current portion of deferred income relating to school support, grants and children education		**(85,101)**	**(2,021,927)**	**(2,107,028)**	(105,128)	(1,796,527)	(1,901,655)
Closing balance		**1,308**	**2,156,509**	**2,157,817**	-	2,206,679	2,206,679

14.1 Details of grants received during the year is as follows:

Description of Grantors	2025			
	As at July 01, 2024	Received during the year	Amortisation for the year	As at June 30, 2025
	(Rupees in '000)			
Dubai Cares	**-**	**11,205**	**(3,197)**	**8,008**
Echidna Giving Fund	**92,883**	**-**	**(92,883)**	**-**
Fondazione San Zeno	**-**	**35,940**	**(35,940)**	**-**
Gulf for Good	**-**	**3,241**	**(3,241)**	**-**
Merck Family Foundation	**-**	**305,117**	**(305,117)**	**-**
Phoenix Foundation	**-**	**41,653**	**(41,653)**	**-**
UBS Optimus	**-**	**101,057**	**(50,528)**	**50,529**
Vitol Charitable Foundation	**12,245**	**83,617**	**(67,990)**	**27,872**
	105,128	**581,830**	**(600,549)**	**86,409**

Description of Grantors	2024			
	As at July 01, 2023	Received during the year	Amortisation for the year	As at June 30, 2024
	(Rupees in '000)			
Charities Aid Foundation of America	**-**	**4,170**	**(4,170)**	**-**
Citi Foundation	**-**	**38,684**	**(38,684)**	**-**
Echidna Giving Fund	**17,812**	**139,250**	**(64,179)**	**92,883**
Fondazione San Zeno	**-**	**17,866**	**(17,866)**	**-**
HCD Memorial	**8,133**	**-**	**(8,133)**	**-**
Jazz Foundation	**23,469**	**-**	**(23,469)**	**-**
Jochnick Foundation	**14,351**	**-**	**(14,351)**	**-**
Merck Family Foundation	**-**	**90,076**	**(90,076)**	**-**
Phoenix Foundation	**-**	**41,160**	**(41,460)**	**-**
Prosolidar	**-**	**76**	**(76)**	**-**
Right to Play	**-**	**1,563**	**(1,563)**	**-**
Sir Ernest Cassel Educational Trust	**-**	**7,181**	**(7,181)**	**-**
UBS Optimus	**-**	**73,065**	**(73,065)**	**-**
Vitol Charitable Foundation	**-**	**24,490**	**(12,245)**	**12,245**
Waterloo Foundation	**193**	**-**	**(193)**	**-**
	63,958	**437,881**	**(396,711)**	**105,128**

14.2 These include:

(a) Sustainability fund balance of Rs 1,502.81 million (2024: Rs 1,224.19 million) to meet cash shortfall in the operational support of the schools in future.

(b) Future support fund balance of Rs 2,442.85 million (2024: Rs 2,242.24 million) to support operations in future year.

(c) Educate a child fund balance of Rs 102.04 million (2024: Rs 69.29 million) to meet education expenses of the students of the schools operated by the Foundation.

(d) Scholarship fund balance of Rs 157.72 million (2024: Rs 236.98 million) to support the scholarship programmes in future year.

(e) Flood relief fund aims to provide relief to the families who were affected by the disastrous effects of the flood and the buildings of the schools in the flood affected areas. The movement of the fund is provided in note 14.3.

14.3 Movement of Flood Relief Fund	Note	**2025**	2024
		(Rupees in '000)	
Opening balance		**230,807**	299,295
Donations received during the year		**-**	1,237
		230,807	300,532
Utilised during the year	23 & 26	**(212,874)**	(69,725)
Reclassification to deferred income relating to operating fixed assets	13	**(17,933)**	
Closing balance		**-**	230,807

14.4 This includes receipts amounting to Rs 1,303.03 million (2024: Rs 1,701.63 million) and Rs 784.41 million (2024: Rs 526.37 million) received in foreign currency and on account of zakat respectively.

15. CREDITORS, ACCRUED AND OTHER LIABILITIES	Note	2025	2024
		(Rupees in '000)	
Creditors		**214,134**	55,265
Accrued liabilities	15.1	**537,574**	335,513
Security deposits	15.2	**47,576**	229,460
Retention money		**255,157**	228,561
Provision for staff retirement & social security benefits	22	**268,928**	268,928
Provision for compensated absences		**213,116**	183,877
Withholding taxes payable		**71,893**	85,073
Payable in respect of provident fund scheme	15.3	**647,236**	184,888
Payable under Scholarship programme		**16,158**	-
EOBI payable		**50,136**	38,934
Other liabilities		**69,053**	28,317
		2,390,961	1,638,816

15.1 These include accruals relating to repair and maintenance of school buildings and fuel cost amounting to Rs 303.625 million (2024: Rs 79.390 million) and Rs 44.231 million (2024: Rs 40.176 million) respectively.

15.2 The security deposits were deducted from the initial salaries of the teachers and were refundable to them at the time of cessation of their employment. The security deposits along with related interest income are kept in a separate bank account as per the requirements of the Act and are not available to the Foundation for any other purpose (refer note 12.1).

The Foundation ceased the practice of deduction of security deposit effective February 1, 2024 and has refunded the respective amounts during the month of August 2024. The remaining balance amounting to Rs 47.576 million pertains to employees who have left the Foundation.

15.3 The Foundation has approved a provident fund scheme for its employees and contributions of employees and the Foundation are kept in a separate bank account including the related interest income as per the requirements of the Act. These balances are not available to the Foundation for any other purpose. The formalities relating to formation of a separate trust are expected to be completed in due course (refer note 12.1).

16. CAPITAL FUND

This represents contribution by the members when they had joined the Foundation in terms of Article '8' of Articles of Association of the Foundation.

17. GENERAL FUND

This comprises of transfers from accumulated surplus as and when approved by the Board of Directors.

18. ENDOWMENT FUND - EXTERNALLY RESTRICTED USE

This represents contribution received from donors with the stipulation of principal amount to be kept intact while the income earned on related investments could be used for specific or general purpose as per arrangements with the donors. Income on endowment is mainly recognised in statement of income and expenditure. However, in some cases, as per donor requirements, income may be accumulated as part of the endowment fund balance.

18.1 Names of Endowment Fund Donors	Note	2025	2024
		(Rupees in '000)	
AKU Class of '97		**36,269**	30,695
Ali A. Moiz		**45,719**	40,838
Ateed Ameed and Naveed Riaz		**129,361**	110,336
Atif Ali & Company		**35,118**	30,240
Ayza Affan		**177,518**	150,076
Azhar & Farah Hameed		**62,917**	38,712
Bashiruddin Paracha		**33,242**	28,315
Connecticut Group		**29,508**	-
Crescent Steel & Allied Products Limited		**144,279**	122,895
Dallas Fort-Worth Supporters		**173,264**	160,340
Dr. Asma Saleem		**62,709**	47,964
Ejaz Shameem		**162,720**	142,271
Farouq & Shahnaz Ahmed Fund		**46,210**	46,210
Friends & Well wishers of Sultan Mowjee		**56,233**	56,233
Furqan Ahmed Khan		**72,712**	-
HBL Foundation		**81,204**	71,392
Indus Motor Company Limited		**92,000**	92,000
Interloop Welfare Trust		**748,584**	635,920
Karen Danial Noorani		**87,481**	-
Khem Fatimi		**67,039**	46,832
(Late) Cowasjee Minocher Cowasjee & (Late) Mrs. Mani C. Cowasjee		**124,093**	117,936
Lifebuoy Shampoo Endowment Fund for Girl Child Education		**40,000**	-
Masood A. Sheikh		**71,939**	50,000
Munib & Kamila Islam		**77,405**	71,815
Muzammil Hussain		**39,838**	39,838
New Orleans Chapter		**34,281**	31,152
Nilofer Grewe		**34,760**	28,443
Nuzhat Ara Qureshi		**70,868**	40,653
Radiant Way		**96,365**	86,092
Riyaz Towfiq Chinoy and Family Endowment Fund		**36,300**	-
Towfiq & Zeenat Chinoy		**70,885**	74,885
Saeeda Mazhar Mahmood		**33,100**	33,100
Safdar Feroze Nana		**80,495**	80,495
Sajid Salman		**63,152**	53,793
Samira Zaman & Talal Khan		**90,673**	56,463
Sapphire Scholarship (Abdullah Foundation)		**40,000**	40,000
Seeds of Learning		**92,284**	92,284
Shahid Jalal		**28,787**	-
Shiraz & Samina Rehmani		**39,662**	35,499
Support a Child		**31,489**	38,390
Syed Mohammad Jafri		**94,334**	79,011
TCF Ghulam Fatima School		**125,690**	108,881
TCF USA		**49,050**	53,980
TCF USA Earthquake Endowment fund		**146,467**	-
The Farhat and Abida Imtiaz Endowment for Education	18.6	**35,000**	-
The Shirin Sultan Dossa Foundation		**2,954,272**	2,175,840
Waheed and Raana Iqbal for Mr. & Mrs. Ch. Ali Akbar		**53,345**	-
Zain and Sarah Polani Shaheed		**67,248**	62,784
Others	18.2	**880,888**	1,015,881
		7,946,757	6,318,484

18.2 These represent Endowment Funds of donors not individually exceeding Rs 28 million and also include donors who have requested for anonymity.

18.3 Movement of endowment fund	Note	2025	2024
		(Rupees in '000)	
Opening balance		**6,318,484**	5,126,466
Additions during the year			
- Cash		**979,345**	751,141
- Other assets	18.6	**35,000**	-
Reclassification from deferred income relating to school support, grants and children education	14	**-**	8,379
Balance available for investment		**7,332,829**	5,885,986
Net return used for accumulation of endowment fund	18.4	**613,928**	432,498
Closing balance		**7,946,757**	6,318,484

18.4 Investment income allocated to endowment fund is as follows:

	Note		
Total investment income allocated to amounts invested from endowment funds		1,373,702	1,239,519
Less: Investment income transferred to support donations	23 & 24.1	(752,570)	(799,326)
Less: Investment income transferred to deferred support	14 & 24.3	(7,204)	(7,695)
		(759,774)	(807,021)
Net return used for accumulation of endowment fund	24.2	613,928	432,498

18.5 The Foundation consolidates all available funds for collective investment, aiming to achieve optimum returns. The total investment income generated is then distributed among the endowment funds based on a weighted average rate calculated from the overall returns earned by the Foundation throughout the year.

18.6 This represents a plot of land contributed by a donor, namely The Farhat and Abida Imtiaz Endowment for Education, which has been recognised as an investment property (refer note 6.2). The contribution of land has been recorded at the fair value of the donated land at the time of donation amounting to Rs 35 million. The Foundation has committed to the donor that the plot will be sold within 2 years of transfer of ownership to the Foundation and the cash realised from the sale of such land will be credited as an endowment fund contribution from the donor.

19. ENDOWMENT FUND - INTERNALLY RESTRICTED USE

In light of the rapidly increasing costs due to inflation and generic growth in school units, effective year ended June 30, 2024, the Foundation created TCF General Endowment Fund by transferring Rs 67 million from the General Fund to the Endowment Fund. The internally restricted fund has been created to strengthen the future income streams of the Foundation for its core mission.

20. FAIR VALUE OF CONTRIBUTED LANDS / PROPERTIES RESERVE

This represents a reserve created separately from the general fund for fair value of the contributed lands / properties.

21. FOREIGN CURRENCY TRANSLATION RESERVE

This represents the translation of the balances and transactions of the Dubai branch. The assets and liabilities of Dubai branch are translated into presentation currency at the exchange rate prevailing at the reporting date. The income and expenses of Dubai operations are translated into presentation currency at the exchange rate at the dates of the transaction and monthly average exchange rate respectively. The resultant net foreign currency gain / loss is recognised in other comprehensive income.

22. CONTINGENCIES AND COMMITMENTS

Contingent liabilities

22.1 The Foundation operates school units with current enrolment of approximately 850 students with the name of TCF Crescent Steel Campus at a land measuring 8 kanals situated at Khewat No. 1382, Khotoni No. 2116 near Railway Crossing, Jaranwala, district Faisalabad which was provided to the Foundation for operational use by Crescent Jute Products Limited (CJPL) during the year 2002 where the school buildings were constructed by the Foundation. During the year, an eviction notice was issued to the Foundation by CJPL under which the date for eviction of the said land was notified as May 7, 2025. A petition was filed on May 13, 2025 by the Foundation in the District Court against the eviction notice against which a stay order has been granted to the Foundation. The management, based on the discussions it had with the legal advisor, is confident that the matter will not result in material outflow of economic resources.

22.2 The Foundation received a notice in June 2003 from Sindh Employees' Social Security Institution (SESSI) demanding a payment of Rs 0.48 million as arrears of social security contribution for the period from May 2003 to September 2003 vide Sindh Government Gazette Notification No. L-II-5-9/2002 dated February 8, 2003. The Foundation filed a petition with the High Court of Sindh challenging SESSI's application of Social Security Scheme on Educational Units. The High Court of Sindh on April 25, 2008 adjudicated the case against the Foundation on the ground that the services of the employees should be secured in case of sickness, maternity, employment injury or death and for matters ancillary thereto. The Foundation filed an appeal with the Supreme Court of Pakistan against the High Court of Sindh's dismissal of the petition which was admitted by the Supreme Court on September 26, 2008. On June 16, 2010, the Supreme Court of Pakistan up-held the decision of the High Court of Sindh and dismissed the petition. The Foundation filed a review petition on November 4, 2010 with the Supreme Court of Pakistan against its judgement and has booked the provision there against. The decision on review petition is pending adjudication.

Further, SESSI demanded a payment of Rs 35.47 million on February 2, 2011 including an increase amounting to Rs 11.82 million. The Foundation has filed an appeal on April 16, 2011 against the said increase with the Commissioner of SESSI, which is pending adjudication. However, on prudent basis, Foundation has maintained a provision in the financial statements against the alleged demand. Similarly, the Foundation has also made a provision of Rs 35.97 million in the financial

statements against Punjab Employees Social Security Institution (PESSI) contribution on the basis of SESSI's demand as the number of employees eligible for PESSI contribution were approximately the same as in the case of SESSI.

22.3 In relation to Tax Year 2012 and 2016, withholding tax matters involving amounts of Rs 19.71 and Rs 7.32 along with the related default surcharge have been remanded back by the Commissioner Inland Revenue (Appeals) for re-assessment after taking into account the supports provided by the Foundation. The remanded back proceedings are pending to date. The Foundation is confident of favourable outcome and hence no provision has been made in these financial statements.

22.4 The Foundation received a notice from Employees' Old age Benefit Institution (EOBI) dated March 21, 2016 raising an additional demand of EOBI contribution amounting to Rs 28.83 million, for the period from July 2013 to June 2015 on the basis of enhancement of minimum wages by Government of Pakistan through Minimum Wages for Unskilled Workers (Amendment) Act, 2016 with retrospective effect. The Foundation along with the Employers' Federation of Pakistan and 101 other petitioner companies filed a constitutional petition numbering 2085/2016 in the High Court of Sindh challenging the demand. The Division Bench of the High Court of Sindh heard the petition on April 14, 2016 and passed an injunctive order whereby EOBI has been restrained from resorting to coercive measures. The Foundation is confident of a favourable outcome of this case, based on legal opinion it has received; therefore, no provision has been made in these financial statements. However, Foundation has partially settled an amount by Rs 14.41 million and remaining amount would be paid subject to the final outcome of the decision of the court.

The Foundation paid contribution for the period July 2015 to June 2016 based on the minimum wage applicable for that period. As a matter of abundant caution and without prejudice to the merits of the case currently pending in the High Court of Sindh, a provision of Rs 197.49 million is being carried with respect to the difference in minimum wages applicable for the period from July 1, 2016 to March 31, 2022 and the rate at which the Foundation has been paying the contribution.

22.5 WAQF DEED

During the year ended June 30, 2023, the management entered into an agreement with a donor in accordance with section 3 of the Musalman Waqf Validating Act, 1913, whereby the donor has agreed to waqf a property situated in Karachi to the Foundation. The value of the property shall be determined at the time the control is passed onto the Foundation in accordance with the agreement.

22.6 Commitments

Commitment in respect of capital expenditure as at June 30, 2025 amounted to Rs 992.27 million (2024: Rs 1,336.15 million).

22.7 Guarantees by banks on behalf of the Foundation, amounting to Rs 11 million (2024: Rs 11 million) and Rs 10 million (2024: Rs 10 million), were issued in favor of the School Education and Literacy Department, Government of Sindh, and Pakistan State Oil Company Limited for fleet cards, respectively. In addition, during the current year, three corporate credit cards were issued by Bank Alfalah Limited for Executive Vice Presidents (EVPs), each with a limit of Rs 1 million. Against these, the bank has marked a lien of Rs 3.3 million on the Foundation's bank account. The amount being not material has not been adjusted against cash and cash equivalents.

23. DONATIONS AND FEES

	Note	2025	2024
		(Rupees in '000)	
Donations			
Donations received during the year	23.1 & 23.2 & 23.6	**9,584,560**	7,207,042
Income on endowment fund utilised for support operations	23.3	**752,570**	799,326
Contribution from Government	23.4	**601,824**	379,429
Amortised - donations related to operating fixed assets	13	**705,194**	547,164
Amortised - donations related to flood rellef	14	**212,874**	69,725
Amortised - donations related to school support, grants and children education - other than flood relief	14	**2,303,998**	2,037,900
		14,161,020	11,040,586
Fees			
Parental contribution	23.5	**1,033,685**	760,320
Management fee - SBEP	10.1	**7,799**	6,388
		15,202,504	11,807,294

23.1 This includes Zakat amounting to Rs 4,497.48 million (2024: Rs 3,456.67 million).

23.2 Major sources of donations	**2025**	2024
	(Rupees in '000)	
- By sector		
Donations from corporate sector	**1,369,057**	1,112,626
Donations from other Not-for-Profit organisations	**4,081,078**	3,123,637
Donations from individuals	**4,134,425**	2,970,779
	9,584,560	7,207,042
- By origin		
Local	**3,688,962**	2,944,037
Foreign	**5,895,598**	4,263,005
	9,584,560	7,207,042

23.3 This represents income on investments from endowment fund utilised for support operations at the discretion of the donors.

23.4 Details of contribution from Government	**Note**	**2025**	2024
		(Rupees in '000)	
Sindh Education Foundation	10.1	**141,140**	138,077
Punjab Education Foundation	10.2	**460,684**	241,352
		601,824	379,429

The above represent contributions received by the Foundation from the Provincial Government authorities for incurring expenses in running operational management of Government schools.

23.5 This represents contribution received from parents of students enrolled in the schools managed by the Foundation as per agreed slabs keeping in view the affordability of the students.

23.6 This includes donations received in respect of community development and scholarship programmes amounting to Rs 158.76 million (2024: Rs 74.68 million) and Rs 419.89 million (2024: Rs 266.35 million), respectively. These have been charged directly to the income as these relate to current year only.

24. INCOME ON INVESTMENTS - NET	**Note**	**2025**	2024
		(Rupees in '000)	
Income from:			
- Term Deposit Receipts		**176,912**	168,883
- Treasury Bills		**799,459**	1,254,447
- Pakistan Investment Bonds		**562,546**	447,800
- Term Finance Certificates		**-**	12,306
- Ijarah Sukuks		**54,227**	67,076
Profit on deposit accounts		**198,869**	166,941
Dividend income on of mutual funds units		**186,099**	225,591
Exchange gain / (loss) - net		**40,022**	(29,187)
Unrealised gain on re-measurement of financial asset at FVTPL		**892,147**	585,823
Realised gain on sale of mutual fund units		**20,160**	161,068
Total income on investments		**2,930,441**	3,060,748
Transferred during the year to:			
Support Donation	23 & 24.1	**(752,570)**	(799,326)
Endowment Fund	18.3 & 24.2	**(613,928)**	(432,498)
Scholarship Fund	14 & 24.3	**(7,833)**	(8,522)
Sustainability Fund	14 & 24.4	**(217,981)**	(207,907)
		(1,592,312)	(1,448,253)
Income on investments - net		**1,338,129**	1,612,495

24.1 This represents income on investments from endowment fund and current account utilised for supporting operations at the discretion of donor. The amount is transferred to donatron as referred in note 18.4 to these financial statements.

24.2 This represents income on investments from endowment fund accumulated in endowment at the discretion of donor. The amount is transferred to endowment fund as referred in note 18.3 to these financial statements.

24.3 This includes income on investments from endowment fund amounting to Rs 7.2 million and (2024: Rs 7.695 million) allocated to scholarship fund at the discretion of donors in accordance with the terms of the respective agreements (refer notes 18.4 and 14).

24.4 This represents income on investments from sustainability fund accumulated in sustainability fund at the discretion of management. The amount is transferred to sustainability fund as referred in note 14 to these financial statements.

25. OTHER INCOME	**2025**	2024
	(Rupees in '000)	
Gain on disposal of operating fixed assets - net	**29,540**	69,732
Sale of books	**15,074**	8,407
Miscellaneous income	**29,666**	50,454
	74,280	128,593

26. PROGRAMME COSTS

		2025							
		Flagship schools and college (Note 26.1)	Partnership schools (Note 26.2)	Alumni support	Community development	Literacy and life skills	Publishing house	Dastak Teacher Training	Total
	Note	(Rupees in '000)							
Direct expenditures	26.3	**5,997,562**	**1,168,555**	**-**	**264,168**	**101,407**	**19,352**	**8,471**	**7,559,515**
Books, copies, uniforms and other school supplies		**1,561,621**	**60,011**	**-**	**-**	**-**	**-**	**-**	**1,621,632**
Repair and maintenance charges		**595,475**	**134,595**	**-**	**-**	**-**	**-**	**-**	**730,070**
School vehicle running and maintenance		**406,740**	**34,254**	**-**	**-**	**-**	**-**	**-**	**440,994**
Teachers' training		**93,538**	**26,787**	**-**	**-**	**-**	**-**	**-**	**120,325**
Field supervison and monitoring	26.4	**777,763**	**241,042**	**70,406**	**41,993**	**34,533**	**14,319**	**13,746**	**1,193,802**
Depreciation on operating fixed assets	4.3	**1,168,961**	**53,342**	**-**	**15,263**	**-**	**-**	**-**	**1,237,566**
Depreciation on right-of-use assets	5.1.1	**10,131**	**-**	**-**	**-**	**-**	**-**	**-**	**10,131**
Post matric scholarship - self funded		**-**	**-**	**481,059**	**-**	**-**	**-**	**-**	**481,059**
Post matric scholarship - donor funded		**-**	**-**	**81,584**	**-**	**-**	**-**	**-**	**81,584**
Other expenses	26.5	**19,739**	**11,389**	**-**	**-**	**-**	**-**	**-**	**31,128**
		10,631,530	**1,729,975**	**633,049**	**321,424**	**135,940**	**33,671**	**22,217**	**13,507,806**
Flood relief	14								**212,874**
									13,720,680

		2024							
		Flagship schools and college (Note 26.1)	Partnership schools (Note 26.2)	Alumni support	Community development	Literacy and life skills	Publishing house	Dastak Teacher Training	Total
	Note	(Rupees in '000)							
Direct expenditures	26.3	**4,828,434**	**788,078**	**-**	**172,931**	**62,914**	**4,405**	**6,738**	**5,863,500**
Books, copies, uniforms and other school supplies		**1,020,609**	**18,720**	**-**	**-**	**-**	**-**	**-**	**1,039,329**
Repair and maintenance charges		**435,193**	**64,792**	**-**	**-**	**-**	**-**	**-**	**499,985**
School vehicle running and maintenance		**350,347**	**38,894**	**-**	**-**	**-**	**-**	**-**	**389,241**
Teachers' training		**85,825**	**37,583**	**-**	**-**	**-**	**-**	**-**	**123,408**
Field supervison and monitoring	26.4	**687,688**	**164,656**	**51,833**	**27,521**	**25,525**	**11,544**	**11,338**	**980,105**
Depreciation on operating fixed assets	4.3	**893,387**	**26,475**	**-**	**6,440**	**-**	**-**	**-**	**926,302**
Depreciation on right-of-use assets	5.1.1	**7,589**	**-**	**-**	**-**	**-**	**-**	**-**	**7,589**
Post matric scholarship - self funded		**-**	**-**	**218,614**	**-**	**-**	**-**	**-**	**218,614**
Post matric scholarship - donor funded		**-**	**-**	**141,146**	**-**	**-**	**-**	**-**	**141,146**
Other expenses	26.5	**32,785**	**2,761**	**-**	**-**	**-**	**-**	**-**	**35,546**
		8,341,857	**1,141,959**	**411,593**	**206,892**	**88,439**	**15,949**	**18,076**	**10,224,765**
Flood relief	14								**69,725**
									10,294,490

26.1 This represents expenses incurred on schools and college owned and operated by the Foundation.

26.2 This represents expenses incurred by the Foundation for the Government Schools whose operational management has been taken over by the Foundation. The net deficit incurred by the Foundation on Partnership Schools is as follows:

	Note	2025	2024
		(Rupees in '000)	
Partnership School expenses		**1,729,975**	1,141,959
Contribution received	23.4	**(601,824)**	(379,429)
		1,128,151	762,530

26.3 This includes salaries and other benefits amounting to Rs 6,658.75 million (2024: Rs 5,193.03 million) out of which Rs 181.82 million (2024: Rs 67.42 million) pertained to Foundation's contribution in respect of provident fund scheme.

26.4 This includes salaries and other benefits amounting to Rs 805.94 million (2024: Rs 671.28 million) out of which Rs 34.08 million (2024: Rs 8.37 million) pertained to Foundation's contribution in respect of provident fund scheme.

26.5 The breakup of other expenses is as follows:	Note	2025	2024
		(Rupees in '000)	
Schools - general insurance		**20,096**	30,062
Consultancy expenses		**29**	757
Interest expense on lease liabilities	5.2	**4,279**	4,418
Other school expenses		**6,724**	309
		31,128	35,546

27. MARKETING, FUND RAISING AND OUTREACH

Salaries and other benefits	27.1	**242,336**	184,620
Marketing		**397,162**	249,086
Vehicle running and maintenance		**10,467**	9,142
Legal and professional charges		**80,803**	62,884
Fees and subscriptions		**7,031**	4,476
Travelling and conveyance		**20,715**	13,994
Utilities		**597**	341
Communication		**2,609**	4,396
Printing and stationery		**2,801**	3,711
Other expenses		**2,285**	1,954
		766,806	534,604

27.1 This includes the Foundation's contribution in respect of provident fund scheme amounting to Rs 9.19 million (2024: Rs 2.46 million).

28. RESEARCH AND DEVELOPMENT

This comprises of costs incurred on research for evaluation & design of curriculum / syllabus, teachers' training, technology for on-line learning and cost incurred on different programmes which are in various stages of development such as multi-grade teaching, mother tongue based multilingual education.

29. ADMINISTRATION	Note	2025	2024
		(Rupees in '000)	
Salaries and other benefits	29.1	**350,261**	330,585
Vehicle running and maintenance		**23,051**	24,151
Legal and professional charges		**66,353**	41,496
Fees and subscriptions		**28,674**	23,817
Travelling and conveyance		**7,719**	8,939
Utilities		**28,589**	16,952
Communication		**13,034**	17,559
Printing and stationery		**7,624**	9,736
Depreciation on operating fixed assets	4.3	**47,745**	47,400
Amortisation of intangible assets	7.1.2	**4,144**	4,852
Other expenses	29.2	**60,752**	99,364
		637,946	624,851

29.1 This includes the Foundation's contribution in respect of provident fund scheme amounting to Rs 14.45 million (2024: Rs 5.66 million).

29.2 OTHER EXPENSES	Note	2025	2024
		(Rupees in '000)	
Advertisement		**501**	278
Auditor's remuneration	29.2.1	**5,904**	4,955
Bank charges		**20,572**	5,904
Insurance		**1,034**	1,581
Office expenses		**8,069**	12,723
Repairs and maintenance		**21,814**	14,022
Others		**2,858**	59,901
		60,752	99,364

29.2.1 AUDITOR'S REMUNERATION

	2025	2024
	(Rupees in '000)	
Audit fee	**2,000**	2,000
Tax and related services	**2,674**	1,506
	4,674	3,506
Out of pocket expenses and sales tax	**1,230**	1,449
	5,904	4,955

29.3 ALLOCATION OF EXPENSES

The portion of administration expenses incurred during the year have been allocated to:

Nature of Expense	To	2025	2024
		(Rupees in '000)	
Key executive remuneration	Programme costs	**38,603**	**31,472**
Key executive remuneration	Property and equipment	**2,670**	**1,900**
Volunteer and alumni department	Programme costs	**70,406**	**51,833**
Expenses pertaining to outcomes	Research and development	**110,418**	**101,238**

30. REMUNERATION OF CHIEF EXECUTIVE OFFICER AND EXECUTIVES

	Chief Executive Officer		Executives	
	2025	2024	2025	2024
	(Rupees in '000)			
Remuneration	**26,696**	18,998	**751,917**	576,098
Provident fund scheme contribution	**205**	**-**	**31,436**	9,718
	26,901	18,998	**783,353**	585,816
Number of persons	**2**	1	**208**	158

30.1 The Chief Executive Officer, Executive Vice Presidents, Vice Presidents, General Managers, Head of Departments and Senior Managers are provided with free use of Foundation's maintained cars in accordance with the prescribed limits.

30.2 The Foundation provides its employees with life insurance and medical insurance coverage in accordance with the prescribed limits.

31. NUMBER OF EMPLOYEES	2025	2024
	(Number)	
Total number of employees as at June 30	**24,119**	**20,929**
Average number of employees during the year	**22,683**	**20,414**

31.1 Subsequent to the year end, 92 partnership schools were reallocated by the Government and therefore 720 employees relating to such schools were also transferred by the Foundation.

32. CASH UTILISED IN OPERATIONS

	Note	2025	2024
		(Rupees in '000)	
Surplus of income over expenditure for the year		**1,612,138**	2,107,299
Adjustments for:			
Depreciation on property and equipment	4.3	**1,285,311**	973,702
Depreciation on right-of-use assets	5.1.1	**10,131**	7,589
Interest expense on lease liabilities	26.5	**4,279**	4,418
Gain on termination of lease		**(350)**	-
Amortisation of intangible assets	7.1	**4,144**	4,852
Amortisation of deferred income	13 & 14	**(3,222,066)**	(2,654,789)
Income on investments	24	**(2,930,441)**	(3,060,748)
Gain on sale of operating fixed assets	25	**(29,540)**	(69,732)
Fair value of contributed lands / properties	4 & 6	**(233,075)**	(114,100)
Working capital changes	32.1	**474,360**	(90,760)
		(3,025,109)	(2,892,269)

32.1 Working capital changes

(Increase) / decrease in current assets		
	(65,169)	204,534
Advances, deposits and prepayments	**112,179**	(45,913)
Accrued income and other receivables	**(44,331)**	(193,957)
Books, copies, uniforms and other school supplies	**2,679**	(35,336)
Increase / (Decrease) in current liabilities		
Creditors, accrued and other liabilties	**471,681**	(55,424)
	471,681	(90,760)

32.2 Reconciliation of movements of liabilities to cash flows arising from financing activities:

	2025			
	Lease liabilities (Note 5.2)	Deferred income relating to operating fixed assets (Note 13)	Endowment fund - externally restricted use (Note 18)	Total
	(Rupees in '000)			
Balance as at July 1, 2024	**40,920**	**12,664,932**	**6,318,484**	**19,024,336**
Changes from financing cash flows:				
Deferred receipts relating to operating fixed assets	**-**	**2,572,077**	**-**	**2,572,077**
Addition to Endowment fund through receipt of cash	**-**	**-**	**979,345**	**979,345**
Investment income allocated to Endowment fund	**-**	**-**	**613,928**	**613,928**
Payments of lease liabilities	**(9,860)**	**-**	**-**	**(9,860)**
Interest paid	**(4,279)**	**-**	**-**	**(4,279)**
Total changes from financing activities	**(14,139)**	**2,572,077**	**1,593,273**	**4,151,211**
Other changes:				
Amortisation for the year	**-**	**(705,194)**	**-**	**(705,194)**
Transferred to General Fund	**-**	**(19,015)**	**-**	**(19,015)**
Addition to Endowment fund through receipt of other assets	**-**	**-**	**35,000**	**35,000**
Reclassification	**-**	**17,933**	**-**	**17,933**
Addition to lease liabilities	**27,364**	**-**	**-**	**27,364**
Modification during the year	**-**			**-**
Leases terminated during the year	**(2,651)**	**-**	**-**	**(2,651)**
Interest expense	**4,279**	**-**	**-**	**4,279**
Total other charges	**28,992**	**(706,276)**	**35,000**	**(642,284)**
Balance as at June 30, 2025	**55,773**	**14,530,733**	**7,946,757**	**22,533,263**

	2024			
	Lease liabilities (Note 5.2)	Deferred income relating to operating fixed assets (Note 13)	Endowment fund - externally restricted use (Note 18)	Total
	(Rupees in '000)			
Balance as at July 1, 2023	**38,119**	**8,353,379**	**5,126,466**	**13,517,964**
Changes from financing cash flows:				
Deferred receipts relating to operating fixed assets	**-**	**4,858,295**	**-**	**4,858,295**
Additions / transfers in Endowment fund	**-**	**-**	**751,141**	**751,141**
Investment income allocated to Endowment fund	**-**	**-**	**432,498**	**432,498**
Payments of lease liabilities	**(6,179)**	**-**	**-**	**(6,179)**
Interest paid	**(4,418)**	**-**	**-**	**(4,418)**
Total changes from financing activities	**(10,597)**	**4,858,295**	**1,183,639**	**6,031,337**
Other changes:				
Amortisation for the year	**-**	**(547,164)**	**-**	**(547,164)**
Transferred to General Fund	**-**	**(22,814)**	**-**	**(22,814)**
Reclassification	**-**	**23,236**	**8,379**	**31,615**
Addition to lease liabilities	**8,980**	**-**	**-**	**8,980**
Lease terminated during the year	**-**	**-**	**-**	**-**
Interest expense	**4,418**	**-**	**-**	**4,418**
Total other charges	**13,398**	**(546,742)**	**8,379**	**(524,965)**
Balance as at June 30, 2024	**40,920**	**12,664,932**	**6,318,484**	**19,024,336**

33. CASH AND CASH EQUIVALENTS

	Note	2025	2024
		(Rupees in '000)	
Short-term investments having maturity upto three months		**-**	123,172
Cash and bank balances	12	**5,241,363**	3,530,009
		5,241,363	3,653,181
Less: Security deposits held as bank balance		**(47,576)**	(229,460)
Less: Provident fund scheme balance held as bank balance		**(647,236)**	(184,888)
		4,546,551	3,238,833

34. RELATED PARTY TRANSACTIONS

Related parties include associated undertakings having common directors, directors and key management personnel. No director (other than chief executive officer) or their relatives received any remuneration, payments or benefits directly or indirectly from the Foundation.

34.1 Name of Related Parties and Relationships

Following are the names of associated companies or related parties or undertakings, with whom the Foundation had entered into transactions or had agreements and / or arrangements in place during the year:

Name of Related Parties	Relationship
Donations	
Mr Ahsan M. Saleem	Chairman
Ms Hajerah Ahsan Saleem	Director upto April 12, 2025
Mr Ateed Riaz	Director upto April 12, 2025
Mr Musadaq Zulqarnain	Director upto April 12, 2025
Ms Nilofer Saeed	Director upto April 12, 2025
Mr Jahanzeb Awan	Director upto April 12, 2025
Mr Tariq Raza Hussain	Director upto April 12, 2025
Ms Saadia Khalid Awan	Director
Mr Munis Abdullah	Director
Dr. Asyia Kazmi	Director
Ms Yasmeen Nageeb Basir	Director
Ms Roqaiya Riaz	Director
Crescent Steel & Allied Products Limited	Common Director
CSAP Foundation	Common Director
Tarseel (Pvt) Limited	Common Director
The Searle Company Limited	Common Director
Interloop Limited	Common Director
The Citizens Foundation - UK	Common Director
Hilton Pharma (Pvt.) Limited	Common Director
TCS (Pvt) Ltd.	Common Director
Ms Zahra Ahsan Saleem	Relative of Director
Ms Shahnaz Ahsan Saleem	Relative of Director
Mr Usman Ashraf Riaz	Relative of Director
Mr Tayyab Ahsan Saleem	Relative of Director
Mr Ameed Riaz	Relative of Director
Ms Hejaab Riaz	Relative of Director
Ms Rabee'aa Riaz	Relative of Director
Ms Mina Ameed Riaz	Relative of Director
Mr Khizer Ateed Riaz	Relative of Director
Ms Farah Raza Chapra	Relative of Director
Mr Nabil Chapra	Relative of Director
Ms Rija Chapra	Relative of Director
Ms Farheen Saeed	Relative of Director
Ms Yasmin Kazmi	Relative of Director
Syed Asaad Ayub Ahmad	Former President & CEO
Mr Zia Akhter Abbas	President & CEO
Mr Riaz Ahmed Kamlani	Key management personnel
Ms Ghazala Nadeem	Key management personnel
Mr Ali Aamir	Key management personnel
Mr Isfandyar Inayat Sher Khan	Key management personnel
Payments - Associated companies	
Habib University Foundation	Common Director
Indus Valley School Of Art and Architecture	Common Director
Jubilee General Insurance Company	Common Director
Lahore University of Management Schience (LUMS)	Common Director
Multinet Pakistan (Private) Limited	Common Director
Pakistan Centre for Philanthropy	Common Director
TCS (Private) Limited	Common Director
TCS Logistics (Private) Limited	Common Director
Key management personnel	
Syed Asaad Ayub Ahmad	Former President & CEO
Mr Zia Akhter Abbas	President & CEO
Mr Riaz Ahmed Kamlani	Key management personnel
Ms Ghazala Nadeem	Key management personnel
Ms Shazia Kamal	Key management personnel
Mr Ali Aamir	Key management personnel
Mr Isfandyar Inayat Sher Khan	Key management personnel
Ms Karima Umair	Key management personnel
Syed Nayab Hussain Shah	Key management personnel

34.2 Transactions with Related Parties

Following are the transactions entered into with related parties.

	2025	2024
	(Rupees in '000)	
Donations - Directors, key management personnel & their close family members	**65,119**	**88,176**
Donations - Associated companies & undertakings	**1,105,640**	**996,596**
Key management personnel remuneration	**139,692**	**121,842**
Payments - Associated companies	**67,600**	**9,751**
Payable - Associated companies	**2,254**	**-**

35. FINANCIAL INSTRUMENTS AND RELATED DISCLOSURES

The Board of Directors of the Foundation has overall responsibility for the establishment and oversight of the Foundation's risk management framework. The Board is also responsible for developing and monitoring the Foundation's risk management policies. The Foundation's risk management policies are established to identify and analyse the risk faced by the Foundation, 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 Foundation's activities.

The Foundation currently finances its operations mainly through donations and contributions and management of working capital with a view to maintain an appropriate mix between various sources of finance to minimise risk. The Foundation's risk management policies and objectives are mentioned in the following notes:

35.1 Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument may fluctuate because of changes in market prices. Market risk comprises of three types of risks: currency risk, interest rate risk and other price risk.

The Foundation manages market risk by monitoring exposure in marketable securities by following the investment guidelines approved by the Board of Directors. The Investment Committee is responsible for making investment decisions and monitoring the investments made by the Foundation.

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 transactions entered into in foreign currencies with foreign supporters or volunteers. At reporting date, the Foundation held foreign currency bank accounts, foreign currency cash in-hand and Term Deposit Receipts maintained with reputable financial institutions leading to primarily foreign currency exposures in the following currencies:

	Exposure	
	June 30, 2025	June 30 2024
CHF	**215,103**	31,918
EUR	**87,549**	137,286
GBP	**344,530**	1,579,837
USD	**2,625,560**	20,959,207
AED	**10,982,553**	11,237,096

The following exchange rates were applied during the year for translation of foreign currency balances and transactions:

	Average rate		Reporting date spot rate	
	2025	2024	**2025**	2024
CHF to PKR	**324.37**	319.54	**355.33**	309.41
EUR to PKR	**305.21**	306.27	**332.66**	297.69
GBP to PKR	**364.05**	356.82	**388.86**	351.92
USD to PKR	**279.58**	283.33	**283.76**	278.34
AED to PKR	**76.12**	77.14	**77.27**	75.78
CAD to PKR	**200.24**	209.21	**207.53**	203.01

Sensitivity Analysis

As at the reporting date, if Pakistan Rupee depreciated / appreciated by 10% against USD, EUR, GBP, AED, CHF and CAD with all other variables held constant, the Foundation's surplus for the year would have been higher / lower by Rs 183.32 million (2024: Rs 644.05 million) as a result of exchange gain / (loss) on translation of foreign currency denominated financial assets.

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.

At the reporting date, the interest rate profile of the Foundation's significant interest bearing financial instruments were as follows:

	Effective interest rate		Carrying amount	
	2025		**2025**	
Financial Assets	**(in Percent)**		**(Rupees in '000)**	
Fixed Rate Instruments				
Pakistan Investment Bonds	**11.87-13.97**	12.15 - 13.99	**6,160,461**	3,447,626
Treasury Bills	**10.89 - 14.90**	18.65 - 21.50	**7,271,007**	4,044,088
Ijarah Sukuks	**-**	20.00 - 20.24	**-**	333,182
Foreign currency Term Deposit Receipts	**-**	3.50-9.00	**-**	5,007,972
Local currency Term Deposit Receipts	**10**	16.48 - 17	**10,000**	21,000

The Foundation does not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, any change in interest rates at the reporting date would not have affected statement of income and expenditure.

Price risk

Price risk is the risk that the fair value of a financial instruments will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk). Price risk arises from the Foundation's investment in units of mutual funds classified at fair value through profit or loss (FVTPL). To manage its price risk arising from aforementioned investments, the Foundation diversifies its portfolio and continuously monitors developments in capital markets.

As at the reporting date, if redemption price is increased / decreased by 5%, the Foundation's surplus for the year would have been higher / lower by Rs 131.01 million (2024: Rs 103.12 million) as a result of mark-to-market exercise with the corresponding increase / decrease on the value of investments.

35.2 Credit risk

Credit risk arises from the inability of the issuers of the instruments, the relevant financial institutions or other counter parties to fulfil their contractual obligations resulting in financial loss to the Foundation.

The credit risk of the Foundation arises from its investments in debt securities representing failure of the investee companies in repayment of principal and / or the return due on such investments, as well as deposits with financial institutions, investment in units of mutual funds, long-term deposits, accrued income, advances and prepayments and other receivable balances."

Credit risk management

The Foundation assesses all counterparties for credit risk before contracting with them. It is the Foundation's policy to enter into financial contracts with reputable and creditworthy counterparties. Credit risk relating to unsettled transactions in securities is considered to be minimal as the Foundation uses brokers with high creditworthiness and the transactions are settled or paid for only upon delivery.
The carrying amount of financial assets represents the maximum credit exposure at the reporting date, which is:

	Note	**2025**	2024
		(Rupees in '000)	
Long-term investments	8	**6,028,742**	3,006,718
Long-term deposits		**23,706**	12,899
Short-term investments	11	**10,032,960**	11,909,543
Accrued income and other receivables	10	**255,928**	581,459
Bank balances	12	**5,240,969**	3,528,332
		21,582,305	19,038,951

None of the above financial assets were considered to be past due or impaired as at June 30, 2025.

Investment in debt and equity securities

At reporting date, the Foundation has invested in Pakistan Investment Bonds, Treasury bill, units of open and closed end mutual funds, term deposit receipts and Ijarah Sukuks. The Foundation manages credit risk arising from term deposit receipts by making investments in financial institutions or counter parties having sound credit ratings, further, as at the reporting date a significant portion of the total investments has been made in Government securities. The Foundation assesses at each reporting date whether credit risk on a financial instrument has increased significantly since initial recognition by analysing the changes in the risk of default and the expected life of the financial instrument. White making the estimate the management considers historical data and forward looking information with respect to the counterparty. The management considers that the financial instruments in which the Foundation has invested, are low risk and have not experienced a significant increase in credit risk. Further, based on macro-economic factors and best estimate, the management does not expect any default events in respect of its financial assets within 12 months after the reporting date. Accordingly, the probability of occurrence of default event is remote and the impairment calculated using the ECL method is minimal, hence, no impairment has been recognised in these financial statements. With respect to units of open end mutual funds the management manages credit risk by investing in Funds having good performance record and reviewing their performance and stability ratings assigned by the rating agencies.

The management believes that investment in Pakistan Investment Bonds and Treasury bills does not expose the Foundation to any credit risk as the counterparty to the instruments is the Government of Pakistan, having very low risk of default and strong capacity to discharge its obligation. Accordingly, no expected credit loss (ECL) has been calculated on these investments.

Bank balances

The Foundation kept surplus liquidity with banks having long term credit rating from A to AAA. The rating of the banks is monitored by the management.

Long term deposits

The Foundation has deposited various amounts as security to suppliers against provisioning of different services. The management does not expect to incur material losses on such deposits and consider such amount is receivable upon termination of service contract from respective suppliers.

Concentration of credit risk

Concentration of credit risk arises when a number of counterparties are engaged in similar business activities or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentration of credit risk indicates the relative sensitivity of the Foundation's performance to developments affecting a particular industry. A significant portion of the Foundation's financial assets are held within a single industry i.e. banks. As at the year end, 24% (2024: 19%) of the financial assets of the Foundation were held with banks. However, the Foundation considers that all such banks are credit worthy parties hence risk of default is minimal. Further, financial assets aggregating 63% (2024: 43%) are held with the Governement and hence risk of default is minimal.

35.3 Liquidity risk

Liquidity risk is the risk that the Foundation will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or other financial assets. The Foundation's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, without incurring losses or risking damage to the Foundation's reputation.

The following are the contractual maturities of the financial liabilities:

	2025					
	Carrying amount	Contractual cash flows	Up to one year	One to two years	Two to five years	After five years
	(Rupees in '000)					
Financial Liabilities						
Creditors, accrued and other liabilities	**1,837,024**	**1,837,024**	**1,837,024**	**-**	**-**	**-**
Lease liabilities	**55,773**	**60,829**	**16,897**	**43,932**	**-**	**-**
	1,892,797	**1,897,853**	**1,853,921**	**43,932**	**-**	**-**

	2024					
	Carrying amount	Contractual cash flows	Up to one year	One to two years	Two to five years	After five years
	(Rupees in '000)					
Financial Liabilities						
Creditors, accrued and other liabilities	1,100,938	1,100,938	1,100,938	-	-	-
Lease liabilities	40,920	51,777	10,516	11,822	29,439	-
	1,141,858	1,152,715	1,111,454	11,822	29,439	-

36. Receipt and utilisation of zakat

	Note	2025	2024
		(Rupees in '000)	
Zakat available for utilisation			
Opening balance of zakat		**40,393**	**355,295**
Zakat received during the year	23.1, 13.1 & 14.4	**5,679,160**	**5,953,821**
		5,719,553	**6,309,116**
Zakat utilised during the year			
Zakat utilised on providing goods and services to the beneficiaries	36.1	**(5,523,781)**	**(6,268,723)**
Closing balance of zakat		**195,772**	**40,393**
Closing balance of the zakat is represented by:			
Cash and bank balances related to Zakat balances		**195,772**	**40,393**

36.1 Zakat utilization is recognized at the cost of related services and goods. Based on the advice of the Shariah advisor, the estimate of 70%, on best judgement basis, has been applied on total expenses incurred on school operations to represent the portion of cost considered eligible for zakat utilization for the year.

37. FAIR VALUE MEASUREMENT

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.
The fair value of financial assets and liabilities traded in active markets i.e. units of closed end mutual funds are based on the quoted market prices at the close of trading on the period end date. The quoted market prices used for financial assets held by the Foundation is current bid price.
A financial instrument is regarded as quoted in an active market if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis.
IFRS 13, 'Fair Value Measurement' requires the Foundation to classify fair value measurement 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:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date (level 1).

- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly (level 2).

- Unobservable inputs for the asset or liability (level 3).

Lands contributed / donated during the year are recognised at fair value (level 2 measurement) determined by a professional valuer based on their assessment of the market values as disclosed in note 4 to these financial statements. The fair value of the investment properties held by the Foundation as at the reporting date are disclosed in these financial statements measured using level 2 inputs determined by a professional valuer based on their assessment of the market values as disclosed in note 6 to these financial statements.

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy.

On-balance sheet financial instruments

	Note	2025								
		Carrying amount					Fair value			
		Amortised cost	Fair value through profit or loss	Fair value through other comprehensive income	Other financial liabilities	Total	Level 1	Level 2	Level 3	Total
		(Rupees in '000)								
Financial assets										
measured at fair value										
Units of open end mutual funds		-	2,452,969	-	-	2,452,969	-	2,452,969	-	2,452,969
Certificates of closed end mutual funds		-	167,265	-	-	167,265	-	167,265	-	167,265
		-	2,620,234	-	-	2,620,234	-	2,620,234	-	2,620,234
Financial assets not										
measured at fair value	37.1									
Cash and bank balances		5,241,363	-	-	-	5,241,363	-	-	-	-
Term deposit receipts		10,000	-	-	-	10,000	-	-	-	-
Treasury Bills		7,271,007	-	-	-	7,271,007	-	7,268,658	-	7,268,658
Pakistan Investment Bonds		6,160,461	-	-	-	6,160,461	-	6,424,936	-	6,424,936
Accrued income and other receivables		255,928	-	-	-	255,928	-	-	-	-
Long-term deposits		23,706	-	-	-	23,706	-	-	-	-
		18,962,465	-	-	-	18,962,465	-	13,711,594	-	13,711,594
									-	
Financial liabilities not										
measured at fair value	37.1									
Lease liabilities		-	-	-	55,773	55,773	-	-	-	-
Creditors, accrued and other liabilities		-	-	-	1,837,024	1,837,024	-	-	-	-
		-	-	-	1,892,797	1,892,797	-	-	-	-

On-balance sheet financial instruments

	Note	2024								
		Carrying amount					Fair value			
		Amortised cost	Fair value through profit or loss	Fair value through other comprehensive income	Other financial liabilities	Total	Level 1	Level 2	Level 3	Total
		(Rupees in '000)								
Financial assets										
measured at fair value										
Units of open end mutual funds		-	1,956,794	-	-	1,956,794	-	1,956,794	-	1,956,794
Certificates of closed end mutual funds		-	105,599	-	-	105,599	-	105,599	-	105,599
		-	2,062,393	-	-	2,062,393	-	2,062,393	-	2,062,393
Financial assets not										
measured at fair value	37.1									
Cash and bank balances		3,530,009	-	-	-	3,530,009	-	-	-	-
Term deposit receipts		5,028,972	-	-	-	5,028,972	-	-	-	-
Term finance certificates		-	-	-	-	-	-	-	-	-
Treasury Bills		4,250,904		-	-	4,250,904	-	4,240,704	-	4,240,704
Ijarah Sukuks		333,182	-	-	-	333,182	-	-	-	-
Pakistan Investment Bonds		3,447,626	-	-	-	3,447,626	-	3,207,427	-	3,207,427
Accrued income and other receivables		581,459	-	-	-	581,459	-	-	-	-
Long-term deposits		12,899	-	-	-	12,899	-	-	-	-
		17,185,051	-	-	-	17,185,051	-	7,448,131	-	7,448,131
Financial liabilities not										
measured at fair value	37.1									
Lease liabilities		-	-	-	40,920	40,920	-	-	-	-
Creditors, accrued and other liabilities		-	-	-	1,100,938	1,100,938	-	-	-	-
		-	-	-	1,141,858	1,141,858	-	-	-	-

37.1 The Foundation has not disclosed the fair value for these financial assets and financial liabilities other than Treasury Bills and Pakistan Investment Bonds, as these are either short term in nature or re-priced periodically. Therefore, their carrying amounts are reasonable approximation of fair value.

Management uses redemption value notified by respective asset management companies for valuing units of open ended mutual funds which are also quoted in stock exchange and quoted price from stock exchange for valuing units of closed ended mutual funds at the measurement date. Management considers that it fails under level 2 in fair value hierarchy as the redemption value of open end fund is a proportionate of the net assets value of respective funds and value of closed end funds are quoted on stock exchange. For valuation of government securities, foundation uses PKRV sheet available from Financial Markets Association (Reuters) and classifies it under Level 2 in fair value measurement hierarchy.

38 FUND MANAGEMENT

The Foundation is funded by contributions received from its members and donors from different sections of society within and outside Pakistan. The Foundation is a company limited by guarantee having no share capital and is not exposed to any externally imposed capital requirements.

39. EVENTS AFTER REPORTING PERIOD

The Board of Directors, in its meeting held on 11th Sep 2025 approved the transfer of Rs 1,612.138 million (2024: Rs 2,107.299 million) from accumulated surplus to general fund and Rs 233.075 million (2024: Rs 114.1 million) from general fund to fair value of contributed lands / properties reserve.

These financial statements do not include the effect of these transfers, which will be accounted for in the financial statements for the year ending June 30, 2026.

40. DATE OF AUTHORISATION

These financial statements were authorised for issue by the Board of Directors in its meeting held on 11th Sep 2025.

Chief Executive Officer | Director | Chief Financial Officer

The Citizens Foundation

Six Year's Vertical Analysis (Rs In 000)

Statement of Financial Position	2025	%	2024	%	2023	%	2022	%	2021	%	(RESTATED) 2020	%
ASSETS												
Non-Current Assets												
Property and equipment	16,257,682	41.0%	13,120,545	39.1%	9,480,568	37.0%	6,806,859	34.8%	5,370,241	32.9%	5,325,698	44.1%
Right-of-use assets	39,589	0.1%	24,657	0.1%	23,266	0.1%	26,682	0.1%	37,292	0.2%	42,723	0.4%
Investment properties	226,234	0.6%	158,734	0.5%		0.0%		0.0%		0.0%		0.0%
Intangible assets	190,612	0.5%	9,171	0.0%	14,023	0.1%	16,189	0.1%	6,799	0.0%	7,353	0.1%
Long term investments	6,028,742	15.2%	3,006,718	9.0%	3,400,807	13.3%	2,201,010	11.3%	3,051,930	18.7%	3,396,084	28.1%
Long term deposits	23,706	0.1%	12,899	0.0%	11,344	0.1%	11,122	0.1%	12,743	0.1%	12,322	0.1%
Total Non-Current Assets	22,766,565	57.5%	16,332,724	48.7%	12,930,008	50.5%	9,061,862	46.3%	8,479,005	52.0%	8,784,181	72.7%
Current Assets												
Advances and prepayments	208,746	0.5%	143,577	0.4%	418,933	1.6%	305,552	1.6%	145,911	0.9%	114,608	0.9%
Accrued income and other receivables	295,419	0.7%	605,655	1.8%	396,289	1.5%	462,552	2.4%	201,961	1.2%	279,306	2.3%
Short term investments	10,032,960	25.3%	11,909,543	35.5%	10,280,999	40.2%	8,717,032	44.6%	6,756,840	41.4%	2,406,844	19.9%
Books, copies, uniforms and other school supplies	1,069,773	2.7%	1,025,442	3.1%	831,485	3.2%	280,384	1.4%	311,022	1.9%	238,340	2.0%
Cash and bank balances	5,241,363	13.2%	3,530,009	10.5%	734,461	2.9%	733,115	3.7%	422,697	2.6%	261,848	2.2%
Total Current Assets	16,848,261	42.5%	17,214,226	51.3%	12,662,167	49.5%	10,498,635	53.7%	7,838,431	48.0%	3,300,946	27.3%
Total Assets	39,614,826	100%	33,546,950	100%	25,592,175	100%	19,560,497	100%	16,317,436	100%	12,085,126	100%
Non-Current Liabilities												
Deferred income relating to operating fixed assets	14,530,733	68.4%	12,664,932	68.6%	8,353,379	60.6%	6,483,534	63.7%	5,835,941	65.6%	4,667,670	67.4%
Deferred income relating to school support, grants and children education	2,157,817	10.2%	2,206,679	12.0%	1,679,828	12.2%	1,592,839	15.7%	1,549,081	17.4%	1,094,876	15.8%
Lease liabilities	41,416	0.2%	34,641	0.2%	32,868	0.2%	36,399	0.4%	41,523	0.5%	44,861	0.6%
Total Non-Current Liabilities	16,729,966	78.8%	14,906,252	80.8%	10,066,075	73.0%	8,112,772	79.8%	7,426,545	83.5%	5,807,407	83.8%
Current Liabilities												
Current portion of deferred income relating to school support, grants and children education	2,107,028	9.9%	1,901,655	10.3%	2,272,708	16.5%	1,053,373	10.4%	679,925	7.7%	436,750	6.3%
Current portion of lease liabilities	14,357	0.1%	6,279	0.0%	5,251	0.0%	3,115	0.0%	4,245	0.0%	2,691	0.0%
Creditors, accrued and other liabilities	2,390,961	11.2%	1,638,816	8.9%	1,446,292	10.5%	998,784	9.8%	785,384	8.8%	682,745	9.9%
Total Current Liabilities	4,512,346	21.2%	3,546,750	19.2%	3,724,251	27.0%	2,055,272	20.2%	1,469,555	16.5%	1,122,186	16.2%
Total Liabilities	21,242,312	100.0%	18,453,002	100.0%	13,790,326	100.0%	10,168,044	100.0%	8,896,099	100.0%	6,929,593	100.0%
Total Net Assets	18,372,514	100.0%	15,093,948	100.0%	11,801,849	100.0%	9,392,453	100.0%	7,421,337	100.0%	5,155,533	100.0%
FUNDS												
Capital fund	4,300	0.0%	3,500	0.0%	3,500	0.0%	3,500	0.0%	3,100	0.0%	3,100	0.1%
General fund	7,356,799	40%	5,344,585	35.4%	4,736,499	40.1%	3,520,974	37.5%	1,858,107	25.1%	1,983,624	38.5%
Endowment fund	8,013,757	43.6%	6,385,484	42.3%	5,126,466	43.4%	4,492,063	47.8%	3,875,525	52.2%	3,233,562	62.7%
Fair value of contributed lands / properties reserve	893,340	4.9%	779,240	5.2%		0.0%		0.0%		0.0%		0.0%
Foreign currency translation reserve	492,180	2.7%	473,840	3.1%	503,872	4.3%	220,041	2.4%	21,738	0.3%	60,764	1.2%
Surplus / (Deficit) of income over expenditure	1,612,138	8.8%	2,107,299	14.0%	1,431,512	12.2%	1,155,875	12.3%	1,662,867	22.4%	(125,517)	-2.5%
Total Funds	18,372,514	100%	15,093,948	100%	11,801,849	100.0%	9,392,453	100.0%	7,421,337	100.0%	5,155,533	100.0%
Statement of Income and Expenditure												
INCOME												
Donations and concessional tuition fees	15,202,504	90.3%	11,807,294	86.4%	11,320,893	89.4%	6,362,483	88.3%	6,004,565	93.6%	4,404,789	97.1%
Fair value of contributed land	233,075	1.4%	114,100	0.8%	143,440	1.1%	388,400	5.4%	23,050	0.4%	-	0.0%
Income on investments - net	1,338,129	7.9%	1,612,495	11.8%	995,557	7.9%	387,517	5.4%	339,811	5.3%	99,592	2.2%
Other income	74,280	0.4%	128,593	0.9%	208,848	1.6%	65,510	0.9%	50,906	0.8%	34,253	0.8%
Total Income	16,847,988	100%	13,662,482	100%	12,668,738	100%	7,203,910	100%	6,418,332	100%	4,538,634	100%
EXPENDITURE												
Programme Costs												
Flagship schools and College	10,631,530	69.8%	8,341,857	72.2%	7,184,657	63.9%	4,372,067	72.3%	3,503,860	73.7%	3,502,411	75.1%
Partnership schools	1,729,975	11.4%	1,141,959	9.9%	854,698	7.6%	542,046	9.0%	406,241	8.5%	399,493	8.6%
Alumni support	633,049	4.2%	411,593	3.6%	281,874	2.5%	216,063	3.6%	161,112	3.4%	133,485	2.9%
Community development	321,424	2.1%	206,892	1.8%	109,883	1.0%	74,798	1.2%	71,785	1.5%	46,978	1.0%
Literacy and life skills	135,940	0.9%	88,439	0.8%	63,466	0.6%	-	0.0%	-	0.0%	-	0.0%
Publishing house	33,671	0.2%	15,949	0.1%	11,691	0.1%	-	0.0%	-	0.0%	-	0.0%
Dastak Teacher Training	22,217	0.1%	18,076	0.2%	16,158	0.1%	-	0.0%	-	0.0%	-	0.0%
COVID-19 response appeal	-	0.0%	-	0.0%	-	0.0%	35,645	0.6%	39,480	0.8%	114,459	2.5%
Flood relief	212,874	1.4%	69,725	0.6%	1,526,654	13.6%	-	0.0%	-	0.0%		0.0%
Total Programme Costs	13,720,680	90.1%	10,294,490	89.1%	10,049,081	89.4%	5,240,619	86.6%	4,182,478	88.0%	4,196,826	90.0%
Other costs												
Marketing, fundraising and outreach	766,806	5.0%	534,604	4.6%	561,262	5.0%	298,508	4.9%	188,133	4.0%	138,070	3.0%
Research and development	110,418	0.7%	101,238	0.9%	90,339	0.8%	119,638	2.0%	71,664	1.5%	44,568	1.0%
Administration	637,946	4.2%	624,851	5.4%	536,544	4.8%	389,270	6.4%	313,191	6.6%	283,645	6.1%
Total Other Costs	1,515,170	9.9%	1,260,693	10.9%	1,188,145	10.6%	807,416	13.4%	572,988	12.0%	466,283	10.0%
Total Operating Expenditure	15,235,850	100%	11,555,183	100%	11,237,226	100%	6,048,035	100%	4,755,465	100%	4,663,109	100%
Surplus / (Deficit) of income over expenditure for the year	1,612,138		2,107,299		1,431,512		1,155,875		1,662,867		(124,475)	

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Six Year's Vertical Analysis (Rs In 000)

Statement of Cash Flows	2025	%	2024	%	2023	%	2022	%	2021	%	(RESTATED) 2020	%
CASH FLOWS FROM OPERATING ACTIVITIES												
Cash utilised in operations	(3,025,109)	841%	(2,892,269)	475%	(3,755,190)	-354%	(1,206,757)	-177%	123,856	7%	(1,608,513)	496%
(Increase) / decrease in long-term deposits (assets)	(10,807)	3%	(1,555)	0%	(222)	0%	1,621	0%	(421)	0%	336	0%
Deferred receipts relating to school support, grants and children education	2,691,316	-748%	2,295,038	-377%	4,818,314	454%	1,891,062	277%	1,616,341	91%	1,286,490	-397%
Taxes (paid) / refunded - net of deductions	(15,295)	4%	(10,039)	2%	(1,440)	0%	(4,159)	-1%	29,930	2%	2,095	-1%
Finance cost paid	-	0%	-	0%	-	0%	-	0%	-	0%	(4,462)	1%
Net cash generated from operating activities	(359,895)	100.0%	(608,825)	100.0%	1,061,462	100.0%	681,767	100%	1,769,706	100%	(324,054)	100%
CASH FLOWS FROM INVESTING ACTIVITIES												
Capital expenditure including intangible assets	(4,407,958)	176%	(4,661,835)	42%	(3,289,099)	147%	(1,697,246)	614%	(507,879)	727%	(595,223)	18%
Sales proceeds from disposal of property and equipment	30,040	-1%	73,254	-1%	197,196	-9%	128,282	-46%	67,738	-97%	31,207	-1%
Investments made during the year	(19,937,701)	797%	(35,709,508)	326%	(43,140,015)	1930%	(29,556,862)	10695%	(12,674,514)	18142%	(8,596,669)	262%
Proceeds from sale and maturity of investments during the year	20,220,059	-808%	27,138,231	-247%	42,350,831	-1895%	30,015,438	-10861%	12,450,884	-17822%	5,479,613	-167%
(Increase) / decrease in security deposits held as bank balance	-	0%	-	0%	-	0%	(208)	0%	12,193	-17%	(12,193)	0%
Income from deposits with Islamic Banks and other financial institutions	201,110	-8%	168,116	-2%	90,515	-4%	30,068	-11%	21,656	-31%	29,300	-1%
Dividends received	-	0%	-	0%	-	0%	-	0%	10,748	-15%	2,413	0%
Return received on investments	1,391,712	-56%	2,021,514	-18%	1,555,660	-70%	804,158	-291%	549,313	-786%	374,149	-11%
Net cash utilised in investing activities	(2,502,738)	100%	(10,970,228)	100%	(2,234,912)	100%	(276,370)	100%	(69,861)	100%	(3,287,403)	100%
CASH FLOWS FROM FINANCING ACTIVITIES												
Addition to endowment fund	1,593,273	38%	1,183,639	20%	570,303	20%	496,209	33%	574,208	28%	372,788	43%
Cash received from members during the year	800	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Payments of lease liabilities	(14,139)	0%	(10,597)	0%	(8,057)	0%	(6,894)	0%	(8,261)	0%	(814)	0%
Deferred receipts relating to operating fixed assets	2,572,077	62%	4,858,295	81%	2,324,300	81%	1,019,898	68%	1,518,439	73%	491,076	57%
Net cash generated from financing activities	4,152,011	100%	6,031,337	100%	2,886,546	100%	1,509,213	100%	2,084,386	100%	863,050	100%
Net increase / (decrease) in cash and cash equivalents	1,289,378	28%	(5,547,716)	-171%	1,713,096	20%	1,914,610	28%	3,784,231	82%	(2,748,407)	-309%
Cash and cash equivalents at beginning of the year	3,238,833	71%	8,816,581	272%	6,748,832	77%	4,635,919	69%	890,714	19%	3,603,761	405%
Foreign exchange gain / (loss) on translation of foreign branch - net	18,340	0%	(30,032)	-1%	283,831	3%	198,303	3%	(39,026)	-1%	35,360	4%
Cash and cash equivalents at end of the year	4,546,551	100%	3,238,833	100%	8,745,759	100%	6,748,832	100%	4,635,919	100%	890,714	100%

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Six Year's Horizontal Analysis (Rs In 000)

	2025	25Vs24 %	2024	24Vs23 %	2023	23Vs22 %	2022	22Vs21 %	2021	21Vs20%	2020
ASSETS											
Non-Current Assets											
Property and equipment	16,257,682	24%	13,120,545	38%	9,480,568	39%	6,806,859	27%	5,370,241	1%	5,325,698
Right-of-use assets	39,589	61%	24,657	6%	23,266	-13%	26,682	-28%	37,292	-13%	42,723
Investment properties	226,234	43%	158,734	100%	-	0%	-	0%	-	0%	-
Intangible assets	190,612	1978%	9,171	-35%	14,023	-13%	16,189	138%	6,799	-8%	7,353
Long term investments	6,028,742	101%	3,006,718	-12%	3,400,807	55%	2,201,010	-28%	3,051,930	-10%	3,396,084
Long term deposits	23,706	84%	12,899	14%	11,344	2%	11,122	-13%	12,743	3%	12,322
Total Non-Current Assets	22,766,565	39%	16,332,724	26%	12,930,008	43%	9,061,862	7%	8,479,005	-3%	8,784,181
Current Assets											
Advances and prepayments	208,746	45%	143,577	-66%	418,933	37%	305,552	109%	145,911	27%	114,608
Accrued income and other receivables	295,419	-51%	605,655	53%	396,289	-14%	462,552	129%	201,961	-28%	279,306
Short term investments	10,032,960	-16%	11,909,543	16%	10,280,999	18%	8,717,032	29%	6,756,840	181%	2,406,844
Books, copies, uniforms and other school supplies	1,069,773	4%	1,025,442	23%	831,485	197%	280,384	-10%	311,022	30%	238,340
Cash and bank balances	5,241,363	48%	3,530,009	381%	734,461	0%	733,115	73%	422,697	61%	261,848
Total Current Assets	16,848,261	-2%	17,214,226	36%	12,662,167	21%	10,498,635	34%	7,838,431	137%	3,300,946
Total Assets	39,614,826	18%	33,546,950	31%	25,592,175	31%	19,560,497	20%	16,317,436	35%	12,085,126
Non-Current Liabilities											
Deferred income relating to operating fixed assets	14,530,733	15%	12,664,932	52%	8,353,379	29%	6,483,534	11%	5,835,941	25%	4,667,670
Deferred income relating to school support, grants and children education	2,157,817	-2%	2,206,679	31%	1,679,828	5%	1,592,839	3%	1,549,081	41%	1,094,876
Lease liabilities	41,416	20%	34,641	5%	32,868	-10%	36,399	-12%	41,523	-7%	44,861
Total Non-Current Liabilities	16,729,966	12%	14,906,252	48%	10,066,075	24%	8,112,772	9%	7,426,545	28%	5,807,407
Current Liabilities											
Current portion of deferred income relating to school support, grants and children education	2,107,028	11%	1,901,655	-16%	2,272,708	116%	1,053,373	55%	679,925	56%	436,750
Current portion of lease liabilities	14,357	129%	6,279	20%	5,251	69%	3,115	-27%	4,245	58%	2,691
Accrued and other liabilities	2,390,961	46%	1,638,816	13%	1,446,292	45%	998,784	27%	785,384	15%	682,745
Total Current Liabilities	4,512,346	27%	3,546,750	-5%	3,724,251	81%	2,055,273	40%	1,469,555	31%	1,122,186
Total Liabilities	21,242,312	15%	18,453,002	34%	13,790,326	36%	10,168,045	14%	8,896,099	28%	6,929,593
Total Net Assets	18,372,514	22%	15,093,948	28%	11,801,849	26%	9,392,453	27%	7,421,337	44%	5,155,533
FUNDS											
Capital fund	4,300	23%	3,500	0%	3,500	0%	3,500	13%	3,100	0%	3,100
General fund	7,356,799	38%	5,344,585	13%	4,736,499	35%	3,520,974	89%	1,858,107	-6%	1,983,624
Endowment fund	8,013,757	25%	6,385,484	25%	5,126,466	14%	4,492,063	16%	3,875,525	20%	3,233,562
Fair value of contributed lands / properties reserve	893,340	15%	779,240	100%	-	0%	-	0%	-	0%	-
Foreign currency translation reserve	492,180	4%	473,840	-6%	503,872	129%	220,041	912%	21,738	-64%	60,764
Surplus / (Deficit) of income over expenditure for the year	1,612,138	-23%	2,107,299	47%	1,431,512	24%	1,155,875	-30%	1,662,867	-1425%	(125,517)
Total Funds	18,372,514	22%	15,093,948	28%	11,801,849	26%	9,392,453	27%	7,421,337	44%	5,155,533
Statement of Income and Expenditure											
INCOME											
Donations and concessional tuition fees	15,202,504	29%	11,807,294	4%	11,320,893	78%	6,362,483	6%	6,004,565	36%	4,404,789
Fair value of contributed lands / properties	233,075	104%	114,100	-20%	143,440	-63%	388,400	1585%	23,050	100%	-
Income on investments - net	1,338,129	-17%	1,612,495	62%	995,557	157%	387,517	14%	339,811	241%	99,592
Other income / (loss)	74,280	-42%	128,593	-38%	208,848	219%	65,510	29%	50,906	49%	34,253
Total income	16,847,988	23%	13,662,482	8%	12,668,738	76%	7,203,910	12%	6,418,332	41%	4,538,634
EXPENDITURE											
Programme costs	10,631,530	27.4%	8,341,857	16.1%	7,184,657	64.3%	4,372,067	24.8%	3,503,860	0%	3,502,411
Flagship Schools and College	1,729,975	51.5%	1,141,959	33.6%	854,698	57.7%	542,046	33.4%	406,241	2%	399,493
Partnership Schools	633,049	53.8%	411,593	46.0%	281,874	30.5%	216,063	34.1%	161,112	21%	133,485
Alumni support	321,424	55.4%	206,892	88.3%	109,883	46.9%	74,798	4.2%	71,785	53%	46,978
Community development	135,940	53.7%	88,439	39.3%	63,466	100%	-	-	-	0%	-
Literacy and life skills	33,671	111.1%	15,949	36.4%	11,691	100%	-	-	-	0%	-
Publishing house	22,217	22.9%	18,076	11.9%	16,158	100%	-	-	-	0%	-
Dastak Teacher Training	-	0.0%	-	0.0%	-	0%	35,645	-9.7%	39,480	-66%	114,459
COVID-19 response appeal	212,874	205.3%	69,725	-95.4%	1,526,654	100%	-	0%	-	0%	-
Flood relief											
Total Programme costs	13,720,680	33.3%	10,294,490	2.4%	10,049,081	91.8%	5,240,619	25.3%	4,182,478	0%	4,196,826
Other costs											
Marketing, fund raising and outreach	766,806	43.4%	534,604	-4.7%	561,262	88.0%	298,508	58.7%	188,133	36.3%	138,070
Research and development	110,418	9.1%	101,238	12.1%	90,339	-24.5%	119,638	66.9%	71,664	60.8%	44,568
Administration	637,946	2.1%	624,851	16.5%	536,544	37.8%	389,270	24.3%	313,191	10.4%	283,645
Total Other costs	1,515,170	20.2%	1,260,693	6.1%	1,188,145	47.2%	807,416	40.9%	572,988	22.9%	466,283
Total Operating Expenditure	15,235,850	32%	11,555,183	3%	11,237,226	86%	6,048,035	27%	4,755,465	2%	4,663,109
Surplus / (Deficit) of income over expenditure for the year	1,612,138	-23%	2,107,299	47%	1,431,512	24%	1,155,875	-30%	1,662,867	-1436%	(124,475)

The Citizens Foundation

Six Year's Horizontal Analysis (Rs In 000)

Statement of Cash Flows	2025	25Vs24 %	2024	24Vs23 %	2023	23Vs22 %	2022	22Vs21 %	2021	21Vs20%	2020
CASH FLOWS FROM OPERATING ACTIVITIES											
Cash utilised in operations	(3,025,109)	5%	(2,892,269)	-23%	(3,755,190)	211%	(1,206,757)	-1074%	123,856	-108%	(1,608,513)
(Increase) / decrease in long-term deposits (assets)	(10,807)	595%	(1,555)	600%	(222)	-114%	1,621	-485%	(421)	-225%	336
Deferred receipts relating to school support, grants and children education	2,691,316	17%	2,295,038	-52%	4,818,314	155%	1,891,062	17%	1,616,341	26%	1,286,490
Taxes (paid) / refunded - net of deductions	(15,295)	52%	(10,039)	597%	(1,440)	-65%	(4,159)	-114%	29,930	1329%	2,095
Finance cost paid	-	0%	-	0%	-	0%	-	0%	-	0%	(4,462)
Net cash generated from operating activities	(359,895)	-40.9%	(608,825)	-157.4%	1,061,462	55.7%	681,767	-61%	1,769,706	-646%	(324,054)
CASH FLOWS FROM INVESTING ACTIVITIES											
Capital expenditure including intangible assets	(4,407,958)	-5%	(4,661,835)	42%	(3,289,099)	94%	(1,697,246)	234%	(507,879)	-15%	(595,223)
Sales proceeds from disposal of property and equipment	30,040	-59%	73,254	-63%	197,196	54%	128,282	89%	67,738	117%	31,207
Investments made during the year	(19,937,701)	-44%	(35,709,508)	-17%	(43,140,015)	46%	(29,556,862)	133%	(12,674,514)	47%	(8,596,669)
Proceeds from sale and maturity of investments during the year	20,220,059	-25%	27,138,231	-36%	42,350,831	41%	30,015,438	141%	12,450,884	127%	5,479,613
(Increase) / decrease in security deposits held as bank balance	-	0%	-	0%	-	0%	(208)	-102%	12,193	-200%	(12,193)
Income from deposits with Islamic Banks and other financial institutions	201,110	20%	168,116	86%	90,515	201%	30,068	39%	21,656	-26%	29,300
Dividends received	-	100%	-	100%	-	100%	-	-100%	10,748	345%	2,413
Return received on investments	1,391,712	-31%	2,021,514	30%	1,555,660	93%	804,158	46%	549,313	47%	374,149
Net cash utilised in investing activities	(2,502,738)	-77%	(10,970,228)	391%	(2,234,912)	709%	(276,370)	296%	(69,861)	-98%	(3,287,403)
CASH FLOWS FROM FINANCING ACTIVITIES											
Addition to endowment fund	1,593,273	35%	1,183,639	108%	570,303	15%	496,209	-14%	574,208	54%	372,788
Cash received from members during the year	800	100%	-	0%	-	0%	-	0%	-	0%	-
Payments of lease liabilities	(14,139)	33%	(10,597)	32%	(8,057)	17%	(6,894)	-17%	(8,261)	915%	(814)
Deferred receipts relating to operating fixed assets	2,572,077	-47%	4,858,295	109%	2,324,300	128%	1,019,898	-33%	1,518,439	209%	491,076
Net cash generated from financing activities	4,152,011	-31%	6,031,337	109%	2,886,546	91%	1,509,213	-28%	2,084,386	142%	863,050
Net increase / (decrease) in cash and cash equivalents	1,289,378	-123%	(5,547,716)	-424%	1,713,096	-11%	1,914,610	-49%	3,784,231	-238%	(2,748,407)
Cash and cash equivalents at beginning of the year	3,238,833	-63%	8,816,581	31%	6,748,832	46%	4,635,919	420%	890,714	-75%	3,603,761
Foreign exchange gain / (loss) on translation of foreign branch - net	18,340	-161%	(30,032)	-111%	283,831	43%	198,303	-608%	(39,026)	-210%	35,360
Cash and cash equivalents at end of the year	4,546,551	40%	3,238,833	-63%	8,745,759	30%	6,748,832	46%	4,635,919	420%	890,714

The Citizens Foundation

STATEMENT OF CASH FLOWS (DIRECT METHOD)
FOR THE YEAR ENDED JUNE 30, 2025

Cash flows from operating activities

	2025	2024
Donations received for school operations	13,123,832	10,058,151
Government contribution received	610,338	355,151
Parental contribution received	1,033,685	760,320
Payments to suppliers	(6,184,484)	(4,699,657)
Employee remuneration paid	(8,153,897)	(6,454,170)
Other operating expenses paid	(774,074)	(618,581)
Income taxes paid	(15,295)	(10,039)
Net Cash Provided by Operating Activities	(359,895)	(608,825)

Cash flows from investing activities

	2025	2024
Capital expenditure including intangible assets	(4,407,958)	(4,661,835)
Sales proceeds from disposal of property and equipment	30,040	73,254
Investments made during the year	(19,937,701)	(35,502,692)
Proceeds from sale and maturity of investments	20,220,059	27,138,231
Income from deposits with Islamic Banks and financial institutions	201,110	168,116
Return received on investments	1,391,712	1,814,698
Net Cash Used in Investing Activities	(2,502,738)	(10,970,228)

Cash flows from financing activities

	2025	2024
Addition to endowment fund	1,593,273	1,183,639
Cash received from members	800	-
Payments of lease liabilities (including interest)	(14,139)	(10,597)
Restricted donations for capital expenditure	2,572,077	4,858,295
Net Cash Provided by Financing Activities	4,152,011	6,031,337
Net Increase (Decrease) in Cash and Cash Equivalents	1,289,378	(5,547,716)
Cash and Cash Equivalents at Beginning of Year	3,238,833	8,816,581
Foreign exchange gain / (loss) on translation of foreign branch - net	18,340	(30,032)
Cash and Cash Equivalents at End of Year	4,546,551	3,238,833

The Citizens Foundation

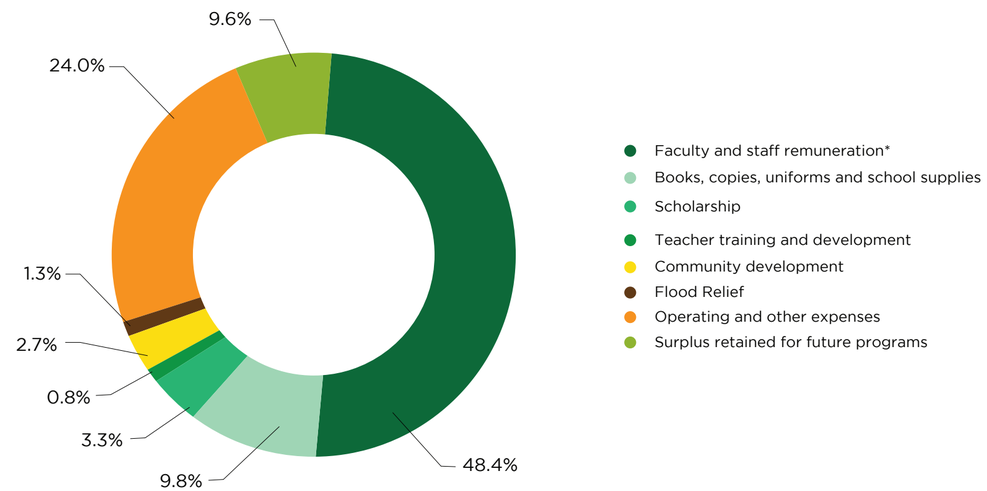
Value Created and Its Distribution

Value Created	**2025**	**%**	**2024**	**%**
Donations and fees	15,203	90.2%	11,807	86.4%
In-kind contributions (land and buildings)	233	1.4%	114	0.8%
Income from investments - net	1,338	7.9%	1,612	11.8%
Other income	74	0.4%	129	0.9%
Total Value Created	16,848	100%	13,662	100%

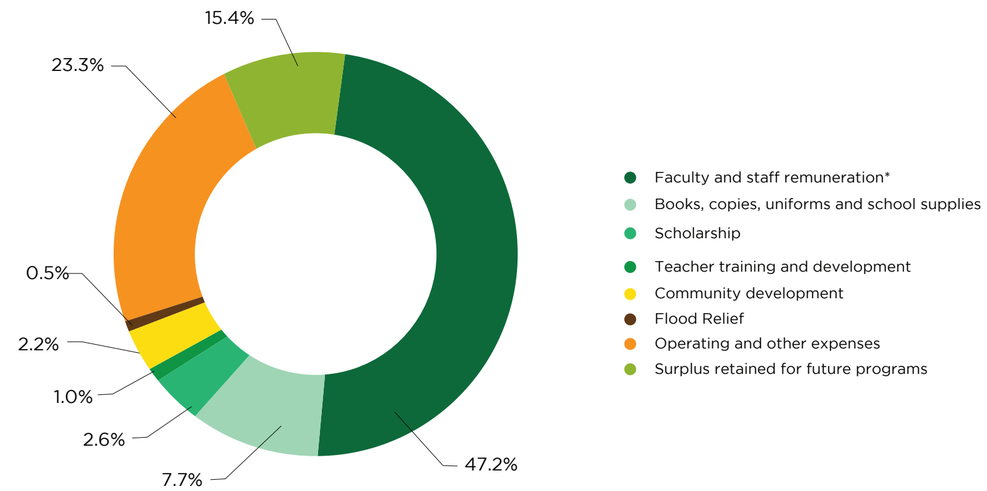
Value Distributed				
Program Expenses (Education & Community Impact)	**2025**	**%**	**2024**	**%**
Faculty and staff remuneration*	8,154	48.4%	6,454	47.2%
Books, copies, uniforms and school supplies	1,656	9.8%	1,055	7.7%
Scholarships	563	3.3%	360	2.6%
Teacher training and development	142	0.8%	141	1.0%
Community development	457	2.7%	295	2.2%
Flood Relief	213	1.3%	70	0.5%
Support & Administrative Expenses				
Operating and other expenses	4,051	24.0%	3,180	23.3%
Surplus retained for future programs	1,612	9.6%	2,107	15.4%
Total Value Distributed	16,848	100%	13,662	100%

The Foundation continues to rely primarily on donor contributions, reflecting sustained trust and support from its stakeholders. A significant portion of resources is invested directly in program delivery, with faculty and staff remuneration representing the Foundation's commitment to attracting and retaining qualified educators and school teams across its network. The surplus retained during the year will be reinvested to expand access to quality education and strengthen ongoing programs.

FY 2025



FY 2024



Calendar of Major Events

Incorporation of the Foundation	24 September 1996

Financial Calendar

Financial Year 2024-25	Date of Issuance
1st Quarter Results	14-Nov-24
2nd Quarter Results	27-Feb-25
3rd Quarter Results	15-May-25
4th Quarter Results	11-Sep-25
29th Annual General Meeting	29th AGM Scheduled on 23 Oct 2025

Financial Year 2023-24	Date of Issuance
1st Quarter Results	21-Nov-23
2nd Quarter Results	15-Feb-24
3rd Quarter Results	21-May-24
4th Quarter Results	26-Sep-24
28th Annual General Meeting	25-Oct-24

Glossary of Selective Terms

Abbreviation	Description
AFS	Available For Sale
Board	Board of Directors
CDC	Central Depository Company of Pakistan
CCG	Code of Corporate Governance
ERP	Enterprise Resource Planning
FBR	Federal Board of Revenue
GoP	Government of Pakistan
IAS	International Accounting Standards
ICAP	Institute of Chartered Accountants of Pakistan
ICMAP	Institute of Cost and Management Accountants of Pakistan
IFAC	International Federation of Accountants
IFRIC	International Financial Reporting Interpretation Committee
IFRS	International Financial Reporting Standards
KIBOR	Karachi Inter-Bank Offer Rate
NBV	Net Book Value
NRV	Net Realisable Value
SECP	Securities and Exchange Commission of Pakistan
TFC	Term Finance Certificate

Commentary on Financial Ratios

Profitability Ratios

In 2025, The Citizens Foundation (TCF) continued its positive financial trajectory, reporting a net surplus of 10% of total income, a slight decrease from 2024's 15%. This suggests improved financial efficiency despite inflationary challenges. Marketing expenses remained stable at 5% of income, maintaining effective cost control in this area. Total expenses showed a slight increase, accounting for 90% of income in 2025, decreasing from 85% in 2024. This indicates slight challenges in managing operational costs. Zakat inflows decreased to 34% of total income, reflecting enhanced donor engagement. Donations remain a vital component of overall income, emphasizing the ongoing importance of donor retention and engagement.

Liquidity Ratios

The liquidity ratios for the foundation continue to demonstrate a strong financial position through 2025. The current and quick ratios improved to 3.7 and 3.5, respectively, building on the upward trend observed from 2018 to 2024. This reinforces the company's growing ability to meet short-term obligations. The cash-to-current-liabilities ratio saw a notable increase to 1.2 in 2025, up from 1.0 in 2024, marking a significant improvement in cash reserves. Despite being relatively low in previous years due to the company's significant investments, this jump signals better liquidity coverage. Furthermore, the cash flow from operations to income ratio improved slightly to -0.02 in 2025 compared to -0.04 in 2024. Net working capital has decreased to 12,336 in 2025. This reflects effective management of current assets and liabilities, further enhancing liquidity. Overall, these ratios indicate a financially stable and improving liquidity position for the company.

Inventory Turnover Ratio

The inventory turnover ratio quantifies the frequency with which a company sells and replenishes its inventory within a specific timeframe. This ratio gauges the utilization of items like books, copies, and uniforms in relation to the average inventory during that period.

We procure inventory on an annual basis, which is subsequently consumed gradually.

Activity Ratio

The asset turnover ratio, or the total asset turnover ratio, evaluates the effectiveness of a company in utilizing its assets to generate revenue. This ratio assesses the rupees in earnings generated for each rupee of total assets owned by the company.

Despite these ratios being notably elevated, our assets may not necessarily be actively deployed to increase income. TCF relies solely on contributions from individuals and corporate entities for its financial support.

Capital Structure

A leverage ratio encompasses a variety of financial metrics that provide insights into the extent of debt taken on by a business entity in relation to various items in its balance sheet, income statement, or cash flow statement.

We do not utilize any financial support from the banking sector; instead, our operations are entirely sustained through contributions from generous donors. This is the reason why our business model remains completely debt-free.

Change Begins With Action



Educate a Child

PKR 3,600 (Monthly)
PKR 43,200 (Yearly)



Sponsor a Classroom

PKR 95,000 (Monthly)
PKR 1,120,000 (Yearly)



Build a School

$ 200, 000 (One Time Build Cost)
PKR 33,500,000 (5 Year Support)

Educate a Child From KG to Matric

PKR 475,000 (One-Time)

Support a School Unit

PKR 560,000 (Monthly)
PKR 6,700,000 (Yearly)

Endowment Fund

PKR 80,000,000

Costs are for the build cycle 2025-26. A school construction project should be taken up with the provision of school support for 5 years (costs quoted above). Real-time exchange rates will be used to calculate the total build funds for donors paying in PKR. An endowment amount of PKR 80,000,000 and above will receive special recognition with the Endowment Fund's name being prominently listed on TCF's Wall of Honour.

Giving Made Easy

Give Online

Visit www.tcf.org.pk
to make a one-time or
recurring donation online.

Donate Via SMS

Write your name and
send it to 8232 to donate
PKR 20 plus charges.

Donate Via 1Bill

Donate to TCF using 1Bill
payment services via your
mobile application or
internet banking portal

Schedule a Pick-up

Call us at 0800 00 823 to have
your donation cash or cheque
picked up from your doorstep,
anywhere in Pakistan.

Fundraise For Us

Start fundraising by creating
your own digital campaign at
fundraise.tcfglobal.org

Courier a Cheque

Send us your donation cheque in
favour of 'The Citizens Foundation'
at Plot No. 20, Sector 14, Korangi
Industrial Area, Karachi - Pakistan

Deposit or Bank Transfer

Transfer your donations into our bank accounts mentioned on our website www.tcf.org.pk/donation-information. You can request a donation receipt by emailing us at info@tcf.org.pk.

Reach out to us

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میں اکیلا ہی چلا تھا
جانبِ منزل مگر
لوگ ساتھ آتے گئے
اور کارواں بنتا گیا...

I started all alone towards the goal, but
People kept joining and it began to turn into a movement.

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