PESHAWAR ELECTRIC SUPPLY COMPANY

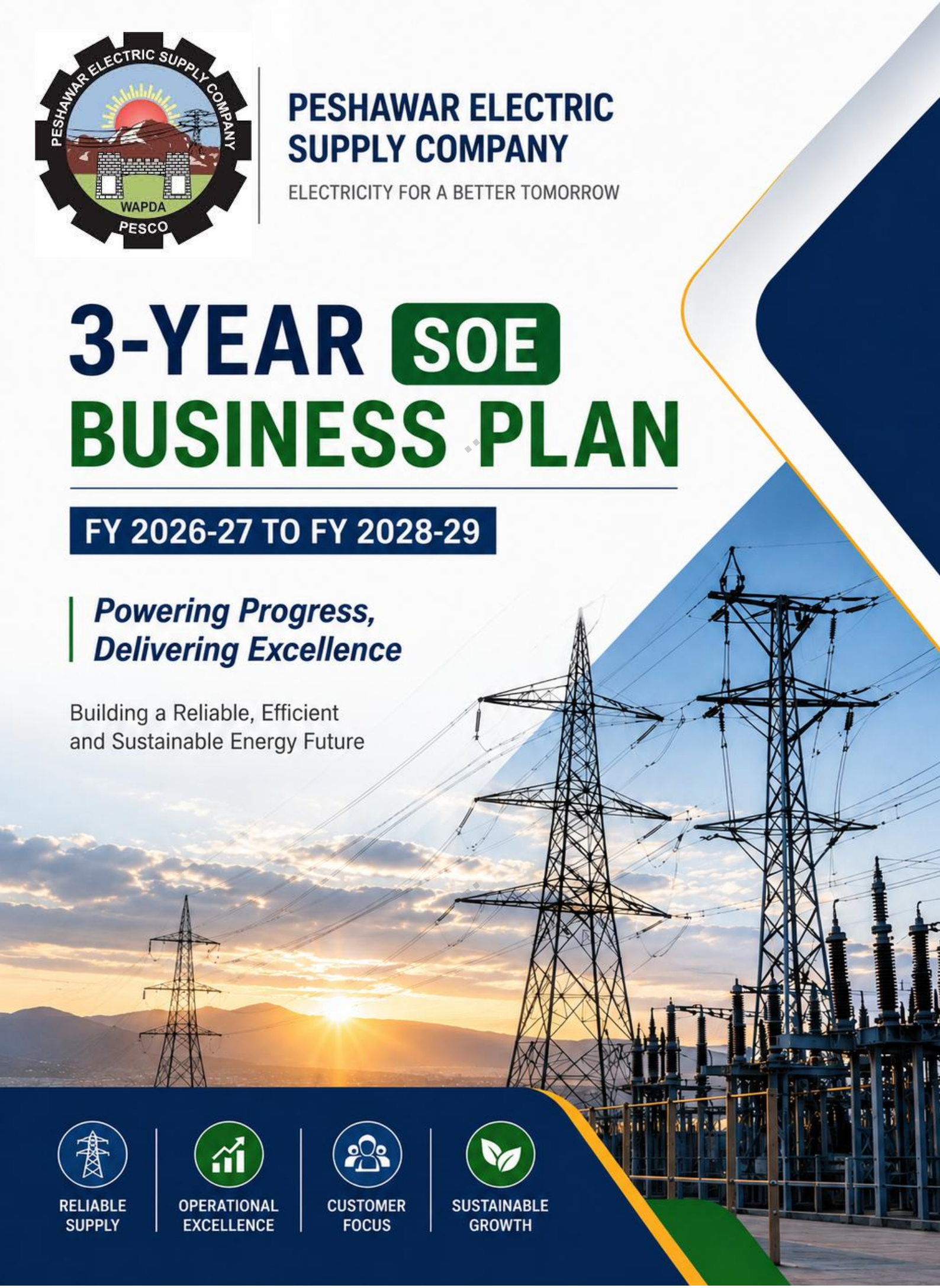
ELECTRICITY FOR A BETTER TOMORROW

3-YEAR SOE BUSINESS PLAN

FY 2026-27 TO FY 2028-29

Powering Progress, Delivering Excellence

Building a Reliable, Efficient and Sustainable Energy Future



RELIABLE SUPPLY | OPERATIONAL EXCELLENCE | CUSTOMER FOCUS | SUSTAINABLE GROWTH

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I. OPENING STATEMENT

Peshawar Electric Supply Company Limited (PESCO) presents this Three-Year Business Plan for FY 2026-27 to FY 2028-29 to the Government of Pakistan in fulfilment of its obligations as a State-Owned Enterprise under the State-Owned Enterprises (Governance and Operations) Act, 2023, and the directions of the Ministry of Energy (Power Division). The Plan is fully aligned with NEPRA's approved Distribution Investment and Improvement Plan (DIIP) for the Multi-Year Tariff (MYT) control period FY 2025-26 to FY 2029-30, and with the Strategic Roadmap Agreement between PESCO and the Ministry of Energy covering FY 2025 to FY 2029.

This Plan arrives at a defining moment for the Company. FY 2025-26, the first year of the new MYT control period, was effectively consumed by regulatory process: NEPRA's DIIP decision was issued on 07 May 2026, a full year after the control period had commenced. One year of planned infrastructure investment has therefore already elapsed with the approved programme only now moving into execution. The Board of Directors has directed management to treat immediate, disciplined execution of the approved programme as the Company's foremost priority for the years ahead.

NEPRA's decision has fundamentally reshaped PESCO's investment landscape. Against a revised petition of PKR 77,588 million, NEPRA approved a total investment of PKR 42,777 million (PKR 42,577 million in core investment heads plus PKR 200 million for third-party audit and monitoring of approved DIIP). Major programmes including Aerial Bundled Cable (ABC), the Advanced Metering Infrastructure / Asset Performance Management System (AMI/APMS), Billing & IT Infrastructure, and Scanning Meters have been deferred, subject to business-case submissions and the mid-term review due in December 2027. As these deferred investments remain important to the Company's long-term objectives, PESCO has filed a Review Petition before NEPRA seeking their reconsideration; this Business Plan will be updated to reflect the outcome of that process. In the interim period upto December 27, the core infrastructure programme, Secondary Transmission & Grids (STG), Distribution of Power (DOP), Energy Loss Reduction (ELR), Safety Earthing, and the substantial majority of World Bank funded components has been approved and must be executed without delay.

The Plan also confronts PESCO's single most consequential regulatory risk: the T&D Loss Study deadline of approximately 07 October 2026. NEPRA has provisionally approved a T&D loss target of 19.26%, PESCO's actual T&D loss performance has shown measurable improvement, decreasing from 41.79% in FY 2024-25 to 39.97%, while the recovery ratio has increased from 90.49% to 91.28%. These improvements have translated into a reduction in the overall financial impact by approximately PKR 18 billion, decreasing from PKR 124.59 billion in FY 2024-25 to PKR 106.39 billion in FY 2025-26. These improvements demonstrate the effectiveness of PESCO's ongoing loss reduction and recovery initiatives; however, a substantial gap remains between the approved target and current operational performance. Accordingly, this Business Plan identifies the timely completion and approval of the T&D Loss Study as its highest-priority regulatory deliverable and a critical prerequisite for establishing realistic, evidence-based performance targets.

PESCO's three-year programme rests on four pillars: disciplined execution of the NEPRA-approved DIIP within its new dynamic, continuously reviewed framework; systematic reduction of technical and

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commercial losses; sustained improvement in revenue recovery; and strengthening of the institutional, regulatory and digital capacity, particularly within the Market Implementation and Regulatory Affairs Department (MIRAD) ,needed to meet the demands of this new regulatory era. The Board of Directors commits PESCO to the targets and strategies set out in this Plan and directs management to treat its implementation as the Company's primary performance obligation for FY 2026-27 through FY 2028-29.

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Chairman, Board of Directors
Peshawar Electric Supply Company Limited
July 2026

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II. EXECUTIVE SUMMARY

A. Snapshot

Parameter	Value
Control Period (NEPRA MYT)	FY 2025-26 to FY 2029-30
Business Plan Period	FY 2026-27 to FY 2028-29
NEPRA-Approved DIIP Investment (5 Years)	PKR 42,777 Million (PKR 42,577 Mn core + PKR 200 Mn third-party audit)
PESCO Costed 3-Year Investment Plan (FY 26-29)	PKR 26,568 Million
T&D Loss Target (FY 2025-26 / FY 2026-27) — NEPRA Provisional	19.26% (Punitive if study not submitted: 8.90%)
T&D Losses — Actual (FY 2024-25)	41.79%
T&D Losses — Achieved (FY 2025-26)	39.97% (against internal target of 39.24%)
T&D Loss Reduction Target — 3 Years (FY 26-27 to FY 28-29)	37.44% → 35.54% → 33.54%
Revenue Recovery — 3-Year Trajectory	Progressive improvement toward 95.81% (see Chapter VI/XII)
Consumers Served	3.73 Million
Service Area	64,088 sq. km, Khyber Pakhtunkhwa
Grid Stations (132 kV + 66 kV)	94 Grid Stations
Distribution Feeders	1,160 Feeders
HT / LT Network	31,864.7 km / 32,279.7 km
Total Distribution Transformers	72,191
Staff — Sanctioned / Working / Vacant	24,407 / 9,454 / 14,870

B. Who We Are

PESCO is the State-Owned electricity distribution company responsible for the supply and distribution of electric power across Khyber Pakhtunkhwa (KPK), excluding the Hazara division (now served by the newly-created HAZECO) and the former Federally Administered Tribal Areas (served by TESCO). Incorporated on 23 April 1998 under the Companies Ordinance, 1984, following the unbundling of WAPDA's Power Wing, PESCO operates under a Distribution License (DL/07/2023, valid until May 2043) and an Electric Power Supply License as Supplier of Last Resort (SOLR/07/2023, valid until Dec 2043), both issued by NEPRA.

PESCO's service territory spans 64,088 square kilometres and serves 3.73 million consumers across geographies ranging from major urban centres such as Peshawar, Mardan and D.I. Khan to remote areas with significant law-and-order challenges making PESCO's operating environment among the most complex of any Pakistani DISCO.

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C. The Strategic Challenge

PESCO enters the planning period under three simultaneous pressures. First, a substantial infrastructure deficit, compounded by the year lost to NEPRA's approval delay and by historic under-utilisation of previously approved capital allowances. Second, T&D losses in the range of 39.97%, far above NEPRA's provisional target of 19.26%, driven predominantly by non-technical losses, theft, inadequate metering, and a difficult security environment in parts of the service territory. Third, an evolving regulatory landscape: the new dynamic DIIP framework imposes continuous submission and compliance obligations throughout the control period, placing unprecedented demands on institutional capacity, particularly within MIRAD.

D. The Plan's Core Commitments

- Execute the NEPRA-approved DIIP (PKR 42,777 million, 5-year; PKR 26,568 million costed for this 3-year period) with full compliance to the dynamic review framework, annual DOP/ELR submissions, and preparation for the December 2027 mid-term review.
- Complete the T&D Loss Third-Party Study by 07 October 2026, with Terms of Reference aligned to NEPRA's standardised requirements, the single most financially critical regulatory deliverable of the period.
- Reduce T&D losses from the FY 2025-26 achieved level of 39.97% toward 33.54% by FY 2028-29, through targeted infrastructure investment, loss-reduction programmes, and enforcement in coordination with the KPK Government.
- Improve revenue recovery progressively over the plan period through billing system improvements, AMI/AMR metering, combing operations, and commercial enforcement, reconciling reporting against both the Ministry Strategic Roadmap and PESCO's internal recovery targets (see Chapter VI).
- Establish and maintain the NEPRA-directed separate bank account for DIIP-related revenues (Return on Rate Base and Depreciation), with full audit-ready documentation at all times.
- Complete GIS mapping of the HT network and materially progress LT network mapping, as mandated ahead of the mid-term review.
- Advance safety programme implementation toward a zero-fatality target, including full deployment of earthing works and mandatory PPE/T&P procurement.
- Submit business cases and transition plans for deferred World Bank-funded components (ABC, AMI, APMS, Billing & IT) in time to avoid lapse of foreign funding ahead of the 31 December 2027 project closing date.

E. Financial Highlights

PESCO's Operating and Maintenance expenditure requirement for FY 2024-25 was estimated at PKR 33,935 million, dominated by salaries and benefits (PKR 29,784 million). Revenue billed in FY 2024-25 stood at PKR 345,774 million against revenue collected of PKR 319,439 million (92.38% collection efficiency). The Company's capital programme for this Business Plan period is anchored by a bottom-up costed investment requirement of PKR 26,568 million over FY 2026-27 to FY 2028-29, consistent with and

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within the NEPRA-approved DIIP envelope. Detailed financial forecasts, the financing plan, and capital expenditure schedules are presented in Chapter XVI.

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III. LEGAL AND POLICY FRAMEWORK

A. Ownership Arrangements

PESCO is a State-Owned Enterprise (SOE) wholly owned by the Government of Pakistan, administered through the Ministry of Energy (Power Division). As a public limited company incorporated under the Companies Ordinance, 1984 (now governed by the Companies Act, 2017), PESCO operates within the centralised governance and oversight framework established by the State-Owned Enterprises (Governance and Operations) Act, 2023 (the SOE Act). PESCO's shares are held entirely by the Federal Government; there is no private-sector equity participation.

Following the PESCO–HAZECO bifurcation (HAZECO incorporated 31 October 2023), PESCO's consumer base, energy sales projections, and investment requirements have been recalibrated, as reflected in NEPRA's DIIP decision of 07 May 2026, which is based on a post-bifurcation Power Market Survey with FY 2024-25 as base year.

B. Government Policy Obligations

- **National Electricity Policy (NEP):** Requires DISCOs to enter into Strategic Roadmap Agreements with the Ministry of Energy for performance monitoring across loss reduction, recovery, safety, GIS, AMI, ERP, and consumer services.
- **National Electricity Plan:** Provides the macro-level framework for sector development, demand projections, investment priorities, and technology adoption timelines.
- **SOE Policy (under the SOE Act):** Classifies PESCO, as an electricity distribution licensee, as an essential-service-provider SOE, and expects contribution toward fiscal sustainability.
- **Ministry of Energy Strategic Roadmap Agreement (FY 2025-2029):** A binding, jointly-monitored performance agreement between PESCO and the Ministry, detailed in Chapter VI.
- **Sustainable Development Goals:** PESCO's operations support SDG (Affordable and Clean Energy) through improved reliability, loss reduction, and expanded access.

C. Board Expectations

The Board of Directors, constituted under the SOE Act and the Public Sector Companies (Corporate Governance) Rules, 2013, has directed management on the following priorities for this Business Plan:

- Immediate execution of the NEPRA-approved DIIP, with particular urgency on STG spill-over projects (PKR 4,687 million allocated for FY 2025-26 only) to avoid lapse of approved allocation.
- Ratification of the DIIP as approved and re-alignment of departmental budgets and manpower to the approved scope.
- Establishment of a separate profit bearing bank account exclusively for the revenue collecting corresponding to the approved DIIP.
- Prioritisation of the T&D Loss Third-Party Study submission by 07 October 2026 as the Company's highest regulatory priority..
- Timely finalisation and approval of the updated HR Manual, currently pending before the Board.

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D. Mandate and Governing Instruments

1. Primary Legislation

- **NEPRA Act, 1997 (as amended 2018):** Separated the distribution 'wires' business from the supply function, giving PESCO dual status as Distribution Licensee and Supplier of Last Resort (SoLR).
- **Companies Act, 2017:** Governs corporate structure, financial reporting, and governance.
- **SOE Act, 2023:** Establishes governance standards, board composition/independence requirements, and reporting obligations for SOEs.
- **Competition Act, 2010:** PESCO, as sole distribution licensee in its territory, must avoid abuse of dominant position.
- **Income Tax Ordinance, 2001:** Governs tax compliance including annual returns, sales tax, and withholding obligations.

2. NEPRA Licences

Licence	Reference / Date	Validity
Distribution Licence	DL/07/2023 — Granted 09 May 2023	Until 08 May 2043
Electric Power Supply Licence (SoLR)	SOLR/07/2023 — Granted 27 Dec 2023	Until 26 Dec 2043

3. Key Regulatory Documents

- Consumer Service Manual (CSM); Grid Code & Distribution Code; Performance Standards (Distribution) Rules, 2005 (SAIDI/SAIFI benchmarks); NEPRA Open Access Regulations, 2022; and the Multi-Year Tariff (MYT) Determination for the FY 2025-26 to FY 2029-30 control period, rebased 07 January 2026.

4. Principal Contracts

- Power Purchase Agreements settled through CPPA-G; Use of System Charges agreements for third-party use of PESCO's distribution infrastructure.
- World Bank EDEIP Loan Agreement (IDA-9318-PK and IDA-79060): USD 108 million, project closing date 31 December 2027.
- Barqaab-PPI-OMS Consortium Contract (PKR 95 million): T&D Loss Third-Party Study, signed September 2025.
- Manpower Supply Contract with M/s Firewall Security Services Ltd. (JV), approximately 2,516 workers, PKR 1.81 billion annual value, procured under PPRA QCBS.
- Competitive Trading Bilateral Contract Market (CTBCM) framework arrangements, under which PESCO transitions toward participation as a market entity, coordinated by MIRAD.

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IV. BOARD OF DIRECTORS AND ORGANIZATIONAL STRUCTURE

A. Board of Directors

The Board of Directors is constituted in accordance with the SOE Act, 2023 and the Public Sector Companies (Corporate Governance) Rules, 2013. The Board provides strategic oversight, approves the Business Plan and corporate strategy, monitors management performance, and ensures adherence to regulatory and governance obligations. The Board operates through the following sub-committees:

- **Audit and Finance Committee**
- **Technical, Operations and Strategy Committee**
- **HR & Legal Committee**

The current composition of the Board of Directors is tabulated in the Appendix C.

B. Chief Executive Officer

The Chief Executive Officer, Engr. Akhtar Hamid Khan, leads PESCO's day-to-day management and is responsible for implementing Board policy and strategic direction. The CEO is accountable to the Board for achievement of Business Plan targets and regulatory compliance obligations.

C. Organisational Overview

PESCO's distribution system comprises seven operational circles, thirty-three divisions, and 161-plus sub-divisions with allied revenue offices, supported by a dedicated Grid Station Operation (GSO) circle, Grid System Construction (GSC) circle, Metering & Testing (M&T) circle, and a Project Director (Construction & Operations) office, together with specialised headquarters departments.

Structure	Count
Distribution Circles	7
Distribution Divisions	33
Sub-Divisions / Revenue Offices	161+
Metering & Testing (M&T) Circle	1 Circle, 5 Divisions
Grid Station Operation (GSO) Circle	1 Circle, 3 Divisions
Grid Construction (GSC) Circle	1 Circle, 2 Divisions
Project Director (Construction & Operations)	1, with 6 Divisions

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Key Directorates and Their Roles

Directorate	Key Responsibilities
MIRAD (Market Implementation & Regulatory Affairs)	Demand forecasting, transmission planning, DIIP formulation & regulatory submissions, CTBCM market readiness, Business Plan consolidation, Power Acquisition Contracts
Planning & Engineering (P&E)	HT/LT rehabilitation & expansion (DOP & ELR), GIS mapping, project feasibility, ABC and APMS planning
Project Management Unit (PMU) / GSC	STG project implementation, grid station construction, transmission line works, World Bank project/Project under loan arrangements (coordination)
Commercial Directorate	Revenue billing, collections, meter reading (HHU/AMI), loss reduction programmes, consumer services
Operations Directorate	Distribution network O&M, load management, loss monitoring, fault response, transformer operations
Safety Directorate	Safety management framework, earthing works, PPE procurement, accident prevention
Finance Directorate	Budget preparation, financial reporting, MYT tariff petitions, CPPA-G settlements, ERP-Finance module
HR & Administration	Workforce management, recruitment, training, HR Manual update
Material Management (MM)	Procurement, inventory control, ERP-MM module, supplier management
IT Directorate	ERP support, GIS infrastructure, data centre, AMI/AMR integration
GSO, GSC & M&T	132/66 kV grid operations, metering, testing and calibration
Legal Department	Regulatory compliance, litigation management, contract oversight
Company Secretary's Office	SOE Act / Companies Act compliance, external auditor engagement, Board/AGM/EGM administration
Internal Audit	Risk-based internal audit, compliance verification, co-sourcing arrangement

PESCO organogram, are tabulated in Appendix C—(Organizational Structure).

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V. PERFORMANCE REPORT — PREVIOUS BUSINESS PLAN PERIOD

This chapter presents an honest, transparent account of PESCO's performance during the previous business plan period (approximately FY 2020-21 to FY 2024-25) and the first year of the current MYT control period (FY 2025-26), drawing on PESCO's own records and NEPRA's independent assessment contained in its DIIP decision of 07 May 2026.

A. T&D Loss Performance — Historical Trend

Year	Units Rec'd (GWh)	Units Sold (GWh)	T&D Loss (%)
2021-22	16,560	10,394	37.23%
2022-23	15,269	9,584	37.23%
2023-24	14,196	8,803	37.99%
2024-25 With HAZECO	13,679	8,644	36.81%
2025-26 (Achieved) Without HAZECO	11,169	6,704	39.97% (vs. 39.24% target)

PESCO's historical T&D losses remained broadly stable at 37.23% during FY 2021-22 and FY 2022-23, increased marginally to 37.99% in FY 2023-24, and subsequently improved to 36.81% in FY 2024-25 (Including HAZECO). However, during FY 2025-26, the achieved T&D losses without HAZECO is 39.97%, reflecting the continued impact of non-technical losses, including electricity theft, illegal bypass connections, inadequate metering, and persistent law and order challenges in several areas of Khyber Pakhtunkhwa.

Despite these operational constraints, PESCO continues to implement targeted technical and commercial loss reduction measures. The proposed loss reduction trajectory under the Business Plan is therefore based on realistic operational conditions and is expected to be further refined upon completion of the independent third-party T&D Loss Study, as directed by NEPRA.

B. Revenue Billing and Collection — Historical Trend

Year	Revenue Billed (PKR Mn)	Revenue Collected (PKR Mn)	Collection Efficiency (%)
2021-22	232,629	214,420	92.17%
2022-23	311,974	287,306	92.09%
2023-24	382,582	352,826	92.22%
2024-25	345,774	319,439	92.38%
2025-26 (Achieved)	247,800	226,189	91.28%

Revenue billing has grown substantially, driven predominantly by tariff increases, while collection efficiency has held in the 90-92% range in recent years. FY 2025-26 recovery performance is 91.28 % against a target of 92.28%; the shortfall is being addressed through the loss-reduction and recovery-improvement programme detailed in Chapter XII.

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C. DIIP Capital Expenditure — Allowed vs. Actual (FY 2020-21 to FY 2024-25)

Year	Allowed (PKR Mn)	Actual (PKR Mn)	Variance (PKR Mn)	Key Remark
2020-21	9,982	14,005	-4,023	Utilisation exceeded — primarily Deposit Works
2021-22	16,259	19,965	-3,706	Deposit Works drove over-utilisation
2022-23	21,972	18,306	+3,666	Under-utilisation in STG (land/court issues)
2023-24	18,479	17,117	+1,362	STG delays continued; some DOP/ELR shortfall
2024-25	10,054	13,813	-3,759	Deposit Works; excl. Deposit Works: under-utilised
TOTAL	76,746	83,206	-6,460	Excl. Deposit Works: ~PKR 20 Bn under-utilised

While aggregate utilisation nominally exceeded the allowed amount, this was driven entirely by consumer-funded Deposit Works. Excluding Deposit Works, PESCO under-utilised approximately PKR 20 billion of approved investment over the period, a finding NEPRA has cited as evidence of planning and execution weaknesses. Principal causes included land acquisition disputes and court stay orders affecting STG projects, procurement and tendering delays, the management bandwidth consumed by the PESCO–HAZECO bifurcation, and incomplete project readiness (BOQs and need assessments) for several investment heads

D. Operational KPIs — NEPRA Observations on Previous Period

KPI	FY 2020-21	FY 2024-25	Trend
Fatal Accidents (No.)	23	20	Improved (peaked at 41 in FY 2022-23)
SAIDI at 11 kV (minutes)	1,880	1,391	Improving
SAIDI Below 11 kV (minutes)	14,822	13,470	Slowly improving
AMI / ERP Deployment	Initiated	Partial	Integration remains limited
T&D Losses (NEPRA assessment)	38.2%	36.8%	Gradual improvement (NEPRA methodology)

E. FY 2025-26 Strategic Roadmap Targets vs. Achieved

The table below sets out the Strategic Roadmap KPI targets for FY 2025-26 against provisional achievement, as reported to the Ministry of Energy.

Strategic Objective	Component	Target FY25-26	Achieved FY25-26
Financial	Reduction in AT&C Losses (%)	-2.2	-2.12

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Strategic Objective	Component	Target FY25-26	Achieved FY25-26
	Improvement in Bill Collection (%)	1.15	0.78
	Recovery of Bad Debt (>3 yrs) Write-offs (%)	1.5%	Nil
Operational	Reduction in T&D Losses (%)	-1.7	-1.82
	Computerised Energy Audit to DT (%)	10%	1%
	ERP Automation — HR / Finance / MM / IT (%)	60 / 85 / 100 / 100	60 / 85/ 80/ 70
Customer	Reduction in Commercial Load-Shedding (%)	3%	3%
	Enhanced Consumer Services (%)	100%	100%
Risk Management	Development & Strengthening of Safety Systems (%)	100%	100%
Asset Management	GIS Mapping & Tagging — HT (%)	98%	98%
	GIS Mapping & Tagging — LT (%)	70%	64%
	Deployment of AMI, Three-Phase Meters (%)	100%	62%
Staff and HR	Amendment & Updating of HR Manuals	Under BoD approval	Under BoD approval

SOE T&D Loss Reduction and Recovery — Action Matrix (FY 2025-26)

Description	Target FY25-26	Achieved FY25-26
T&D Losses (%)	39.24	39.97
Recovery Computed (%)	92.28	91.28
Feeders Rehabilitated (Nos)	30	62
Distribution Transformer Addition/Augmentation (Nos)	1,147	804
Grid Station Addition/Augmentation (Nos)	21	6
Capacitor Banks (Nos)	96	—
HT Line Addition/Reconductoring (km)	351	403.4
LT Line Addition/Reconductoring (km)	371	121.2
Transmission Line Addition/Reconductoring (km)	156	17
ABC Cable Installation (km)	800	65

F. Status of Material Matters (Litigation) from the Previous Plan

- No material litigation with a significant balance-sheet impact has been identified for disclosure at the time of preparing this Plan; the Legal Department maintains an active litigation register reviewed by the Board's Audit Committee.
- The PESCO–HAZECO bifurcation is substantially complete; residual asset, liability, and staff apportionment matters continue to be resolved administratively.

- The HR Manual update remains before the Board of Directors for approval and is targeted for completion within FY 2026-27, per the Strategic Roadmap commitment.
- No emerging material contract risk beyond those already disclosed in Chapters III, XV and XVII has been identified.

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VI. GOVERNMENT EXPECTATIONS

The Ministry of Energy (Power Division) has entered into a Strategic Roadmap Agreement with PESCO covering FY 2025 to FY 2029, established under Section 5.3.5 of the National Electricity Policy. This Agreement sets binding performance targets that PESCO is required to achieve during the agreement period. While the Roadmap will be updated to reflect the NEPRA-approved DIIP and, in due course, the outcome of PESCO's pending Review Petition for the deferred investment heads, it continues to embody broader organisational priorities, including governance reform, human resource development, digital transformation, and institutional strengthening, that extend beyond the strict regulatory investment envelope. The Roadmap and the DIIP will therefore remain closely aligned but are not identical instruments.

In addition to the Strategic Roadmap, the Government expects full compliance with NEPRA's DIIP decision of 07 May 2026 including all dynamic review obligations, a separate bank account requirement, and a zero-tolerance approach to safety together with progressive readiness for competitive market participation under the CTBCM framework.

A. Performance Targets and Timeline (FY 2026-27 to FY 2028-29)

Targets are reviewed annually by agreement between the Ministry and PESCO. Rows 1-5 below represent year-on-year percentage-point improvement targets over the prior year's achieved base; rows 6-14 represent absolute completion percentages.

#	Component	Target FY26-27	Target FY27-28	Target FY28-29
1	Reduction in AT&C Losses	-2.4	-2.5	-2.7
2	Reduction in T&D Losses	-1.8	-1.9	-2.0
3	Improvement in Bill Collection	1.17	1.19	1.17
4	Recovery of Bad Debt (>3 yrs) Write-offs	2.1%	2.9%	3.6%
5	Reduction in Commercial Load-Shedding	3.5%	3.8%	4%
6	Enhanced Consumer Services	100%	100%	100%
7	Development & Strengthening of Safety Systems	100%	100%	100%
9	GIS Mapping & Tagging — HT Network	100%	100%	100%
10	GIS Mapping & Tagging — LT Network	80%	90%	100%
11	Deployment of AMI (Three-Phase Meters)	100%	100%	100%
12	Amendment & Updating of HR Manuals	Implemented per NEP	Implemented per NEP	Implemented per NEP
13a	ERP Automation — HR	70%	80%	90%
13b	ERP Automation — Finance	90%	95%	100%
13c	ERP Automation — MM	100%	100%	100%
13d	ERP Automation — IT (Network Connectivity)	100%	100%	100%

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#	Component	Target FY26-27	Target FY27-28	Target FY28-29
14	Computerised Energy Audit to Distribution Transformer	100%*	100%*	100%*

***** Subject to availability of funds and resources.

B. Additional Government Expectations

- **NEPRA Dynamic DIIP Compliance:** full compliance with all NEPRA directions, including a separate bank account,annual DOP/ELR submissions, and the mid-term review.
- **CTBCM Readiness:** non-discriminatory open access to market participants per NEPRA Open Access Regulations, 2022, with MIRAD as the responsible department.
- **Digitization:** full deployment of a digitized hourly data-collection system for all grid stations, power transformers and 11 kV feeders, mandated ahead of the next DIP submission.
- **Safety — Zero-Fatality Mandate:** a safety management framework with enforceable KPIs, mandatory third-party safety audits, and strict disciplinary measures.
- **World Bank Project Execution:** urgent submission of business cases for deferred components (ABC, AMI, APMS, Billing & IT) to avoid lapse of approximately Rs. 17502 million in World Bank funding ahead of the 31 December 2027 project closing date.

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VII. PURPOSE, MISSION AND VISION

A. Purpose

PESCO's primary purpose, as defined by its licensing obligations and establishing legislation, is to provide safe, reliable, and affordable electricity to the people of the licensed territory in Khyber Pakhtunkhwa. As a public-service institution, PESCO exists not merely to distribute electricity as a commercial commodity but to serve as a critical enabler of economic activity, social development, and quality of life across a geographically and demographically diverse service territory.

B. Vision

"Achieving and maintaining the highest degree of efficiency, reliability, and responsiveness as a public service organization, ensuring safe, reliable, and affordable electricity across our distribution jurisdiction."

C. Mission

Under this Three-Year Business Plan, PESCO will expand and rehabilitate its distribution system in full alignment with the NEPRA-approved DIIP. Plans have been developed to improve technical, financial, commercial, human resource and communications functions including the IT infrastructure supporting core distribution operations. From new grid stations to GIS-based network mapping and AMI metering for commercial improvement, all initiatives are planned in an integrated manner to improve overall Company performance within a realistic, funded framework.

D. Core Values

Value	What It Means for PESCO
Integrity	Upholding the highest standards of honesty and ethical conduct in all operations, procurement decisions, and regulatory interactions.
Transparency	Ensuring openness in communication, performance reporting, and financial disclosures to regulators, government and consumers.
Innovation	Keeping pace with technological advancement in smart grid, GIS, AMI, and data analytics to improve network management and services.
Respect & Inclusivity	Valuing diversity and promoting an inclusive workplace where all employees including women, minorities, and local communities are respected.
Teamwork	Collaboration across directorates, with regulators, government and partner agencies to achieve integrated outcomes.
Excellence	High standards across operational efficiency, safety, consumer service, regulatory compliance, and financial management.

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E. Principles

- **Efficiency and Cost-Effectiveness:** the highest levels of efficiency in energy sales and recoveries to ensure cost-effectiveness for end consumers.
- **Reliability and Security:** reliable and secure electricity distribution to minimise disruptions and maintain grid stability.
- **Environmental Responsibility:** promoting sustainable energy sources and practices.
- **Regulatory Compliance:** strict adherence to NEPRA and other federal and provincial regulatory requirements.
- **Stakeholder Engagement:** regular engagement with government entities, consumers, and local communities.
- **Quality Service:** high standards of reliability, accessibility, and customer satisfaction.
- **Continuous Improvement:** a culture of learning and development to respond effectively to evolving challenges.

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VIII. OBJECTIVES AND BUSINESS GOALS

A. Industry Context

1. Pakistan's Power Sector — Overview

Pakistan's power sector is in a period of structural transformation. Population growth, urbanization and economic development continue to drive demand upward, while significant generation capacity additions have produced surplus capacity at off-peak times alongside chronic transmission and distribution constraints. The sector is transitioning from a single-buyer model centered on CPPA-G to a competitive wholesale market under the CTBCM framework, with ISMO (Independent System and Market Operator, launched May 2025) managing market operations, a fundamentally different model from PESCO's legacy cost-plus procurement arrangement. The circular debt crisis remains the sector's most serious systemic risk; PESCO contributes to it through the combination of high technical/commercial losses and sub-100% recovery, and reducing that contribution is both a government expectation and a condition of long-term financial sustainability.

2. Key Sector Trends Relevant to PESCO

- Tariff escalation, increasing the financial impact of non-recovery and the urgency of theft control.
- Growing solar net-metering uptake among industrial and commercial consumers, reducing grid demand and affecting revenue projections.
- CTBCM and open access, under which large consumers may eventually purchase directly from generators, bypassing PESCO's supply function.
- Security-affected areas, particularly Southern KPK and areas adjoining the former FATA constraining loss reduction, meter reading and infrastructure maintenance; NEPRA's 1% 'Law & Order' loss allowance in the provisional T&D loss target partially recognizes this reality.
- Post-bifurcation consolidation: HAZECO's separation reduced PESCO's service territory and energy sales projections by 27-29%, while also reducing the scale of the management challenge.
- Increasing integration of renewable and distributed generation, and continued digital-technology adoption (smart metering, GIS, asset monitoring) across the sector.

B. Role of PESCO in the Sector

PESCO plays a dual role in Pakistan's power sector:

- **Distribution Licensee:** owns, operates, maintains and expands the 132 kV/66 kV sub-transmission network, the 11 kV distribution network, and the LT network. These assets form part of the Regulated Asset Base (RAB) earning a return under NEPRA's MYT framework.
- **Supplier of Last Resort (SoLR):** purchases electricity from CPPA-G and other resources and resells it to all consumers in its licensed territory, including in commercially unattractive areas, on demand.

Under the emerging CTBCM framework, PESCO will interact directly with ISMO as market operator, submit energy demand forecasts, participate in capacity market processes, and manage open-access requests from eligible consumers. MIRAD leads this transition.

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C. Corporate Objectives

#	Corporate Objective
1	Maintain, augment and expand a cost-effective, efficient distribution system to meet the power needs of 3.73 million consumers in KPK.
2	Comply with NEPRA performance parameters on voltage regulation, frequency, tripping, breakdowns and losses under the Distribution Performance Standards (2005) and the DIIP.
3	Execute the NEPRA-approved DIIP (PKR 42,777 million, FY 2025-30) under the dynamic review framework, maintaining full audit-readiness.
4	Reduce T&D losses from the FY 2025-26 achieved level of 39.97% toward 33.54% by FY 2028-29 through infrastructure investment, metering and enforcement.
5	Progressively improve revenue collection efficiency over the plan period, reducing PESCO's contribution to sector circular debt.
6	Ensure zero electricity-related fatalities through a comprehensive safety management framework, earthing works deployment, and mandatory PPE enforcement.
7	Achieve full GIS mapping of the HT network within the plan period and materially progress LT network mapping ahead of the mid-term review.
8	Progress ERP integration across Finance, HR and Materials Management per the Strategic Roadmap trajectory.
9	Build MIRAD's institutional capacity to sustain continuous regulatory compliance under the dynamic DIIP framework, annual DOP/ELR submissions, and the December 2027 mid-term review.
10	Continue certain public service obligations, including basic distribution facilities, service reliability, and prompt connection of new consumers (see Chapter XIV).
11	Advance digitization and automation of Company processes, and pursue gender diversity through targeted hiring and development across technical, commercial and managerial roles (see Chapter XIX).

D. Stakeholder Analysis

Stakeholder	Primary Interest	PESCO Response
Consumers	Reliable, affordable electricity	Improve service quality, billing transparency, complaint handling
NEPRA & Government	Regulatory compliance and sector performance	Ensure compliance and regular reporting
Employees	Safe workplace and professional development	Training, capacity building and performance management
Suppliers & Contractors	Transparent procurement	Fair procurement and contract management
Financial Institutions	Financial sustainability	Strong governance and project implementation
Development Partners (e.g. World Bank, ADB)	Infrastructure modernization	Collaboration on strategic investment projects

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IX. SCOPE OF ACTIVITIES

PESCO's core scope of activities comprises electricity distribution and supply within the territory of KPK, including secondary transmission (132 kV/66 kV) network expansion and rehabilitation, 11 kV and LT distribution network expansion and rehabilitation, revenue billing and collection, consumer services, and the associated planning, safety, procurement and regulatory-compliance functions. This chapter sets out the specific scope of the capital and functional improvement programmes planned for FY 2026-27 to FY 2028-29, all of which are costed in Chapter XVI and confined within the NEPRA-approved DIIP envelope (subject to the outcome of PESCO's pending Review Petition).

A. Directorate-Wise Investment Plans

#	Directorate	Investment Plan
1	MIRAD	Demand Forecast, Transmission Plan and Power Procurement Plan etc.
2	A&S Directorate	Transportation Improvement Plan etc.
3	Operations Directorate	Loss Reduction Plan, Operations Improvement Plan etc.
4	Planning Directorate	HT/LT Rehabilitation Plan with IT intervention (GIS and related software) etc.
5	T&G Directorate	Grid Operation Improvement Plan etc.
6	Commercial Directorate	Commercial Improvement Plan etc.
7	Safety Directorate	Safety Improvement Plan etc.
8	MM Directorate	Procurement Plan etc.
9	PMU Directorate	Procurement & Implementation Plan etc.
10	Chief O&M Distribution	Civil Works etc.

B. Secondary Transmission System (STG) — Scope

The STG programme covers expansion and rehabilitation of the 132 kV/66 kV secondary transmission network, including new grid stations and associated transmission lines, reconductoring, augmentation of power transformers, capacitor bank additions, grid station remodelling, and ISO-to-line bay conversions. Scope has been developed through load-flow and short-circuit system studies covering the full three-year plan, simulating PESCO's network together with NTDC and neighbouring DISCOs, and reflects PESCO's 'Optimally Achievable Case' based on realistic procurement, execution and financing capacity.

Grid Stations

Sr. No	Description	Total No.	2026-27	2027-28	2028-29
1	New Grid Station				
A	132 KV	4 (in progress)		1	1
2	Augmentation of Power Transformer				
A	132 KV	10	8	0	2
3	Extension of new Power Transformer				
A	132 KV	11	5	1	5

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Transmission Lines New Line

Sr. No.	Description	Total Length (km)	2026-27	2027-28	2028-29
1	132 KV Double Circuit	14 (3 Lines)			3

Rehabilitation/Reconductoring/Upgradation

Sr. No	Description	Total Length (km)	2026-27	2027-28	2028-29
1	132 KV Double Circuit	56 (3 lines)		3	
2	132 KV Single line on Double Circuit Tower	15 (3 lines)		2	1
3	132 KV Additional Circuit	34 (1 line)			1

Capacitors

Sr. No.	Description	Total (MVAR)	2026-27	2027-28	2028-29
1	11 KV Capacitor	216			216

Remodeling of Grid Stations

Sr. No.	Description	Total (No)	2026-27	2027-28	2028-29
1	Grid Station Remodeling	2		2	

ISO Bay Conversions

Sr. No.	Description	Total (No)	2026-27	2027-28	2028-29
1	ISO Bays	14			14

Facility Developments

Sr. No.	Projects	Total (No)	2026-27	2027-28	2028-29
1	Facility Developemnts	2			2

C. Distribution System — Expansion and Rehabilitation Scope

Head	Description	FY 2026-27	FY 2027-28	FY 2028-29	Total
ELR	HT (Nos)	25	25	25	75
ELR	LT (Nos)	865	865	865	2,595
DOP	HT (Nos)	10	10	10	30

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Head	Description	FY 2026-27	FY 2027-28	FY 2028-29	Total
DOP	LT (Nos)	362	362	362	1,086
SAP	HT Proposals (Nos)	35	35	35	105
SAP	LT Proposals (Nos)	1,227	1,227	1,227	3,681

D. World Bank-Funded Project Scope (EDEIP)

Component	Project	Type	Detail
1	Upgradation of PESCO GIS Infrastructure	GIS mapping	Upgradation to ArcGIS Enterprise
2	Technical Assistance	Improvement/facilitation & consultancy	Equipment for M&T, transformer workshops, T&P, PPE, IT, vehicles, STG spares, project implementation support, training and capacity building

E. Deferred Components — Subject to Review Petition / Mid-Term Review

The following investment heads were deferred by NEPRA's 07 May 2026 decision, subject to business-case submission and consideration at the mid-term review (December 2027) or resolution of PESCO's Review Petition. Detail of the associated regulatory risk is provided in Chapter XIII.

- Aerial Bundled Cable (ABC) — PKR 3,416 million petitioned; feeder-wise techno-economic justification required.
- APMS/AMI full rollout — PKR 10,502 million and 1,764 million respectively; a 5-feeder pilot business case (metering-tree concept) is being prepared for annual-review submission.
- Billing & IT Infrastructure Upgradation — PKR 1,400 million; a PITC transition plan is a prerequisite for approval.
- Scanning Meters — PKR 3,248 million; business case required.
- Defective Meters Replacement — PKR 7,606 million; subject to post-expenditure annual review.

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X. KEY STRATEGIC ISSUES

This chapter summarises the key factors positive and negative which are expected to influence PESCO's performance over the plan period, synthesising the Company's own strategic assessment with NEPRA's findings in its 07 May 2026 DIIP decision.

A. Strengths

- Extensive, strategically important distribution network serving 3.73 million consumers across KPK, with an NEPRA-approved investment programme now moving into execution.
- Improved FY 2025-26 loss performance (39.97% achieved against a 39.24% target), demonstrating that the loss-reduction trajectory targeted in this Plan is achievable.
- Substantial STG allocation (PKR 22,237 million) approved at near-parity with PESCO's revised petition, providing a strong core infrastructure base.
- An established MIRAD function positioned to lead the Company's regulatory, market and digital transformation agenda.

B. Weaknesses

- Historic under-utilisation of approved capital allocations (~PKR 20 billion, excluding Deposit Works, over FY 2020-21 to FY 2024-25), reflecting planning, procurement and land-acquisition weaknesses now under direct regulatory scrutiny.
- A large HR vacancy gap (14,870 of 24,407 sanctioned posts vacant), concentrated in technical and operational categories, constraining execution capacity.
- Legacy, partially-manual financial, billing and inventory systems limiting real-time visibility and control.
- T&D losses (39.97%) remain far above the NEPRA provisional target (19.26%), driven substantially by non-technical loss factors outside the Company's full operational control.

C. Opportunities

- Completion of the T&D Loss Study offers a credible pathway to a realistic, evidence-based NEPRA loss target, with direct multi-billion-rupee tariff benefit.
- The APMS/AMI/Scanning Meter deferral allows PESCO to first demonstrate operational readiness and commercial benefit through a pilot, strengthening the case for full-scale deployment at the mid-term review.
- Digitisation mandates (GIS, hourly data systems, ERP procurement) provide the occasion to modernise core systems that have long constrained planning accuracy and audit-readiness.
- Growing renewable and net-metering integration, and the CTBCM transition, position PESCO to develop new commercial and system-planning capabilities ahead of full market competition.

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D. Threats

- **T&D Loss Study deadline (~07 October 2026):** failure to submit an NEPRA-TOR-aligned study triggers a punitive 8.90% loss target with multi-billion-rupee annual tariff shortfall.
- **World Bank funding lapse:** PKR 17,502 million of deferred World Bank components risk being lost if business cases and transition plans are not submitted before the 31 December 2027 project closing date.
- **Mid-term review complexity (December 2027):** the review spans demand forecasting, STG validation, smart-grid business cases, civil works, and IT, the most complex regulatory submission of the control period with limited preparation time.
- **Security environment:** law-and-order conditions in parts of southern KPK continue to constrain loss reduction, metering, and maintenance access.
- **GIS mapping deadline (mid-term review):** non-completion weakens the technical basis for the next DIP and future ELR/DOP proposals.

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XI. STRATEGY FOR ACHIEVING OBJECTIVES AND BUSINESS GOALS

PESCO's strategy translates the corporate objectives of Chapter VIII into concrete, resourced initiatives, each assigned to a responsible Directorate, with a defined timeframe within the three-year plan period. The line of sight is direct: successful execution of each strategy contributes to the corresponding objective; achievement of the objectives, in turn, delivers PESCO's stated purpose of safe, reliable and affordable electricity supply, financial sustainability, and regulatory compliance.

A. Strategic Vision for the Plan Period

Deliver reliable, efficient, financially sustainable, and customer-focused electricity services through disciplined execution of the approved investment programme, systematic loss reduction, digital transformation, and operational excellence.

B. Strategic Priorities and Corresponding Actions

#	Priority	What PESCO Will Do	Lead
1	DIIP Execution	Execute the PKR 26,568 million three-year costed capital programme with discipline, compliance, and audit-readiness; expedite spill-over STG projects before lapse.	PMU / P&E / MIRAD
2	Loss Reduction	Reduce T&D losses from 39.97% (FY 2025-26 achieved) to 33.54% by FY 2028-29 through targeted infrastructure investment, enforcement, and metering.	Operations / Commercial
3	Revenue & Recovery	Improve billing recovery through AMI, combing operations, IBS upgrades, and commercial enforcement, reconciled against both Ministry Roadmap and internal targets.	Commercial
4	Institutional Strengthening	Build regulatory, technical and digital capacity in GIS, ERP, data systems, and MIRAD capacity to meet the demands of the dynamic DIIP era.	MIRAD / IT / HR
5	Safety & People	Achieve zero fatalities; close the workforce gap through targeted hiring and training; advance gender diversity.	Safety / HR

C. Key Strategic Initiatives

- Network rehabilitation and capacity enhancement under the approved STG, DOP and ELR heads (Chapter IX).
- Phased deployment of AMI, APMS, GIS and ERP systems, beginning with the 5-feeder AMI/APMS pilot and progressive GIS mapping of the HT and LT networks.
- Theft reduction and revenue protection through combing operations, meter reading re-engineering, and enhanced internal audit of billing integrity.
- Preventive and condition-based maintenance and asset management, per the framework in Chapter XVII.
- Support for renewable energy integration and net-metering processing, consistent with growing consumer uptake (Chapter VIII).

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- Completion of the T&D Loss Third-Party Study with NEPRA-aligned Terms of Reference, the Company's single highest-priority strategic action for FY 2026-27.

D. Technology and Innovation Priorities

- Smart Metering / Advanced Metering Infrastructure (AMI)
- Asset Performance Management System (APMS)
- Geographic Information System (GIS) — ArcGIS Enterprise
- Enterprise Resource Planning (ERP) — Finance, HR, Materials Management modules
- Integrated Billing System (IBS)

E. Governance and Continuous Improvement

PESCO will maintain compliance with regulatory requirements, strengthen corporate governance, monitor KPIs through the Board's Technical Committee, conduct regular performance reviews, and continuously improve operational performance through the risk management framework (Chapter XIII) and stakeholder feedback (Chapter VIII.D).

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XII. KEY PERFORMANCE TARGETS AND KEY PERFORMANCE INDICATORS

PESCO's performance targets are designed to be Specific, Measurable, Achievable, Relevant and Time-bound (SMART); linked directly to the corporate objectives in Chapter VIII; within the Company's responsibility or power of control (or, where not, explicitly noted as such e.g., security-related loss components); and expressed in plain language with technical terms explained. Actual results for FY 2025-26 are presented in Chapter V; forward targets for FY 2026-27 to FY 2028-29 are set out below.

A. T&D Loss Reduction and Recovery Improvement Plan

#	Description	Target FY25-26	Achieved FY25-26	Target FY26-27	Target FY27-28	Target FY28-29	Lead
1	T&D Losses (%)	39.24	39.97	37.44	35.54	33.54	Commercial
2	Recovery Computed (%)	92.28	91.28	93.45	94.64	95.81	Commercial
3	Feeders Rehabilitated (Nos)	30	62	31	31	31	P&E
4	Distribution Transformer Addition/Augmentation (Nos)	1,147	804	1,181	1,217	1,253	P&E
5	Grid Station Addition/Augmentation (Nos)	21	6	11	10	6	PMU
6	Capacitor Banks (Nos)	96	—	262	188	102	PMU
7	HT Line Addition/Reconductoring (km)	351	403.4	363	363	363	P&E
8	LT Line Addition/Reconductoring (km)	371	121.2	380	392	402	P&E
9	Transmission Line Addition/Reconductoring (km)	156	17	23	93	49	PMU
10	ABC Cable Installation (km)	800	65	875	226	226	P&E

B. Asset Management Proposed KPIs

KPI	2026-27	2027-28	2028-29
Preventive Maintenance Compliance	≥90%	≥95%	≥98%
Critical Asset Availability	≥98%	≥98.5%	≥99%
Grid Station Availability	≥99%	≥99.2%	≥99.5%
Transformer Failure Rate	<2.5%	<2.0%	<1.5%
GIS Asset Mapping Completion	70%	100%	100%
ERP Asset Registration	70%	90%	95%
Planned Maintenance Completion	≥90%	≥95%	≥98%
Asset Inspection Compliance	≥95%	≥98%	100%

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KPI	2026-27	2027-28	2028-29
SAIDI & SAIFI	Continuous improvement	Continuous improvement	Continuous improvement

C. Monitoring and Reporting Framework (Results-Based Monitoring)

Performance against all KPIs in this chapter, and the Government Expectations targets in Chapter VI, will be tracked through a Results-Based Monitoring (RBM) approach linking inputs (the approved investment programme), outputs (physical targets e.g., feeders rehabilitated, km reconductored, MVA added), outcomes (loss reduction, recovery improvement, capacity enhancement), and targeted impact (reduced technical/commercial losses, additional energy availability, and improved network reliability). Based on the current three-year investment programme, PESCO's Optimally Achievable Case targets a cumulative network capacity addition of approximately 604 MVA and cumulative energy-loss savings of approximately 204.4 MKWh by FY 2028-29, translating into an estimated PKR 28,424 million in additional annual revenue potential at completion due to addition of MVA capacity. These figures will be refined as project-level business cases are finalised and are reported for planning purposes only.

MIRAD will coordinate and provide progress report to the CEO, the Board's Technical Committee, and NEPRA (per the DIIP's dynamic review obligations), integrating Key Risk Indicators from the Risk Register (Chapter XIII) with this performance framework to support timely management decision-making.

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XIII. RISK MANAGEMENT

PESCO has adopted Risk Management approach enabling systematic identification, assessment, mitigation, monitoring and reporting of risk across all business functions, consistent with the requirements of the SOE Act, 2023. The Board of Directors provides overall risk oversight through its Committees; the CEO and senior management implement mitigation measures; and each Directorate is accountable for risks within its area of responsibility.

A. Corporate Risk Matrix

#	Key Risk	Impact	Likelihood	Rating	Risk Owner
1	High Technical & Commercial (T&D) Losses	High	High	Extreme	Operations / Commercial
2	Revenue Recovery & Cash Flow Constraints	High	High	Extreme	Commercial / Finance
3	Delay in DIIP Implementation	High	Medium	High	Planning / PMU
4	Regulatory Non-Compliance	High	Medium	High	MIRAD / Company Secretary
5	Funding Constraints	High	Medium	High	Finance
6	Cybersecurity & IT System Failure	High	Medium	High	IT Directorate
7	Asset Failure & Aging Infrastructure	High	High	High	Technical Directorates
8	Safety Incidents & Workplace Accidents	High	Medium	High	Safety Directorate
9	Human Resource Capacity Constraints	Medium	Medium	Medium	HR Directorate
10	Climate Change & Natural Disasters	High	Medium	High	Operations
11	Supply Chain & Procurement Delays	Medium	Medium	Medium	Material Management
12	Stakeholder & Public Confidence Risks	Medium	Medium	Medium	Corporate Communications

B. Regulatory Risk Register — NEPRA DIIP-Specific Risks

The following risks arise directly from NEPRA's 07 May 2026 DIIP decision and carry the most severe near-term financial consequences facing the Company. They are monitored separately from the corporate risk matrix above given their regulatory specificity and time-criticality.

Risk	Impact	Mitigation
T&D Study — Missed Deadline (~07 Oct 2026) or non-aligned TORs	CRITICAL: punitive 8.90% technical loss target for all years to FY 2029-	Immediately verify TOR alignment with the Barqaab-PPI-OMS consortium; ensure timely completion

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Risk	Impact	Mitigation
	30; multi-billion PKR annual tariff shortfall	
World Bank Project Closing Date (31 Dec 2027) — ABC, AMI, Billing/IT deferred	Loss of PKR 17502 million foreign funding if not implemented before closing	Submit business cases and transition plans urgently; engage World Bank on timeline if needed
Separate Bank Account Non-Compliance	Clawback of under-utilised amounts via PYA; regulatory penalty risk	Establish a separate bank account immediately; report to Finance Department for implementation
Annual DOP/ELR Submission Delay (due March each year)	No approvals for following year's SAP; investment not recognised in RAB; loss of approved investment	Establish MIRAD-led annual regulatory calendar; build data-collection systems now
Mid-Term Review — Inadequate Preparation (due Dec 2027)	Deferred/disallowed investments; revised downward loss targets	Begin mid-term review preparation at least 12 months early; assign a dedicated team
Previous MYT Audit (FY 2020-25 investment utilisation)	RAB true-down; potential RoRB clawback (~PKR 20 Bn under-utilisation, excl. Deposit Works)	Prepare comprehensive reconciliation of previous-period CAPEX immediately
GIS Mapping Deadline (mid-term review, Dec 2027)	Non-compliance risk; weakens basis for next DIP and ELR/DOP proposals	Accelerate GIS rollout; MIRAD to coordinate with P&E and IT

C. Risk Monitoring and Reporting

PESCO will initiate maintaining a Corporate Risk Register covering both the strategic/operational risks in Section A and the regulatory risks in Section B. Risk owners update mitigation progress annually; emerging risks are escalated to senior management and the Board. Key Risk Indicators (KRIs) will be integrated with the Company's performance management system described in Chapter XII to support timely decision-making and effective governance.

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XIV. PUBLIC SERVICE OBLIGATION

In accordance with the State-Owned Enterprises (Governance and Operations) Act, 2023, the Federal Government may assign specified Public Service Obligations (PSOs) to commercial State-Owned Enterprises under Section 7(4) read with Schedule II of the Act. In this regard, PESCO has submitted a proposed Public Service Obligation (PSO) Agreement to the Ministry of Energy (Power Division), which is currently under process for execution. Upon execution, the PSO Agreement shall establish the scope of Public Service Obligations to be performed by PESCO, together with the applicable funding arrangements, performance standards, reporting requirements and monitoring mechanisms, while ensuring that the discharge of such obligations does not adversely affect the Company's commercial and financial sustainability.

A. Scope of Public Service Obligations

Upon execution of the PSO Agreement, PESCO shall undertake the following Public Service Obligations on behalf of the Federal Government:

- Management and administration of Government-notified electricity tariff subsidies, including Tariff Differential Subsidies (TDS), tariff relief packages and other specific consumer subsidies or discounts, in accordance with the applicable Tariff Subsidy Standard Operating Procedures.
- Management and administration of the collection and deposit of Government surcharges notified under Section 31(8) of the Regulation of Generation, Transmission and Distribution of Electric Power Act, 1997 (NEPRA Act).
- Performance of the above services in accordance with the accounting, reporting, audit, verification and compliance requirements prescribed under the PSO Agreement and other applicable laws and regulations

B. Funding and Cost Recovery

PESCO shall maintain an appropriate segregation between its commercial operations and Public Service Obligations by adopting suitable accounting and cost allocation methodologies and maintaining separate accounting records for PSO activities. Upon execution of the PSO Agreement, the revenue shortfall, as per the Federal Government notification, in performing the Public Service Obligations may be claimed from the Federal Government, subject to submission of requisite supporting documentation and verification in accordance with the agreed funding mechanism. This framework is intended to ensure transparency, accountability and the continued financial sustainability of the Company while delivering Public Service Obligations.

C. Governance, Monitoring and Reporting

Upon execution of the PSO Agreement, PESCO shall comply with the governance, reporting and performance monitoring requirements prescribed therein. The Company shall maintain separate records for PSO activities, monitor performance against the agreed Key Performance Indicators (KPIs), submit periodic reports to the Ministry of Energy (Power Division), and facilitate audit, verification and oversight by the relevant Government authorities. The Board of Directors shall oversee implementation of the PSO framework to ensure compliance with the SOE Act, the PSO Agreement and other applicable legal and regulatory requirements, while promoting transparency, accountability and effective delivery of the assigned Public Service Obligations.

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XV. PUBLIC-PRIVATE PARTNERSHIPS

PESCO does not currently have any formal Public-Private Partnership (PPP), concession, or similar long-term private-sector arrangement for the ownership or operation of network assets. The Company's capital programme is financed through various heads including self-financed, consumer deposits/deposit works and debit financing including the World Bank EDEIP sovereign loan facility, neither of which constitutes a PPP in the conventional sense.

A. Consumer-Funded Deposit Works

PESCO's Deposit Works arrangement, under which consumers fund extensions and augmentations to the network for their own connection requirements, represents the closest existing quasi-private-participation modality. Deposit Works are consumer-funded, not tariff-socialised, and are excluded from the NEPRA-approved DIIP investment quantum (Chapter IX), though they are separately tracked.

B. Options Under Consideration

PESCO is evaluating the following options for potential future private-sector participation, none of which has yet been formally approved or contracted:

- **Feeder-level solar/renewable integration pilots:** potential private-sector EPC or IPP arrangements for feeder solarisation initiatives currently under NESPAK consultancy review (e.g., the 11 kv Shahi Bala feeder pilot).
- **Managed-services model for AMI/APMS deployment:** a metering-as-a-service or similar arrangement could be explored once the 5-feeder pilot (Chapter IX.E) demonstrates commercial viability, subject to NEPRA and PPRA approval.
- **Third-party technical assistance and audit engagements:** existing consultancy arrangements (Barqaab-PPI-OMS for the T&D Loss Study; the forthcoming independent DIP-validation consultant) are private-sector engagements but do not constitute PPPs, as no asset ownership or long-term concession is involved.

C. Contract Risk Disclosure

No current contract carries a contingent liability rated as material for Board disclosure at the time of preparing this Plan.

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XVI. FINANCIAL FORECASTS AND FINANCING PLAN

A. Overview

PESCO's financial management function covers billing settlement with CPPA-G, taxation, corporate planning and controlling, inter-office transaction reconciliation, and treasury/banking. The Company's accounting and back-office systems are continuously evolving with ERP deployment at GL level, computerized oracle based asset register and in house developed pension management system, and various processes continue to run manually which are planned for automation. Addressing this is itself a strategic priority of this Plan (Chapter XI, Chapter XVIII).

B. Operating Expenditure

PESCO's Operating and Maintenance expenditure requirement for FY 2026-27 (W/O HAZECO) is estimated at PKR 49,127 million, of which salaries and benefits represented the dominant component.

Expense Head	O&M Expense Requirement (PKR Mn)
Salaries and Benefits	42,014
Repair and Maintenance	1,836
Travelling Expenses	290
Vehicle Expenses	444
Other Expenses	4,543
Total	49,127

C. Capital Expenditure Plan — Three-Year Financing Summary

The table below presents PESCO's bottom-up costed three-year investment plan, developed within and consistent with the NEPRA-approved DIIP envelope. This is the master financing summary for the Business Plan period.

#	Description	FY26-27	FY27-28	FY28-29	Total
1	STG New Works / Projects	5,264	2,733	6,775	14,772
2	DOP	915	915	915	2,745
3	ELR	1,805	1,805	1,805	5,415
4	Upgradation of GIS Infrastructure (ArcGIS Enterprise)	560	560	—	1,120
5	Technical Assistance (M&T Equip., Civil Works, T&P, PPE, IT, vehicles)	22	38	—	60
6	Safety — Field Kits and Safety Assets	289	264	252	805
7	Civil Works	170	290	148	608
8	MM Improvement Plan	43	41	35	119

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#	Description	FY26-27	FY27-28	FY28-29	Total
9	A&S (Operational Vehicles)	153	65	28	246
10	Technical Services Wing	2	—	—	2
11	MIRAD Improvement Plan	3	—	—	3
12	GSO, GSC & M&T Improvement Plan	260	30	10	300
13	Transformer Reclamation Workshop — Jamrud	80	20	—	100
14	Transformer Reclamation Workshop — Kabal, Swat	80	20	—	100
15	IT Plan	29	14	10	53
16	Third-Party Audit / Monitoring	40	40	40	120
	TOTAL	9,715	6,835	10,018	26,568

Costing Detail — STG, Distribution, World Bank and Support Plan

Detailed head-wise costing for each component of the master financing summary is maintained by MIRAD, and is presented in full in Appendix B. Key sub-totals are:

Component	3-Year Cost (PKR Mn, unless noted)
STG New Works / Projects	14,772
ELR — HT + LT	5,415
DOP — HT + LT	2,745
World Bank-Funded Projects (GIS + Technical Assistance)	1,180
Functional / Support Plan (Civil, MM, A&S, TSW, MIRAD, GSO/GSC/M&T, Operations, IT, T&P/PPE)	2,336
Third-Party Audit / Monitoring	120

The total cost of the proposed three-year plan is PKR 26,568 million as per NEPRA, however a review petition has been filed considering the future plan of PESCO and GoP directives. Accordingly, the Plan for FY 2026–27 has been prepared with a total value of PKR 29,351 million (Excluding Deposit Works) based on the Review Petition submitted to NEPRA and in line with the aforesaid GoP directives with respect to AMI, APMS, World Bank etc. It also includes spillover works proposed for implementation during FY 2026–27.

D. Capex Narrative

- **Replacement vs. new investment:** DOP and ELR (PKR 2,745 Mn and 5,415 Mn respectively) are predominantly rehabilitation/loss-reduction investment in the existing network; new grid stations, transmission lines and capacity additions under STG (PKR 14,772 Mn) represent new capacity, adding a targeted 604 MVA over the plan period (Chapter XII.C). Replacement Capex is assessed as adequate to arrest further deterioration in service standards but not, on its own,

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sufficient to close the historic infrastructure deficit, hence the priority on execution discipline described below.

- **Deviation from previous Capex budget (Spill over works):** material deviations were driven by land acquisition disputes and court stays (STG), procurement/tendering delays, and the bifurcation of HAZECO from PESCO's operations (Chapter V.C). No new deviation is anticipated in this plan period beyond timing risk associated with the NEPRA dynamic review obligations set out in Chapter XIII.B.
- **Financing plan for all Capex:** the investment programme above is funded through own resources together with the World Bank EDEIP loan facility (USD 108 million, IDA-9318-PK and IDA-79060) for the components listed in Chapter IX.D.
- **Government-funded Capex:** the entire investment programme in this chapter has already been reviewed and approved by NEPRA via the DIIP decision of 07 May 2026; no separate Ministry of Finance approval is required.

E. Dividend Policy

The Company does not propose to declare or distribute a dividend during FY 2026-27 to FY 2028-29, consistent with Section 241 of the Companies Act, 2017, which restricts dividend declaration to distributable profits. Given PESCO's recovery performance (Chapter V.B) and T&D loss levels (Chapter V.A), no distributable surplus is projected over the Plan period"

Given PESCO's current recovery performance (Chapter V.B), T&D loss levels (Chapter V.A), and the priority accorded to funding the approved capital programme, the Company does not propose to declare or distribute a dividend during FY 2026-27 to FY 2028-29.

F. Loans Supporting Capex

The principal external financing facility supporting PESCO's capital programme is the World Bank EDEIP loan (IDA-9318-PK and IDA-79060), USD 108 million, with a project closing date of 31 December 2027. Detailed drawdown status is appended in (Appendix B). No other material loan facility directly supports the current three-year Capex plan; the balance of the programme is financed through tariff-recognised RAB revenue as described above.

G. Asset Disposal

PESCO has prepared a Proposed Annual Disposal Plan (ADP) for FY 2026-27, in accordance with the PPRA Disposal of Public Assets Regulations, 2024, for the disposal of unserviceable, surplus, obsolete, condemned, and redundant assets. The proposed disposal plan has an estimated realizable value of PKR 744.41 million, comprising scrap assets valued at PKR 684.79 million and vehicles valued at PKR 59.62 million. The Plan has been developed to optimize storage utilization, improve operational efficiency, and generate revenue from non-productive assets.

The proposed Annual Disposal Plan has been submitted for consideration and is currently pending approval of the Board of Directors (BoD), PESCO. Upon approval by the BoD, the disposal activities will be carried out in accordance with the approved plan and the applicable provisions of the PPRA Disposal of Public Assets Regulations, 2024. The Plan may also be updated, with BoD approval, to accommodate any additional disposal cases that arise during the financial year.

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Category	Description	Proposed Value (PKR Million)	Status
Scrap Assets	Disposal of scrap, obsolete materials, condemned power transformers, GSC material, store scrap and redundant transmission lines	684.79	Proposed – Pending BoD Approval
Vehicles	Disposal of condemned vehicles (including carried-forward, re-tendered and remaining vehicles)	59.62	Proposed – Pending BoD Approval
Total Annual Disposal Plan		**744.41**	**Pending BoD Approval**

H. Expected Benefits of the Investment Programme

The three-year investment programme is expected to deliver the following quantified benefits on an 'Optimally Achievable Case' basis, developed through the load-flow and system studies referenced in Chapter IX:

Year	MVA Added (Cumulative)	Energy Available Added (MKWh, Cumulative)
2026-27	470	874.91
2027-28	536	997.76
2028-29	604	1,124.35

Year	Transmission Loss Savings — Current (MW)	Transmission Loss Savings — Cumulative (MW)	Energy Saving — Cumulative (MKWh)
2026-27	1.7	1.70	8.19
2027-28	2.60	4.30	20.72
2028-29	3.7	8.00	38.54

Distribution - Loss Reduction			
Year	HT Saving (MKWh)	LT Saving (MKWh)	Total Saving (MKWh)
2026-27	43.11	12.22	55.3
2027-28	43.11	12.22	55.3
2028-29	43.11	12.22	55.3
Total	**129.33**	**36.66**	**165.9**

On completion, the programme is projected to add approximately 604 MVA of network capacity and deliver cumulative energy-loss savings of approximately 204.4 MKWh (combining transmission and distribution loss-reduction effects), translating into an estimated additional annual revenue potential of approximately PKR 28,424 million at completion due to addition of MVA capacity. These figures are

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planning estimates and will be refined as individual project business cases are finalized and validated against actual commissioning schedules.

I. Financial Statements

Summary Income Statement and Balance Sheet projections for the plan period, together with the detailed financial statements required under the SOE Business Plan Guidance Framework, are retained from PESCO's underlying financial model and are presented in full in Appendix A.

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XVII. ASSET MANAGEMENT, MAJOR EXPENDITURE, AND CONTRACTUAL COMMITMENTS

PESCO manages one of Pakistan's largest electricity distribution networks: 94 grid stations (132 kV and 66 kV), approximately 1,160 distribution feeders, more than 31,864.7 km of HT lines, 32,279.7 km of LT lines, and over 72,191 distribution transformers. Effective asset management is fundamental to reliable supply, minimised outages, and maximised useful asset life, and directly supports the objectives of both this Plan and the NEPRA-approved DIIP.

A. Asset Management Framework

- Asset planning and investment prioritization through the DIIP and this Business Plan.
- Asset design and technical standardization; procurement per PPRA Rules.
- Construction, testing and commissioning; asset tagging and GIS mapping.
- Preventive and corrective maintenance; condition assessment and performance monitoring.
- Rehabilitation, augmentation and replacement; safe disposal of obsolete assets.

B. Asset Management Systems

System	Purpose
GIS (Geographical Information System)	Digital mapping of transmission and distribution assets
ERP (Enterprise Resource Planning)	Asset records, inventory, finance and procurement management
CIS (Customer Information System)	Consumer database and service management
Monitoring System	Implementation tracking of DIIP projects
Preventive Maintenance Programme	Scheduled inspection and maintenance of transformers, feeders, grid stations and lines
Internal Audit & Asset Verification	Periodic physical verification and compliance review

C. Standards Applied

PESCO's asset management practices are implemented in accordance with the SOE Act, 2023; the Companies Act, 2017; NEPRA Performance Standards and the Distribution Code; PPRA Rules and Procurement Regulations; PESCO's Construction Standards and Distribution Manuals; the National Grid Code; and relevant IEC/IEEE technical standards for electrical equipment, testing, protection, and maintenance.

D. Operations and Maintenance (O&M)

- Preventive maintenance of grid stations, transformers, feeders and transmission lines.
- Predictive and condition-based maintenance using inspection reports and operational data.
- Emergency maintenance for restoration following equipment failure or natural disaster.

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- Periodic testing of protection systems, breakers, transformers and metering equipment.
- Vegetation management, right-of-way maintenance, and safety inspections.

E. Asset Management Funding

Available funding is lower than PESCO's originally proposed investment, following NEPRA's approval of the revised DIIP at a 45% reduction (Chapter I). Asset replacement and rehabilitation are consequently prioritised by system criticality, asset condition, safety requirement, and expected operational benefit. Over the plan period, PESCO will progressively strengthen asset management practice through GIS expansion, digitisation of asset records, preventive and condition-based maintenance, and improved lifecycle planning — addressing the asset-management funding shortfall identified as a key business goal for this planning period, consistent with the SOE Business Plan Guidance Framework's requirement that any asset-management funding shortfall be treated as a corporate priority.

F. Major Operational Expenditure and Contracts (Non-Capex)

The following contracts, each exceeding PESCO's internal materiality threshold, are disclosed for Board and regulatory transparency:

Contract	Value	Nature / Status
Manpower Supply Contract — M/s Firewall Security Services Ltd. (JV)	~PKR 1.81 Bn / year	2,516 workers; PPRA QCBS procurement; under HR/legal review for escalation clause and audit-rights completeness
Barqaab-PPI-OMS Consortium — T&D Loss Third-Party Study	PKR 95 Mn	Signed September 2025; TOR alignment with NEPRA's 04 Feb 2026 standardised requirements under urgent verification
Independent Third-Party DIP Validation Consultant	TBD	ToRs to be developed and submitted to NEPRA for approval — new recurring obligation under the dynamic DIIP framework
Third-Party Audit / Monitoring Firm	PKR 200 Mn (5-yr, NEPRA-allocated)	New provision directed by NEPRA; MIRAD is the coordinating department

G. Consulting Contracts

- Barqaab-PPI-OMS Consortium — T&D Loss Study (as above).
- NESPAK — feeder solarisation consultancy for the pilot feeder (11 kV Shahi Bala)

H. Loans Supporting Capex

See Chapter XVI.F for the status of the World Bank EDEIP loan facility supporting deferred and approved World Bank-funded components.

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XVIII. HUMAN RESOURCE STRATEGY

A. Current Workforce Position

PESCO's total sanctioned strength across Officers and Officials is 24,407, comprising 568 Officer positions (BPS-17 and above) and 23,839 Official positions (BPS 1-16). Against this, working strength stands at 9,454, leaving an overall vacancy of 14,870 posts, a gap that materially affects service delivery and execution capacity, particularly in technical and operational categories.

Category	Sanctioned	Working	Vacant
Officials (BPS 1-16)	23,839	8,998	14,758
Officers (BPS 17 & above)	568	456	112
Total	24,407	9,454	14,870

Officers (BPS 17 & above)	Sanctioned	Working	Vacant
Technical (Engineers)	377	341	36
Non-Technical (Non-Engineers)	191	115	76
Total	568	456	112

B. HR Strategy for the Plan Period

PESCO's HR strategy prioritises capacity building and skill enhancement of the existing workforce to mitigate the operational impact of the vacancy gap, pending phased recruitment against sanctioned posts, subject to Government approval and fiscal space. Key elements:

- Structured, need-based training aligned with a comprehensive Training Need Assessment (TNA) conducted across all directorates and functional units, targeting technical, operational, managerial, IT, safety and regulatory skill gaps.
- Continued use of PESCO's Regional Training Centre (Charsadda) and Circle Training Centres, together with the WAPDA Administrative Staff College (Islamabad) and WAPDA Engineering Academy (Faisalabad) for specialised and mandatory training.
- Coordination with the Power Planning and Monitoring Company (PPMC) for specialised workshops and capacity-building aligned with national power-sector reforms.
- Finalisation and Board approval of the updated HR Manual, targeted for completion within FY 2026-27 (Chapter VI.A, item 12).
- Progressive ERP-HR automation from 70% (FY 2026-27) to 90% (FY 2028-29), improving HR data integrity and workforce planning.

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C. Recent Training Activity — Illustrative

Category	Total Trained	Principal Institutes
Officers (Technical)	34	WASC Islamabad; WEA Faisalabad; TSG Training Centres (Tarbela / NKLP Lahore)
Officers (Non-Technical)	7	WASC Islamabad
Technical & Non-Technical Staff (Subordinate)	394	WEA Faisalabad; PESCO RTC Charsadda

The outcomes of the Training Need Assessment now form the basis for planning, prioritising and designing training programmes, ensuring optimal utilisation of training resources during the plan period.

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XIX. GENDER DIVERSITY

PESCO recognises gender diversity as both a corporate objective (Chapter VIII.C, item 11) and a component of its Core Values commitment to Respect and Inclusivity (Chapter VII.D). This chapter sets out PESCO's approach for the plan period.

A. Current Position

A gender-disaggregated breakdown of staff (male/female) by category Board, senior management, technical, and non-technical has not been separately compiled in the source data available for this Plan. As an immediate action, the HR Directorate will establish this baseline by category for FY 2025-26 closing, to enable year-on-year tracking over the plan period and to satisfy the SOE Business Plan Guidance Framework's requirement for a gender breakdown by year.

B. Policy Commitments for the Plan Period

- Establish and publish a gender-disaggregated staffing baseline (Board, management, technical, non-technical) by the end of FY 2026-27, and report progress annually thereafter.
- Pursue targeted recruitment and development of female staff across technical, commercial and managerial roles, particularly against vacant sanctioned posts identified in Chapter XVIII.
- Ensure workplace policies including safety, facilities, and grievance-redressal mechanisms, support an inclusive working environment for all employees, consistent with PESCO's Core Values.
- Incorporate gender-diversity indicators into the HR Manual update currently before the Board (Chapter VI.A).
- Report gender diversity progress to the Board's HR & Remuneration Committee on an annual basis.

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XX. ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) TARGETS AND PERFORMANCE MEASURES

PESCO is committed to integrating Environmental, Social and Governance principles into its operations to improve sustainability, operational performance, regulatory compliance, and stakeholder confidence, supporting long-term value creation and responsible corporate practice.

A. Environmental Strategy

Strategic Priorities

- Reduce technical and commercial losses through network modernisation.
- Promote renewable energy integration and net-metering.
- Improve energy efficiency using smart grid technologies.
- Ensure compliance with environmental laws and standards; implement environmental monitoring and reporting.

Key Initiatives

- Grid modernisation and replacement of obsolete equipment.
- Deployment of smart grid and energy management technologies.
- Support for distributed renewable energy projects; consumer awareness on energy conservation.
- Periodic environmental audits and sustainability reporting.

B. Social Strategy

Strategic Priorities

- Ensure employee health, safety and professional development.
- Strengthen stakeholder engagement and customer satisfaction.
- Support community development and public welfare; promote diversity, inclusion and equal opportunity.

Key Initiatives

- Continuous technical and safety training; community electrification and CSR programmes.
- Customer awareness and education campaigns; internship and apprenticeship opportunities.
- Transparent stakeholder communication and grievance management.

C. Governance Strategy

Strategic Priorities

- Strengthen corporate governance and accountability; ensure compliance with applicable laws and regulations.
- Enhance enterprise risk management and internal controls; promote ethical conduct and transparent decision-making.

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Key Initiatives

- Board oversight and governance committees; Enterprise Risk Management (ERM) framework (Chapter XIII).
- Internal and external audits; Code of Ethics and compliance training.
- Performance monitoring through KPIs and ESG reporting; cybersecurity and digital-governance improvements.

Expected Outcomes

- Improved operational efficiency and sustainability; enhanced regulatory compliance.
- Increased stakeholder trust and transparency; stronger organisational resilience and risk management.
- Long-term financial and environmental sustainability.

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XXI. APPENDICES

Appendix A — Detailed Financial Statements

- **Income Statement**

Financial Statements *(In Millions)*

Income Statement	With HAZECO	Without HAZECO			
	Audited	Provisional	Projected	Projected	Projected
	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
Sale of electricity	237,051	191,109	226,111	245,129	265,690
Subsidy from Government of Pakistan on sale of electricity	54,357	54,152	40,814	42,588	44,438
	291,408	**245,261**	**266,925**	**287,717**	**310,128**
Cost of electricity	(340,239)	(282,069)	(289,830)	(296,564)	(299,786)
Gross (Loss)	**(48,831)**	**(36,807)**	**(22,905)**	**(8,847)**	**10,342**
Amortization of deferred credit	2,822	2,760	3,201	3,714	4,308
	(46,009)	**(34,047)**	**(19,704)**	**(5,133)**	**14,650**
Operating cost					
Other operating cost excluding	(50,917)	(52,368)	(59,843)	(69,640)	(83,079)
Depreciation on property, plant and equipment	(4,962)	(4,974)	(5,073)	(5,175)	(5,278)
	(55,879)	**(57,342)**	**(64,916)**	**(74,815)**	**(88,358)**
Operating (loss)	**(101,888)**	**(91,389)**	**(84,620)**	**(79,949)**	**(73,708)**
Other income	11,100	10,857	12,594	14,609	16,947
Financial cost	(1,228)	(1,531)	(1,691)	(1,868)	(2,063)
Loss before levies and taxation	**(92,016)**	**(82,064)**	**(73,717)**	**(67,207)**	**(58,824)**
Levies	(637)	(592)	(681)	(783)	(901)
Loss after taxation	**(92,653)**	**(82,656)**	**(74,398)**	**(67,990)**	**(59,724)**

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- **Balance Sheet**

Financial Statements *(In Millions)*

Balance Sheet	With HAZECO	Without HAZECO			
	Audited	Provisional	Projected	Projected	Projected
	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
EQUITY AND LIABILITIES					
Share Capital and Reserves					
Authorized share capital: 5,000,000,000 ordinary shares of Rupees 10 each	50,000	50,000	50,000	50,000	50,000
Issued, subscribed and paid up share capital	0.010	0.010	0.010	0.010	0.010
Deposits for issue of share capital	302,350	501,986	507,005	512,075	517,196
Accumulated losses	(763,863)	(828,789)	(903,187)	(971,177)	(1,030,901)
TOTAL EQUITY	**(461,513)**	**(326,803)**	**(396,181)**	**(459,101)**	**(513,705)**
Non-current liabilities					
Long term loans - secured	11,108	8,160	8,242	8,324	8,407
Staff retirement benefits	181,840	177,314	184,087	185,928	197,788
Deferred credit	52,924	58,128	58,709	59,296	59,889
Consumers' security deposits	7,934	7,595	7,671	7,748	7,825
	253,806	**251,198**	**258,710**	**261,297**	**273,910**
Current liabilities					
Trade and other payables	582,171	367,009	429,993	491,897	536,512
Accrued markup	4,822	5,326	5,380	5,433	5,488
Current maturity of long term loans	3,424	3,056	3,086	3,117	3,148
Levies Payable	637	592	681	783	901
	591,055	**375,984**	**439,140**	**501,230**	**546,049**
TOTAL LIABILITIES	**844,860**	**627,182**	**697,849**	**762,527**	**819,959**
	383,347	**300,378**	**301,668**	**303,426**	**306,254**
ASSETS					
NON-CURRENT ASSETS					
Property, plant and equipment	137,101	111,814	118,523	125,634	133,172
Long term loans - considered good	0.76	0.51	0.54	0.58	0.62
	137,102	**111,814**	**118,523**	**125,635**	**133,173**
CURRENT ASSETS					
Stores, spare parts and loose tools	12,452	11,714	12,300	12,915	13,561
Trade debts	124,236	93,299	97,031	93,002	93,932
Loans and advances - considered good	1,389	1,441	1,485	1,529	1,575
Other receivables	55,565	38,232	40,144	42,151	44,259
Receivable from Government of Pakistan	36,934	30,389	18,428	14,162	5,442
Cash and bank balances	15,669	13,488	13,758	14,033	14,314
	246,245	**188,564**	**183,145**	**177,791**	**173,081**
TOTAL ASSETS	**383,347**	**300,378**	**301,668**	**303,426**	**306,254**

A.1 — Historical O&M Cost Trend (FY 2022-23 to FY 2025-26)

The table below supplements the single-year O&M breakdown in Chapter XVI.B with the five-year trend, showing the cost drivers behind PESCO's rising operating expenditure base.

Description (PKR Mn)	2022-23	2023-24	2024-25 (W/O HAZECO)	2025-26 (W/O HAZECO)
O&M Cost — Total	30,666	38,168	33,935	39,863
of which: Repair & Maintenance	1,018	1,350	1,481	1,646
of which: Salaries / Pensions	27,687	34,326	29,784	35,343
of which: Travelling Expenses	324	326	242	333
of which: Vehicle Expenses	272	296	314	359
of which: Other Expenses	1,365	1,870	2,114	2,182

Approved in PESCO 225th BOD meeting held on August 6,2026 vide RESOLUTION 225-BOD-R03

Appendix B — Capital Expenditure Budget (Detailed)

This Appendix reproduces the full head-wise, year-wise costing detail underlying the master financing summary in Chapter XVI.C and the scope tables in Chapter IX.

B.1 — STG: New Grid Stations, Augmentation and Extension (PKR Million)

#	Description	Voltage	Capacity (MVA)	Total Cost	2026-27	2027-28	2028-29
1	New Grid Stations	132 kV	4,077	160	1,080	1,409	1,588
2	Augmentation of Power Transformers	132 kV	2,789	127	2,121	668	—
3	Extension of Power Transformers	132 kV	3,508	386	1,632	68	1,807

B.2 — STG: New Transmission Lines, Reconductoring, Capacitors, Remodelling (PKR Million)

Description	Total Cost	2026-27	2027-28	2028-29
New Transmission Line (132 kV D/C — 14 km)	1,001	—	650	351
132 kV Double Circuit Reconductoring (56 km)	220	135	85	—
132 kV Single Line on D/C Tower Reconductoring (15 km)	150	50	50	50
132 kV Additional Circuit (34 km)	750	—	400	350
11 kV Capacitor Banks (216 MVAR)	27		—	27
Grid Station Remodelling (2 Nos.)	966	246	720	—
ISO Bay to Line Bay Conversion (14 Nos.)	756	—	—	756
Facility Development (2 Nos.)	140	—	—	140

B.3 — Distribution System: ELR, DOP and SAP Costing (PKR Million)

Head	Description	FY26-27	FY27-28	FY28-29	Total
ELR	**HT**	543	543	543	1,629
ELR	**LT**	1,262	1,262	1,262	3,786
ELR	**ELR Total**	1,805	1,805	1,805	5,415
DOP	**HT**	275	275	275	825
DOP	**LT**	640	640	640	1,920
DOP	**DOP Total**	915	915	915	2,745
SAP	**HT Proposals**	818	818	818	2,454
SAP	**LT Proposals**	1,902	1,902	1,902	5,706
SAP	**SAP Total**	2,720	2,720	2,720	8,160

Approved in PESCO 225th BOD meeting held on August 6,2026 vide RESOLUTION 225-BOD-R03

B.4 — World Bank-Funded Projects (USD Million)

Component	Project	Cost (USD Mn)
1	Upgradation of PESCO GIS Infrastructure to ArcGIS Enterprise	3.74
2	Technical Assistance (M&T / Transformer Workshop Equipment, T&P, PPE, IT, Vehicles)	9.53

B.5 — Functional / Support Improvement Plan — Line-Item Detail (PKR Million)

Civil Works

Item	2026-27	2027-28	2028-29	Total
Shed (truss member) at Regional Store Nowshera	—	—	50	50
Newly-Established TSW Directorate — Construction	90	120	90	300
Room & Hall at M&T Office Mardan	—	—	8	8
Transformer Reclamation Workshop — 132kV GSS Jamrud	40	85	—	125
Transformer Reclamation Workshop — 132kV GSS Kabal, Swat	40	85	—	125
Total	170	290	148	608

Material Management (MM) Improvement Plan

Item	2026-27	2027-28	2028-29	Total
Security of Stores — Security Picket Construction	40.4	38.4	31.4	110.2
Infrastructure Development / Remodelling — 14 Stores	0.56	0.56	0.56	1.68
Racks for Material & T&P — 14 Stores	2.8	2.8	2.8	8.4
Total	43.2	41.2	34.76	119.16

A&S — Operational Vehicles

Vehicle Type	Unit Cost	Qty (Total)	Cost (Total)
Toyota D/Cab Revo G	14.2	3	42.6
Hyundai Porter H-100	4.5	22	99.0
Toyota S/Cab Pick-Ups	7.2	12	85.9
Suzuki Pick-Ups (Ravi)	2.2	8	17.6
Total	—	45	245.1

TSW and MIRAD Improvement Plans

Plan / Item	2026-27	2027-28	2028-29	Total
TSW — AutoCAD Software	0.8	0	0	0.8
TSW — Office Supplies (Printer, Laptops)	1.0	0	0	1.0

Approved in PESCO 225th BOD meeting held on August 6,2026 vide RESOLUTION 225-BOD-R03

Plan / Item	2026-27	2027-28	2028-29	Total
TSW Total	1.8	0	0	1.8
MIRAD — PSCAD Software	1.3	0	0	1.3
MIRAD — Primavera Software	0.8	0	0	0.8
MIRAD — A/V Multimedia & Meeting Equipment	0.6	0	0	0.6
MIRAD Total	2.7	0	0	2.7

GSO, GSC & M&T Improvement Plan

Item	2026-27	2027-28	2028-29	Total
Protection Relays (Limited Phased Replacement)	140	15	5	160
Arc Flash Kits (Critical Locations Only)	35	0	0	35
Transformer Testing Equipment (Testrano or Equivalent)	50	0	0	50
Thermal Imaging Cameras (Limited Units)	10	5	0	15
Circuit Breaker & Secondary Injection Test Sets	8	5	3	16
Oil Dehydration Plant	5	0	0	5
Basic Testing Instruments (Megger, Clamp, AVO, etc.)	5	2	1	8
Meter Testing & M&T Equipment (Partial Allowance)	7	3	1	11
Total	260	30	10	300

Operations Improvement Plan (Transformer Reclamation Workshops)

Item	2026-27	2027-28	2028-29	Total
Material & Machinery — 132kV GSS Jamrud Peshawar	80	20	0	100
Material & Machinery — 132kV GSS Kabal, Swat	80	20	0	100
Total	160	40	0	200

IT Support Plan

Category	2026-27	2027-28	2028-29	Total
Laptops (Essential Replacement Only)	10	5	3	18
Commercial (LAN/WAN)	5	5	5	15
Finance (Rationalised Systems & Peripherals)	10	3	2	15
MM (As Requested — Capped)	3.5	1	0	4.5
Total	28.5	14	10	52.5

T&P / PPE (Safety) Improvement Plan

Item	Qty (Total)	Cost (Total, PKR Mn)
Arc Flash Complete Kit for Arc Flash Protection	10	12

Approved in PESCO 225th BOD meeting held on August 6,2026 vide RESOLUTION 225-BOD-R03

Item	Qty (Total)	Cost (Total, PKR Mn)
Grounding Set / Earthing Set (Light Weight)	1,500	750
Foldable Hotstick	300	36
Search Light for Vehicle	155	0.8
Safety Hat Insulated with Face Shield	155	0.5
Hand Line	155	0.5
Ratchet Lever Hoist (750 KG)	155	0.8
Conductor Pulling Grip (1 Ton)	155	0.9
Clip-On Volt Meter	310	3.8
Total	—	805.1

B.6 — World Bank EDEIP Loan Facility

- Facility: IDA-9318-PK and IDA-79060, USD 108 million, project closing date 31 December 2027.

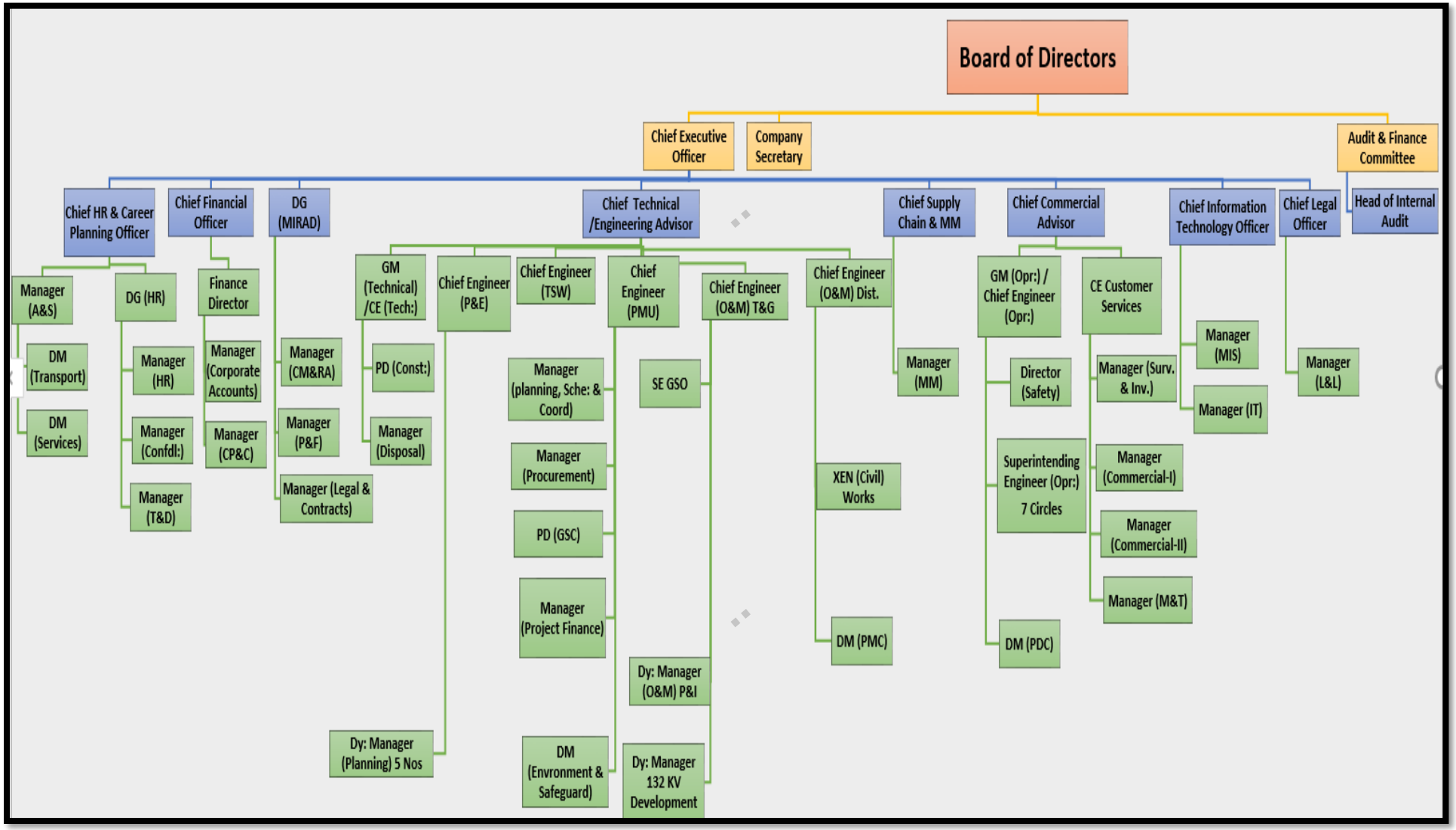
Approved in PESCO 225th BOD meeting held on August 6,2026 vide RESOLUTION 225-BOD-R03

Appendix C — Organisational Structure

- **Current Board of Directors composition**

S.No	Name of Director	Board designation / role	Current official designation / background	Appointment / nomination date	Independent / Ex-Officio / Executive status
1	Mr. Himayat Ullah Khan	Chairman, Board of Directors	Former senior public sector officer; also Chairman on Boards of PESCO, HAZECO and KP-OGCL	21-Aug-2024 (Chairman nomination per Directors' Report); Board reconstituted 21-Aug-2024	Independent Director / Chairman
2	Mr. Tahir Ali Khan	Board Member	Finance, administration and HR professional; former ADB Head of Finance & Administration / USAID Power Distribution Program roles	August 2024	Independent Director
3	Mr. Fazal-e-Khaliq	Board Member	Electrical engineer; former Chief Engineer, PESCO	August 2024	Independent Director
4	Ms. Saima Akbar Khattak	Board Member	Legal professional; former Chief Legal Officer OGDCL / Head of Legal K-Electric; also Director on HAZECO Board	August 2024	Independent Director
5	Mr. Saud Azam	Board Member	Regional Corporate Head (North), Dubai Islamic Bank (Pakistan) Ltd.	August 2024	Independent Director
6	Mr. Nisar Ahmad	Board Member	Secretary, Energy & Power Department, Government of Khyber Pakhtunkhwa		Ex-officio / Non-Executive
7	Mr. Hassan Raza Saeed	Board Member	Senior Joint Secretary (HRM), Finance Division, Government of Pakistan	24-Jan-2025 (nominated in place of Syed Shahid Raza Zaidi per Directors' Report)	Ex-Officio Director / Non-Executive
8	Mr. Zafar Yab Khan	Board Member	Joint Secretary (Administration) and Official Spokesperson, Ministry of Energy (Power Division), Government of Pakistan; additional charge CEO Nandipur Power Company		Ex-officio / Non-Executive
9	Engr. Akhtar Hamid Khan	Executive Member	Chief Executive Officer, PESCO	Feb-24	Executive Director / Executive Member

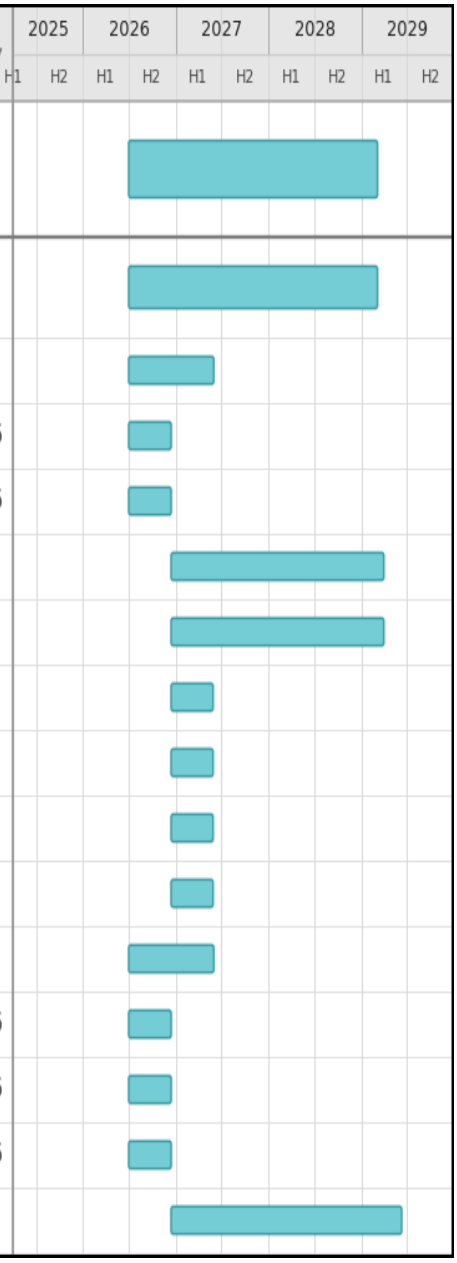
- **PESCO organogram**



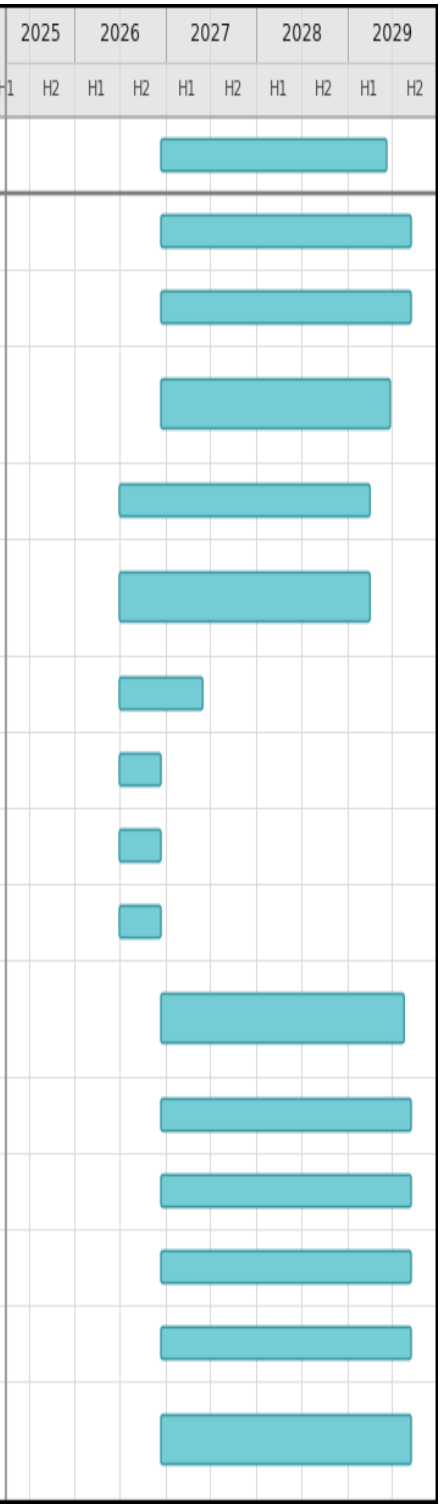
Appendix D — Implementation Schedule

Planning & Engineering

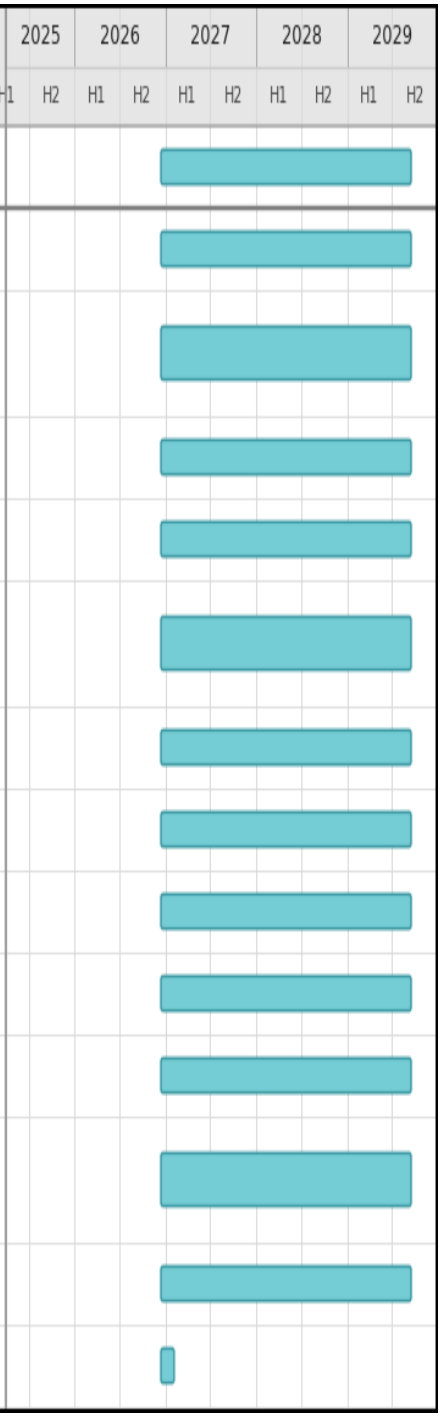
#	Task Mode	Task Name	Duration	Start	Finish
1		**Integrated generation, transmission and distribution**	700 days	Tue 7/1/26	Mon 3/6/29
2		**grid station expansion and rehabilitation**	700 days	Tue 7/1/26	Mon 3/6/29
3		**designing and procurement**	240 days	Tue 7/1/26	Mon 6/1/27
4		Procurement	6 mons	Tue 7/1/26	Mon 12/15/26
5		delivery	6 mons	Tue 7/1/26	Mon 12/15/26
6		**expansion and rehabilitation**	600 days	Mon 12/15/26	Fri 3/31/29
7		new grid construction	600 days	Mon 12/15/26	Fri 3/31/29
8		conversion	6 mons	Mon 12/15/26	Fri 5/29/27
9		augmentation	6 mons	Mon 12/15/26	Fri 5/29/27
10		extention	6 mons	Mon 12/15/26	Fri 5/29/27
11		transmission lines	6 mons	Mon 12/15/26	Fri 5/29/27
12		**designing and procurement**	240 days	Tue 7/1/26	Mon 6/1/27
13		designing and developent	6 mons	Tue 7/1/26	Mon 12/15/26
14		procurement	6 mons	Tue 7/1/26	Mon 12/15/26
15		delivery of material	6 mons	Tue 7/1/26	Mon 12/15/26
16		**expansion and rehabilitation**	650 days	Mon 12/15/26	Fri 6/9/29



#	Task Mode	Task Name	Duration	Start	Finish
17		**new transmission lines**	650 days	Mon 12/15/26	Fri 6/9/29
18		reconductoring and upgrading	36 mons	Mon 12/15/26	Fri 9/15/29
19		reconductoring and rerouting	36 mons	Mon 12/15/26	Fri 9/15/29
20		fixed and switched capacitor installation	33 mons	Mon 12/15/26	Fri 6/23/29
21		**distribution system**	720 days	Tue 7/1/26	Mon 4/3/29
22		**rehabilitation and reconductoring**	720 days	Tue 7/1/26	Mon 4/3/29
23		**designing and procurement**	240 days	Tue 7/1/26	Mon 6/1/27
24		designing and develompent	6 mons	Tue 7/1/26	Mon 12/15/26
25		Procurement	6 mons	Tue 7/1/26	Mon 12/15/26
26		delivery	6 mons	Tue 7/1/26	Mon 12/15/26
27		**11kv and below rehabilitation**	700 days	Mon 12/15/26	Fri 8/18/29
28		rehabilitation of ht lines	36 mons	Mon 12/15/26	Fri 9/15/29
29		new HT lines	36 mons	Mon 12/15/26	Fri 9/15/29
30		transmission lines	36 mons	Mon 12/15/26	Fri 9/15/29
31		rehabilitation of LT lines	36 mons	Mon 12/15/26	Fri 9/15/29
32		over loaded transformer augmentation	36 mons	Mon 12/15/26	Fri 9/15/29

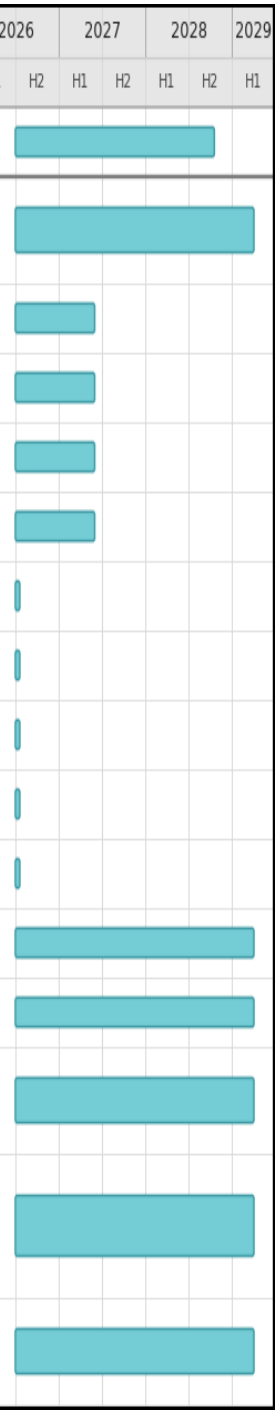


#	Task Mode	Task Name	Duration	Start	Finish
33		new transformer augmentation	36 mons	Mon 12/15/26	Fri 9/15/29
34		new transformer substation	36 mons	Mon 12/15/26	Fri 9/15/29
35		replacement of two leg transformers	36 mons	Mon 12/15/26	Fri 9/15/29
36		new LT lines	36 mons	Mon 12/15/26	Fri 9/15/29
37		**Expansion**	36 mons	Mon 12/15/26	Fri 9/15/29
38		**11kv and below rehabilitation**	36 mons	Mon 12/15/26	Fri 9/15/29
39		new HT lines	36 mons	Mon 12/15/26	Fri 9/15/29
40		transformers	36 mons	Mon 12/15/26	Fri 9/15/29
41		**LT expansion**	36 mons	Mon 12/15/26	Fri 9/15/29
42		new lt lines	36 mons	Mon 12/15/26	Fri 9/15/29
43		transformers	36 mons	Mon 12/15/26	Fri 9/15/29
44		**planning and engineering studies**	36 mons	Mon 12/15/26	Fri 9/15/29
45		GIS mapping	36 mons	Mon 12/15/26	Fri 9/15/29
46		study based planning	39.95 days	Mon 12/15/26	Fri 2/6/27

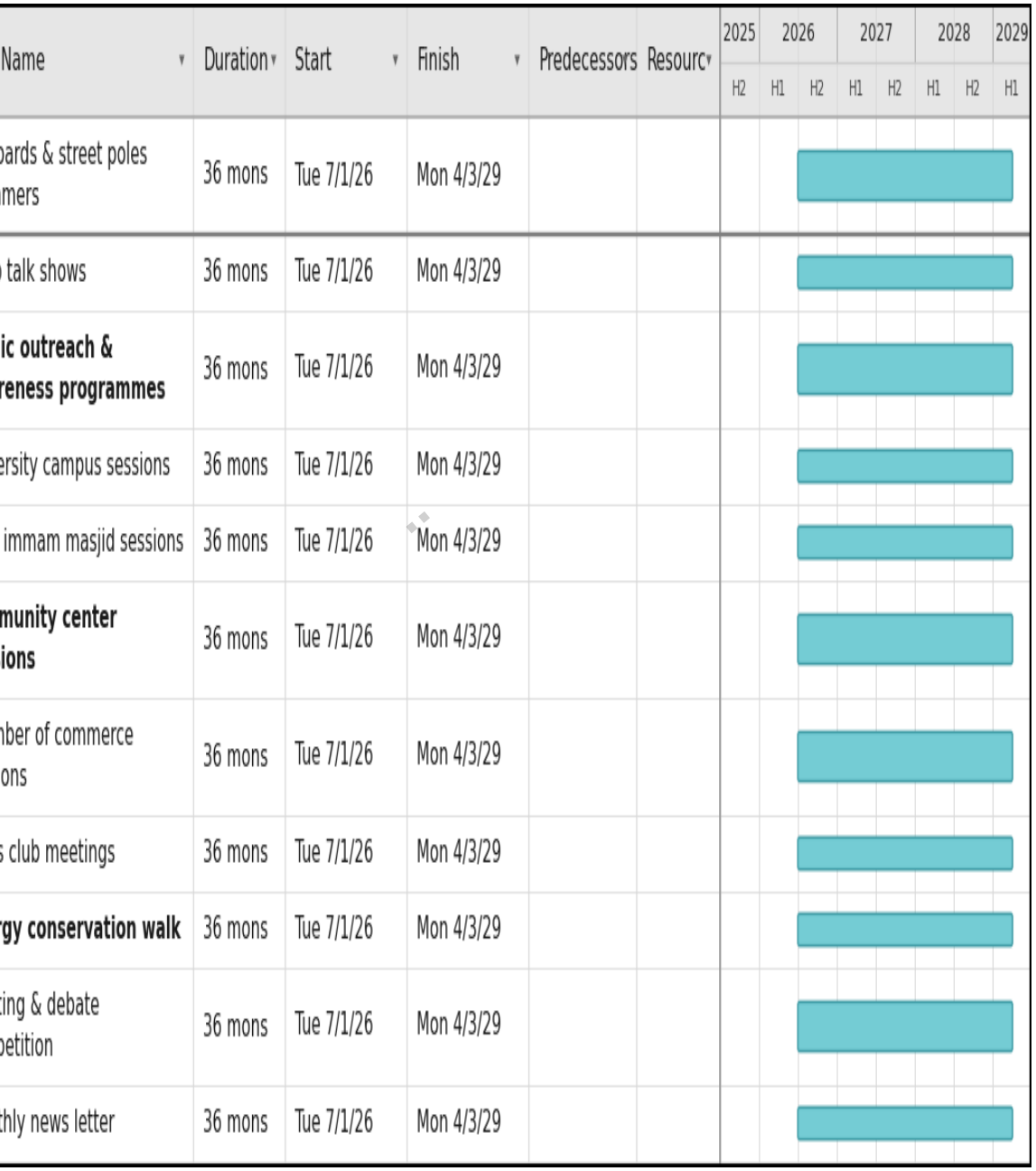


Human Resource

#	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resourc
1		**HR improvement plan**	30 mons	Tue 7/1/26	Mon 10/18/28		
2		**training & capacity building**	36 mons	Tue 7/1/26	Mon 4/3/29		
3		**management trainings**	12 mons	Tue 7/1/26	Mon 6/1/27		
4		international exchanges	12 mons	Tue 7/1/26	Mon 6/1/27		
5		ctc upgrade(3 ctcs)	12 mons	Tue 7/1/26	Mon 6/1/27		
6		**CTc #1**	12 mons	Tue 7/1/26	Mon 6/1/27		
7		procurement of furniture	1 day	Tue 7/1/26	Tue 7/1/26		
8		civil works	1 day	Tue 7/1/26	Tue 7/1/26		
9		**renevation & revamping**	1 day	Tue 7/1/26	Tue 7/1/26		
10		ctc # 2	1 day	Tue 7/1/26	Tue 7/1/26		
11		pr	1 day	Tue 7/1/26	Tue 7/1/26		
12		**external communications**	36 mons	Tue 7/1/26	Mon 4/3/29		
13		**mass media campaigns**	36 mons	Tue 7/1/26	Mon 4/3/29		
14		news papers ads in leading local news paper	36 mons	Tue 7/1/26	Mon 4/3/29		
15		cable TV spots through out peshawar and its surroundings	36 mons	Tue 7/1/26	Mon 4/3/29		
16		public service announement local FM radio	36 mons	Tue 7/1/26	Mon 4/3/29		

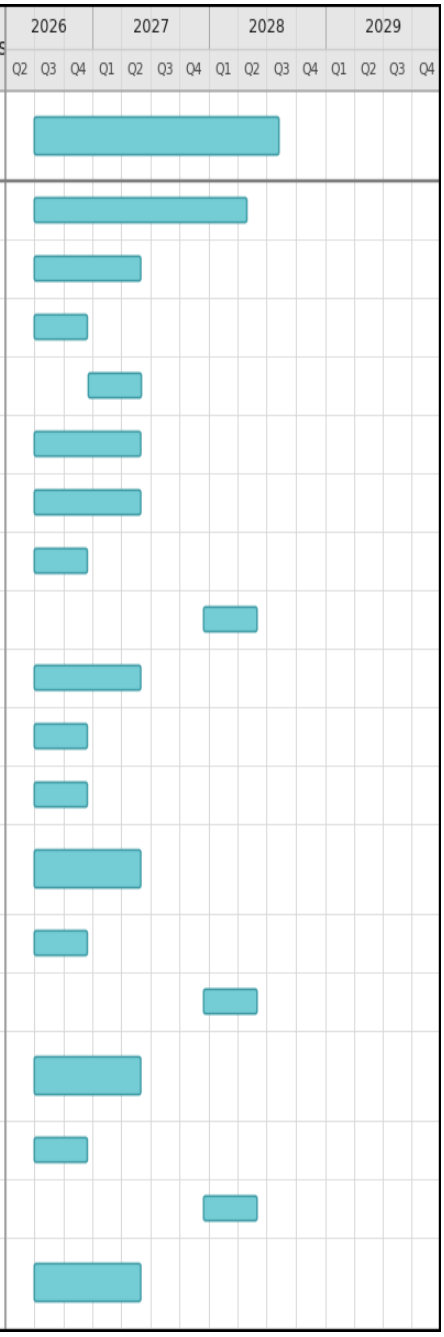


#	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resourc
17		billboards & street poles streamers	36 mons	Tue 7/1/26	Mon 4/3/29		
18		radio talk shows	36 mons	Tue 7/1/26	Mon 4/3/29		
19		**public outreach & awareness programmes**	36 mons	Tue 7/1/26	Mon 4/3/29		
20		university campus sessions	36 mons	Tue 7/1/26	Mon 4/3/29		
21		local immam masjid sessions	36 mons	Tue 7/1/26	Mon 4/3/29		
22		**community center sessions**	36 mons	Tue 7/1/26	Mon 4/3/29		
23		chamber of commerce sessions	36 mons	Tue 7/1/26	Mon 4/3/29		
24		press club meetings	36 mons	Tue 7/1/26	Mon 4/3/29		
25		**energy conservation walk**	36 mons	Tue 7/1/26	Mon 4/3/29		
26		painting & debate competition	36 mons	Tue 7/1/26	Mon 4/3/29		
27		monthly news letter	36 mons	Tue 7/1/26	Mon 4/3/29		

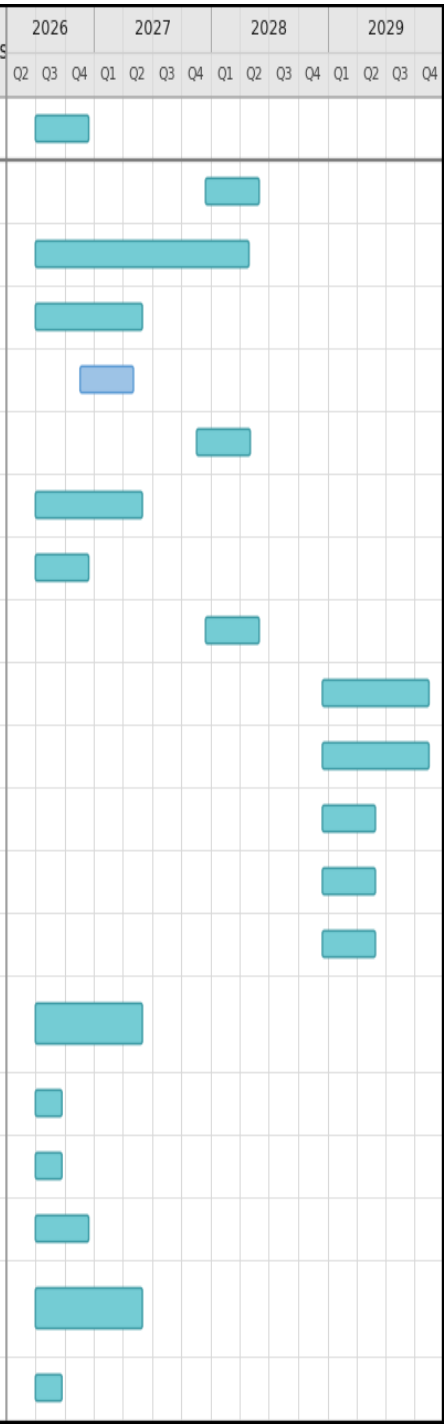


Commercial Directorate

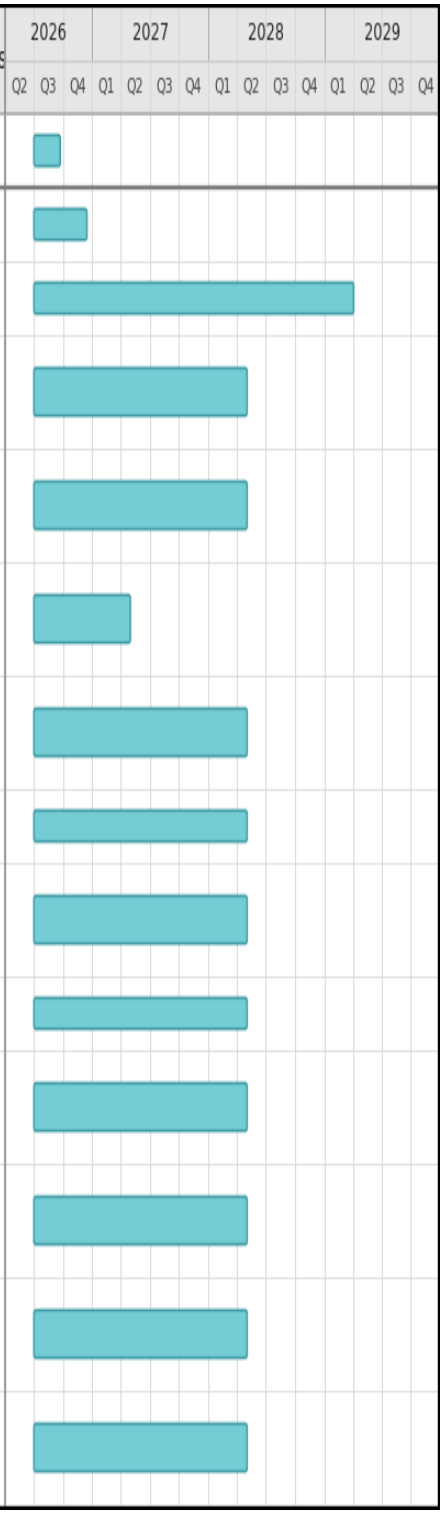
#	Task Mode	Task Name	Duration	Start	Finish	Predecessors
1		**commercial improvement plan**	550 days	Tue 7/1/26	Mon 8/9/28	
2		**PESCO wide HHU expansion**	479 days	Tue 7/1/26	Fri 4/30/28	
3		**mobile HHUs**	240 days	Tue 7/1/26	Mon 6/1/27	
4		procurement	6 mons	Tue 7/1/26	Mon 12/15/26	
5		delivery	6 mons	Thu 12/18/26	Wed 6/3/27	
6		**other equipments**	240 days	Tue 7/1/26	Mon 6/1/27	
7		**PCs(142 units)**	240 days	Tue 7/1/26	Mon 6/1/27	
8		procurement	6 mons	Tue 7/1/26	Mon 12/15/26	
9		delivery	6 mons	Wed 12/16/27	Tue 6/1/28	
10		**Printers(142 units)**	240 days	Tue 7/1/26	Mon 6/1/27	
11		procurement	6 mons	Tue 7/1/26	Mon 12/15/26	
12		delivery	6 mons	Tue 7/1/26	Mon 12/15/26	
13		**DSL connections(137 units)**	240 days	Tue 7/1/26	Mon 6/1/27	
14		procurement	6 mons	Tue 7/1/26	Mon 12/15/26	
15		delivery	6 mons	Wed 12/16/27	Tue 6/1/28	
16		**furniture & accessaries(150 units)**	240 days	Tue 7/1/26	Mon 6/1/27	
17		procurement	6 mons	Tue 7/1/26	Mon 12/15/26	
18		delivery	6 mons	Wed 12/16/27	Tue 6/1/28	
19		**split air conditioners (150)**	240 days	Tue 7/1/26	Mon 6/1/27	



#	Task Mode	Task Name	Duration	Start	Finish	Predecessors
20		procurement	6 mons	Tue 7/1/26	Mon 12/15/26	
21		delivery	6 mons	Wed 12/16/27	Tue 6/1/28	
22		**Transportation**	479 days	Tue 7/1/26	Fri 4/30/28	
23		**bike (930 units)**	240 days	Tue 7/1/26	Mon 6/1/27	
24		procurement	6 mons	Tue 11/18/26	Mon 5/4/27	
25		delivery	6 mons	Wed 11/18/27	Tue 5/4/28	
26		**bike (1395 units)**	240 days	Tue 7/1/26	Mon 6/1/27	
27		procurement	6 mons	Tue 7/1/26	Mon 12/15/26	
28		delivery	6 mons	Wed 12/16/27	Tue 6/1/28	
29		**PESCO wide AMR expansion**	240 days	Thu 12/16/28	Wed 11/15/29	
30		**AMR whole current**	240 days	Thu 12/16/28	Wed 11/15/29	
31		procurement	6 mons	Thu 12/16/28	Wed 5/31/29	
32		supply	6 mons	Thu 12/16/28	Wed 5/31/29	
33		installation	6 mons	Thu 12/16/28	Wed 5/31/29	
34		**AMRS- HT/LT for new connections(240 units)**	240 days	Tue 7/1/26	Mon 6/1/27	
35		procurement	3 mons	Tue 7/1/26	Mon 9/22/26	
36		supply	3 mons	Tue 7/1/26	Mon 9/22/26	
37		installation	6 mons	Tue 7/1/26	Mon 12/15/26	
38		**AMRs-whole current for tubewells**	240 days	Tue 7/1/26	Mon 6/1/27	
39		procurement	3 mons	Tue 7/1/26	Mon 9/22/26	



#	Task Mode	Task Name	Duration	Start	Finish	Predecessors
40		supply	3 mons	Tue 7/1/26	Mon 9/22/26	
41		installation	6 mons	Tue 7/1/26	Mon 12/15/26	
42		**PESCO wide cis expansion**	721 days	Tue 7/1/26	Tue 4/4/29	
43		it infrastructure procurement	24 mons	Tue 7/1/26	Mon 5/3/28	
44		it infrastructure doployment	24 mons	Tue 7/1/26	Mon 5/3/28	
45		data base configuration and updating	10.95 mons	Tue 7/1/26	Fri 5/1/27	
46		**Customer service center improvement**	480 days	Tue 7/1/26	Mon 5/3/28	
47		revamping of csc rooms	24 mons	Tue 7/1/26	Mon 5/3/28	
48		provision of furniture & fixtures	24 mons	Tue 7/1/26	Mon 5/3/28	
49		computing equipment	24 mons	Tue 7/1/26	Mon 5/3/28	
50		**PESCO wide survillence for anti-theft**	480 days	Tue 7/1/26	Mon 5/3/28	
51		procurement & supply of 37 toyta hilux	24 mons	Tue 7/1/26	Mon 5/3/28	
52		procurement & supply of tooling sets	24 mons	Tue 7/1/26	Mon 5/3/28	
53		procurement & supply of mobile phones	24 mons	Tue 7/1/26	Mon 5/3/28	



Safety

i	#	Task Mode	Task Name	Duration	Start	Finish	Predecessors	2025 2026 2027 2028 2029
	1		**lineman safety program**	795 days	Tue 7/1/26	Mon 7/17/29		
	2		**vehicles**	800 days	Tue 7/1/26	Mon 7/24/29		
	3		**buckets mounted trucks**	800 days	Tue 7/1/26	Mon 7/24/29		
	4		1st lot	240 days	Tue 7/1/26	Mon 6/1/27		
	5		procurement	6 mons	Tue 7/1/26	Mon 12/15/26		
	6		**delivery**	6 mons	Tue 7/1/26	Mon 12/15/26		
	7		**2nd lot**	240 days	Tue 7/1/26	Mon 6/1/27		
	8		procurement	6 mons	Tue 7/1/26	Mon 12/15/26		
	9		**delivery**	6 mons	Tue 7/1/26	Mon 12/15/26		
	10		3rd lot	240 days	Tue 7/1/26	Mon 6/1/27		
	11		procurement	6 mons	Tue 7/1/26	Mon 12/15/26		
	12		delivery	6 mons	Tue 7/1/26	Mon 12/15/26		