

**Jubilee**  
GENERAL INSURANCE

**FEEL**

*alive*

**ANNUAL  
REPORT**

**2025**



**Feel Alive** represents a Jubilee General Insurance that is customer-centric, digitally progressive, and purpose-driven—designed around real lives and evolving needs. Through technology, we are creating clearer, faster, and more intuitive experiences, while sustainability guides us in building long-term value for our customers, communities, and the future.

Connected to the next generation and ready for what's ahead, Jubilee General Insurance continues to move forward with resilience, relevance and responsibility.

**FEEL**

*alive*



Live





\* Highest rated insurance company in Pakistan

## **PSX TOP 25 COMPANY AWARD**

A distinction reflecting sustained performance, governance standards, and institutional strength

## **MAP**

Runner up award for non-life insurance sector

## **ICAP & ICMAP**

Certificate of Merit

## **SAFA**

Certificate of Merit (Insurance Sector)

# **A PREMIUM ACHIEVEMENT**

## **IT'S THE CUSTOMER TRUST WE KEEP GROWING**

At Jubilee General, we believe our success is a reflection of the trust invested in us by our customers and stakeholders. With our premium exceeding Rs. 26 billion, we thank everyone profoundly for this confidence. Thank you!

Our journey of growth over the last 73 years has been defined by this trust which drives us to forge ahead towards new achievements.

# PERFORMANCE AT A GLANCE



# FINANCIAL HIGHLIGHTS 2025



Rs. **26,563** Million  
**Written premium /  
Contribution**

Rs. **11,394** Million  
**Net Premium /  
Contribution Revenue**

Rs. **258** Million  
Underwriting Profit  
(Including Takaful  
Operation)

Rs. **6,520** Million  
**Investment Income**



Rs. **4,019** Million  
**Profit After Tax**

Rs. **22,266** Million  
**Shareholders Equity**

Rs. **10,039** Million  
**Claims Paid**

Rs. **1,056** Million  
**Underwriting Cash Flows**

Rs. **35,815** Million  
**Investments &  
Investment Properties**

Rs. **65,378** Million  
**Total Assets**

Rs. **20.25**  
**Earnings Per Share**

Rs. **6.00** Cash  
**Dividend Per Share**



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# ORGANIZATIONAL OVERVIEW & EXTERNAL ENVIRONMENT





# CORPORATE INFORMATION

## Chairman of the Board of Directors

Akbarali Pesnani (Non-Executive Director)

## Directors

John Joseph Metcalf (Non-Executive Director)

Amin A. Hashwani (Non-Executive Director)

Riyaz Chinoy (Independent Director)

Abrar Ahmed Mir (Non-Executive Director)

Nausheen Ahmad (Independent Director)

Mohammad Akhtar Bawany (Non-Executive Director)

Ava Ardeshir Cowasjee (Non-Executive Director)

Sima Kamil (Independent Director)

## Managing Director and Chief Executive

Azfar Arshad Inam (Executive Director)

## Chief Financial Officer

Syed Ali Adnan

## Company Secretary

Imran Chagani

## Auditors

KPMG Taseer Hadi & Co. (Chartered Accountants)

## Sharia'h Advisor

Mufti Zeeshan Abdul Aziz

## Legal Advisor

SurrIDGE & BeechenO

## Bankers

Habib Bank Limited

Standard Chartered Bank (Pakistan) Limited

United Bank Limited

Soneri Bank Limited

Bank Alfalah Limited

BankIslami Pakistan Limited

Dubai Islamic Bank Pakistan Limited

Faysal Bank Limited

MCB Islamic Bank Limited

Askari Bank Limited

## Share Registrar

THK Associates (Pvt.) Limited,

Plot No. 32-C, Jami Commercial Street 2, D.H.A., Phase VII Karachi.

UAN: (92-21) 111-000-322 Tel: (92-21) 35310191-93

## Head Office / Registered Office

2nd Floor, Jubilee Insurance House

I. I. Chundrigar Road, Karachi, Pakistan

UAN: (92-21) 111-654-111 Toll Free: 0800-03786

Tel: (92-21) 32416022-26

E-Mail: [info@jubileegeneral.com.pk](mailto:info@jubileegeneral.com.pk)

Website: [www.jubileegeneral.com.pk](http://www.jubileegeneral.com.pk)

## National Tax Number

0711347-1

## Sales Tax Registration Number

1600980500182





ENERGY'S STRATEGY FORUM 2024  
ENERGY'S STRATEGY FORUM 2024

# BOARD OF DIRECTORS

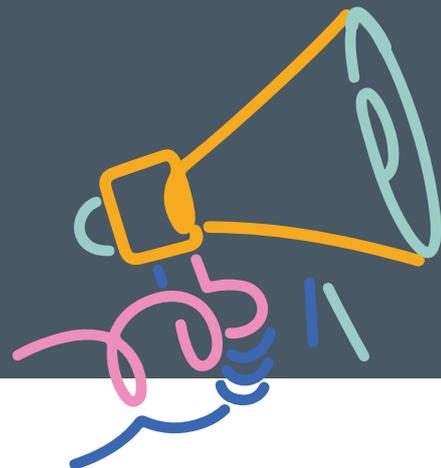


**Akbarali Pesnani**

Chairman

(Director since August 15, 2002)

(Chairman since June 27, 2023)



Mr. Akbarali Pesnani is an MBA and a Fellow Member of both the Institute of Chartered Accountants of Pakistan and the Institute of Cost and Management Accountants of Pakistan. He served as Chairman of the Gwadar Port and Gwadar Port Implementation Authority from 2004 to 2006 and has previously held board positions at Mirpur Khas Sugar Mills, Clariant Pakistan Limited, and Agha Steel Limited.

He has been associated with the Aga Khan Development Network (AKDN) at senior levels for over 49 years. His international assignments include serving as AKDN's Diplomatic Representative in Tajikistan for seven years and as Envoy of His Highness the Aga Khan in Afghanistan for approximately two years.

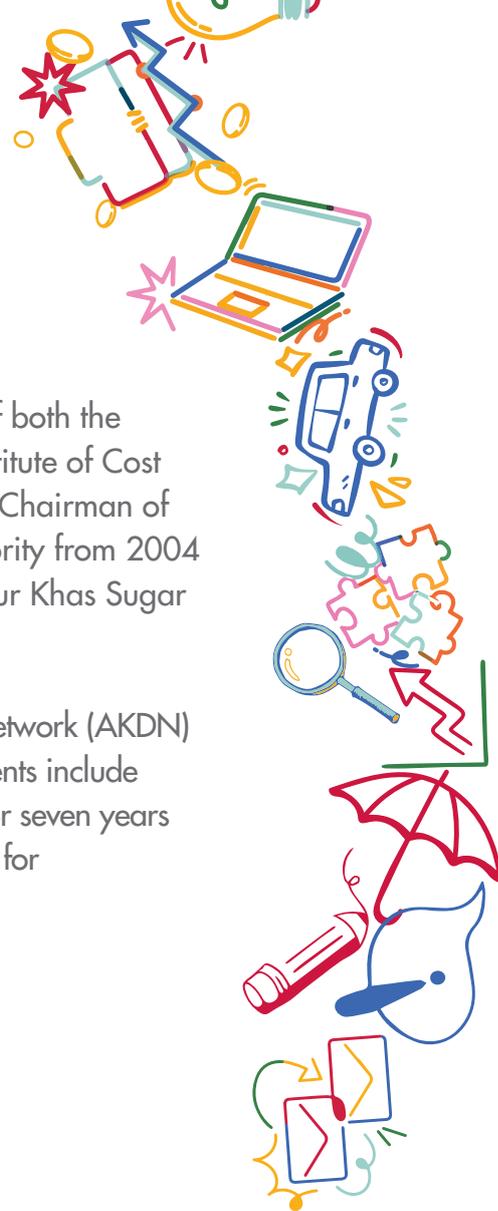
#### **Other Directorships Include:**

- Chairman, Cherat Packaging Limited
- Chairman, Aga Khan Cultural Service Pakistan
- Director, Pakistan Cables Limited
- Director, Cherat Cement Company Limited

#### **ROLE OF THE CHAIRMAN**

The Chairman is responsible for leadership of the Board. He is elected from non-executive Directors. The Chairman will:

- Provide leadership to the Board and ensure the effective, efficient, and compliant conduct of Board and Committee proceedings in line with the Code of Corporate Governance and applicable laws.
- Foster a constructive and inclusive Board environment that enables meaningful participation, open dialogue, and informed debate in shaping the Company's strategy and business objectives.
- Ensure Board members receive accurate, timely, and adequate information to support sound judgment and effective decision-making.
- Promote strong governance practices that enhance the effectiveness of the Board as a whole and of individual directors, while maintaining impartiality at all times.
- Ensure that policies and objectives approved by the Board are aligned with the Company's best interests, long-term sustainability, and future growth.
- Engage with the Chief Executive Officer to ensure implementation of Board-approved strategies and address key issues and emerging developments.
- Maintain effective communication with shareholders and other stakeholders, ensuring their views are appropriately considered by the Board.





**Mr. Azfar Arshad**

Managing Director & Chief Executive Officer  
(Chief Executive since January 10 , 2025)





Mr. Azfar is a highly accomplished leader in the insurance sector with a proven record of driving organizational growth, operational efficiency, and customer-focused innovation. An engineer by background and an MBA, he combines technical expertise with strategic business acumen. Formerly Chief Operating Officer at Jubilee General Insurance and Chairman of the Insurance Association of Pakistan, he brings extensive leadership experience and deep industry insight. Under his leadership, the Company has achieved consistent progress through enhanced efficiency, customer-focused strategies, and innovation-driven initiatives. His foresight in anticipating market trends and ability to inspire teams ensure the organization remains competitive, resilient, and positioned for sustainable growth while continuing its legacy of trust, excellence, and long-term value creation.

### **Other Directorship Include:**

- Jubilee Kyrgyzstan Insurance Company

### **ROLE OF THE CHIEF EXECUTIVE**

The Chief Executive is responsible for providing overall leadership to the Company's management team, driving operational excellence, strategic execution, and organizational growth while ensuring alignment with the Board's vision and corporate objectives. He will:

- Exercise all powers delegated by the Board to manage the day-to-day affairs of the Company in accordance with its Articles and Memorandum.
- Recommend corporate strategies to the Board and ensure their effective implementation once approved, keeping the Board updated on progress and overall business performance.
- Provide leadership to the management, ensuring efficient operations, adherence to Board-approved plans, and alignment with organizational objectives.
- Ensure compliance with all applicable laws, regulations, and internal policies, including maintaining effective internal controls and an Enterprise Risk Management framework.
- Acts as a liaison between the Management and the Board, highlighting critical issues and facilitating informed decision-making.
- Lead engagement with stakeholders to build strong relationships, uphold the Company's reputation, and enhance long-term shareholder value.
- Authorize ordinary business actions, oversee appointments and terminations of employees (except statutory positions), and ensure high standards in corporate governance and business conduct.

# BOARD OF DIRECTORS

Mr. John Joseph Metcalf is a Chartered Insurer and Fellow of the Chartered Insurance Institute of UK who has extensive international experience within the insurance industry. Mr. Metcalf started his insurance career in the UK, where he held various positions within insurance companies and brokers before embarking on his international career in 1990 in the Sultanate of Oman and then the United Arab Emirates. In 1996 Mr. Metcalf joined the Allianz Group, with whom he was engaged as Regional General Manager for Life in Asia-Pacific prior to taking up the appointment as Executive Chairman of Allianz Life Assurance Company and Allianz Insurance Company of Egypt. He is responsible for the development of strategy for the insurance business of AKFED, including management oversight of all AKFED investments in the insurance sector comprised of 9 insurance operations in 6 countries in Africa, Pakistan and Kyrgyzstan.

#### Other Directorships Include:

- Jubilee Life Insurance Company Limited
- Jubilee Investments Company Limited of Uganda
- Jubilee Kyrgyzstan Insurance Company (CJSC)
- Jubilee Life Insurance Company of Uganda Limited
- Jubilee Life Insurance Company of Tanzania Limited
- Jubilee Holdings Kenya Limited
- Jubilee Medical Insurance Company Limited, Kenya
- Jubilee Life Insurance Company of Kenya Limited
- Jubilee Health Insurance Co. of Tanzania
- Jubilee Life Insurance Company of Burundi S.A
- Sanlam Allianz Insurance Company Mauritius
- Sanlam Allianz Insurance Company Kenya Limited
- Sanlam Allianz General Insurance Company Burundi Limited



**MR. JOHN JOSEPH METCALF**  
NON-EXECUTIVE DIRECTOR  
(Director since February 8, 2007)



**MR. AMIN A. HASHWANI**  
NON-EXECUTIVE DIRECTOR  
(Director since March 24, 2014)

Mr. Amin A. Hashwani belongs to a well-known business family of Pakistan. He is sole proprietor of Micro Grind Minerals and partner in Tech4life Pakistan. He has headed numerous business and non-business organisations, including Pakistan India CEOs Business Forum, Young Presidents Organisation, The Network of Organisations Working for People with Disability and AIESEC, Pakistan. He is the recipient of several national and international awards for his work, including an Honorary Doctorate from USA.

#### Other Directorships include:

- Hassan Ali Rice Export Company Limited
- Hassan Ali & Co. (Cotton) (Pvt) Limited
- Coronet Enterprises (Pvt) Limited
- Ittehad Cement Industries Limited
- Hashwani Construction Company (Pvt) Limited
- Beaumont Enterprise (Pvt) Limited
- Marvel Enterprises (Pvt) Limited
- Stonyx (Pvt) Limited
- Wholesome Foods (Pvt) Ltd
- Zappone Systems (Pvt) Limited
- Micro Grind Minerals
- Tech4 Life Pakistan
- Syndicate Mines (Pvt.) Ltd. GB

Mr. Riyaz T. Chinoy is a seasoned Industrial Engineer from Case Western Reserve University, USA, with over three decades of leadership experience in Pakistan’s industrial manufacturing sector. After retiring from his corporate role in 2021, he founded Yaqin Steel Limited, a start-up focused on large-scale steel production in Pakistan. He is widely recognized for his commitment to corporate governance, sustainability, and social impact, particularly in education and community development. He actively contributes to several unlisted and not-for-profit organizations, including The Citizens Foundation, Indus Valley School of Art and Architecture, Orange Tree Foundation (OTF), SINA Health Systems Foundation, The Duke of Edinburgh’s Award Pakistan, Citizens Trust Against Crime, Patrons of Expo 2020, The Water Foundation, and serves on the Advisory Boards of the Packages Group and TCF. He has been a PICG-certified Independent Director since 2007 and is a Fellow of the Institute of Engineers Pakistan.



**MR. RIYAZ T. CHINOY**  
 INDEPENDENT DIRECTOR  
 (Director since June 25, 2020)

**Other Directorships include:**

- Indus Motor Company Limited
- Bulleh Shah Packaging Limited
- Packages Converters Limited
- Magnus Investments Limited
- Starch Pack (Pvt.) Limited



**MS. NAUSHEEN AHMAD**  
 INDEPENDENT DIRECTOR  
 (Director since May 21, 2021)

Ms. Nausheen Ahmad is a Barrister at Law with over 30 years of experience in law firm practice and in-house counsel roles across sectors including Oil & Gas, FMCG, Banking, and large-scale manufacturing. She has served as Company Secretary and Legal Counsel at ICI Pakistan Limited and HBL, Pakistan’s largest private sector bank. She is currently Lead Counsel at Legal and Governance Advisory, specializing in governance, legal compliance, conflict resolution, strategic thinking, and communication. She is also an accredited mediator and master trainer, providing mediation, negotiation, and conflict resolution training. Recently, she was appointed Chancellor of the Textile Institute of Pakistan.

**Other Directorships include:**

- Crescent Steel and Allied Products Limited
- Descon Engineering Limited
- 1Link (Pvt) Limited
- Meezan Bank Limited
- International Steels Limited
- CCL Pharmaceuticals (Private) Limited

# BOARD OF DIRECTORS

Mr. Abrar Ahmed Mir is an engineer and MBA from the Illinois Institute of Technology, Chicago, USA, with extensive experience in e-commerce, fintech, and innovative financial products. He currently serves as Chief Information and Transformation Officer at Habib Bank Limited.

**Other Directorships include:**

- HBL Microfinance Bank
- 1Link (Pvt) Limited
- HBL Asset Management Company Limited



**MR. ABRAR AHMED MIR**  
NON-EXECUTIVE DIRECTOR  
(Director since June 25, 2020)



**MR. MOHAMMAD AKHTAR BAWANY**  
NON-EXECUTIVE DIRECTOR  
(Director since June 26, 2023)

Mr. Mohammad Akhtar Bawany is a business graduate and fellow member of the Institute of Corporate Secretaries of Pakistan and Institute of Chartered Secretaries of Pakistan. He is Advisor to Deputy Chairman and CEO Hashoo Group and also holds position of director on the Boards of different companies of Hashoo Group. He has been associated with Hashoo Group for more than four decades.

**Other Directorships include:**

- Hotel One (Private) Limited
- Pearl Tours & Travels (Private) Limited
- City Properties (Private) Limited
- Elite Properties (Private) Limited
- Karakorum Hotels & Resorts (Private) Limited
- Zaver Chemicals Limited
- Pearl Continental Air (Private) Limited
- Pakistan Services Ltd.

Ms. Ava Ardeshir Cowasjee is a prominent person in the shipping industry of Pakistan. She has been the Chairperson of Pakistan Ships Agents Association 'PSAA' having already served PSAA for ten years as a Managing Committee Member. She pursued Management training at Hyde Park Hotel, London, Intercontinental Hotel, Karachi, and got her diploma in Hotel Management from the Ecole Hotelier, Switzerland. She became Partner of Cowasjee Group of Companies and has served for 39 years. She is a trustee in Cowasjee Foundation and member on the Boards of Syndicate & Senate NED University of Science and Technology and SOS Technical Training Institute.

**Other Directorships include:**

- Cowasjee & Sons
- Orbiter
- Shahtaj Sugar Mills Limited.
- HBL Asset Management Company Limited.
- General Shipping Agencies (Pvt) Limited.
- Quality Schools Foundation.
- Cowasjee Foundation
- Syndicate & Senate NED University of Science & Technology
- SOS Technical Training Institute
- Bogo Technologies (Pvt.) Ltd.



**MS. AVA ARDESHIR COWASJEE**  
 NON-EXECUTIVE DIRECTOR  
 (Director since June 26, 2023)



**SIMA KAMIL**  
 INDEPENDENT DIRECTOR  
 (Director since January 23, 2025)

Ms. Sima Kamil is a pioneering Pakistani banker who became the first woman to head a major Pakistani bank, United Bank Limited (UBL), in 2017. With over 35 years of experience in commercial banking, she has held key roles at American Express Bank, Standard Chartered, and Habib Bank Limited. Ms. Kamil was the first woman appointed as Deputy Governor of the State Bank of Pakistan (SBP) in 2020 and served a three-year term. She is also actively involved in education and social causes. Ms. Kamil is the Chairperson of the Board of Governors at Karachi Grammar School and a member of Policy Board of the Securities & Exchange Commission of Pakistan (SECP).

**Other Directorships include:**

- Pakistan Mobile Communication Limited
- Agritech Limited
- NOW PDP
- RAAST (Private) Limited
- British Asian Trust
- British International Investment Council

## **MATTERS DELEGATED BY THE BOARD OF DIRECTORS**

The management is primarily responsible for implementing the approved strategies, long-term plans and to conduct the operations efficiently and ethically. The management also concerned in keeping the Board Members updated regarding any changes in the legal, regulatory & operating framework, risks and opportunities which could impact the Company in its routine business. It is also the responsibility of the management, with the oversight of the Board and its Audit Committee, to prepare financial statements that fairly present the financial position of the Company in accordance with the applicable accounting standards, relevant regulations and legal requirements.

## **DIRECTORS' TRAINING AND ORIENTATION**

All the Directors are compliant with necessary eligibility requirement of the SECP with respect to Directors' Training Programme either by way of attending Director Training Programme conducted by local and foreign institutions that meet the criteria specified by the SECP or having minimum qualification and experience criteria for exemption stipulated in the Code of Corporate Governance (The Code).

In 2023, an orientation session was arranged for the newly elected Board Members of the Company, providing them a general understanding of the affairs of the Company.

During the year, an orientation session was held for the newly appointed Board Member Ms. Sima Kamil as per the regulatory requirement.

## **SECURITY CLEARANCE OF A FOREIGN DIRECTOR**

As at December 31, 2025, Jubilee General Insurance Company's Board of Directors consists of ten (10) individuals including Chief Executive. Except one, all are Pakistani Nationals. The Company has obtained security clearance from the Ministry of Interior Affairs - Government of Pakistan at the time of the appointment of the only Foreign Director on the Board.

## **DIRECTORS' REMUNERATIONS POLICY**

Jubilee General has adopted a policy governing the remuneration of non-executive directors, including independent directors. The Company operates through the Board and five Board Committees, which meet regularly to discharge their fiduciary responsibilities. The Directors' Remuneration Policy provides for the determination of attending fees for meetings of the Board and its Committees.

The Board has approved a revision to the Directors' Remuneration Policy during the year 2025 and the Board of Directors is authorized to fix the attending fees for all non-executive and independent directors once every three years. No attendance fee is paid to executive directors, including the managing director and other senior executives, for attending meetings of the Board or its Committees.

## **BOARD'S POLICY ON DIVERSITY**

Jubilee General Insurance has a firm belief that diversity is a key factor in contributing to the Company's success as people with unique characteristics in terms of gender, knowledge, expertise and skills set to add value and help the organisation achieve its goals. At Jubilee General, inclusiveness is always promoted in the organisation's culture. Diversity and inclusion are the foundation for the Company's code of conduct and culture where every member of Board and employee comes from diverse backgrounds, at an individual level which includes capability, experiences, knowledge and at a social level which includes race, ethnicity, culture, religion and others. The Company believes that a diverse workforce plays a very significant role in enhancing efficiency at all levels of the organisation.

## CHANGE OF CHIEF EXECUTIVE OFFICER

During the year, Mr. Hassan Khan, Chief Executive Officer and Managing Director of the Company, resigned and in his place, the Board of Directors of the Company appointed Mr. Azfar Arshad as Chief Executive Officer and Managing Director of the Company.

## CHANGES IN THE BOARD OF DIRECTORS

During the year, Ms. Sima Kamil has been appointed as an independent director to fill the casual vacancy.

## BOARD MEETINGS OUTSIDE PAKISTAN

During 2025, all Board meetings of the Company were held in Pakistan except one (1) meeting which was held in Colombo, Sri Lanka.

## ONLINE ARRANGEMENTS OF BOARD AND COMMITTEES' MEETINGS

Since the breakout of COVID-19 pandemic, all the Board and Committees' meetings were conducted through remote access using an Audio/Visual app. The Company did not opt for any available relaxation for conducting Board and Committee Meetings due to the pandemic and all meetings were held as per the regulatory requirements.

From 2023 and onwards, beside physical arrangement, all Board and Committees' meeting have also been convened through remote access via video link.

## DISCLOSURE FOR NON-EXECUTIVE DIRECTORS

No Executive of the Company is serving as non-executive director in any other company in Pakistan and/or outside Pakistan. The CEO of the Company is a non-executive director in Jubilee Kyrgyzstan Insurance Company (JKIC) due to investments of the Company in JKIC.

## EXTERNAL OVERSIGHT

In order to enhance the credibility of various reports, strengthen and effectiveness of Internal control in the Company, other than compulsory requirement of external oversight, the management also takes help from other optional external oversight so that an expert view can be obtained in order to further improve the processes and enhance the credibility of various reports generated for the decision making. Furthermore, diverse operations are subject to external oversight, and their recommendations are communicated to the Board in order to increase the credibility of the internal controls and systems. Jubilee General works with only those external partners who enjoy widespread market credibility and are well-known in the industry for their professionalism and integrity.

### A) EXTERNAL IT AUDITS AND TECHNICAL CONSULTANCY

The Company follows the practice of carrying out specific IT audits from reputable specialist IT audit firm every three years in order to assess cybersecurity, data protection and to identify the weaknesses which create threat to data security. Although no such requirement is mentioned in the applicable laws, however, this practice is consistently followed to ensure security and bring improvements in IT Systems on continuous basis.

### B) ISO CERTIFICATION

Jubilee General, for its standardised processes and procedures, compliance and continuous quality improvement, has initially received certificate approval from LRQA (Lloyd's Register Quality Assurance) which is up to the requirements of ISO 9001; 2015, for the period of 3 years till 2021. In 2022, the LRQA renewed the ISO certification till the year 2025. The procedure of obtaining and renewing certificate cause to improve the internal system of the Company according to the international standards.

## INDEPENDENT DIRECTORS

The Board comprises the following independent directors:

- Riyaz Chinoy
- Nausheen Ahmad
- Sima Kamil

## JUSTIFICATION FOR DIRECTORS' INDEPENDENCE

The independence of the Jubilee General's directors is justified on the basis that they do not have any other relationships, pecuniary or otherwise with the Company, its associated companies, or other directors. Each director is considered independent because:

- They have not been an employee of Jubilee General Insurance, any of its subsidiaries, or holding company within the last three years.
- They are not and have not been the Chief Executive Officer of the Company, any associated company, or associated undertaking in the last three years.
- They have not had a material business relationship with the Company in the last three years, either directly or indirectly, as a partner, major shareholder, or director of a body with such a relationship.
- They have not received any remuneration in the three years preceding their appointment, except for director's fees, and do not participate in the Company's share option or performance-related pay schemes.
- They are not close relatives of the Company's promoters, directors, or major shareholders. (Close relatives include spouses, lineal ascendants and descendants, and siblings).
- They do not hold cross-directorships or have significant links with other directors through involvement in other companies or bodies.
- They have not served on the Board for more than three consecutive terms from the date of their first appointment.

## BOARD PERFORMANCE EVALUATION

The Board has developed a mechanism to evaluate its own performance, its committees and its members by adopting a self-evaluation methodology, through questionnaires developed as per guidelines provided in the SECP S.R.O. 301 (I)/2020, which covers core areas of the functioning of the Board, its committees and members. The primary purpose of this evaluation is to enable the Board to assess its own quality of governance, which enable the Board members to play more effective role in progress of the Company. Critical areas that the questionnaires include the following:

- Apprising the basic organisation of the Board of Directors.
- Assess the Board's overall scope of responsibilities.
- Evaluate and validate the information provided by the management.
- Review the operations of the Company and suggest measures for improvement; and
- Assess the effectiveness and efficiency of the operation of the Board and its Committees.

In 2025, the Board conducted the evaluation exercise as per the aforementioned mechanism.

## BOARD'S PERFORMANCE EVALUATION CARRIED OUT BY AN EXTERNAL CONSULTANT ONCE IN THREE YEARS

In 2022, the Board had conducted the evaluation exercise through an independent external consultant.

# OUR VISION



Enabling people to overcome uncertainty

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To provide solutions that protect the future of our customers



# OUR MISSION

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# OUR ATTRIBUTES



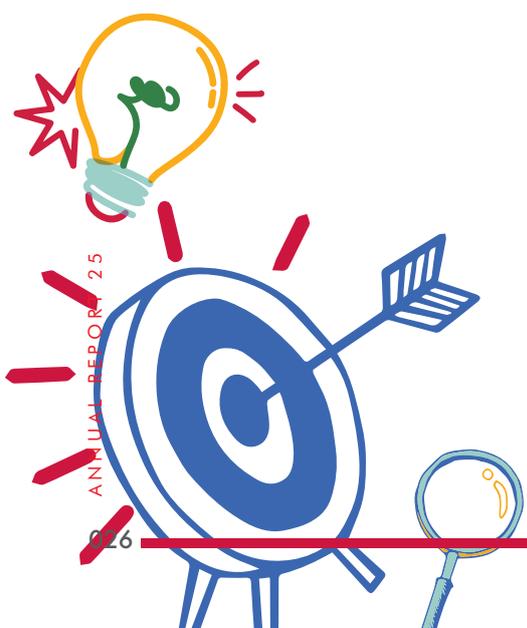
- Teamwork
- Integrity
- Excellence
- Passion

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To grow by excelling in service to our clients and quality of our security

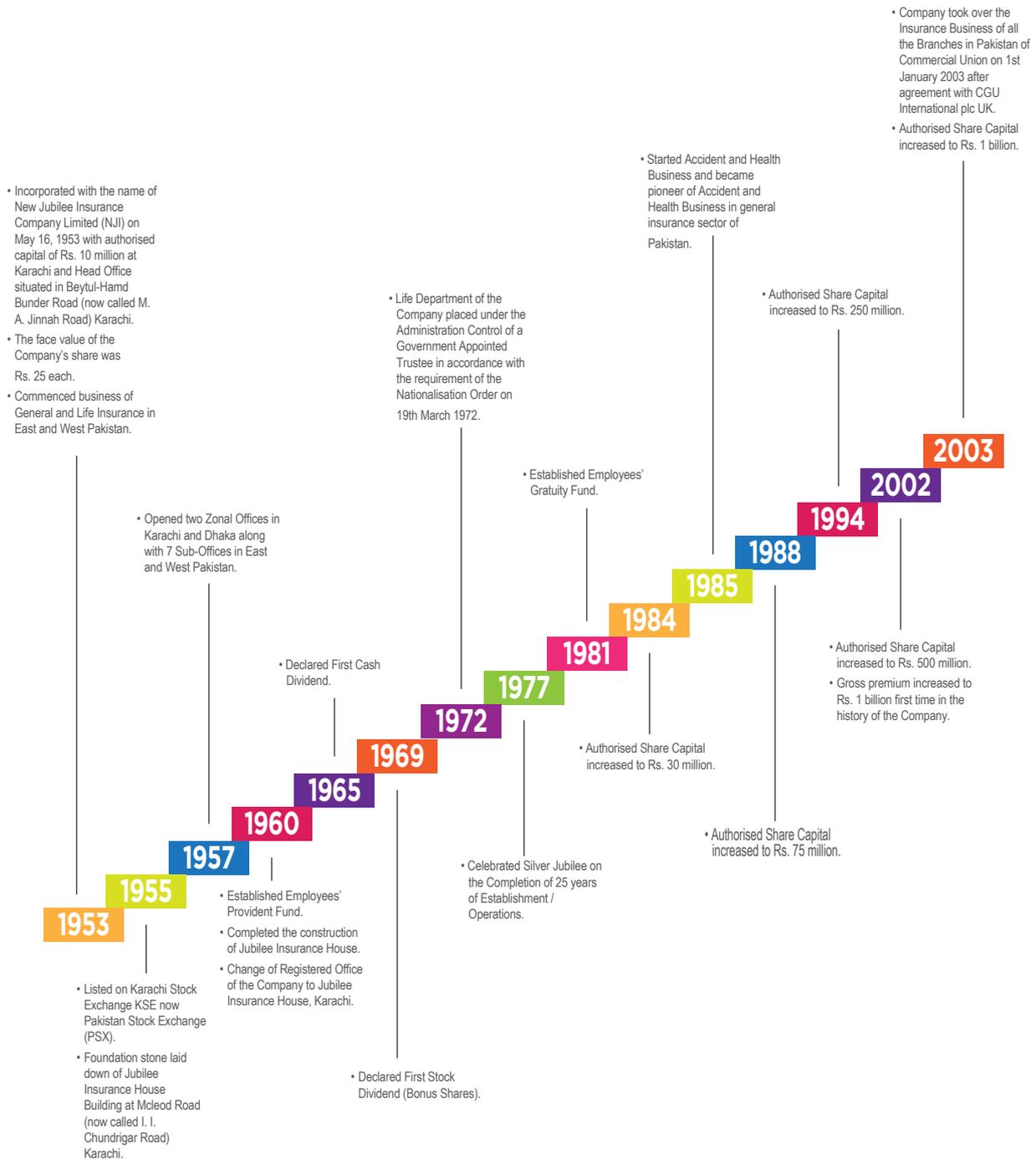


# OUR OBJECTIVE





# OUR JOURNEY



- Achieved third position in Best Corporate Report Award from ICAP/ICMAP on the Annual Report 2019.
- Achieved 1st Runner-up Award on Best Presented Annual Report from SAFA on the Annual Report 2019.
- Received Trophy as FPCCI achievement Award on its Motor third party liability web access facility.
- Combined Profit before tax of the Company increased to Rs. 2 billion first time in the history of the Company.
- Combined Profit after tax of the Company surpassed Rs. 1.5 billion first time in the history of the Company.
- Combined Gross Written Premium/Contribution surpassed Rs. 23 billion first times in the history.
- Profit before Tax surpassed Rs. 5.5 billion first time in the history of the Company.
- Achieved fourth position in Best Corporate Report Award from ICAP/ICMAP on the Annual Report of 2023.
- Achieved top position in the 39th MAP Corporate Excellence Award.
- Launched "My Jubilee App" as the first-ever End-to-End Digital Motor Insurance App in Pakistan.
- Established 5 new Sub-branches

- Achieved 1st position in Best Corporate Report Award from ICAP/ICMAP on the Annual Report 2017.
- Received Gold Medal from FPCCI on its Motor Insurance Claims Android Application.
- Achieved top position under Financial Category in the 33rd MAP Corporate Excellence Award.
- Certification of Approval for the period of 3 years (2018 to 2020) from Lloyd's Register Quality Assurance (LRQA) for acknowledgment of the standardisation of management processes procedures and compliance.
- Combined Gross written premium / Contribution of the Company surpassed Rs. 10 billion first time in the history of the Company.

- Achieved Merit Certificate in the Best Corporate Report Award from ICAP/ICMAP on the Annual Report – 2021.
- Achieved top position in insurance sector in the 37th MAP Corporate Excellence Award.
- The Company successfully launched first in Pakistan the end-to-end policy issuance and Claim Settlement Motor Application "My Jubilee".

2025

2024

2023

2022

2021

2020

2019

2018

2017

2015

2014

2013

2012

2011

2010

2009

2007

• Profit before Tax of the Company surpassed Rs. 1 billion.

• Change of Name from New Jubilee Insurance Company Limited to Jubilee General Insurance Company Limited.  
• Gross premium crossed Rs. 5 billion first time in the history of the Company.

• Company opened branch in Karachi Export Processing Zone (KEPZ).

• Authorised Share Capital increased to Rs. 2.5 billion.

• Acquired 19.5% holding into Jubilee Kyrgyzstan Insurance Company Ltd – A closed Joint Stock Company in the Kyrgyz Republic.

• Authorised Share Capital increased to Rs. 2 billion.  
• Face value of the Company's share consolidated to Rs. 10 each.

• Achieved 1st position in Best Corporate Report Award from ICAP/ICMAP on the Annual Report 2009.

• Completed hat-trick of achieving 1st position in Best Corporate Report Award from ICAP/ICMAP.  
• The Company became first insurer in Pakistan to be accorded Financial Strength Rating of "B++" (Good) and issuer rating "BBB" by AM Best-an International Rating Agency.

• Achieved 1st position in Best Corporate Report Award from ICAP/ICMAP on the Annual Report 2016.  
• Received Gold Medal from FPCCI on the Motor Underwriting Android Application.  
• Achieved top position under Financial Category in the 32nd MAP Corporate Excellence Award.  
• Combined underwriting profit of the Company surpassed Rs. 500 million first time in the history of the Company.

• Achieved third position in the Best Corporate Report Award from ICAP/ICMAP on the Annual Report – 2020.  
• Achieved top position in insurance sector in the 36th MAP Corporate Excellence Award.

• Combined technical profit of the Company surpassed Rs. 1 billion first time in the history of the Company.  
• Profit before Tax of the Company surpassed Rs. 4.5 billion.  
• Achieved fourth position in Best Corporate Report Award from ICAP/ICMAP on the Annual Report – 2022  
• Achieved Certificate of Merit on Best Presented Annual Report from SAFA on the Annual Report 2023.  
• Achieved top position in insurance sector in the 38th MAP Corporate Excellence Award.  
• Authorised Share Capital increased to Rs. 6 billion  
• Established 3 new sub-branches

• Received Gold Medal from FPCCI on its Marine Cover Note Issuance Web Access & Android Application.  
• Achieved top position in insurance sector in the 34th MAP Corporate Excellence Award.  
• Completed second hat-trick of achieving 1st position in Best Corporate Report Award from ICAP/ICMAP.

• PSX Top 25 Award  
• MAP Runner up award for non-life insurance sector  
• Green Office Certification for Head Office and Branches.  
• Certificate of Merit by ICAP / ICMAP.  
• Certificate of Merit on Best Presented Annual Report from SAFA on its Annual Report 2024.

## COMPANY OVERVIEW

Founded in 1953 and living by its core values, of; Teamwork, Integrity, Excellence and Passion, Jubilee General Insurance, in its 73rd year of operations, is one of the leading Pakistani insurer known for innovation and reliability and recognised as one of the "Big Three" insurers of Pakistan in terms of gross direct premium and financial base. Backed by major shareholders including Aga Khan Hospital and Medical College Foundation, Habib Bank Limited, Aga Khan Fund for Economic Development and Hashoo Group, Jubilee General boasts a strong financial position and extensive branch network, ensuring customer service nationwide. To further reinforce sustainability of the company Jubilee General is duly certified by LRQA with ISO 9001:2015 as Enterprise Risk Management (ERM) Framework compliant.

Jubilee General is the highest rated general insurance company in Pakistan with an Insurer Financial Strength Rating of "AA++" with "Stable Outlook" assigned by both credit rating agencies of Pakistan i.e. VIS and PACRA. The "AA++" with "stable outlook" takes into account financial strength of the Company as demonstrated by its strong capitalisation and liquidity indicators. It also denotes a very strong capacity of the Company to meet policyholders' contract obligations. Risk factors are very low, and the impact of any adverse business and economic factors is expected to be very small.

Jubilee General is one of the few insurers in Pakistan to be rated by AM Best, and is accorded Financial Strength Rating of "B" (fair) and issuer credit rating of "bb+" (Fair), which is the highest rating assigned by an International Rating Agency to any financial institution in Pakistan. According to AM Best, the rating reflects Jubilee General's balance sheet strength, which AM Best assesses as strong, as well as its strong operating performance, limited business profile and appropriate enterprise risk management (ERM). AM Best is the world's oldest and most authoritative insurance rating and information source.

Jubilee General takes pride in its long-standing business relationships with internationally renowned reinsurers, including Swiss Re, Hannover Re, SCOR, Lloyd's of London, Echo Re, Korean Re, Peak Re and Malaysian Re etc. The Company is further supported by globally recognized reinsurance intermediaries such as Marsh/Guy Carpenter, Aon, Lockton, Chedid and McGill & Partners Ltd.

In addition, Jubilee General maintains exclusive and preferred network partnerships with leading international insurers, including American International Group (AIG UK), AXA XL, FM Global, Zurich Insurance, HDI Global, Travelers USA, Sampo International, Aviva UK and The Hartford. The Company serves as a trusted local partner in Pakistan for their multinational clients.

With an extensive array of services available, Jubilee General's client base comprises prominent national and multinational corporations operating across Pharmaceutical, Power Generation & Distribution, Chemical, Textile, Cement, Steel, Services (Hospitals & Hotels), Oil & Energy, Manufacturing, FMCG, Engineering, Supply Chain, Banking and Financial sectors. During the year, the Company successfully underwrote the insurance program of a major mining project, recognized as the largest mining investment in Pakistan's history, reinforcing its capability to participate in complex, large scale and strategically significant risks. The Company continues to maintain a strong presence in the power sector, with particular emphasis on clean energy, insuring multiple hydro, wind and solar projects across the country.

Jubilee General offers a diversified portfolio of general insurance solutions (including fire, marine, motor and engineering), supported by structured risk management services delivered by qualified and experienced risk engineers. The Company has developed the capacity to design bespoke insurance programmes for financial institutions, keeping pace with the evolving consumer finance landscape in Pakistan.

In addition, the Company possesses the expertise to structure tailored insurance solutions across all segments from individual retail customers to large corporates and multinational organizations, ensuring comprehensive protection of assets, operations and liabilities. At the same time, the Engineering & Bonds Department continues to operate with technical depth and underwriting discipline, remaining committed to delivering specialized expertise and consistent support to this vital sector.

Jubilee General isn't just a leader in Group Health Insurance - we are the pioneers. Our commitment to innovation continues as we develop new, flexible, and customised plans to cater to the diverse needs of both established Pakistani companies and multinational corporations. Furthermore, Jubilee General offers a comprehensive range of personal health insurance products, providing extensive coverage with adaptable benefit limits to suit individual needs.

In May 2015, Jubilee General launched its Window Takaful Operations. This endeavor helps us not only to cater to the requirements of our existing clientele but also to reach out to new market segments which had not hitherto been obtaining the benefits of General Insurance products. Our General Takaful products are designed under the supervision of a Certified Shari'ah Advisor.

Jubilee General continues to strengthen its position within the evolving insurance landscape by advancing a strategic agenda focused on digitalisation, operational efficiency, digital distribution and ecosystem partnerships. As one of the top-tier insurers, the Company is enhancing its technology capabilities to streamline processes, enhance the customer experience and deliver accessible insurance solutions across multiple channels.

A key area of focus during the year has been the optimisation of operational processes through the introduction of structured workflow frameworks and automation initiatives designed to enhance efficiency, reduce manual intervention and improve service reliability across core business functions. These initiatives form part of the Company's broader effort to strengthen operational agility while supporting increasing transaction volumes and maintaining strong governance and operational control.

In parallel, Jubilee General continues to expand its ecosystem-led strategy by developing complementary partnerships that enhance customer engagement and broaden access to insurance products through digital channels. These partnerships play a critical role in supporting customer acquisition, strengthening retention and increasing the lifetime value delivered through the Company's insurance offerings. The strength of this approach was recognised regionally when Jubilee General received the MENA InsurTech Award (2025) for Partnerships & Ecosystem Enabler, highlighting the Company's commitment to building collaborative and scalable digital distribution models. In addition, the Company was Highly Commended in the Digital Transformation of the Year category at the MENA II Awards, recognising its continued progress in advancing digital capabilities across underwriting and claims.

On the product innovation front, the Company introduced Pakistan's first Built-In OPD Health Insurance Plan designed specifically for parents, an initiative developed to support digital distribution and address an important healthcare protection gap within the market. This offering reflects Jubilee General's broader objective of designing customer-centric solutions that leverage digital channels to deliver greater convenience and accessibility.

Several new digital distribution partnerships are currently under development, while existing collaborations continue to be strengthened to expand the Company's digital footprint. These initiatives are expected to further enhance Jubilee General's ability to reach customers through integrated platforms and embedded insurance models.

From an operational perspective, the Company has also undertaken a series of initiatives focused on technology infrastructure modernisation and strengthened cybersecurity capabilities to support its long-term digital strategy and stay vigilant towards the ever-evolving environment around Cyber Security. These enhancements are helping build a more agile, resilient and secure technology environment capable of supporting the Company's expanding digital operations. These initiatives are being implemented within a structured governance framework to ensure alignment with the Company's risk management, regulatory compliance and information security standards.

Jubilee General remains committed to continuous innovation and operational excellence. As digital adoption accelerates across the insurance sector, the Company continues advancing its digitalisation agenda by strengthening ecosystem partnerships, expanding automation initiatives and reinforcing a technology foundation that supports sustainable growth.

Recognising the importance of social responsibility, Jubilee General believes its responsibility extends beyond providing insurance to actively contributing to the development of society and strengthening the communities it serves. Our contributions span healthcare, education, skills development, disability inclusion, humanitarian relief, clean water, and poverty alleviation—supporting both immediate needs and long-term societal resilience across Pakistan. Through these initiatives, Jubilee General partners with institutions and organisations that deliver essential services, including medical care, subsidised education, and community support for underserved populations.

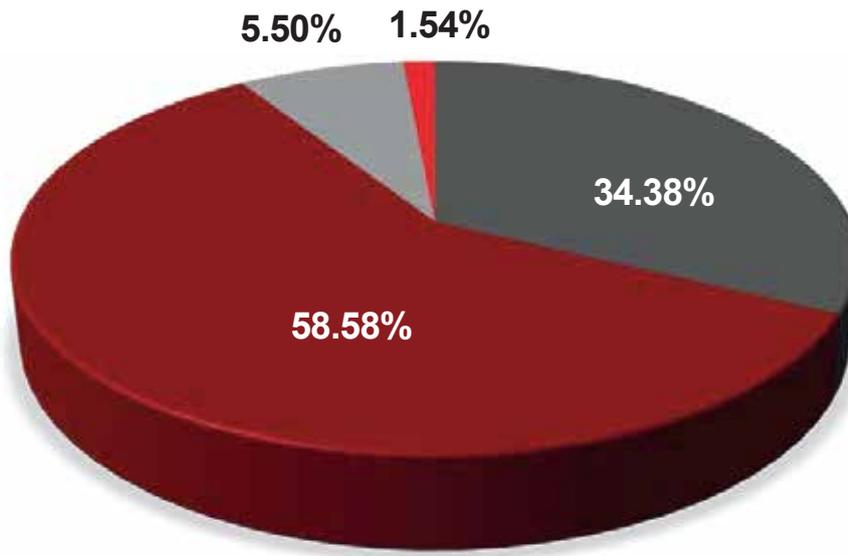
Jubilee General continues to strengthen its collaboration with WWF-Pakistan to advance environmental sustainability and conservation initiatives. Previously, the Company partnered with WWF-Pakistan on a pilot programme aimed at addressing human-wildlife conflict in the northern regions of the country by providing insurance coverage to livestock owners affected by wildlife attacks, thereby supporting both local livelihoods and the conservation of endangered species such as the common and snow leopards. Building on this partnership, Jubilee General joined the WWF-Pakistan's Green Office Programme, with its offices in Karachi, Lahore and Islamabad successfully achieving WWF Green Office certifications, reflecting the Company's commitment to responsible environmental practices and sustainable workplace operations.

Above all, at Jubilee General, we remain focused on meeting and exceeding customer expectations.

## OWNERSHIP CHART

Jubilee General Insurance Company is a public limited company listed on Pakistan Stock Exchange (PSX) with 198,491,241 shares having face value of Rs. 10 each. There are 1,870 shareholders of the Company as at December 31, 2025.

Following is the shareholders' category wise ownership chart of the Company.

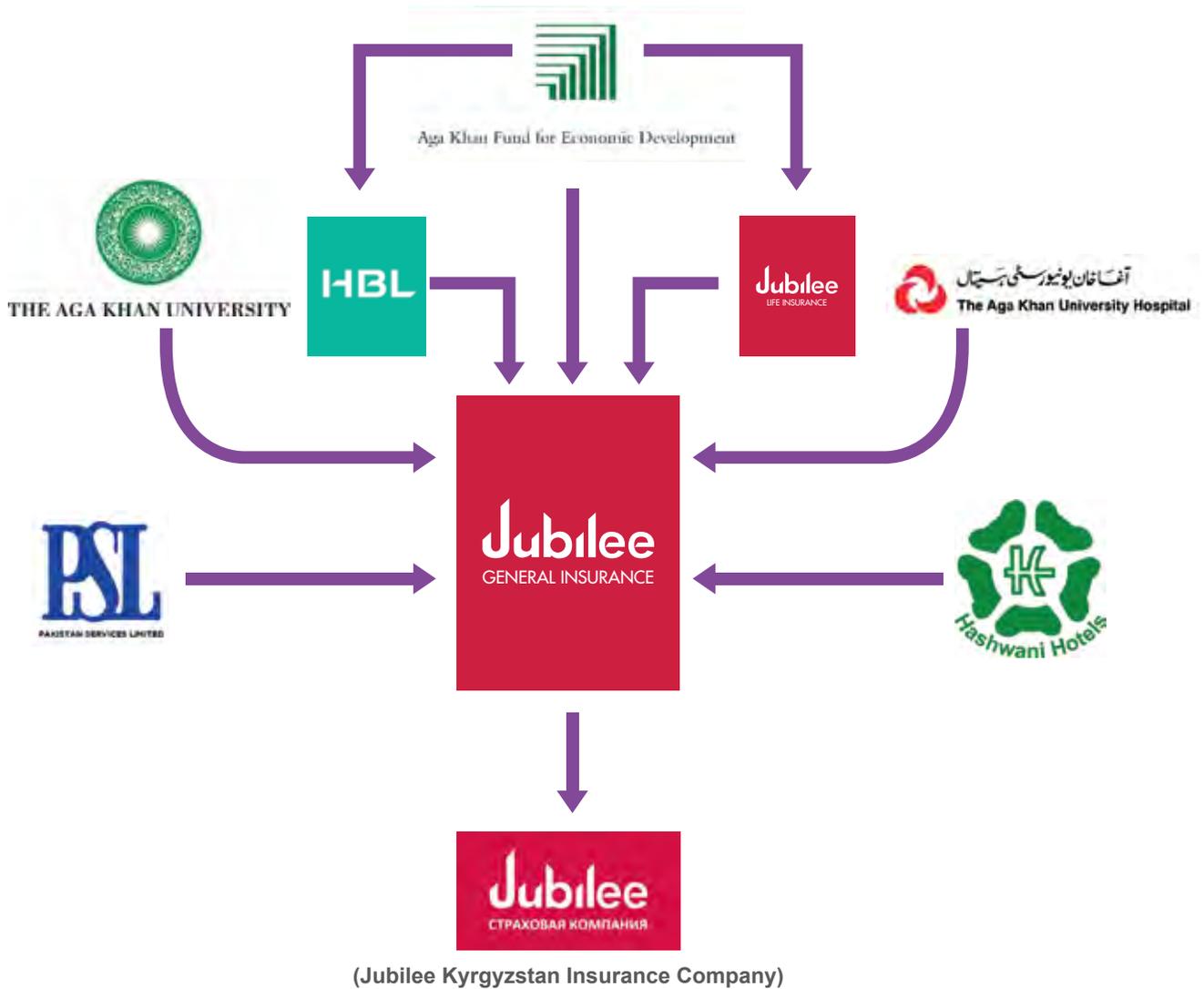


- AKDN related companies/undertakings
- Directors, CEO & their Spouse and Minor Children & Executives
- Hashoo Group
- Others

Categories of Shareholders	Percentage	No. of Shares held
AKDN related companies/undertakings	58.58	116,271,416
Directors, CEO & their Spouse and Minor Children & Executives	1.54	3,052,531
Hashoo Group	5.50	10,911,131
Others	34.38	68,256,163
Total	100	198,491,241

## THE COMPANY AND ITS ASSOCIATES

Jubilee General Insurance Company Limited (JGICL) is a public listed company and does not have any beneficial owners, as no single entity directly or indirectly holds or controls 25% or more of the shares in JGICL. JGICL neither holds any subsidiaries nor is it a subsidiary of any other company. However, JGICL has a few associated companies, primarily due to shareholding in these companies in JGICL or vice versa, and/or common directorships. The chart below accurately reflects the caption 'Jubilee General and its associates.'



# PRODUCTS AND SERVICES

## INSURANCE / TAKAFUL



### PROPERTY

- Fire & Allied Perils
- Burglary
- Business Interruption following Fire & Allied Perils
- Comprehensive Machinery Insurance (CMI)
- Civil Engineering Complete Risk (CECR)
- Property All Risks
- Industrial All Risks
- Ship Breaking



### ENGINEERING

- Contractor's All Risk (CAR)
- Erection All Risks (EAR)
- Comprehensive Project
- Advance Loss of Profit following Contractor's All Risk (CAR) / Erection All Risks (EAR)
- Machinery Breakdown (MBD)
- Consequential Loss following (MBD)
- Deterioration of Stock following (MBD)
- Loss of Content following (MBD)
- Boiler & Pressure Vessels
- Electronic Equipment
- Contractor's Plant & Machinery



### BONDS

- Bid Bond
- Mobilisation Advance Bond
- Performance Bond
- Maintenance Bond
- Customs Bond
- Excise Bond
- Supply Bond
- Retention Money Bond
- Utility Bond
- Travel Agent Bond
- APTTA Custom Bond



### MARINE

- Marine Cargo Import
- Marine Cargo Export
- Marine Cargo Inland Transit
- Marine Umbrella Liability
- Seller's Contingency
- Marine Hull
- Pleasure Craft Policy
- Sports Craft Policy
- Graveyard Policy
- Marine & Delay in Start-up
- Containers
- Stevedore's Liability



### GROUP HEALTH

- Comprehensive Dread Disease Expenses Benefit
- Comprehensive Hospitalisation Expenses Benefit
- Maternity Expenses Benefit
- Out-Patient Expenses Benefit
- Managed Care Solution
- Micro Health



### MOTOR

- Private Car Comprehensive
- Commercial Vehicle Comprehensive
- Motorcycles Comprehensive
- Motor Third Party Liability
- Old Car Comprehensive
- 3T- Old Car
- Trade Plate



## SPECIALISED

- Banker's Blanket Bond
- Computer Crime
- Plastic Card
- Safe Deposit Box
- Foreign Currency Exchange
- Comprehensive Security Guard
- Kidnap & Ransom
- Terrorism
- Crop
- Hotel Owner's All Risks
- Professional Indemnity
- Directors' & Officers' Liability
- Residual Value
- Energy Risk
- Protection & Indemnity
- Prize Money
- Event Cancellation
- Network Operator's Policy
- Submarine Cable Policy
- Offshore Construction Project
- Control of Well Policy
- Oil Liability
- Livestock
- Employment Practice Liability
- Contractual Legal Liability
- Package Policies
- SFIP (Stock Brokers Policy)
- AMV (Guard)
- Delinquency
- Loss of License
- Export Credit Risk
- Sovereign Guarantee
- Non-Honoring of Legible Transaction
- Cyber Risk
- Commercial Crime
- Clinical Trial



## MISCELLANEOUS

- Cash in Safe
- Cash in Transit
- Cash on Counter
- Neon Sign
- Plate Glass
- Workmen's Compensation
- General Public Liability
- Product Liability
- Employer's Residual
- Fidelity Guarantee
- Golfer's Policy
- Aviation
- All Risks
- Commercial General Liability
- Purchase Protection
- Extended Warranty



## MOBILE APPS & WEB PORTALS

- My Jubilee App
- Motor Android App & Web Portal
- Health App
- Motor Online Renewal Web Portal
- Motor Online TPL Web Portal
- Motor Claim App & Web Portal
- Marine Cover Note App & Web Portal
- ViaCare Travel Web Portal



## CARELINE (RETAIL PRODUCTS)

- Personal Accidents (SelfCare)\*
- SelfCare Plus
- Home Insurance/Takaful (HomeCare)\*
- ShopCare
- ShopCare Plus
- EducationCare
- AllCare
- International Travel (ViaCare)\*
- Domestic Travel (ViaCare)\*
- Hajj & Umrah (ViaCare)\*
- Ziarat (ViaCare)
- Student Travel (ViaCare)\*
- HomeTrip (For Pakistani expatriates) (ViaCare)\*
- LifestyleCare\*
- CellCare
- Business Cover
- Pocket Secure Plus
- Cash Guard
- Cash Guard Plus
- Medi Cash
- ParentCare\*
- HerCare\*
- Personal HealthCare\*
- Family HealthCare\*
- Wallet Guard
- Pocket Secure
- Pocket Secure Plus
- ParentsCare Plus

\* Available in branches and digital platforms

## MANAGEMENT TEAM



**SITTING, FROM LEFT TO RIGHT:**

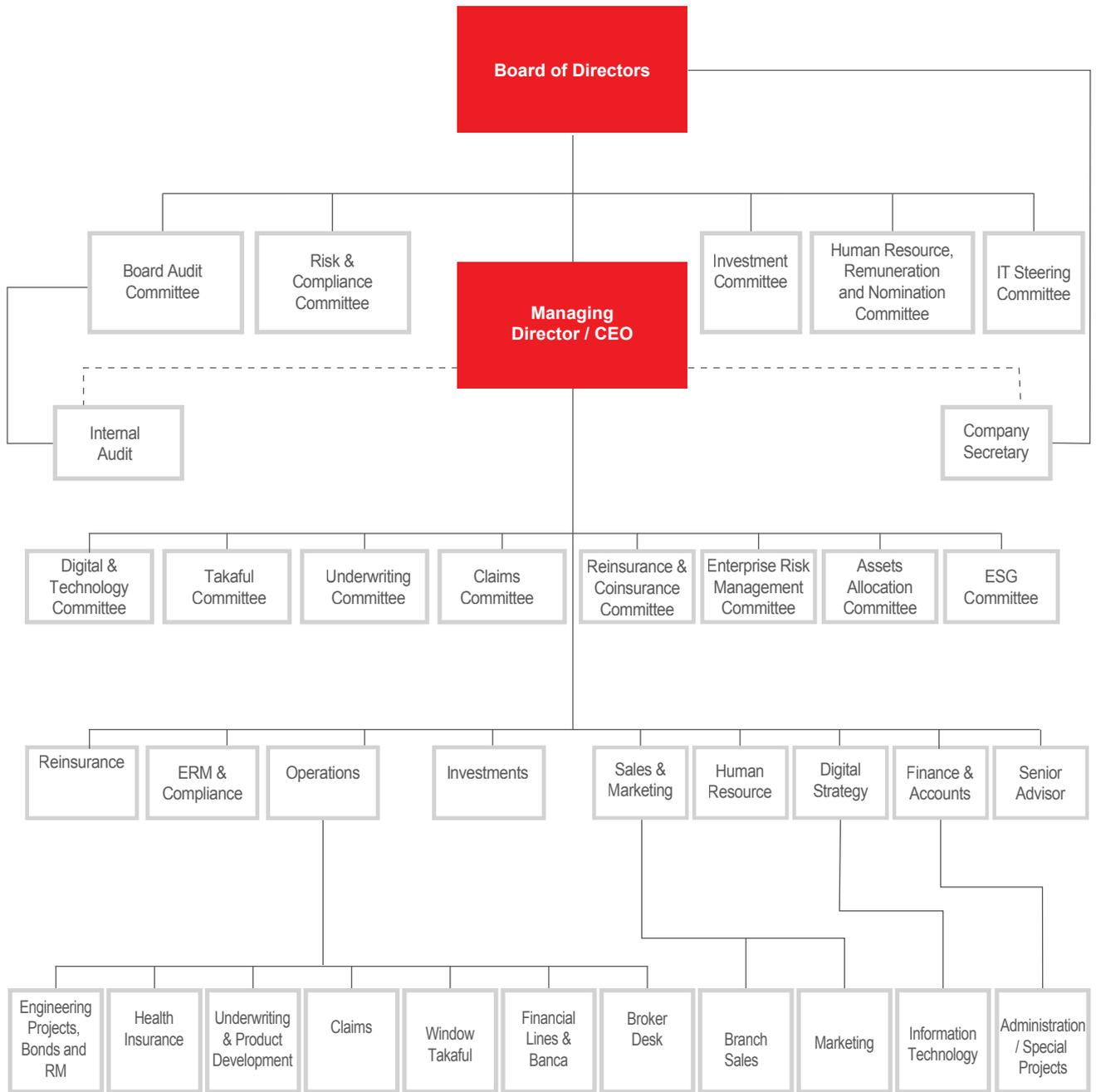
**SYED ALI ADNAN**, CHIEF FINANCIAL OFFICER | **AADIL SALEH**, CHIEF HUMAN RESOURCES OFFICER  
**AZFAR ARSHAD**, MANAGING DIRECTOR & CEO | **M. NADEEM IRSHAD**, CHIEF SALES OFFICER  
**HUMAYOON ASGHAR**, CHIEF DIGITAL STRATEGY OFFICER



**STANDING, FROM LEFT TO RIGHT:**

**NARESH KUMAR**, HEAD OF INVESTMENT | **TS** | **DR. FAWAD SARWAR**, HEAD OF HEALTH  
**RAMEEZ AHMED**, HEAD OF REINSURANCE | **MUHAMMAD UZAIR MIRZA**, HEAD OF ERM, COMPLIANCE & QUALITY ASSURANCE  
**IMRAN CHAGANI**, COMPANY SECRETARY | **SYED OVAIS BIN ALAM**, HEAD OF WINDOW TAKAFUL OPERATIONS  
**SAFAR ALI**, HEAD OF INTERNAL AUDIT | **KAMRAN ARIF**, HEAD OF CLAIMS  
**ASADULLAH JAVEED**, HEAD OF ENGINEERING PROJECTS, BONDS & RISK MANAGEMENT  
**MUHAMMAD ZEESHAN KHAN**, HEAD OF INFORMATION TECHNOLOGY

# ORGANISATION STRUCTURE



— Functional Reporting  
 - - - Administrative Reporting

## UPSTREAM AND DOWNSTREAM MODEL

Jubilee General Insurance Company Limited occupies a central position within Pakistan’s non-life insurance value chain, functioning as a key intermediary between upstream risk support partners and downstream policyholders. The company’s role is to transform insured risks originating from individuals, corporates, and institutions into financially secure and contractually managed insurance products that are backed by robust reinsurance capacity.

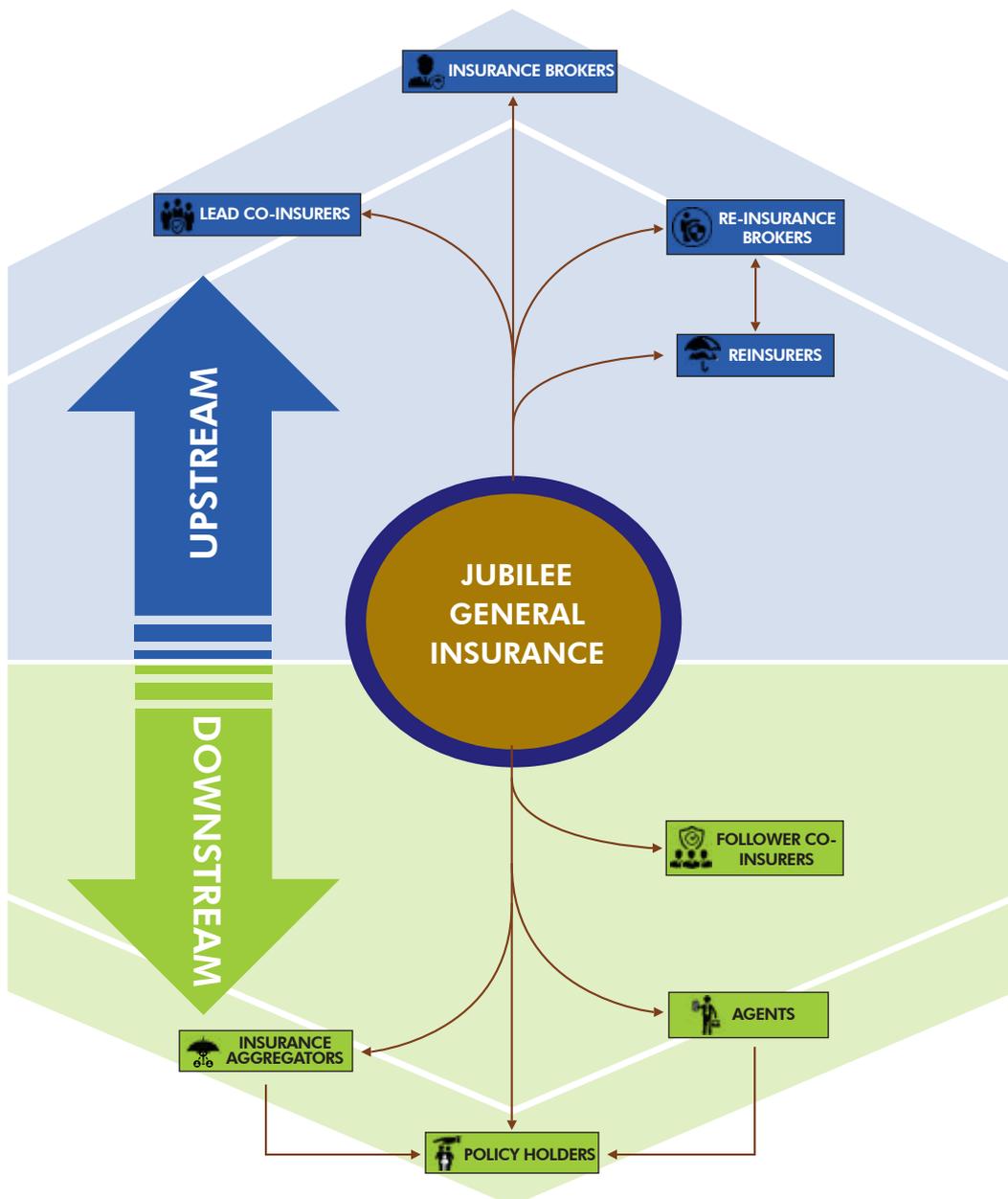
**Upstream businesses:** the upstream value chain comprises entities that supply essential risk transfer capacity, technical expertise, and support services crucial for Jubilee General’s underwriting and operational performance.

These include Global and local reinsurers, reinsurance brokers, technical service providers, workshops, medical networks, IT vendors, surveyors, and other specialized partners who supply risk capacity and operational support.

**Central Role - Jubilee General:** Central insurance provider transforming risk into contractual financial protection.

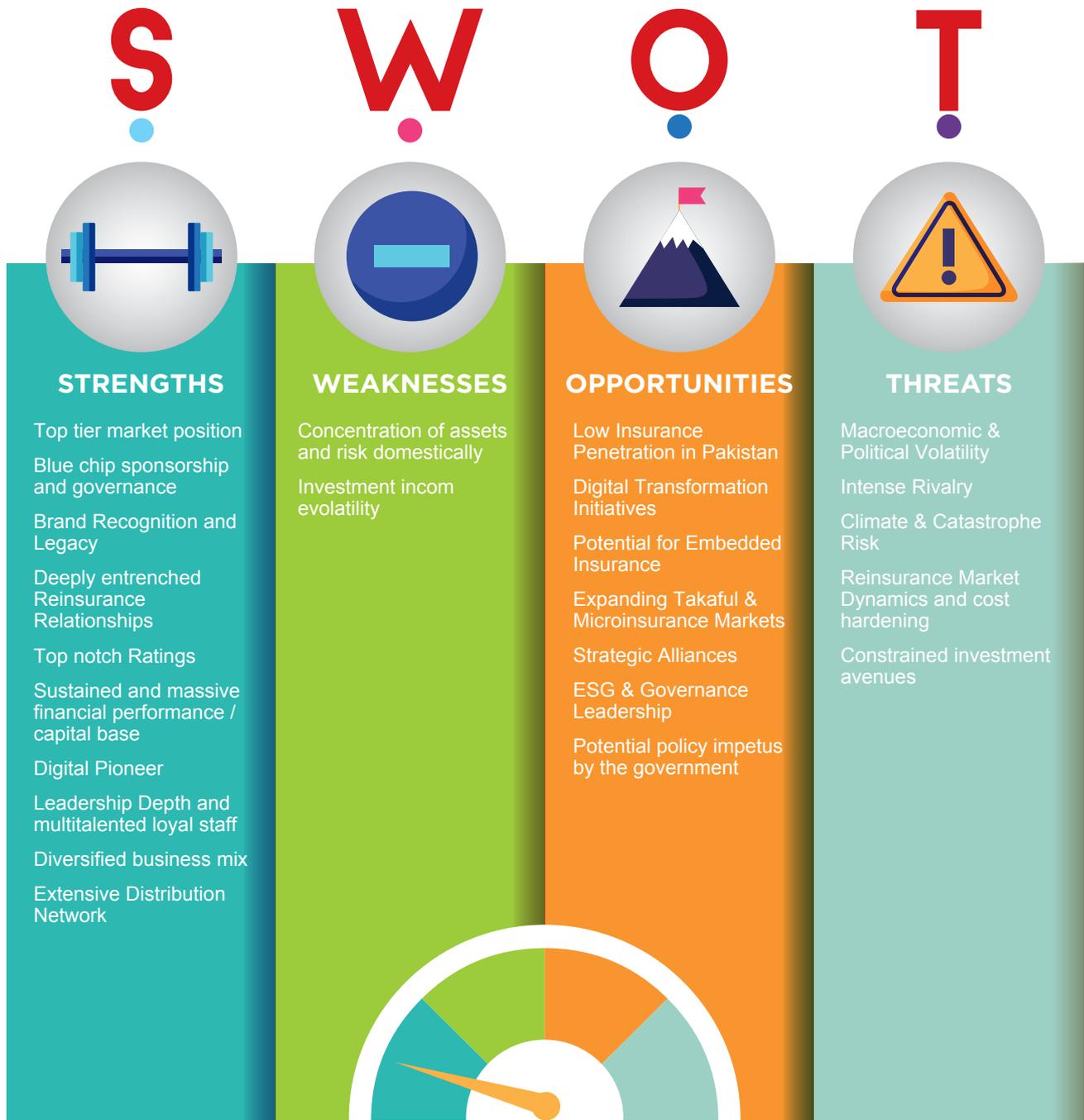
**Downstream businesses:** the downstream segment includes multiple channels through which Jubilee General delivers its products and interacts with the market. These include

Policyholders, brokers, agents, banks, digital channels, and corporate clients benefiting from Jubilee General’s products and claims services.



# STRATEGIC SWOT LANDSCAPE

## POSITIONING FOR SUSTAINABLE, RISK-DISCIPLINED GROWTH



### SWOT STATEMENT - ACCELERATING MARKET LEADERSHIP

*We are building insurer of the future - resilient in capital, relentless in underwriting discipline, and decisive in capturing growth. Volatility does not deter us; it sharpens our competitive edge.*

## COMPETITIVE LANDSCAPE & MARKET POSITIONING

It is essential for a company operating in a competitive environment to respond efficiently to changes in the business landscape. This ability plays a pivotal role in the company's success and long-term growth. At Jubilee General Insurance, we utilize Porter's Five Forces framework to conduct a detailed analysis of the company's competitive environment. This methodology serves as a macro-level business analysis tool, using five key factors to assess the intensity of competition within the industry and its overall impact on sector profitability.

Outlined below are the five forces that play a critical role in supporting the company's development and success by helping define the level of competition present in the environment and the extent of its influence.



### EXISTING COMPETITORS

The overall business environment has been significantly impacted by the intense level of competition and conflict currently present in the market. Competitors are frequently engaging in aggressive pricing strategies with the primary objective of increasing their market share, which has had an adverse effect on the insurance industry in the country. However, customers are increasingly aware of company reputations and place strong importance on claim settlement capability when selecting insurance or takaful coverage.

At Jubilee General Insurance, takaful services are also offered through our Window Takaful Operations (WTO) to cater to customers who prefer takaful over conventional insurance. Jubilee General, including its WTO, continues to focus on providing value-added services to attract and retain customers while building long-term trust and confidence among insureds and participants. In addition, the company is accelerating its digital transformation to meet the evolving needs of the modern generation and to maintain a leading position in an increasingly competitive market.

### BARGAINING POWER OF CLIENTS

Most major insurance companies offer similar services across various lines, including property, marine, motor, health, and liability insurance. As a result, there is a risk that customers may substitute one provider or product with another to meet the same requirement. Clients generally expect higher-quality services at lower premiums, as their primary motivation for obtaining insurance or takaful coverage is often to meet institutional or regulatory requirements rather than personal preference.

However, a company's reputation for settling legitimate claims efficiently and in a timely manner serves as a key differentiator in the market. This factor positions a company more favorably compared to other insurance and takaful operators. Accordingly, Jubilee General Insurance consistently prioritizes service quality as a core focus of its operations.

## BARGAINING STRENGTH OF SERVICE PROVIDERS

Given the range of goods and services required to conduct insurance business operations, the influence of service providers and suppliers remains an important factor. Reinsurers and re-takaful partners are the primary service providers for every insurance company, and it is essential for the company to adequately distribute its risk through co-insurance and reinsurance arrangements to minimize exposure in the event of any catastrophic loss. In addition, the company must remain financially resilient and well-positioned despite adverse or large-scale loss events. In this context, reinsurers and re-takaful operators hold significant influence, particularly as most are well-established international institutions that closely assess the financial strength and credit ratings of insurers and takaful operators. Recent occurrences of large claims in the region have also contributed to increased reinsurance costs. In the takaful segment, the limited availability of re-takaful operators further presents an ongoing challenge. Moreover, the country's uncertain political environment and law-and-order situation continue to exert upward pressure on reinsurance and re-takaful costs. Despite these challenges, Jubilee General Insurance maintains long-term relationships with its reinsurers and re-takaful partners, whose continued support has been instrumental in managing the current environment. In addition to reinsurers and re-takaful operators, the company engages with various other service providers, including workshops, surveyors, IT firms, and legal advisors. However, due to Jubilee General's strong market standing and reputation, the influence of these suppliers on the company's operations remains limited.

## PENETRATION

Insurance penetration in Pakistan remains relatively low compared to other countries due to several factors. One of the key reasons is limited public awareness about the benefits of insurance. In addition, there is a general lack of trust when it comes to paying premiums, as customers often remain uncertain about whether they will receive the due coverage at the time of a claim. This lack of awareness and trust continues to be a major contributor to low insurance penetration in the local market.

Jubilee General Insurance is actively working to address this gap by increasing awareness through various educational initiatives and by offering easily accessible online products to better facilitate and serve its customers.

## THREATS OF NEW ENTRANTS

Barriers to entry in the insurance industry are considered to be at a moderate level, with growing interest from foreign insurance companies seeking to enter Pakistan's insurance market, particularly in the microinsurance segment. However, strict monitoring and regulation by the Securities and Exchange Commission of Pakistan (SECP) limit the threat of new entrants to a certain extent. Additionally, relatively high capital requirements and the need for a wide and established distribution network further reduce the likelihood of new players entering the industry.

Intense price competition, along with long-standing relationships and customer loyalty within the market, makes it increasingly challenging for new entrants to establish and sustain strong sales channels and reliable distribution networks. Despite these barriers, innovative Insurtech companies may emerge as potential new entrants; however, their role is largely to complement existing insurance and takaful operations rather than replace them. Jubilee General Insurance remains cognizant of these dynamics and continues to invest significantly in digitalization to secure a leading position in the evolving market for digital insurance products in the future.

## POLITICAL ENVIRONMENT WHERE ORGANISATION OPERATES

Political conditions are a key risk factor for the insurance industry in Pakistan, as **Jubilee General Insurance Company Limited** operates within a regulatory framework established by the Government of Pakistan and relevant regulatory authorities. The Company's operations and strategic decisions are directly influenced by applicable laws, regulations, and government policies. Changes in government may lead to amendments in regulatory and policy frameworks, and policies introduced by one administration may be withdrawn or revised by succeeding governments. Such changes can materially affect the operating environment and may require the Company to revise strategies developed under earlier regulatory assumptions.

Political instability can also adversely affect the law and order situation in Pakistan. In such circumstances, business operations and strategies formulated under stable conditions may be disrupted. A deterioration in law and order has a direct negative impact on economic activity, which is a critical factor for the insurance sector, as industry growth is closely linked to economic performance. Sustained political and economic instability may therefore adversely affect business conditions and limit the Company's ability to achieve its strategic and operational objectives. Similar risks may arise if such conditions occur in jurisdictions where the Company's reinsurers operate.

## LEGISLATIVE & REGULATORY ENVIRONMENT

Insurance companies in Pakistan operate under the Insurance Ordinance, 2000, the primary legislation governing the insurance sector. The Company operates in a highly regulated environment, with the SECP Insurance Division as the sole regulator, functioning under the Insurance Ordinance to maintain insurer solvency and protect policyholders. To achieve these objectives, the SECP has introduced various regulations and guidelines to ensure financial stability and settlement of claims in accordance with insurance agreements. In addition, other authorities issue laws and guidelines that the Company is required to comply with, covering areas such as capital requirements, day-to-day operations, KYC, data protection, AML/CFT compliance, accounting, financial reporting, and complaint handling, with the overall aim of promoting transparency and best practices across the insurance sector.

### I) PAKISTAN STOCK EXCHANGE

As a listed company, the Company is required to comply with the rules and regulations issued by the Pakistan Stock Exchange (PSX) from time to time, and it fully adheres to these requirements.

### II) STATE BANK OF PAKISTAN

Being part of Pakistan's financial sector and handling foreign exchange transactions and investments, the Company is required to comply with certain regulations of the State Bank of Pakistan (SBP) and submit periodic reports and returns as mandated.

### III) FEDERAL BOARD OF REVENUE

Since the Company operates in Pakistan, it must comply with the Income Tax Ordinance, 2001, and the relevant rules issued by the Federal Board of Revenue (FBR).

### IV) SALES TAX AUTHORITIES IN PROVINCES

Insurance services in Pakistan are subject to indirect taxes, and since the Company operates across all provinces and the Islamabad Capital Territory, it must comply with the applicable Sales Tax and Federal Excise Duty laws and rules. The Company is fully compliant with these regulations.

## THE LEGITIMATE NEEDS, INTEREST OF KEY STAKEHOLDERS AND INDUSTRY TRENDS

Jubilee General Insurance operates in almost all major cities across the country while promoting diversity and inclusivity nationwide. The Company implements a comprehensive community strategy tailored to local needs. Active stakeholder participation is a well-established practice and a key contributor to the Company's growth and continued success, reflecting the strong link between effective stakeholder management and overall organizational performance.

The Company's key stakeholders include shareholders, investors, customers, suppliers, service providers, financial institutions, media, regulatory bodies, analysts, and employees. The Company holds annual and extraordinary general meetings in accordance with the Companies Act, 2017. Interim results and reports are published on the Company's website and notified to the Pakistan Stock Exchange for shareholders' information.

Details of stakeholder needs, interests, and the Company's communication and engagement policies are provided in the "Stakeholder Relationship and Engagement" section of this report.

## DISCLOSURE OF GOVERNMENT POLICIES AND THEIR EFFECT ON BUSINESS

The Government of Pakistan and the Securities and Exchange Commission of Pakistan (SECP) have established regulations to govern the insurance sector, covering areas such as capital requirements, insurance operations, KYC, data protection, and anti-money laundering measures. These policies aim to enhance transparency, strengthen governance, and promote best practices across the industry.

# PESTEL ANALYSIS

A PESTEL analysis helps an organization understand the **macro environmental factors** that influence strategic planning and operational decisions. The analysis below explains how **Political, Economic, Social, Technological, Environmental, and Legal** factors may affect Jubilee General Insurance in the **short, medium, and long term**, along with its responses.



## POLITICAL FACTORS

Time Horizon	Significant Political Factors	Organisation Response
Short Term	Elevated macro political and financial system risks in Pakistan increase JGICL's overall risk profile.	Strengthen ERM and stress testing to absorb political and financial volatility.
Medium Term	Regulatory changes (e.g., Insurance Ordinance 2000, Insurance Rules 2017) shape compliance and capital requirements.	Proactive regulatory alignment and continuous governance improvements.
Long Term	Long term political stability shapes investment climate and insurance penetration. Geopolitical and economic reforms may open new market segments.	Diversification of product lines and strategic investments aligned with national development trends.



## ECONOMIC FACTORS

Time Horizon	Significant Economic Factors	Organisation Response
Short Term	Premium income growth driven by inflation based rate increases and higher sums insured. JGICL grew premiums <b>18.5% in 2024</b> .	Dynamic pricing models; strengthen underwriting discipline.
Medium Term	Expected improvement in macroeconomic activity, easing commodity prices, and inflation moderation benefiting insurance operations.	Expand investment portfolio, stabilize cost structure, and enhance financial planning.
Long Term	Economic transformation and increased financial literacy expand commercial and personal insurance markets.	Long term investment in digital channels, product innovation for emerging market needs.



## SOCIAL FACTORS

Time Horizon	Significant Social Factors	Organisation Response
Short Term	Increased demand for health and personal insurance due to rising awareness of financial protection.	Expand health, travel, personal accident products; enhance customer service.
Medium Term	Customer expectations shaped by Jubilee’s brand values, community engagement, and awareness initiatives reflected in Group reporting.	Increase financial literacy campaigns, community centered CSR programs, and customer driven product development.
Long Term	Urbanization and a young, tech adopting population create demand for digital insurance experiences.	Long term investment in mobile platforms, self service portals, and AI supported customer interfaces.



## TECHNOLOGICAL FACTORS

Time Horizon	Significant Technological Factors	Organisation Response
Short Term	Need for stronger cybersecurity as digital insurance grows in Pakistan.	Investments in secure digital infrastructure; improved data protection protocols.
Medium Term	Digital transformation (automation, analytics) becoming essential to remain competitive. Jubilee Group operations emphasize innovation and data driven efficiency.	Introduce AI driven underwriting, automation in claims, and digital sales channels.
Long Term	Advanced tech (blockchain, predictive analytics, InsurTech collaboration) reshaping insurance globally.	Strategic partnerships, adoption of predictive climate risk modelling, and continuous system upgrades.



## LEGAL FACTORS

Time Horizon	Significant Legal Factors	Organisation Response
Short Term	JGICL must comply with Insurance Ordinance 2000, Insurance Rules 2017, and IFRS based reporting frameworks.	Maintain strict compliance, internal audits, and regular staff training.
Medium Term	Expected tightening of data protection and governance requirements within Pakistan's financial sector.	Strengthen cybersecurity, data governance frameworks, and privacy protocols.
Long Term	Evolution of solvency, capital adequacy, and ERM expectations, influenced by global standards. AM Best highlights the sensitivity of capital adequacy to asset risk changes.	Long term capital planning, improved risk adjusted capital strategy, enhanced ERM alignment with international best practices.



## ENVIRONMENTAL

Time Horizon	Significant Environmental Factors	Organisation Response
Short Term	Heightened climate and catastrophe risk (e.g., floods, urban drainage failures) impacting motor and property claims; rising reinsurance costs and capacity constraints following regional loss events.	Tighten underwriting and risk selection in cat exposed geographies; refine pricing with peril based rating; strengthen reinsurance program (event limits, aggregates, facultative cover) and claims surge capacity.
Medium Term	Increased frequency/severity variability of hydro meteorological events; evolving ESG expectations from regulators, investors and corporate clients; need to improve physical risk data (geocoding, hazard maps) for portfolio steering.	Develop climate risk framework and scenario testing; partner on better hazard data and adopt geospatial tools; expand risk prevention services for corporate clients (flood defenses, safety audits).
Long Term	Structural exposure to climate change (glacial melt, riverine flooding, heat and drought) affecting asset quality and insurance penetration; transition risks (policy shifts, carbon pricing) influencing insured sectors.	Invest in predictive climate analytics and portfolio diversification; promote resilient infrastructure insurance and parametric covers; integrate climate considerations into investment policy and ERM.

## EFFECT OF SEASONALITY ON BUSINESS OPERATIONS

The Company's business cycle is a reflection of Pakistan's unique economic calendar and diverse climatic zones. While we maintain a consistent operational presence throughout the year, our premium acquisition and claims frequency are subject to distinct seasonal variations that influence our financial rhythm.

### 1. Sector-Specific Premium & Claims Volatility

- **Marine & International Trade:** The Marine (Cargo and Hull) business is closely tied to Pakistan's import-export cycles. We observe heightened activity during the harvest exports of major commodities like rice and cotton, as well as pre-festive stocking periods. During the monsoon season (July–September), we face increased risks of transit disruptions and port-related damage claims due to extreme weather, requiring more stringent cargo-handling oversight.
- **Engineering & Project-Based Risks:** The Engineering portfolio is heavily influenced by the federal and provincial budget cycles (July–June). New project underwritings typically surge in the second half of the calendar year as budgetary allocations for infrastructure are released. However, actual construction activity—and the associated risk inspections—often slows down during the peak of summer and the monsoon rains, shifting the claims profile for "Damage to Works" into the latter quarters.
- **Motor Insurance:** Seasonality in this segment is driven by the "New Registration" effect. Quarter 1 (Jan–March) remains our most active period for new underwritings as consumers wait for the new calendar year to register vehicles. Claims frequency in this segment also peaks during the monsoon and winter fog seasons (specifically in the Northern and Central regions) due to increased road accident rates caused by low visibility.
- **Travel & Personal Lines:** Travel Insurance is highly seasonal, with peaks during the summer vacation (June–August) and the winter break (December). Furthermore, the timing of Hajj and Umrah creates significant, high-volume windows for policy issuance. Our digital infrastructure is specifically optimized to handle this 3x-4x surge in volume without operational lag.

### 2. The Shift in Traditional Seasonality (Climate Change)

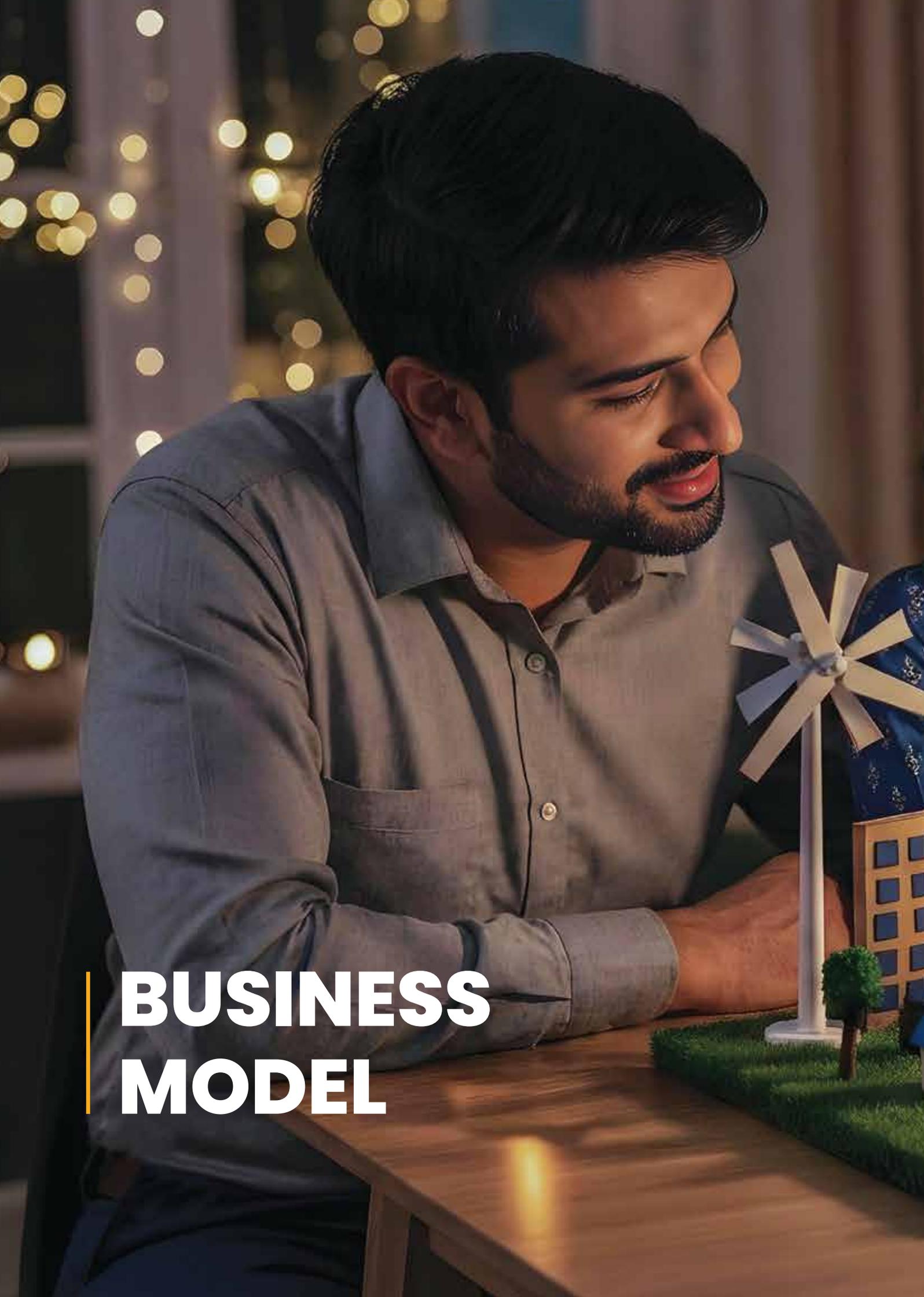
While historical data provides a baseline, Climate Change is fundamentally altering the "predictability" of seasonality in Pakistan. We are witnessing a transition from traditional seasonal cycles to a more volatile "Event-Driven" risk environment.

- **Erratic Monsoon Patterns:** The traditional July-August monsoon has become increasingly unpredictable, with a rising frequency of "Urban Flooding" events in metropolitan hubs like Karachi and Lahore. This has shifted the risk profile for our Fire and Property segments from predictable rain-related damages to sudden, catastrophic loss events that can occur outside the traditional monsoon window.
- **Health & Biological Cycles:** Our Health Insurance portfolio traditionally followed a biological calendar (e.g., Dengue post-monsoon or respiratory illnesses in winter). However, prolonged heatwaves and shifting temperature gradients have led to year-round outbreaks and a more "spread out" claims ratio, requiring us to adjust our reserves and provide network capacity more dynamically.

### 3. Strategic Risk Mitigation

To manage these fluctuations, the Company employs a multi-faceted strategy:

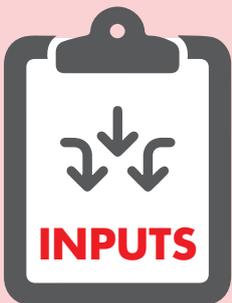
- **Reinsurance Optimization:** We structure our treaties to protect the balance sheet against the "peak" loss seasons, particularly for Catastrophic (CAT) risks.
- **Proactive Risk Engineering:** We conduct pre-monsoon risk surveys for industrial clients to ensure drainage and safety protocols are in place, effectively "underwriting the season" before it begins.
- **Dynamic Liquidity Management:** We ensure robust cash reserves are maintained during peak claim windows (Q3) to ensure timely settlement of claims despite the volume.

A man with dark hair and a beard, wearing a light blue button-down shirt, is sitting at a wooden desk. He is looking down at a miniature model of a building and a windmill. The background is dark with warm, bokeh lights. The text "BUSINESS MODEL" is overlaid in white on the left side of the image.

# **BUSINESS MODEL**



# OUR BUSINESS MODEL



**Financial Capital**

- Shareholder equity
- Reinsurance capacity
- Investment funds

**Manufactured Capital**

- IT systems (policy admin systems, claims systems)
- Branch network
- Digital platforms

**Intellectual Capital**

- Underwriting models
- Actuarial pricing techniques
- Risk assessment tools
- Brand and reputation

**Human Capital**

- Underwriters
- Actuaries
- Claims managers
- Risk engineers
- Sales force

**Social & Relationship Capital**

- Brokers and agents
- Reinsurers
- Regulators
- Customers
- Service providers (repairers, hospitals, garages)

**Natural Capital**

- Exposure to catastrophe risks
- Environmental risk assessments



Company transforms these inputs through key activities:

**Product Development**

- Design of motor, property, marine, liability, health, and specialty insurance products
- Pricing based on actuarial models

**Underwriting**

- Risk evaluation
- Risk selection
- Premium determination
- Policy issuance

**Risk Pooling & Diversification**

- Spreading risk across large portfolios
- Geographic and product diversification

**Reinsurance**

- Transferring part of the risk to reinsurers
- Managing capital efficiency

**Investment Management**

- Investing premium funds (float)
- Asset-liability management (ALM)

**Claims Management**

- Claims registration
- Loss assessment
- Fraud detection
- Claims settlement

**Risk Management & Compliance**

- Solvency management (e.g., RBC, Solvency regimes)
- Internal controls
- Regulatory reporting



**Outputs are the direct products and services delivered:**

- Insurance policies issued
- Risk coverage provided
- Claims paid
- Investment income generated
- Risk advisory services
- Customer support services

**Financial outputs include:**

- Gross Written Premium (GWP)
- Combined ratio
- Underwriting profit or loss
- Investment returns



Outcomes reflect broader impact on stakeholders and society.

**For Customers**

- Financial protection against unexpected losses
- Business continuity
- Peace of mind

**For Shareholders**

- Sustainable profitability
- Dividend income
- Capital appreciation

**For Society**

- Economic stability
- Risk transfer mechanism
- Capital formation through investments
- Post-disaster recovery support

**For Regulators & Financial System**

- Enhanced financial resilience
- Systemic stability

# INPUT AND OUTPUT UNDER BUSINESS MODEL

## FINANCIAL CAPITAL

- Total Assets: Rs 65.38 Billion
- Equity: Rs 22.26 Billion
- Investments: Rs 35.82 Billion
- Cash & Bank Balances: Rs 36.74 Billion.

## MANUFACTURED CAPITAL

- Branches: 26 nationwide offices
- Property & Equipment: Cost Rs 0.42 Billion; WDV Rs 0.15 Billion,
- Investment Properties: Rs 0.62 Billion WDV (market value Rs 4.44 Billion)
- Right of use of Assets (leased branches): Rs 0.03 Billion WDV.

## HUMAN CAPITAL

- Total Employees: 710
- Employee related expenses Rs 2.2 Billion.
- Skilled functions: underwriting, actuarial, claims, finance, risk management, Compliance, Human Resource and Admin
- Shariah trained Takaful operational teams.

- Human Resource training and development initiatives.

## INTELLECTUAL CAPITAL

- Established underwriting guidelines across all insurance classes.
- Centralized ERP for insurance functions and MIS.
- Human Resource Management System.
- Online portals for health, travel and Motor
- Takaful employs Waqf based operational and accounting structure.
- Over 70 years in the insurance sector (trusted brand presence).

## SOCIAL & RELATIONSHIP CAPITAL

- Conservative risk strategy supported by multiple A rated reinsurers.
- Significant banking relationships including use of related party banks.
- Participants' Takaful Fund (PTF) governed through Waqf deed—key social ethical capital.

- Deep relationship across all major sectors (manufacturing, FMCG, energy, health, banking).
- Strong affiliation with Service Providers ecosystem (Surveyors, Motor workshops, Panel Hospitals).
- Alliances with digital aggregators, NGOs, auto dealerships ecommerce platforms.

## NATURAL CAPITAL

- WWF Pakistan Green Office Certified head office & branches.
- Reduced energy use and carbon emissions
- Recycling and waste reduction practices
- Water saving measures
- Sustainable procurement (reduced paper, eco friendly supplies)
- Employee engagement in environmental practices
- Work From Home initiative lowering commuting emissions and office resource use

**Portfolio led underwriting excellence** across Fire & Property, Marine/Aviation/Transport, Motor, Liability, Accident & Health, and Miscellaneous lines anchored in disciplined risk selection and pricing rigor.

**Actuarial driven reserving and analytics**, including independent IBNR valuation (Chain Ladder) to ensure precision in loss estimation and capital protection.

**Reinsurance optimization** via diversified facultative and treaty structures (including catastrophe protections) to smooth volatility and enhance capacity.

**Claims leadership** - end to end claims triage, investigation, recovery and settlement with robust provisioning for outstanding claims and IBNR.

**Institutional grade investment management** of shareholder and policyholder assets across equities, fixed income and associates to deliver resilient income and total return.

**Shariah compliant Window Takaful Operations (OPF & PTF)** - value creation through Wakala and Modarib fee models, re takaful, and waqf based governance.

**Customer lifecycle orchestration** - digital policy issuance, endorsements, renewals, receivables

and collections for superior service and retention.

**Enterprise risk & regulatory assurance** - ERM, solvency stewardship and full compliance with Insurance Ordinance/Rules and SECP regulations.

**Digital operating backbone**—integrated ERP, underwriting and claims platforms to drive speed, accuracy and cost efficiency.

**Reinsurance and premium recoveries management** - systematic pursuit of reinsurance recoverables and disciplined management of insurance receivables to protect cash flow.

## Outputs

Net Insurance Premium: Rs 8.4 Billion - reflecting resilient topline momentum in a challenging macroeconomic environment.

Profit After Tax: Rs 4.02 Billion - demonstrating strong underwriting discipline and superior investment returns.

Investment Income: Rs 6.8 Billion - underlining the company's institutional grade portfolio management and market insight.

Underwriting Result: Rs 0.26 Billion - sustained through pricing rigor and class mix optimization.

Takaful Net Contribution earned (PTF): Rs 1.86 Billion - reaffirming

continued expansion of Shariah compliant offerings.

OPF Profit After Tax: Rs 0.39 Billion - highlighting robust operator level efficiency and Shariah governed financial performance.

Solvency Excess: Rs 14.08 Billion - a high strength capital buffer demonstrating exceptional financial resilience.

Claims catered Rs 11.9 Billion reflecting exceptional claim servicing capability, validated by consistent, high volume claim settlements (Conventional + Takaful) and customer centric turnaround processes.

Risks covered Rs 626 Billion depicting Comprehensive multi line risk protection,

## Outcomes

Strengthened market leadership through diverse product penetration across corporate, SME, retail, and digital channels.

Enhanced customer confidence driven by consistent claim paying capacity, responsive service, and efficient digital servicing ecosystems.

Superior investment performance showcasing the company's ability to navigate volatility across equities, fixed income, GOP Sukuk, and associate investments.

Takaful expansion success, reinforcing Jubilee's leadership in ethical, Shariah compliant protection solutions and long term market relevance.

Operational excellence through actuarial rigor, strong

reinsurance partnerships, and solid underwriting governance.

Regulatory and risk governance credibility via demonstrated compliance with SECP rules, Insurance Ordinance 2000, and Takaful Regulations.

Digital transformation impact, with integrated ERP, policy issuance systems, and enhanced claims automation boosting speed, accuracy, and cost efficiency.

Sustainability recognition through WWF Pakistan Green Office certifications, reflecting environmental stewardship and modern organizational values.

Dividend payout of Rs 6.00 per share.

Reaffirmation of IFS and other ratings

A woman in a light blue traditional Indian outfit and a man in a grey suit walking and smiling in an office hallway. The woman is on the left, wearing a light blue kurta and a matching patterned shawl. The man is on the right, wearing a grey suit jacket over a light blue shirt. They are both smiling and looking towards the right. The background shows a modern office interior with large windows and wooden paneling.

# **STAKEHOLDER RELATIONSHIP & ENGAGEMENT**



# NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the 73rd Annual General Meeting (AGM) of Jubilee General Insurance Company Limited (the Company) will be held on Tuesday, March 31, 2026 at 9:00 a.m. physically at the registered office of the Company situated at Jubilee Insurance House, I.I. Chundrigar Road, Karachi, and through electronic means via Zoom video link facility to transact the following business:

## ORDINARY BUSINESS

1. To receive, consider and adopt the annual audited financial statements of the Company for the year ended December 31, 2025 together with the Auditors and Directors' Report thereon.

Pursuant to SRO 389(1)/2023 dated 21 March 2023, the financial statements of the Company have been uploaded on the website of the Company which can be accessed on the given QR code.



2. To consider and approve the payment of final cash dividend of PKR 6/- per ordinary share of Rs.10/- each i.e. 60%, for the year ended December 31, 2025, as recommended by the Board of Directors of the Company.
3. To appoint Auditors of the Company for the year ending December 31, 2026, and to fix their remuneration. The present Auditors M/s. KPMG Taseer Hadi & Company, Chartered Accountants, being eligible, have offered themselves for reappointment.

By Order of the Board

Karachi: : February 26, 2026

**Imran Chagani**  
Company Secretary

## PARTICIPATION IN ANNUAL GENERAL MEETING

In light of relevant guidelines issued by Securities and Exchange Commission of Pakistan ("SECP") vide Directive No. SMD/SE/2/(20)/2021/117 dated December 15, 2021, the members are encouraged to participate in the general meetings through electronic facility organised by the Company.

### A. ATTENDING MEETING THROUGH ELECTRONIC MEANS

To attend the AGM online through electronic means the members are requested to get themselves registered with the Company Secretary office by March 30, 2026, not later than 5:00 PM at [company.secretary@jubileegeneral.com.pk](mailto:company.secretary@jubileegeneral.com.pk) by providing the following details:

Name of Shareholder	CNIC No.	Folio / CDS No.	Cell No.	Email address

The login facility will be opened 15 minutes before the meeting time to enable the participants to join the meeting after identification process. Shareholders will be able to login and participate in the AGM proceedings through their devices after completing all the formalities required for the identification and verification of the shareholders.

### B. ATTENDING MEETING PHYSICALLY

Physical meeting arrangements for shareholders has been made at the Registered Office of the Company situated at Jubilee Insurance House, I. I. Chundrigar Road, Karachi.

### C. ATTENDING MEETING THROUGH PROXIES

- I. A member entitled to attend and vote at the meeting may appoint another member as his/her proxy to attend, speak and vote at the meeting on his/her behalf.
- II. The proxy forms must be completed in all respects and to be effective must be deposited at the Registered Office of the Company not later than 48 hours before the AGM.
- III. For attending the AGM and appointing proxies, the CDC Account Holders will further have to follow the guidelines as laid down in Circular No. 1 of 2000 dated January 26, 2000, issued by the Securities and Exchange Commission of Pakistan (SECP). The rights of members and their proxies exercisable during meetings and all other relevant information are listed under Section 137 of the Companies Act 2017, which can be easily accessed on the Securities and Exchange Commission of Pakistan (SECP) website.
- IV. For attending the AGM through electronic means (Zoom), proxy form should be submitted along with proxy holders' email address and mobile number.

## NOTES:

1. The Share Transfer Books of the Company will remain closed from March 25, 2026 to March 31, 2026 (both days inclusive) for the purpose of determining the entitlement for the payment of final cash dividend. Transfer received by the Share Registrar of the Company M/s. THK Associates (Pvt.) Limited, Plot No. 32-C, Jami Commercial Street 2, D.H.A., Phase VII, Karachi at the close of business on March 24, 2026, will be treated in time for the purpose of Cash Dividend entitlement to the transferees.
2. Any company or other body corporate which is a member of the Company may, by resolution of its directors or appropriate governing body, authorise an individual to function as its representatives at the meeting and the person so authorised shall be entitled to exercise the same powers on behalf of the corporation which they represent.
3. Members are requested to immediately inform the Share Registrar of any change in their addresses.
4. In accordance with the provisions of Section 242 of the Companies Act, 2017, it is mandatory for a listed company to pay cash dividend to the shareholders only through electronic mode i.e. directly into the bank account designated by the entitled shareholders. Please note that if bank account details (IBAN) as per prescribed format have not been provided by the shareholders to their Share Registrar, their broker (participant) or CDC IAS, the Company would be constrained to act in accordance with the provisions of the law and withhold the cash dividend.
5. As per the provisions of Section 244 of the Companies Act, 2017, any shares issued or dividend declared by the Company which have remained unclaimed/unpaid for a period of three years from the date on which it was due and payable required to be deposited with SECP for the credit of Federal Government after issuance of notices to the shareholders to file their claim. Shareholders are requested to ensure that their claims for unclaimed dividend and shares are lodged promptly.
6. All those shareholders possessing physical shares are requested to submit a photocopy of their valid CNIC along with Folio Number at the earliest, directly to Company's Share Registrar. In case of non-submission of CNIC copy, dividend warrants may be withheld. Corporate entities are also requested to submit their NTN certificate to Company's Share Registrar.
7. Members are requested to submit declaration as per Zakat & Usher Ordinance, 1980 for Zakat exemption to Company's Share Registrar.
8. As per SRO 787(1)/2014 dated September 8, 2014 issued by SECP, members have option to receive Annual Audited Financial Statements and Notice of General Meeting through email. Members can give their consent in this regard on prescribed format to Company's Shares Registrar. Hard Copy of Audited Financial Statements can be provided free of cost within seven days of receipt of such request.
9. As per Section 150 of the Income Tax Ordinance, 2001 withholding tax on dividend will be deducted for filer and non-filer of income tax returns at 15% and 30% respectively. According to FBR, withholding tax in case of joint accounts will be determined separately based on the filer and non-filer status of the principal and joint shareholder(s) based on their shareholding proportions.

**Members that hold shares with joint shareholders are requested to provide the shareholding proportions of the principal and joint shareholder(s) in respect of shares held by them to the Share Registrar in writing by March 24, 2026. In case the required information is not provided, it will be assumed that the shares are held in equal proportion by the principal and joint shareholders.**

### **Address of the Share Registrar of the Company.**

THK Associates (Private) Limited  
Plot No.32-C, Jami Commercial Street 2, D.H.A., Phase VII, Karachi-75500

## Status of Previous Approvals for Investment in Associated Companies

### A. Jubilee General Insurance (Conventional)

- A1. Approval granted by the shareholders in the 72nd Annual General Meeting (AGM) of the Company held on April 25, 2025, in respect of investment in associated companies, amount and reasons for investing/not investing in the ordinary shares of the associated companies.

	Name of Associated companies	Investment Approved	Investment Made till January 29, 2026	Reasons for investing/not investing in the approved script
		Rupees in million		
A	Cherat Packaging Limited (CPPL)	300	Nil	Volatility in stock prices
B	Cherat Cement Company (CHCC)	300	31.8	Attractive valuation
C	Crescent Steel & Allied Products Limited (CSAP)	300	91.0	Attractive valuation
D	Indus Motor Company Limited (INDU)	300	Nil	Volatility in stock prices
E	Pakistan Cables Limited (PCAL)	300	Nil	Volatility in stock prices
F	Meezan Bank Limited (MEBL)	300	Nil	Volatility in stock prices
G	International Steels Limited (ISL)	300	99.7	Attractive valuation
	<b>Total</b>	<b>2,100</b>	<b>222.5</b>	

- A2. The period in which the investment is to be made as approved by the shareholders is up to April 25, 2028.

### B. Jubilee General Window Takaful Operations (Operators' Fund)

- B1. Approval granted by the shareholders in the 72nd Annual General Meeting (AGM) of the Company held on April 25, 2025, in respect of investment in associated companies, amount and reasons for investing/not investing in the ordinary shares of the associated companies.

	Name of Associated companies	Investment Approved	Investment Made till January 29, 2026	Reasons for investing/not investing in the approved script
		Rupees in million		
A	Cherat Packaging Limited (CPPL)	10	Nil	Volatility in stock prices
B	Cherat Cement Company (CHCC)	10	1.6	Attractive valuation
C	Crescent Steel & Allied Products Limited (CSAP)	10	6.2	Attractive valuation
D	Pakistan Cables Limited (PCAL)	10	Nil	Volatility in stock prices
E	Meezan Bank Limited (MEBL)	10	2.5	Attractive valuation
F	International Steels Limited (ISL)	10	Nil	Volatility in stock prices
	<b>Total</b>	<b>60</b>	<b>10.3</b>	

- B2. The period in which the investment is to be made as approved by the shareholders is up to April 25, 2028.

### C. Jubilee General Window Takaful Operations (Participants' Fund)

- C1. Approval granted by the shareholders in the 72nd Annual General Meeting (AGM) of the Company held on April 25, 2025, in respect of investment in associated companies, amount and reasons for investing/not investing in the ordinary shares of the associated companies.

	Name of Associated companies	Investment Approved	Investment Made till January 29, 2026	Reasons for investing/not investing in the approved script
		Rupees in million		
A	Cherat Packaging Limited (CPPL)	12	Nil	Volatility in stock prices
B	Cherat Cement Company (CHCC)	12	3.2	Attractive valuation
C	Crescent Steel & Allied Products Limited (CSAP)	12	7.8	Attractive valuation
D	Pakistan Cables Limited (PCAL)	12	Nil	Volatility in stock prices
E	Meezan Bank Limited (MEBL)	12	7.7	Attractive valuation
F	International Steels Limited (ISL)	12	Nil	Volatility in stock prices
	<b>Total</b>	<b>72</b>	<b>18.7</b>	

- C2. The period in which the investment is to be made as approved by the shareholders is up to April 25, 2028

### Material Change in the Financial Statements of above Associated Companies since April 25, 2025

#### 1. Breakup value of securities based on latest audited financial statements.

Name of Listed Securities	Break-up value as at June 30, 2025
	(Amount in Rupees)
Cherat Packaging Limited (CPPL)	182.42
Cherat Cement Company (CHCC)	171.43
Crescent Steel & Allied Products Limited (CSAP)	112.80
Indus Motor Company Limited (INDU)	979.04
Pakistan Cables Limited (PCAL)	174.12
Meezan Bank Limited (MEBL) *	155.10
International Steels Limited (ISL)	57.73

## 2. Earnings/(loss) per share for the last three years

Name of Listed Securities	Earnings/(Loss) per share		
	(Amount in Rupees)		
	2023	2024	2025
Cherat Packaging Limited (CPPL)	18.50	18.04	7.26
Cherat Cement Company (CHCC)	22.67	28.31	44.68
Crescent Steel & Allied Products Limited (CSAP)	2.28	20.69	17.30
Indus Motor Company Limited (INDU)	122.96	191.76	292.74
Pakistan Cables Limited (PCAL)	14.62	4.42	(5.15)
Meezan Bank Limited (MEBL)	47.18	56.62	49.54
International Steels Limited (ISL)	8.09	8.40	3.58

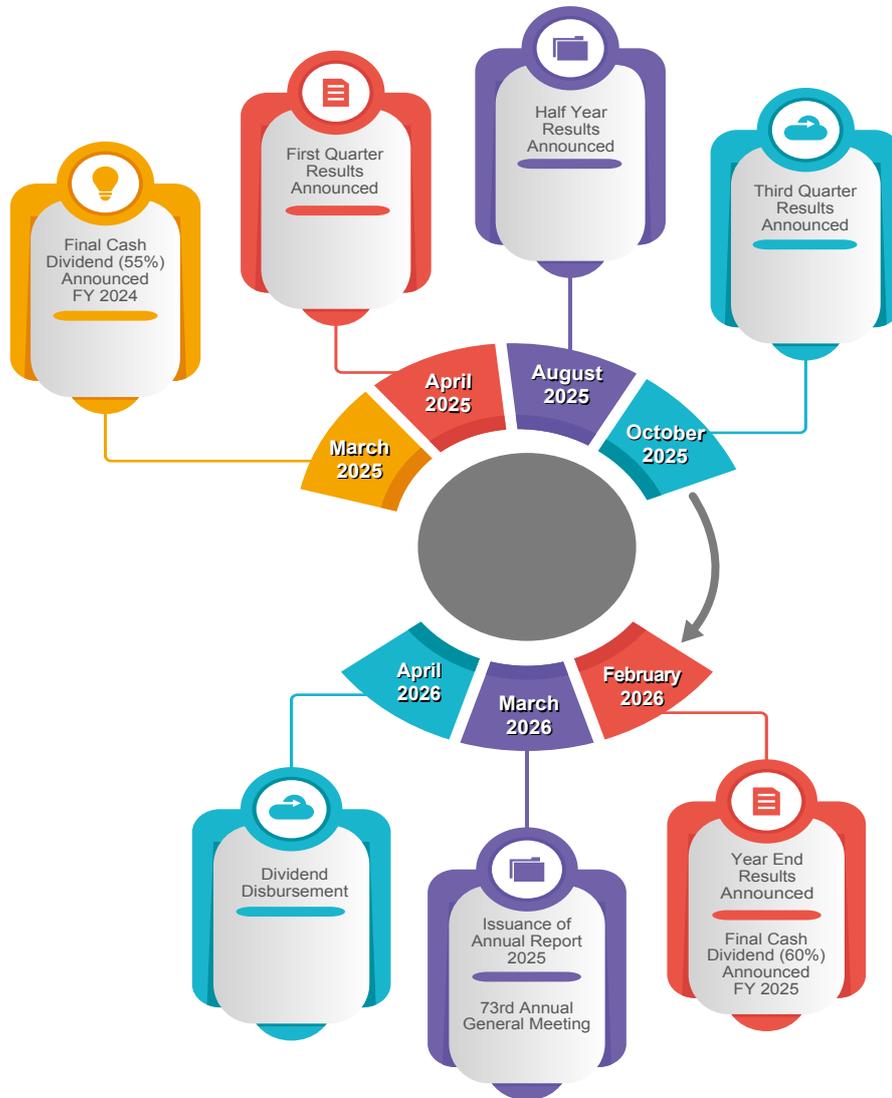
## 3. Break-up value of securities intended to be acquired on the basis of latest audited financial statements.

Average Market Price of the shares from April 21, 2025, to December 31,2025

Name of Listed Securities	Average Market Price
	(Amount in Rupees)
Cherat Packaging Limited (CPPL)	108.42
Cherat Cement Company (CHCC)	314.66
Crescent Steel & Allied Products Limited (CSAP)	107.48
Indus Motor Company Limited (INDU)	2,045.41
Pakistan Cables Limited (PCAL)	176.05
Meezan Bank Limited (MEBL)	379.08
International Steels Limited (ISL)	98.75

# CALENDAR OF MAJOR EVENTS

## Financial



## Others



## CHAIRMAN'S REVIEW REPORT FOR THE YEAR ENDED DECEMBER 31, 2025

I am pleased to present the Chairman's Review to the stakeholders of Jubilee General.

The year under review was marked by a relatively stable macroeconomic environment, characterized by moderate inflation, stable currency and improving forex reserves. Your Company's Gross Written Premium and Contribution posted a robust growth of 15% to reach PKR 26.6 billion. The growth in the topline was broad-based as most business lines posted encouraging results. Health and Miscellaneous portfolios posted growth of 52% and 41% respectively. Liability and Motor portfolios increased by 15% and 7%, respectively. Fire and Marine portfolios showed a marginal decline compared to 2024 due to pricing pressures witnessed during the outgoing year. Our Window Takaful Operations continued its' growth momentum with a 47% YoY growth in Gross Written Contributions. The industry faced significant losses due to natural calamities and a number of fire related incidents which directly impacted the underwriting performance of your Company. Despite these abnormal losses, your Company's Profit After Tax increased by 14% due to healthy investment income.

Robust growth in remittance inflows, the successful completion of the first and second IMF's reviews together with continued debt rollovers from friendly countries bolstered foreign exchange reserves. The PIA privatization marks a major strategic breakthrough for Pakistan, aligning with the IMF's guidelines and advancing the government's privatization agenda. Moreover, Pakistan signed investment deals with US-based companies for the export of rare-earth minerals and to expand logistics infrastructure which marks a symbolic breakthrough for Pakistan's mineral sector. Our priority for the year is to grow our market share whilst maintaining our profitability.

During the year, Mr. Hassan Khan resigned as Chief Executive Officer after more than six years of dedicated service to the Company, including over four years as Chief Executive Officer. The Board appreciates Mr. Hassan Khan's contributions and leadership during his tenure.

The Board appointed Mr. Azfar Arshad Inam, a seasoned insurance professional with over three decades of diversified industry experience and formerly the Company's Chief Operating Officer, as Interim Chief Executive Officer with effect from January 10, 2025. In recognition of his strong leadership capabilities, operational expertise, and strategic insight, the Board subsequently confirmed his appointment as Chief Executive Officer & Managing Director of the Company with effect from September 1, 2025. The Chairman conveys the Board's full confidence and extends best wishes for his continued success in steering the Company forward.

Your Board discharges its fiduciary duties judiciously with due assistance from the four committees namely, Audit, Investment, Human Resource Remuneration & Nomination, and Risk & Compliance committees. The Company also had an IT Steering Committee with representation from the Board to provide guidance and oversight to the management's initiatives in technology.

The Board has a comprehensive self-evaluation mechanism in place for assessment of its own performance in core areas of its functioning. The evaluation questionnaire, which is sent to each director, allows the Board to evaluate its own quality of governance and enables them to fulfill their responsibilities more effectively. The Directors reviewed and discussed the annual evaluation report for the year 2025 in their meeting held on February 26, 2026, and expressed their satisfaction with the overall result against the set performance criteria.

I would like to extend my gratitude to our business partners for their patronage and our employees for their dedication and hard work. Their commitment remains instrumental in driving our success. I also extend my appreciation to the Board members for their diligence and guidance and shareholders for their continued trust and confidence in the Company.



**Akbarali Pesnani**  
Chairman

Karachi : February 26, 2026

## چیئر مین کی جائزہ رپورٹ

برائے سال ختم شدہ 31 دسمبر 2025

میں جوہلی جنرل کے اسٹیک ہولڈرز کی خدمت میں چیئر مین کا جائزہ پیش کرتے ہوئے خوشی محسوس کر رہا ہوں۔

زیر جائزہ سال کے دوران معاشی صورتحال نسبتاً مستحکم رہی، جس میں متوازن مہنگائی، مستحکم کرنسی اور زرمبادلہ کے ذخائر میں بہتری نے اہم کردار ادا کیا۔ آپ کی کمپنی کے مجموعی رٹن پر ایم اور کنٹری بیوشن میں 15 فیصد کا نمایاں اضافہ ہوا، جو 26.6 ارب روپے تک پہنچ گیا۔ ٹاپ لائن میں یہ اضافہ ہمہ جہت رہا کیونکہ زیادہ تر بزنس لائنز نے حوصلہ افزا نتائج پیش کئے۔ ہیلتھ اور متفرق (Miscellaneous) پورٹ فولیوز میں بالترتیب 52% اور 41% اضافہ ریکارڈ کیا گیا۔ لائسنسنگ اور موٹر پورٹ فولیوز میں بالترتیب 15% اور 7% اضافہ ہوا۔ گزشتہ سال کے دوران اقتصادی سرگرمیوں میں سست روی اور قیمتوں کے دباؤ کی وجہ سے فائر اور میرین پورٹ فولیوز میں 2024 کے مقابلے میں معمولی کمی دیکھی گئی۔ ہمارے وندو کا فیل آپریشنز نے اپنی ترقی کی رفتار برقرار رکھی اور سالانہ بنیادوں پر مجموعی رٹن کنٹری بیوشن میں 47% اضافہ ہوا۔ انشورنس انڈسٹری کو قدرتی آفات اور آگ لگنے کے متعدد واقعات کی وجہ سے نمایاں نقصانات کا سامنا کرنا پڑا جس نے آپ کی کمپنی کی انڈر رائٹنگ کارکردگی پر براہ راست اثر ڈالا۔ ان غیر معمولی نقصانات کے باوجود، سرمایہ کاری سے حاصل ہونے والی بہتر آمدنی کی بدولت آپ کی کمپنی کے بعد از ٹیکس منافع میں 14% اضافہ ہوا۔

بیرون ملک سے رقوم کی ترسیل (ریمیمینٹس) میں خاطر خواہ اضافہ، آئی ایم ایف کے پہلے اور دوسرے جائزوں کی کامیاب تکمیل اور دوست ممالک کی جانب سے قرضوں کی رول اور کی سہولت نے زرمبادلہ کے ذخائر کو تقویت دی۔ پی آئی اے کی نجکاری پاکستان کے لیے ایک بڑی اسٹریٹجک کامیابی ہے جو آئی ایم ایف کی ہدایات اور حکومت کے نجکاری کے ایجنڈے کے عین مطابق ہے۔ مزید برآں، پاکستان نے نایاب معدنیات کی ایکسپورٹ اور لاجسٹک انفراسٹرکچر کو بڑھانے کے لیے امریکی کمپنیوں کے ساتھ سرمایہ کاری کے معاہدوں پر دستخط کئے جو پاکستان کے معدنی شعبے کے لیے ایک زبردست پیش رفت ہے۔ جاری سال کے لیے ہماری ترجیح یہ ہے کہ اپنی منافع بخش حیثیت کو برقرار رکھتے ہوئے مارکیٹ شیئر میں اضافہ کریں۔

سال کے دوران، جناب حسان خان نے کمپنی کے لیے 6 سال سے زائد کی مخلصانہ خدمات کے بعد 6 جنوری 2025 کو چیف ایگزیکٹو آفیسر کے عہدے سے استعفیٰ دے دیا۔ اس مدت میں ان کا بطور چیف ایگزیکٹو آفیسر چار سال سے زائد کا عرصہ شامل ہے۔ بورڈ اس مدت کے دوران جناب حسان خان کی خدمات اور ان کی قیادت کو سراہتا ہے۔

بورڈ نے جناب ظفر ارشد انعام کو 10 جنوری 2025 سے عبوری چیف ایگزیکٹو آفیسر مقرر کیا۔ جناب ظفر تین دہائیوں سے زیادہ کا وسیع تجربہ رکھنے والے انشورنس پروفیشنل ہیں اور اس سے قبل کمپنی کے چیف آپریٹنگ آفیسر رہ چکے ہیں۔ ان کی شاندار قائدانہ صلاحیتوں، آپریشنل مہارت اور اسٹریٹجک بصیرت کے اعتراف میں، بورڈ نے بعد ازاں یکم ستمبر 2025 سے انہیں کمپنی کا چیف ایگزیکٹو آفیسر اور ہیڈنگ ڈائریکٹر مقرر کرنے کی توثیق کی۔ چیئر مین بورڈ کے مکمل اعتماد کا اظہار کرتے ہیں اور کمپنی کو آگے بڑھانے میں ان کی مسلسل کامیابی کے لیے نیک خواہشات پیش کرتے ہیں۔

آپ کا بورڈ 4 کمیٹیوں یعنی آڈٹ، انویسٹمنٹ، ہیومن ریسورس ریمونریشن اینڈ ٹرانزیشن اور رسک اینڈ کمپلائنس کمیٹیوں کی مدد سے اپنی ذمہ داریاں احسن طریقے سے نبھا رہا ہے۔ کمپنی کی ایک آئی ٹی اسٹریٹجی کمیٹی بھی ہے جس میں بورڈ کی نمائندگی موجود ہے تاکہ ٹیکنالوجی کے شعبے میں انتظامیہ کے اقدامات کی رہنمائی اور نگرانی کی جاسکے۔

بورڈ کے پاس اپنی کارکردگی کی جانچ کے لیے ایک جامع خود تشخیصی نظام موجود ہے۔ تشخیص کے لیے سوالنامہ ہر ڈائریکٹر کو بھیجا جاتا ہے، جس سے بورڈ کو اپنی گورننس کے معیار کا جائزہ لینے اور اپنی ذمہ داریوں کو زیادہ موثر طریقے سے پورا کرنے میں مدد ملتی ہے۔ ڈائریکٹرز نے 26 فروری 2026 کو منعقدہ اجلاس میں سال 2025 کی سالانہ تشخیصی رپورٹ کا جائزہ لیا اور طے شدہ معیار کے مطابق مجموعی نتائج پر اطمینان کا اظہار کیا۔

میں اپنے کاروباری شراکت داروں کی سرپرستی اور اپنے ملازمین کی لگن اور محنت کا شکریہ ادا کرنا چاہتا ہوں۔ ان کا عزم ہماری کامیابی کے حصول میں کلیدی حیثیت رکھتا ہے۔ میں بورڈ ممبران کی محنت اور رہنمائی اور شیئر ہولڈرز کے کمپنی پر مسلسل اعتماد اور بھروسے کے لیے بھی شکریہ ادا کرتا ہوں۔

*Arif*

اکبر علی پستانی  
چیئر مین

کراچی، 26 فروری 2026

# THE DIRECTORS' REPORT

## FOR THE YEAR ENDED DECEMBER 31, 2025

The Directors are pleased to present the Annual Report and the Audited Accounts for the year ended December 31, 2025.

### OVERVIEW

During the year under review, the macroeconomic environment remained relatively stable, supported by improvement in key indicators and continued engagement with the IMF. Progress was also made on the government's privatization agenda, most notably the privatization of PIA, one of the largest and complex SOE. Strengthened strategic engagement with key international partners, including the United States and Saudi Arabia, further reinforced confidence. Exchange rate stability, controlled inflation and gradual improvement in foreign exchange reserves contributed to improved macroeconomic conditions. The inflationary pressure eased during the year providing much needed breathing space to businesses and individuals.

The State Bank of Pakistan (SBP) continued its monetary easing cycle, implementing cumulatively rate cuts of 250 basis points, reducing the policy rate to 10.5% by December 2025. On the external front, Pakistan recorded a current account deficit of USD 199 million during the year 2025, compared to a surplus of USD 496 million in the corresponding period last year.

External credit perception improved further as Moody's upgraded Pakistan's rating to "Caa1", while Fitch and S&P raised rating to "B-" from "CCC+", citing stronger external buffers, fiscal consolidation and steady IMF-led reforms.

### INSURANCE SECTOR REVIEW

The insurance industry had a stable year with topline growth of 8% during the first nine months of 2025. Subdued economic activity reflected in limited LSM growth, slowdown in infrastructure & CPEC related projects and intense market competition were the major contributors to the single digit growth. During the second half of the year, the industry faced significant losses on account of natural calamities and various fire events which impacted the underwriting results.

### COMPANY PERFORMANCE

Notwithstanding the low industry growth, your Company's Gross Written Premium (GWP) including Contribution from Takaful Operations increased by 15% to PKR 26.56 billion (2024: PKR 23.06 billion). The combined Net Premium/Contribution for the period increased by 22% to PKR 11.39 billion (2024: PKR 9.33 billion). This was, however, offset by unusually high losses on account of floods, hailstorms and various major fire incidents across the country. As a result, the Company's technical profit during the year decreased by 73% to PKR 258 million (2024: PKR 944 million).

The Company's Investment Income (including Window Takaful Operations) during the year increased by 32% to PKR 6.5 billion (2024: PKR 4.98 billion). The growth is attributed to prudent investment approach of the Company with investments in fixed income instruments and dividend yielding stocks and overall satisfactory performance of the capital markets.

### CONVENTIONAL INSURANCE OPERATIONS

Gross Written Premium increased by 11% to PKR 22.66 billion (2024: PKR 20.39 billion) and Net Premium increased by 15% to PKR 8.41 billion (2024: PKR 7.34 billion). The Underwriting Profit for the period was recorded at PKR 117 million (2024: PKR 821 million). Our Profit After Tax increased by 14% to PKR 4.02 billion (2024: PKR 3.52 billion) and earnings per share was recorded at to PKR 20.25 (2024: PKR 17.74).

### WINDOW TAKAFUL OPERATIONS

The Gross Written Contribution increased by 46% to PKR 3.91 billion (2024: PKR 2.67 billion). The major contributors to growth were Fire, Motor, Miscellaneous, and Accident & Health portfolios. The Net Contribution increased by 60% to PKR 1.86 billion (2024: PKR 1.16 billion).

The Participants' Takaful Fund incurred a deficit of PKR 84.1 million (2024: Surplus PKR 22.7 million) due to major losses incurred during the year. The Operator's Profit after tax for the year was PKR 390 million (2024: PKR 280 million).

### SEGMENT ANALYSIS

#### Fire & Property

Fire & Property is the largest portfolio of the Company and contributes 34% to the overall written premium and contribution. The portfolio decreased marginally by 3% compared to last year. This portfolio registered a combined underwriting loss of PKR 592 million (2024: Profit PKR 320 million) due to the unusual losses referred earlier.

### **Accident and Health**

Accident & Health insurance is our 2nd largest business line and contributes 20% to our book. The portfolio increased by 52% during the year and contributed PKR 161 million in combined underwriting profit (2024: PKR 26 million).

### **Motor**

The Motor portfolio contributes 12% to our topline. The portfolio posted a growth of 7% in 2025 and yielded a combined underwriting profit of PKR 357 million (2024: PKR 462 million).

### **Marine, Aviation & Transport**

Marine, Aviation & Transport portfolio contributes 7% to the total written premium and contribution. The portfolio witnessed a decline of 10% during the year. The portfolio yielded a combined underwriting profit of PKR 94 million (2024: Loss PKR 117 million).

### **Miscellaneous**

Miscellaneous portfolio contributes 23% to the overall business and includes Engineering, Bonds, Terrorism, Bankers Blanket Bond, and Travel business lines, among others. The portfolio increased by 41% during the year. The combined underwriting profit of the portfolio is PKR 190 million (2024: PKR 213 million).

### **Liability**

The Liability portfolio contributes 4% to the overall business, and generated underwriting profit of PKR 47 million (2024: PKR 42 million).

## **INVESTMENT INCOME**

The successful completion of the IMF's reviews during the year brought cumulative disbursements to USD 3.3 billion, including USD 200 million under the Resilience and Sustainability Facility. Pakistan received a significant boost to its economic outlook as all three major global rating agencies - Moody's, S&P, and Fitch - upgraded the country's sovereign credit ratings, reflecting improved stability. The upgrades were driven by improvements in the external account, fiscal position, and progress on structural reforms under the USD 7 billion IMF program. During 2025, the SBP reduced the policy rate by 250 basis points amid declining inflationary pressures. Moreover, the benchmark KSE 100 index generated a return of 51% during the year. Your Company recorded an investment income (including Takaful Operator's and Participants' Funds) of PKR 6.8 billion as compared to PKR 5.2 billion in 2024, reflecting increase of 31%.

## **MARKET SHARE**

Your Company's market share stands at around 13% for nine months of 2025 as per the latest data provided by the Insurance Association of Pakistan.

## **REINSURANCE**

The Global Reinsurance market demonstrated continued resilience in 2025, supported by strong capital positions and ample underwriting capacities. Market conditions softened, driven by reinsurers' earnings growth and the inflow of new capacity, which contributed to increased competition and enabled more favorable terms and broader coverage options.

Global insured natural catastrophe losses are estimated at approximately USD 107 billion in 2025, representing a reduction of around 24% compared to USD 141 billion recorded in 2024; nevertheless, this marks the sixth consecutive year in which insured losses have exceeded the USD 100 billion threshold, underscoring the persistent impact of climate-driven events and secondary perils.

Your Company successfully renewed its Conventional and Retakaful treaties with enhanced capacities while strengthening the reinsurance panel with top-tier international reinsurers (i.e. Swiss Re, Hannover Re, SCOR, Echo Re, Korean Re, the Lloyds of London and etc.) in line with the Company's strategic goals.

## DIVIDEND & APPROPRIATION OF PROFIT

(Rupees in '000)

The amount available for appropriation is:

Unappropriated profit from previous years	226,699
Profit after tax for the year	4,019,080
Actuarial gain on defined benefit plan	24,155
	<b>4,269,934</b>

The Board recommended that this amount be appropriated in the following manner

Transfer to special reserves	1,500,000
Transfer to general reserve	1,000,000
Proposed final cash dividend @ 60%	1,190,947
Unappropriated Profit carried forward to next year	578,987
	<b>4,269,934</b>

## BOARD OF DIRECTORS

The Board of Directors consists of 10 individuals having the knowledge, experience and skills required to provide oversight and strategic guidelines to the Company. Except for the Chief Executive Officer, all other Directors of the Company are non-executive directors, including three independent Directors.

During the year Ms. Sima Kamil was appointed as an independent director to fill the casual vacancy arising from the resignation of Mr. Badaruddin Fatehali Vellani.

The Board of Directors has approved the payment of meeting attendance fees to non-executive directors, including independent directors, for attending meetings of the Board and its Committees. Additionally, the Board has approved a revision to the Directors' Remuneration Policy, under which the Board is authorized to determine the attendance fees for all non-executive and independent directors once every three years.

## BOARD MEETINGS

During the year eight (8) meetings of the Board of Directors were held, attendance of which are as follows:

Name of Directors	Designation	Meeting Attended
Mr. Akbarali Pesnani	Chairman	8/8
Mr. John Joseph Metcalf	Non-Executive Director	8/8
Mr. Amin A. Hashwani	Non-Executive Director	8/8
Mr. Riyaz Chinoy	Independent Director	8/8
Mr. Abrar Ahmed Mir	Non-Executive Director	6/8
Ms. Nausheen Ahmad	Independent Director	7/8
Mr. Mohammad Akhtar Bawany	Non-Executive Director	8/8
Ms. Ava Ardeshir Cowasjee	Non-Executive Director	8/8
Ms. Sima Kamil	Independent Director	7/7*
Mr. Azfar Arshad Inam	Chief Executive Officer	7/7**

\* Ms. Sima Kamil was appointed on January 23, 2025.

\*\* Mr. Azfar Arshad Inam was appointed at the meeting held on January 10, 2025.

## BOARD COMMITTEES

During the year under review, four (4) meetings of Board Investment Committee, two (2) meetings each of Board Human Resource Remuneration and Nomination Committee and Board Information Technology Steering Committee, and five (5) meetings each of Board Audit Committee and Board Risk and Compliance Committee, were held. The names of the members of these Board Committees and terms of reference are mentioned in the Statement of Compliance. The Chairpersons of the Board Audit Committee, Board Human Resource Remuneration & Nomination Committee, and Board Risk & Compliance Committee are independent directors.

## MANAGEMENT COMMITTEES

The Company has eight management committees which cover the core areas of business. The Committees' names, number of meetings, names of members and terms of reference are provided in the annexure to this Report.

## STATEMENT OF DIRECTORS RESPONSIBILITIES

In compliance with the Financial Reporting Framework of the Code of Corporate Governance, the Directors confirm the following:

- The financial statements prepared by the management of the Company present fairly its state of affairs, the results of its operations, cash flows and changes in equity.
- Proper books of accounts of the Company have been maintained.
- Appropriate accounting policies have been consistently applied in preparation of Financial Statements and accounting estimates are based on reasonable and prudent judgment.
- International Accounting Standards as applicable in Pakistan have been followed in the preparation of financial statements. Accounting standards and such International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board as are notified under the Companies Act, 2017, provisions of and directives issued under the Companies Act, 2017, the Insurance Ordinance, 2000, SEC (Insurance) Rules, 2017 and Takaful Rules, 2012. Any departure therefrom has been adequately disclosed.
- There are no significant doubts about the Company's ability to continue as a going concern.
- There is no material departure from the best practices of corporate governance, as detailed in the listing regulations.

## OTHER INFORMATION UNDER SECTION 227 OF THE COMPANIES ACT, 2017 & CODE OF CORPORATE GOVERNANCE FOR INSURERS, 2016

The other information required under Section 227 of the Companies Act, 2017 is disclosed under Pattern of Shareholding (including trading in the shares of the Company by its Directors and Executives), Internal Controls Framework, Financial Position and Performance, Risk and Opportunities, and Sustainability sections of this Report.

## BOARD PERFORMANCE EVALUATION

The Board has developed a mechanism to evaluate its own performance, the performance of its committees and members by adopting a self-evaluation methodology as per the guidelines provided in the SECP S.R.O. 301(1)/2020. This methodology, which is based on an online questionnaire, covers core areas of the functioning of the Board, its committees and members. The primary purpose of this evaluation is for the Board to assess its own quality of governance, leading towards Board members playing an effective role in the progress of the Company. Key areas that the questionnaire includes are following:

- Assess the Board's overall scope of responsibilities.
- Evaluate and validate the information provided by the management.
- Review the operations of the Company and suggest measures for improvement.
- Assess the effectiveness and efficiency of the operation of the Board and its Committees.
- Assess the performance and participation of individual Board members.

In 2025, the Board conducted the evaluation exercise as per the aforementioned mechanism.

## APPOINTMENT AND PERFORMANCE REVIEW OF THE CHIEF EXECUTIVE OFFICER (CEO)

At the meeting of the Board of Directors held on January 10, 2025, the Board appointed Mr. Azfar Arshad Inam as the Chief Executive Officer and Managing Director of the Company, in place of Mr. Hassan Khan. Prior to his appointment as Chief Executive Officer, Mr. Azfar Arshad Inam was serving as the Chief Operating Officer of the Company. The Board establishes operational, financial, and strategic objectives and evaluates the performance of the Chief Executive Officer on an annual basis.

## INSURER FINANCIAL STRENGTH (IFS) RATING

Jubilee General is the highest rated general insurance company in Pakistan with an insurer financial strength rating of B (Fair) and a long-term Issuer Credit Rating of B+ (Fair) assigned by AM Best, the world's oldest and most authoritative insurance rating and information source. The rating reflects Jubilee General's strong risk-adjusted capitalization, solid business profile within Pakistan and good track record of operating performance.

VIS Pakistan and Pakistan Credit Rating Agency (PACRA) have both affirmed Jubilee General's IFS (Insurer Financial Strength) rating as "AA++" with "Stable Outlook". The rating is a testament to the Company's financial strength as demonstrated by strong capitalization and healthy liquidity. The rating also validates Jubilee General's robust risk management framework which allows the Company to sustain robust underwriting performance while sustaining a stable risk absorption capacity.

## PSX TOP 25 COMPANY AWARDS

Your Company was recognized among the Pakistan Stock Exchange (PSX) Top 25 Companies, a distinction reflecting sustained performance, governance standards, and institutional strength. Notably, JGI was the only general insurer included on the list, underscoring our differentiated position as a customer-centric and increasingly sustainability-aligned organization within the financial services landscape. This recognition is a testament to the collective efforts of our teams and the trust of our customers and stakeholders, and it reinforces our commitment to delivering long-term value while continuing to lead with integrity and excellence.

## PATTERN OF SHAREHOLDING

The pattern of shareholding is annexed in the Annual Report at page nos. 80-83.

## CSR ACTIVITIES

The CSR initiatives taken during the year 2025 have been separately mentioned in the Annual Report at page nos. 126-145.

## IMPACT OF COMPANY'S BUSINESS ON ENVIRONMENT

The Company's business operations have a negligible direct impact on the environment, as Jubilee General Insurance does not engage in manufacturing or energy-intensive activities. Nevertheless, the Company recognizes its responsibility toward environmental protection and is committed to contributing positively within its sphere of influence. Accordingly, efforts are focused on reducing paper consumption and progressively transitioning toward a paperless environment. Employees are encouraged to adopt environmentally responsible practices, including the efficient use of electricity and water.

## SUSTAINABILITY-RELATED RISKS

The Company recognizes key sustainability-related risks, including climate change, the exhaustion of non-renewable resources, and overall environmental deterioration. To address these risks, the Company is integrating sustainable operational practices, promoting renewable energy adoption, and implementing environmentally responsible initiatives. The management has defined clear and measurable ESG objectives aligned with the Company's strategic priorities to strengthen sustainable resilience and deliver meaningful social value. These objectives are being advanced through the three guiding pillars of Conservation, Community, and the Circular Economy. ESG initiatives adopted during the year 2025 have been separately mentioned in the Annual Report at page nos. 134-137.

## DIVERSITY, EQUITY, AND INCLUSION (DE&I)

With its diverse workforce and community presence, the Company is committed to advancing diversity, equity, and inclusion (DE&I) as a core element of its sustainable and ethical business practices. To this end, the Company has adopted a comprehensive DE&I policy that guides initiatives aimed at enhancing gender and ethnic diversity across the organization. These initiatives include inclusive recruitment practices, such as leveraging diverse job platforms and ensuring the presence of diverse interview panels.

## AUDITORS

Messrs. KPMG Taseer Hadi & Co. (Chartered Accountants) have audited the financial statements for the year 2025 and have offered themselves for re-appointment. The Board Audit Committee recommends that they be re-appointed as statutory auditors for a further term of one year. The Board recommends their re-appointment subject to the approval of the members in the AGM. Messrs. KPMG Taseer Hadi & Co., being eligible, have given their consent to act as auditors.

## OUTLOOK

The outlook for the economy remains cautiously optimistic, supported by continued engagement with the IMF for fiscal consolidation and structural reforms. However, the pace and sustainability of the economic recovery remain contingent upon the timely and effective implementation of reform measures and continuity of policy actions. The external outlook remains vulnerable to several risks, primarily stemming from heightened geopolitical tensions, volatility in international oil prices and potential adverse effects of United States' reciprocal tariffs on global trades. Your Company's strong performance during the year under review has positioned us well to capitalize on improvements in the macroeconomic environment.

## ACKNOWLEDGEMENTS

We acknowledge the patronage and loyalty of our clients and the support of all our stakeholders including our (re)insurance brokers. We also express our gratitude to SECP, our regulator, for their continued guidance and cooperation. We acknowledge the professionalism and hard work of our management team and guidance from our Board of Directors which has facilitated and enabled us to achieve these results.

On behalf of the Board



Akbarali Pesnani  
Chairman



Riyaz Chinoy  
Director & Chairman BAC



Azfar Arshad  
Managing Director & CEO

Karachi: February 26, 2026



## تنوع، مساوات اور شمولیت (DE&amp;I)

اپنی متنوع ورک فورس اور کمیونٹی میں موجودگی کے ساتھ، کمپنی تنوع، مساوات اور شمولیت کو اپنے پائیدار اور اخلاقی کاروباری طریقہ کار کے ایک بنیادی عنصر کے طور پر آگے بڑھانے کے لیے پرعزم ہے۔ اس مقصد کے لیے، کمپنی نے ایک جامع DE&I پالیسی اپنائی ہے جو پورے ادارے میں صنفی اور نسلی تنوع کو بڑھانے کے اقدامات کی رہنمائی کرتی ہے۔ ان اقدامات میں شمولیت پر مبنی بھرتی کے طریقہ کار شامل ہیں، جیسے کہ متنوع جاب پلیٹ فارمز کا استعمال اور انٹرویو پینلز میں مختلف پس منظر رکھنے والے افراد کی موجودگی کو یقینی بنانا۔

## اڈیٹرز

میسرز کے پی ایم جی تاثیر بادی اینڈ کمپنی (چارٹرڈ اکاؤنٹنٹس) نے سال 2025 کے مالیاتی گوشواروں کا آڈٹ کیا ہے اور خود کو دوبارہ تفری کے لیے پیش کیا ہے۔ بورڈ آڈٹ کمیٹی نے سفارش کی ہے کہ انہیں مزید ایک سال کی مدت کے لیے قانونی اڈیٹرز کے طور پر دوبارہ مقرر کیا جائے۔ بورڈ سالانہ اجلاس عام میں ممبران کی منظوری سے مشروط ان کی دوبارہ تقرری کی سفارش کرتا ہے۔ میسرز کے پی ایم جی تاثیر بادی اینڈ کمپنی نے اہل ہونے کی بنا پر بطور اڈیٹرز کام کرنے کی رضامندی ظاہر کر دی ہے۔

## مستقبل کا منظر نامہ

معیشت کا منظر نامہ محتاط طور پر پر امید ہے، جسے مالیاتی استحکام اور ڈھانچے جاتی اصلاحات کے لیے آئی ایم ایف (IMF) کے ساتھ مسلسل روابط سے تقویت مل رہی ہے۔ تاہم، معاشی بحالی کی رفتار اور استحکام کا انحصار اصلاحاتی اقدامات کے بروقت اور موثر نفاذ اور پالیسی اقدامات کے تسلسل پر ہے۔ بیرونی منظر نامہ اب بھی کئی خطرات سے دوچار ہے، جو بنیادی طور پر بڑھتی ہوئی جغرافیائی سیاسی کشیدگی، بین الاقوامی سطح پر تیل کی قیمتوں میں اتار چڑھاؤ اور عالمی تجارت پر امریکہ کی جانب سے عائد کئے جانے والے ٹریف کے ممکنہ منفی اثرات سے پیدا ہو سکتے ہیں۔ زیر جائزہ سال کے دوران آپ کی کمپنی کی مضبوط کارکردگی نے ہمیں میکرو اکنامک ماحول میں بہتری سے فائدہ اٹھانے کے لیے مستحکم پوزیشن میں کھڑا کر دیا ہے۔

## اظہار تشکر

ہم اپنے کلائنٹس کی سرپرستی اور وفاداری اور اپنے (ری) انشورنس بروکرز سمیت تمام اسٹیک ہولڈرز کے تعاون کا شکریہ ادا کرتے ہیں۔ ہم اپنے ریگولیٹر، ایس ای سی پی (SECP) کی مسلسل رہنمائی اور تعاون کے لیے بھی ان کا شکریہ ادا کرتے ہیں۔ ہم اپنی انتظامی ٹیم کی پیشہ ورانہ مہارت اور محنت، اور اپنے بورڈ آف ڈائریکٹرز کی رہنمائی کو تسلیم کرتے ہیں جس نے ہمیں یہ نتائج حاصل کرنے میں سہولت فراہم کی اور اس قابل بنایا۔

## حسب الحکم بورڈ



اکبر علی پسنانی  
چیئرمین



یاش چنائے  
ڈائریکٹر اور چیئرمین (BAC)



اظہار رشید  
مینجنگ ڈائریکٹر اور سی ای او

کراچی: 26 فروری 2026

سال 2025 میں، بورڈ نے مذکورہ بالا طریقہ کار کے مطابق اپنی کارکردگی کی جانچ کا عمل مکمل کر لیا ہے۔

## چیف ایگزیکٹو آفیسر کی کارکردگی کا جائزہ اور عبوری چیف ایگزیکٹو کی تقرری

10 جنوری 2025 کو منعقدہ بورڈ آف ڈائریکٹرز کے اجلاس میں، بورڈ نے جناب حسان خان کی جگہ جناب ظفر ارشد انعام کو کمپنی کا چیف ایگزیکٹو آفیسر اور مینجنگ ڈائریکٹر مقرر کیا۔ چیف ایگزیکٹو آفیسر کے طور پر اپنی تقرری سے قبل، جناب ظفر ارشد انعام کمپنی کے عبوری چیف آپریٹنگ آفیسر کے طور پر خدمات انجام دے رہے تھے۔ بورڈ آپریٹنگ، مالیاتی اور کاروباری اہداف مقرر کرتا ہے اور سالانہ بنیادوں پر چیف ایگزیکٹو آفیسر کی کارکردگی کا جائزہ لیتا ہے۔

## انشورر فنانشل اسٹریٹجی (IFS) ریٹنگ

جوہلی جنرل پاکستان کی سب سے زیادہ ریٹنگ والی جنرل انشورنس کمپنی ہے، جسے دنیا کے قدیم ترین اور مستند ترین انشورنس ریٹنگ ادارے BestAM کی جانب سے انشورر فنانشل اسٹریٹجی ریٹنگ (Fair) اور طویل مدتی جاری کنندہ کریڈٹ ریٹنگ (Fair) B+ دی گئی ہے۔ یہ ریٹنگ جوہلی جنرل کے خطرے کے مطابق مضبوط سرمائے، پاکستان میں شوس کاروباری پروفاصل اور آپریٹنگ کارکردگی کے بہترین ریکارڈ کی عکاسی کرتی ہے۔

VIS پاکستان اور پاکستان کریڈٹ ریٹنگ ایجنسی (PACRA) دونوں نے جوہلی جنرل کی IFS (انشورر فنانشل اسٹریٹجی) ریٹنگ کی +AA اور مستحکم آؤٹ لک کے ساتھ توثیق کی ہے۔ یہ ریٹنگ کمپنی کی مالی مضبوطی کا منہ بولتا ثبوت ہے جس کا اظہار مضبوط سرمائے اور بہترین لیکویڈیٹی سے ہوتا ہے۔ یہ ریٹنگ جوہلی جنرل کے مضبوط رسک مینجمنٹ فریم ورک کی بھی تصدیق کرتی ہے جو کمپنی کو خطرات پر قابو پانے کی مستحکم صلاحیت برقرار رکھتے ہوئے بہترین انڈر رائٹنگ کارکردگی دکھانے کے قابل بناتا ہے۔

## پاکستان اسٹاک ایکسچینج ٹاپ 25 کمپنی ایوارڈز

آپ کی کمپنی کو پاکستان اسٹاک ایکسچینج (PSX) کی ٹاپ 25 کمپنیوں میں شامل کیا گیا ہے جو کہ مسلسل کارکردگی، اعلیٰ گورننس کے معیار اور ادارے کی مضبوطی کا اعتراف ہے۔ قابل ذکر بات یہ ہے کہ جوہلی جنرل اس فہرست میں شامل ہونے والی واحد جنرل انشورنس کمپنی تھی جو مالیاتی خدمات کے شعبے میں بطور صرافہ دوست اور پائیداری سے ہم آہنگ ادارے کے طور پر ہماری منفرد پوزیشن کو اجاگر کرتی ہے۔ یہ اعزاز ہماری ٹیموں کی اجتماعی کوششوں اور ہمارے صارفین و اسٹیک ہولڈرز کے اعتماد کا نتیجہ ہے اور یہ دیا نند اور عمدگی کے ساتھ طویل مدتی قدر فراہم کرنے کے ہمارے عزم کو مزید تقویت دیتا ہے۔

## شیر ہولڈنگ کا نمونہ

شیر ہولڈنگ کا نمونہ سالانہ رپورٹ کے صفحہ نمبر ----- پر منسلک ہے۔

## سی ایس آر (CSR) سرگرمیاں

سال 2025 کے دوران کیے گئے کاروباری سماجی ذمہ داری کے اقدامات کا سالانہ رپورٹ کے صفحہ نمبر ----- پر الگ سے ذکر کیا گیا ہے۔

## کمپنی بزنس کے ماحول پر اثرات

کمپنی کے کاروباری آپریٹنگز کے ماحول پر براہ راست اثرات نہ ہونے کے برابر ہیں، کیونکہ جوہلی جنرل انشورنس مینوفیکچرنگ یا زیادہ توانائی استعمال کرنے والی سرگرمیوں میں شامل نہیں ہے۔ اس کے باوجود، کمپنی ماحولیاتی تحفظ کے حوالے سے اپنی ذمہ داری کو تسلیم کرتی ہے اور اپنے دائرہ اختیار میں مثبت کردار ادا کرنے کے لیے پرعزم ہے۔ اس سلسلے میں، کاغذ کے استعمال کو کم کرنے اور ہتدرتج پیریس ماحول کی طرف منتقلی پر توجہ مرکوز کی جا رہی ہے۔ ملازمین کو ماحول دوست طرز عمل اپنانے کی ترغیب دی جاتی ہے، جس میں بجلی اور پانی کا موثر استعمال شامل ہے۔

## پائیداری سے متعلق خطرات

کمپنی پائیداری سے متعلق اہم خطرات کو تسلیم کرتی ہے، جن میں موسمیاتی تبدیلی، غیر تجدیدی ذرائع کا خاتمہ اور مجموعی ماحولیاتی تنزلی شامل ہیں۔ ان خطرات سے نمٹنے کے لیے کمپنی پائیدار آپریٹنگ طریقہ کار کو یکجا کر رہی ہے، قابل تجدید توانائی کے استعمال کو فروغ دے رہی ہے اور ماحول دوست اقدامات نافذ کر رہی ہے۔ انتظامیہ نے کمپنی کی کاروباری ترجیحات کے مطابق واضح اور قابل پیمائش ESG (ماحولیاتی، سماجی اور گورننس) اہداف مقرر کیے ہیں تاکہ پائیدار استحکام کو مضبوط بنایا جاسکے اور معنی خیز سماجی قدر پیدا کی جاسکے۔ ان اہداف کو ماحول کے تحفظ، کمیونٹی، اور سرکلر انونومی کے تین رہنما اصولوں کے ذریعے آگے بڑھایا جا رہا ہے۔ سال 2025 کے دوران اپنائے گئے ESG اقدامات کا سالانہ رپورٹ کے صفحہ نمبر ----- پر الگ سے ذکر کیا گیا ہے۔

## بورڈ کمیٹیاں

زیر جائزہ سال کے دوران، بورڈ انویسٹمنٹ کمیٹی اور بورڈ رسک اینڈ کمپلائنس کمیٹی کے چار (4) اجلاس منعقد ہوئے۔ بورڈ ہیومن ریسورس ریسیورس ریسیورس اینڈ ٹیکنالوجی اسٹیٹنگ کمیٹی کے دو (2) اجلاس، جبکہ بورڈ آڈٹ کمیٹی کے پانچ (5) اجلاس منعقد ہوئے۔ ان بورڈ کمیٹیوں کے ممبران کے نام اور دائرہ اختیار اس رپورٹ کے ضمیمہ میں دیئے گئے ہیں۔ بورڈ آڈٹ کمیٹی، بورڈ ہیومن ریسورس ریسیورس اینڈ ٹیکنالوجی اسٹیٹنگ کمیٹی، اور بورڈ رسک اینڈ کمپلائنس کمیٹی کے چیئرمین آزاد ڈائریکٹرز ہیں۔

## بینجمنٹ کمیٹیاں

کمپنی کی آٹھ (8) بینجمنٹ کمیٹیاں ہیں جو کاروبار کے اہم شعبوں کی نگرانی کرتی ہیں۔ ان کمیٹیوں کے نام، اجلاسوں کی تعداد، ممبران کے نام اور دائرہ اختیار اس رپورٹ کے ضمیمہ میں فراہم کیے گئے ہیں۔

## ڈائریکٹرز کی ذمہ داریوں کا بیان

کوڈ آف کارپوریٹ گورننس کے فنانشل رپورٹنگ فریم ورک کی تعمیل میں، ڈائریکٹرز درج ذیل امور کی تصدیق کرتے ہیں:

- کمپنی کی انتظامیہ کی جانب سے تیار کردہ مالیاتی گوشوارے کمپنی کے معاملات کی حالت، آپریشنز کے نتائج، کیش فلو اور ایکویٹی میں تبدیلیوں کو منصفانہ طور پر پیش کرتے ہیں۔
- کمپنی کے اکاؤنٹس کی بکس باقاعدہ اور درست طریقے سے برقرار رکھی گئی ہیں۔
- مالیاتی گوشواروں کی تیاری میں مناسب اکاؤنٹنگ پالیسیوں کا تسلسل کے ساتھ اطلاق کیا گیا ہے اور اکاؤنٹنگ کے تخمینے معقول اور دانشمندانہ فیصلے پر مبنی ہیں۔
- مالیاتی گوشواروں کی تیاری میں پاکستان میں نافذ العمل بین الاقوامی اکاؤنٹنگ اسٹینڈرڈز کی پیروی کی گئی ہے۔ ان میں انٹرنیشنل اکاؤنٹنگ اسٹینڈرڈز بورڈ کے جاری کردہ وہ اسٹینڈرڈز (IFRS) شامل ہیں جو کمپنیز ایکٹ 2017، انشورنس آرڈیننس 2000، ایس ای سی (انشورنس) رولز 2017 اور تکافل رولز 2012 کے تحت نوٹیفائیڈ ہیں۔ کسی بھی انحراف کی صورت میں اسے مناسب طور پر ظاہر کیا گیا ہے۔
- کمپنی کی مستقبل میں کام جاری رکھنے کی صلاحیت کے بارے میں کوئی اہم شکوک و شبہات نہیں ہیں۔
- کارپوریٹ گورننس کے بہترین طریقوں سے کوئی مادی انحراف نہیں ہوا ہے، جیسا کہ سسٹم ریگولیشنز میں تفصیل سے درج ہے۔

## کمپنیز ایکٹ 2017 کے سیکشن 227 اور کوڈ آف کارپوریٹ گورننس برائے انشوررز 2016 کے تحت دیگر معلومات

کمپنیز ایکٹ 2017 کے سیکشن 227 کے تحت مطلوبہ دیگر معلومات اس رپورٹ کے پیٹرن آف سٹیز ہولڈنگ (ہولڈنگ ڈائریکٹرز اور ایگزیکٹوز کی جانب سے کمپنی کے سٹیز کی خرید و فروخت)، انٹرنل کنٹرول فریم ورک، مالیاتی پوزیشن اور کارکردگی، خطرات و مواقع، اور پائیداری (Sustainability) سیکشن میں ظاہر کر دی گئی ہیں۔

## بورڈ کی کارکردگی کا جائزہ

بورڈ نے SECP کے 2020/301(D) S.R.O میں فراہم کردہ رہنما خطوط کے مطابق ”سیلف ایویلیویشن (خود احتسابی) کا طریقہ کار اپنا کر اپنی، اپنی کمیٹیوں اور ممبران کی کارکردگی کو جانچنے کا ایک نظام وضع کیا ہے۔ یہ طریقہ کار ایک لائن سوالنامے پر مبنی ہے، جو بورڈ، اس کی کمیٹیوں اور ممبران کے کام کرنے کے بنیادی شعبوں کا احاطہ کرتا ہے۔

اس تشخیص کا بنیادی مقصد بورڈ کے لیے اپنی گورننس کے معیار کا جائزہ لینا ہے، تاکہ بورڈ ممبران کی ترقی میں موثر کردار ادا کر سکیں۔ سوالنامے میں شامل کلیدی عوامل درج ذیل ہیں:

- بورڈ کی ذمہ داریوں کے مجموعی دائرہ کار کا جائزہ لینا۔
- انتظامیہ کی طرف سے فراہم کردہ معلومات کی جانچ اور تصدیق کرنا۔
- کمپنی کے آپریشنز کا جائزہ لینا اور بہتری کے لیے اقدامات تجویز کرنا۔
- بورڈ اور اس کی کمیٹیوں کے آپریشنز کی تاثیر اور کارکردگی کا جائزہ لینا۔
- انفرادی بورڈ ممبران کی کارکردگی اور شرکت کا جائزہ لینا۔

## منافع کی تقسیم اور تخصیص

...(روپے ہزاروں میں)...

226,699
4,019,080
24,155
<b>4,269,934</b>
1,500,000
1,000,000
1,190,947
578,987
<b>4,269,934</b>

تخصیص کے لیے دستیاب رقم درج ذیل ہے:  
گزشتہ سالوں کا غیر مختص شدہ منافع  
سال کا بعد از ٹیکس منافع  
ڈیفنڈ بینیفٹ پلان پر ایکچوریل منافع

بورڈ نے سفارش کی ہے کہ اس رقم کو درج ذیل طریقے سے مختص (Appropriate) کیا جائے

خصوصی ریزرو میں منتقلی  
جنرل ریزرو میں منتقلی  
مجوزہ حتمی نقد منافع @60%  
غیر مختص شدہ منافع جو اگلے سال منتقل کیا جائے گا

## بورڈ آف ڈائریکٹرز

بورڈ آف ڈائریکٹرز 10 افراد پر مشتمل ہے جو کمپنی کی نگرانی اور کاروباری رہنمائی کے لیے درکار علم، تجربہ اور مہارت رکھتے ہیں۔ چیف ایگزیکٹو آفیسر کے علاوہ، کمپنی کے دیگر تمام ڈائریکٹرز نان ایگزیکٹو ڈائریکٹرز ہیں، جن میں 3 آزاد ڈائریکٹرز بھی شامل ہیں۔

سال کے دوران، جناب بدرالدین فتح علی ویلائی کے استعفی سے خالی ہونے والی نشست پر محترمہ سیما کمال کو بطور آزاد ڈائریکٹر مقرر کیا گیا ہے۔

بورڈ آف ڈائریکٹرز نے نان ایگزیکٹو ڈائریکٹرز بشمول آزاد ڈائریکٹرز کو بورڈ اور اس کی کمیٹیوں کے اجلاسوں میں شرکت پر فیس کی ادائیگی کی منظوری دی ہے۔ مزید برآں، بورڈ نے ڈائریکٹرز کے معاوضے کی پالیسی میں ترمیم کی منظوری دی ہے، جس کے تحت بورڈ کو ہر 3 سال میں ایک بار تمام نان ایگزیکٹو اور آزاد ڈائریکٹرز کی حاضری فیس کا تعین کرنے کا اختیار دیا گیا ہے۔

## بورڈ کے اجلاس

سال کے دوران بورڈ آف ڈائریکٹرز کے آٹھ (8) اجلاس منعقد ہوئے، جن میں حاضری کی تفصیل درج ذیل ہے

ڈائریکٹرز کے نام	عہدہ	میٹنگ میں حاضری
جناب اکبر علی پستانی	چیئر مین	8/8
جناب جان جوزف میٹکاف	نان ایگزیکٹو ڈائریکٹر	8/8
جناب امین اسے ہاشوائی	نان ایگزیکٹو ڈائریکٹر	8/8
جناب ریاض چنائے	آزاد ڈائریکٹر	8/8
جناب ابرار احمد میر	نان ایگزیکٹو ڈائریکٹر	8/6
محترمہ نوشین احمد	آزاد ڈائریکٹر	8/7
جناب محمد اختر باوانی	نان ایگزیکٹو ڈائریکٹر	8/8
محترمہ آوارڈ شیر کاؤس جی	نان ایگزیکٹو ڈائریکٹر	8/8
محترمہ سیما کمال (تعییناتی: 23 جنوری 2025)	آزاد ڈائریکٹر	7/*7
جناب ظفر ارشد انعام (تعییناتی: 10 جنوری 2025)	چیف ایگزیکٹو آفیسر	7/**7

\* محترمہ سیما کمال کی تعیناتی 23 جنوری 2025 کو ہوئی۔

\*\* جناب ظفر ارشد انعام کی تعیناتی 10 جنوری 2025 کو ہونے والے اجلاس میں ہوئی۔

## شعبہ جات کا جائزہ

## فائز اینڈ پراپرٹی

یہ کمپنی کا سب سے بڑا پورٹ فولیو ہے جو مجموعی پر بیمہ اور کنٹری بیوشن میں 34% حصہ ڈالتا ہے۔ گزشتہ سال کے مقابلے میں اس پورٹ فولیو میں 3% کی معمولی کمی واقع ہوئی۔ اوپر ذکر کئے گئے غیر معمولی نقصانات کی وجہ سے، اس شعبے کو 592 ملین روپے کا مجموعی انڈر رائٹنگ خسارہ ہوا (2024: 320 ملین روپے منافع)۔

## ایکسپنڈ اینڈ ہیلتھ

یہ ہمارا دوسرا بڑا کاروباری شعبہ ہے جو ہماری بک میں 20% حصہ ڈالتا ہے۔ سال کے دوران اس پورٹ فولیو میں 52% اضافہ ہوا اور اس نے 161 ملین روپے کا مجموعی انڈر رائٹنگ منافع کمایا (2024: 26 ملین روپے)۔

## موٹرز

موٹرز پورٹ فولیو ہماری مجموعی آمدنی میں 12% حصہ ڈالتا ہے۔ اس شعبے نے 2025 میں 7% کی ترقی دکھائی اور 357 ملین روپے کا مجموعی انڈر رائٹنگ منافع حاصل کیا (2024: 462 ملین روپے)۔

## میرین، ایوی ایشن اور ٹرانسپورٹ:

یہ شعبہ کل پر بیمہ اور کنٹری بیوشن میں 7% حصہ ڈالتا ہے۔ سال کے دوران اس پورٹ فولیو میں 10% کی کمی دیکھی گئی۔ تاہم، اس نے 94 ملین روپے کا مجموعی انڈر رائٹنگ منافع حاصل کیا (2024: 117 ملین روپے خسارہ)۔

## متفرق (Miscellaneous):

متفرق پورٹ فولیو مجموعی کاروبار میں 23% حصہ ڈالتا ہے، جس میں انجینئرنگ، بانڈز، دہشت گردی، ٹیکلز بلینکٹ بانڈ اور ٹریول انشورنس وغیرہ شامل ہیں۔ سال کے دوران اس پورٹ فولیو میں 41% اضافہ ہوا۔ اس شعبے کا مجموعی انڈر رائٹنگ منافع 190 ملین روپے تک پہنچ گیا ہے (2024: 213 ملین روپے)۔

## لابیلٹی

لابیلٹی پورٹ فولیو مجموعی کاروبار میں 4% حصہ ڈالتا ہے اور اس نے 47 ملین روپے کا انڈر رائٹنگ منافع حاصل کیا (2024: 42 ملین روپے)۔

## سرمایہ کاری کی آمدنی

سال کے دوران آئی ایم ایف کے جائزوں کی کامیاب تکمیل سے مجموعی طور پر 3.3 ارب امریکی ڈالر کی فراہمی ممکن ہوئی، جس میں ”ریزی بلنس اینڈ سسٹین ایبلٹی فیسیلیٹی“ کے تحت 200 ملین ڈالر بھی شامل ہیں۔ پاکستان کے اقتصادی شعبے کو اس وقت بڑی تقویت ملی جب تمام تینوں عالمی ریٹنگ ایجنسیوں: موڈیز، ایس اینڈ پی اور فچ نے ملک کی خود مختار کریڈٹ ریٹنگ میں اضافہ کیا، جو بہتر استحکام کی عکاسی کرتا ہے۔ ریٹنگ میں یہ بہتری بیرونی اکاؤنٹ، مالیاتی پوزیشن میں بہتری اور 7 ارب ڈالر کے آئی ایم ایف پروگرام کے تحت اسٹریٹجیکل اصلاحات پر پیش رفت کی بدولت ممکن ہوئی۔ 2025 کے دوران، مہنگائی کے دباؤ میں کمی کے پیش نظر اسٹیٹ بینک آف پاکستان نے پالیسی ریٹ میں 250 بیسیس پوائنٹس کی کمی کی۔ مزید برآں، شیخ مارک KSE-100 انڈیکس نے سال کے دوران 51% منافع دیا۔ آپ کی کمپنی نے 6.8 ارب روپے کی سرمایہ کاری کی آمدنی (بشمول تکافل آپریٹرز اور پارٹنیشنس فنڈز) ریکارڈ کی جو کہ 2024 میں 5.2 ارب روپے تھی۔ یہ آمدنی 31% اضافے کو ظاہر کرتی ہے۔

## مارکیٹ شیئر

انشورنس ایسوسی ایشن آف پاکستان کے فراہم کردہ تازہ ترین اعداد و شمار کے مطابق، 2025 کے پہلے نو ماہ کے دوران آپ کی کمپنی کا مارکیٹ شیئر تقریباً 13% رہا۔

## ری انشورنس

عالمی ری انشورنس مارکیٹ نے 2025 میں مضبوط کیپٹل پوزیشن اور انڈر رائٹنگ کی وسیع صلاحیتوں کے ساتھ مسلسل استحکام کا مظاہرہ کیا۔ مارکیٹ کے حالات میں کچھ نرمی آئی، جس کی وجہ سے ری انشورنس کی آمدنی میں اضافہ اور نئی صلاحیتوں کا حصول تھا۔ اس سے مقابلے میں اضافہ ہوا اور زیادہ سازگار شرائط اور کوریج کے وسیع اختیارات میسر آئے۔

2025 میں عالمی سطح پر انشورنس شدہ قدرتی آفات کے نقصانات کا تخمینہ تقریباً 107 ارب امریکی ڈالر لگایا گیا ہے جو 2024 میں ریکارڈ کیے گئے 141 ارب ڈالر کے مقابلے میں 24% کمی کو ظاہر کرتا ہے۔ اس کے باوجود، یہ مسلسل چھٹا سال ہے جس میں بیمہ شدہ نقصانات 100 ارب ڈالر کی حد سے تجاوز کر گئے ہیں۔ اس سے موسمیاتی تبدیلیوں اور ثانوی خطرات کے مسلسل اثرات کی نشاندہی ہوتی ہے۔ آپ کی کمپنی نے اپنے تجارتی اہداف کے مطابق، اعلیٰ درجے کے بین الاقوامی ری انشوررز (مثلاً سوئس ری، ہینڈور ری، اسکور، ایکوری، کورین ری، لائیڈز آف لندن وغیرہ) کے ساتھ اپنے رواجی اور ری تکافل معاہدوں کی بہتر صلاحیتوں کے ساتھ کامیابی سے تجدید کی۔

# ڈائریکٹرز رپورٹ

برائے سال ختم شدہ 31 دسمبر 2025

ڈائریکٹرز 31 دسمبر 2025 کو ختم ہونے والے سال کی سالانہ رپورٹ اور آڈٹ شدہ حسابات پیش کرتے ہوئے خوشی محسوس کر رہے ہیں۔

## جائزہ

زیر جائزہ سال کے دوران، میکرو اکنامک ماحول نسبتاً مستحکم رہا، جس کی وجہ اہم اشاریوں میں بہتری اور آئی ایم ایف (IMF) کے ساتھ مسلسل روابط ہیں۔ حکومت کے نجکاری کے ایجنڈے پر بھی پیش رفت ہوئی، جس میں سب سے نمایاں پی آئی اے کی نجکاری تھی جو کہ ایک بڑا اور پیچیدہ ریاستی ادارہ ہے۔ امریکہ اور سعودی عرب سمیت اہم بین الاقوامی شراکت داروں کے ساتھ مضبوط اسٹریٹجک روابط نے اعتماد کو مزید تقویت دی۔ شرح مبادلہ میں استحکام، کنٹرول شدہ مہنگائی اور زر مبادلہ کے ذخائر میں بتدریج بہتری نے معاشی حالات کو بہتر بنانے میں اپنا کردار ادا کیا۔ سال کے دوران مہنگائی کے دباؤ میں کمی آئی جس سے بزنس اور افراد کو کافی ریلیف ملا۔

اسٹیٹ بینک آف پاکستان نے مانیٹری پالیسی میں نرمی کا سلسلہ جاری رکھا اور مجموعی طور پر شرح سود میں 250 بیسیس پوائنٹس کی کمی کی، جس سے دسمبر 2025 تک پالیسی ریٹ کم ہو کر 10.5% پر آ گیا۔ بیرونی محاذ پر، پاکستان نے سال 2025 کے دوران 199 ملین امریکی ڈالر کا کرنٹ اکاؤنٹ خسارہ ریکارڈ کیا، جبکہ گزشتہ سال اسی عرصے میں 496 ملین امریکی ڈالر کا سرپلس تھا۔

پاکستان کی بیرونی کریڈٹ ریٹنگ میں مزید بہتری آئی کیونکہ موڈیز نے پاکستان کی ریٹنگ کو بڑھا کر "Caal" کر دیا، جبکہ "فچ" اور "ایس اینڈ پی" نے بیرونی ذخائر کی مضبوطی، مالیاتی استحکام اور آئی ایم ایف کی اصلاحات کا حوالہ دیتے ہوئے ریٹنگ کو "CCC+" سے بڑھا کر "B-" کر دیا۔

## انٹرنیشنل سیکٹر کا جائزہ

انٹرنیشنل انڈسٹری کے لیے یہ سال مستحکم رہا اور 2025 کے پہلے نو ماہ کے دوران مجموعی آمدنی میں 8% اضافہ ہوا۔ محدود دلارج اسکیل مینوفیکچرنگ، انفراسٹرکچر اور سی بیک (CPEC) سے متعلقہ پروجیکٹس میں سست روی اور مارکیٹ میں شدید مقابلہ سے معاشی سرگرمیوں میں کمی دیکھی گئی، یہی سنگل ڈیٹ ترقی کی بڑی وجوہات تھیں۔ سال کے دوسرے نصف حصے میں، صنعت کو قدرتی آفات اور آگ لگنے کے مختلف واقعات کی وجہ سے بھاری نقصانات کا سامنا کرنا پڑا جس نے انڈر رائٹنگ کے نتائج کو متاثر کیا۔

## کمپنی کی کارکردگی

انڈسٹری کی کم ترقی کے باوجود، آپ کی کمپنی کا گراس رٹن پریمیم (GWP)، بشمول نکافل آپریشنز کا حصہ 15% اضافے کے ساتھ 26.56 ارب روپے تک پہنچ گیا (2024: 23.06 ارب روپے)۔ اس مدت کے دوران مجموعی نیٹ پریمیم / کنٹری بوشن 22% اضافے کے ساتھ 11.39 ارب روپے رہا (2024: 9.33 ارب روپے)۔ تاہم، ملک بھر میں سیلاب، ژالہ باری اور آگ لگنے کے کئی بڑے واقعات کے باعث ہونے والے غیر معمولی نقصانات نے اس اضافے کے اثر کو زائل کر دیا۔ نتیجے کے طور پر، سال کے دوران کمپنی کا ٹیکنیکل منافع 73% کمی کے ساتھ 258 ملین روپے رہ گیا (2024: 944 ملین روپے)۔

سال کے دوران کمپنی کی سرمایہ کاری کی آمدنی (بشمول ونڈو نکافل آپریشنز) 32% اضافے کے ساتھ 6.5 ارب روپے ہو گئی (2024: 4.98 ارب روپے)۔ اس ترقی کی وجہ کمپنی کی دانشمندانہ سرمایہ کاری کی حکمت عملی ہے، جس کے تحت قلدٹ اکم انٹرو منٹس اور منافع دینے والے شیئرز میں سرمایہ کاری کی گئی، اور ساتھ ہی کپینٹل مارکیٹس کی مجموعی طور پر اطمینان بخش کارکردگی بھی اس کا سبب بنی۔

## روایتی انشورنس آپریشنز

روایتی انشورنس کے گراس رٹن پریمیم میں 11% اضافہ ہوا، جو بڑھ کر 22.66 ارب روپے ہو گیا (2024: 20.39 ارب روپے)، جبکہ نیٹ پریمیم 15% اضافے کے ساتھ 8.41 ارب روپے رہا (2024: 7.34 ارب روپے)۔ اس مدت کے دوران انڈر رائٹنگ منافع 117 ملین روپے رہا (2024: 82.1 ملین روپے)۔ ہمارا بعد از ٹیکس منافع 14% اضافے کے ساتھ 4.02 ارب روپے رہا (2024: 3.52 ارب روپے) اور فی شیئر آمدنی 20.25 روپے تک پہنچ گئی (2024: 17.74 روپے)۔

## ونڈو نکافل آپریشنز

گراس رٹن کنٹری بوشن 46% اضافے کے ساتھ 3.91 ارب روپے رہا (2024: 2.67 ارب روپے)۔ اس ترقی میں آگ، موٹر، متفرق اور ایکسیڈنٹ اینڈ ہیلتھ کے شعبوں کا اہم کردار رہا۔ نیٹ کنٹری بوشن 6% اضافے کے ساتھ 1.86 ارب روپے رہا (2024: 1.16 ارب روپے)۔

پارٹنیشنس نکافل فنڈ (PTF) کو 84.1 ملین روپے کا خسارہ ہوا (2024: 22.7 ملین روپے منافع)، جس کی وجہ سال کے دوران ہونے والے بڑے نقصانات ہیں۔ سال کے دوران آپریٹنگ کا بعد از ٹیکس منافع 390 ملین روپے رہا (2024: 280 ملین روپے)۔

## ENGAGEMENT WITH STAKEHOLDERS

### STAKEHOLDERS' RELATIONSHIP AND ENGAGEMENT

Jubilee General Insurance implements a community-focused strategy that aligns with the local environment and emphasizes stakeholder engagement as a key driver of sustainable growth and organizational success. By understanding the expectations and concerns of both internal and external stakeholders, the Company ensures that its strategies remain responsible, responsive, and well-prioritized. This approach fosters efficient resource use and builds long-lasting relationships based on trust, transparency, and mutual respect. Key stakeholders include employees, shareholders, investors, customers, suppliers, service providers, financial institutions, media, regulatory bodies, and analysts.

### STAKEHOLDERS ENGAGEMENT POLICY

The Company engages a wide range of stakeholders to support its business and maintains effective, transparent, and regular communication to share financial performance, regulatory updates, future-outlook, and the impact of economic conditions on operations. The Company's policy aims to:

- Foster constructive, transparent, and enduring relationships with all stakeholders.
- Uphold the highest standards of transparency and accountability.
- Provide timely and relevant financial and non-financial information to keep stakeholders informed about the Company's performance, strategic direction, and governance practices.

### STAKEHOLDERS' ENGAGEMENT PROCESS

Stakeholder engagement at Jubilee General Insurance is guided by the Company's values, as reflected in its Code of Conduct, which emphasizes teamwork, integrity, excellence, passion, ethics, humanity, innovation, and equality. The Company places strong emphasis on effective communication and maintaining healthy, sustained relationships with all stakeholders, which is essential for achieving strategic objectives and long-term success.

The Company's stakeholder engagement methodology is based on the following principles:

1. Responsibility to stakeholders and society
2. Involvement of stakeholders in relevant decision-making processes
3. Clearly defined roles and responsibilities for ongoing relationship management
4. Recognition and consideration of issues raised by stakeholders
5. Timely response to genuine stakeholder concerns

The Company believes in effective communication with all stakeholders and engages with them regularly to understand their expectations, address concerns, and ensure alignment with its strategic objectives.

### EMPLOYEES

Employees are key stakeholders and the cornerstone of Jubilee General Insurance's operations. The Company fosters a supportive and engaging work environment through comprehensive employee engagement programs, addressing work-life balance, training and development, and rewards. Both in-house and external training initiatives are conducted to enhance skills and professional growth.

### SHAREHOLDERS AND INVESTORS

The Company engages shareholders in accordance with the Companies Act 2017, convening annual and extraordinary general meetings. Interim results and reports are published on the Company's website and notified to the Pakistan Stock Exchange, alongside other price-sensitive information such as Board meeting dates. The "Investor Relations" section on the website is regularly updated to provide comprehensive information for investors. During the year, shareholders were briefed on the Company's performance through a Corporate Briefing Session, the recording of which has also been uploaded online.

### CUSTOMERS

Customer satisfaction, protection, and trust form the cornerstone of the Company's philosophy. Jubilee General Insurance actively engages corporate clients through its sales team to obtain feedback for service improvement. A toll-free call centre supports the retail segment, complemented by strong social media presence and an online complaint system to address queries and concerns efficiently.

## SUPPLIERS AND SERVICE PROVIDERS

The Company maintains regular communication with key suppliers and service providers, particularly reinsurers and brokers, providing timely feedback and updates to ensure smooth operational collaboration.

## FINANCIAL INSTITUTIONS

Partnerships with banks and other financial institutions are leveraged to enhance customer services and strengthen the Company's financial position. Continuous engagement explores growth opportunities, investment avenues, and collaborative improvements in banking and insurance services.

## MEDIA

Jubilee General Insurance maintains a strong media presence to promote business activities, including product launches, major agreements, and organized promotional or social initiatives, enhancing public visibility and brand reputation.

## REGULATORY BODIES

The Company ensures full compliance with regulatory requirements through timely reporting and active engagement with regulators. Participation in industry platforms such as the Insurance Association of Pakistan (IAP) is a key component, with senior executives holding leadership roles, including the Chairmanship of IAP.

## ANALYSTS

Regular communication with local and international credit rating agencies, including AM Best, ensures compliance with statutory requirements and international rating standards. The Company also supports research by business schools and research houses, sharing sectoral analyses, and conducts annual briefings on performance and operations as required by the Pakistan Stock Exchange.

## LOCAL COMMUNITIES

Jubilee General Insurance values its relationship with local communities, recognizing their role in providing a favorable environment for business operations. The Company follows its core values and ethical principles to create opportunities, contribute to societal betterment, and support sustainable community development.

## STAKEHOLDER ENGAGEMENT FREQUENCY

Stakeholder	What Matters to Them	Reasons to Engage Them	Engagement Method	Frequency of Engagement
 <b>Employees</b>	Work-life balance, training & development, rewards, recognition, career growth	Motivation, retention, operational excellence, achieving strategic objectives	Performance appraisals, training programs (in-house & external), team-building activities, feedback sessions, awareness sessions, recognition events	Ongoing / Annual
 <b>Shareholders &amp; Investors</b>	Financial performance, governance, transparency, returns on investment	Build confidence, ensure informed investment decisions, maintain compliance with Companies Act 2017	Annual & extraordinary general meetings, corporate briefing sessions, interim reports on website, notifications to Pakistan Stock Exchange, Investor Relations portal	Annual / Ongoing
	Quality of service, satisfaction, trust, prompt resolution of complaints	Enhance satisfaction and loyalty, improve services, strengthen brand reputation	Regular client meetings, call center support (toll-free), website complaint forms, social media engagement	Ongoing

Stakeholder	What Matters to Them	Reasons to Engage Them	Engagement Method	Frequency of Engagement
 <b>Financial Institutions</b>	Collaboration opportunities, financial performance, service improvement	Strengthen partnerships, enhance financial strength, explore growth opportunities	Continuous interaction, joint initiatives with banks and financial institutions	Ongoing / Annual
 <b>Media</b>	Accurate and timely information, company developments	Promote brand, enhance public perception, maintain visibility	Press releases, product launches, agreements, promotional and social activity coverage	As required
 <b>Regulatory Bodies</b>	Compliance with laws, transparency, reporting accuracy	Ensure regulatory compliance, mitigate operational/legal risks	Compliance reporting, consultations, participation in IAP and other industry bodies	As required
 <b>Analysts</b>	Financial performance, market trends, company strategy	Improve market understanding, support credit ratings, influence investor perception	Briefings, communication with credit rating agencies, research collaboration with business schools	Annual / Ongoing
 <b>Local Communities</b>	Ethical practices, CSR initiatives, societal impact	Build goodwill, support sustainable business, strengthen societal relationships	Community outreach, CSR activities, engagement through local committees	Periodic / Ongoing

## STEPS TAKEN TO ENCOURAGE MINORITY SHAREHOLDERS TO ATTEND THE GENERAL MEETINGS

Jubilee General Insurance is committed to enhancing the participation of minority shareholders in general meetings. In 2025, the AGM was conducted both physically and virtually, allowing shareholders to attend online via audio-visual applications. The AGM notice includes dedicated contact information, including email, to assist shareholders.

The Company adopts the following steps to ensure minority shareholder participation:

- To Ensure They Are Well-Informed:** Notices specifying the time and venue of the meeting are sent to each shareholder at their registered address, published in Urdu and English newspapers at least 21 days in advance, and made available on the Company’s website.
- To Encourage Attendance:** All shareholders are entitled to attend, speak, vote, or appoint a proxy if unable to attend. The Annual Report is provided in advance, and detailed briefings on the Company’s performance are delivered during the AGM. Minority shareholders are actively encouraged to raise questions and provide feedback.
- To Facilitate Participation:** General meetings are conducted both physically and virtually using audio-visual link, enabling shareholders from across the country and abroad to participate. During the year, one general meeting was held with virtual participation available.

## **INVESTORS' RELATIONS SECTION ON THE COMPANY'S WEBSITE**

Being ranked among one of the Pakistan's leading insurance companies, Jubilee General Insurance is committed to providing the best service to its investors and shareholders and creating long-term value. The Company ensures consistent, transparent, and accurate reporting, providing stakeholders with timely and reliable information to support informed decision-making. Investors and shareholders are engaged through annual and extraordinary general meetings, corporate briefing sessions, and regular updates via the Company's Investor Relations portal, ensuring they remain fully informed about the Company's performance, strategic direction, and governance practices.

## **ISSUES RAISED IN THE LAST AGM, DECISIONS TAKEN AND THEIR IMPLEMENTATION STATUS**

The Company values shareholders' feedback on its performance. At the 72nd Annual General Meeting (AGM) held on 25 April 2025, where no significant issues were raised by the members.

## **CORPORATE BRIEFINGS: ENGAGING SHAREHOLDERS AND ANALYSTS**

The management places strong emphasis on continuous engagement with shareholders and business analysts, recognizing these briefings as an effective platform to communicate the Company's operations, performance, and future prospects while gaining valuable stakeholder insights. In compliance with the listing regulations of the Pakistan Stock Exchange, a comprehensive briefing on the Company's performance for the year 2024 and the nine months ended 30 September 2025 was held on 28 November 2025. The session, was conducted via audio-visual link to facilitate maximum participation and was attended by senior management, shareholders, and analysts.

## **CORPORATE BENEFITS TO SHAREHOLDERS**

Jubilee General Insurance Company Limited remains steadfast in its commitment to delivering sustainable and long-term value to its shareholders through disciplined financial management, consistent dividend distributions, and a clearly defined growth strategy. The Company declares interim and final dividends in accordance with its profitability, reflecting its strong financial position and prudent capital stewardship.

The Board of Directors and management continue to pursue strategic initiatives aimed at strengthening the Company's market leadership and enhancing overall shareholder value. Through a forward-looking approach, sound governance practices, and a focus on operational excellence, the Company remains well-positioned to capitalize on emerging opportunities within the evolving insurance landscape.

Aligned with its vision of measured growth and diversification, Jubilee General Insurance Company Limited is committed to maintaining resilient financial performance and generating stable, sustainable returns. By fostering innovation, efficiency, and strategic expansion, the Company continues to reinforce its foundation for long-term value creation and enduring shareholder confidence.

## **REDRESSAL OF SHAREHOLDER COMPLAINTS**

Jubilee General Insurance Company Limited is committed to providing exemplary service to its investors. Investor queries and complaints are treated as an important channel for feedback and are managed with fairness, transparency, and timeliness. Investors are informed of the proper avenues to raise their concerns, ensuring that their voices are heard. The Company assigns due importance to all grievances and strives to resolve them promptly, handling complaints in a manner that achieves a mutually satisfactory outcome, reinforces stakeholder confidence, and provides learning opportunities for enhanced service delivery.

The Company's Registrar is primarily responsible for addressing grievances related to shareholdings, dividends, or certificates. If a grievance is not resolved satisfactorily within a reasonable time, investors may escalate it to the Company Secretary at the registered office. This framework ensures efficient, transparent, and timely resolution of all investor complaints, reinforcing trust and confidence in the Company.

## DIVIDEND POLICY

The Company recognizes the importance of consistent dividend payments to its shareholders. The current dividend policy of the Company is to pay a consistent stream of dividend to shareholders in cash and by issue of bonus shares.

We seek to maintain stable dividend payouts while complying with applicable regulatory requirements and tax laws. Dividend declarations and payments are made in accordance with the applicable regulatory framework. Interim dividends, if any, are approved by the Board of Directors, while the final dividend is recommended by the Board and approved by the shareholders at the Annual General Meeting, with the objective of balancing shareholder returns with the Company's operational and financial requirements.

## ACCESS TO REPORTS AND ENQUIRIES

### FINANCIAL REPORTS

Annual Report 2025 and quarterly reports may be downloaded from the Company's website: [www.jubileegeneral.com.pk](http://www.jubileegeneral.com.pk) and/or printed copies can be obtained by writing to the Company Secretary.

### SHAREHOLDERS' ENQUIRIES

Shareholders' enquiries about their shares, dividends and share certificate can be directed to the Company Secretary or Share Registrar at the following address:

**Company Secretary**

2nd Floor, Jubilee Insurance House, I.I. Chundrigar Road, Karachi.  
Email to [company.secretary@jubileegeneral.com.pk](mailto:company.secretary@jubileegeneral.com.pk)

**THK Associates (Pvt.) Limited**

Plot No. 32-C, Jami Commercial Street 2, D.H.A., Phase VII Karachi.

### STOCK EXCHANGE LISTING

Jubilee General Insurance Company Limited shares are listed on Pakistan Stock Exchange. The symbol code for dealing in shares of the Company is JGICL

## CHIEF EXECUTIVE OFFICER'S REVIEW

CEO's presentation video explaining the business overview, performance, strategy and outlook is available at the Company's website: <https://jubileegeneral.com.pk/performance-highlights>

## PATTERN OF SHAREHOLDING

AS OF DECEMBER 31, 2025

Number of Shareholder(s)	Shareholding(s)		Shares held	Percentage
	From	To		
532	1	100	12,268	0.0062
271	101	500	77,658	0.0391
161	501	1,000	127,513	0.0642
457	1,001	5,000	1,227,159	0.6182
128	5,001	10,000	996,629	0.5021
81	10,001	15,000	994,115	0.5008
32	15,001	20,000	571,055	0.2877
36	20,001	25,000	827,094	0.4167
17	25,001	30,000	483,442	0.2436
12	30,001	35,000	394,058	0.1985
12	35,001	40,000	454,011	0.2287
5	40,001	45,000	211,881	0.1067
14	45,001	50,000	660,778	0.3329
4	50,001	55,000	204,255	0.1029
2	55,001	60,000	116,444	0.0587
7	60,001	65,000	445,609	0.2245
6	65,001	70,000	406,554	0.2048
4	70,001	75,000	285,193	0.1437
2	75,001	80,000	152,108	0.0766
4	80,001	85,000	327,789	0.1651
1	85,001	90,000	89,000	0.0448
2	90,001	95,000	184,001	0.0927
6	95,001	100,000	586,839	0.2956
2	100,001	105,000	203,844	0.1027
2	105,001	110,000	215,340	0.1085
2	110,001	115,000	225,109	0.1134
1	115,001	120,000	118,077	0.0595
1	120,001	125,000	124,825	0.0629
1	125,001	130,000	127,000	0.0640
1	130,001	135,000	130,005	0.0655
1	140,001	145,000	142,002	0.0715
1	160,001	165,000	162,275	0.0818
2	165,001	170,000	339,552	0.1711
1	175,001	180,000	177,000	0.0892
2	185,001	190,000	376,213	0.1895
3	195,001	200,000	596,871	0.3007
1	200,001	205,000	203,834	0.1027
1	215,001	220,000	218,211	0.1099
1	220,001	225,000	222,401	0.1120
1	225,001	230,000	227,500	0.1146
2	230,001	235,000	467,232	0.2354
2	250,001	255,000	502,467	0.2531
1	260,001	265,000	260,336	0.1312

Number of Shareholder(s)	Shareholding(s)		Number of Shares held	Percentage
	From	To		
2	265,001	270,000	536,615	0.2703
1	280,001	285,000	283,400	0.1428
1	295,001	300,000	300,000	0.1511
1	325,001	330,000	325,241	0.1639
1	345,001	350,000	350,000	0.1763
2	350,001	355,000	704,198	0.3548
1	360,001	365,000	362,259	0.1825
1	400,001	405,000	401,262	0.2022
1	440,001	445,000	443,238	0.2233
1	445,001	450,000	450,000	0.2267
1	450,001	455,000	452,167	0.2278
1	470,001	475,000	472,518	0.2381
1	525,001	530,000	528,124	0.2661
1	595,001	600,000	597,843	0.3012
1	620,001	625,000	621,295	0.3130
1	665,001	670,000	665,011	0.3350
1	735,001	740,000	738,485	0.3720
1	750,001	755,000	752,400	0.3791
1	940,001	945,000	943,541	0.4754
2	1,140,001	1,145,000	2,288,311	1.1529
1	1,375,001	1,380,000	1,379,624	0.6951
1	1,400,001	1,405,000	1,404,375	0.7075
1	1,450,001	1,455,000	1,453,982	0.7325
1	1,595,001	1,600,000	1,596,430	0.8043
1	1,610,001	1,615,000	1,611,643	0.8119
1	1,970,001	1,975,000	1,971,648	0.9933
1	2,065,001	2,070,000	2,067,826	1.0418
1	2,075,001	2,080,000	2,076,175	1.0460
1	2,245,001	2,250,000	2,248,623	1.1329
1	2,395,001	2,400,000	2,400,000	1.2091
1	2,765,001	2,770,000	2,767,684	1.3944
1	2,770,001	2,775,000	2,774,664	1.3979
1	2,805,001	2,810,000	2,809,104	1.4152
1	2,830,001	2,835,000	2,830,400	1.4260
1	2,880,001	2,885,000	2,880,711	1.4513
1	3,645,001	3,650,000	3,647,912	1.8378
1	7,250,001	7,255,000	7,254,786	3.6550
1	9,235,001	9,240,000	9,239,979	4.6551
1	10,910,001	10,915,000	10,911,131	5.4970
1	27,880,001	27,885,000	27,883,221	14.0476
1	39,305,001	39,310,000	39,307,997	19.8034
1	40,880,001	40,885,000	40,881,871	20.5963
<b>1,870</b>			<b>198,491,241</b>	<b>100.0000</b>

## PATTERN OF SHAREHOLDING ADDITIONAL INFORMATION

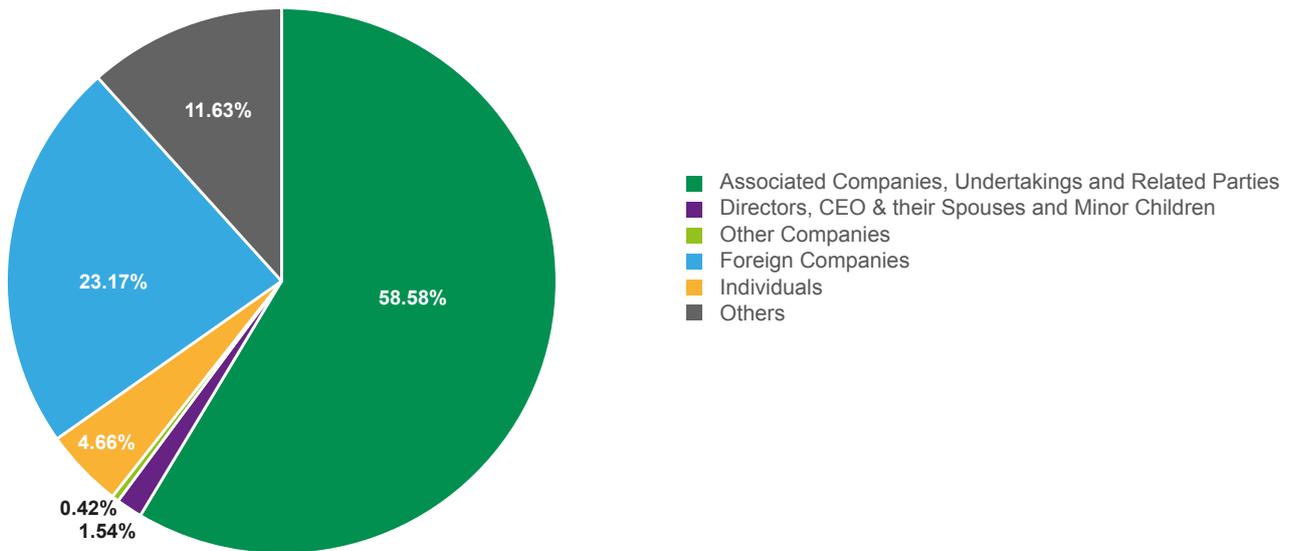
AS OF DECEMBER 31, 2025

Categories of Shareholders	Number of Shareholder(s)	Number of Shares held	Percentage
<b>Associated Companies, Undertakings and Related Parties:</b>	<b>6</b>	<b>116,273,916</b>	<b>58.58</b>
Aga Khan Fund for Economic Development		27,883,221	
Habib Bank Limited		39,307,997	
The Aga Khan University Foundation		7,254,786	
Aga Khan Hospital & Medical College Foundation		40,881,871	
Pakistan Services Limited		2,500	
Jubilee Life Insurance Company Limited		943,541	
<b>NIT &amp; ICP</b>	<b>1</b>	<b>28</b>	<b>0.00%</b>
Investment Corporation of Pakistan		28	
<b>Directors, CEO &amp; their Spouse and Minor Children</b>	<b>9</b>	<b>3,052,531</b>	<b>1.54%</b>
Akbarali Pesnani		113,850	
Amin A. Hashwani		2,809,104	
Riyaz Ali Towfiq Chinoy		46,807	
Azfar Arshad Inam		39,095	
Nausheen Ahmad		2,500	
Mohammad Akhtar Bawany		2,500	
Ava Ardeshir Cowasjee		2,500	
Sima Kamil		2,500	
Sakina Pesnani w/o Akbarali Pesnani		33,675	
<b>Public Sector Companies and Corporations</b>	<b>10</b>	<b>838,735</b>	<b>0.42%</b>
Banks, Development Financial Institutions, NBFC, Insurance Companies, Mutual Funds and Modarabas			
<b>Foreign Companies</b>	<b>1</b>	<b>9,239,979</b>	<b>4.66%</b>
<b>Others</b>	<b>39</b>	<b>23,103,969</b>	<b>11.63%</b>
<b>Individuals</b>	<b>1804</b>	<b>45,982,083</b>	<b>23.17%</b>
	<b>1870</b>	<b>198,491,241</b>	<b>100.00%</b>

Particulars of Shareholders	Number of Shares held	Percentage
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**Shareholders holding 5 percent or more share in the Company**

- Aga Khan Hospital and Medical College Foundation	40,881,871	20.60
- Habib Bank Limited	39,307,997	19.80
- Aga Khan Fund for Economic Development	27,883,221	14.05
- Hashwani Hotels Limited	10,911,131	5.50



**Trading held in the Shares of the Company during the Year 2025**

Name with Description	Detail of Transaction						Shareholding	
	Date of Transaction	Nature of Transaction	Number of Shares	Rate (PKR)	Form of Share Certificate	Market	Number of Shares	Percentage
Ms. Sakina w/o Akbarali Pesnani	30/04/2025	Buy	2,000	45.00	CDC	Ready	31,175	0.02
Ms. Sakina w/o Akbarali Pesnani	31/07/2025	Buy	2,500	66.00	CDC	Ready	33,675	0.02

Categories of Shareholders	Number of Shareholder(s)	Shares held	Percentage of Total
Individual	1723	44,442,696	22.39%
Insurance Companies	3	1,358,623	0.68%
Joint Stock Companies	35	18,738,711	9.44%
Financial Institutions	4	39,312,234	19.81%
Modarabas & Mutual Funds	6	419,444	0.21%
Non Resident Shareholders	92	41,715,118	21.02%
Others - see below	7	52,504,415	26.45%
	<b>1870</b>	<b>198,491,241</b>	<b>100.00%</b>

- I. The Aga Khan Hospital & Medical College Foundation
- II. Aga Khan Foundation
- III. The Aga Khan University Foundation
- IV. Trustees Pak Services Ltd, Employees Provident Fund
- V. Trustees Hashwani Hotels Ltd, Employees Provident Fund
- VI. Trustees of Gray Mackenzie Restaurants Int'l Employees Provident Fund
- VII. Federal Board of Revenue

# GOVERNANCE





## GOVERNANCE

The Board of Directors is responsible for the overall governance of the Company. In order to perform its core-responsibility, the Board has developed a complete mechanism so that the governance functions can be performed effectively and efficiently.

Following are the key features of the Board's Governance function:

### STRUCTURE OF THE BOARD AND ITS MODUS OPERANDI

The Board of the Directors is comprised of 10 directors including CEO & Managing Director which is headed by the Chairman elected by the Board members. As per the Companies Act, 2017 and Memorandum & Articles of Association of the Company, the control of the Company's affairs vests with the Board. In order to facilitate them to operate, Chief Executive Officer is appointed by the Board executing a Power of Attorney in CEO's favor to delegate authority and empower him to run the Company's operations. CEO operates within the parameters of the delegated authority. The delegated authority is subject to review by the Board. The Board meets at regular intervals to govern the operations and performance of the Company.

The Board of Jubilee General Insurance Company works in the following manner:

#### I) DECISIONS TAKEN BY THE BOARD

The Board of Directors duly exercise all powers provided in the relevant provisions of the Companies Act, 2017 and Code of Corporate Governance.

The important decisions taken by Board of Directors include:

- a. Issue shares;
- b. Borrowing;
- c. Appoint or change Chief Executive of the Company & determine his remuneration;
- d. Fill the casual vacancy on the Board;
- e. Approve Financial Statements, quarterly, half yearly and yearly;
- f. Recommend dividends to the shareholders;
- g. ensure that Rules and Regulations are properly complied with; and
- h. approve business strategy including budgets

In addition to the above, the Board takes various decisions on the recommendation of the management with respect to the governance of the Company.

#### II) BOARD COMMITTEES

In order to perform specific Board's level task and to adhere regulatory requirements, the Board of Director has formed 5 Committees comprised of Board members having specific subject expertise, talents, skills and knowledge. These Committees inform and assist the full board on particular areas of concern and enable the Board to divide the work into manageable sections. The composition and TORs of these committees have been given in the 'Board Committees' section.

### III) DECISIONS TAKEN BY THE MANAGEMENT

The Board ensures that all key management executives possess such qualification and experience required under the Code of Corporate Governance and Section 12 of the Insurance Ordinance 2000.

All day to day operations are handled by the management team under the supervision of the CEO with a focus on the business plan and guidelines given by the Board. The management team performs duties within the powers delegated to them. Where the management team comes across a situation where guidance is required, the CEO refers the matter to the Chairman of the Board who either suggests the way to resolve or refers the matter to Board of Directors. The Management performs its function with the following major tools:

#### (A) MANAGEMENT COMMITTEES

In order to oversight all the functions of the Company, seven management committees have been constituted which oversee specific operation of the Company and take decisions accordingly keeping in view the circumstances. Brief details of these management committees have been given in the “Management Committees” section of this Annual Report.

#### (B) POLICIES & PROCEDURES

In order to run the affair of the Company according to the guidelines of the Board of Directors and as per best practices of management keeping in view the applicable relevant regulations and laws, the management devised various policies. These policies are duly reviewed by Board Committees and upon their recommendation approved by the Board of Directors. These policies are fully adhered while conducting day to day operations of the Company. The policies approved by the Board include all those significant policies required to be formulated under the Code of Corporate Governance in addition to other policies.

The Management has also developed procedures under these approved policies for the proper guidance of the employees of the Company. These procedures encompass different areas i.e. sales, marketing, underwriting, risk management, administration, Finance and human resources to perform various task efficiently and effectively by the employee of the Company.

The Board of Directors has established a sound system of internal control, which is effectively implemented at all levels within the Company. The Board of Directors regularly monitors the implementation of the approved policies and procedures.

# GOVERNANCE POLICIES

## CODE OF CONDUCT

1. Jubilee General Insurance upholds the highest standards of integrity, ensuring strict compliance with all legal and regulatory requirements. Employees, agents, and directors are required to adhere to these regulations, with violations subject to disciplinary action.
2. Ethical business practices are at the core of our operations. Employees must act with honesty, safeguard company assets, and avoid any misuse for personal gain. Actions such as theft, embezzlement, misconduct, or negligence that harm the company's interests are not tolerated.
3. Transparency and fairness define our business conduct. We compete on the strength of our products and services, prohibiting bribery, corruption, and any form of undue advantage. Employees must not accept gifts or benefits that could compromise their judgment, and any gift exceeding USD 100 must be reported to Compliance.
4. Jubilee is committed to an inclusive, diverse, and respectful workplace. We embrace individuals from all backgrounds, ensuring equal opportunities while maintaining a zero-tolerance policy towards harassment, discrimination, or intimidation.
5. Our employees are expected to be fully dedicated to their roles. External business engagements require prior approval to ensure they do not interfere with job responsibilities. Business decisions must always prioritize the company's best interests, free from personal conflicts.
6. We engage only with reputable business partners and maintain strict policies against money laundering. Confidentiality is paramount, and employees are required to always protect sensitive company and client information.
7. As a responsible corporate citizen, Jubilee remains politically neutral and does not make political contributions. Employees are expected to separate personal political activities from their professional roles, ensuring no conflict of interest.
8. We emphasize professionalism in all aspects of our operations. Employees are expected to maintain appropriate conduct, dress professionally, and uphold high standards of hygiene, health, and safety in the workplace. The use of illegal substances is strictly prohibited.
9. Open and effective communication is vital to our success. We maintain rigorous financial controls and reporting standards to ensure accuracy, transparency, and compliance with corporate governance principles.
10. Our commitment to corporate integrity extends beyond our internal operations. Employees must disclose any potential conflicts of interest and ensure that all business dealings are conducted fairly and transparently. Public statements or representations on behalf of the company require prior approval.
11. By upholding these principles, Jubilee General Insurance reinforces its commitment to ethical business practices, regulatory compliance, and a culture of integrity that benefits all stakeholders.

## ORGANIZATIONAL ETHICS

At Jubilee General, we uphold the highest ethical standards in all business interactions, fostering a culture of integrity, accountability, and respect for all stakeholders, including customers, employees, shareholders, and the broader community.

To reinforce ethical conduct, we have a comprehensive **Code of Conduct** that sets clear expectations for ethical behavior and compliance with relevant laws and regulations. This code applies to all employees, contractors, and agents and is regularly reviewed to align with evolving business needs.

We ensure our employees understand their ethical responsibilities through **continuous training and development** initiatives, equipping them with the tools to make ethical decisions in their daily work. Open communication is encouraged, with established mechanisms for reporting and addressing ethical concerns or violations.

Beyond compliance, our commitment extends to **social responsibility and sustainability**. We actively work to minimize our environmental footprint, promote diversity and inclusion, and support charitable causes that reflect our values. We believe that ethical business practices are not only fundamental to our success but also essential for building trust and fostering long-term relationships with our stakeholders.

## SUCCESSION PLANNING

Succession planning is crucial to our long-term success, ensuring a strong talent pool and preparing our company for the future.

Our structured succession planning process identifies key roles and potential successors, followed by targeted training through mentoring, coaching, job shadowing, and on-the-job learning. These initiatives equip employees with the necessary leadership skills for future roles. Regular evaluations track their progress and skill development.

Additionally, we keep the Board updated on succession planning progress. Provide regular updates to the Board on succession planning progress, including potential successors' training and any strategic adjustments to align with business objectives.

Through continuous investment in employee growth and leadership development, we strengthen our organization's foundation for sustained success.

## WHISTLE BLOWING POLICY

We are committed to upholding the highest standards of integrity, transparency, and accountability. Our Whistle blowing Policy reflects this commitment by providing employees with a safe and confidential mechanism to report unethical or wrongful activities.

Aligned with our Code of Conduct, this policy encourages employees to report any misconduct without fear of retaliation. The Company has established clear procedures to ensure concerns are addressed promptly and appropriately.

By fostering an open and responsible work environment, we reinforce ethical business practices and maintain trust among our stakeholders.

## ACTUAL AND PERCEIVED CONFLICTS OF INTEREST

The Board of Directors of the Company subscribes to the highest standards of corporate governance. All Directors of the Company have a duty to avoid conflicts of interest and a responsibility to identify and disclose actual, potential or perceived conflicts between their personal, family, pecuniary or business interests along with their professional responsibilities to the Company.

Every Director of the Company, if in any way, interested in any contract or arrangement to be entered by the Company, is required to disclose the nature of his/her concern or interest to the Board and bound not to take part in the discussion or vote on the matter.

The Chairman informs the Board of the existence of conflict (if any) and it is duly reflected in the minutes of the meeting. A general statement is given by each director annually disclosing the names of the companies, firms and businesses to which they are associated. The Independent Director also intimates if any change in his/her other Directorships that may affect the status as Independent Director in the Company.

Any compromise on the job performance by employees is strictly prohibited as per the Code of Conduct of the Company. All conflicting interests are required to be disclosed properly by the employees to the management.

## GRIEVANCE FUNCTION

The Company maintains a dedicated Customer Grievance Function in accordance with the requirements of the SECP's Circular 7 of 2023 and the Code of Corporate Governance for Insurers. This function ensures that policyholders have accessible channels to raise concerns and that complaints are addressed promptly and fairly, reinforcing the Company's commitment to policyholder protection and service excellence.

Customers can register their complaints through multiple channels, including email, telephone, the Company's website or written correspondence. All complaints are received by designated staff and are reviewed and resolved within the prescribed timelines in accordance with regulatory requirements and internal procedures.

To strengthen oversight and effectiveness, the Claims Settlement Committee, comprising members of senior management, periodically reviews grievance handling processes and provides guidance to ensure timely resolution and continuous improvement in customer service. Board-level oversight of the grievance function is provided through the Board Risk and Compliance Committee (BRCC).

## VALUE OF INVESTMENTS IN PROVIDENT & GRATUITY FUNDS

The value of investments in employees' retirement funds, based on the audited financial statements for the year ended December 31, 2024, are as follows:

	Rupees in '000
Staff Provident Fund	1,015,019
Employees' Gratuity Fund	522,953

## HUMAN RESOURCE MANAGEMENT POLICIES

### PREPARATION OF SUCCESSION POLICY

At Jubilee General Insurance, we recognize that strong leadership continuity is essential for long-term sustainability and business resilience. Our succession planning approach focuses on identifying and developing internal talent to ensure readiness for critical and leadership roles across the organization. Through a structured framework, high-potential employees are assessed and supported via targeted development plans, leadership exposure, mentoring, and capability-building initiatives.

During 2025, we further strengthened our succession pipeline by integrating succession planning with performance management, learning and development, and talent reviews. Emphasis was placed on building functional depth, enhancing leadership competencies, and creating clear career progression pathways for key roles. This proactive investment in talent development enables smooth leadership transitions, minimizes operational risk, and ensures continuity in delivering value to our stakeholders, while reinforcing Jubilee's commitment to sustainable growth and governance excellence.

### MERIT-BASED RECRUITMENT

Jubilee General Insurance is committed to a transparent, fair, and merit-based recruitment process that ensures the selection of the most qualified and capable individuals. Our recruitment framework emphasizes equal opportunity, diversity, and objectivity, with hiring decisions based on clearly defined role requirements, competencies, experience, and performance potential.

Throughout 2025, recruitment practices were strengthened through standardized job evaluations, structured interview processes, and competency-based assessments, ensuring consistency and alignment with organizational needs. Technology-enabled hiring tools and panel-based evaluations further supported unbiased decision-making. By upholding merit as the cornerstone of our talent acquisition strategy, Jubilee ensures a high-performing workforce that supports operational excellence, innovation, and long-term business success.

### PERFORMANCE-BASED APPRAISAL SYSTEM

Jubilee General Insurance operates a structured, performance-based appraisal system designed to align individual objectives with the Company's strategic priorities. The framework emphasizes goal clarity, measurable outcomes, and competency-based evaluations to ensure fair and objective assessment of employee performance across all levels.

During 2025, the performance management process was further strengthened through clearer goal cascading, enhanced line manager accountability, and integration with learning, development, and reward decisions. Regular performance reviews and feedback mechanisms support continuous improvement, talent differentiation, and career development. This robust appraisal system reinforces a culture of accountability, high performance, and meritocracy, enabling Jubilee to consistently deliver on its business objectives while supporting employee growth and engagement.

### PROMOTION, REWARD, AND MOTIVATION

At Jubilee General Insurance, promotion and reward practices are designed to recognize performance, potential, and contribution to organizational objectives. Career progression and advancement decisions are guided by clearly defined criteria, including performance outcomes, competency assessments, and demonstrated leadership capabilities, ensuring fairness and transparency across the organization.

In 2025, Jubilee continued to strengthen its reward and recognition framework by linking performance outcomes to promotions, compensation reviews, and non-monetary recognition initiatives. Focus was placed on motivating employees through meaningful acknowledgment of achievements, development opportunities, and a culture that values excellence and accountability. These practices support employee engagement, reinforce high-performance behaviors, and contribute to sustained organizational success.

### TRAINING & DEVELOPMENT

Jubilee General Insurance places strong emphasis on continuous learning and capability development to support business growth, innovation, and regulatory excellence. Our Training and Development framework is aligned with organizational strategy and focuses on building technical expertise, leadership capability, and functional skills across all levels of the workforce.

During 2025, structured training needs analyses were conducted to identify skill gaps and prioritize learning interventions. A mix of in-house programs, external certifications, leadership development initiatives, and digital learning solutions were deployed to enhance employee competence and readiness for future roles. Special focus was placed on strengthening managerial effectiveness, AI awareness, customer-centric skills, and compliance awareness. Through sustained investment in learning, Jubilee continues to build a skilled, agile, and future-ready workforce that supports long-term performance and sustainable growth.

## **DIVERSITY, EQUITY & INCLUSION**

Jubilee General Insurance is committed to fostering an inclusive, respectful, and welcoming workplace where employees from all backgrounds feel valued, empowered, and treated with fairness. Our approach to Diversity, Equity, and Inclusion (DE&I) is embedded within our people practices, policies, and organizational culture, promoting equal opportunity through merit-based hiring, supportive HR frameworks, and a strong focus on dignity at work.

In 2025, Jubilee continued to strengthen inclusive practices across recruitment, performance management, learning, and career progression. As part of our commitment to advancing gender diversity and leadership representation, the Company launched the Women Leadership Forum, a dedicated platform aimed at empowering female talent through mentorship, networking, leadership dialogue, and professional development.

The Company also takes pride in maintaining a diverse workforce that includes employees with diverse abilities, such as individuals who are deaf or hard of hearing and those with visual or mobility impairments. Jubilee further embraces religious diversity, with employees from multiple faiths contributing meaningfully to the organization. Through robust policies, awareness initiatives, and inclusive workplace practices, Jubilee continues to create an environment where diverse perspectives are respected, employees are enabled to thrive, and inclusion drives engagement, innovation, and sustainable business performance.

## **EMPLOYEE ENGAGEMENT**

At Jubilee General Insurance, we place strong emphasis on fostering a collaborative, engaged, and inclusive workplace culture aligned with our core values. Employee engagement initiatives are designed to strengthen connections, encourage teamwork, and enhance overall employee well-being.

During 2025, the Company undertook several initiatives to improve the employee experience and create a more engaging work environment. These included the revamping of office spaces to support collaboration and employee comfort, the launch of Jubilee's first-ever employee engagement survey to capture structured feedback and inform targeted action plans, and the introduction of a paperless initiative aimed at promoting efficiency and sustainability. In addition, a range of employee-focused activities and events were organized to build camaraderie and promote inclusion, including the Annual Cricket Tournament, Women's Day celebrations, Breast Cancer Awareness sessions, and Independence Day commemorations.

Through sustained investment in workplace enhancements, feedback mechanisms, and meaningful engagement activities, Jubilee continues to cultivate a positive environment where employees feel valued, motivated, and inspired to contribute to the Company's performance and long-term success.

## **WHISTLE BLOWING POLICY**

We are committed to upholding the highest standards of integrity, transparency, and accountability. Our Whistle blowing Policy reflects this commitment by providing employees with a safe and confidential mechanism to report unethical or wrongful activities. Aligned with our Code of Conduct, this policy encourages employees to report any misconduct without fear of retaliation. The Company has established clear procedures to ensure concerns are addressed promptly and appropriately. By fostering an open and responsible work environment, we reinforce ethical business practices and maintain trust among our stakeholders.

## **ANTI-HARASSMENT POLICY**

Jubilee General Insurance is committed to providing a safe, respectful, and inclusive work environment where all employees are treated with dignity and fairness. The Company's Anti-Harassment Policy underscores a zero-tolerance approach toward harassment and workplace discrimination, in line with applicable laws and the Company's Code of Conduct. The policy provides a clear framework for reporting, investigating, and addressing complaints of harassment through a formally constituted Inquiry Committee, ensuring confidentiality, due process, and protection against retaliation. By promoting awareness, accountability, and impartial handling of complaints, Jubilee reinforces its commitment to employee well-being, equal opportunity, and ethical workplace practices.

## **ANTI-MONEY LAUNDERING, COMBATING FINANCING OF TERRORISM, AND COUNTERING PROLIFERATION FINANCING POLICY**

The rapid advancement of financial systems, digital payment channels and cross-border transaction capabilities has transformed global commerce and financial inclusion. However, these developments have also increased the risk that financial institutions and legitimate businesses may be misused for money laundering, terrorism financing and proliferation financing activities. Such misuse may enable concealment of the origins of illicit funds and support unlawful or terrorist activities, thereby posing threats to the integrity of financial systems and national security.

To combat money laundering, terrorism financing and proliferation financing, the international community, including through the Financial Action Task Force (FATF) Recommendations and United Nations Security Council (UNSC) Resolutions, has established comprehensive standards for prevention, detection and reporting of AML/CFT/CPF issues. Pakistan is committed to implementing these standards, and the Securities and Exchange Commission of Pakistan (SECP) has issued Anti-Money Laundering, Combating Financing of Terrorism and Countering Proliferation Financing (AML/CFT/CPF) Regulations applicable to insurance companies and other SECP regulated entities.

Although the inherent exposure to money laundering and terrorism financing risk in general insurance business is assessed as comparatively low vide National Risk Assessment (September 2023), Jubilee General Insurance Company Limited (the Company) recognises its regulatory obligations and remains committed to maintaining an effective AML/CFT/CPF compliance framework commensurate with its risk profile. The Company has formulated a comprehensive AML/CFT/CPF Policy, duly approved by the Board of Directors, and implemented across the organisation through documented procedures, internal controls and monitoring mechanisms.

The Company continues to strengthen its AML/CFT/CPF framework through a risk-based compliance approach, the use of modern tools and techniques, robust due diligence and monitoring processes, and timely regulatory reporting, as applicable. It maintains records in accordance with prescribed requirements, conducts periodic risk assessments and independent reviews of controls, and provides regular staff training to ensure ongoing compliance with SECP's AML/CFT/CPF Regulations and international best practices.

## **CORPORATE SOCIAL RESPONSIBILITY POLICY**

The Company recognises the importance of its Corporate Social Responsibility towards the community. The Company considers that the society is one of the important stakeholders and is always keen to take steps for its welfare and betterment.

The Company has devised a comprehensive CSR Policy which has been approved by the Board of Directors. The objective of the CSR Policy is to affect the society positively by contributing towards development of the Country and its people.

As per the approved CSR Policy, main areas for CSR activities of the Company would be Health, Education, Environment Sustainability, Rural Support Programme, National Heritage, Arts, Culture and Sports for the underprivileged people.

The Board approves the minimum fund available for the CSR activities on an annual basis and reviews the disbursements of donations/contributions on a quarterly basis.

During the year 2025, the Company contributed Rs. 46.30 million to CSR activities.

## **POLICY FOR RELATED PARTY TRANSACTIONS**

In order to comply with the requirements of the Companies Act 2017, Companies (Related Party Transactions and Maintenance of Related Records) Regulations, 2018 and explanation of the SECP with respect to related party transactions, the Company has approved policy for the same. The policy for related party transactions, besides meeting all the applicable requirements of the relevant law and regulation, also provides guidance with respect to the Company's internal monetary limits for related party transactions and information to be placed with the Board Audit Committee (BAC).

As per the policy, all the transactions under eligible criteria are presented to the BAC on a quarterly basis. The BAC, after thorough perusal, recommends the same to the Board of Directors for its approval.

Eligible criteria are presented to the BAC on a quarterly basis. The BAC, after thorough perusal, recommends the same to the Board of Directors for its approval.

## **AGREEMENTS/ARRANGEMENTS**

During the year, the Company has also continued following arrangements/agreements with its related parties.

## **COMMON BACK OFFICE OPERATIONS**

The Company has continued an arrangement with Jubilee Life Insurance Company Limited whereby Common Back Office Operations for Accident and Health business are jointly shared with them. This arrangement has been made in order to avail cost and financial synergies arising due to carrying joint operations and is duly approved by the Board of Directors.

## **ALLOCATION OF ADMINISTRATIVE AND EMPLOYEE COST TO WINDOW TAKAFUL OPERATIONS**

During the year, the Company as Operator, has continued to allocate certain administrative expenses to the Window Takaful Operations as per agreed terms and conditions. Furthermore, the Company also allocated personnel expenses of those employees of the Company who have invested their efforts in Takaful business. For Allocation of expenses the management through their actuary has carried out a detailed exercise of allocation between the Company and Window Takaful Operations.

## **CONTRIBUTION TO STAFF PROVIDENT AND GRATUITY FUNDS**

During the year, the Company has contributed Rs. 44.81 million (2023: Rs. 38.82 million) for employee Staff Provident Fund in accordance with the staff provident fund Rules, and Rs. 38.27 million (2023: Rs. 37.70 million) to staff Gratuity Fund as per the advice of the actuary.

## **LEASE AGREEMENTS**

During the year, the Company has continued lease agreements with an associated company, a bank and Window Takaful Operations for providing office premises to them. Further the Company has also entered into another lease agreement with the associate bank to provide office premises.

## **COMMON CALL CENTER OPERATIONS**

During the year the Company has continued the arrangement with Jubilee Life Insurance Company Limited for availing the services of Call Center for attending in and out bond calls of the Company. The arrangement has so far proved to be cost effective and achieved efficiencies.

## RELATED PARTIES AND THEIR BASIS OF ASSOCIATION

The related parties with whom the Company has entered into transactions or has arrangements/agreements in place during the year ended December 31, 2025 along with basis of association are as follows:

Name of Related Party	Basis of Relationship
<ul style="list-style-type: none"> <li>• 1 Link Private Limited</li> <li>• Aga Khan Cultural Services Pakistan</li> <li>• Aga Khan Fund for Economic Development</li>   <li>• Aga Khan Hospital &amp; Medical College</li>   <li>• Aga Khan University Foundation</li>   <li>• Bulleh Shah Packaging (Pvt) Ltd</li> <li>• Cherat Cement Company Ltd</li> <li>• Cherat Packaging Limited</li> <li>• Crescent Steel and Allied Products Limited</li> <li>• Cowasjee &amp; Sons</li> <li>• Engro Powergen Qadirpur Limited</li> <li>• Network of Organization working for</li> <li>• People with disabilities Pakistan</li> <li>• Habib Bank Limited</li> </ul>	<p>Common directorship. Common directorship. Associated due to investment in shares of the Company. (14.05%) and having a representative on the Board of the Company. Associated due to investment in shares of the Company (20.60%) and one director of the Company is in the governing body of AKHMCF. Associated due to direct 3.65% and in-direct investment in the shares of the Company. Common directorship. Common directorship. Common directorship. Common directorship. Common directorship. Associated undertaking. Common directorship. Common directorship.</p>
<ul style="list-style-type: none"> <li>• Habib Currency Exchange (Private) Limited</li> <li>• HBL Asset Management Limited</li>   <li>• HBL Cash Fund</li>   <li>• HBL Growth Fund-Class B</li>   <li>• HBL Investment Fund-Class B</li>   <li>• HBL Micro Finance Bank Ltd</li> <li>• Indus Motor Company Limited</li> <li>• Indus Valley School of Arts &amp; Architecture</li> <li>• International Steels Limited</li> <li>• Jubilee General Window Takaful Operation</li> <li>• Jubilee Kyrgyzstan Insurance Company Ltd</li> </ul>	<p>Associated Banking Company having 19.80% direct investment in shares of the Company along with having a nominee director on the Board of the Company. Wholly owned subsidiary of an associate. Wholly owned subsidiary of an associate and two directors are common. Fund managed by wholly owned subsidiary of an associate. Fund managed by wholly owned subsidiary of an associate. Fund managed by wholly owned subsidiary of an associate. Subsidiary of an associate. Common directorship. Member Board of Governors. Common directorship. Window Operations. The Company having 19.50% shareholding and the CEO of the Company is director of foreign investee company. The Company having 6.43% shareholding and one director is common.</p>
<ul style="list-style-type: none"> <li>• Jubilee Life Insurance Company Ltd.</li>   <li>• Meezan Bank Limited</li> <li>• Quality Schools Foundation</li> <li>• Packages Convertors Limited</li> <li>• Pakistan Cables Ltd</li> <li>• Pakistan Services Limited</li> <li>• Shahtaj Sugar Mills Ltd</li> <li>• Tourism Promotion Services (Pakistan) Ltd</li> <li>• The Citizen Foundation (Since April 16, 2025)</li> <li>• EFU General Insurance (Since January 6, 2025)</li>   <li>• Staff Provident Fund - Jubilee General Insurance</li> <li>• Employees Gratuity Fund - Jubilee General Insurance</li> </ul>	<p>Common directorship. Common directorship. Managing Director and CEO of JGICL is the blood relative of EFU General Insurance Co. Ltd's Managing Director and CEO. Defined Contribution Plan for the Company's Employees. Defined Benefit Plan for the Company's Employees.</p>

## INTERNAL CONTROL FRAMEWORK

An internal control system comprises the overall framework of governance, systems, processes and procedures established to provide reasonable assurance that the organisational objectives will be achieved.

The Management of the Company remains committed to establishing and strengthening the controls to safeguard the interest of all the stakeholders. The effectiveness of internal control is fundamentally dependent on sound system design, incorporating comprehensive identification and assessment of relevant risks and exposures. The Board of Directors and Management are responsible for establishing and maintaining an adequate and effective system of internal controls and procedures. The main objectives of internal control are as follows:

- Orderly, effective and efficient conduct of business.
- Safeguard the assets and resources.
- Completeness, reliability and accuracy of accounting records and financial information.
- Timely preparation and reporting of financial information.
- Compliance with the applicable laws and regulations.
- Adherence to the Company's policies and plans.

### ROLE OF COMPLIANCE FUNCTION

The Compliance Function forms an integral component of the Company's internal control framework, focusing on ensuring adherence to applicable laws, regulatory requirements and internal policies. The function is headed by the Head of Enterprise Risk Management (ERM), Compliance and Quality Assurance (QA), who is responsible for overseeing compliance risk management across the organisation. The Compliance Function supports the Board and Management by monitoring regulatory developments, advising on compliance obligations, reviewing and strengthening policies and procedures, and coordinating implementation of regulatory requirements, particularly those issued by the Securities and Exchange Commission of Pakistan (SECP). It works in close coordination with business and support functions to promote consistent application of compliance standards and to mitigate the risk of regulatory breaches.

The function also plays a key role in fostering a strong compliance culture through awareness, guidance and periodic reviews of compliance controls. Oversight of the Compliance Function is exercised by the Board Risk and Compliance Committee.

### ROLE OF RISK MANAGEMENT FUNCTION

The Company is exposed to a wide range of internal and external risks that may affect achievement of its strategic, operational and financial objectives. The Risk Management Function provides a structured approach for identifying, assessing, monitoring and reporting these risks, thereby supporting informed decision-making and strengthening internal controls to counter threats and taking advantage of opportunities.

Enterprise Risk Management (ERM) is embedded within the Company's internal control framework and encompasses the systematic management of risks across all functions and activities. The Head of ERM, Compliance and QA is responsible for the ERM framework and reports to the Chief Executive Officer, with functional oversight by the Board Risk and Compliance Committee.

The Risk Management Function facilitates the risk governance process, including risk identification, assessment, measurement, monitoring and reporting in accordance with the approved ERM framework. During the year, the Company's risk governance cycle remained operational, and risk monitoring and reporting mechanisms continued to function effectively.

### ROLE OF INTERNAL AUDIT DEPARTMENT

The Role of Internal Audit Department of the Company is imperative to evaluate the efficiency and effectiveness of the Internal Control Framework. All significant and material findings of Internal Audit are directly reported to the Board Audit Committee (BAC). The BAC actively monitors implementation of control framework to ensure that the identified risks are mitigated to safeguard the interest of the Company. In that manner, the Internal Audit Department performs an important part in monitoring and evaluating the internal control framework.

Above all, the Company is more focused on its Internal Control Framework and allied environment in order to safeguard its assets and resources and provide accurate financial reporting, strong documentary compliance and system assurance for the internal and external stakeholders.

## COMPLIANCE FRAMEWORK

A compliance framework defines the systems, policies and processes through which an organisation ensures adherence to applicable laws, regulations, standards and internal requirements relevant to its business activities. Effective regulatory compliance is essential to maintaining legal standing, operational integrity and stakeholder confidence, and therefore constitutes a key pillar of the Company's internal control framework.

The Company operates in a highly regulated sector. The Securities Exchange Commission of Pakistan (SECP) - Insurance Division is the primary regulator governing the insurance industry in Pakistan. As a listed entity, the Company also complies with applicable requirements of the Pakistan Stock Exchange (PSX). In respect to the foreign exchange transactions/investments and being part of the financial sector of Pakistan, the Company is also required to comply with certain limited requirements of the State Bank of Pakistan (SBP).

In addition to above, compliance with the requirement of Federal Board of Revenue (FBR) with respect to Income Tax Ordinance, 2001 and the relevant rules is also required. As insurance services in Pakistan are chargeable to indirect taxes and the Company operates in all provinces and Islamabad Capital territory, the respective laws and relevant rules regarding Sales tax applicable in these provinces and Islamabad Capital territory are also to be adhered to by the Company.

Compliance with these regulatory requirements remains the foremost priority of the Company.

The Company has established a structured and effectively implemented compliance framework designed to ensure adherence to all applicable laws, rules, regulations and guidelines. Regulatory requirements are embedded within departmental policies and procedures to promote consistent compliance in day-to-day operations.

Compliance Function, headed by the Head of ERM, Compliance and QA, oversees implementation of the compliance framework across the organisation. Policies and procedures are periodically reviewed and updated to reflect evolving regulatory requirements and operational needs. Compliance status and key regulatory matters are reported to and overseen by the Board Risk and Compliance Committee on a quarterly basis.

The compliance framework is an integral component of the Company's internal control system and supports the achievement of business objectives while ensuring regulatory adherence in routine operations. The Company continues to strengthen its compliance processes and systems to further enhance operational effectiveness and mitigate the risk of regulatory non-compliance or reputational impact.

## SHARIAH COMPLIANCE MECHANISM FOR WINDOW TAKAFUL OPERATIONS

As an operator of Window Takaful Operations (WTO), the Company conducts its Takaful business in accordance with applicable Shariah principles and regulatory requirements. Shariah compliance is fundamental to WTO, ensuring that products, business practices and operational processes are aligned with approved Shariah standards under the supervision and guidance of the appointed Shariah Advisor.

The Company maintains a formal Shariah governance structure for WTO. A dedicated Shariah Compliance Officer, as required under the Takaful Rules, 2012, oversees day-to-day Shariah compliance and monitors adherence to procedures approved by the Shariah Advisor. The Shariah Advisor provides ongoing guidance and conducts periodic Shariah compliance reviews and staff training to reinforce awareness and adherence.

The Company also arranges structured training programmes to enhance staff capability in Takaful operations. In accordance with regulatory requirements, senior management and relevant WTO personnel receive in-house training conducted by the Shariah Advisor, while other staff and sales personnel participate in programmes delivered by SECP-approved Takaful training institutions.

A high level of Shariah compliance standards was maintained during the year, as reflected in the "Shariah Advisor's Report to the Board of Directors" and "Independent Reasonable Assurance Report to the Board of Directors on Statement of Managements' Assessment of Compliance with the Shariah Principles" included in this Annual Report. The Shariah Advisor also briefs the Board of Directors annually on Shariah Compliance of Takaful operations .

## BOARD COMMITTEES

The Company has five Board Committees, which cover the core areas of business. These committees meet regularly to review the Company's compliance with legal and regulatory framework as well as the performance of the Company's internal audit function and the External audit firm engaged to prepare or issue an audit report with respect to the Company's financials.

### AUDIT COMMITTEE

The objective of Audit Committee is to assist the Board in providing oversight of the integrity of the Company's financial statements, the Company's compliance with legal and regulatory framework as well as the performance of the Company's internal audit function and the External audit firm engaged to prepare or issue an audit report with respect to the Company's financials.

The terms of reference of this committee includes the following:

- BAC shall hold meetings as many times as required, however, at least 4 meetings shall be held in a fiscal year, to review the preliminary results after each quarter prior to submission to the Board.
- Determination of appropriate measures to safeguard the Company's assets.
- Review of quarterly, half-yearly and annual financial statements of the Company, prior to their approval by the Board of Directors, focusing on:
  - major judgmental areas;
  - significant adjustments resulting from the audit;
  - going concern assumption;
  - any changes in accounting policies and practices;
  - compliance with applicable accounting standards;
  - compliance with these Regulations and other statutory and regulatory requirements; and
  - all related party transactions.
- Facilitating the external audit and discussion with external auditors of major observations arising from interim and final audits and any matter that the auditors may want to highlight.
- Review of management letter issued by external auditors and management's response thereto.
- Ensuring coordination between the internal and external auditors of the Company.
- Review of the scope and extent of internal audit, audit plan, reporting framework and procedures and ensuring that the internal audit function has adequate resources and is appropriately placed within the Company.
- Consideration of major findings of internal investigations of activities characterised by fraud, corruption and abuse of power and management's response thereto.
- Ascertaining that the internal control systems including financial and operational controls, accounting systems for timely and appropriate recording of purchases and sales, receipts and payments, assets and liabilities and the reporting structure are adequate and effective.
- Review of the company's statement of internal control system prior to endorsement by the Board and internal audit reports.
- Instituting special projects or other investigations on any matter specified by the Board, in consultation with the Chief Executive Officer and to consider referring of any matter to the external auditors or to any other external body.
- Determination of compliance with relevant statutory requirements and monitoring and compliance with these regulations and identification of significant violations thereof.
- Review of arrangement for staff and management to report to audit committee in confidence, concerns, if any, about actual or potential improprieties in financial and other matters and recommend instituting remedial and mitigating measures.
- Recommend to the Board the appointment of external auditors, their removal, audit fees, the provision of any service permissible to be rendered to the company by the external auditors in addition to audit of its financial statements, measures for redressal and rectification of non-compliances with the Regulations. The Board shall give due consideration to the recommendations of the audit committee and where it acts otherwise it shall record the reasons thereof.
- Consideration of any other issue or matter as may be assigned by the Board.

The Committee comprises three members including Chairman being an independent director as nominated by the Board. All other members are non-executive directors. The Head of Internal Audit is secretary to the Committee.

Name of Members	Attendance
Riyaz Chinoy – Chairman	5/5
John Joseph Metcalf	5/5
Mohammad Akhtar Bawany	5/5

## INVESTMENT COMMITTEE

The Objective of the Board Investment Committee (BIC) is to assist the Board in overseeing the Company's investment management activities and recommending to the Board a framework within which the Company's investment team can operate. The terms of reference of this committee include the following:

- BIC shall hold meetings as many times as required, however, at least 4 meetings shall be held in a fiscal year, to review the preliminary results after each quarter prior to submission to the Board.
- Recommend to the Board, an overall investment policy with regard to the Company's need for balancing, risk and return.
- Provide specific investment parameters.
- Define the strategic objectives of the Investment Policy.
- Allocate funds for investment in the different sectors and sub-sectors.
- Establish the basic parameters governing the investment in the various sectors.
- Review and approve the annual investment plan and budget.
- Review each quarter, the overall investment portfolio with particular reference to purchase and sale of investments made during the quarter, the income accruing from each sector vis-à-vis the budget, and to consider the reasons for variances.
- Review the economic, political and law & order outlook the foreseeable future and to issue guidance for further investment / disinvestment activity, sectoral reallocation of investment portfolio etc.
- Develop, monitor and continuously approve the investment policy taking into account the guidelines provided by the Board and constraints imposed by all Government regulatory authorities.
- Review investment against benchmark and against measurable parameters.
- Recommend to the Board from time to time change in the limit approved by the Board for Long Term Investments and any modification in the concentration risk limit under the policy
- Annually review its own performance and term of references to ensure its effectiveness and recommend any changes considers necessary to the Board.

The Committee comprises of five members including the Chairman of this Committee, out of which 3 are non-executive directors and the Chief Executive and Chief Financial Officer. The Head of Investment is secretary to the Committee.

Name of Members	Attendance
Akbarali Pesnani – Chairman	4/4
John Joseph Metcalf	3/4
Ava Ardeshir Cowasjee	4/4
Azfar Arshad Inam	4/4
Syed Ali Adnan	4/4

## BOARD RISK & COMPLIANCE COMMITTEE

The Objective of the Board Risk Committee is to assist the Board in its oversight of management's responsibility to implement an effective global risk management framework reasonably designed to identify, assess and manage the Company's strategic, credit and investment, market, and operational risks.

The terms of reference of this committee include the following:

- The Committee will meet at least four (4) times a year and as often as is necessary;
- The Committee is responsible for performing duties to enable the Board to fulfill its 'oversight' responsibilities in relation to Company's,;
  - Identification, assessment and management of risk;
  - Identifying and assessing future potential risks which, by virtue of their, unfamiliarity, uncertainty and deemed low probability, may not have been factored adequately by the Company's management;
  - adherence to internal risk management and compliance policies and procedures; and
  - monitor to ensure a sound risk and compliance culture is established.

- Ensure that there exists a strategy, policy, procedures and processes in a comprehensive 'Compliance Risk Assessment Plan' and ensure they adequately reflect and are implemented to fulfill JGI's legal obligations, undertaking, culture, values and expectations;
- Agree, monitor and ratify Company's Risk Management Strategy and Policies;
- Assist the Board in defining acceptable risks within the Company and determining the Company's risk appetite and identify any risk trends, concentrations or exposures and any requirement for policy change;
- Make recommendations to the Board on priority risk areas as well as new regulations that may have a material impact, with the robust action plans, as required;
- Oversee identification and implementation of the risk management action plan and risk registers and compliance mechanism and review all departments' risk registers;
- Review and approve the accepted risk registers and ensure that the risk mitigation measures are robust and in place;
- Review the Risk Management Strategy and Policy on an annual basis;
- Review reports on any material breaches of Company's overall risk limits for financial, operational and legal risk and the proposed course of action;
- Review Company's procedures for the prevention of bribery, frauds and AML;
- Review and monitor that all financial, operational or legal risk policy statements required by law or regulation are in place and adhered to; and
- Conducting an annual performance evaluation of the Committee and report its findings to the Board.

The Committee comprises of five members including the Chairman of this Committee, out of which 4 are non-executive directors and the Chief Executive. The Head of ERM, Compliance and Quality Assurance is secretary to the Committee.

Name of Members	Attendance
Sima Kamil – Chairperson*	4/4
Akbarali Pesnani	5/5
John Joseph Metcalf	5/5
Abrar Ahmed Mir	2/5
Azfar Arshad Inam	5/5

\*Sima Kamil was appointed as Chairperson of the Committee subsequent to the first meeting

## HUMAN RESOURCE REMUNERATION AND NOMINATION COMMITTEE

The HR Remuneration & Nomination Committee is appointed by the Board to assist the Board in fulfilling its responsibilities relating to leadership development and compensation and performance evaluation of the Company's directors, executive officers and other key management personnel and is also responsible for selecting best candidates for each seat on the board.

The terms of reference of this committee includes the following:

- Review the HR policies and make appropriate amendments, if needed.
- Review and approve manpower development plan and budget.
- Review and recommend annual appraisal and salary revision of senior executives of the Company.
- Review and approve any changes required in perquisites and benefits of senior executives and employees.
- Approve terminations and acceptance of resignations for senior executives.
- Implement the Board's policy on Board's renewal so that the Board's members individually and collectively continue to maintain target skill levels and independence.
- Make recommendations to the Board with regard to the nomination for appointment or reappointment of members of the Board consistent with appropriate criteria established in their profiles and any succession plans.
- Ensure proper orientation of Board members in respect to their responsibilities.
- Establish a mechanism for the formal assessment of the effectiveness of the Board as a whole as well as the contributions of individual Board members.

- Make recommendations to the appropriate authority within the Company for dismissal and retirement of members
- Make recommendations to the Board with respect to succession planning for the Chief Executive Officer and other members of senior management and with respect to the management development principles.
- Make recommendations to the Board on nominations of members of Board Committees.
- Review the management development status and succession plans for key officers as well as general talent management of the Company.
- Ensure that all directors receive appropriate ongoing training as required for them to fulfill their role requirements.

The Committee comprises four members, including the Chairperson of this Committee being an Independent director, out of which three are non-executive directors and the Chief Executive. The Head of Human Resource Department is secretary to the Committee.

Name of Members	Attendance
Nausheen Ahmad – Chairperson	2/2
Akbarali Pesnani	2/2
John Joseph Metcalf	2/2
Amin A. Hashwani	2/2
Azfar Arshad Inam	2/2

## INFORMATION TECHNOLOGY STEERING COMMITTEE

The Information Technology Steering Committee (ITSC) is responsible to oversee the development, implementation, monitoring and review of the Jubilee General policies, procedures, practices, and applications as well as to align the investment in Information Technology (IT) with the strategy and growth of the Company.

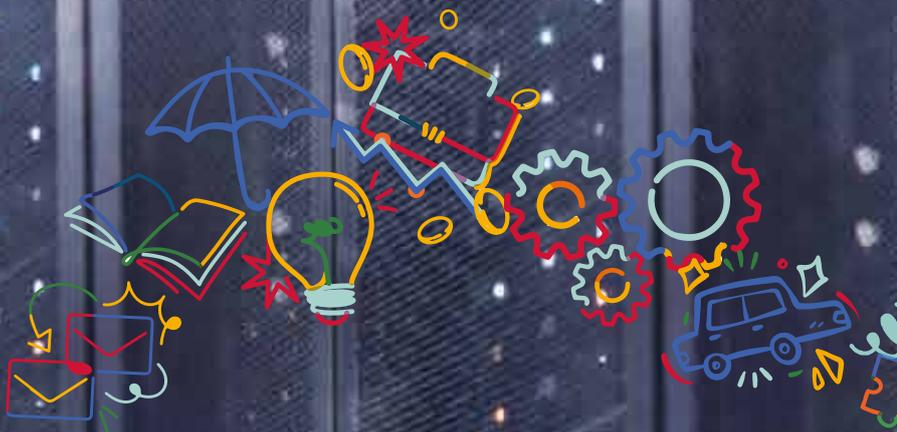
The terms of reference of this committee includes the following:

- Provide direction to the Company on its IT strategy.
- Periodically monitor and review Jubilee General's IT projects, policies, guidelines, procedures and incidents relating to information and information technology.
- Among other things, be responsible for ensuring an efficient IT operating environment that supports the organisation's goals and objectives.
- Discuss the cost benefit analysis and need assessment for each initiative/project of IT and Information Security (IS).
- Review and monitor the progress of IT audit (internal / external) report.
- Review reports, provide feedback and advice to, and take decisions relating to IT services and operations.
- Assess Company's operational and reputational risks associated with the use of IT.
- Update the Company's relevant officers on competition, legislation and opportunities on technological trends.
- Act as think tank for the company on technological matters.

The Committee comprises of four members including three non-executive director and the Chief Executive. The Head of Information Technology is secretary to the Committee.

Name of Members	Attendance
John Joseph Metcalf – Chairman	2/2
Amin A. Hashwani	2/2
Abrar Ahmed Mir	2/2
Ava Ardeshir Cowasjee	2/2
Azfar Arshad Inam	2/2





# IT GOVERNANCE & CYBERSECURITY

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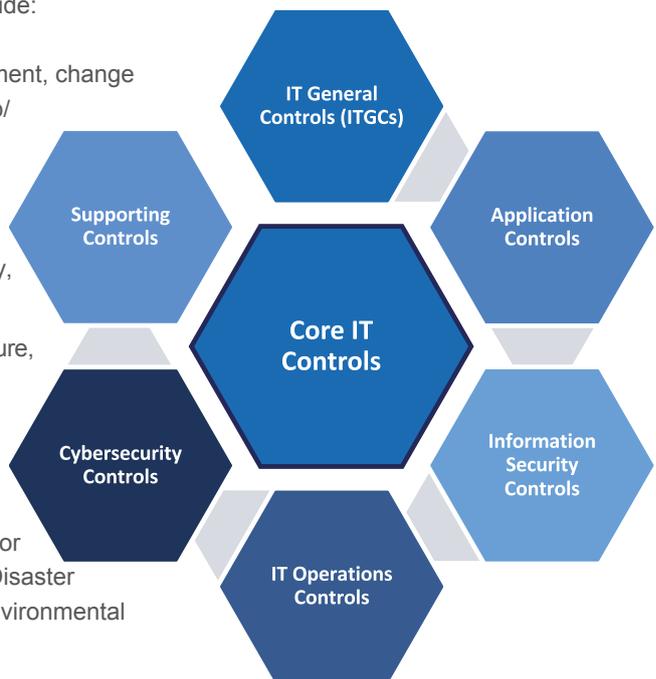
# BOARD STATEMENT ON INTERNAL CONTROLS AND IT GOVERNANCE

## IT CONTROLS AT JGI

The Board of Directors affirms its responsibility for establishing, implementing and maintaining an effective system of internal controls with respect to Information Technology (IT) domains in accordance with internationally recognized standards. These controls are designed to provide reasonable assurance regarding the achievement of the JGI's strategic objectives, safeguarding of assets, continuity of services and compliance with applicable regulatory and supervisory requirements.

The Board further confirms that IT controls form an integral part of the Company's overall internal control environment. JGI has implemented structured IT Control Frameworks that include:

- IT General Controls (ITGCs) - such as access management, change management, system development lifecycle and backup/recovery procedures.
- Application Controls- embedded within core business systems.
- Information Security Controls - covering data confidentiality, integrity and availability.
- IT Operations Controls - including monitoring of infrastructure, network security, disaster recovery readiness and business continuity planning.
- Cybersecurity Controls - aligned with industry recognized standards and regulatory expectations.
- Supporting Controls - ensure a reliable IT environment for all systems, covering areas like Business Continuity & Disaster Recovery, Vendor & Third Party Security, Physical & Environmental Controls and Training & Awareness.



These controls are reviewed periodically through internal audits, external audits (where applicable) and management assessments. Findings are reported to the Board Audit Committee and corrective actions are tracked to ensure timely closure.

## OVERSIGHT AND ASSURANCE

The Board, through the Audit Committee and Management, regular reviews:

- The adequacy and effectiveness of internal controls
- Risk registers and mitigation plans
- IT risk management practices, including cyber risk posture
- Audit findings related to IT and operational controls
- Business continuity and disaster recovery preparedness

Based on the evaluations conducted during the year, the Board is satisfied that the Company's internal control system, including IT controls, remained effective, appropriate and aligned with the Company's risk profile.

## BUSINESS CONTINUITY PLAN

The Board of Directors affirms its commitment to maintaining a robust and resilient Business Continuity Management System (BCMS) designed to ensure the continuity of critical operations and the protection of stakeholders' interests. The organization's Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) have been developed, maintained and periodically tested in accordance with internationally recognized standards, including ISO 22301: Business Continuity Management Systems and ISO 27031: Guidelines for ICT Readiness for Business Continuity.

Salient features of the Business Continuity Management System (BCMS) are:

- Governance & Leadership Commitment
  - Board level oversight of Business Continuity and Disaster Recovery.
  - Defined BCMS governance structure with roles, responsibilities and escalation hierarchy.
- Business Impact Analysis (BIA)
  - Assessment of critical business functions and dependencies.
  - Defined Recovery Time Objectives (RTOs) and Recovery Point Objectives (RPOs) for essential services.
- Risk Assessment & Continuity Strategy
  - Identification of operational, technological and external threats.
  - Documented strategies for alternate processes, resources and work arrangements.
- Crisis & Incident Management
  - Standardized incident response procedures and crisis communication plans.
  - Activation guidelines for emergency response, business continuity and disaster recovery teams.
- Disaster Recovery & ICT Readiness
  - DR capabilities aligned with ISO 27031, including:
    - o Redundant data centers and failover mechanisms.
    - o Secure backup management and restoration processes.
    - o Network, cybersecurity and cloud service continuity measures.
- Continuity of Operations
  - Prioritized recovery plans for critical business lines, customer services and support functions.
  - Continuity arrangements for key suppliers and third party technology partners.
- Testing, Drills & Exercising
  - Periodic simulation exercises, tabletop drills and full/partial recovery tests.
  - Documentation of test results, lessons learned and corrective actions.
- Training & Awareness
  - Regular BCMS awareness for staff across departments.
  - Specialized training for incident response, recovery teams and system custodians.
- Continuous Improvement
  - Annual reviews, internal audits and post incident evaluations.
  - Updates to BCP/DRP based on changes in business processes, technology, or regulatory expectations.
- Documentation & Compliance
  - Comprehensive BCMS documentation aligned with ISO 22301.
  - Adherence to regulatory requirements and internal control frameworks.

In alignment with ISO 22301, the BCMS undergoes regular risk assessments, business impact analyses, internal audits and management reviews to verify its effectiveness and alignment with regulatory and business requirements. Similarly, consistent with ISO 27031, the organization ensures that ICT systems, data centers, networks, cybersecurity controls and cloud-hosted services have adequate redundancy, failover mechanisms and recovery capabilities to support timely restoration of essential services.

During the year, management conducted scheduled BCP drills, Disaster Recovery rehearsals and crisis simulation exercises to validate readiness and identify opportunities for improvement. Results of these tests, along with corrective actions, were reviewed by the Board. The organization also continuously monitors evolving threats - including cyberattacks, system outages, pandemics and natural disasters—and updates continuity strategies accordingly.

The Board is satisfied that the current Business Continuity and Disaster Recovery arrangements are effective and provide reasonable assurance that the organization can withstand disruptions and resume critical functions within approved recovery timeframes. The Board remains committed to enhancing resilience by ensuring ongoing investment in technology, people capabilities, risk management practices and compliance with the ISO 22301 and ISO 27031 standards.

## **SAFETY OF COMPANY RECORDS**

The Company ensures the maintenance and safekeeping of records in compliance with the Companies Act, 2017, and other applicable laws. Physical documents and files are securely stored in record rooms with appropriate space and organized filing systems at the Head Office and Zonal Offices.

To enhance the security of records, the Company has implemented a “Data Management System” (DMS) that electronically preserves underwriting and other critical records. Soft data is protected under a comprehensive IT Backup Policy and is also maintained at Disaster Recovery Sites to ensure continuous availability. A three-layer security system safeguards the Company’s network, IT systems, and applications from internal and external threats using modern IT tools. Additionally, an automated backup process reduces manual intervention, minimizing the risk of errors or omissions and further strengthening data security.

## **BOARD OVERSIGHT OF IT SYSTEMS, CYBERSECURITY, DATA PRIVACY AND AI STRATEGY**

The Board of Directors is committed to ensuring that JGI maintains secure, resilient and well governed information technology systems, supported by robust internal controls and aligned with industry recognized standards. The Board oversees the strategic direction of the Company's IT environment, including its automation and artificial intelligence (AI) initiatives, and ensures that the technology landscape supports operational excellence, customer trust, regulatory compliance and long term sustainability.

The Board confirms that JGI has established comprehensive IT general controls, information security controls and cybersecurity safeguards consistent with international best practices, including ISO 27001 for Information Security Management, ISO 22301 for Business Continuity and applicable national legal and regulatory requirements on data privacy and cyber protection. The Board further ensures that appropriate policies, procedures and monitoring mechanisms are in place for system access management, data integrity, change management, disaster recovery, cloud governance and secure third party integrations.

In relation to AI, the Board provides oversight of the Company's AI strategy, ensuring that AI driven solutions operate responsibly, ethically and in compliance with emerging regulatory expectations and internal governance frameworks. This includes oversight of data quality, model transparency, bias mitigation, auditability and the safe deployment of AI in customer facing and operational processes. Management is required to regularly report on AI risks, controls, performance and compliance with the Company's AI governance principles.

The Board also monitors the Company's adherence to legal and regulatory obligations concerning data privacy, cybersecurity and technology risk management. This includes ensuring that adequate resources, skilled personnel and technical capabilities are available to protect customer information, maintain system reliability and prevent unauthorized access or misuse of data. In alignment with regulatory and sectoral guidelines, JGI maintains a robust RegTech enabled compliance environment, using technology to automate monitoring, reporting, fraud detection, sanctions screening and data privacy compliance. Continuous monitoring of systems, event log analysis, threat intelligence and vulnerability management are performed to safeguard customer information and operational infrastructure.

In the event of any significant technology incident, cybersecurity breach, service outage, or data privacy concern, the Board engages closely with management through established escalation protocols. Management is required to provide timely updates, conduct root cause analyses, execute remediation plans and strengthen controls to prevent recurrence. The Board reviews post incident reports, lessons learned and corrective actions to ensure continuous improvement of the Company's IT and cyber-security posture.

To ensure effective governance, oversight and strategic direction in the areas of Cyber Risk, Cybersecurity and Data Protection, the Board has established two specialized committees. Each committee includes a Board Member with relevant IT and business expertise to enhance decision making and strengthen technology governance.

### **1. Board Risk & Compliance Committee (BRCC)**

BRCC is responsible for reviewing management's assessment of cybersecurity risks and evaluating the adequacy of proposed mitigation actions. As part of its oversight responsibilities, BRCC receives and reviews the following reports from the Chief Information Security Officer on a quarterly basis:

- IT Threat Report, covering emerging cyber threats, vulnerabilities and the organization's risk posture.
- Market Best Practices for Cyber Risk, outlining evolving industry trends, regulatory expectations and benchmarking against peer organizations.
- Cybersecurity Incident Report, detailing any security breaches, operational or financial losses (if any) and corrective/remedial actions undertaken by the IT team.

## 2. Information & Technology Steering Committee (ITSC)

ITSC provides strategic oversight into broader technology initiatives including IT governance, cybersecurity controls, business continuity, AI adoption and enterprise architecture. The presence of a Board Member with IT expertise ensures that technology decisions remain aligned with organizational risk appetite, regulatory requirements and long term digital transformation objectives.

The ITSC oversees broader technology governance, including:

- IT infrastructure and application controls
- Information security architecture
- Data privacy and protection measures
- Business continuity and disaster recovery readiness
- Core insurance system enhancements
- Digital transformation projects such as POS solutions, RPA initiatives, online ecosystems and AI enabled capabilities

Based on periodic reporting, internal audits, external assessments and independent assurance, the Board is satisfied that the Company's IT systems, controls and AI strategy operates effectively and are aligned with both regulatory expectations and the Company's overall governance framework. The Board remains committed to ongoing enhancement of technology resilience, data protection and responsible innovation.

## IT GOVERNANCE, CYBERSECURITY FRAMEWORK AND STRATEGIC APPROACH

The Board of Directors provides oversight of technology risk, cybersecurity and data privacy through its Risk/IT Governance Committee, receiving regular dashboards on threats, incidents, material risks, remediation progress and regulatory compliance.

Management operates an IT Governance framework aligned with recognized standards (e.g., ISO 27001 – Information Security, ISO 22301 – Business Continuity, NIST & SECP Cybersecurity Framework), with clear roles, responsibilities and segregation of duties across IT operations, information security, risk, audit and business functions. Policies undergo annual review and are approved by management and, where applicable, the Board committee.

### Policies & Procedures

- Information Security Policy (incl. access control, identity & privileged access management, encryption, secure development, patching, logging & monitoring).
- Cybersecurity Policy (threat management, vulnerability management, incident response, ransomware controls, email/web security, endpoint protection).
- Data Privacy & Protection Policy (lawful processing, purpose limitation, data minimization, retention, breach notification, data subject rights).
- Business Continuity & Disaster Recovery (BCP/DRP) (aligned to ISO 22301 and ISO 27031 for ICT readiness) with documented RTO/RPO and periodic DR drills.
- Third Party & Cloud Security Policy (due diligence, security clauses, right to audit, data residency, exit/escrow, continuous assurance).
- Secure SDLC / DevSecOps Standard (code review, SAST/DAST, dependency scanning, secrets management, secure APIs).
- Acceptable Use & Awareness Policy (mandatory training, phishing simulations, executive tabletop exercises).

### Cybersecurity Program

- Risk Management: Enterprise and IT risk registers, Business Impact Analysis (BIA) for critical processes and defined impact tolerances for key services.
- Defense in Depth Controls: Next gen firewalls, EDR/XDR, email security, network segmentation, MFA, PAM, data encryption at rest/in transit, SIEM/SOAR for monitoring and automated response.
- Vulnerability & Patch Management: Monthly patch cycles; quarterly vulnerability scans; annual penetration testing; remediation tracked to closure with risk acceptance where justified.
- Incident Response: 24/7 procedures for detection, containment, eradication, recovery and root cause analysis; established escalation to executive management and Board for major incidents; procedures for regulatory notifications and customer communications.
- Business Continuity & Resilience: Redundant infrastructure, backups with periodic restore testing, DR site with failover exercises and crisis communication protocols.
- Data Governance: Information classification, records retention, encryption key management and data loss prevention (DLP) on email, endpoints and cloud.

### Insurance Sector–Specific Considerations

- Claims & Underwriting Systems: Enhanced access controls and audit trails for core policy administration, straight through processing and workflows; fraud analytics integrated into claims.
- Partner & Distribution Channels: Security requirements for POS/agent portals, aggregators, bancassurance and Third Party Administrators (TPAs), API security (authentication, rate limiting, monitoring).
- Health & Medical Data (where applicable): Stricter privacy controls for PHI/medical records, hospital network connectivity safeguards and claim adjudication systems with least privilege access.

- Motor & Telematics: Secure data ingestion from apps/devices; explicit consent, retention limits, opt out mechanisms and transparent usage in pricing/claims.
- Catastrophe & Geospatial Analytics: Secure handling of satellite/geospatial datasets; integrity of catastrophe models used for pricing and reinsurance decisions.
- Payment & Customer Portals: PCI aligned controls for payment flows; bot and abuse protection; WAF and RASP for public portals.
- Regulatory Alignment: Compliance with applicable national laws/regulations on cybersecurity and personal data protection; adherence to sectoral circulars/guidelines and timely incident reporting where mandated.

### **AI Strategy, Security & Governance (where applicable)**

- AI governance principles including fairness, explainability, accountability, security by design.
- Model risk management: Data quality controls, drift detection, bias testing, human in the loop for critical decisions and model inventory with versioning/audit trails.
- Secure AI operations: Protection of training data and prompts, restrictions on sensitive data in AI tools and red team testing for model misuse.
- Alignment to emerging AI standards/regulations and integration with overall control environment and privacy program.

### **Third Party & Cloud Assurance**

- Pre contract due diligence (security posture, certifications, breach history, financial and operational resilience).
- Contractual safeguards (confidentiality, breach notification SLAs, sub processor controls, data location, exit/transition, cyber insurance).
- Continuous oversight (security attestations, penetration test summaries, SOC 2/ISO reports, vulnerability remediation reports).

### **Training, Culture & Awareness**

- Mandatory annual training for all staff; specialized training for privileged users and developers.
- Phishing simulations and targeted campaigns for high risk roles.
- Crisis exercises (tabletop and technical DR) including executive participation.

### **Metrics & Assurance**

- Key Risk/Performance Indicators:
  - Patch compliance rate; critical vulnerability MTTR.
  - MFA/PAM coverage; encryption coverage.
  - Phishing simulation failure rate; training completion.
  - DR test success and actual restore time vs. RTO.
  - Third party assurance status; high severity incident trends.
- Independent assurance: Internal audit reviews, external assessments (e.g., ISO audits, penetration tests) and reporting of findings and remediation to the Board.

### **Board Engagement in the Event of a Breach**

- Immediate escalation to the MD & CEO and Board committee per defined thresholds.
- Frequent updates on containment, customer/regulatory notifications and business impact.
- Post incident review with root cause analysis, control enhancements and timeline for remediation - tracking to closure with Board oversight.
- External communication governance to maintain transparency with customers, partners and regulators.

## DISCLOSURE ON BOARD-LEVEL OVERSIGHT OF IT GOVERNANCE AND CYBERSECURITY

The Board acknowledges the strategic importance of technology, cybersecurity and data protection to the Company's operations and overall risk profile. In line with best practice governance standards, at least one board level committee is formally charged with the oversight of IT governance, cybersecurity matters and emerging technology risks.

The Company's Board Risk & Compliance Committee (BRCC) is responsible for providing strategic oversight of IT risk management, cybersecurity posture, data privacy compliance and technology related internal controls. The BRCC includes a Board Member with relevant IT expertise, ensuring that cybersecurity and technology risks are evaluated with appropriate technical and risk management insight.

In addition, the Information & Technology Steering Committee (ITSC) supports the Board by reviewing key technology initiatives, IT controls, cybersecurity programs, business continuity readiness and alignment of technology strategy with the Company's long term objectives. The committee receives regular updates from the Chief Digital Strategy Officer, Head of IT & management regarding IT performance, system resilience, cybersecurity enhancements and risk mitigation progress.

### Administration of the Board's IT Risk Oversight Function

The Board administers its IT risk oversight responsibilities through a structured process that includes:

- Regular Reporting - Quarterly presentations from the Chief Information Security Officer on cybersecurity threats, vulnerabilities, industry best practices, compliance status and any material incidents.
- Risk Assessments - Review of IT risk assessments, cybersecurity risk registers and management's proposed mitigation actions.
- Incident Oversight - Evaluation of cybersecurity incidents, including impact analysis, loss assessment, remedial steps and actions to prevent recurrence.
- Policy & Control Framework Review - Periodic review of IT governance policies and controls aligned with international standards such as ISO 27001 (Information Security), ISO 22301 (Business Continuity) and NIST & SECP Cybersecurity Framework.
- Business Continuity & DR Readiness - Oversight of business continuity strategies, disaster recovery testing results and overall system resilience.
- Technology Strategy Evaluation - Review of technology transformation initiatives, IT investments, data protection programs and alignment of digital strategy with business objectives.

### Incident Escalation & Board Engagement

In the event of a technology incident, cybersecurity breach, or data privacy concern:

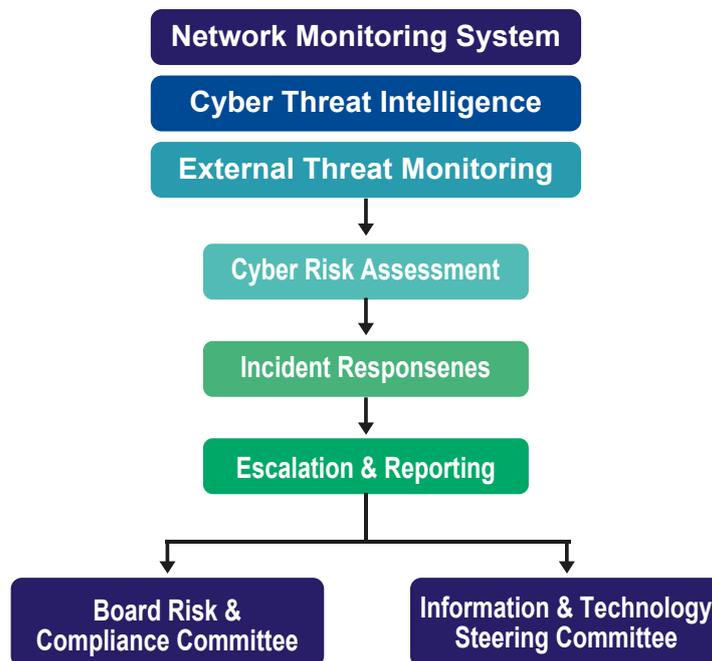
- The Board and BRCC are notified through defined escalation channels.
- Management provides incident details, impact assessment, regulatory notifications (if required) and remediation timelines.
- Post incident reviews and root cause analyses are presented to the Board, which ensures corrective actions are implemented and controls are strengthened.

Through these committees and established oversight processes, the Board ensures that IT governance, cybersecurity and data protection remain robust, compliant and capable of supporting the Company's operational resilience and long term strategic goals.

# DISCLOSURE ON CYBERSECURITY EARLY WARNING, INCIDENT DETECTION AND ESCALATION FRAMEWORK

JGI has established a comprehensive early warning system designed to proactively identify, assess and respond to cybersecurity threats and incidents. This system operates within the broader IT Governance and Cybersecurity Framework, aligned with international standards such as ISO 27001 (Information Security Management), ISO 27031 (ICT Readiness), ISO 22301 (Business Continuity) and the NIST Cybersecurity Framework. The objective is to ensure timely detection of risks, rapid escalation and effective communication to senior management and the Board.

## Early Warning System for Cybersecurity Risks and Incidents



### a) Proactive Monitoring & Threat Detection

- JGI maintains 24/7 security monitoring through automated tools such as SIEM, threat intelligence feeds, vulnerability scanners and endpoint protection platforms.
- These systems continuously track unusual activity, intrusion attempts, configuration changes, malware signatures and suspicious behavior across the network and cloud environments.
- Alerts generated through this ecosystem act as the first line of early warning, enabling immediate investigation by the Information Security and IT Operations teams.

JGI leverages CTM360, a leading cyber threat and digital risk protection platform, to monitor:

- Dark web chatter related to JGI
- Phishing campaigns and spoofing attempts
- Brand impersonation
- Leaked credentials
- External attack surface vulnerabilities

CTM360 provides early warning signals on external exposures, ensuring that JGI is immediately alerted to any threat originating outside its network perimeter.

## b) Cyber Risk Assessment & Prioritization

- Identified threats are assessed using a structured Cyber Risk Assessment Methodology, evaluating impact, likelihood and exposure to critical systems such as core insurance applications, POS platforms, customer portals and cloud services.
- High severity alerts trigger automated escalation to the Chief Information Security Officer (CISO) / Head of IT for immediate action, including containment and enhanced monitoring.

JGI uses the LogRhythm Security Information and Event Management (SIEM) platform to aggregate and correlate events from servers, firewalls, applications, endpoints and cloud resources. Key capabilities include:

- Real time log correlation across all systems
- Detection of anomalous activities and suspicious patterns
- Automated alerts for policy violations or brute force attempts
- Incident triaging and workflow automation
- Forensic investigation support

The SIEM serves as the central nervous system of JGI's early warning architecture, enabling rapid identification and prioritization of high risk events.

All alerts generated through NMS, CTI, CTM360 and SIEM are evaluated through a structured cyber risk assessment process based on:

- Impact on core insurance systems
- Likelihood of exploitation
- Sensitivity of data involved
- Regulatory implications

High severity risks trigger automatic escalation to the CISO & Head of IT for mitigation and activation of incident response procedures.

## c) Incident Response Procedures

- JGI follows a formally approved Cybersecurity Incident Response Procedure that outlines roles, communication flows and actions for early detection, containment, eradication and recovery.
- This procedure includes predefined thresholds for escalation to senior management and the Board's oversight committees (BRCC and ITSC).

## d) Real-Time Reporting & Timely Communication

- Material cybersecurity events, high risk vulnerabilities, breach attempts, or confirmed incidents are escalated to the Board level committees through:
  - **Immediate notifications**, when incidents meet predefined severity thresholds.
  - **Quarterly reporting**, including summaries of early warning alerts, threat trends, vulnerability status and industry risk updates.
- This ensures the Board receives timely, complete and accurate information to exercise its oversight role effectively.

JGI operates an enterprise grade **Network Monitoring System (NMS)** that continuously monitors:

- Network health and device uptime
- Bandwidth spikes and anomalies
- Unusual traffic patterns
- Faults, alerts and threshold breaches

The NMS generates **real-time alerts** that serve as the first layer of early detection. These alerts help the IT team identify and address vulnerabilities or service degradation before they escalate into cybersecurity risks.

The early warning system enables timely reporting to:

- a. Board Risk & Compliance Committee (BRCC)**
- b. Information & Technology Steering Committee (ITSC)**

Escalation includes:

- Immediate notifications of high severity or material incidents
- Quarterly reporting covering threat trends, incidents, vulnerabilities, CTI intelligence and remediation actions
- Post incident briefings, including RCA, lessons learned and improvement plans

This ensures that the Board has clear visibility of the cybersecurity landscape and JGI's mitigation efforts.

## **e) Integration with Business Continuity & Disaster Recovery**

- Early warning indicators related to system outages, network attacks, or data integrity disruptions are automatically linked to the Business Continuity and DR protocols, enabling proactive readiness and faster response during critical events.

Alerts related to system degradation, ransomware indicators, or network compromise are linked to:

- Business Continuity activation
- Disaster Recovery failover procedures
- Crisis communication protocols

This ensures operational resilience and uninterrupted customer service.

## **f) Regulatory Reporting Readiness**

- The early warning system supports the Company's ability to meet regulatory expectations by ensuring:
  - Timely disclosure of cybersecurity incidents to regulators where required;
  - Proper documentation of incident impact, root cause analysis and remediation;
  - Transparent communication aligned with SECP cybersecurity and operational resilience guidelines.

## g) Continuous Improvement & Learning

- All early warning alerts, near miss incidents and minor anomalies are logged and reviewed during:
  - quarterly BRCC and ITSC meetings,
  - annual internal audits and
  - external assessments (ISO auditors, penetration tests).
- Lessons learned are incorporated into updated controls, revised policies, enhanced monitoring rules and improved response procedures.

All early warning indicators, including NMS alerts, SIEM events, CTM360 findings and CTI intelligence, are:

- Logged, categorized and reviewed
- Used to refine detection rules
- Incorporated into internal audit cycles
- Benchmarked against industry best practices

This cycle ensures ongoing maturity of JGI's cyber defense posture.

# POLICY FOR INDEPENDENT SECURITY ASSESSMENT OF IT ENVIRONMENT

JGI maintains a formal policy requiring periodic, independent and comprehensive security assessments of its entire technology environment, including cybersecurity controls, infrastructure security, application security, cloud environments and third party service providers. These reviews are aligned with leading international standards such as ISO 27001, NIST SP 800 53 and the SECP Cybersecurity Framework, ensuring that control effectiveness, threat preparedness and third party risk management processes remain robust and up to date.

To ensure independence and objectivity, JGI engages reputable external audit and cybersecurity assurance firms to perform these assessments. PwC serves as the Company’s retained external advisor, providing ongoing cybersecurity oversight, gap assessments and advisory services throughout the year. In addition, KPMG is also engaged periodically to perform independent security reviews and thematic deep dive assessments, ensuring multi layered validation of the Company’s security posture.

## Policy on Independent Comprehensive Security Assessment

<b>Policy Objective</b>	JGI maintains a formal policy requiring periodic independent, comprehensive security assessments of its entire technology environment, including cybersecurity controls, infrastructure, applications, cloud environments and integrated third party systems.
<b>Scope of Assessment</b>	Reviews cover information security governance, network and cloud security, application security, secure SDLC practices, incident response readiness, business continuity alignment and third party/vendor cybersecurity risk management.
<b>Standards &amp; Frameworks</b>	Assessments are aligned with ISO 27001:2022, NIST SP 800 53, ISO 22301 for business continuity and the SECP Cybersecurity Framework.
<b>External Firms Engaged</b>	<ul style="list-style-type: none"> <li>• PwC – Retained cybersecurity advisor performing ongoing assurance and independent reviews.</li> <li>• KPMG – Conducts periodic thematic security assessments.</li> <li>• BDO Pakistan – Currently performing the ISO 27001:2022 pre audit risk assessment to support certification readiness.</li> </ul>
<b>Third Party Risk Coverage</b>	External assessments include evaluation of critical third party integrations, vendor security practices, SLA compliance, API and data flow security and alignment of outsourced services with JGI requirements.
<b>Assessment Frequency</b>	Conducted annually or as required based on regulatory obligations, changes in technological environment or emerging risks.
<b>Most Recent Comprehensive Review</b>	The latest full scope independent assessment was conducted in FY2025 by PwC, covering infrastructure, applications, cybersecurity controls and third party exposures.
<b>Ongoing Reviews</b>	ISO 27001:2022 pre audit risk assessment by BDO Pakistan is currently underway, supporting the Company’s goal of achieving ISO 27001 certification.
<b>Reporting &amp; Governance</b>	Assessment results and remediation progress are formally presented to the Board Audit Committee and the Board Risk & Compliance Committee (BRCC).
<b>Outcome / Commitment</b>	JGI remains committed to maintaining a robust, resilient and compliant technology environment through regular external security assessments and continuous monitoring of third party risks.

The assessment scope includes:

- Review of information security governance, policies and control maturity
- Vulnerability assessment and penetration testing (VAPT)
- Cloud and network security architecture review
- Application security and secure SDLC adherence
- Cyber resilience and incident response readiness
- Review of third party risk management, including vendor cybersecurity posture, SLA adherence and data protection controls
- Assessment of business continuity and disaster recovery alignment with ISO 22301

The most recent independent comprehensive security assessment was conducted in FY2025, led by PwC, covering the full technology environment and critical third party integrations. Previous thematic reviews were performed by KPMG as part of ongoing external assurance cycles. Key findings, along with remediation plans, were formally presented to the Board Audit Committee and the Board Risk & Compliance Committee (BRCC).

BDO Pakistan is currently conducting an ISO 27001:2022 pre audit risk assessment to evaluate the maturity of the Company's Information Security Management System (ISMS) and identify readiness gaps.

The ongoing review by BDO Pakistan includes evaluation of:

- Information security governance and ISMS policy framework
- Asset management and risk assessment methodology
- Control maturity against ISO 27001:2022 Annex A
- Third party and vendor security management
- Secure development and change management practices
- Incident response and monitoring capabilities
- Business continuity and disaster recovery alignment with ISO 22301 & ISO 27031

This pre audit assessment will play a critical role in supporting the Company's journey toward attaining ISO 27001:2022 certification, by ensuring compliance with updated controls, identifying areas of improvement and validating the effectiveness of implemented measures.

JGI remains committed to continuous improvement in cybersecurity and undertakes such independent assessments on a regular basis to enhance resilience, maintain regulatory compliance and ensure robust protection of organizational and customer data.

# IT RESILIENCE, DISASTER RECOVERY AND CYBER RISK COVERAGE

JGI has established a comprehensive and resilient contingency framework to ensure continuity of operations in the event of a potential IT failure, cyber incident, or disruption affecting critical systems. The framework is aligned with ISO 22301 (Business Continuity Management) and ISO 27031 (ICT Readiness for Business Continuity), ensuring a structured, proactive and well tested approach to operational resilience.



## Contingency and Disaster Recovery Readiness

JGI has implemented a multi layered Disaster Recovery (DR) and Business Continuity Management System (BCMS) covering:

- Defined Recovery Objectives - Clear Recovery Time Objectives (RTOs) and Recovery Point Objectives (RPOs) for core business applications, databases and digital channels.
- Redundant Infrastructure - Replication of critical systems to secure off site/DR locations to ensure continuity of service during disruptions.
- Cyber Breach Response Playbooks - Documented incident response procedures, reporting mechanisms and coordination protocols with the Information Security Team, Technology Operations and Executive Management.
- 24/7 Monitoring & Early Warning Systems - Continuous monitoring of IT infrastructure, networks and security events through NMS, SIEM, CTI and threat intelligence platforms to detect anomalies early.
- Periodic Testing - Regular DR drills, failover tests, tabletop cyber crisis simulations and system restoration validations to test readiness and response effectiveness.
- Third Party Resilience - Integration of third party service providers into the DR and incident response procedures, ensuring continuity of outsourced or cloud services in line with contractual obligations.
- Board Oversight - Regular reporting to the Board IT & Cybersecurity Oversight Committee and the Board Audit Committee on resilience, test results and identified improvements.

## Response to IT Failures or Cyber Breaches

In case of a significant IT disruption or cyber breach, JGI activates a structured response process that includes:

- Immediate containment and isolation of affected assets
- Activation of DR and BCMS protocols
- Forensic analysis and root cause diagnosis
- Stakeholder and regulatory notifications in line with policies
- Restoration of critical systems through DR environment
- Continuous communication to management, impacted teams and the Board

This ensures rapid recovery, reduced downtime and minimal operational or customer impact.

## Cyber Insurance Coverage

To complement its internal controls and resilience framework, JGI has secured a Cyber Insurance Policy that provides financial protection and specialized support against cyber events. The policy typically covers:

- Cyber Incident Response & Forensic Services
- Data Breach Costs (including notification, investigation and remediation)
- Business Interruption & Extra Expense Coverage
- Cyber extortion & ransomware response
- Liability arising from data breaches or unauthorized access
- Third party claims related to privacy breaches or system outages

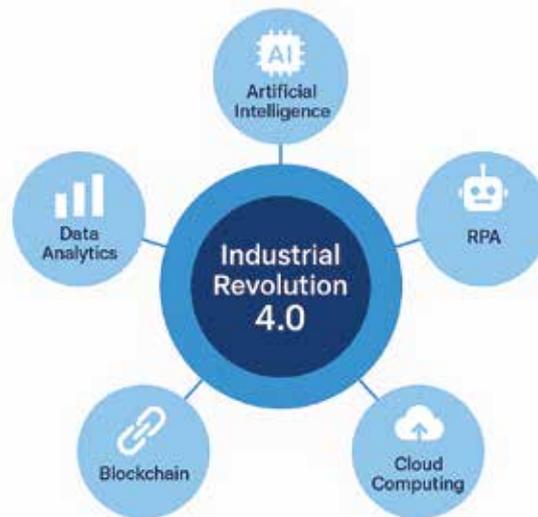
This insurance acts as an additional safeguard and ensures that, in the unlikely event of a major cyber incident, JGI has both the financial backing and professional incident response expertise to recover swiftly and effectively.

# ADVANCEMENTS IN DIGITAL TRANSFORMATION AND INDUSTRY 4.0 ADOPTION

As part of its digital transformation journey, JGI is strategically adopting key pillars of Industrial Revolution 4.0, including Artificial Intelligence (AI), Robotic Process Automation (RPA), Data Analytics, Blockchain principles, Cloud Computing, Cyber-Physical Systems (CPS) etc., to enhance operational transparency, strengthen governance and drive sustainable value creation. These technologies have enabled the modernization of the JGI's operating model and improved the accuracy, speed and reliability of business processes and reporting.

- Artificial Intelligence (AI) is being progressively integrating into different modules like underwriting, claims triaging, financial system, fraud monitoring and customer service support, improving decision quality and enabling predictive insights for risk assessment.
- Robotic Process Automation (RPA) has streamlined repetitive and rule based tasks across operations and claims, improving turnaround times, reducing errors and enhancing transparency in process flows.
- Advanced Data Analytics tools support real time dashboards, customer behavior insights, actuarial modelling and performance monitoring, enabling more informed governance and Board reporting.
- Blockchain aligned controls enhance data integrity, immutability and auditability in transactions and document management, strengthening trust and traceability across digital processes.
- Cloud Computing forms the backbone of scalable and resilient digital operations, supporting high availability, secure data management, business continuity and seamless integration across platforms.
- Cyber-Physical Systems (CPS) integrated systems where physical processes (machines, sensors, devices) are tightly interconnected with cyber components (software, networks, algorithms) to monitor, control and automate real world activities in real time.

Pillars of Industrial Revolution 4.0 are:



By leveraging these Industry 4.0 capabilities, the JGI will enhance clarity in reporting, ensure structured and auditable governance workflows and deliver more efficient, transparent and customer-centric services - ultimately contributing to long-term organizational resilience and value creation.

## a. Enhancing Transparency Through Intelligent Automation and Real Time Data

JGI has deployed advanced digital capabilities—such as automation, robotic process automation (RPA) and real-time monitoring dashboards—to improve visibility across operational functions. Key initiatives include:

- Automation of core claims & third-party processes - reducing manual intervention and enabling traceability at every stage.
- Real-time analytics dashboards - providing operational insights to management and the Board, supporting evidence-based decisions.

- Digital integrations and workflows - that ensure all transactions remain logged, monitored and auditable, thereby improving accuracy and reducing process gaps.

These measures have strengthened transparency and reliability of information across the organization.

## **b. Strengthening Governance Through Technology-Enabled Oversight**

Digital transformation has been a critical enabler in reinforcing the Company's governance framework. Industry 4.0 technologies implemented include:

- Centralized digital workflow platforms providing structured approvals, escalations and audit trails.
- Advanced cybersecurity systems, including SIEM, threat intelligence integrations and early warning monitoring across the technology estate.
- Automated compliance reporting aligned with regulatory requirements and internal governance standards.
- Enhanced Board reporting dashboards, enabling real time oversight of key operational, financial and risk metrics.

These initiatives support strong governance by ensuring accuracy, accountability and compliance across all business lines.

## **c. Value Creation Through Innovation and Digital Customer Experiences**

JGI leveraged Industry 4.0 to modernize its insurance value chain and improve customer centricity. Key advancements include:

- Development of digital ecosystems for motor and travel insurance, enabling customers and partners to access services through web and app platforms.
- Introduction of digital Point of Sale (POS) solutions developed in house, improving speed, efficiency and customer reach.
- Deployment of the KYC application, enabling seamless digital onboarding with secure verification.
- Smart automation in claims processing, enhancing turnaround time, accuracy and customer satisfaction.

These innovations reinforce the JGI's commitment to continuous value creation and modernization.

## **d. Improving Corporate Reporting Through Technology-Driven Insights**

JGI has modernized its internal reporting and financial/operational disclosures by integrating digital tools that ensure accuracy, timeliness and clarity. Advancements include:

- Integrated data platforms consolidating information from multiple systems for consistent and reliable reporting.
- Advanced analytics and visualization tools enabling improved management reporting and scenario planning.
- Automation of periodic regulatory and governance reports, reducing manual dependency and enhancing the speed and quality of disclosures.

These digital enhancements support improved transparency with stakeholders and align with global reporting best practices.

## **e. Future-Focused Digital Roadmap**

JGI remains committed to expanding its Industry 4.0 adoption through investments in:

- Artificial Intelligence and Machine Learning
- Predictive analytics and advanced actuarial modelling
- Cloud-native platforms
- Enhanced cybersecurity and zero-trust architecture
- End-to-end digital customer journeys

These efforts will further strengthen resilience, operational excellence and long-term stakeholder value.

# CYBERSECURITY TRAINING AND AWARENESS

JGI places strong emphasis on building a security aware culture and recognizes that employee awareness is a critical line of defense against cyber threats. As part of its cybersecurity strategy, the Information Security department has implemented comprehensive education, training and awareness programs designed to mitigate risks, strengthen defenses and promote responsible digital behavior across the organization.

## a. Structured Cybersecurity Training Programs

Conducts periodic cybersecurity training sessions for all departments, with specialized modules for high risk or privileged access users. These programs include:

- Mandatory annual cybersecurity awareness training covering phishing, social engineering, password hygiene, safe browsing, data protection and secure email practices.
- Role based training for IT, operations, customer service and other functions dealing with sensitive systems or customer data.
- Special training for privileged users and system administrators focused on secure configuration, access management and advanced threat handling.

These training courses are aligned with globally recognized cybersecurity best practices and regulatory requirements.

## b. Continuous Awareness and Behavioral Reinforcement

To reinforce good cyber hygiene practices, JGI maintains an ongoing awareness program that includes:

- Regular communication campaigns, such as awareness emails, posters, intranet articles and tips on emerging cyber threats.
- Phishing simulation exercises to help employees recognize suspicious emails and improve response behavior.
- Monthly awareness themes covering topics such as ransomware, data privacy, safe remote working and password security.

The goal is to cultivate a vigilant and informed workforce capable of identifying and reporting potential risks promptly.

## c. Executive and Senior Management Workshops

Recognizing the importance of leadership involvement, JGI conducts:

- Executive level and senior management - cybersecurity briefings focusing on threat landscape, regulatory updates and risk posture.

These sessions strengthen strategic understanding and help align cybersecurity decisions with organizational priorities.

## d. Incident Response & Crisis Simulation Drills

To ensure preparedness, JGI carries out:

- Cyber incident tabletop exercises simulating realistic attack scenarios.
- Cross functional crisis management rehearsals involving IT, Legal, Compliance, Risk and Business teams.
- DR & BCMS testing exercises that validate the responsiveness of teams during system failures or cyber events.

These drills ensure staff familiarity with escalation protocols and improve response coordination across the organization.

### **e. Specialized Technical Skill Development**

JGI encourages continuous professional development for technical teams through:

- Participation in external cybersecurity certifications (e.g., ISO 27001, SOC, cloud security, threat intelligence).
- Technical workshops on emerging threats, secure coding practices and vulnerability management.
- Engagement with cybersecurity platforms and retainer partners for knowledge enhancement.

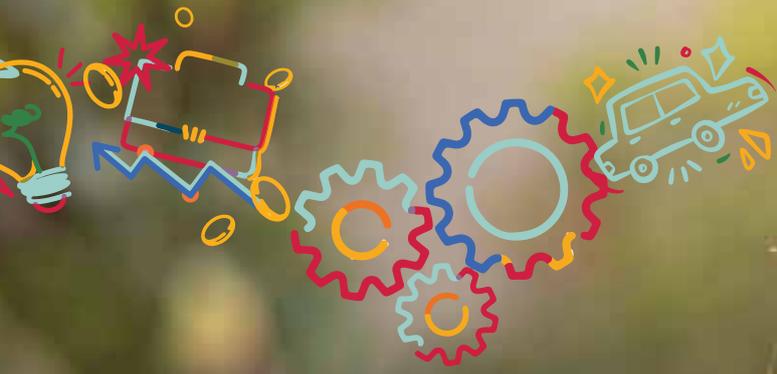
This strengthens in house cybersecurity expertise and improves resilience.

### **f. Reporting Culture & Employee Engagement**

JGI promotes a responsible and proactive reporting culture by:

- Maintaining a dedicated cybersecurity incident reporting channel.
- Encouraging employees to promptly report suspicious activities or potential vulnerabilities.
- Recognizing and rewarding positive cybersecurity behavior through internal programs.

This ensures early detection, timely response and continuous improvement.



**CORPORATE  
SOCIAL  
RESPONSIBILITY  
& SUSTAINABILITY**





# SUSTAINABILITY

Creating Enduring Value for Society and the Economy

## INTRODUCTION AND SCOPE

At Jubilee General Insurance Company Limited, sustainability is integral to the way we conduct our business. Our approach recognises that long-term corporate resilience and sustainable value creation depend on managing risks and opportunities responsibly while contributing positively to the economy and society. Accordingly, we assess our risks, opportunities, impacts and performance in a holistic manner to support informed decision-making and long-term stakeholder value.

This Sustainability Report outlines the Company's efforts to integrate Environmental, Social and Governance (ESG) considerations into its strategy, operations and governance practices. Aligned with the Aga Khan Development Network's (AKDN) commitment for all its agencies and institutions to achieve net zero carbon emissions across operations by 2030, the Company has adopted an ambitious Net Zero 2030 target, underscoring its commitment to climate action and responsible business practices. The report highlights JGI's progress in managing climate-related risks, strengthening governance frameworks, fostering an inclusive workplace and supporting sustainable development in Pakistan.

The report has been prepared with reference to the Securities and Exchange Commission of Pakistan (SECP) ESG Disclosure Guidelines for Listed Companies (2023), which, while currently voluntary for the Company, provide a useful framework for structured ESG reporting. Efforts have also been made to align disclosures with the principles of IFRS S1 and S2, with the objective of providing decision-useful information on sustainability-related risks, opportunities and performance that may affect the Company's prospects. This approach helps establish a consistent and evolving ESG reporting baseline.

JGI's ESG framework emphasises responsible operations, transparent governance and proactive stakeholder engagement. Key focus areas include environmental performance through emissions and resource management, strengthened systems and oversight to enhance accountability, transparency and social responsibility through employee well-being, diversity and engagement with stakeholders.

This report covers the financial year ended 31 December 2025 and includes all operations under JGI's operational control in Pakistan. The reporting boundary for greenhouse gas (GHG) emissions follows the operational control approach of the GHG Protocol. Disclosures also draw upon concepts reflected in IFRS S1 and S2, TCFD-aligned guidance and the GHG Protocol Corporate Standard to support consistency, transparency and comparability. External assurance is not currently mandatory for GHG emissions and climate action disclosures.

## MATERIALITY ASSESSMENT

### Materiality Approach

The Company's materiality determination is based on the SECP ESG Disclosure Guidelines for Listed Companies (2023), which identify ESG topics that are material to listed entities in Pakistan from a regulatory perspective and reflect investor information needs, systemic risks and stakeholder expectations.

The Company intends to undertake stakeholder engagement and independent materiality assessments in future reporting cycles to validate priorities and identify emerging ESG risks and opportunities.

### Climate-Related Topics as Cross-Cutting Priority

Climate change is a cross-cutting material topic, creating risks and opportunities for the Company. These include physical risks affecting frequency and severity of claims resulting from extreme weather events. Transition risks arise from evolving policy and SECP regulatory requirements, technological shifts, market expectations and reputational considerations. Climate-related opportunities include product innovation, operational efficiency and emissions reduction and strengthened market positioning through climate stewardship.

Climate Dimension	Business Relevance
Physical risks	Higher catastrophe claims from extreme weather
Transition risks	Regulatory, technology and market shifts
Reputation risks	Stakeholder expectations on climate action
Opportunities	Climate-resilient insurance and efficiency gains

## Business Overview

Business Model and Value Chain: Details are provided on page nos. 39, 50, 51, 176, 228 of this report.  
 Products and services: Refer to page nos. 34, 35 for details.

## Procedure adopted for quality assurance of products

Jubilee General Insurance Company Limited follows a structured product development and quality assurance process to support innovation and customer satisfaction. Insurance products are developed through cross-functional reviews assessing customer needs, with features formally documented. Digital products and online sales platforms, including mobile applications and payment facilities, undergo User Acceptance Testing (UAT) prior to launch. The Company's quality management framework is supported by ISO 9001:2015 certification.

## Consumer Protection Measures

The Company is committed to safeguarding policyholders' interests through accessible and effective grievance redressal mechanisms, including a dedicated Customer Complaints Redressal function. Policyholders may lodge complaints with branch and office representatives, through the Company's online complaint registration facility or via the call centre, with prompt resolution accorded priority.

In accordance with regulatory requirements, the prescribed consumer awareness message, setting out the contact details of designated complaint handling authorities, is prominently displayed at all business locations and on the Company's website. The Company complies with the decisions of the Insurance Ombudsman and the Small Dispute Resolution Committee for Insurance.

## Geographic and Financial Overview

Details are provided on page nos. 4, 208, 209, 366, 367 of this report.



# ALIGNMENT WITH THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGS)

## SDG Reporting Approach

The Company aligns its initiatives and activities with selected priority SDGs and tracks progress through relevant ESG indicators and initiatives undertaken across its operations. As JGI's sustainability framework continues to evolve, the Company intends to further enhance the use of structured metrics and indicators to support more comprehensive monitoring and reporting of its contributions towards the relevant SDGs.

## Priority SDGs and Company Contributions:

JGI aligns its operations and CSR initiatives with eight priority SDGs where the Company's activities currently demonstrate the most direct linkage and impact. The relevance and applicability of other SDGs is assessed on an ongoing basis. JGI will continue to refine and expand its SDG alignment to better capture the broader impact of its initiatives and contributions.



### SDG 1: No Poverty

Through PKR 46.30 million in CSR investments during 2025, the Company supported healthcare, education and community development initiatives contributing to economic empowerment of vulnerable communities.



### SDG 3: Good Health and Well-Being

The Company provides 100% health and life insurance coverage to employees and maintained a zero-workplace-injury record during the year. CSR healthcare investments totaled PKR 9.85 million in 2025. The Company also processed approximately eighty four thousand health insurance claims of PKR 3.6 billion. JGI strengthened its health-focused offerings through ParentsCare, a health insurance product designed for individuals aged 45-65 years at inception, renewable annually up to age 70. JGI also partnered with Aga Khan University Hospital (AKUH), enabling employees to avail a 13% discount at the AKU Pharmacy in HBL Plaza and extending healthcare discounts across AKUH's nationwide services to JGI clients and employees of corporate clients and their families for services such as laboratories, pharmacies, radiology and medical centres.



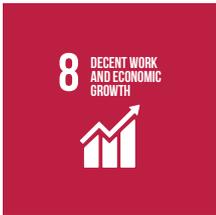
### SDG 4: Quality Education

The Company invested PKR 16 million in 2025 in education initiatives and supports campus recruitment, mentorship for female undergraduates and continuous employee training and development. The Education Assistance Programme with the Orange Tree Foundation supported 154 students with PKR 5 million (Jul-Dec 2025), reinforcing welfare and social impact.



### SDG 5: Gender Equality

The Company maintains 30% women representation on the Board and 13.38% women in the workforce. Gender initiatives include inclusive recruitment, maternity and flexible work policies, anti-harassment measures and leadership development. The Women Leadership Forum (WLF) supports female leadership development and advises management on inclusion initiatives. The Company also promotes women's well-being through HerCare, a dedicated protection plan designed specifically for women, offering financial protection and support tailored to their unique health and medical needs.



### SDG 8: Decent Work and Economic Growth

The Company provides formal employment, fair compensation, comprehensive benefits plus universal health and life coverage. Training programmes for employees, including the support staff, promote skills development and inclusive workplace culture.



### SDG 12: Responsible Consumption & Production

The company encourages resource conservation through awareness programs within the organization, eliminating single use plastic bottles with refillable glass bottles, reducing paper through digitalization initiatives and effective waste management at source. The company improves energy efficiency by converting AC systems to energy efficient inverter technology and replacing conventional lights with LEDs.



### SDG 13: Climate Action

The Company has set an objective of achieving Net Zero by 2030 and has reduced GHG emissions by 27% from the baseline of 1112.50 tCO<sub>2</sub>e (2019) to 809.51 tCO<sub>2</sub>e in 2025 across Scope 1–3. The Net-Zero pathway targets operational reduction with high-integrity offsetting. Climate risks and strategy are reviewed annually by the Board with quarterly monitoring. Furthermore, JGI partnered with WWF-Pakistan to implement an Environment Management Plan and for their Green Office certification. Currently the locations in Karachi, Lahore and Islamabad are certified.



### SDG 15: Life on Land

In partnership with WWF-Pakistan, JGI supports biodiversity conservation through livestock insurance addressing human-wildlife conflict in Khyber Pakhtunkhwa and Gilgit-Baltistan. The pilot programme compensates herders for livestock losses from snow and common leopard predation, supporting livelihoods and wildlife conservation. This innovative solution not only protects farmers but also reduces retaliatory harm to endangered & threatened species.



# ESG PERFORMANCE METRICS AND TARGETS

## Executive Overview: 2025

### Climate & Environment



<b>Baseline year:</b>	2019
<b>Net Zero Target:</b>	2030
<b>Approach:</b>	5-10% reduce   90-95% offset
<b>GHG Emissions:</b>	809.51 tCO <sub>2</sub> e
<b>Emission Intensity:</b>	0.0305 tCO <sub>2</sub> e / Mn PKR GWP

### People, Social and Benefits



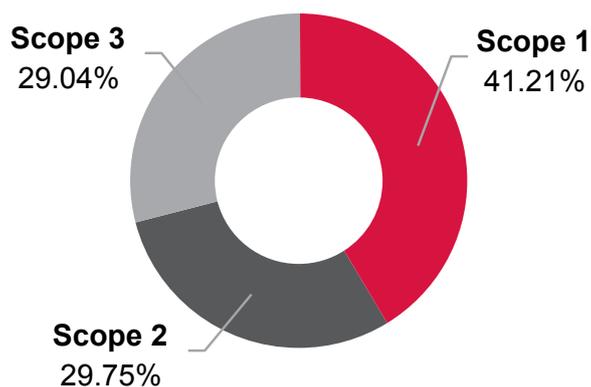
<b>Workforce:</b>	710 Employees
<b>Workplace Safety Performance TRI:</b>	NIL
<b>Group Health Insurance:</b>	Yes
<b>Group Life Insurance:</b>	Yes
<b>Disability Coverage:</b>	Yes
<b>Parental Leave:</b>	Female employees only
<b>Retirement Provision:</b>	Provident & Gratuity Fund
<b>Salaries, Wages, Benefits:</b>	PKR 2.2 billion
<b>CSR Investment:</b>	PKR 46.30 million

### Governance



<b>Board Size:</b>	10 Directors
<b>Independent Directors:</b>	30%
<b>Women Directors:</b>	30%
<b>Board Meetings:</b>	08
<b>Board Attendance:</b>	96%
<b>ESG Oversight:</b>	BRCC (Quarterly)

### GHG Emissions Break-up (2025)

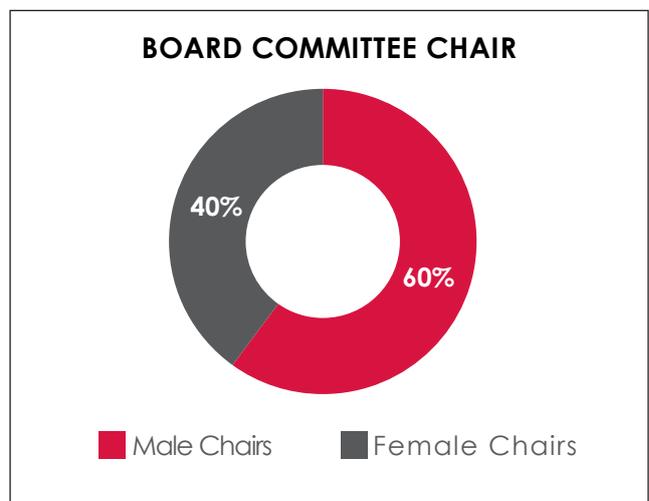
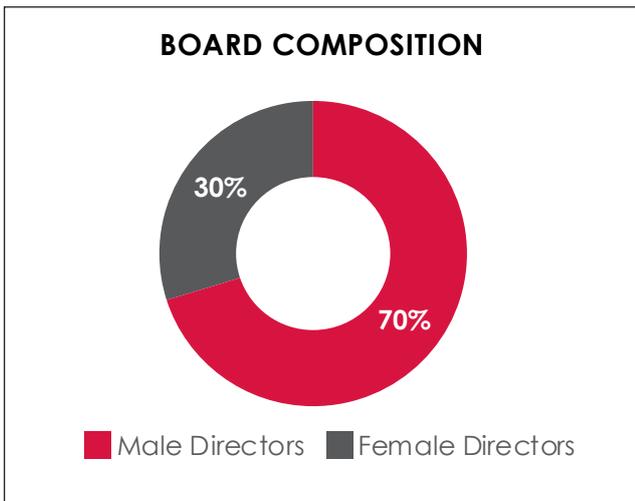


## GOVERNANCE METRICS

### Board Composition and Effectiveness

The Company’s governance framework comprises the Board of Directors, five Board Committees and executive management led by the Chief Executive Officer, providing oversight of strategy, risk, performance and sustainability. The Board met eight times in 2025 with 96% attendance, reflecting strong engagement in strategic, financial, risk and sustainability matters.

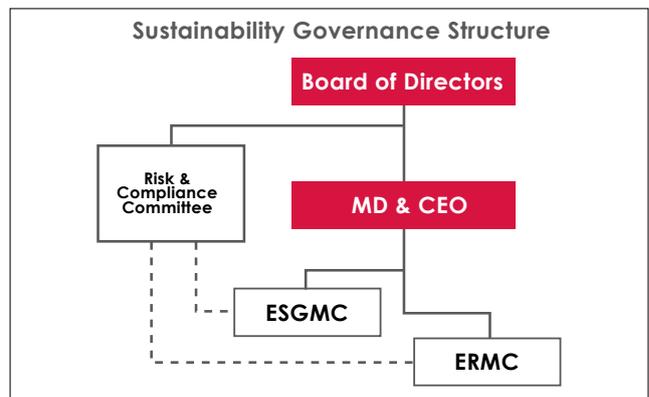
As at 31 December 2025, the Board comprised ten directors, including three independent directors, three women directors, six non-executive directors and one executive director (CEO). Details in the Statement of Compliance on page no. 243.



### Board Oversight of Sustainability

The Board oversees sustainability through the Board Risk and Compliance Committee (BRCC), which integrates climate and ESG risks into the Enterprise Risk Management Framework. The BRCC met five times in 2025, reviewing climate risks, environmental performance and Net-Zero progress.

The Board considers climate risks annually within strategy and risk assessments, including physical risks and transition risks.



### Skills and Training

The Board collectively brings extensive experience in governance, financial services, risk management, regulation, technology and strategy. The directors also contribute perspectives shaped by their involvement in business leadership, financial sector policy and social development initiatives, supporting the Board’s oversight of sustainability and responsible business practices.

During the year, management undertook training on IFRS S1 and S2 and climate-related risk to enhance the Company’s preparedness for evolving sustainability disclosure requirements. Management capabilities are further strengthened through training in GHG accounting, ESG reporting frameworks, green office practices, sustainable finance and stakeholder engagement, supporting the effective integration of ESG considerations across the Company’s operations.

### Management Role

An Environment, Social and Governance Management Committee (ESGMC) comprising of senior representatives from Operations, Finance, Risk, HR, IT and Administration was established in February 2025 to coordinate the Company’s ESG initiatives, including support for the Net-Zero 2030 objective.

Its responsibilities include oversight of emissions measurement and reduction, resource and energy efficiency, integration of climate and broader ESG risks and opportunities, governance and compliance alignment, sustainability data & reporting and stakeholder engagement. The Committee meets quarterly and reports to the BRCC, ensuring alignment between management actions and Board oversight.

## **Ethics and Anti-Corruption**

The Company maintains a comprehensive Code of Conduct covering ethics and anti-corruption standards. All employees are required to read, understand and annually acknowledge the Code reinforcing organisation-wide awareness and accountability.

The Company record reflects the effectiveness of the Code of Conduct, strong tone from the top, robust internal controls and segregation of duties, confidential whistleblowing arrangements and ongoing ethics awareness programmes.

## **Data Privacy and Cybersecurity**

The Company has implemented a data privacy policy and taken steps to comply with general data protection principles. Data privacy and cybersecurity practices follow the SECP's cybersecurity framework guidelines, ensuring the protection of customer data, employee information and business-sensitive information.

## **ESG Risk Management Framework**

ESG risks, including climate-related physical and transition risks, are integrated into the Company's ERM Framework to ensure systematic identification, assessment and management alongside financial, operational, strategic and compliance risks. Mitigation measures include responsible underwriting and operational adaptation aligned with sustainability objectives.

ESG risk monitoring is conducted quarterly by the ESG Management Committee with oversight by the Board Risk and Compliance Committee.

# **ENVIRONMENTAL METRICS**

## **Climate-Related Risks and Opportunities**

Pakistan is among the world's most climate-vulnerable countries, ranking approximately 5th globally in long-term climate risk exposure despite contributing less than 1% of global greenhouse-gas emissions. The country faces significant exposure to floods, droughts, cyclones and heatwaves. For insurers, these physical risks may increase claims frequency and severity across property, motor and agriculture portfolios, as evidenced by the 2022 floods, which affected over 33 million people and caused losses of approximately USD 30 billion.

Transition risks arise from evolving climate-related regulation, renewable-energy targets, technological change and rising ESG expectations, with potential implications for operating costs, investment portfolios and insurance demand. These developments are influenced by Pakistan's national climate commitments under the Paris Agreement, including updated Nationally Determined Contributions and a long-term transition toward low-carbon and climate-resilient development.

Climate-related opportunities include development of climate-resilient and renewable-energy insurance solutions, operational efficiency and emissions reduction, and expansion of protection in an underinsured market where insurance penetration remains below 1% of GDP.

## **Strategic Approach to Climate and Sustainability**

The Company recognises that climate change and broader sustainability considerations as strategic priorities are integral to long-term value creation, prudent risk management and evolving stakeholder expectations. Its sustainability approach integrates climate considerations into underwriting, investments, operations and governance, while advancing climate-resilient insurance solutions, operational efficiency and responsible business practices. The approach is aligned with applicable ESG disclosure requirements and guided by the AKDN principles of sustainable development, environmental stewardship and its Net Zero commitment.

To address these priorities, the Company has established a Climate Resilience Strategy aligned with IFRS S1/S2, integrating climate considerations across governance, risk management, operations and product development. Implementation is embedded within the existing governance framework, with oversight by the BRCC, execution by the ESGMC and periodic performance monitoring.

### Strategic pillars

1. **Governance and leadership:** Board oversight, climate KPIs and IFRS-aligned disclosures
2. **Climate risk management:** ERM integration, scenario analysis and portfolio screening
3. **Operational resilience:** facility risk assessment, business continuity and adaptation
4. **Product innovation:** parametric, agriculture and renewable-energy insurance solutions
5. **Net-zero transition:** emissions reduction and offsets, with progressive expansion of Scope 3 measurement
6. **Stakeholder engagement and disclosure:** reporting, collaboration and policy alignment

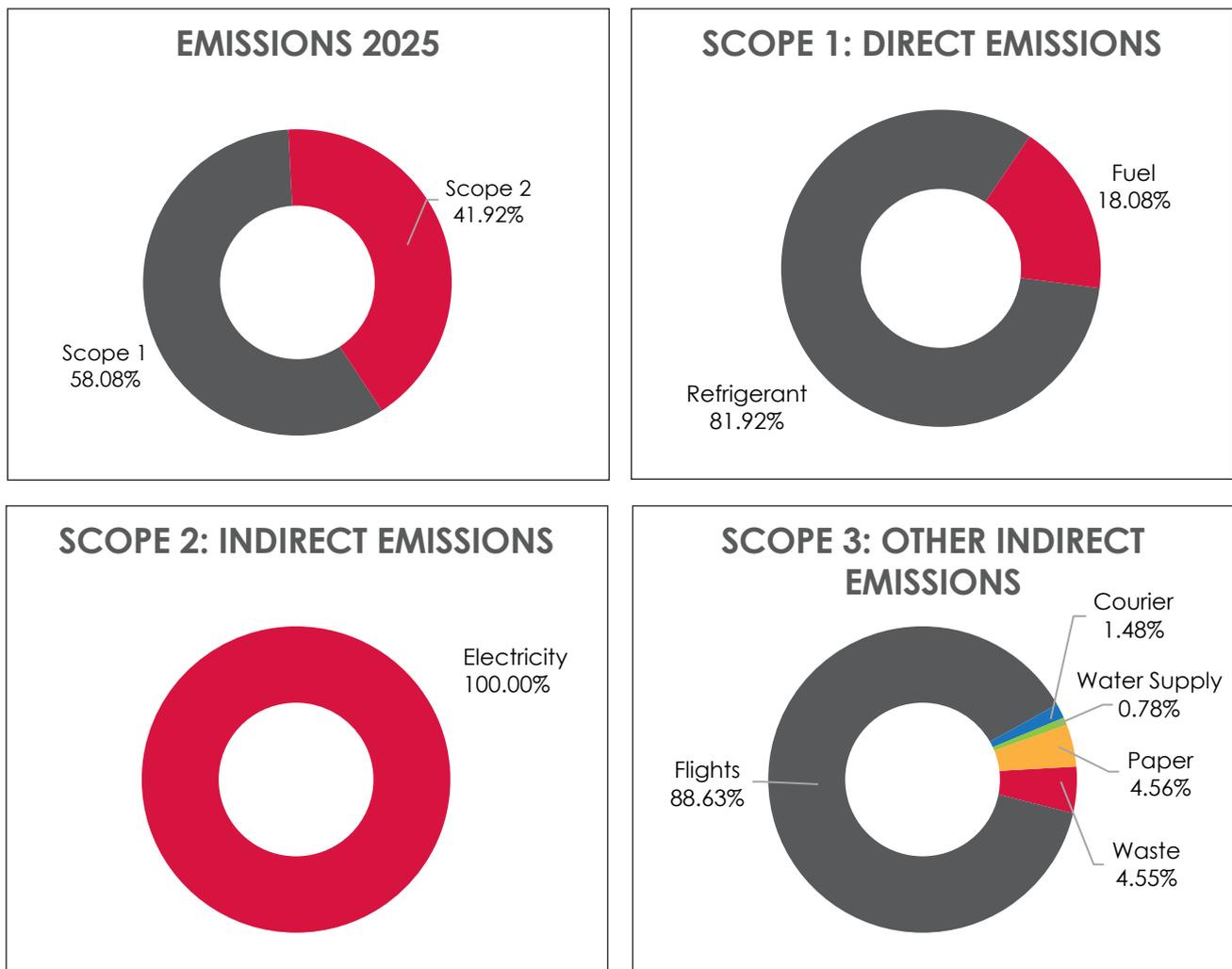
The Company aims to achieve Net-Zero greenhouse-gas emissions by 2030. Given its modest operational footprint, the Net-Zero pathway combines targeted operational emission reductions through energy-efficient infrastructure, digitalisation and sustainable procurement with high-integrity carbon offsetting. The planned mix comprises direct emission reduction and certified offsets, including afforestation, reforestation and renewable-energy projects, reflecting current infrastructure constraints and market conditions.

### Greenhouse Gas Emissions

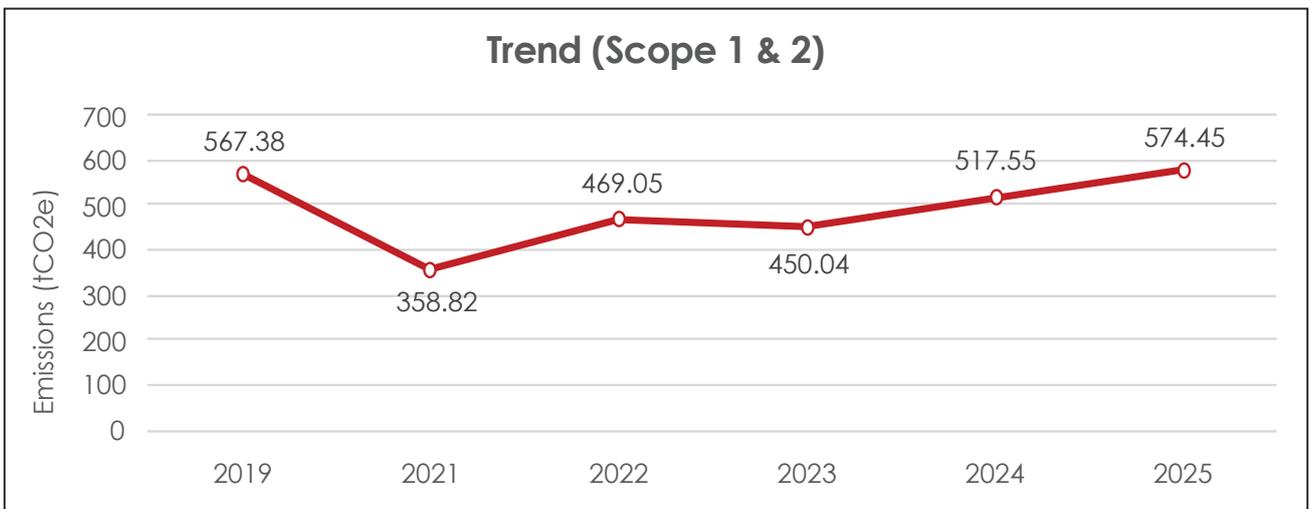
Total GHG emissions for the year ended 31 December 2025 were 809.51 tCO<sub>2</sub>e, covering Scope 1, Scope 2 and Scope 3.

### Emissions Calculation Methodology

Scope 1 emission factors follow IPCC 2006 Guidelines; Scope 2 uses the Pakistan grid factor (NEPRA); Scope 3 applies DEFRA methodology.



Emissions 2025	
Scope 1 (Direct Emissions)	Fuel 18.08% Refrigerants 81.92%
Scope 2 (Indirect Emissions)	708.29 MWH (100% Grid Electricity)
Scope 3 (Other Indirect Emissions)	235.06 tCO <sub>2</sub> e (Approx 29% of overall emissions)
Scope 3 (Financed Emissions)	Measurement of financed emissions across the investment portfolio using PCAF methodology is under consideration
Water Consumption	12.117 Mn litres across all offices
Water Reclaimed	Not Applicable
Total Emissions	809.51 tCO <sub>2</sub> e
Emission Intensity	0.0305 tCO <sub>2</sub> e / Mn PKR GWP



2020 data excluded due to COVID-19 lockdown office closures.



## Environmental Management Practices

The Company manages its operational environmental footprint through structured measures focused on resource efficiency, energy management and waste reduction across office operations. Environmental practices emphasise process digitisation, efficient infrastructure and responsible consumption to support sustained reductions in resource use.

Key initiatives include a company-wide Paperless Programme, digitised procurement and administrative workflows. The organisation has initiated transitioning from paper business cards to digital cards, eliminated single-use plastic bottles and carried out plantation activities within office premises to enhance green cover. Alongside reduction efforts, resource efficiency has been strengthened through reuse practices, including reusing paper for internal printing and repurposing envelopes for internal communications.

An internal ESG Portal supports employee awareness, guidance and participation in sustainability initiatives. Operational measures further include waste segregation and recycling practices, as well as the progressive transition to energy-efficient lighting and inverter-based air-conditioning systems across locations.

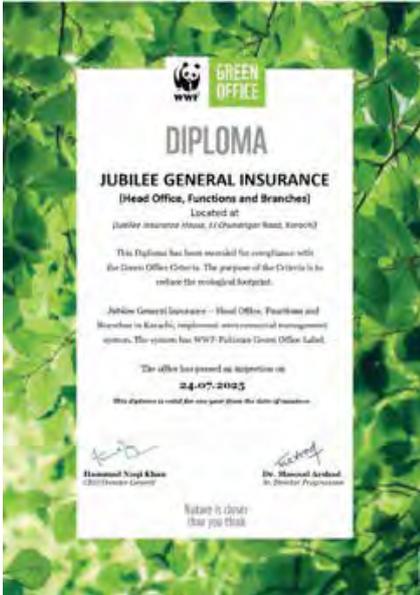
These measures reflect a systematic approach to environmental management aligned with the Company's broader ESG framework, enabling consistent implementation, monitoring and continuous improvement of operational environmental performance.

13 CLIMATE ACTION



## WWF – Pakistan Green Office Certification

During the year, JGI partnered with WWF-Pakistan to pursue the Green Office Certification. This partnership is an extension of existing sustainability efforts which aims to help in reducing carbon emissions, minimizing ecological footprint and fostering an environmentally conscious workplace in a systematic and structured manner. WWF has awarded the Green Office Certifications for the locations in Karachi, Lahore and Islamabad.



## Natural Catastrophe Impact

General insurance business inherently involves the acceptance of property and related risks exposed to natural hazards and other perils. Natural catastrophes, including floods, earthquakes and severe weather events, may on occasion give rise to significant losses and affect industry profitability. Maintaining adequate reinsurance protection against catastrophe exposures is therefore a critical risk management priority for prudent general insurers.

The Company evaluates catastrophe exposure through risk assessments and asset valuations, and maintains appropriate reinsurance arrangements to mitigate potential financial impact and safeguard policyholders.

## SOCIAL METRICS

Jubilee General Insurance Company Limited recognises that social factors are integral to long-term value creation and sustainable insurance operations. The Company contributes to societal resilience through responsible business practices, targeted social investments and partnerships that support the communities in which it operates.

As part of AKDN, JGI's social approach reflects a long-term development perspective aligned with inclusive growth and community resilience objectives. The Company focuses its social initiatives on priority areas relevant to national needs, including health, education and community resilience, complementing its core role in financial protection and risk mitigation.

## Corporate Social Responsibility (CSR)

CSR at JGI is rooted in a simple principle: our responsibility extends beyond insurance to the communities we serve. We approach CSR as a long-term commitment, focused on initiatives that are relevant, practical and capable of delivering meaningful outcomes for people and society.

Throughout the year, JGI and its employees actively participated in a wide range of initiatives—combining organizational support with on-ground involvement to strengthen community well-being, resilience and sustainability.

To ensure these efforts remain focused and accountable, JGI's CSR program is guided by the Board approved CSR Policy, providing governance, clarity of direction and alignment with the organisation's broader priorities.

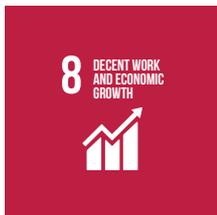
The sections that follow outline JGI's key sustainability and CSR initiatives, and the impact created through these efforts.



### Orange Tree Foundation: Education Assistance Programme

At JGI, we believe that education is the strongest foundation we can help build for the social mobility of our employees and their families. The Company has collaborated with the Orange Tree Foundation to ensure uninterrupted quality education for the next generation. Each sponsored student is verified and monitored through a transparent and documented process, ensuring accuracy, accountability and real impact. 154 students were supported through this programme in 2025.

By investing in educational journeys, JGI is nurturing a more empowered and resilient future generation. This initiative stands as a reflection of who we are as an organization: one that cares for its people and actively supports the dreams they hold for their families.



### Employees Volunteering to Upskill Support and Operational Staff

The Company promotes inclusive human capital development by encouraging employees to volunteer in skills-building initiatives for support and operational staff. These programmes focus on practical capabilities such as digital literacy, functional English, communication and workplace effectiveness, supporting career progression and employability.

The initiative fosters an inclusive workplace culture in which all employees are supported to develop their potential, while strengthening internal capability and social mobility. It also reflects the Company's broader commitment to community development through employee-led engagement and knowledge sharing.



### Ramzan Gift Hampers for Support and Operational Staff

JGI distributed Ramzan Gift Hampers to our support and operational staff across Pakistan. This initiative is a small token of appreciation for the individuals who form the backbone of our daily operations.

### Celebrating Pinktober

As part of its commitment to women's health and awareness, the Company observed Pinktober through an employee engagement initiative focused on breast cancer awareness and early detection. The session included an awareness talk covering breast cancer, early warning signs and the importance of regular screenings, with the aim of encouraging informed and open conversations around women's health. Pink ribbons were distributed to employees as a symbol of solidarity and support for the cause, while pink scarves were presented to female employees as part of the initiative. The event concluded with a canvas painting activity, providing employees with a creative platform to express themes of hope, strength and awareness.



### Inclusive Employment and Workforce Diversity

The Company fosters an inclusive, respectful and welcoming workplace in which employees of diverse backgrounds and abilities are valued and supported. Equal opportunity is promoted through fair hiring practices, inclusive HR policies and workplace initiatives that enable all employees to develop and contribute effectively.

The workforce includes differently abled colleagues with diverse sensory, physical and neurocognitive abilities, alongside employees from diverse faith and cultural backgrounds reflecting the Company's commitment to equitable employment and an inclusive culture.

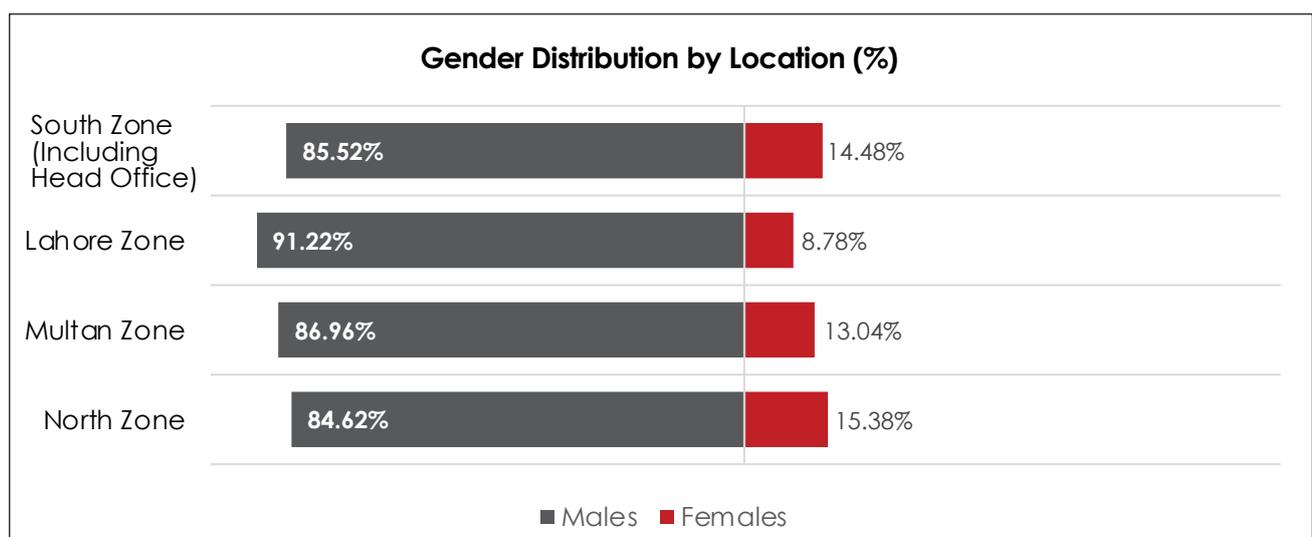
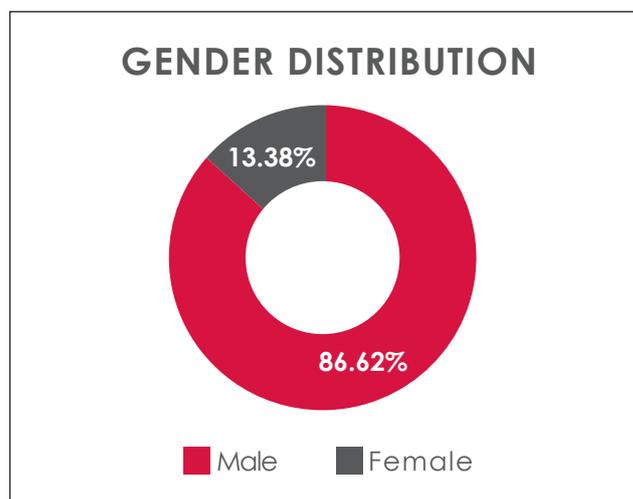
Through inclusive employment practices, JGI strengthens human capital, workplace equity and organisational resilience, consistent with its commitment to responsible and sustainable business operations.

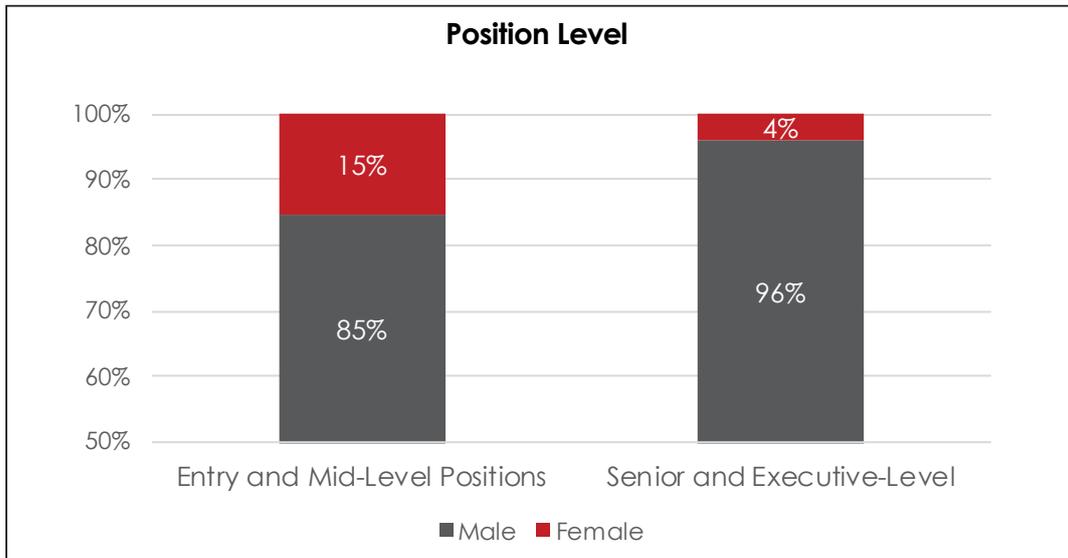
## Workforce Demographics (Gender & Age Distribution)

Employees by gender, age and minority group

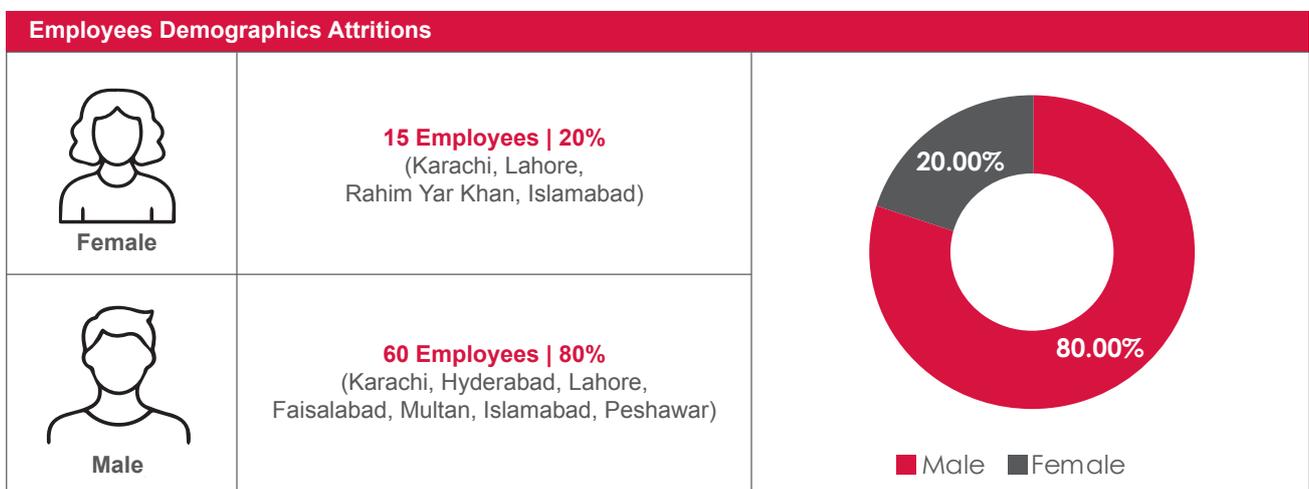
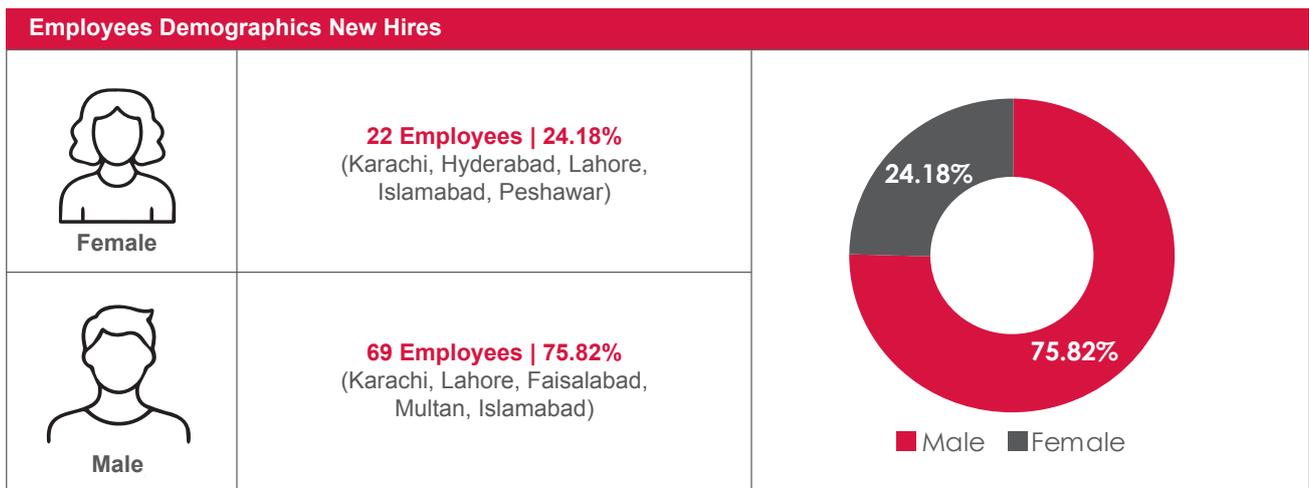
	Minority Group		Age Group (years)			
	Muslim	Non-Muslim	18-30	31-40	41-50	50+
Male	84.65%	1.97%	10.70%	19.72%	25.07%	31.13%
Female	13.24%	0.14%	3.80%	3.24%	3.66%	2.68%
Total	97.89%	2.11%	14.51%	22.96%	28.73%	33.80%

Gender Distribution: Based on the total workforce of 710 employees:



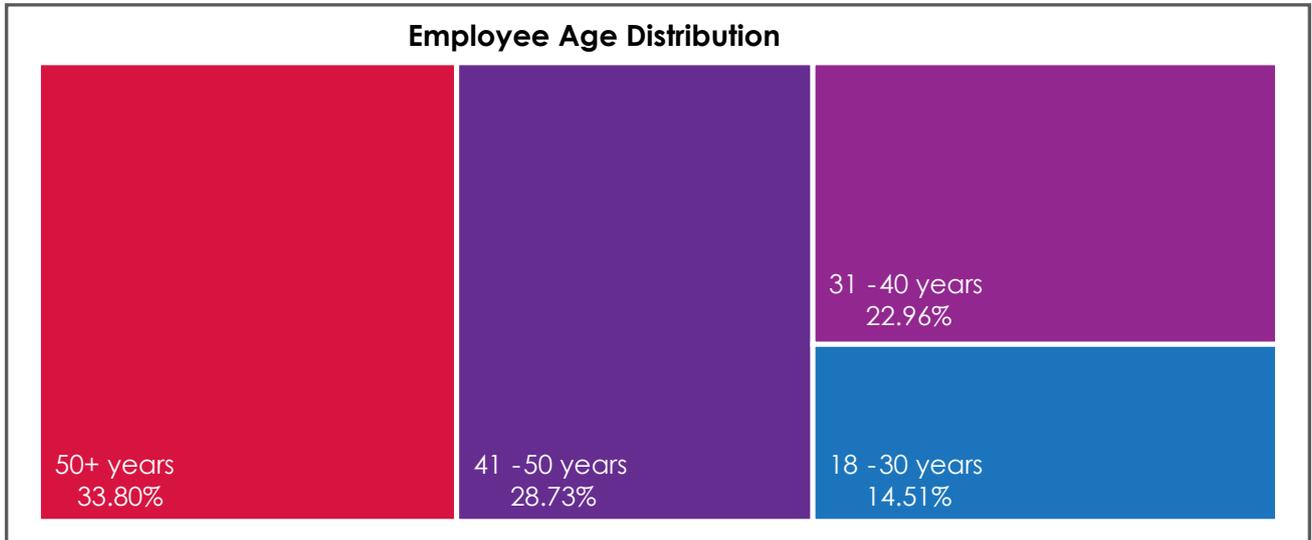


The workforce demonstrated an overall female representation of 13.38%, with higher participation at entry and mid-level positions (15%) compared to senior and executive positions (4%). The Company recognises this gap and is implementing targeted initiatives, including mentorship programmes for female employees, leadership development training and campus recruitment focused on women to strengthen the talent pipeline and improve gender diversity in leadership positions over time.



**Promotion:** In 2025, a total of 51 employees were promoted, comprising of 44 men and 7 women.

**Employee Age Distribution:** The workforce age profile reflects a mature and experienced team:



The workforce is relatively mature, with 62.54% of employees aged 41 and above, reflecting significant experience, institutional knowledge and professional expertise. This age distribution provides stability and deep sector knowledge but also highlights succession planning considerations.

**Gender Pay Gap:** Details are provided on page no. 224 of this report

### International Women’s Day

JGI supports workplace and gender diversity in all forms. The Company believes that women should be given equal rights in our society and at workplace. Therefore, International Women’s Day is celebrated every year at JGI to accelerate gender parity and increase visibility.



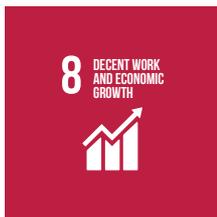
## Sports Activities

At JGI, we are determined to make a difference within the communities we live and work in and extensively support corporate sports events to improve health and well-being. During the year, the Company arranged a cricket tournament among its employees to encourage healthy competition.



## Labour Practices and Employee Relations

As of 31 December 2025, there is no registered trade union or collective bargaining agent at JGI. Employee concerns are managed through internal HR policies, grievance channels and direct engagement mechanisms.



### Anti-Harassment and Non-Discrimination Policy

The Company upholds a zero-tolerance policy towards harassment discrimination or intimidation in the workplace. The Company embraces individuals from all backgrounds, ensuring equal opportunities and maintaining a respectful workplace environment. All employees receive training on workplace conduct expectations and any violations are addressed through established disciplinary procedures.

All marketing campaigns and customer communications are designed to be inclusive and non-discriminatory, targeting a broad customer base without reinforcing harmful gender stereotypes.

## Customer Grievance Mechanism

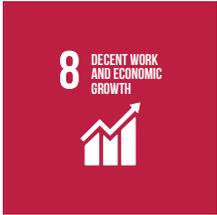
The Company maintains structured grievance and complaints redressal mechanisms to enable customers to raise concerns and receive timely and fair resolutions. These mechanisms provide accessible reporting channels supported by defined procedures for review, investigation and response.



### Global Health and Safety

The Company is committed to providing a safe, healthy and respectful working environment for all employees. All employees are covered under Group Health and Life Insurance programmes, supporting workforce well-being and financial protection.

During 2025, there were no workplace injuries and no complaints relating to working conditions. Health and safety is supported through workplace guidelines communicated to all staff and policies that strictly prohibit harassment, discrimination and unsafe conduct.



## Child and Forced Labour

The Company is committed to upholding internationally recognised labour standards, including the prohibition of child labour and forced labour, consistent with applicable laws and the principles of decent work. The Company does not employ individuals below the legal working age and ensures that all employment is freely chosen.

All employees are engaged through formal recruitment processes with appropriate documentation, written contracts and fair remuneration practices.

## Employee Training and Development (2025)

The Company invested significantly in employee capability development through comprehensive training programmes:

### Training Programme Summary

Training Programme Category	Sessions	Employees	Total Hours
Skill Upgradation Programmes	21	561	90.3
Soft Skills Development Programmes	3	61	12.9
Others	7	595	30.1

### Training Focus Areas

**Skill Upgradation:** During the year, 21 skill upgradation programmes were conducted with participation of 561 employees. These sessions focused on strengthening core insurance competencies, including technical insurance knowledge, underwriting practices, claims management, risk assessment, actuarial concepts, regulatory compliance and product knowledge. The programmes were aimed at enhancing professional capability and supporting the effective delivery of the Company's services.

**Soft Skills Development:** In 2025, the Company conducted soft skills development sessions attended by 61 employees. These programmes were designed to strengthen essential professional competencies, including communication, leadership, teamwork, emotional intelligence, presentation skills, time management and customer service excellence. The initiative forms part of the Company's broader efforts to support employee development and enhance workplace effectiveness.

### Key Performance Metrics

Metric	Value (2025)
Average session duration	4.3 hours
Workforce participation rate	83.80%
Total training investment	133 hours

The balanced focus on both technical and soft skills development reflects the Company's commitment to strengthening employee capability and maintaining high professional standards across its operations.

## AWARDS & RECOGNITIONS

### RECOGNITION AS A PSX TOP 25 COMPANY

Jubilee General Insurance Company Limited (JGI) was recognized among the Top 25 Companies for the year ended December 31, 2024, as announced in December 2025 by Pakistan Stock Exchange (PSX).

JGI, reflecting its strong market standing and consistent financial performance. This recognition is a testament to the Company's robust profitability, disciplined underwriting, and stable investment income. It also underscores the Company's commitment to operational excellence, sound corporate governance, and transparency. The achievement highlights sustained shareholder value creation and investor confidence. Jubilee General continues to focus on innovation, digital transformation, and sustainable growth to maintain its leadership position.

### WWF-PAKISTAN GREEN OFFICE CERTIFICATION

Jubilee General Insurance has achieved a significant sustainability milestone in 2025 by securing the WWF-Pakistan Green Office Certification for its major regional hubs in Karachi, Lahore, and Islamabad.

This certification is a prestigious recognition of the company's commitment to reducing its environmental footprint and fostering an eco-friendly corporate culture across its primary operations in Pakistan.

### NATIONAL ENVIRONMENTAL SUSTAINABILITY AWARD 2025

Adding to its list of accolades, Jubilee General Insurance has been honored with the National Environmental Sustainability Award 2025. This award, typically presented by the National Forum for Environment and Health (NFEH) or similar environmental regulatory bodies in Pakistan, recognizes corporations that go beyond standard compliance to champion ecological preservation.

### MAP CORPORATE EXCELLENCE AWARD

The Corporate Excellence Award instituted by Management Association of Pakistan (MAP) in 1982 with the sole aim to recognise and honour the companies showing outstanding performance and demonstrating progress and enlightened management practices.

In 2024, the Company has achieved top position in Insurance Sector in the 39th MAP Corporate Excellence Award. This award is a valuable addition to the top positions secured by Company in 38th to 32nd MAP Corporate Excellence Awards consecutively in the Insurance Sector under Financial Category. The Financial Category includes commercial banks, insurance companies, other financial entities i.e., investment banks, leasing, modaraba and asset management companies. Achieving these prestigious awards clearly demonstrates excellent performance and the management practices of the Company in all the areas of Insurance business.

### CERTIFICATE OF MERIT ON BEST PRESENTED ANNUAL REPORT FROM SAFA ON THE ANNUAL REPORT 2024

South Asian Federation of Accountant (SAFA) is an apex body of SAARC countries. Every year, SAFA gives awards to different categories to corporate entities on the basis of evaluation of the published annual reports of companies within the SAARC countries.

In 2025, the Company has achieved Certificate of Merit on Best Presented Annual Report from SAFA on its Annual Report 2024. In 2021, the Company has achieved Joint Second Runner-up position among SAARC Countries in "Insurance Sector" on Its Annual Report for the year 2020. This award reflects the management's commitment for Improvement in Transparency, Accountability & Governance.

In 2020, the Company had achieved 1st Runner-up position among SAARC Countries in "Insurance Sector" on its Annual Report for the year 2019. Besides both the awards, the Company is also having a gleaming history of securing nine (11) Certificates of Merit from SAFA for the "Best Presented Annual Report" in "Insurance Sector".

### BEST CORPORATE REPORT AWARD FROM ICAP/ ICMAP

The Joint Committee of the Institute of Chartered Accountants of Pakistan (ICAP) and the Institute of Cost & Management Accountants of Pakistan (ICMAP) initiated this esteemed award with the aim to encourage local companies to follow transparency in preparing their annual reports. This award also promotes excellence in annual corporate reporting through publication of timely information in a factual and user-friendly manner.

The Company has a continuous aim to achieve this award every year. During the year 2025, the Company has achieved certificate of merit among insurance companies of Pakistan for its Annual Report of 2024. This award is a worthy addition to the 4th position awards secured in 2024 and 2023, 3rd position award secured in 2021 and 2020 and 1st position awards in 2019, 2018, 2017 and constantly in 2009 till 2011. The Company has received this prestigious award numerous times.

## **FPCCI GOLD MEDALS**

Federation of Pakistan Chambers of Commerce & Industry (FPCCI) is a business network, for the organisation of businesses in order to advocate and voice the collective opinion, concern and aspiration of the private sector. The FPCCI also encourages commercial enterprises for their efforts and achievements in providing innovative products and services for the consumers.

In 2020, the Company had received Trophy in the 8th FPCCI Achievement Award for its Motor Third-party Liability Web Access Facility. This award is a precious addition to the Gold Medal received in 2019 from FPCCI for its Marine Cover Note Issuance Web Access & Android Application which facilitate its customers to get marine insurance through a simple process. These both awards are also appreciation of the FPCCI over the Jubilee's efforts to make its insurance products available for the customer on internet (Web Access).

In addition to the above, the Company has also received Gold Medals in 2018 and 2017, from FPCCI for its Motor Insurance Claims Android Application and Motor Underwriting Android Application respectively. Both applications have enhanced the experience of insured from insuring their motor vehicle till the hassle-free settlement of their claims.

The aforesaid recognitions of FPCCI reflect the Company's solid dedication to provide innovative products and services to its customers in order to make their lives easy and hassle free.

## **LLOYD'S REGISTER QUALITY ASSURANCE CERTIFICATE OF APPROVAL**

Lloyd's Register Quality Assurance (LRQA) is the world's leading provider of independent assessment services including certification across a broad spectrum of standards and schemes, with recognition from over 50 accreditation bodies. In 2018, the Company had received "Certificate of Approval" from LRQA wherein management systems of the Company have been approved by LRQA that are upto the requirements of ISO 9001:2015. This certification has been received for all the functions of the Company including Enterprise Risk Management as Non-Life Insurance Company valid uptill 2021.

In 2022, the LRQA has renewed this certificate till 2026 which reflects Company's firm commitment towards the standardization of management processes, procedures and their strict compliance.

## **MEMBERSHIPS AND AFFILIATIONS**

The Company carries memberships and affiliations of different organisations and institutions not only for business and operational purposes but also to contribute its due share for the welfare of the society, environment protection and to keep itself updated with respect to emerging modern management practices.

In respect of the business, certain institutions provide platform to address issues currently being faced by the business organisations in Pakistan in general and insurance companies in particular. Membership of these institutions enable the Company to play its role in the collective organised efforts made to resolve these issues. Memberships of certain institutions have been obtained to keep updated with respect to modern business management techniques and to train the relevant staff accordingly. These institutions conduct training, conferences and learning sessions through which employees of the Company gain more knowledge and techniques in order to face future challenges of the modern business world and become more valuable for the Company while discharging their duties. Membership of certain welfare and environment protection organisations helps the Company to contribute for wellbeing and betterment of society. During the year, the Company has carried following memberships:

- Insurance Association of Pakistan
- Federation of Pakistan Chambers of Commerce & Industry
- Karachi Chamber of Commerce & Industry
- Management Association of Pakistan Karachi Insurance Institute
- Asia Insurance Review
- International Chamber of Commerce
- Institute Of Financial Markets of Pakistan

## COMPANY STATUS OF COMPLIANCE WITH CORPORATE SOCIAL RESPONSIBILITY VOLUNTARY GUIDELINES 2013 (THE GUIDELINES)

In order to promote responsible business conduct that supports community growth for public interest, eliminates adverse practices impacting the public sphere and ensures corporate accountability, the Securities and Exchange Commission of Pakistan ("SECP") issued the Guidelines for Corporate Social Responsibility 2013. The Company has not yet adopted the Guidelines with respect to its CSR activities, however, the Company meet the purpose of the Guidelines as it is tradition in the Company to work for the community and contribute generously in the CSR activities.

Following are the fundamental areas where Company meets the requirement of the Guidelines.

### CSR POLICY

Company has a CSR policy duly approved by the Board of Directors reflecting the understanding and commitment. The policy addresses almost all the important parameters as explained in the guidelines which are follows:

### IDENTIFICATION OF FOCUSED AREAS

Policy explicitly defines focused areas for the CSR activities of the Company.

### ALLOCATION OF FUND

Sufficient funds are allocated by the Company in accordance with CSR Policy, every year, duly approved by the Board of Directors.

### STRUCTURED APPROVAL PROCESS

There is proper approval process for CSR activities in the Company to make the process transparent and efficient. All the donations/CSR Project are duly approved by the Board of Directors.

### DISCLOSURE AND REPORTING

Proper disclosure is given in the Financial Statements of the Company as per the applicable requirement and to the Board of Directors.

## FINANCIAL CONTRIBUTION TO THE NATIONAL EXCHEQUER

the company has contributed Rs. 6,192 million (2024: 5,593 million) o the National Exchequer during the year in the form of direct and indirect taxes and other mandatory contributions.

## COMMUNITY INVESTMENT AND WELFARE SCHEMES

The Company seeks to demonstrate a firm commitment, towards the community, by being vigilant towards identifying and supporting the causes that will facilitate the upliftment and betterment of the society, Furthermore, not only the Company but also the employees are actively participating in community services of different nature by donating their time and money.







# FUTURE OUTLOOK

## SAFE HARBOR

This forward-looking statement contains projections and statements about future events and financial performance that involve risks and uncertainties. Actual results may differ due to factors described herein, including macroeconomic conditions, regulatory changes, market competition, climate and catastrophe events, reinsurance pricing, foreign exchange volatility, technology execution risks, regional geopolitical tensions such as potential spillover effects from the Iran conflict and other factors beyond control.

## PAKISTAN'S ECONOMIC OUTLOOK

Pakistan's economy in FY 2025 showed measured yet improving macroeconomic stability, supported by disciplined fiscal management, easing inflation pressures, and strengthened external balances. Real GDP grew by 2.68%, reflecting stabilizing industrial activity, resilient services, and the initial recovery of agriculture. This growth momentum was reinforced by prudent macroeconomic policies and an improved external environment.

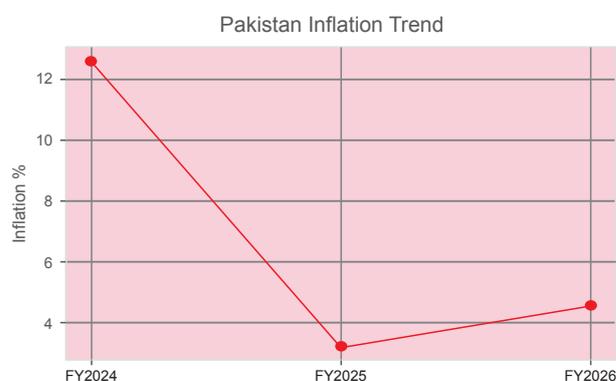
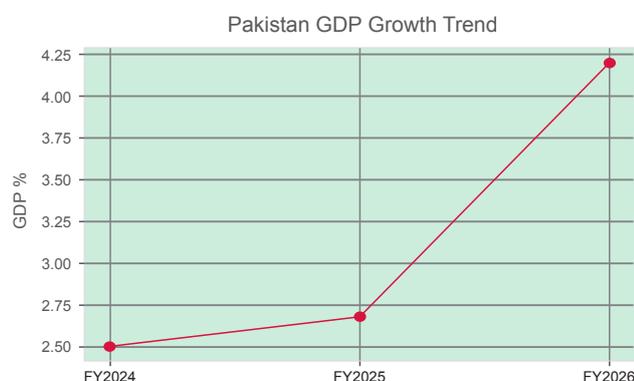
A major highlight of FY 2025 was the sharp and broad based disinflation, with CPI falling to an annual average of 4.5% - down from 23.4% the year before. By June 2025, inflation had eased further to 3.2%, helped by improved supplies, a stable exchange rate, and a significant reduction in perishable food prices (-10.6% YoY). This price stability allowed the State Bank of Pakistan to maintain a more accommodative monetary stance following earlier rate cuts, improving credit flows and business confidence.

Externally, Pakistan recorded a remarkable turnaround with a current account surplus of USD 2.1 billion, its first annual surplus in 14 years, driven by stronger exports, rising remittances, and rebuilding foreign exchange reserves. Fiscal consolidation gained strength as the fiscal deficit narrowed to 3.7% of GDP, supported by robust revenue growth - tax revenues rising 26.3% and non tax revenues increasing 62.7%, while development spending was prioritized to stimulate productive capacity.

Sector wise, agriculture exhibited renewed momentum as agricultural credit disbursement grew 16.6%, mechanization improved, and fertilizer offtake increased, setting the stage for a rebound after earlier weather related setbacks. Large scale manufacturing also strengthened, recording 7.9% month on month and 2.3% year on year growth by May 2025, led by textiles, petroleum products, beverages, and a strong surge in automotive production. Cement dispatches rose to 46.2 million tonnes, signaling continued construction activity.

Looking ahead, Pakistan's economic outlook for FY 2026 is cautiously optimistic, with growth expected to approach 4.2%, supported by stable inflation, improved external balances, and ongoing structural reforms in taxation, energy pricing, and state-owned enterprise restructuring. Continued fiscal discipline, export competitiveness, and climate-resilient investment will remain crucial to sustaining this recovery. However, if the Iran conflict sustains for a longer period, it may dilute the gains made due to pressure on global supply chains and energy markets. Inflation may also spike mainly due to rising fuel prices, and economic sentiments could reverse in response to heightened geopolitical uncertainty.

Pakistan GDP Growth Trend (FY24 - FY26)

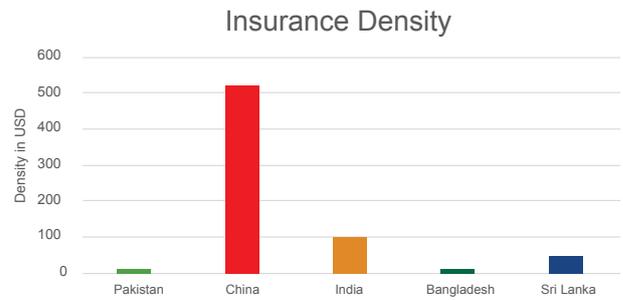
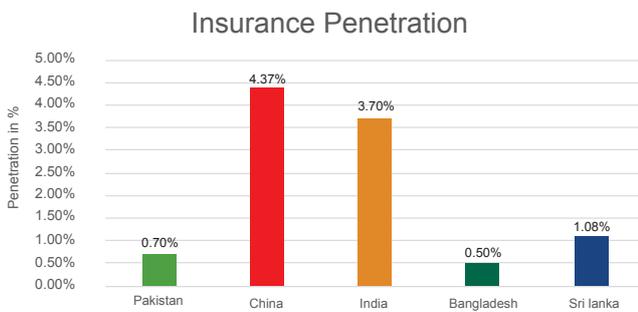


## INSURANCE INDUSTRY OUTLOOK

Pakistan’s insurance industry continues to operate in a low-penetration market (~0.70% of GDP), providing significant room for expansion relative to peers. During 2025, the SECP advanced digital enforcement of Motor Third-Party insurance through the Motor Insurance Repository (MIR), aiming to raise compliance and broaden the insured base. Reinsurance conditions across Asia Pacific were favorable for cedants, with adequate capacity and flat-to-moderately lower risk-adjusted pricing for loss-free property-catastrophe programs. At the same time, heightened climate risk following the 2022 floods is accelerating improvements in catastrophe modelling, pricing discipline, and interest in parametric solutions.

Insurance density also remains low, reflecting limited per-capita spending on insurance relative to regional markets. This indicates substantial untapped growth potential, particularly as financial inclusion deepens, digital distribution expands, and regulatory initiatives drive broader adoption of retail and micro-insurance products.

Overall, the sector’s outlook is cautiously optimistic, supported by macro-stabilization, digital enablement, and growing takaful participation.



## FUTURE OUTLOOK OF JUBILEE GENERAL INSURANCE COMPANY LIMITED



Looking ahead, Jubilee General Insurance Company Limited (JGICL) is strongly positioned to capitalize on a transforming industry landscape and an improving macroeconomic environment. With Pakistan’s economy projected to gain momentum supported by stabilizing inflation, strengthening external balances, and rising investor confidence, JGICL expects the operating climate to become increasingly favorable for sustainable, broad based growth.

The insurance sector’s long term fundamentals remain exceptionally robust, particularly given Pakistan’s historically low penetration levels. As regulatory enforcement strengthens and financial inclusion accelerates, JGICL anticipates multi year expansion in personal lines, especially Motor and Health, driven by digital distribution, enhanced customer awareness, and high impact regulatory measures such as launch of mandatory Motor Third Party (no fault) insurance by Government of sindh and Motor Insurance Repository (MIR), which is expected to significantly increase Motor Third Party (MTP) compliance nationwide.

The Company also expects uplift in underwriting performance through portfolio diversification and rebalancing, more granular risk selection, and the adoption of advanced analytics across pricing, risk intelligence, and claims management. Continued investment in automation, straight through processing, and real time customer service platforms will further strengthen service quality, reduce operating friction, and enhance scalability.

The future trajectory of the reinsurance market is also encouraging. With Asia Pacific reinsurers demonstrating strong capacity and competitive appetite particularly for loss free property catastrophe layers, JGICL expects greater stability in risk transfer costs, enabling better capital allocation and the ability to pursue growth confidently in property, engineering, and commercial lines.

Climate related risk, while a critical national challenge, also presents an opportunity for innovation. JGICL envisions expanding its suite of climate resilient insurance products, including flood extensions, SME focused weather covers, and early-stage parametric solutions, supporting communities and businesses in building resilience. These efforts align closely with national disaster risk management priorities, positioning the Company as a leader in protection led development.

Takaful remains a major growth engine. With rising customer preference for Shariah compliant financial services, JGICL aims to strengthen its Window Takaful Operations, enhancing accessibility for underserved and emerging customer segments across Pakistan.

Supported by a stable investment environment and disciplined asset management, JGICL expects to maintain strong capital buffers, healthy solvency levels, and sustained shareholder value creation. The Company remains committed to delivering responsible, profitable growth anchored in innovation, digital excellence, and a people centered ethos.

Overall, JGICL looks to the future with confidence and optimism, backed by a compelling combination of regulatory tailwinds, digital transformation, robust sector fundamentals, and the Company's own strategic capabilities. JGICL will continue to play a leading role in expanding protection, strengthening resilience, and shaping a more inclusive and financially secure future for Pakistan.

## **KEY PROJECTS TO SUPPORT FUTURE PERFORMANCE**

- 1 Innovation Hub
- 2 Resilience Credit Program
- 3 Business Process Re-engineering & Robotic Process Automation
- 4 Data Lake and Data Warehouse implementation

## QUANTITATIVE PROJECTIONS

Targets	Key Risks going forward
Planned expansion of total GWP in FY2026 driven by growth in digital distribution.	Macroeconomic slowdown, political instability, law and order situation, automotive sector volatility, competitive pricing pressures and inflation shocks.
Net Claims Ratio to remain at last three years average excluding 2025.	Climate driven catastrophe losses, inflation impacts poor law and order situation and hazardous fires.
Expense Ratio rationalization mainly via automation and scaling.	Cost overruns, distribution expansion costs and high inflation.
Optimization of Investment yield	Rate cuts, PKR volatility, equity market swings.
Reduction in reinsurance spending depending on scenario.	APAC catastrophe cycles, FX volatility, industrial-fire losses.
Capital buffers to keep increasing.	RBC rollout impacts, catastrophe reserving increases, operational Losses and low investment returns.

## UNCERTAINTIES AFFECTING JGICL'S RESOURCES, REVENUES & OPERATIONS

All forward-looking statements are, by nature, subject to risks and uncertainties, many of which are beyond control.

Major uncertainties that could affect Company's resources, revenues and operations in different time horizons are given below;

Uncertainty	Impact on Jubilee General Insurance	Time Horizon
Macroeconomic slowdown (GDP below ~3%)	Reduced premium demand, lower investment income, pressure on revenue streams.	Short–Medium Term
Inflation shocks (food, energy, CPI spikes)	Claims inflation in Motor & Health, higher operating costs, pricing constraints.	Short Term
PKR depreciation / FX volatility	Higher reinsurance and claims costs, capital strain, volatility in financials.	Short–Medium Term
Climate & catastrophe events (flooding, monsoon variability)	Higher claims, stress on solvency, upward reinsurance pressure.	Short–Long Term
Delayed MIR (Motor Third-Party) enforcement	Lower Motor GWP, slower policy count growth, weaker retail penetration.	Short–Medium Term

Uncertainty	Impact on Jubilee General Insurance	Time Horizon
Delayed MIR (Motor Third-Party) enforcement	Lower Motor GWP, slower policy count growth, weaker retail penetration.	Short–Medium Term
Medical inflation in Health insurance	Higher claims severity, margin compression, repricing requirements.	Short–Medium Term
Hardening of reinsurance pricing cycles	Higher reinsurance spend, increased retentions, reduced underwriting profitability.	Medium Term
IFRS-17 implementation challenges	Operational complexity, reporting volatility, increased compliance cost.	Short–Medium Term
Regulatory delays (RBC rollout, solvency reforms)	Capital adequacy pressure, reserve strengthening, constrained growth capacity.	Medium–Long Term
Competitive pricing pressure	Reduced underwriting margins, lower premium rates, pressure on distribution costs.	Short–Medium Term
Technology execution risks	Operational delays, inefficiencies, slower digital scale-up.	Short Term
Automotive sector volatility	Reduced Motor policy issuance affecting premium growth.	Short Term
Industrial-fire and large commercial losses	Higher Property & Engineering claims, loss ratio deterioration.	Medium Term
Takaful competition and shifts in consumer preference	Market share pressure, reduced Window Takaful expansion.	Medium Term
Low national insurance penetration growth	Long-term limits on GWP growth and insurance uptake.	Long Term
Capital market volatility	Lower investment returns, solvency impacts.	Short Term
Urban catastrophe accumulation	Large aggregated losses, higher catastrophe reserves.	Long Term
Pricing inadequacy under competition	Underwriting losses, degraded profitability.	Short–Medium Term
RBC-driven capital requirements	Need for capital injection, reduced flexibility in expansion and dividends.	Medium–Long Term

**PERFORMANCE AGAINST FORWARD-LOOKING DISCLOSURE OF 2025 AS PRESENTED IN THE ANNUAL REPORT 2024**

<b>Forward-looking disclosures for 2025 as presented in Annual Report 2024</b>	<b>Performance in 2025 against forward looking disclosures</b>	<b>Alignment indicator.</b>  <b>Aligned</b>  <b>Partial</b>  <b>Not Met</b>
<p>Jubilee General anticipated growth in Gross Written Premium and Contribution across all business lines, supported by broad-based portfolio expansion.</p>	<p>The Company achieved 15% GWP growth to PKR 26.56 billion, with strong performance across Fire (34%), Marine (7%), Health (20%), Miscellaneous (27%), and Motor (12%). This demonstrates full alignment with projections.</p>	<p> <b>Aligned</b></p>
<p>The Company committed to modernising its business structure through end-to-end digitalization, a mobile-first approach, and strengthening the digital retail insurance market in Pakistan.</p>	<p>Digitalization initiatives continued actively, supported by significant investment in technology and modern e-business methodologies. This confirms strong alignment with the stated strategic direction.</p>	<p> <b>Aligned</b></p>
<p>The Company planned to further expand its Window Takaful Operations, building on its established upward trajectory.</p>	<p>The Window Takaful segment recorded 46% YoY growth, showing clear alignment with the forward-looking objective.</p>	<p> <b>Aligned</b></p>
<p>Jubilee General emphasized its commitment to serve all customer segments through a customer-centric, digitally innovative brand model, integrating modern technologies for product development, distribution, and service delivery.</p>	<p>The Company’s ongoing adoption of innovative technologies and customer-focused strategies demonstrates alignment with its stated commitment.</p>	<p> <b>Aligned</b></p>
<p>The Company expressed confidence that its prudent investment strategy would deliver stable and healthy investment returns, enabling growth in shareholder wealth and strong capital structure.</p>	<p>The Company achieved 14% growth in Profit After Tax, supported by robust underwriting and investment income: an outcome fully aligned with forward-looking expectations.</p>	<p> <b>Aligned</b></p>
<p>Infrastructure projects, retail growth, and Takaful services were identified as key focus areas for 2025, with the Company leveraging its high IFS rating and experienced workforce.</p>	<p>Progress appears consistent with expectations, although full performance results for 2025 remain pending. The direction remains aligned with strategic commitments.</p>	<p> <b>Aligned</b></p>

<b>Forward-looking disclosures for 2025 as presented in Annual Report 2024</b>	<b>Performance in 2025 against forward looking disclosures</b>	<b>Alignment indicator:</b>  <b>Aligned</b>  <b>Partial</b>  <b>Not Met</b>
<p>The Company committed to increasing its penetration in retail and microinsurance, targeting the middle and underprivileged segments to enhance financial protection.</p>	<p>Broad-based portfolio growth and digital expansion support this initiative, showing consistent and aligned progress.</p>	<p> <b>Aligned</b></p>
<p>Innovation in products and services was identified as a strategic driver to meet and exceed evolving customer expectations.</p>	<p>The Company's active pursuit of innovative, technology-driven solutions demonstrates alignment with the stated forward-looking outlook.</p>	<p> <b>Aligned</b></p>
<p>The Company emphasized the importance of digitalization to elevate service standards for customers.</p>	<p>Service-level enhancement through digital platforms is ongoing, confirming alignment with expectations.</p>	<p> <b>Aligned</b></p>
<p>Becoming an employer of choice by attracting and retaining competent professionals and hardworking personnel was included as a long-term strategic priority.</p>	<p>No contrary evidence is presented, and strategic direction appears consistent, indicating alignment.</p>	<p> <b>Partial</b></p>
<p>The Company expected to maintain effective and optimum reinsurance arrangements, ensuring stability and sustainable growth.</p>	<p>The forward-looking statement reiterates reliance on prudent reinsurance strategies, supporting alignment with prior commitments.</p>	<p> <b>Aligned</b></p>
<p>The Company had highlighted challenges such as a complex taxation regime involving multiple federal and provincial authorities, which could impact ease of doing business.</p>	<p>Tax and regulatory complexities remain a challenge, matching expectations and showing accurate forecasting.</p>	<p> <b>Aligned</b></p>
<p>Fluctuations in the stock market were anticipated as a major challenge for generating investment income in 2025, requiring vigilant and judicious investment management.</p>	<p>The Company continues to monitor investment exposure carefully, confirming alignment with its projected cautious investment stance.</p>	<p> <b>Aligned</b></p>

## AI ADOPTION & LONG TERM STRATEGIC IMPACT

Enterprises worldwide are rapidly increasing investments in Artificial Intelligence (AI) as it becomes a foundational driver of long term competitiveness, resilience and growth. AI is shifting from experimental projects to core business infrastructure, enabling:

- Operational efficiency
- Innovation & agility
- Risk resilience
- Sustainable growth

AI will be integrated deeply into enterprise functions, reshaping how organizations operate and compete.

## JGI'S STRATEGIC DIRECTION FOR AI ADOPTION

JGI is accelerating AI adoption across core and support functions as part of its mid to long term digital transformation strategy. This aligns with evolving global insurance industry trends and supports our commitment to:

- Enhancing operational efficiency
- Strengthening underwriting discipline
- Improving customer experiences
- Advancing security, governance & risk resilience

AI will be embedded within the enterprise architecture to enhance decision making, automate workflows, and enable value driven interactions.

## PLANNED AI INITIATIVES

### Enterprise AI Roadmap

Category	Initiatives	Corporate Icons
 <b>Intelligent Automation &amp; RPA</b>	<ul style="list-style-type: none"> <li>• RPA with AI orchestration</li> <li>• Automated underwriting workflows</li> <li>• AI driven claims processing</li> <li>• KYC &amp; reconciliation automation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Process automation</li> <li> Workflow orchestration</li> </ul>
 <b>Predictive Risk &amp; Portfolio Intelligence</b>	<ul style="list-style-type: none"> <li>• AI powered risk scoring</li> <li>• Early warning detection systems</li> <li>• Portfolio optimization for Motor, Health, Fire, Travel, etc.</li> </ul>	<ul style="list-style-type: none"> <li> Risk insights</li> <li> Predictive assurance</li> </ul>
 <b>AI Enhanced Customer Experience</b>	<ul style="list-style-type: none"> <li>• Smart contact center automation</li> <li>• Reduced turnaround time</li> <li>• Personalized service capability</li> </ul>	<ul style="list-style-type: none"> <li> Service AI</li> <li> CX optimization</li> </ul>
 <b>Governance, Compliance &amp; Security</b>	<ul style="list-style-type: none"> <li>• AI Governance aligned with ISO/IEC 42001</li> <li>• Strengthened CIA (Confidentiality, Integrity, Availability)</li> <li>• ISO 27001 &amp; SECP compliance</li> <li>• Regular bias testing &amp; model validation</li> </ul>	<ul style="list-style-type: none"> <li> Compliance</li> <li> Governance</li> </ul>

## AI GOVERNANCE & TRUST FRAMEWORK

JGI will implement a robust governance model aligned with global standards to ensure responsible and transparent AI adoption.

### Security & Privacy

- CIA aligned AI security controls
- Cybersecurity protocols consistent with ISO 27001

### Model Validation & Oversight

- Regular model performance checks
- Bias and fairness assessments
- Regulatory alignment with SECP

### ISO/IEC 42001 Alignment

Building a future ready AI Management System (AIMS) that ensures accountability, trust and compliance.

## DISCLOSURE ON THE COMPANY'S FUTURE RESEARCH AND DEVELOPMENT INITIATIVES

Jubilee General Insurance Company Limited continues to advance its long term transformation journey through a robust suite of **research, development, and technology-driven initiatives** that reinforce competitiveness, elevate customer experience, and deliver sustainable growth in an evolving insurance ecosystem.

### 1. DIGITAL EVOLUTION & TECHNOLOGY DRIVEN EXCELLENCE

Jubilee is strengthening its technological infrastructure to build a smarter, faster, and more resilient operational environment:

- **Intelligent Automation** - streamlining business processes and optimizing operational flows for improved efficiency.
- **Advanced Analytics & ML Engines** - powering real-time insights, smarter underwriting, and stronger portfolio intelligence.
- **Omni Experience Digital Platforms** - enabling seamless engagement across mobile, web, and self service channels.

These technology-led advancements reinforce Jubilee's commitment to becoming a scalable, future-ready insurer.

## ★ 2. THE “NEXT GEN PROGRAM” — FUTURE-FOCUSED INNOVATION FRAMEWORK

Jubilee’s Next Gen Program continues to play a pivotal role in shaping the future of the insurance sector. Rooted in innovation and forward-thinking, the program actively engages with young professionals, emerging leaders, and aspiring innovators across academic and industry platforms. As part of its outreach, Jubilee participates in career fairs and youth-engagement forums, using these platforms to connect with talent eager to contribute to the next chapter of digital insurance. These interactions help inspire students to explore how they can grow within the industry, share their aspirations, and contribute bold, future-ready ideas that redefine how insurance works.

### What the Next Gen Program Represents

- **Creativity & Experimentation** - encouraging young minds and internal teams to think beyond traditional boundaries.
- **Future Market Insight** - enabling the identification of emerging risks, customer expectations, and new economic realities.
- **Development of Digital-First Products** - preparing the next wave of user-centered, technologically advanced insurance solutions.

Through this program, Jubilee continues to cultivate a pipeline of passionate individuals who will become tomorrow’s leaders, innovators, and industry shapers.

## 🔥 3. PRODUCT DEVELOPMENT IN RESPONSE TO RISING FIRE-RELATED RISKS

With recent increases in fire-related incidents across the country, Jubilee is accelerating efforts to enhance resilience for vulnerable business segments.

### Key Initiatives:

- **Micro & SME Fire Solutions** - including enhanced protection offerings tailored to small enterprises.
- **Advanced Fire Risk Modelling** - integrating data-driven assessment tools to strengthen underwriting accuracy.
- **Integrated Safety Bundles** - combining insurance protection with preventive tools and advisory support.

These solutions reinforce Jubilee’s mission to safeguard high-risk, underserved business communities.

## ♥ 4. MODERNISING & EXPANDING THE HEALTH INSURANCE FRONTIER

Recognizing the growing healthcare demands of the population, Jubilee aims to reshape Pakistan's health insurance landscape through customer centric innovation.

### Strategic Focus Areas:

- **Modular Health Plans** - tailored for families, individuals, and corporate groups.
- **Digital Health Ecosystems** - telemedicine access, cashless networks, and wellness integrations.
- **Collaborative Health Partnerships** - with hospitals, technology players, and wellness platforms.

Jubilee's health-focused expansion enhances accessibility and elevates national healthcare protection standards.

## 🌱 5. COMMITMENT TO SUSTAINABILITY, TRUST & LONG-TERM VALUE

Across all initiatives, Jubilee remains deeply committed to:

- **Service Excellence** - continuously innovating to exceed customer expectations.
- **Secure & Compliant Systems** - ensuring top-tier protection of customer data and digital assets.
- **Responsible, Sustainable Growth** - prioritizing digital adoption and responsible insurance practices that support long-term national development.

## COMPANY'S STRATEGY ON MARKET DEVELOPMENT, PRODUCT AND SERVICE DEVELOPMENT.

Jubilee General Insurance continues to focus on market development through innovation, digitalization, and a strong customer-centric approach to meet the evolving expectations of its customers. The insurance landscape is rapidly changing, with growing demand for fast, seamless, and easily accessible insurance solutions. In response, the Company is strengthening its digital capabilities and enhancing its product and service offerings to deliver greater convenience, transparency, and speed across the customer journey.

Digitalization remains a core pillar of Jubilee General's strategy, enabling instant and efficient service delivery through automated processes, digital onboarding, and simplified policy issuance. The Company is investing in technology-driven platforms to ensure quicker turnaround times, streamlined claims processing, and improved service accessibility. These initiatives are designed to provide customers with smooth and responsive experience while reducing dependency on manual interventions.

Customer centricity lies at the heart of Jubilee General Insurance's operations. By leveraging digital tools, data insights, and innovative service models, the Company aims to deliver faster responses, personalized solutions, and reliable support at every touchpoint. Through continuous investment in digital infrastructure and service excellence, Jubilee General is well-positioned to strengthen customer trust, enhance market reach, and maintain a leading role in the evolving insurance landscape.

## SOURCES OF INFORMATION AND ASSUMPTIONS USED FOR PROJECTIONS

The Company prepared its projections using information from internal systems, historical records, and analytical tools, supplemented by publicly available economic, regulatory, and industry data, all assessed by in-house experts to develop the underlying assumptions; no external consultant was engaged for the preparation of the projections disclosed in this statement.

## RESPONDING TO CRITICAL CHALLENGES IN FUTURE

Jubilee General Insurance Company has a unique business model that distinguishes it from the rest. Our above par technological and intellectual resources and the adopted and implemented risk management framework, is perfectly equipped to face any potential critical challenge and uncertainty that is likely to arise. Following are the major components which helps the Company to respond to critical challenges in future.

1. Efficient Business Model.
2. Innovation.
3. Implementing digitalisation across the board.
4. Dedicated professional and smart workers.
5. Digital marketing and online product availability.



# **STRIVING FOR EXCELLENCE IN CORPORATE REPORTING**



## **STATEMENT OF MANAGEMENT RESPONSIBILITIES TOWARDS THE PREPARATION AND PRESENTATION OF FINANCIAL STATEMENTS**

The preparation and presentation of accompanying financial statements of the Company (including financial statements of Window Takaful Operations) are the responsibility of the management and have also been approved by the Board of Directors. The financial statements have been prepared in accordance with the approved accounting policies which are in accordance and conform in all material respects with International Accounting Standards (IAS), certain International Financial Reporting Standards (IFRS) as applicable in Pakistan and provisions of and directives issued under the Companies Act 2017, the Insurance Ordinance, 2000, SEC (Insurance) Rules, 2017, Insurance Accounting Regulations 2017, Takaful Rules, 2012 and General Takaful Accounting Regulations, 2019. The material accounting policies, which management believes are appropriate for the Company, have been described in Note 4 of the accompanying financial statements.

The Management is responsible for the integrity and objectivity of the financial statements. Estimates that are necessary in the preparation of financial statements are based on careful judgments and have been properly reflected. Explanations regarding these key uncertainties along with estimation and respective judgments have been provided under the "Key Sources of Uncertainty" as a part of "Risks & Opportunities" section of this Annual Report.

The Management has established systems of internal control in the Company that are designed to provide reasonable assurance that assets are safeguarded from losses or unauthorised use and to produce reliable accounting records for the preparation of financial information.

The Management recognises its responsibility for conducting the Company's affairs in compliance with established financial standards and applicable laws and maintains proper standards of conduct for its activities.

The Financial Statements are duly audited by external auditors of the Company in accordance with the International Standard on Auditing as applicable in Pakistan. In their opinion the external auditors have confirmed that the financial statements are prepared in conformity with the accounting and reporting standards applicable in Pakistan.

The financial statements of the Company have been duly signed by Chief Executive Officer and Chief Financial Officer, in confirmation of these financial statements.

## **STATEMENT OF ADHERENCE WITH THE INTERNATIONAL INTEGRATED REPORTING FRAMEWORK <IR>**

This annual report of the Jubilee General Insurance Company Limited has been prepared as per guidelines of the International Integrated Reporting (IR) framework advocated by the International Integrated Reporting Council (IIRC). This report provides stakeholders quality, concise and transparent briefing of the Company's ability, position and expertise to create sustainable value, which is vital for its position, performance and reporting capabilities, which endorses our commitment to comply with the requirements of International Integrated Reporting Framework

The Company has achieved good stage of compliance. The Company also considers the significance and strengthening of this report in terms of information connectivity and presentation of results impact, regarding various capital employed.

### **REPORTING PERIOD**

The report is produced and published annually. The Annual Report 2025 covers the period 1 January to 31 December 2025.

### **COMPANY'S OPERATIONS**

The Company is engaged in insurance business since 1953 (73 years). The data and information presented in this report pertains to its branches and head office.

### **OBJECTIVES AND CONTENTS**

The contents of this report are based on Company's engagement with its stakeholders and IR framework to provide quality information on material topics which are of interest of various groups of stakeholders having impact on activities in economy, market, environment and society as well as long-term sustainability of the Company's business.

## METHODOLOGIES

The compilation of data has been done using mathematical calculation methods, accounting principles, actual basis and other different logical methodologies used. The Company makes every effort to ensure the accuracy of the sustainability as well as the information being provided. There has been no change in the reporting period, scope and boundary of the report. There are no changes that can significantly affect the comparability of data from period to period. Previous year's figures have been regrouped / rearranged wherever found necessary to conform to this year's classification.

The Company makes every effort to ensure the accuracy of the sustainability information, from time to time, however, figures may be updated.

## RELEVANCE, MONITORING AND CONTROL

The Company's relevant information and reporting is monitored and ensured that it is shared in the most suitable way for the stakeholders. Relevance of the information is another aspect which needs to be addressed properly.

The stakeholders' value is maximised through returns on investments, which management believes can be achieved through revenue maximisation.

## FINANCIAL AND NON-FINANCIAL REPORTING

The report includes both financial and non-financial information about performance, financial structure, insights, risks, opportunities and outcomes attributable to our activities and key stakeholders having significant influence on our value creation ability.

## USERS

This report is intended to address the needs of users, investors, stakeholders, suppliers, employees, regulators and society to provide view of value creation potential, taking into account the risks and opportunities. The Company believes that this report provide better understanding of its business strategies, opportunities & risks, business model, governance, performance which creates value to the Company and its shareholders. The Company shall continue to improve the information produced to make it even easier to understand.

## MATERIALITY

The report includes the information relevant for its stakeholders to make decisions on the organisation's economic, social and environmental performance.

## OUR REPORT

This Annual Report of the Company consist of the following content elements for the users of this report:

- Organisational Overview & External Environment.
- Business Model
- Stakeholders' Relationship & Engagement.
- Governance.
- IT Governance & Cybersecurity.
- Sustainability & Corporate Social Responsibility.
- Future Outlook.
- Striving for Excellence in Corporate Reporting.
- Strategy & Resource Allocation.
- Risk & Opportunities.
- Performance and Position.

Furthermore, the "Analysis of the Financial Information" has been given under 'Performance and Position' section of this Annual Report. This report also includes a section "Board of Directors" where in all the relevant information with respect to Directors of the Company has been given in detail.

## **SIGNIFICANT CHANGES IN THE BASIS OF PREPARATION AND PRESENTATION OF FINANCIAL STATEMENTS**

The annual financial statements of Jubilee General Insurance Company Limited are prepared in accordance with the IFRS issued by IASB as notified by the Securities and Exchange Commission of Pakistan (the SECP) under the Companies Act, 2017.

In order to prepare the accompanying financial statements, the Company has followed the format and guidelines of Insurance Rules 2017, Accounting Regulations 2017 and Takaful Rules 2012 and General Takaful Accounting Regulations, 2019. The format of financial statements prescribed by Insurance Rules 2017 was first time adopted by the Company in 2018.

Financial statements of Window Takaful Operations (Operator's Fund and Participants' Fund) have been prepared in accordance with format prescribed under Takaful General Accounting Regulations, 2019 issued by the SECP vide SRO 1416(1)/2019 dated November 20, 2019 which was applicable from January 1, 2020. The Company had adopted the new prescribed format in 2020.

During the year, the Company revised the presentation of total assets and liabilities related to its Window Takaful Operations in the statement of financial position, in accordance with the General Takaful Accounting Regulations, as amended by SRO 311(I)/2025 dated March 3, 2025. The amendment requires that, in addition to the Operators' Fund (OPF), the total assets and total liabilities of the Participants' Takaful Fund (PTF) also be reported within the financial statements of the insurer. Accordingly, the aggregate amounts of assets and liabilities relating to Window Takaful Operations (both PTF and OPF) have been presented in the Company's statement of financial position to comply with the revised regulatory requirements. This change in presentation has been treated as a change in accounting policy. Except for this change in accounting policy no Significant changes have been made in the basis of preparation and presentation of financial statements for the year ended December 31, 2025.

## **STATEMENT OF UNRESERVED COMPLIANCE OF IFRS ISSUED BY IASB**

Jubilee General Insurance Company Limited is preparing statutory financial statements in accordance with the International Financial Reporting Standards (IFRS) issued by International Accounting Standard Board (IASB) as notified by the Securities and Exchange Commission of Pakistan (the SECP) under the Companies Act 2017 and the preparation of the financial statements is in accordance with the provisions/directives issued by Insurance Rules, 2017, the Insurance Accounting Regulations, 2017 the Takaful Rules, 2012 and General Takaful Accounting Regulations, 2019.

With respect to implementation of IFRS 9 'Financial Instruments' (effective for period ending on or after June 30, 2019) which replaces the existing guidance in IAS 39 'Financial Instruments: Recognition and Measurement' (already adopted by the Company), the IFRS 4 'Insurance Contracts' provides two alternative options for application of IFRS 9 for entities issuing contracts within the scope of IFRS 4, first is temporary exemption (enables eligible entities to defer the implementation date of IFRS 9) and second is an overlay approach (allows an entity for a limited application of IFRS 9 from the effective date till the effective date of IFRS 17 'Insurance Contract' i.e. January 01, 2025). As an insurance company, the management has opted temporary exemption as allowed by the IASB for entities whose activities are predominantly connected with insurance.

In order to avail the temporary exemption from the application of IFRS 9, additional disclosure, as required by IASB, for being eligible to apply the temporary exemption from the application of IFRS 9 has been given in note 3.2 of the accompanying financial statements.

Furthermore, note 3 to accompanying financial statements specifies few other standards and interpretations which are yet to be effective in Pakistan. The management believes that the standards and interpretations referred in note 2.5 do not have any material impact to the financial statements of the Company.

## IMPLEMENTING GOVERNANCE PRACTICES EXCEEDING LEGAL REQUIREMENTS

At Jubilee General, the compliance of applicable laws and regulations is aimed not only to avoid financial losses in the shape of penalties and reputational risk to the Company but also to provide more efficient, effective and valuable performance to its stakeholders.

Being an insurance Company, the responsibility to abide by the laws and regulations is two-fold: as society in general and particularly being insurer puts its trust in the Company for covering risks that threaten valuable assets. Therefore, the Company is supposed to act with responsibility with regard to all laws and regulations so that it can play an efficient role when any loss arises to the people whose assets are under its insurance coverage. In the Company, particularly the Compliance Officer and generally all the Functional Heads are fully aware of the latest applicable laws and relevant regulations.

In line with the best practice of good governance, the Company goes beyond the mandatory compliance with the Code of Corporate Governance and other applicable laws in the following areas:

- In compliance with the requirement of Code of Corporate Governance, 2016, the Board has formed Board Risk & Compliance Committee. However, to strengthen the ERM implementation a senior management level committee has also been formed by the name of "Enterprise Risk Management Committee.
- The Board's performance evaluation is done through an independent reputable external consultant once in every three years. This process of performance evaluation by external independent consultant is to ensure transparency and maintains confidentiality.
- The Company obtains its Financial Strength Rating from two local rating agencies VIS and PACRA to demonstrate transparency in the rating process. The legal requirement for insurance companies is to obtain credit rating from any one of the local rating agency. However, the Company believes in trust and confidence of stakeholders, hence rated by both local rating agencies from inception of this legal requirement.
- The Company is among very few insurance companies of Pakistan which also obtain Financial Strength Rating from renowned and oldest international rating agency AM Best. The Credit Rating of B by AM Best reflects Jubilee General's strong risk adjusted capitalisation, solid business profile, good record of operating performance and robust risk management framework.
- To monitor the performance and compliance with Shariah Principles in Window Takaful Operations, a high-level management "Takaful Committee" has been formed which overview the operations of Participant Takaful Fund and ensure compliance of Shariah Rules. The Committee periodically get briefing from Shariah Advisor on matters related to Window Takaful Operations.
- SECP's Circular 9 of 2016 describes valuation methods for determination of IBNR by insurance companies. The circular allows non-life companies to calculate and ascertain IBNR reserves in accordance with the provided valuation methods by the management. However, to ensure accuracy and credibility, the Company follows the advice of external actuary to determine the IBNR reserves at year end.
- The Company follows the practice of carrying out specific IT audits from reputable specialist IT audit firm at every three years although no such requirement is prescribed in the applicable laws. This practice is consistently followed to ensure security and bring improvements in IT system on continuous basis.
- The Company arranges adequate insurance cover of professional indemnity for its Directors and Senior management although its not mandatory in applicable laws.

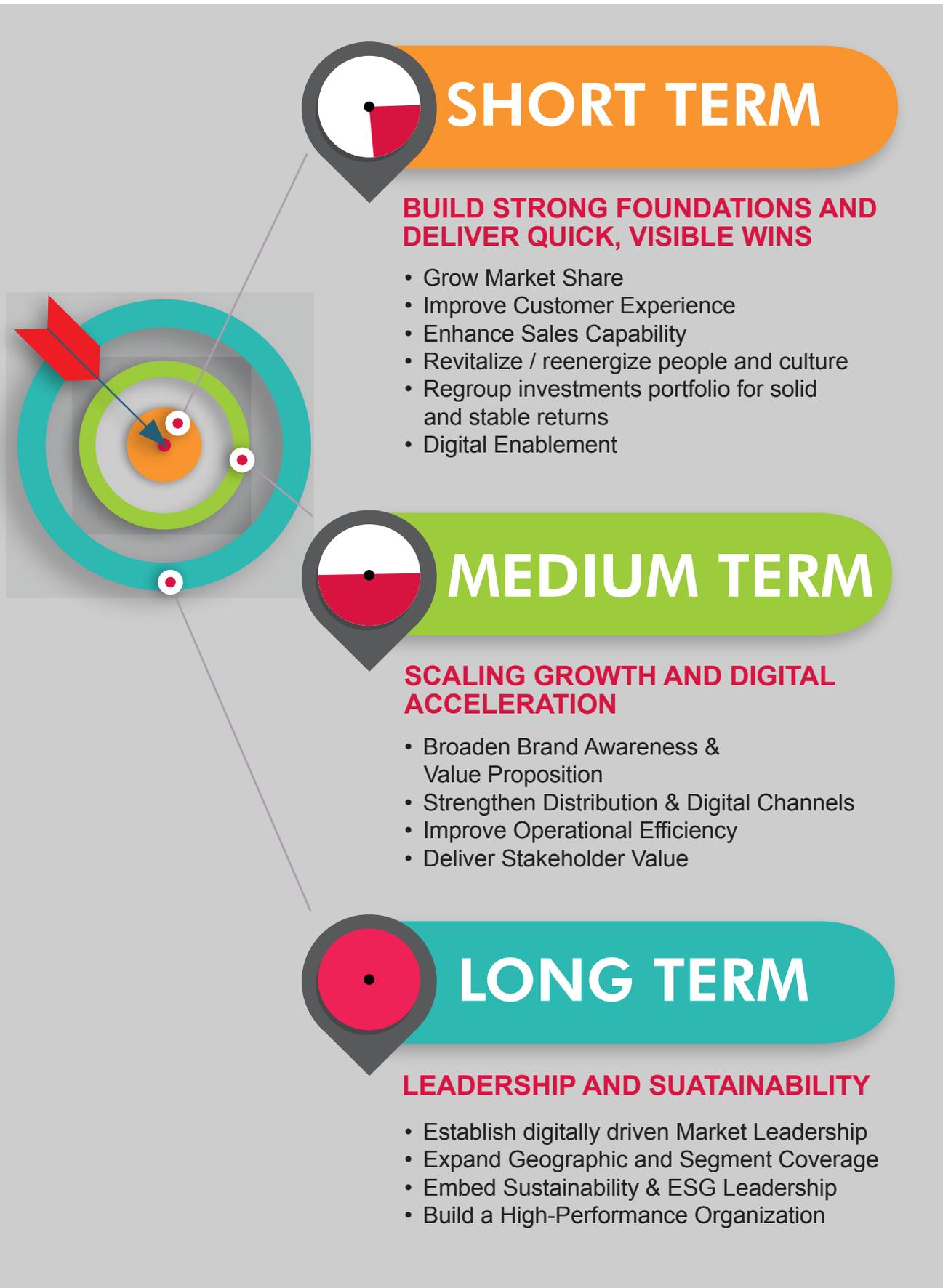
A man in a dark blue suit, white shirt, and green tie is seated at a wooden table, looking intently at a tablet computer. He is wearing glasses. To his right, another person in a blue suit is partially visible, also looking at the tablet. On the table, there is a white coffee cup with a patterned design on a saucer. The background is a warm, dimly lit room with a lamp and a plant.

**STRATEGY  
& RESOURCE  
ALLOCATION**



## STRATEGIC OBJECTIVES

### DIGITIZE, EXECUTE, SCALE AND LEAD



## STRATEGIC OBJECTIVES AND STRATEGIES

Following are the management objective with strategies and the relationship between the Company’s financial results with defined objectives. These objectives work as guiding principles to achieve the overall mission of the Company. There has been no change in these objectives comparing with prior year:

Strategic Objective	Strategies for Meeting Objectives	KPI	Future Relevance
Grow Market Share	<p>Aggressive product promotions tailored to key segments (motor, health, travel, microinsurance).</p> <p>Strengthen distribution via agents, bancassurance partners, and digital platforms.</p> <p>Target cross-selling opportunities to existing customers across product lines.</p>	<p>Gross Written Premium (GWP) Growth (%)</p> <p>Market Share (%)</p> <p>New Customer Acquisition</p> <p>Cross-Sell Ratio</p> <p>Channel Mix (%)</p>	<p>Will remain relevant – core insurance growth metric</p> <p>Will remain relevant</p> <p>Will remain relevant, enhanced via digital analytics</p> <p>Will remain relevant</p> <p>Will remain relevant, digital share expected to increase</p>
Improve Customer Experience	<p>Simplify customer onboarding and claims processing through digital tools (e.g., mobile app enhancements).</p> <p>Introduce 24/7 support channels and faster claims turnaround.</p> <p>Conduct customer feedback surveys to identify service gaps.</p>	<p>Net Promoter Score (NPS)</p> <p>Claims Turnaround Time (TAT)</p> <p>First Contact Resolution (%)</p> <p>Digital Adoption Rate (%)</p> <p>Customer Complaint Ratio</p>	<p>Will remain relevant</p> <p>Will remain relevant, with faster benchmarks</p> <p>Will remain relevant</p> <p>Will remain relevant</p> <p>Will remain relevant</p>
Enhance Sales Capability	<p>Ongoing training programs focused on sales skills and product knowledge.</p> <p>Incentive schemes to drive performance.</p> <p>Deployment of digital tools (CRM, e-learning) for sales support.</p>	<p>Agent Productivity</p> <p>Training Hours per Employee</p> <p>Sales Conversion Rate (%)</p> <p>Incentive Achievement Ratio</p> <p>Digital Tool Usage (%)</p>	<p>Will remain relevant</p> <p>Will remain relevant</p> <p>Will remain relevant</p> <p>May evolve toward value-based incentives</p> <p>Will remain relevant</p>
revitalize / reenergize people and culture	<p>Launch leadership and talent development programs focusing on coaching, succession planning, and capability growth.</p> <p>Build a culture of innovation by introducing idea challenges, pilot programs, and cross-functional collaboration initiatives.</p> <p>Improve employee experience through recognition systems, pulse surveys, wellness programs, and transparent communication.</p> <p>Promote a digital-first, customer-centric culture through training, values workshops, and showcasing internal success stories.</p>	<p>Leadership Program Completion Rate (%)</p> <p>Succession Coverage for Key Roles (%)</p> <p>Internal Promotion Ratio (%)</p> <p>Leadership Capability Score</p>	<p>Will remain relevant</p> <p>Will remain relevant</p> <p>Will remain relevant</p> <p>Will remain relevant</p>

Strategic Objective	Strategies for Meeting Objectives	KPI	Future Relevance
Regroup investments portfolio for solid and stable returns	Rebalance the investment portfolio by optimizing asset allocation across low-risk fixed-income, equities, and alternative investments.	Portfolio Return vs Benchmark (%)	Will remain relevant
	Strengthen the risk management framework through ALM practices, stress testing, and enhanced monitoring of market and credit exposures.	Risk-Adjusted Return (Sharpe Ratio)	Will remain relevant
	Explore long-term stable investment opportunities such as infrastructure, ESG-focused securities, and high-grade corporate instruments.	Asset Allocation Compliance (%)	Will remain relevant
	Improve transparency and governance by implementing performance dashboards, benchmark comparisons, and regular investment committee reviews.	Portfolio Volatility (%)	Will remain relevant
Digital Enablement	Implement an integrated digital ecosystem by upgrading core systems (CRM, policy admin, claims) and enabling seamless data flow across functions.	System Integration Completion Rate (%)	Will remain relevant
	Accelerate automation of customer-facing and back-office processes through AI, smart workflows, and digital forms.	Reduction in Manual Processing (%)	Will remain relevant as automation expands
	Enhance digital customer self-service via mobile app upgrades, chatbots, e-KYC, and real-time policy/claims tracking.	Core System Uptime (%)	Will remain relevant, with higher benchmarks expected
	Strengthen data analytics capability through a centralized data lake, dashboards, and predictive models for pricing, retention, and fraud detection.	Number of Digital Products Launched	Will remain relevant
Broaden Brand Awareness & Value Proposition	Integrated marketing campaigns highlighting product innovation and customer benefits.	Brand Awareness Index	Will remain relevant
	Strategic partnerships (e-commerce, travel platforms, banks, health partners) to extend reach and brand visibility.	Brand Preference (%)	Will remain relevant
		Marketing ROI	Will remain relevant
		Partnership Revenue (%)	Will remain relevant
Strengthen Distribution & Digital Channels	<ul style="list-style-type: none"> <li>Invest in digital sales ecosystems and aggregators (mobile apps, online portals).</li> <li>Expand partnerships with banks, e-commerce, and technology platforms.</li> <li>Leverage data analytics to personalize offerings and improve conversion rates.</li> </ul>	Digital GWP Share (%)	Will remain relevant
		Active Distribution Partners	Will remain relevant
		Cost per Policy Issued	Will remain relevant
		Conversion Rate (Digital)	Will remain relevant

Strategic Objective	Strategies for Meeting Objectives	KPI	Future Relevance
Improve Operational Efficiency	<ul style="list-style-type: none"> <li>Process automation (customer onboarding, claims, underwriting).</li> <li>Adoption of digital tools for risk assessment and fraud detection.</li> <li>Centralization of back-office functions to improve economies of scale.</li> </ul>	Expense Ratio (%) Claims Leakage (%) Automation Rate (%) Back-office Productivity	Will remain relevant Will remain relevant Will remain relevant Will remain relevant
Deliver Stakeholder Value	<ul style="list-style-type: none"> <li>Maintain disciplined underwriting to safeguard profitability and solvency.</li> <li>Explore dividend policy enhancements tied to performance.</li> </ul> Transparency in reporting outcomes and ESG initiatives	Combined Ratio (%) Return on Equity (ROE) Solvency Margin ESG Disclosure Score	Will remain relevant Will remain relevant Will remain relevant Will remain relevant and expanding
Establish Market Leadership	<ul style="list-style-type: none"> <li>Leadership in innovation in product design (Takaful, microinsurance, digital first products).</li> <li>Leveraging brand trust through service excellence and consistent reliability.</li> <li>Continuous evaluation and evolution of product portfolios to meet changing needs.</li> </ul>	Industry Ranking Customer Retention Rate (%) Innovation Revenue (%)	Will remain relevant Will remain relevant Will remain relevant
Expand Geographic and Segment Coverage	<ul style="list-style-type: none"> <li>Expansion of branch network and digital accessibility in under-penetrated areas.</li> <li>Customized products for emerging demographics (SMEs, agri-insurance, gig-economy).</li> <li>Strengthen agent and bancassurance networks with data-driven segmentation.</li> </ul>	Rural / Underserved GWP (%) SME & Agri Portfolio Growth Branch & Digital Reach Index	Will remain relevant Will remain relevant May evolve toward digital-only metrics
Embed Sustainability & ESG Leadership	<ul style="list-style-type: none"> <li>Implement Net Zero and ESG reporting frameworks to exceed regulatory and stakeholder expectations.</li> <li>Sustainable investments and carbon footprint reduction across operations.</li> <li>Community partnerships and risk education programs to build societal resilience.</li> </ul>	Carbon Emissions (tCO <sub>2</sub> e) Paperless Transactions (%) ESG Investment Ratio (%) Community Impact Score	Will remain relevant Will remain relevant Will remain relevant Will remain relevant
Build a High-Performance Organization	<ul style="list-style-type: none"> <li>Leadership development and talent succession planning.</li> <li>Incentivizing innovation and cross-functional collaboration.</li> <li>Investment in learning platforms and performance analytics.</li> </ul>	Employee Engagement Index Attrition Rate (%) Leadership Succession Coverage Innovation Participation Rate	Will remain relevant Will remain relevant Will remain relevant Will remain relevant

# ORGANISATIONAL RESOURCES

## SHORT-TERM: RESOURCE ALLOCATION PLAN

### OBJECTIVES COVERED

- Grow Market Share
- Improve Customer Experience
- Enhance Sales Capability

Capital Type	Resource Allocation Focus	Key Deployments Aligned to Strategies
<b>Financial Capital</b> 	Marketing & sales acceleration funding	<ul style="list-style-type: none"> <li>• Promotional budgets for motor, health, travel &amp; microinsurance</li> <li>• Agent commissions &amp; short-term incentive schemes</li> <li>• Investment in customer experience tools (CRM upgrades, claims digitization)</li> </ul>
<b>Human Capital</b> 	Sales & service capability uplift	<ul style="list-style-type: none"> <li>• Recruitment of sales agents &amp; relationship managers</li> <li>• Intensive training programs (product, cross-selling, service excellence)</li> <li>• Call-center and claims staff augmentation for faster turnaround</li> </ul>
<b>Manufactured Capital</b> 	Digital & operational infrastructure	<ul style="list-style-type: none"> <li>• Enhancement of mobile apps and online onboarding systems</li> <li>• Claims processing hardware &amp; workflow tools</li> <li>• Customer contact center systems (24/7 support capability)</li> </ul>
<b>Intellectual Capital</b> 	Product & process knowledge	<ul style="list-style-type: none"> <li>• Simplified underwriting guidelines</li> <li>• Cross-sell product bundles and pricing logic</li> <li>• Standardized customer journey maps and SOPs</li> </ul>
<b>Social &amp; Relationship Capital</b> 	Distribution & customer trust	<ul style="list-style-type: none"> <li>• Strengthened relationships with agents, banks, and affinity partners</li> <li>• Customer feedback loops and service recovery programs</li> <li>• Brand trust reinforcement through faster claims settlements</li> </ul>
<b>Natural Capital</b> 	Limited but enabling role	<ul style="list-style-type: none"> <li>• Reduced paper usage via e-policy issuance and digital claims</li> <li>• Energy-efficient use of IT and office resources</li> </ul>

## MEDIUM-TERM: RESOURCE ALLOCATION PLAN

### OBJECTIVES COVERED

- Brand Awareness & Value Proposition
- Distribution & Digital Channel Expansion
- Operational Efficiency
- Stakeholder Value Delivery

Capital Type	Resource Allocation Focus	Key Deployments Aligned to Strategies
<b>Financial Capital</b> 	Growth, efficiency & shareholder value	<ul style="list-style-type: none"> <li>• Investment in digital ecosystems, aggregators, and automation</li> <li>• Marketing spend for brand-building campaigns</li> <li>• Capital allocation for solvency, profitability &amp; dividend sustainability</li> </ul>
<b>Human Capital</b> 	Digital, analytics & leadership skills	<ul style="list-style-type: none"> <li>• Hiring data scientists, digital marketers, automation specialists</li> <li>• Upskilling staff in analytics, fraud detection &amp; risk assessment</li> <li>• Leadership and middle-management development programs</li> </ul>
<b>Manufactured Capital</b> 	Scalable digital & centralized operations	<ul style="list-style-type: none"> <li>• End-to-end automation platforms (underwriting, claims, fraud)</li> <li>• Centralized back-office shared services</li> <li>• Advanced CRM, analytics engines, and cybersecurity infrastructure</li> </ul>
<b>Intellectual Capital</b> 	Data-driven decision-making	<ul style="list-style-type: none"> <li>• Customer analytics &amp; personalization models</li> <li>• Risk scoring &amp; fraud detection algorithms</li> <li>• Process reengineering frameworks &amp; best-practice playbooks</li> </ul>
<b>Social &amp; Relationship Capital</b> 	Strategic alliances & reputation	<ul style="list-style-type: none"> <li>• Long-term partnerships with banks, e-commerce &amp; health platforms</li> <li>• Improved broker, corporate client, and reinsurer relationships</li> <li>• Enhanced transparency with regulators &amp; shareholders</li> </ul>
<b>Natural Capital</b> 	Efficiency & compliance	<ul style="list-style-type: none"> <li>• Green procurement policies</li> <li>• Reduced operational emissions through digitization</li> <li>• Initial ESG disclosures and baseline environmental metrics</li> </ul>

## LONG-TERM: RESOURCE ALLOCATION PLAN

### OBJECTIVES COVERED

- Market Leadership
- Geographic & Segment Expansion
- Sustainability & ESG Leadership
- High-Performance Organization

Capital Type	Resource Allocation Focus	Key Deployments Aligned to Strategies
<b>Financial Capital</b> 	Sustainable growth & innovation	<ul style="list-style-type: none"> <li>• Long-term investment in digital-first, Takaful &amp; microinsurance products</li> <li>• Capital for branch &amp; digital expansion in rural markets</li> </ul>
<b>Human Capital</b> 	Future-ready workforce	<ul style="list-style-type: none"> <li>• Leadership succession planning &amp; executive development</li> <li>• Innovation labs and cross-functional teams</li> <li>• Continuous learning platforms &amp; performance analytics</li> </ul>
<b>Manufactured Capital</b> 	Nationwide & digital reach	<ul style="list-style-type: none"> <li>• Expansion of branches, kiosks &amp; mobile service units</li> <li>• Advanced AI-driven underwriting and claims platforms</li> <li>• Cloud-native, scalable IT infrastructure</li> </ul>
<b>Intellectual Capital</b> 	Innovation & organizational knowledge	<ul style="list-style-type: none"> <li>• Proprietary product designs (agri, SME, gig-economy insurance)</li> <li>• Institutionalized innovation management systems</li> </ul>
<b>Social &amp; Relationship Capital</b> 	Trust, inclusion & societal impact	<ul style="list-style-type: none"> <li>• Deep community partnerships &amp; financial inclusion initiatives</li> <li>• Strong bancassurance, agri, and rural agent networks</li> <li>• Thought leadership in insurance, sustainability &amp; risk resilience</li> </ul>
<b>Natural Capital</b> 	ESG leadership & environmental stewardship	<ul style="list-style-type: none"> <li>• Net Zero roadmap implementation</li> <li>• Carbon footprint reduction across operations</li> <li>• Climate-resilient insurance products and risk mitigation programs</li> </ul>

## STRATEGY TO MANAGE LIQUIDITY, ADDRESS OPERATIONAL LOSSES AND DEFAULT MANAGEMENT (IF ANY)



The Board of Directors of Jubilee General Insurance Company Limited remains focused on maintaining a strong liquidity position and addressing any operational losses in a timely and prudent manner.

To manage liquidity risk, the Board has approved a framework that ensures the availability of sufficient liquid assets to meet obligations as they fall due. This includes regular monitoring of cash flows and liquidity ratios, alignment of asset maturities with claims and expense outflows, and periodic stress testing to assess resilience under adverse scenarios.

To mitigate operational losses, the Board emphasizes disciplined underwriting, portfolio optimization, and robust reinsurance arrangements. Cost control measures, including operational efficiencies and selective expense rationalization, have been implemented to protect margins while maintaining service quality.

The Board has also approved contingency measures, including the use of capital buffers, prudent dividend management, and access to funding support if required. Through these actions and ongoing oversight by the Board and its Committees, the Company remains well-positioned to manage liquidity challenges, stabilize performance, and continue operations on a going-concern basis.

The Company had no debt obligations or liabilities requiring repayment during the year ended 2025.

# SUSTAINABLE VALUE CREATION ENGINE

Jubilee General Insurance Company Limited's ability to create and sustain value is driven by a unique combination of capabilities and strategic resources that are difficult to replicate, deeply embedded in the organization, and continuously enhanced through innovation and governance discipline.



# EFFECTS OF TECHNOLOGICAL CHANGE, SOCIETAL ISSUES, ENVIRONMENTAL CHALLENGES AND RESOURCE CONSTRAINTS

Jubilee General Insurance Company Limited (JGI) recognises that its business strategy and operating environment are influenced by evolving internal and external factors. While internal changes are generally planned and managed within the Company’s strategic framework, external developments i.e. technological, societal and environmental have a significant impact on the business and related strategies. These factors are therefore continuously assessed in strategy formulation, product development and distribution approaches.

Following are the important external factors which are considered by the Company while devising strategies and updating the business model.

## TECHNOLOGICAL CHANGES

Rapid technological advancement is transforming the general insurance landscape globally. Emerging technologies such as telematics, artificial intelligence, connected devices, satellite imagery and data analytics are enhancing insurers’ ability to assess, price and monitor risk with greater precision. Digital platforms and mobile applications also reshaping customer expectations by enabling seamless policy issuance, servicing and claims processing.

### Technological Changes Impacting the General Insurance Industry

<div style="border-bottom: 1px solid #ccc; padding: 5px 0;">  <p><b>AI-Driven Automation</b></p> <ul style="list-style-type: none"> <li>• AI image analytics for car damages</li> <li>• Automated adjudication of medical claims</li> <li>• Fraud detection across insurance segments</li> </ul> </div> <div style="border-bottom: 1px solid #ccc; padding: 5px 0;">  <p><b>Data-Driven Risk Selection</b></p> <p>Telematics and behavior-based motor pricing Medical history and lifestyle analytics Catastrophe risk modeling</p> </div> <div style="padding: 5px 0;">  <p><b>Digital Ecosystems</b></p> <ul style="list-style-type: none"> <li>• Partnerships with auto OEMs</li> <li>• Integrated with travel portals</li> <li>• Links to healthcare providers</li> </ul> </div>	<div style="border-bottom: 1px solid #ccc; padding: 5px 0;">  <p><b>Customer-Centric Innovation</b></p> <p>Mobile apps and self-service tools Telemedicine and wellness journeys Real-time travel assistance</p> </div> <div style="padding: 5px 0;">  <p><b>Climate Risk Analytics</b></p> <ul style="list-style-type: none"> <li>• Wildfire and flood prediction models</li> <li>• Catastrophe risk-based motor pricing</li> <li>• Climate-based underwriting</li> </ul> </div>
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While the pace of adoption in Pakistan may differ from more advanced markets, the demand for digital insurance solutions and data-enabled underwriting is steadily increasing. The Company continues to invest in modern IT systems and process automation across the insurance value chain, from customer onboarding to claims settlement. It also evaluates the adoption of advanced risk-assessment tools and digital distribution capabilities to enhance customer experience and offer appropriately priced, technology-enabled insurance solutions.

## Motor & Claims Robotic Process Automation (RPA)

To improve turnaround time, reduce manual errors and enhance customer satisfaction, RPA was deployed in Motor and Claims operations. Automated workflows now handle data extraction, validation, claim registration and status updates, resulting in:

- Faster claim processing
- Improved accuracy in documentation
- Reduced operational workload

This automation has significantly strengthened efficiency across the Motor line, enabling quicker responses to customer needs.



## Point of Sale (POS) Solution

JGI developed and deployed its first-ever Point of Sale (POS) system, enabling real-time policy issuance across multiple business lines. This platform:



- Streamlined policy generation for Motor, Health, Travel, Home, Fire and other GI products
- Ensured accuracy through rule-based validations
- Enhanced distribution through agents, branches and partner networks

The POS solution significantly contributed to operational standardization and improved customer onboarding.

## Workflow Automation within the Core Insurance System

Workflow automation was embedded into the core insurance platform for different business segments, enabling:

- Straight-through processing for various policy types
- Digital approvals and task routing
- Better compliance and reduced turnaround times

This has improved process transparency, reduced manual touchpoints and enhanced cross-functional coordination.



## Travel Insurance Digital Ecosystem



A complete digital ecosystem for Travel Insurance is on its way to be, integrating:

- Online policy issuance
- Real-time partner integrations (airlines, travel portals, agencies)
- Automated claims initiation

The travel ecosystem will enhance customer convenience by enabling seamless digital journeys from purchase to claim.

## Motor Insurance Ecosystem

To further support customer engagement and accessibility, a Motor Insurance Web & App Ecosystem is set to be introduced. Features include:

- Online Motor policy issuance and renewals
- Digital claim intimation and tracking
- Access to policy documents, support and service requests

This ecosystem supports round-the-clock digital access and improved customer experience.



## KYC (Know Your Customer) Application



The implementation of a centralized KYC application strengthened customer verification, regulatory compliance and fraud prevention. Key enhancements include:

- Automated verification workflows
- Centralized customer data repository
- Real-time validation and documentation management

This has improved onboarding efficiency and data integrity across all business lines.

## Catastrophic Risk Modeling Software

To strengthen underwriting accuracy and exposure management, the JGI deployed Catastrophic (CAT) Risk Modeling Software, enabling:

- Advanced modeling for natural disasters (flood, storm, earthquake)
- Better pricing decisions and portfolio diversification
- Improved reinsurance planning

This investment enhances the JGI's ability to quantify and manage catastrophic risk across Fire and other property lines.



## SOCIETAL ISSUES

Demographic and societal changes influence insurance demand, product relevance and distribution models. Shifts in population structure, urbanisation, education levels, income patterns and lifestyle preferences are reshaping customer expectations and accelerating adoption of digital service channels, particularly among younger and more technologically engaged segments.

The Company continuously monitors and evaluates these trends in developing products, services and distribution channels to ensure accessibility, relevance and convenience for evolving customer segments. Broader societal factors, e.g., health awareness, financial inclusion, social protection needs and community resilience, are considered in the Company's approach to product design and market outreach, enabling it to respond to emerging protection needs within society.

## ENVIRONMENTAL CHALLENGES

Climate change and environmental degradation are increasing the frequency and severity of natural catastrophes and weather-related losses, creating material implications for the insurance industry. Insurers play a dual role in this context: providing risk transfer and recovery support through claims settlement, while also contributing to economic resilience through investment and risk management practices.

The Company recognises climate-related risk as a key underwriting and portfolio consideration. Well designed risk assessment and underwriting processes are applied to evaluate exposure to natural perils and environmental hazards, supported by tools to monitor geographic risk concentration. Risk mitigation measures and loss-prevention considerations form part of underwriting evaluation to reduce potential climate-related impacts on both insured assets and the Company's risk portfolio.

## RESOURCE CONSTRAINTS

In recent years, global economic disruptions following the Covid-19 pandemic and broader market pressures have heightened awareness of resource constraints across industries. For the Company, human capital remains a critical strategic resource. To support long-term corporate objective and organisational continuity, Jubilee General maintains structured succession planning and leadership development initiatives to ensure sustained capability and future leadership readiness.

The Company also manages traditional operational constraints, including limited resources and capacity imbalances, through structured planning and performance management tools. Resource allocation decisions consider contribution and value creation to optimise utilisation. Where capacity variations arise across business lines or locations, resources are redeployed to areas of higher demand to enhance efficiency and maintain service quality.

Overall, resource considerations form an integral part of strategic planning, enabling the Company to pursue value enhancing growth while maintaining operational resilience and efficiency.

## SPECIFIC PROCESSES USED TO MAKE STRATEGIC DECISIONS

Management is responsible for executing the approved strategy and achieving the Company's long-term objectives. Strategic decisions are guided by defined governance principles and organisational values, ensuring alignment with stakeholder interests and sustainable business performance. Key considerations in strategic decision-making include the following:

### INTEGRITY

Integrity underpins all business decisions and relationships. The Company is committed to conducting its operations with honesty, transparency and accountability, while safeguarding the interests of customers, shareholders and the wider community. Governance frameworks, internal controls and ethical standards support responsible conduct and reinforce trust in the Company's operations. The Company is dedicated to upholding the greatest standards of integrity, transparency, and responsibility. Jubilee General wants to make sure that it conducts its business while upholding moral standards.

### ETHICS

The Company promotes a culture of ethical behaviour and respect for laws and regulations at all levels of the organisation. Established policies and codes of conduct guide employee behaviour and decision making, encouraging professionalism, fairness, respect and accountability. Ethical considerations are embedded in business practices to ensure that activities are conducted responsibly and in line with societal expectations. . Above all, we aim for excellence in everything we do for the benefit of society as a whole. The Company is committed to sustaining the highest standards of accountability and openness. It seeks to ensure that business adheres to moral principles.

## FOCUS & ACTION-ORIENTED APPROACH

Jubilee General is aware of the obligations and demands placed on organisations to give back and advance society. The Company emphasises clarity of objectives, performance accountability and disciplined execution. Strategic priorities are translated into measurable goals across business units, supported by structured performance management and regular review mechanisms. This approach enables timely decision-making, operational responsiveness and alignment of individual performance with organisational strategy.

## ATTITUDE TOWARDS RISK

Risk considerations are integral to strategic planning and decision making. The Company applies an enterprise risk management approach to identify, assess and manage risks that may affect achievement of strategic and operational objectives. Risk policies and processes are periodically reviewed to reflect changes in the business environment and market conditions.

Through training, communication and governance oversight, the Company fosters a disciplined risk culture in which employees understand their responsibilities and the importance of effective risk management. This approach supports balanced decision-making that protects the Company's capital and earnings while enabling sustainable growth opportunities.

## CRITICAL PERFORMANCE INDICATORS

Critical Performance Indicators (CPIs) are measurable values that demonstrate how effectively an organisation is achieving key business objectives. These objectives are critical for the existence and future growth of an organisation. Organisations use CPIs to evaluate their success at reaching targets.

Jubilee General, in order to measure its magnitude of achievements, has identified CPIs which are calculated on monthly, quarterly and annual basis in order to measure the performance of the Company against targeted goals. Variances are calculated by comparing actual results with budgeted targets so that the strategies and operational techniques can be modified in order to get better results in future.

## COMPANY'S CRITICAL PERFORMANCE INDICATORS

The Company has demonstrated unwavering performance within the general insurance sector in most Key Performance Indicators. Following are the management objectives, Critical Performance Indicators (CPIs) which also help to measure the Company's performance and setting the targets ahead:

Management Objectives	CPIs
Maintaining growth levels particularly in Gross Written Premium (GWP)/Takaful Contribution to increase market share.	Growth
Maintaining strong profitability of the business.	Profitability
Increasing premium/contribution retention.	Net Premium/Contribution earned
Maintaining healthy Investment returns with limited exposure to uncertainties of stock and money market.	Investment income/return
Maintaining Insurer Financial Strength Ratings.	Financial Strength Ratings
Increasing shareholders' wealth.	Healthy profit distribution and robust capital structure
Meeting and exceeding customer expectations.	Product development and innovation
Retaining and attracting best employees.	Adequate Human Balance Sheet

The management is fully determined to meet its objectives all the time as all the above-mentioned CPIs will remain relevant in future as well.

## METHOD, ASSUMPTIONS IN IDENTIFYING AND COMPILING CPIs

Identification and selection of the relevant CPIs is dependent on industry in which the organisation operates. In Jubilee General certain CPIs are well-known indicators which are considered in the insurance sector as critical for the growth of an Insurance Company which are Gross Written Premium / Contribution and market share of the Company. Targeted rate of growth and percentage of share in market is set after a profound process considering the economy of the country and with the consultation of the business producers. These targets are part of the organisation long term plan which is duly approved by the Board of Directors.

The second important CPI is profitability of business. The profit of the Company is dependent on the underwriting results and investment income. Magnitude of underwriting income represents the quality of underwriting and it is one of the key factors reflecting viability of core business. Target of underwriting income is set on year-to-year basis and these are also part of approved long-term plan of the Company. Underwriting Income is heavily dependent on the premium / contribution retention ratio (the ratio to measure the level of risk in monetary terms which is being carried by an insurer rather than being passed to reinsurer). It is a great challenge for an insurance company to increase the retention ratio without jeopardising the underwriting results of the Company. Therefore, retention ratio is set very carefully keeping in view all the relevant factors. Another crucial factor in profitability is Management Expenses. The Company set limits for each expense considering the revenue targets. The amount of expenses and expenses ratio are monitored vigilantly. Performance against this CPI is evaluated against targeted ratio on quarterly and annual basis.

The Investment Income reflects the level of efficient utilisation of funds of the Company. The investments returns are set with stock market and money market benchmarks. The actual investment income is compared with these benchmarks on quarterly basis and variances are worked out to improve the performance accordingly. Furthermore, a realistic target is set for the investment income at the beginning of the year and which is monitored on quarterly basis for performance evaluation purposes.

Monitoring of Insurance Financial Strength (IFS) Ratings is one of important CPIs as due to a strong financial strength rating, the Company would be able to underwrite large risks and avail better re-insurance terms from the re-insurers. Furthermore, clients while obtaining insurance cover for their assets are necessarily consider the IFS rating of the Company. Therefore, it is necessary that the Company monitors the IFS rating and the same is renewed on yearly basis with both local rating agencies and one international rating agency for its undoubted affirmation. The management on periodic basis also carried in-house evaluation for certain indicators which are considered vital for good IFS rating.

It is ultimate goal of a listed Company to increase the shareholders' wealth. Therefore, all the CPIs are evaluated keeping in view that the Company announcements in the Pakistan Stock Exchange for profit or/and dividend declaration cause to increase the shareholders' wealth.

In order to face modern technological changes coming in the insurance sector, the Company is all the time spirited for meeting and exceeding customer expectations. Under this CPIs, the performance of Company is dependent on the number of new innovative products introduced during the year and their quality and acceptability in the market. Each product's performance is reviewed thoroughly and variances are considered to increase future performance accordingly.

Human Capital of the Company is one of the key sources to carry overall operations. In service sector, the quality of human resource is directly proportionate to the growth of the Company. Therefore, it is aimed in Jubilee General that adequate human balance sheet should be maintained by retaining and attracting best staff. The HR matters and performance of management with respect to Human Resource Management are monitored and evaluated with the relevant CPI by the Board Human Resource and Nomination Committee heading by an independent director.

All the above, CPIs have been identified under normal circumstances and have been set considering the assumptions such as appropriate growth in economy, stable political condition, improved law and order situation in the country, catastrophic peril remain under averaged limits, adequate performance of stock market without witnessing any intense volatility. However, if any condition deviate from its normality, the impact is evaluated with the performance of peer group under the same CPIs.

Above all, through the monitoring of these CPIs, the Company is able to compete in the industry and create value for all its stakeholders and society.

## BOARD'S STATEMENT ON THE SIGNIFICANT PLANS AND DECISIONS SUCH AS CORPORATE RESTRUCTURING, BUSINESS EXPANSION, MAJOR CAPITAL EXPENDITURE OR DISCONTINUANCE OF OPERATIONS.

Board of Directors of Jubilee General Insurance Company Limited ("the Company") remains committed to ensuring the long-term sustainability, resilience, and growth of the Company in an increasingly competitive and evolving insurance landscape. In pursuit of this objective, the Board has reviewed and approved a number of significant strategic plans and decisions, aimed at strengthening the Company's market position, enhancing operational efficiency, and creating enduring value for shareholders and stakeholders.

### Strategic Business Expansion

The Board has approved a phased business expansion strategy focused on strengthening the Company's presence across key insurance segments, including motor, health, travel, microinsurance, SME, and emerging risk segments. This expansion will be executed through a balanced mix of organic growth, digital distribution, and strategic partnerships, enabling the Company to broaden its customer base while maintaining underwriting discipline.

In addition, the Board has endorsed initiatives to expand geographic reach, particularly in under-penetrated and underserved areas, leveraging digital platforms and selected physical touchpoints to improve accessibility and financial inclusion.

### Digital Transformation and Capital Expenditure

Recognizing technology as a critical enabler of sustainable competitive advantage, the Board has approved targeted capital expenditure in digital and operational infrastructure. These investments include:

- Digitization of underwriting, claims processing, and customer onboarding;
- Enhancement of digital sales platforms, mobile applications, and customer self-service channels;
- Deployment of data analytics, risk intelligence, and risk assessment tools; and
- Strengthening of cybersecurity and data governance frameworks.

The Board believes that these investments will improve service quality, reduce operating costs, and enhance scalability, thereby supporting long-term profitability and customer satisfaction.

### Operational Optimization and Efficiency Initiatives

To improve cost efficiency and service consistency, the Board has approved the centralization and optimization of selected back-office and support functions. This initiative is designed to achieve economies of scale, improve turnaround times, and strengthen internal controls without compromising service quality.

The Board monitors operational performance metrics to ensure that efficiency gains are achieved in a responsible and sustainable manner.

**Capital Management and Financial Discipline**

The Board remains focused on maintaining a strong capital base and solvency position, consistent with regulatory requirements and the Company’s risk appetite. Key decisions include:

- Continued emphasis on disciplined underwriting and portfolio diversification;
- Prudent investment management aligned with long-term risk-return objectives; and
- Evaluation of dividend policy enhancements, subject to profitability, capital adequacy, and future growth requirements.

These measures are intended to safeguard financial resilience while delivering sustainable returns to shareholders.

**Sustainability, ESG, and Responsible Business Practices**

The Board has approved a roadmap to further integrate Environmental, Social, and Governance (ESG) considerations into the Company’s strategy, operations, and reporting. Key focus areas include:

- Reduction of the Company’s environmental footprint through digitalization and efficient resource utilization;
- Responsible investment practices and enhanced ESG disclosures; and
- Community engagement, risk education, and financial inclusion initiatives.

The Board recognizes that embedding sustainability into decision-making is essential to long-term value creation and stakeholder trust.

**Corporate Structure and Continuity of Operations**

During the period under review, the Board did not approve any material corporate restructuring or discontinuance of operations. However, the Board continues to evaluate the Company’s organizational structure to ensure alignment with strategic priorities, operational effectiveness, and regulatory expectations.

Any future restructuring or portfolio rationalization will be undertaken with careful consideration of stakeholder interests and long-term value creation.

**Governance Oversight and Forward Outlook**

The Board remains actively engaged in overseeing strategy execution, risk management, and performance against approved objectives. The Board is confident that the approved plans and decisions position Jubilee General Insurance Company Limited to:

- Strengthen its leadership position in the insurance market;
- Deliver superior customer outcomes;
- Enhance operational resilience; and
- Create sustainable value for shareholders, customers, employees, and society.

# **RISKS & OPPORTUNITIES**





# RISKS

Risk is inherent in all business activities and may arise from strategic, operational, financial, legal, regulatory and reporting factors. Effective identification and management of risk are essential to sustaining performance and delivering value to stakeholders. The Company therefore maintains an enterprise-wide approach to understanding and managing risks across all functions and activities.

## RISK GOVERNANCE

The Board of Directors of Jubilee General Insurance Company (the Company) is responsible for ensuring that robust processes are in place to identify, assess, and manage the principal risks faced by the Company, including those that could threaten its business model, future performance, continuity, solvency or liquidity. To support effective oversight, the Board has established the Board Risk and Compliance Committee which assists the Board in overseeing the Company's risk management and compliance framework in accordance with approved policies and guidelines approved by the Board. The Committee reviews key risk exposures, risk appetite adherence and the effectiveness of risk management processes and provides direction to Management on risk governance matters.

## ENTERPRISE RISK MANAGEMENT - ERM

The Board of Directors has approved a Comprehensive Risk Management Policy & Framework that defines the Company's risk governance structure, risk appetite and risk management processes. The policy and framework are designed to provide assurance that business activities of the Company are conducted within approved risk appetite and tolerance levels.

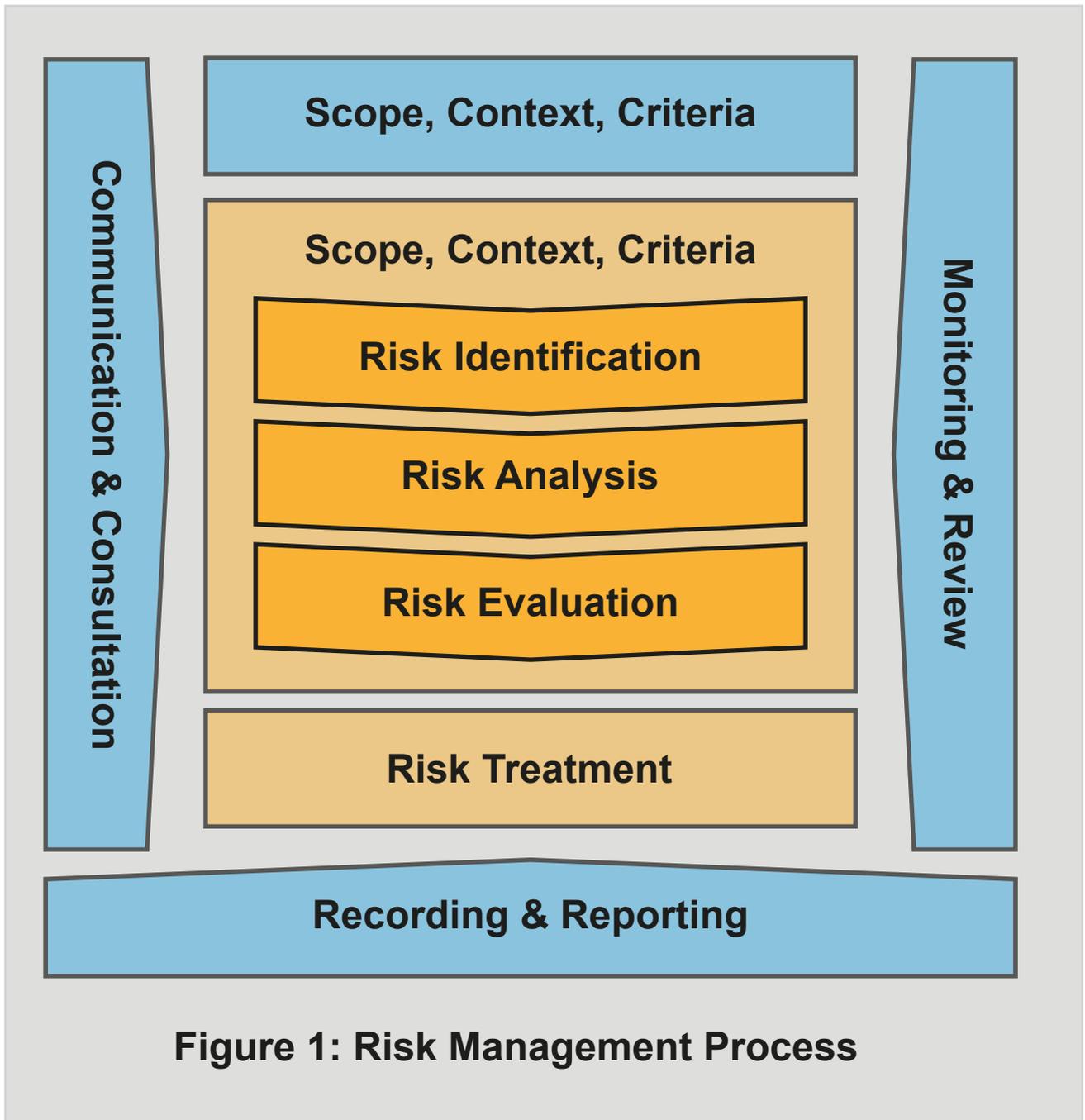
The Company has implemented a formal Enterprise Risk Management (ERM) programme under Board oversight. The ERM framework provides a structured and consistent approach for identifying, assessing, managing and reporting all material risks and opportunities. Its primary objective is to support informed, risk-aware decision-making that protects the Company while enabling achievement of its strategic objectives.

The Risk Management System operates as a continuous cycle to identify, assess, control, monitor, and report risks and opportunities; sets risk tolerances aligned with corporate objectives, and promotes risk awareness at all levels of the Company.

The Company's risk management process comprises the following key stages:

Functions	Descriptions
Establishing the context	Understanding organisational objectives, internal & external environment and stakeholders expectations.
Identification	Identifying and documenting risks, including their sources, events, causes likelihood and potential impacts.
Analysis	Assessing the nature of each risk and determining its likelihood and severity.
Evaluation	Comparing assessed risks against defined criteria and tolerance levels to determine acceptability.
Response	Determining appropriate risk treatment strategies, including mitigation, transfer, avoidance or acceptance.
Monitoring	Ongoing review of risk status and control effectiveness to detect changes from expected performance.
Reporting	Communicating risk information to management and governance bodies to support oversight and decision-making.

## ERM - MODEL



## KEY RISKS ANALYSIS

Risks arising from the Company's operating environment and business activities require distinct management approaches and are assessed and managed through the Enterprise Risk Management (ERM) framework. The key risks identified, together with their potential impacts, assessed ratings and mitigation strategies, are summarised below.

RISK	RISK FUNCTION	RISK TYPE	AREA OF IMPACT	RISK CATEGORY	RISK LEVEL	IMPACT	MITIGATION STRATEGY	SHORT/ MEDIUM/ LONG TERM	LIKELIHOOD
<b>Economic &amp; Political Risk</b>	Difficult business conditions resulting from economic and political instability may prove to be an impediment in the plans of the Company to achieve its business objectives	Operational	Financial Capital	External	High/ Low	Unfavourable impact on business objective	The Company adopts a prudent underwriting and investment approach to deal with such risks and develops niche products to maintain and increase its market share without compromising its profitability.	Medium term	Likely
<b>Strategic Risk</b>	The uncertainties and untapped opportunities are challenge for the Company, such as increased competition from existing players and new entrants including Takaful companies/operations in takaful / insurance market	Strategic	Financial Capital	External	Low	Unfavourable impact on business objectives	The Company focuses on differentiated service quality, customised products and customer retention initiatives and increases its market share. Strategic risk management process performed by the management to manage risks and scenarios that could impede the organisational ability to achieve its strategy and strategic objectives	Long term	Unlikely

RISK	RISK FUNCTION	RISK TYPE	AREA OF IMPACT	RISK CATEGORY	RISK LEVEL	IMPACT	MITIGATION STRATEGY	SHORT/MEDIUM/LONG TERM	LIKELIHOOD
<b>Insurance Risk</b>	The risk under any insurance contract is the possibility that the insured event occurs and the uncertainty in the amount of compensation to the insured. Generally, most insurance contracts carry the insurance risks for a period of one year	Operational	Financial Capital	External	Low	Unfavorable impact on profitability	The Company's exposure is mitigated by employing a comprehensive framework to evaluate, manage and monitor risk. This framework includes implementation of underwriting strategies which aim to ensure that the underwritten risks are well diversified in terms of type and amount of the risk to achieve a balanced mix and adherence to underwriting guidelines. Adequate reinsurance is arranged to mitigate the effects of the potential loss to the Company from individual to large or catastrophic insured events	Medium term	Unlikely
<b>Reinsurance Risk</b>	Reinsurance ceded does not relieve the Company from its obligation to insured and as a result the Company remains liable for the portion of claim reinsured in case of inability of the reinsurance to discharge its obligation	Operational	Financial Capital	External	Low	Unfavourable impact on profitability	To minimise its exposure to losses from reinsurer insolvencies, the Company maintains diversified reinsurance panel, representing first class security and spread over several geographical regions. The Company also ensures that 80% of all reinsurance treaties are backed by at least "A" rated reinsurers including Pakistan Reinsurance Company Limited and remaining by "BBB" rated insurers.	Medium & Long term	Unlikely

RISK	RISK FUNCTION	RISK TYPE	AREA OF IMPACT	RISK CATEGORY	RISK LEVEL	IMPACT	MITIGATION STRATEGY	SHORT/MEDIUM/LONG TERM	LIKELIHOOD
<b>Capital Adequacy Risk</b>	The risk of not meeting the regulatory requirements for Capital, Solvency, and/or discharge Company's obligations	Financial	Financial Capital	Internal	Low	Unfavourable impact on financial strength	The Company maintains its Capital adequately to meet the regulatory requirements with safe margins. The Company ensures to maintain Solvency Margin well over and above the regulator's requirement. The Company also assess Capital adequacy using different Capital models.	Long term	Unlikely
<b>Credit Risk</b>	The possibility that the counter party / insured may fail to discharge its obligation for payment and cause the Company to incur a financial loss	Financial	Financial Capital	External	Medium	Unfavourable impact on profitability	The Company attempts to control credit risk by monitoring credit exposures by undertaking transactions with many counter parties in various industries and by continually assessing the credit worthiness of counter parties	Long term	Moderate
<b>Investment Risk</b>	The changes in stock market variables and interest rates may affect future cash flows of financial instruments	Financial	Financial Capital	External	Low	Unfavourable impact on profitability and net wealth	The Company limits market risk by maintaining a diversified portfolio and by continuous monitoring of developments in equity, money market fund and term finance certificates (TFCs) markets. In addition, the Company actively monitors the key factors that affect stock, money market and TFCs market.	Long term	Moderate

RISK	RISK FUNCTION	RISK TYPE	AREA OF IMPACT	RISK CATEGORY	RISK LEVEL	IMPACT	MITIGATION STRATEGY	SHORT/ MEDIUM/ LONG TERM	LIKELIHOOD
<b>Reserve Risk</b>	The Risk of inadequate reserve to meet future insurance obligation	Operational	Financial Capital	Internal	Low	Unfavourable impact on profitability	The Company has developed a policy to monitor and improve the reserves level periodically to control this risk	Medium and Long term	Unlikely
<b>Liquidity Risk</b>	The Company may encounter difficulty in meeting financial obligations associated with insurance and reinsurance	Financial & Reputational	Financial / Social & Relationship Capital	Internal	Low	Unfavourable impact on profitability and reputation	The Company manages its liquidity by maintaining healthy cash and cash equivalents and other liquid assets balances. The maturity profile of financial assets and liabilities are also closely monitored for this purpose.	Short & Medium term	Unlikely
<b>IT Risks</b>	The development in Information Technology and its emerging challenges may affect the Company's operational processes	Operational	Financial Capital	Internal / External	Low / Medium	Unfavourable impact on operational activity	The Company continuously upgrades its IT systems which are managed by able officers and regulated by a formal policy with Disaster Management System.	Medium & Long term	Unlikely

RISK	RISK FUNCTION	RISK TYPE	AREA OF IMPACT	RISK CATEGORY	RISK LEVEL	IMPACT	MITIGATION STRATEGY	SHORT/ MEDIUM/ LONG TERM	LIKELIHOOD
<b>Regulatory Risk</b>	The Company operates in an industry that is highly regulated. Therefore, failure to meet regulatory compliance may expose the Company to fines, other penalties and reputational risks	Financial & Reputational	Financial / Social & Relationship Capital	Internal	Medium	Unfavourable impact on operational activity and reputation	The Company's management is fully aware of applicable laws and regulations and assures their compliance. Changes in applicable laws are monitored and reported to the Board. The Company engages with regulators through Insurance Association of Pakistan to ensure that industry views are represented	Medium & Long term	Unlikely
<b>Safety &amp; Security Risk</b>	Risk of loss/damage to the resources of the Company from external deliberate/ accidental attack/ threats	Financial & Reputational	Financial / Intellectual / Human Capital	External & Internal	Low	Unfavourable impact on operational activity and reputation	The Company ensures appropriate safety and security of all its organisational resources by placing physical security measures. Furthermore, systems are in place to handle any threat of cyber-attacks	Short & Medium term	Moderate

## KEY OPPORTUNITIES ANALYSIS

Following are major opportunities available to the Company and their impact with special reference to its insurance business along with strategies to materialise them.

OPPORTUNITIES	AREA OF IMPACT	SOURCE	KEY SOURCE OPPORTUNITY	STRATEGY TO MATERIALISE	SHORT/ MEDIUM/ LONG TERM	LIKELIHOOD
<b>Branch network</b>	Financial / Human Capital	Internal	Low market penetration creates future opportunities to explore untapped market segments and increase market share	The Company has 26 fully functional branches spread over in four provinces and Capital territory of the country and these branches have sufficient skilled staff to generate business efficiently	Medium & Long term	Likely
<b>Sufficient Re-insurance Capacity</b>	Relationship Capital	External	Diversification of business and awareness of insurance create new requirements and need of customers in order to cover their variety of risks effectively and efficiently	By having more than 70 years of working experience in the insurance sector, the Company has good and exemplary relationships with the renowned global reinsurers and brokers resultantly acquiring sufficient capacity to cater the needs of its insured	Medium and Long term	Likely
<b>Efficient and congenial working environment</b>	Human Capital	Internal	Provide congenial work environment where employee feels motivated for work	The Company has effective environment without excessive work pressure. Continuous training and development of employees make them more equipped to pay-off their responsibilities	Short & Medium term	Moderate
<b>Insurtech</b>	Financial Capital	Internal	Use of online sales and modern business tools are inevitable to serve the customers in more efficient and timely manner as per their requirements in future world	Just like in previous years, the Company will continue to invest sufficient resources to generate Web and Android Applications to facilitate its customers to get insurance while sitting in their homes at any point of time	Short and Medium term	Moderate

OPPORTUNITIES	AREA OF IMPACT	SOURCE	KEY SOURCE OPPORTUNITY	STRATEGY TO MATERIALISE	SHORT/MEDIUM/LONG TERM	LIKELIHOOD
<b>Skilled staff</b>	Human Capital	Internal	Services sector growth is dependent on the best and state of arts services to its customers from choosing of appropriate risk covers till the dealing of their claims (if any) with utmost efficiency	The Company having high skilled staff which are available to facilitate customers for choosing suitable product of insurance in order to sufficiently cover their respective risk and efficiently support them to process their claims (if any)	Long term	Likely
<b>Sufficient liquidity</b>	Financial Capital	Internal	Optimum liquidity is necessary to be maintained to fulfill the fund requirement for the payment of claims without losing good investment opportunities	The skilled staff through modern monitoring tools, maintain sufficient level of funds for liquidity in order to meet the fund requirements without jeopardising the good investment opportunities	Short term	Likely
<b>Automation</b>	Financial Capital	Internal	In order to cater the need of modern business world requirements, implementation of automated processes is compulsory	The Company is continuously engaged in adopting automated processes for its internal operating procedures in order to fulfill its contractual responsibility in a timely and efficient manner	Short-term	Likely

## SOURCES OF RISKS & OPPORTUNITIES

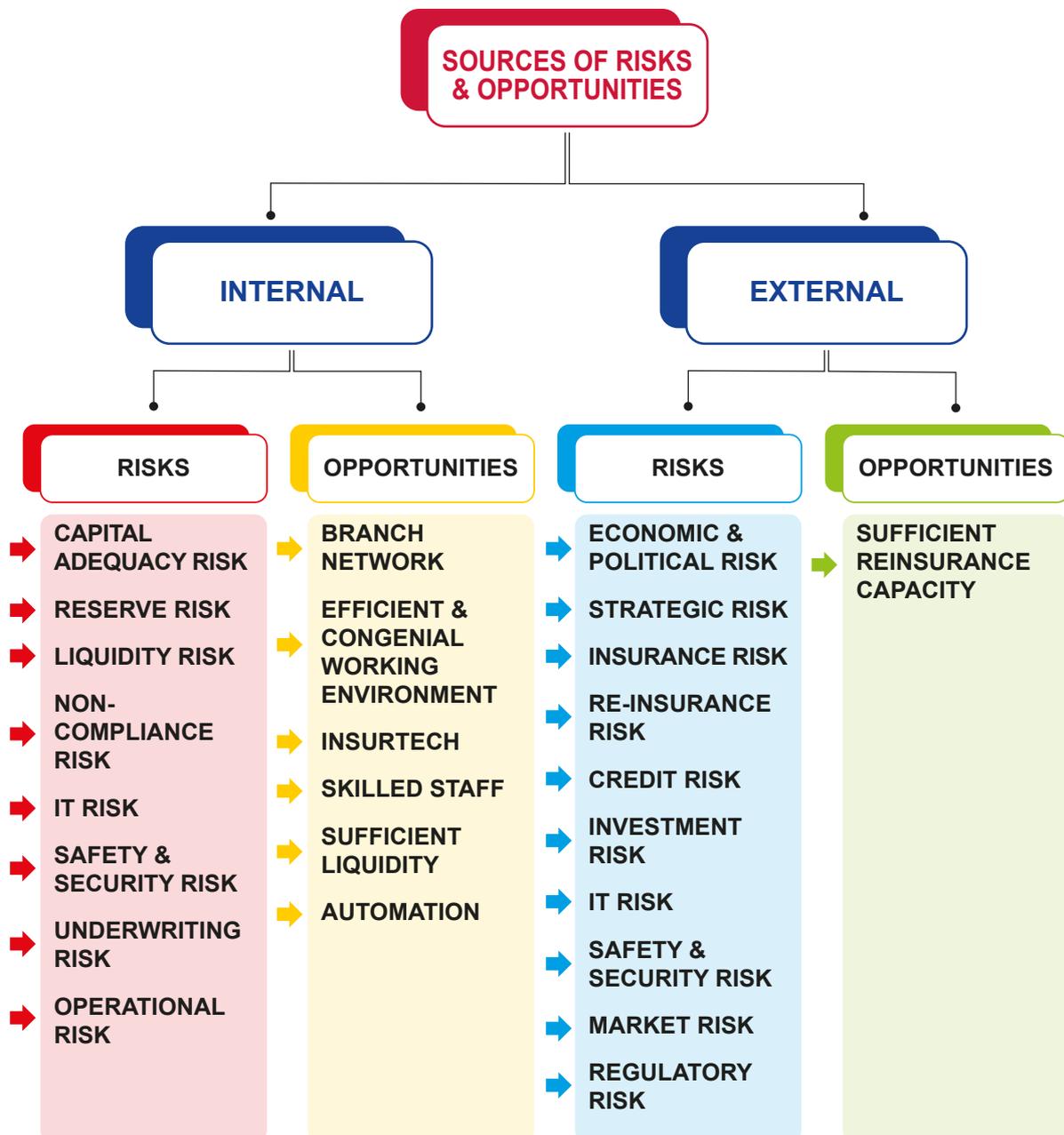
As a leading general insurer, the Company operates in a dynamic environment shaped by a range of internal and external factors that create both risks and opportunities. These factors influence business performance, strategic direction, and long-term sustainability. A clear understanding of these drivers enables the Company to manage uncertainties effectively while pursuing value-enhancing opportunities.

For structured analysis and evaluation, the Company classifies the sources of risks and opportunities into internal and external categories. This classification supports robust risk assessment, strategic planning, and the development of appropriate mitigation and response strategies across the organisation:

- Internal factors relate to the Company’s operational structure, asset base, governance framework, and core processes.
- External factors arise from the broader macroeconomic, regulatory, competitive, technological, and environmental landscape in which the Company operates.

This structured approach enables the Company to identify potential threats and opportunities in a consistent manner and to integrate them into the Enterprise Risk Management (ERM) and strategic planning processes.

The classification of key sources of risks and opportunities relevant to the Company is illustrated in the following chart.



## **INTERNAL SOURCES OF RISKS**

### **CAPITAL ADEQUACY RISK**

The risk of not meeting the regulatory requirements for Capital, Solvency, underwrite large risks and/or discharge Company's obligations. As a result, both the Company's credit rating and the renewal of its trading license may be impacted.

### **RESERVE RISK**

The Risk of inadequate reserve to meet future insurance obligation. The actual runoff of claims is volatile. Both the frequency and the intensity are erratic. Keep in mind that this also includes any reserves created by the claims department.

### **LIQUIDITY RISK**

The risk of liquidity is the possibility that the Company would not be able to pay its debts when they are due or that it will have to do so under conditions that are materially unfavorable. The Company's approach to managing liquidity is to make sure that it will always have enough cash on hand to pay its obligations when they are due, both under normal and stressful circumstances, without suffering unacceptable losses or running the risk of harming the Company's reputation.

### **NON-COMPLIANCE RISK**

The Company operates in an industry that is highly regulated. Therefore, failure to meet regulatory compliance may expose the Company to fines, other penalties and reputational risks.

### **IT RISK**

The development in Information Technology and its emerging challenges may affect the Company's internal operational process.

### **SAFETY AND SECURITY RISK**

Risk of loss/damage to the resources of the Company from internal deliberate/ accidental attack/ threats.

### **UNDERWRITING RISK**

The organisation faces a considerable risk from effective underwriting. This risk would be relevant if the applicant pool was not carefully chosen, which would increase the likelihood of a high claim ratio. Additionally, it would put the business at risk of unjustified financial losses, raising further questions about liquidity.

### **OPERATIONAL RISK**

The corporation has a higher level of operational risk since it engages in a sector of the economy that demands a high degree of estimating supported by corporate infrastructure. The main cause of this risk is incorrect loss estimation brought on by incompetent human resource management or ineffective system resources. Other potential sources include incorrect transaction processing, rules not being followed, fraud, failure to carry out assigned tasks, technological hazards, and so forth.

## **INTERNAL SOURCES OF OPPORTUNITIES**

### **BRANCH NETWORK**

Low market penetration creates future opportunities to explore untapped market segments and increase market share.

## EFFICIENT AND CONGENIAL WORKING ENVIRONMENT

Provide congenial work environment where employee feels motivated for work.

## INSURTECH

Use of online sales and modern business tools are inevitable to serve the customers in more efficient and timely manner as per their requirements in future world.

## SKILLED STAFF

Services sector growth is dependent on the best and state of arts services to its customers from choosing of appropriate risk covers till the dealing of their claims (if any) with utmost efficiency.

## SUFFICIENT LIQUIDITY

Optimum liquidity is necessary to be maintained to fulfill the fund requirement for the payment of claims without losing good investment opportunities

## AUTOMATION

In order to cater the need of modern business world requirements, implementation of automated processes is compulsory.

## EXTERNAL SOURCES OF RISKS

### ECONOMIC & POLITICAL RISK

Economic and political unpredictability may make it more difficult for the Company to carry out its strategies and achieve its goals for the firm. Instability in politics, terrorism, conflict or riots, scenario of declining law and order, frequent gas and electricity outages, inflation and exchange rate fluctuation are few things that could happen to prevent the Company from reaching its goals. There are not enough basic amenities available in the nation.

### STRATEGIC RISK

Uncertainties and unexploited prospects pose challenges for the Company, such as heightened rivalry from established players and new entrants, including Takaful businesses and operations in the takaful / insurance sector.

### INSURANCE RISK

Any insurance contract's risk is the potential occurrence of the covered event and the unpredictability of the insured's payout amount. The insurance risks are typically covered by most insurance policies for a year. Through the issuance of general insurance contracts, the Company accepts insurance. The most important risks for these general insurance contracts are caused by disasters like fire, earthquakes, terrorism, and atmospheric disturbances. Epidemics pose a considerable risk to contracts for health insurance.

### REINSURANCE RISK

The ceded reinsurance does not relieve the Company of its commitment to the insured, and as a result, the Company remains liable for the portion of the claim reinsured in the event that the reinsurance is unable to perform its obligation.

## **CREDIT RISK**

The possibility that the counter party / insured may fail to discharge its obligation for payment and cause the Company to incur a financial loss. The Company attempts to control credit risk by monitoring credit exposures and undertaking transactions with a large number of counter parties in various industries and by continually assessing the credit worthiness of counter parties.

## **INVESTMENT RISK**

This is the risk of the investments performing poorly and falling short of the obligations. This is controlled by creating an appropriate investing strategy for the fund. The future cash flows of financial instruments may be impacted by changes in interest rates and stock market variables.

## **IT RISKS**

The emergence of new difficulties in information technology and how they may affect it could have an impact on how the Company operates. A significant risk for the organisation is the loss of sensitive data or unauthorised data intrusion, as well as technological malfunctions or failure, which could harm the organisation's reputation, ability and trust, further affecting business operations and financial results. It is considered as both internal and external risk.

## **SAFETY & SECURITY RISK**

Risk of loss or harm to the resources of the Company from external deliberate or accidental attack or threats may also result in the financial loss to the Company.

## **MARKET RISK**

Market risk is the chance that shifts in market prices will induce changes in a financial instrument's fair value or future cash flows. Interest rate risk, foreign exchange risk, and other price risks are all included in market risk. The Company manages its exposure to market risk by adhering to internal risk management guidelines.

## **REGULATORY RISK**

The Company operates in an industry that is highly regulated. Therefore, change in regulation may impact the operations and business of the Company.

## **EXTERNAL SOURCES OF OPPORTUNITY**

### **SUFFICIENT RE-INSURANCE CAPACITY**

Diversification of business and awareness of insurance create new requirements and need of customers in order to cover their variety of risks effectively and efficiently.

## ESTABLISHMENT OF COMPANY'S RISK MANAGEMENT POLICIES

In order to provide guidance and ensure the efficiency and effectiveness of Risk Management function in the Company, the Board of Directors(BoD) have constituted Board Risk and Compliance Committee(BRCC). All the members of the Board Risk Committee has professional and technical capabilities to oversee the Risk Management function at Board level and fully assist the BoD in the overall governance of Risk Management in the Company.

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

In order to oversee Risk Management function in the Company at Management level an Enterprise Risk Management Committee(ERMC) has been constituted. The Risk Committee monitors compliance with the Company's risk management policies & procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Company. Furthermore, ERMC summarises the findings and recommendation to report to BRCC for further guidance and feedback.

## STRATEGY TO OVERCOME LIQUIDITY PROBLEMS

The Company's liquidity policy requires it to hold on to sufficient cash in the form of liquid assets that are not obligated in order to cover any prospective funding needs resulting from obligations. The Balance Sheet of the Company is Debt free therefore no debt obligations exist to the Company. However in order to pay claims and other management expenses on timely bases, the Company needs to maintain a sufficient cash level without stopping or halting any investment activity. Therefore the Company monitors the funds very carefully and for fund manager multi-layer limits have been developed in order to monitor the liquidity of the Company efficiently and effectively.

## **MATERIALITY APPROACH**

Materiality is a matter of judgment and the Company thinks that a matter is material individually or in aggregate, if the same are expected to significantly affect the performance and profitability of the Company. In order to execute day to day operations/transactions, time and resources are allocated keeping in view the magnitude and severity of the matter hence effective, efficient and optimum utilisation of resources is ensured.

Furthermore, in order to perform effective communications as well as reporting to the stakeholders, the management has adopted the materiality approach. All the related information which may significantly affect the performance and profitability of the Company is considered by the management to be communicated to its shareholders in an effective, efficient and timely manner as per the guidelines provided by the relevant regulators wherever applicable.

## **KEY SOURCES OF UNCERTAINTY**

Preparation of the financial statements requires the management to make certain estimates and judgments and the Board of Directors is required to authorise the financial statements based on these estimate and judgment. These estimate and judgments affect reported amounts of assets, liabilities, revenues and expenses and related disclosures of contingencies. These estimates are based on experience and various other assumptions. Therefore, it is necessary that the management and Board consider that assumptions are reasonable under the circumstances, the results of which form the basis for making judgments about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates under different assumptions or conditions. The key areas of estimating uncertainty, which may have significant effect on the amounts recognised in the financial statements, are discussed below:

### **PROVISION FOR UNEARNED PREMIUM**

The provision for unearned portion of premiums is calculated by applying twenty fourths' method, except Accident and Health Insurance for which unearned premium is calculated by applying 365 days as prescribed by SECP Insurance Accounting Regulations, 2017.

### **PROVISION FOR OUTSTANDING CLAIMS INCLUDING INCURRED BUT NOT REPORTED (IBNR)**

A liability for outstanding claims is recognised in respect of all claims incurred and reported to the Company as at the reporting date which represents the estimates of the claims intimated or assessed before or at the end of the reporting period and measured at the undiscounted value of expected future payments.

Provision for IBNR for the cost of settling claims incurred but not reported at the reporting date, are in accordance with the SECP's guidelines for estimation of Incurred but not reported claims reserve.

### **PREMIUM DEFICIENCY RESERVE**

Insurance companies are required as per the Insurance Accounting Regulations, 2017, to maintain a provision in respect of premium deficiency for each class of business where the unearned premium reserve is not adequate to meet the expected future liability. This process involves great amount of estimation and management judgement.

The Company determines adequacy of liability of premium deficiency by carrying out analysis of its loss ratio of expired periods. For this purpose, average loss ratio of last three years inclusive of claim settlement cost but excluding major exceptional claims are taken into consideration to determine ultimate loss ratio to be applied on unearned premium/contribution. The liability of premium/contribution deficiency in relation to Accident and Health insurance is calculated in accordance with the advice of the actuary.

### **EMPLOYEES' RETIREMENT BENEFITS - DEFINED BENEFIT PLAN**

The Company operates an approved and funded gratuity scheme for its eligible employees. The Company takes advice from actuary for the determination of the liability/asset as well as actuarial gains/losses and return on plan assets.

## USEFUL LIVES OF FIXED ASSETS

Reasonable assumptions have been made while estimating useful lives and residual values of different categories of assets including intangibles. Depreciation methods, useful lives and residual values that are significant in relation to the total cost of the asset are reviewed, and adjusted if appropriate, at each reporting date.

## PROVISION FOR RECEIVABLES RELATED TO INSURANCE CONTRACT

All receivables related to insurance contract are assessed at each balance sheet date to determine whether there is any objective evidence that it is impaired. A receivable is considered to be impaired if there is objective evidence that one or more events have had a negative effect on the estimated future cash flows of that receivable amount.

## MANAGEMENT EXPENSES

Management Expenses are allocated to various classes of business as deemed equitable by the management.

## DEFERRED TAX

Deferred tax is recognised using balance sheet liability method, providing for temporary difference between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using the tax rates enacted or substantively enacted at the reporting date.

## IMPAIRMENT

The carrying amount of financial asset is reviewed at each reporting date to determine whether there is any indication of impairment of any asset or group of assets. If such indication exists, the recoverable amount of the asset is estimated. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the higher of an assets fair value less cost to sell and value in use. Impairment losses are recognised in profit and loss account.

In respect of Investments, impairment is recognised based on management's assessment of objective evidence of impairment as a result of one or more events that may have an impact on the estimated future cash flows of the investments.

The management has also updated impairment policy for investments in equity market which has been approved by the Board of Directors and the same has also been implemented. The policy is in line with the impairment requirements described in IAS 39 'Financial Instruments: Recognition and Measurement'.

## LEASE LIABILITY AGAINST RIGHT-OF-USE ASSET

The Company carries leases in order to occupy premises for certain branches, and, therefore, Company enters into lease agreements which are typically for a period of 3 years and may have extension options. On adoption of IFRS 16 'Leases', the Company recognised lease liabilities in relation to these leases agreements, which had previously been classified as 'operating leases' under the principles of IAS 17 Leases. These liabilities, in respect of all those lease agreements on which fall under the criteria as provided in IFRS 16, have been recognised and measured at the present value of the remaining lease payments, discounted using the Company's incremental borrowing rate. Furthermore, as per the requirement of the IFRS 16, the Company has recognised right-of-use asset at cost model against these lease liabilities. The recognition of lease liability for certain rental agreements is governed by the criteria laid down the IFRS "16" along with rational judgment of the management.

The right-of-use asset is depreciated on a straight-line method over the lease term as this method most closely reflects the expected pattern of consumption of future economic benefits.

## **SENSITIVITY ANALYSIS OF COMPANY'S PROFITABILITY**

Various critical and non-critical variables have potential to impact profitability of the Company. The major components of the Company's profitability are Underwriting and Investment Income. Further, impact of direct tax is significant keeping in view the current applicable tax rate on the corporate sector. Changes in the amount of the underwriting, investment income and direct taxes play a vital role to determine the overall profitability of the Company. Underwriting and Investment Income both are affected by various external variables which are beyond the control of the management. The management while comparing the actual results with budgets and forecasts, also analyse the intensity of these variables in order to measure their impact on the profitability of the Company. This measurement also helps to develop the future strategy of the Company. Future budgets of the Company are also based on the thorough study of these variables.

### **KEY SENSITIVITIES FOR UNDERWRITING INCOME**

#### **GROSS WRITTEN PREMIUM**

The amount of Gross Written Premium (GWP) is one of the key variables that play a vital role in building Underwriting Income of the Company. The amount of GWP is dependent on the economic growth of the country that causes to grow existing business, however, the Company's ability to avail new business will further improve the level of GWP few years. During last four years, premium rates have remained under pressure and became one of the important factors affecting underwriting business. In these situations, the management has to adopt a prudent approach to underwrite business, not only with a view to increase GWP but also to manage underwriting risk effectively and efficiently at appropriate price. The impact of GWP on Underwriting Income is dependent on net premium of the Company. Net premium is the amount of policies/premiums that remains after amount of premium ceded to reinsurers. While taking decision to set the level of net exposure many factors i.e. magnitude of expected claims, reinsurance cost and quality of underwriting risk are considered by the management.

#### **CLAIMS**

The whole insurance concept is based on the expectation of claims. Claims are not in the control of the Company. Natural calamities, floods and earthquakes may cause an increase in the amount and number of claims at a great extent. Furthermore, law and order situation in the country is also one of the crucial factors that affect the amount and number of claims. The impact of claims on the Underwriting Income is managed through appropriate, effective and efficient reinsurance arrangements. Furthermore, prudent underwriting is essential to keep the claims within controllable limits. A numerical presentation of the sensitivity of Company's profitability to variation in incidence of insured events and severity/size of claims has been given in the relevant notes to the annexed financial statements.

#### **MANAGEMENT EXPENSES**

Management expenses directly impact the Underwriting Income of the Company. Increase in inflation and incident of indirect taxes increase the size of management expenses which directly causes to decrease Underwriting Income of the Company. Inflation and taxes are beyond the Company's control. Expenses are categorised into fixed, variable, controllable and uncontrollable to facilitate the control function of the Company over these expenses. All expenses are monitored vigilantly and under strict control in order to avoid any unnecessary cost. Major expenses of the Company include employees' salaries & benefits, advertisement and IT related expenses.

### **KEY SENSITIVITIES FOR INVESTMENT INCOME**

#### **CAPITAL GAINS**

##### **I) EQUITY SECURITIES**

Capital Gains on listed Equity Securities are totally dependent on the performance of equity market. If stock market performs well particularly in long run, the Company would be able to get benefit from stock market in shape of capital gain, however, in case of declining market, prudent approach is adopted to avoid taking excess exposure in the stock market which also affects profitability of the Company. Performance of stock market is beyond management's control. In order to earn short term capital gain from the equity market, the Company also maintains held-for-trading portfolio. Capital gain from held-for-trading portfolio is highly dependent on the performance of equity market in short term.

## II) MONEY MARKET SECURITIES

In order to earn capital gain by getting advantage from favorable fluctuation of interest rates in the money market, the Company also maintains Available-for-Sale portfolio of Treasury Bills and Pakistan Investment Bonds. Therefore, the Company is now well equipped to manage its interest rate risk on its money market investment portfolio.

## DIVIDEND INCOME

Returns from Company's diversified available-for-sale equity investments are dependent on the dividend income from the shares of the companies in which Company is invested. The amount of dividend income depends upon the respective entity's annual performance which is beyond the Company's control. Since its inception, the Company is in the process of maintaining a suitable investment portfolio by taking wise, efficient, and timely decisions with respect to investment/disinvestment.

## INTEREST INCOME

The Company earns interest income on the government securities and bank deposits. It maintains a government securities portfolio which includes Pakistan Investment Bonds and Treasury bills. These are maintained not only to earn the interest income but also to adhere solvency requirement as prescribed by the SECP. Income from government securities is dependent on the discount rate. The discount rate is beyond the Company's control and mostly dependent on the country's economic condition. However, the Company's investment department vigilantly monitors prevailing discount rate and takes appropriate decisions to maximise the interest income.

The Company also maintains term and other type of deposits with commercial banks in order to earn profit along with meeting cash requirement needed to perform day-to-day operations. Profit on bank deposits depends on the prevailing KIBOR and liquidity status in the money market. These deposits are kept with various banks having sound credit worthiness in order to maximise the profit without compromising the safety and security of the Company's funds.

A numerical presentation of the sensitivity of the Company's profitability to a reasonably possible change in interest rates has been given in the relevant notes to the annexed financial statements.

## SHARE PRICE SENSITIVITY ANALYSIS

The Company's share price is sensitive to the following factors:

- Country's economic conditions.
- Stock market sentiments.
- Company's performance.
- Dividend announcements.
- Change in government policies and regulations relating to insurance business.
- Company's Financial Strength Rating.

## PROSPECTS OF THE COMPANY INCLUDING TARGETS FOR FINANCIAL AND NON-FINANCIAL MEASURES

Your company expects that a recent resurgence in the infrastructure sector owing to revitalisation of CPEC projects and incentives offered to construction industry as an exciting opportunity for growth. Our strategic priorities for the year are to modernise our business structure and processes through end-to-end digitalisation of all workflows using design-thinking and mobile first approach. This also reaffirms our long-standing commitment towards development of the nascent digital retail market for general insurance in Pakistan. We also remain focused on further expanding our footprint in the Window Takaful Operations and microinsurance market.

The Company is first insurance company in Pakistan which understands the importance of 'Insurtech' and has become highest technology driven company of Insurance industry. The management is keen to provide innovative, advanced and contemporary IT based solutions to its customers enable them to benefit from the quality insurance services of the Company. Furthermore, the management is proactively evaluating and implementing various innovative IT Solutions to further accelerate the processes of claims settlement in order to provide the quality services upto the complete satisfaction of the insured.

Keeping in view the above, the Company is expecting to further grow its market share in future. Furthermore, with the help of better and appropriate reinsurance arrangements, implementation of effective cost controls, the Company is also expecting to increase its Underwriting Income in the future.

Investment Income of the Company is dependent on the performance of stock market, and economic conditions of the country. The Company, through effective diversification, timely, wise and prudent investment decisions has built a sustainable investment portfolio which has a capability to generate healthy income from the future opportunities in the stock market and expected change in markup rates.

The Company is also projecting a growth in its Window Takaful Operations which is evident from the fact that proportion of the Gross Written Contribution to the total Gross Written Premium/Contribution has maintained to 11.76% (2022: 11.76%). We are expecting WTO to be one of the major contributors in the long-term profitability of the Company.

### FINANCIAL MEASURES

Budgets/Targets of the year were set after consideration of numerous factors and variables. Majority of them are outside the control of the Company while other can either be monitored or their impact can be alleviated to a possible extent with the help of proactive and timely remedial measures.

Fluctuation in taxes, incidence of latest direct/indirect taxes and levies, natural calamities and deterioration in law and order situation in the country with the particular reference to claims, level of inflations, discount rate, and stock market performance all are external factors affecting the cost of doing business and profitability of the Company.

The Company's management will energetically work to achieve the targets and its efforts will be continued for growth and better profitability of the business in future.

### NON-FINANCIAL MEASURES

The Company has identified the following areas as key non-financial performance measures:

- Compliance with regulatory framework.
- Strong association with customers and business partners.
- Customer satisfaction.
- Corporate Social Responsibility.
- Effectiveness of Enterprise Risk Management framework.
- IT based solutions for its customers to receive quality insurance services of the Company.
- Transparency, accountability and good governance.
- Employees' contentment and wellbeing.
- Enhancing brand equity.

## **SENSITIVITY TO THE FLUCTUATION IN FOREIGN CURRENCIES EXCHANGE RATES**

The operations of the Company are within the territory of Pakistan and mostly dominated in Pak Rupee, therefore, financial statements of the Company are not significantly exposed to the fluctuation of foreign currency exchange rates hence the amount of asset, liabilities, revenues and expenditures are not sensitive to the fluctuation in exchange rates of foreign currencies particularly US Dollar. During the year, the Company has recorded exchange loss of Rs.0.138 million (2023 Rs.53.96 million) which is 0.02% (2023:1.22%) of the profit before tax. The Company's exposure to the foreign currency fluctuation risk is limited to following areas:

### **OPERATIONS IN KARACHI EXPORT PROCESSING ZONE (KEPZ)**

The Company operates a branch office in KEPZ and provides insurance and takaful services to the entities situated there. An increase in USD exchange rate may increase the value of the Assets and Liabilities in KEPZ which are required to be reported by the Company in the financial statements after translating the same into local currency at US Dollar exchange rate prevailing at reporting date. This is in line with requirements of IAS 21 'The Effects of Changes in Foreign Exchange Rates'.

### **INVESTMENT IN FOREIGN ASSOCIATE**

All the investments of the Company are in Pakistan except investment in the equity of Jubilee Kyrgyzstan Insurance Company (JKIC) - CJSC, an associated company which is in Kyrgyz SOM (official currency of Kyrgyz Republic). As at December 31, 2025, the amount of the investment in JKIC is Rs. 357.17 million which is 0.55% of the total assets and 1.05% of aggregate investments of the Company in equity and money market, therefore, the exposure due to fluctuation in foreign currency rates is negligible to the financial statements.

### **REINSURANCE PAYMENTS AND RECOVERIES**

All ceded premiums payable to reinsurers and amount recoverable from them on account of claims are curbed in Pak Rupee, therefore, there is no exposure of the currency exchange rates on the Company with respect to the settlement with reinsurers. However, in certain cases, where high fluctuation in exchange rate effects the settlement amount received from/by the reinsures, the Company is fully covered under the agreement with the respective reinsurer and/or under the agreement of insurance with the client whichever the case may be.

### **OVERSEAS CLAIMS PAYMENT**

The Company discharges its certain marine and travel claims liabilities through its overseas loss adjuster (third party). The reimbursement is made in foreign currency at the prevailing exchange rate. The Company regularly monitors exchange rate fluctuations in these claims to update its claims reserves accordingly.

### **PAYMENT OF RISK AND TECHNICAL SURVEYS TO FOREIGN CONSULTANTS**

In order to avail technical risk survey/inspection services and technical assessment for underwriting and claims respectively, where expertise in that field are not available in Pakistan, the Company acquires the services of any reputable foreign consultant. The relevant department of the Company takes utmost care while selecting the appropriate foreign consultant so that the Company can avail maximum benefit of their expertise. It is the foremost priority of the Company that all the surveys and assessments are performed through consultants/experts available in Pakistan and only in those cases where required expertise is not available in the country, foreign consultants are approached. Payment to these consultants for their services are made in foreign currency mostly in US Dollars which are directly remitted to their designated bank accounts according to the regulatory requirements applicable in Pakistan. The Company regularly monitors exchange rate fluctuations with respect to remittance to foreign consultants however, due to insignificant numbers of transactions and minor amounts, the exposure of the fluctuation in exchange rates is insignificant to the financial statements of the Company.

### **OUTSTANDING CLAIMS RESERVE**

The Company regularly monitors its reserves for outstanding claims liabilities and related reinsurance recoveries against reported claims which to be settled in foreign currency as per the terms and conditions of the insurance contract. The reserves and expected reinsurance recoveries are adjusted for all currency exchange fluctuations during the period on regular basis.





# PERFORMANCE & POSITION



# KEY FINANCIAL DATA

(SIX YEARS)

	2025	2024	2023	2022	2021	2020
	Rs. in million					
<b>FINANCIAL DATA</b>						
Paid-up Capital	1,985	1,985	1,985	1,985	1,985	1,985
General & Capital Reserves	20,281	16,823	11,276	8,427	8,205	7,562
Equity	22,266	18,808	13,261	10,412	10,190	9,547
Total Liabilities	43,113	31,560	23,054	21,434	16,004	13,748
Investment - at carrying value	35,193	28,850	20,185	16,017	15,060	14,586
Investment Property- (at book value)	622	626	630	635	641	646
Cash and Bank	3,738	2,297	3,043	3,057	2,160	1,176
Other assets - Current	25,576	18,301	12,132	11,729	8,194	6,686
Other assets - Non-Current	182	174	293	366	93	138
Intangible Assets	67	120	32	42	46	63
Total assets (Book value)	65,378	50,368	36,315	31,846	26,194	23,295
Total assets (Market value)	69,193	53,554	39,497	36,227	29,705	27,574
<b>OPERATING DATA (UNDERWRITING)</b>						
<b>CONVENTIONAL</b>						
Gross Premium Revenue	22,651	20,386	17,171	13,057	10,615	9,110
Net Premium Revenue	8,415	7,341	6,876	5,689	5,197	4,959
Net Claims	5,005	3,727	3,867	3,386	2,860	3,058
Management Expenses	2,640	2,398	1,990	1,753	1,546	1,536
Underwriting Results	117	821	691	249	512	512
<b>COMBINED*</b>						
Gross Premium / Gross Contribution	26,563	23,057	19,459	14,798	12,005	10,311
Net Premium / Contribution Revenue	11,394	9,330	8,590	6,965	6,318	5,918
Net Claims	7,196	5,056	5,052	4,118	3,566	3,659
Management Expenses	3,021	2,749	2,190	1,944	1,700	1,691
Underwriting Results (Technical Profit)	258	944	851	465	629	103
<b>OPERATING DATA (COMBINED)</b>						
Investment Income	6,520	4,785	3,601	1,846	1,564	1,874
Profit before Taxation	6,594	5,818	4,418	2,470	2,330	2,114
Taxation - Net	(2,574)	(2,296)	(1,513)	(936)	(681)	(581)
Profit After Taxation	4,019	3,522	2,904	1,534	1,649	1,533
<b>CASH FLOW SUMMARY</b>						
<b>Operating Activities</b>	185	(611)	(14)	1,282	773	(88)
Investing Activities	1,762	962	615	(2,024)	3,360	417
Financing Activities	(1,151)	(1,009)	(809)	(805)	(680)	(548)
Cash & Cash Equivalents at the year end	2,817	2,021	2,678	2,887	4,435	980

\* Inclusive of Window Takaful Operations

## FINANCIAL RATIOS

		2025	2024	2023	2022	2021	2020
<b>Profitability (Conventional)</b>							
Underwriting Result / Gross Premium	%	0.52	4.03	4.02	1.91	4.82	5.62
Underwriting Result / Net Premium	%	1.39	11.18	10.05	4.38	9.85	10.32
Combined ratio	%	98.61	88.82	89.95	95.62	90.15	89.68
Net Claims / Net Premium	%	59.48	50.77	56.24	59.52	55.03	61.67
Management Expense / Net Premium	%	31.37	32.67	28.94	30.81	29.75	30.97
Claims settlement ratio (No of Claims)	%	-					
<b>Profitability (Combined)</b>							
Premium Growth ratio	%	29.84	55.81	62.09	23.27	16.43	(1.58)
Reinsurance premium ceded on gross premium	%	54.43	56.23	54.43	50.01	46.14	43.68
Reinsurance claims recovery	%	24.53	53.36	24.53	42.60	23.64	29.96
Underwriting Result / Gross Premium & Contribution	%	0.97	4.10	4.37	3.14	5.24	1.00
Underwriting Result / Net Premium & Contribution	%	2.26	10.12	9.90	6.68	9.96	1.74
Combined ratio	%	97.74	89.88	90.10	93.32	90.04	98.26
Net Claims / Net Premium & Contribution	%	63.16	54.19	58.81	59.12	56.44	61.83
Management Expense / Net Premium & Contribution	%	26.51	29.46	25.49	27.91	26.91	28.57
<b>Overall Profitability</b>							
Profit Before Tax / Gross Premium	%	29.11	28.54	25.73	18.92	21.95	23.21
Profit Before Tax / Net Premium	%	78.36	79.25	64.25	43.42	44.83	42.63
Profit After Tax / Gross Premium	%	17.74	17.28	16.91	11.75	15.53	16.83
Profit After Tax / Net Premium	%	47.76	47.98	42.23	26.96	31.73	30.91
Profit Before Tax / Total Income	%	44.15	47.98	42.17	32.78	34.46	30.94
Profit After Tax / Total Income	%	26.91	29.05	27.72	20.36	24.39	22.44
<b>Return to Shareholders</b>							
Return on Equity - (after tax)	%	18.05	18.73	21.90	14.73	16.18	16.06
Earnings Per Share (pre tax)	Rs.	33.22	29.31	22.26	12.44	11.74	10.65
Earnings Per Share (after tax)	Rs.	20.25	17.74	14.63	7.73	8.31	7.72
Earnings Per Share (pre tax)-Restated	Rs.	33.22	29.31	22.26	12.44	11.74	10.65
Earnings Per Share (after tax)-Restated	Rs.	20.25	17.74	14.63	7.73	8.31	7.72
Earning growth	%	14.13	129.60	76.11	(6.97)	7.57	25.25
Price Earning Ratio - PAT	Times	4.05	3.24	2.87	3.49	5.14	6.10
Price to Book Ratio	Times	0.25	0.23	0.23	0.17	0.32	0.40
Breakup value per share (Book value)	Rs.	112.17	94.75	66.81	52.45	51.34	48.10
Breakup value per share (Market value)	Rs.	131.39	110.80	82.84	74.52	69.02	69.65
Return on Assets (Book value)	%	6.15	6.99	8.00	4.82	6.30	6.58
Return on Assets (Market value)	%	5.81	6.58	7.35	4.23	5.55	5.56
<b>Market Data</b>							
Face Value (Per share)	Rs.	10.00	10.00	10.00	10.00	10.00	10.00
Market Price per share at the end of the year	Rs.	81.90	57.48	42.00	27.00	42.70	47.10
Market Price per share - Highest during the year	Rs.	95.50	59.59	43.00	47.99	63.90	60.75
Market Price per share - Lowest during the year	Rs.	43.03	27.00	23.19	26.00	38.50	34.00
Pakistan Stock Exchange Index	Points	174,054	115,127	62,451	40,420	44,596	43,755
Market Capitalization	(Rs. M)	16,257	11,410	8,337	5,360	8,476	9,349
Cash Dividend Per Share	Rs.	6.00	5.50	5.00	4.00	4.00	3.50
Cash Dividend	%	60.00	55.00	50.00	40.00	40.00	35.00
Stock Dividend Per Share	Rs.	-	-	-	-	-	-
Stock Dividend	%	-	-	-	-	-	-
Dividend Yield	%	7.33	9.57	11.90	14.81	9.37	7.43
Dividend Pay out	%	29.63	31.00	34.18	51.76	48.15	45.32
Dividend Cover	Times	3.37	3.23	2.93	1.93	2.08	2.21
<b>Performance / Liquidity</b>							
Current Ratio	Times	1.49	1.56	1.52	1.43	1.59	1.66
Liquid Ratio	Times	0.90	0.98	1.00	0.88	1.08	1.17
Cash / Current Liabilities	%	8.67	7.28	13.20	14.26	13.55	8.70
Total Assets Turnover	Times	0.35	0.40	0.47	0.41	0.41	0.39
Fixed Assets Turnover	Times	25.34	26.21	21.57	16.40	13.10	10.49
Total Liabilities / Equity	Times	1.94	1.68	1.74	2.06	1.57	1.44
Return on Capital Employed (RoCE)	%	32.11	36.28	37.33	23.98	23.61	23.16
Liquid Assets / Total Assets	%	59.55	61.84	63.96	59.89	65.74	67.66
Paid-up Capital / Total Assets	%	3.04	3.94	5.47	6.23	7.58	8.52
Earning assets / Total Assets	%	60.50	63.08	65.70	61.89	68.19	70.44
Equity / Total Assets	%	34.06	37.34	36.52	32.69	38.90	40.98
<b>Solvency</b>							
Solvency Ratio (Based on Market Value)	Times	7.88	8.39	7.34	6.56	9.69	9.68

# FINANCIAL STATEMENTS ANALYSIS

(SIX YEARS)

Vertical Balance Sheet	2025		2024	
	(Rupees '000)	%	(Rupees '000)	%
Tangible and Intangible Fixed Assets	247,276	0.38	293,458	0.55
Investment properties	622,234	0.95	626,091	1.18
Investments	34,104,785	52.17	28,369,645	53.28
Insurance / reinsurance receivables	4,002,771	6.12	2,075,677	3.90
Other Assets	19,536,055	29.88	15,916,710	29.89
Cash and Bank	2,610,687	3.99	2,004,494	3.76
Total assets of Window Takaful Operations - Operator's Fund	1,319,084	2.02	1,082,172	2.03
Total assets of Window Takaful Operations - Participants' Takaful Fund	2,935,487	4.49	2,874,933	5.40
<b>Total Assets</b>	<b>65,378,380</b>	<b>100.00</b>	<b>53,243,180</b>	<b>100.00</b>
Total Equity	22,265,666	34.06	18,808,149	35.32
Underwriting Provisions	24,216,849	37.04	20,122,154	37.79
Deferred liabilities	1,927,863	2.95	1,629,741	3.06
Insurance / Reinsurance Payables & Advances	7,116,795	10.89	4,859,883	9.13
Other Creditors and Accruals	2,255,958	3.45	1,800,933	3.38
Deposits and other payables	3,183,279	4.87	1,991,319	3.74
Taxation - provision less payments	690,818	1.06	540,944	1.02
Total liabilities of Window Takaful Operations - Operator's Fund	785,664	1.20	615,124	1.16
Total liabilities of Window Takaful Operations - Participants' Takaful Fund	2,935,487	4.49	2,874,933	5.40
<b>Total Shareholders' Equity &amp; Liabilities</b>	<b>65,378,379</b>	<b>100.00</b>	<b>53,243,180</b>	<b>100.00</b>
<b>Profit &amp; Loss Account Net premium revenue</b>	<b>8,414,929</b>	<b>100.00</b>	<b>7,340,623</b>	<b>100.00</b>
Net claims	5,004,864	59.48	3,727,159	50.77
Expenses	2,639,849	31.37	2,397,635	32.66
Net commission	652,772	7.76	395,202	5.38
Investment income including rental & bank deposits returns	6,362,467	75.61	4,784,779	65.18
Other income including share of profit of an associates	74,203	0.88	29,145	0.40
General and administration expenses	600,071	7.13	276,389	3.77
Profit / (loss) from Window Takaful Operations	460,101	5.47	460,101	6.27
Profit before tax	6,593,572	78.36	5,818,263	79.26
Taxation - net	(2,574,492)	(30.59)	(2,296,445)	(31.28)
Profit after tax	4,019,080	47.76	3,521,818	47.98

Horizontal Balance Sheet	2025	2024	2023	2022
	----- (Rupees '000) -----			
Tangible and Intangible Fixed Assets	247,276	293,458	158,761	179,521
Investment properties	622,234	626,091	629,948	634,924
Investments	34,104,785	28,369,645	19,888,318	15,814,518
Insurance / reinsurance receivables	4,002,771	2,075,677	1,563,881	2,780,555
Other Assets	19,536,055	15,916,710	10,506,812	8,984,454
Cash and Bank	2,610,687	2,004,494	2,656,284	2,823,766
Total assets of Window Takaful Operations - Operator's Fund	1,319,084	1,082,172	910,990	628,013
Total assets of Window Takaful Operations - Participants' Takaful Fund	2,935,487	2,874,933	2,254,655	2,087,352
<b>Total Assets</b>	<b>65,378,379</b>	<b>53,243,180</b>	<b>38,569,649</b>	<b>33,933,103</b>
Total Equity	22,265,666	18,808,149	13,260,914	10,411,911
Underwriting Provisions	24,216,849	20,122,154	14,202,200	12,321,896
Deferred liabilities	1,927,863	1,629,741	-	-
Insurance / Reinsurance Payables & Advances	7,116,795	4,859,883	4,672,223	5,268,250
Other Creditors and Accruals	2,255,958	1,800,933	1,329,643	1,175,605
Deposits and other payables	3,183,279	1,991,319	1,899,688	1,856,446
Taxation - provision less payments	690,818	540,944	407,039	446,616
Total liabilities of Window Takaful Operations - Operator's Fund	785,664	615,124	543,287	365,027
Total liabilities of Window Takaful Operations - Participants' Takaful Fund	2,935,487	2,874,933	2,254,655	2,087,352
<b>Total Shareholders' Equity &amp; Liabilities</b>	<b>65,378,379</b>	<b>53,243,180</b>	<b>38,569,649</b>	<b>33,933,103</b>
<b>Profit &amp; Loss Account Net premium revenue</b>	<b>8,414,929</b>	<b>7,340,623</b>	<b>6,876,707</b>	<b>5,688,759</b>
Net claims	5,004,864	3,727,159	3,867,330	3,386,419
Expenses	2,639,849	2,397,635	1,990,329	1,753,228
Net commission	652,772	395,202	327,954	300,005
Investment income including rental & bank deposits returns	6,362,467	4,784,779	3,600,466	1,845,553
Other income including share of profit of an associates	74,203	29,145	180,260	215,371
General and administration expenses	600,071	276,389	477,916	85,092
Profit / (loss) from Window Takaful Operations	460,101	460,101	423,968	244,618
Profit before tax	6,593,572	5,818,263	4,417,872	2,469,557
Taxation - net	(2,574,492)	(2,296,445)	(1,513,458)	(935,857)
Profit after tax	4,019,080	3,521,818	2,904,414	1,533,700

2023		2022		2021		2020	
(Rupees '000)	%						
158,761	0.41	179,521	0.53	137,019	0.49	197,462	0.80
629,948	1.63	634,924	1.87	640,648	2.29	645,896	2.60
19,888,318	51.56	15,814,518	46.60	15,004,350	53.74	14,530,916	58.55
1,563,881	4.05	2,780,555	8.19	1,525,775	5.47	1,074,028	4.33
10,506,812	27.24	8,984,454	26.48	6,494,336	23.26	5,462,493	22.01
2,656,284	6.89	2,823,766	8.32	1,901,990	6.81	965,862	3.89
910,990	2.36	628,013	1.85	489,886	1.75	418,313	1.69
2,254,655	5.85	2,087,352	6.15	1,724,851	6.18	1,521,347	6.13
<b>38,569,649</b>	<b>100.00</b>	<b>33,933,103</b>	<b>100.00</b>	<b>27,918,855</b>	<b>100.00</b>	<b>24,816,317</b>	<b>100.00</b>
13,260,914	34.38	10,411,911	30.68	10,189,700	36.50	9,547,009	38.47
14,202,200	36.82	12,321,896	36.31	9,547,867	34.20	8,381,972	33.78
-	-	-	-	67,596	0.24	232,143	0.94
4,672,223	12.11	5,268,250	15.53	3,001,918	10.75	2,277,294	9.18
1,329,643	3.45	1,175,605	3.46	1,166,102	4.18	1,025,929	4.13
1,899,688	4.93	1,856,446	5.47	1,617,132	5.79	1,424,498	5.74
407,039	1.06	446,616	1.32	314,855	1.13	173,500	0.70
543,287	1.41	365,027	1.08	288,834	1.03	232,625	0.94
2,254,655	5.85	2,087,352	6.15	1,724,851	6.18	1,521,347	6.13
<b>38,569,649</b>	<b>100.00</b>	<b>33,933,103</b>	<b>100.00</b>	<b>27,918,855</b>	<b>100.00</b>	<b>24,816,317</b>	<b>100.00</b>
<b>6,876,707</b>	<b>100.00</b>	<b>5,688,759</b>	<b>100.00</b>	<b>5,197,050</b>	<b>100.00</b>	<b>4,959,025</b>	<b>100.00</b>
3,867,330	56.24	3,386,419	59.53	2,860,391	55.04	3,058,182	61.67
1,990,329	28.94	1,753,228	30.82	1,545,956	29.75	1,536,093	30.98
327,954	4.77	300,005	5.27	278,942	5.37	340,804	6.87
3,600,466	52.36	1,845,553	32.44	1,564,528	30.10	1,874,090	37.79
180,260	2.62	215,371	3.79	167,322	3.22	196,381	3.96
477,916	6.95	85,092	1.50	60,586	1.17	108,855	2.20
423,968	6.17	244,618	4.30	146,970	2.83	128,146	2.58
4,417,872	64.24	2,469,557	43.41	2,329,995	44.83	2,113,708	42.62
(1,513,458)	(22.01)	(935,857)	(16.45)	(680,668)	(13.10)	(580,970)	(11.72)
2,904,414	42.24	1,533,700	26.96	1,649,327	31.74	1,532,738	30.91

2021	2020	2025	2024	2023	2022	2021	2020
----- (Rupees '000)-----		----- % increase / (decrease ) over preceding year -----					
137,019	197,462	(15.74)	84.84	(11.56)	31.02	(30.61)	(18.59)
640,648	645,896	(0.62)	(0.61)	(0.78)	(0.89)	(0.81)	(0.81)
15,004,350	14,530,916	20.22	42.64	25.76	5.40	3.26	10.09
1,525,775	1,074,028	92.84	32.73	(43.76)	82.24	42.06	(17.70)
6,494,336	5,462,493	22.74	51.49	16.94	38.34	18.89	6.41
1,901,990	965,862	30.24	(24.54)	(5.93)	48.46	96.92	(15.94)
489,886	418,313	21.89	18.79	45.06	28.20	17.11	2.21
1,724,851	1,521,347	2.11	27.51	8.02	21.02	13.38	51.42
<b>27,918,855</b>	<b>24,816,317</b>	<b>22.79</b>	<b>38.04</b>	<b>13.66</b>	<b>21.54</b>	<b>12.50</b>	<b>7.46</b>
10,189,700	9,547,009	18.38	41.83	27.36	2.18	6.73	9.58
9,547,867	8,381,972	20.35	41.68	15.26	29.05	13.91	5.90
67,596	232,143	18.29	-	-	(100.00)	(70.88)	(21.76)
3,001,918	2,277,294	46.44	4.02	(11.31)	75.50	31.82	9.59
1,166,102	1,025,929	25.27	35.44	13.10	0.81	13.66	(0.65)
1,617,132	1,424,498	59.86	4.82	2.33	14.80	13.52	(9.97)
314,855	173,500	27.71	32.90	(8.86)	41.85	81.47	(30.76)
288,834	232,625	27.72	13.22	48.83	26.38	24.16	4.82
1,724,851	1,521,347	2.11	27.51	8.02	21.02	13.38	51.42
<b>27,918,855</b>	<b>24,816,317</b>	<b>22.79</b>	<b>38.04</b>	<b>13.66</b>	<b>21.54</b>	<b>12.50</b>	<b>7.46</b>
<b>5,197,050</b>	<b>4,959,025</b>	<b>14.64</b>	<b>6.75</b>	<b>20.88</b>	<b>9.46</b>	<b>4.80</b>	<b>(6.06)</b>
2,860,391	3,058,182	34.28	(3.62)	14.20	18.39	(6.47)	8.14
1,545,956	1,536,093	10.10	20.46	13.52	13.41	0.64	(9.80)
278,942	340,804	65.17	20.51	9.32	7.55	(18.15)	(9.37)
1,564,528	1,874,090	32.97	32.89	95.09	17.96	(16.52)	65.26
167,322	196,381	154.60	(83.83)	(16.30)	28.72	(14.80)	33.43
60,586	108,855	117.11	(42.17)	461.65	40.45	(44.34)	104.24
146,970	128,146	-	8.52	73.32	66.44	14.69	2.69
2,329,995	2,113,708	13.33	31.70	78.89	5.99	10.23	22.53
(680,668)	(580,970)	12.11	51.73	61.72	37.49	17.16	16.02
1,649,327	1,532,738	14.12	21.26	89.37	(7.01)	7.61	25.19

# COMMENTS ON KEY FINANCIAL DATA AND PERFORMANCE RATIOS

(SIX YEARS)

## BALANCE SHEET

- Total assets expanded from Rs 23,295 million in 2020 to Rs 65,378 million in 2025 (a strong ~22.9% Compound Annual Growth Rate - CAGR), with +29.8% YoY in 2025 alone; market value assets reached Rs 69,193 million. This reflects sustained underwriting growth and investment accretion, materially increasing capacity to write risk and absorb volatility.
- Equity of the Company more than doubled to Rs 22,267 million in 2025 (~18.5% CAGR), propelled by General & Capital Reserves rising from Rs 7,562 million in 2020 to Rs 20,281 million in 2025, while paid up capital remained steady at 1,985. The mix signals organic capital creation and disciplined dividend/retention policy that fortified solvency without diluting shareholders. It also reflects internal capital generation and prudent profit retention.
- Investments (carrying value) rose from Rs 14,586 in 2020 to Rs 35,193 in 2025 (~19.3% CAGR), covering ~158% of equity in 2025. While Investments/Assets moderated to ~53.8% in 2025 from ~62.6% in 2020, the enlarged investment base remains a strong earnings stabilizer and liquidity backstop.
- 2025 was a “big step up” year in scale: YoY in 2025: Assets +29.8%, Liabilities +36.6%, Equity +18.4%, Investments +22.0%, Cash +62.7%, Other current assets +39.8%. The Company accelerated growth while keeping capital accretive.

## PROFIT AND LOSS ACCOUNT

- Gross Written Premium / Contribution (GWP): Rose from Rs 10,311 million during 2020 to Rs 26,563 million during 2025 - a strong ~20.8% Compound CAGR over five years, with +15.2% YoY in 2025 (26,563 vs 23,057), despite muted industry conditions.
- Net Insurance Premium / Contribution surged by 22% in 2025 to Rs 11.394 million, demonstrating strengthened customer retention, improved pricing discipline, and an expanding business footprint.
- Combined underwriting performance during 2025 was significantly impacted by major catastrophe events, with technical profit declining from Rs 944 million to Rs 258 million (-73%), driven by floods, hailstorms, and fire related losses nationwide.
- A major earnings stabilizer was the 32% increase in investment income to Rs 6.5 billion, fueled by a prudent investment mix emphasizing fixed income instruments and dividend yielding equities.
- Profit after tax strengthened to Rs 4.0 billion, reflecting the Company’s ability to offset underwriting volatility through strong investment performance and disciplined financial management.
- Over the six-year period, the Company demonstrated sustained financial resilience, more than doubling premium volumes and materially strengthening profitability despite cyclical claims pressures.

## PERFORMANCE RATIOS

- Both Conventional and Combined kept the combined ratio under prudent levels in every year, underscoring structural underwriting discipline; however, 2025 saw a cyclical soft patch (Combined 97.73%; Conventional 98.61%) as technical margins compressed in the wake of multiple catastrophe events.
- Claims intensity spiked in 2025: Net claims/Net premium jumped to 63.16% (Combined) and 59.48% (Conventional) from 54.19%/50.77% in 2024, while reinsurance recovery fell to 24.53% (from 53.36%). With ceded premium still high at ~54%, the recovery shortfall amplified 2025 underwriting pressure.
- Management expense/Net premium improved in 2025 to 26.51% (Combined) and 31.37% (Conventional) versus 2024 (29.46% and 32.67%), signaling operating leverage and tight expense control even as claims surged.
- Premium momentum normalized: The Premium Growth ratio settled at 29.84% in 2025 after two exceptional years (55.81% in 2024; 62.09% in 2023), indicating sustained expansion with a return to more steady state growth, while reinsurance ceded/gross remained elevated (~50–56%) in line with prudent risk transfer.
- Profitability ratios held firm - PBT/Net premium 78.36% and PAT/Net premium 47.76% (2025) versus 79.25%/47.98% (2024)—showing that investment income buffered the technical dip; PBT/Gross premium also ticked up (29.11% → 28.54%).
- Return on Equity stayed high (18.05% in 2025), while EPS (after tax) increased to Rs. 20.25 during 2025 (from Rs. 17.74 during 2024). The Board lifted the cash dividend to Rs. 6.00 (60%), with a healthy dividend cover of 3.37 balancing payouts and growth.

- Valuation still deep value: Despite a strong price recovery to Rs. 81.90, the stock trades at a modest P/E ~4.05 and P/B ~0.25. With break up value at Rs 112.17 (book) and Rs 131.39 (market) per share, there is a strong room for re rating.
- Cash Dividend Per Share rose from Rs 3.50 in 2020 to Rs 6.00 for 2025 over six years—an ~11% CAGR reflecting steady shareholder returns through the cycle. Dividend cover improved from 1.93 (2022) to 3.37 (2025) (multi year average ~2.6), providing a comfortable buffer for sustainability through underwriting cycles.
- Dividend yield peaked at 14.81% in 2022 (price trough) and moderated to 7.33% in 2025 as the share rerated—still attractive alongside high ROE.

## CASH FLOWS

- Operating cash flow cumulatively increased by net Rs 1,527 million over six years.
- Cash & equivalents: Year end rose from Rs 980 million in 2020 to Rs 2,817 million as of 2025 year end.

## SOLVENCY

- Strong and consistent solvency: The market value solvency ratio stayed robust across the cycle: 7.88 (2025) vs 8.39 (2024), 7.34 (2023), 6.56 (2022), and peaks of 9.69 / 9.68 (2021/2020) signaling market value assets that are multiple times liabilities and solid shock absorption capacity.
- Ample headroom, with clear priorities: A multi year range of ~6.6 –9.7 indicates capacity to support growth through cycles; preserving this buffer will hinge on disciplined underwriting, high quality reinsurance, and calibrated investment risk as the balance sheet scales.

## PERFORMANCE ASSESSMENT AGAINST BUDGET / TARGETS

Jubilee General Insurance Company Limited prepares a comprehensive Annual Business Plan, including the Annual Budget for the upcoming year. The Annual Budget is reviewed and approved by the Board of Directors, and the Company's performance against budgeted targets is monitored quarterly by the Board and monthly by the senior management.

The primary objective of the Annual Budget is to serve as a control mechanism to measure operational performance against defined annual targets. Budget objectives along with Key Performance Indicators are communicated to relevant functional heads well before beginning of each year, serving as a benchmark for assessing the periodic performance of departments and functions. These evaluations enable timely corrective actions and informed decision making whenever necessary.

Additionally, the Annual Budget is broken down into monthly budgets, allowing management to compare actual results with budgeted figures. Monthly variances and their underlying reasons are rigorously reviewed during monthly performance meetings. This structured approach ensures that all functions and departments remain aligned with the Company's overall strategic objectives.

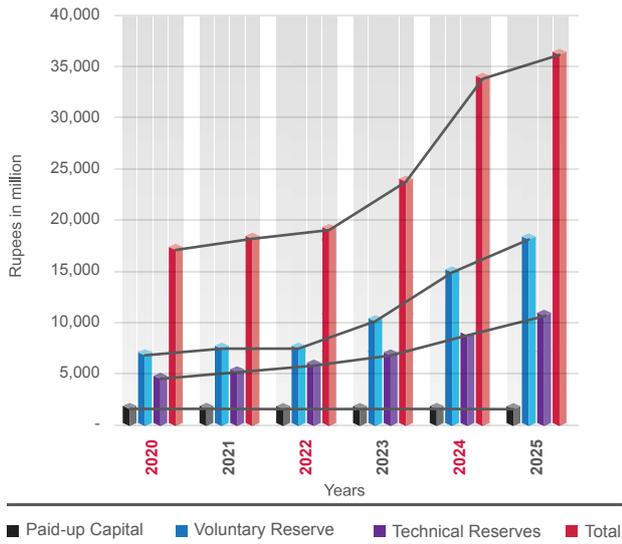
In addition to the budgeting process, the Board conducts a comprehensive Strategy and Planning Meeting every year, where the Company's short term, medium term, and long term strategic objectives are deliberated in detail. During this session, the Board evaluates the internal and external environment, reviews business priorities, and aligns the Company's strategic direction with emerging opportunities and risks.

For each strategic time horizon, the corresponding strategies and action plans are discussed extensively. Functional and departmental heads are provided clear directives to translate these strategies into executable plans. This structured planning process ensures coordination across the organization and enables effective implementation of initiatives that support sustainable growth and long term value creation.

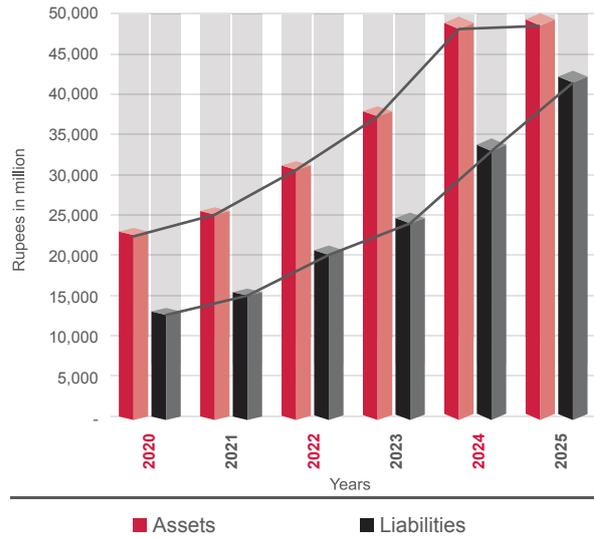
# PERFORMANCE AT A GLANCE

(SIX YEARS)

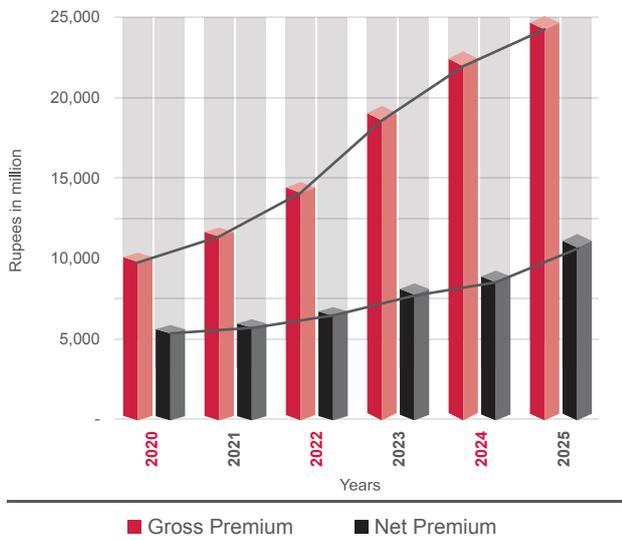
## CAPITAL & RESERVES



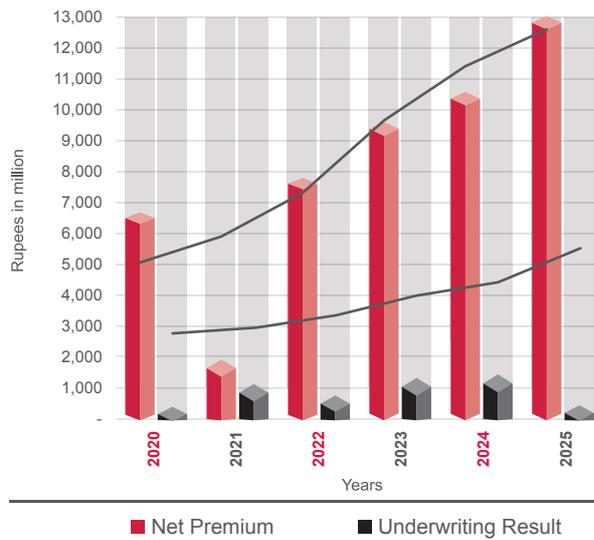
## ASSETS & LIABILITIES



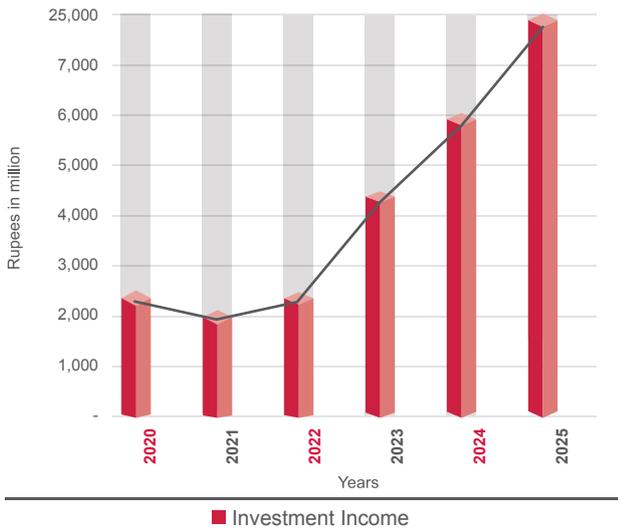
## GROSS PREMIUM NET PREMIUM



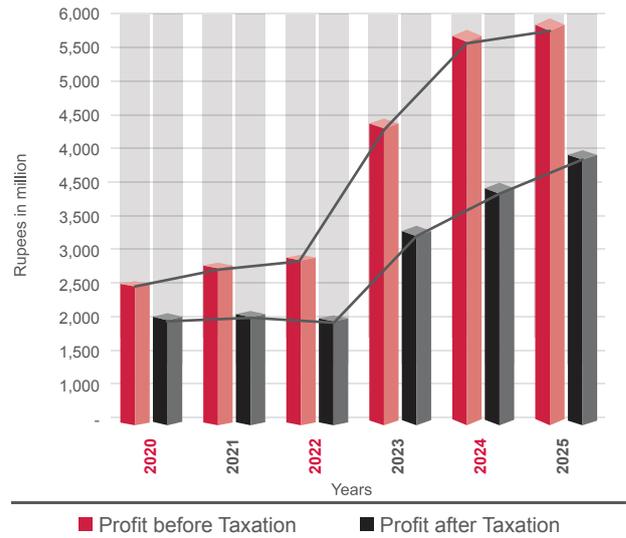
## NET PREMIUM & UNDERWRITING RESULTS



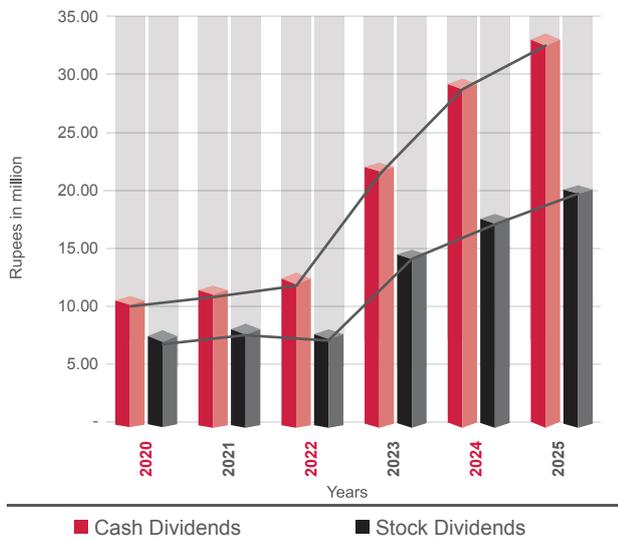
### INVESTMENT INCOME



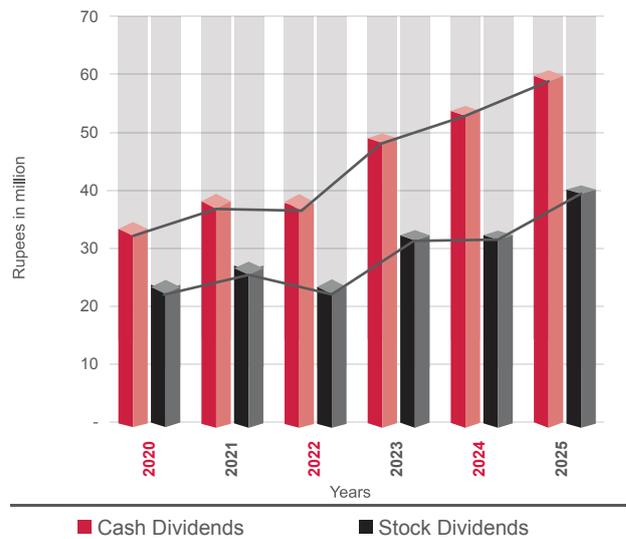
### PROFIT BEFORE TAX & AFTER TAXATION



### EARNINGS PER SHARE (PRE TAX & AFTER TAX)



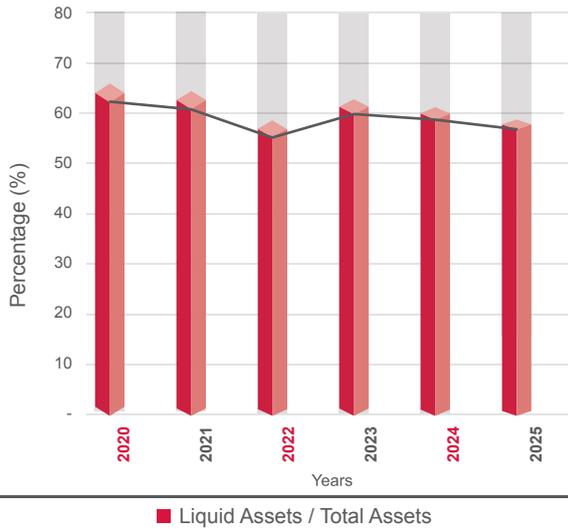
### DIVIDENDS



# PERFORMANCE AT A GLANCE

(SIX YEARS)

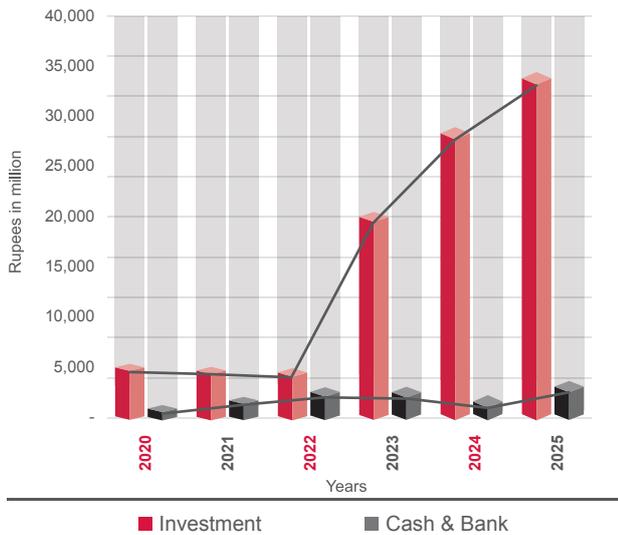
## LIQUID ASSETS / TOTAL ASSETS



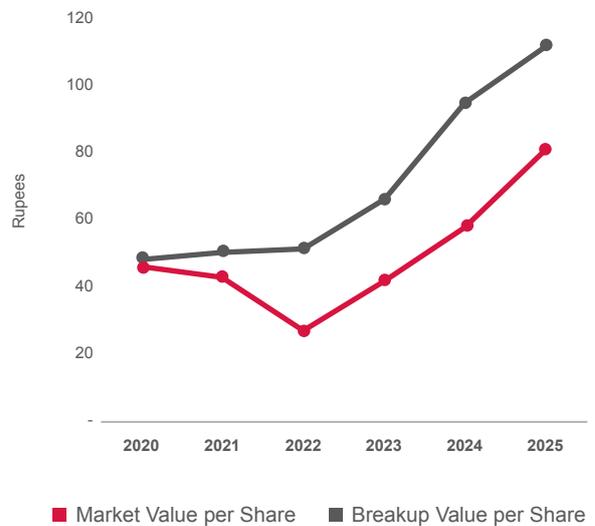
## EQUITY / TOTAL ASSETS



## INVESTMENTS AND CASH & BANK



## MARKET VALUE VS BREAKUP VALUE PER SHARE

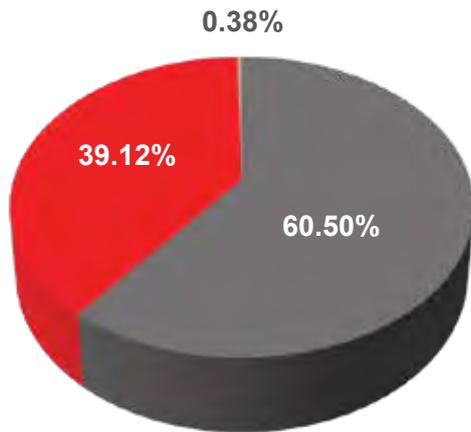


# GRAPHICAL COMPOSITION OF FINANCIAL STATEMENTS

## BALANCE SHEET

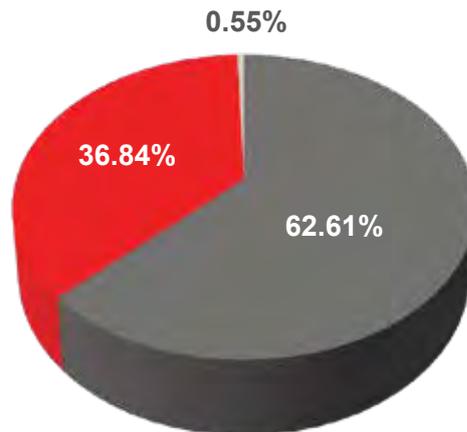
### ASSETS 2025

- Earning Assets
- Current Assets-others
- Fixed Assets



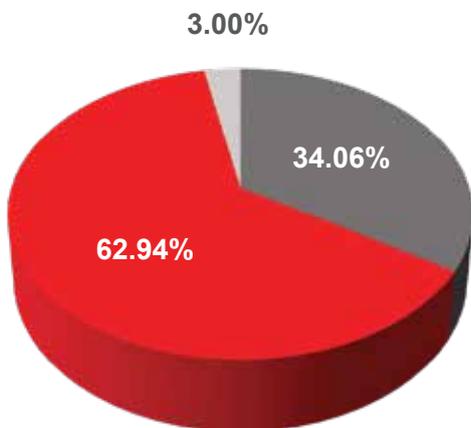
### ASSETS 2024

- Earning Assets
- Current Assets-others
- Fixed Assets



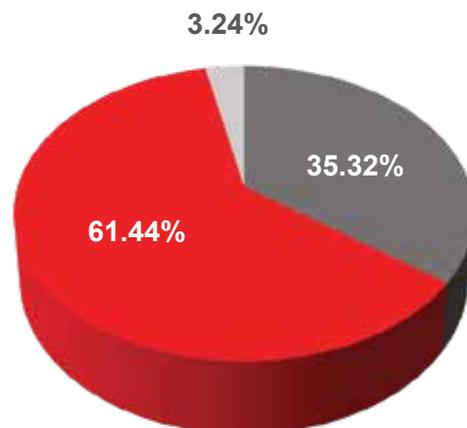
### SHAREHOLDERS' EQUITY AND LIABILITIES 2025

- Share Capital & Reserves
- Current Liabilities
- Non Current Liabilities



### SHAREHOLDERS' EQUITY AND LIABILITIES 2024

- Share Capital & Reserves
- Current Liabilities
- Non Current Liabilities

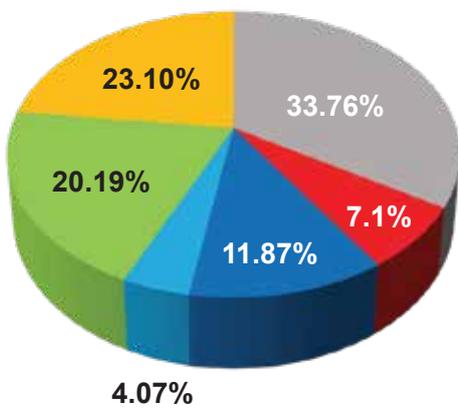


# GRAPHICAL COMPOSITION OF FINANCIAL STATEMENTS

## PROFIT AND LOSS ACCOUNT

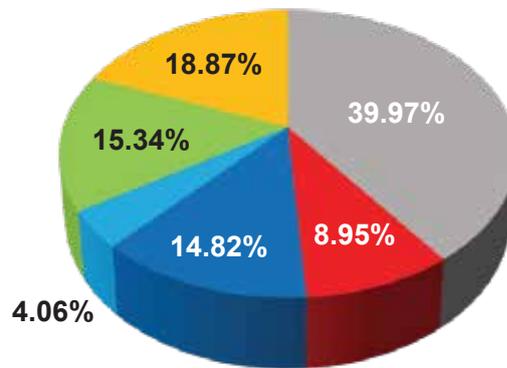
### GROSS PREMIUM CLASSWISE 2025

- Fire
- Marine
- Motor
- Liability
- Accident & Health
- Miscellaneous



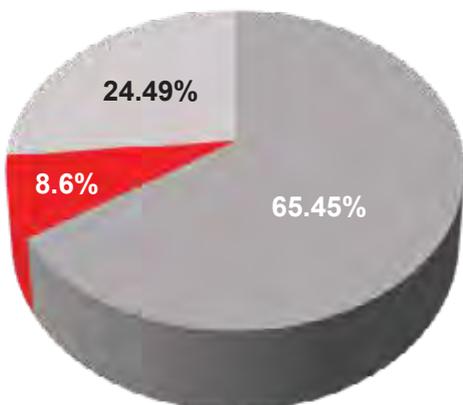
### GROSS PREMIUM CLASSWISE 2024

- Fire
- Marine
- Motor
- Liability
- Accident & Health
- Miscellaneous



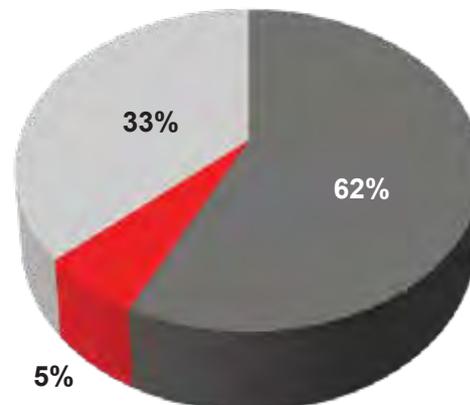
### COMBINED RATIO 2025

- Net Claims
- Net Commission
- Expenses



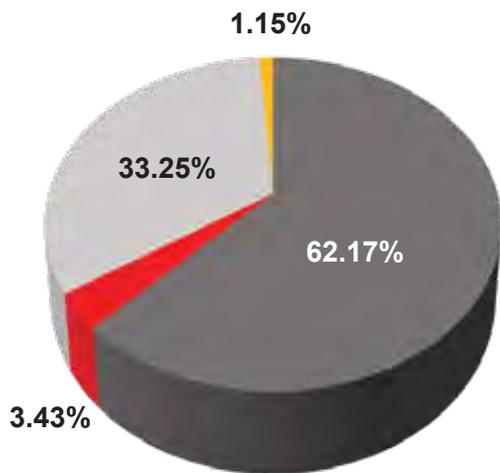
### COMBINED RATIO 2024

- Net Claims
- Net Commission
- Expenses



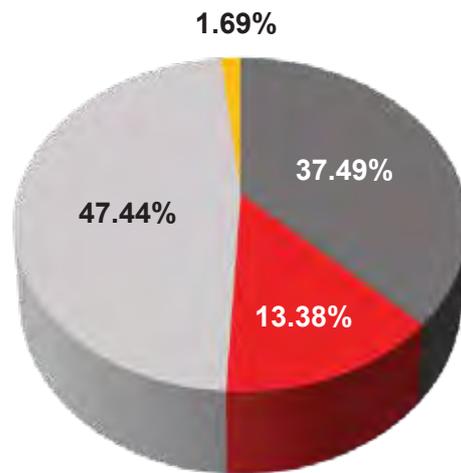
### INVESTMENT INCOME 2025

- Income from equity Securities
- Return on bank deposits
- Return on Govt. Securities
- Rental income



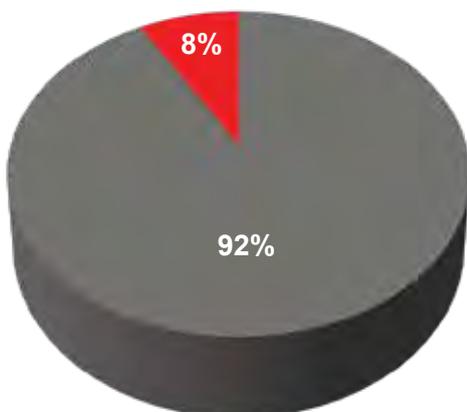
### INVESTMENT INCOME 2024

- Income from equity Securities
- Return on bank deposits
- Return on Govt. Securities
- Rental income



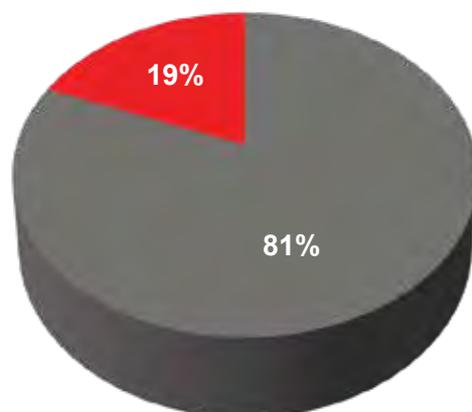
### PROFIT BEFORE TAX 2025

- Investment and Other Income
- Underwriting Income



### PROFIT BEFORE TAX 2024

- Investment and Other Income
- Underwriting Income

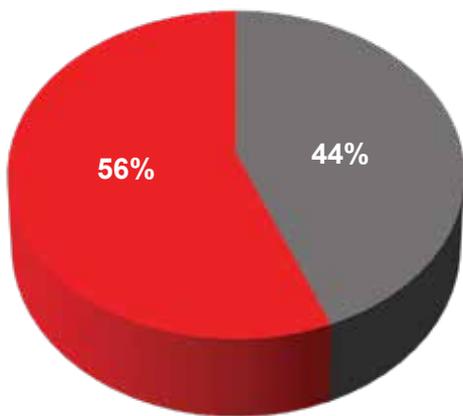


# GRAPHICAL COMPOSITION OF FINANCIAL STATEMENTS

## CASH FLOW

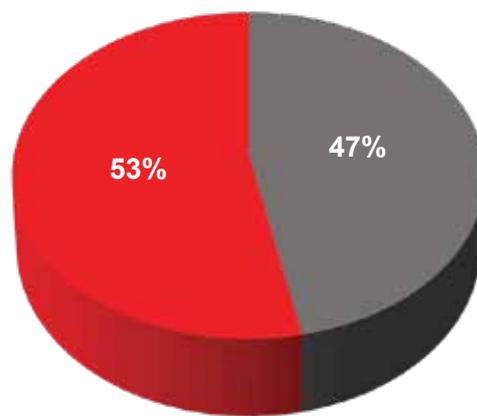
### CASH GENERATED 2025

- Operating activities
- Investing activities



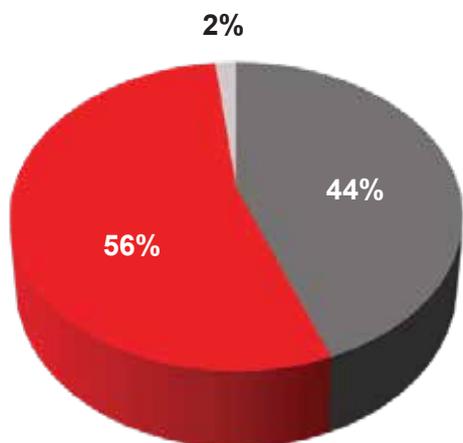
### CASH GENERATED 2024

- Operating activities
- Investing activities



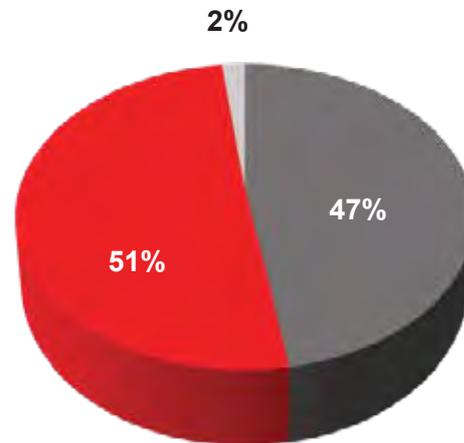
### CASH CONSUMED 2025

- Operating Activities
- Investing Activities
- Financing Activities



### CASH CONSUMED 2024

- Operating Activities
- Investing Activities
- Financing Activities



## PERFORMANCE MEASUREMENT

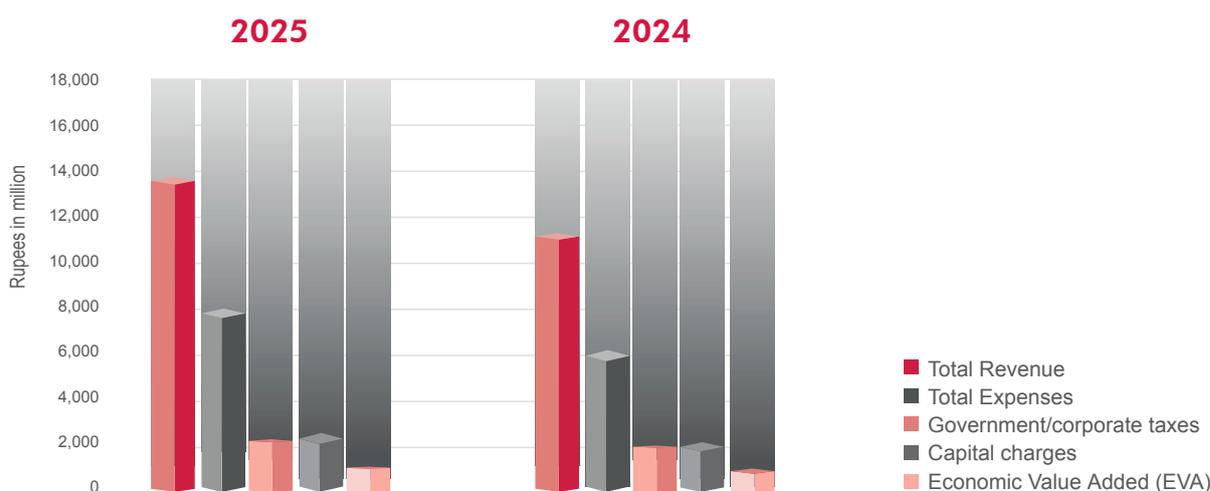
Performance measurement is key to evaluate how well an organisation is managed and the value it delivers for stakeholders. As a listed company, for Jubilee General, the most important stakeholders are our shareholders being the ultimate owner of the business. Due to the same reason, the value delivers to the shareholders is imperative. In the Company, performance measurement is an ongoing monitoring process. Furthermore, to evaluate performance, besides traditional and most commonly used methods of performance evaluation i.e. Ratio Analysis, calculation of returns on various categories of assets, horizontal & vertical analysis of financial statements and various comparative statements etc., modern techniques and tools are also considered particularly with special reference to the value addition for the shareholders. Following are advance techniques / tools to measure performance of the Company.

## ECONOMIC VALUE ADDED

Economic Value Added (EVA) is a measurement of a Company's financial performance based on the residual wealth calculated by reducing its cost of capital from its operating profit after adjustment of taxes. EVA can also be referred to as true economic profit of the Company. In Jubilee General, EVA is calculated to evaluate internal management performance. It compares the net operating profit to total cost of capital and through this evaluation tool, the performance of the overall business is evaluated. As a non-life insurance Company, Jubilee General is highly concerned for delivering higher value to its shareholders. In 2025, the Company generated economic value of Rs. 1,281 million (2024: Rs. 1,187 million) which is reflecting 8% increase in EVA generated by the Company as compared to 2024. The increase is mainly attributable to increase in investment income.

Following is a table indicates the EVA at the year ended 31 December 2025 and 2024:

PARTICULARS	2025	2024
	.....(Rupees in million).....	
Total Revenue	15,491	12,615
Total Expenses	8,898	6,796
Government/corporate taxes	2,574	2,296
Capital charges	2,738	2,336
Economic Value Added (EVA)	1,281	1,187



## MARKET VALUE ADDED

In order to measure the external performance, Market Value Added (MVA) is calculated to ascertain that how the market has evaluated the Company's performance in terms of market value of share as compared to its book value. In Jubilee General, MVA is calculated to evaluate management performance with special reference to market position of Jubilee General's share versus its book value.

As at December 31, 2025, the market value of total outstanding shares of the Company stood at Rs.16.22 billion (2024: Rs. 11.38 billion) and the total book value of outstanding shares as at December 31, 2025, reflected Rs. 22.26 billion (2024: Rs. 18.81 billion). The market value is less than the book value of the Company in 2025.

### DuPont Analysis

DuPont analysis is an extended analysis of a company's ability to earn a high return on equity if it.



Earn a high net profit margin



Uses its assets effectively to generate more sales



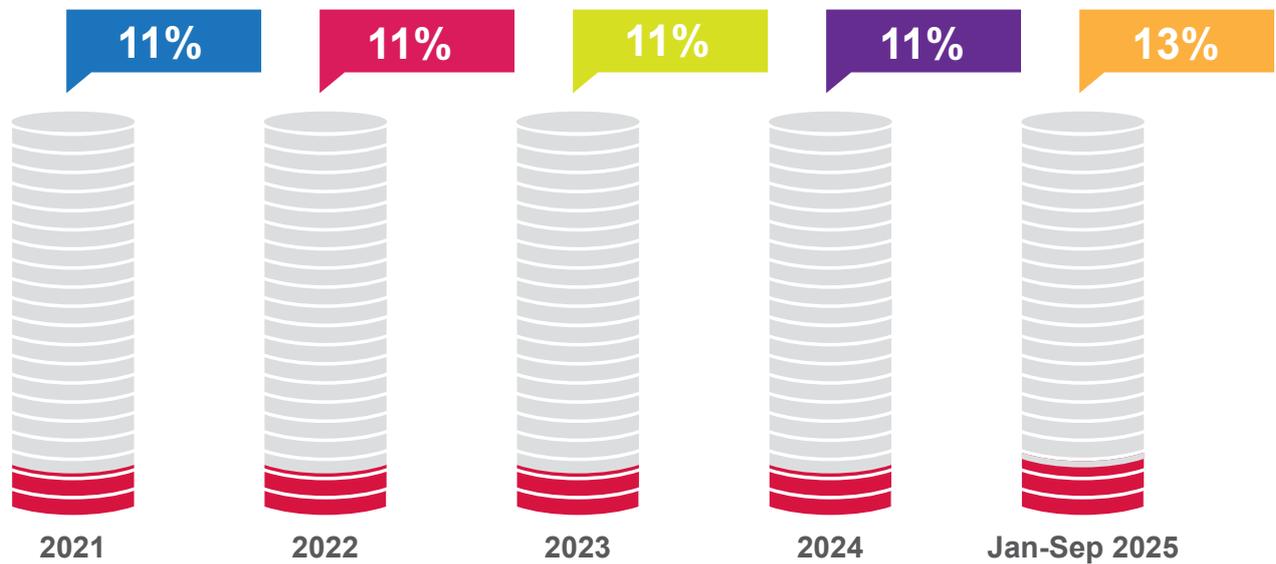
Has a high financial leverage

		2025	2024	2023	2022	2021	2020	
Net profit margin	Profit after tax / total income	%	26.91	29.05	27.72	20.36	24.39	22.44
Asset utilisation	Total Income / Average Assets	%	35.00	40.00	47.00	41.00	41.00	39.00
Return on assets		%	6.15	6.99	8.00	4.82	6.30	6.58
Equity multiplier	Average assets / Average equity	Times	2.89	2.86	2.97	2.82	2.51	2.49
Return on Equity	Profit after tax / Average equity	%	18.05	18.73	21.90	14.73	16.18	16.06

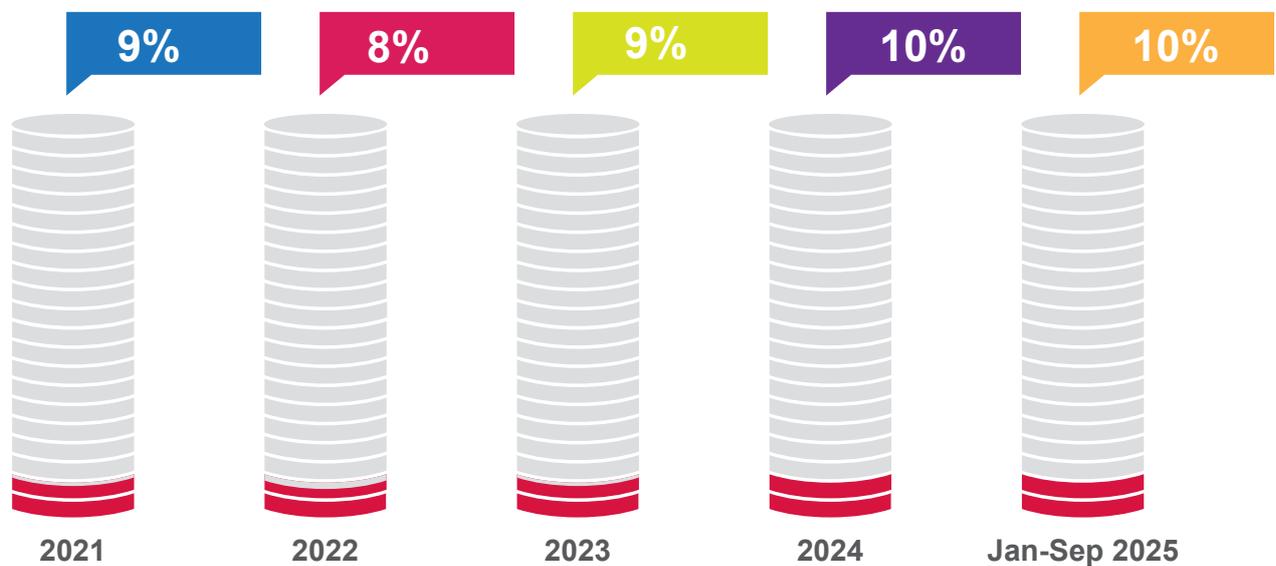
## MARKET POSITIONING

	% share in Conventional Business		% share inTakaful Business	
	Jubilee	Others	Jubilee	others
2021	11%	89%	9%	91%
2022	11%	89%	8%	92%
2023	11%	89%	9%	91%
2024	11%	89%	10%	90%
Jan-Sep 2025 (9 months)	13%	87%	10%	90%

### Conventional Business



### Takaful Business



■ Jubilee  
■ Others

## GENDER PAY GAP STATEMENT

In compliance with the requirements of SECP Circular No. 10 of 2024 dated April 17, 2024, Jubilee General Insurance Company Limited has calculated and disclosed its Gender Pay Gap for the year ended December 31, 2025, as outlined in the circular.

The Gender Pay Gap for the year under review is as follows:

**Mean Gender Pay Gap: 1.42%**

**Median Gender Pay Gap: 3.10%**



These metrics reflect the average differences in earnings between male and female employees and are primarily influenced by workforce composition, representation across senior and leadership roles, and broader industry practices.

Jubilee General Insurance remains committed to fostering a diverse, equitable, and inclusive workplace. Addressing the Gender Pay Gap is a continuous priority, and the Company is focused on:

- enhancing gender diversity across all organizational levels;
- maintaining transparent and equitable compensation structures; and
- strengthening leadership and career development opportunities for women.

Through these initiatives, the Company aims to promote fairness, support equal opportunity, and reinforce its long-term sustainability as an employer of choice.

## MARKET CAPITALISATION

Market capitalisation refers to the total market value of a Company's outstanding shares. The amount of Market Capitalisation is considered to determine the Company size as compared to using sales or total assets. Although, the stock market remained volatile during 2020 to 2022, which definitely effected the market price of the Company's share in these years, however, a notable growth in market capitalisation of the Company's shares in 2024 and 2025 can be witnessed from the following:

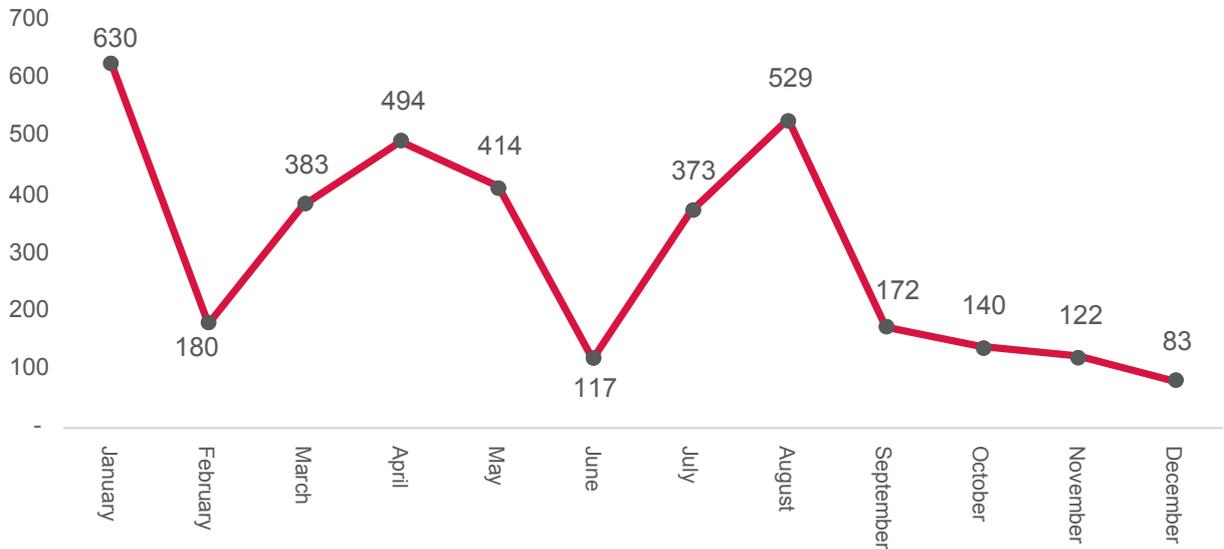
Particulars	Years					
	2025	2024	2023	2022	2021	2020
Number of Shares Outstanding (in million)	198	198	198	198	198	198
Market closing price of share as on 31 December (PSX) (Rupees)	81.9	57.48	42	27	42.7	47.1
Market Capitalization (Rupees in million)	16,216	11,381	8,316	5,346	8,455	9,326

## Volume Analysis

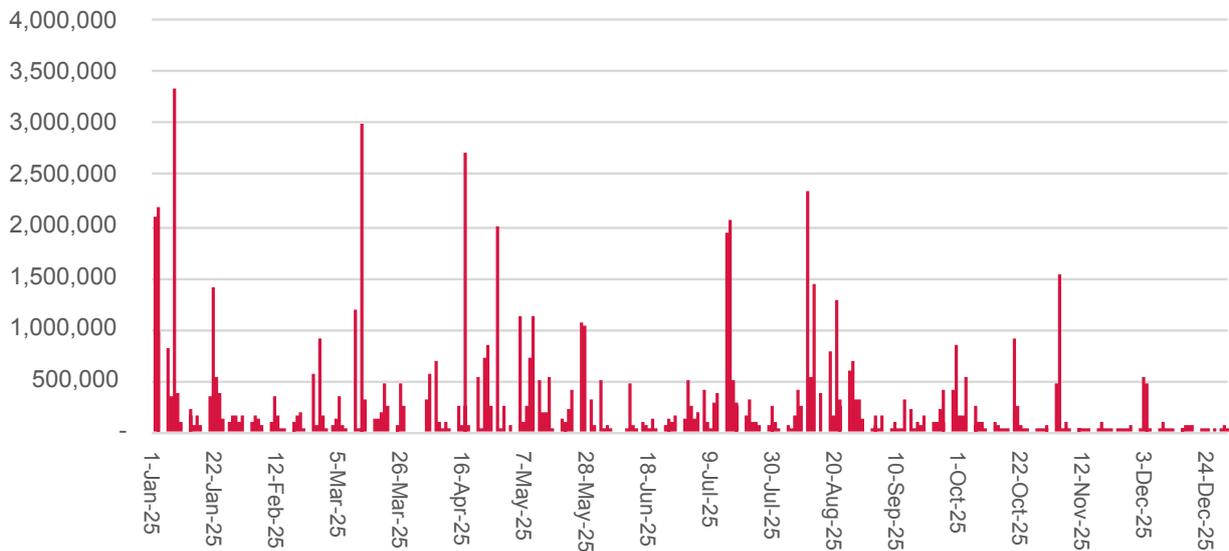
Jubilee General's Share Price and Volume on the PSX in the year 2025:

Months	Highest	Lowest	Per Day Average Volume
	----- Rupees -----		Number of Shares
January	62.44	54.97	630,230
February	59.17	53.73	179,511
March	61.39	52.72	382,804
April	55.98	44.71	494,123
May	57.02	43.33	414,228
June	59.79	55.97	117,285
July	72.75	62.54	372,571
August	91.57	64.97	529,051
September	88.54	80.49	172,473
October	83.38	76.95	140,400
November	84.66	79.61	122,240
December	81.90	77.25	82,674

### Average Trade Volumes (Shares in '000')



### Trading Volume in 2025



### Quarterly analysis

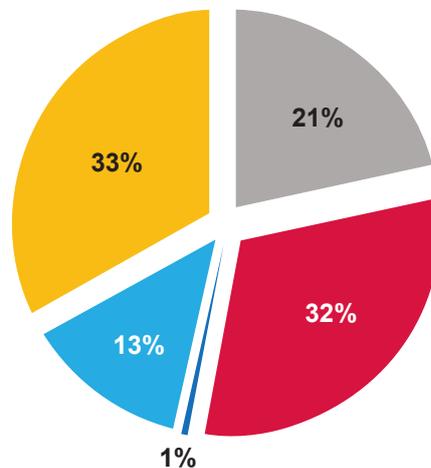
	High (on closing basis)	Low (on closing basis)	Closing	Daily average volume	Number of trading days	Share Capital	Market Capitalization Value
----- Rs in million -----							
First Quarter	62.44	52.72	54.57	24.10	61	1,985	108,317
Second Quarter	59.79	43.33	59.56	17.93	78	1,985	118,221
Third Quarter	91.57	62.54	80.49	26.84	65	1,985	159,766
Fourth Quarter	84.66	76.95	81.90	9.42	65	1,985	162,564

## STATEMENT OF VALUE ADDED

	2025	2024
..... (Rupees in '000) .....		
<b>WEALTH GENERATED</b>		
Net Premium Revenue	8,414,529	7,340,623
Commission from Reinsurers	505,692	516,975
Investment Income	6,421,563	4,771,446
Rental Income	167,703	165,843
Other Income	647,896	468,371
	<b>16,157,382</b>	<b>13,263,258</b>
<b>Less :</b>		
Claims, Commission and expenses (excluding employees remuneration, depreciation, and other taxes)	8,871,897	5,322,745
Net Wealth Generated	<b>8,871,897</b>	<b>7,940,513</b>
<b>WEALTH DISTRIBUTION</b>		
<b>Employees remuneration</b>		
	1,903,308	1,760,092
Government taxes (includes income tax, WWF , and others taxes )	2,792,843	2,525,039
Contribution to society	46,302	49,042
Dividend to shareholders		
- Cash	1,190,947	1,091,702
- Stock	-	-
Retained in business		
- Depreciation and Amortisation	110,364	84,522
- Earnings	2,828,133	2,430,116
	<b>2,938,497</b>	<b>2,514,638</b>
	<b>8,871,897</b>	<b>7,940,513</b>

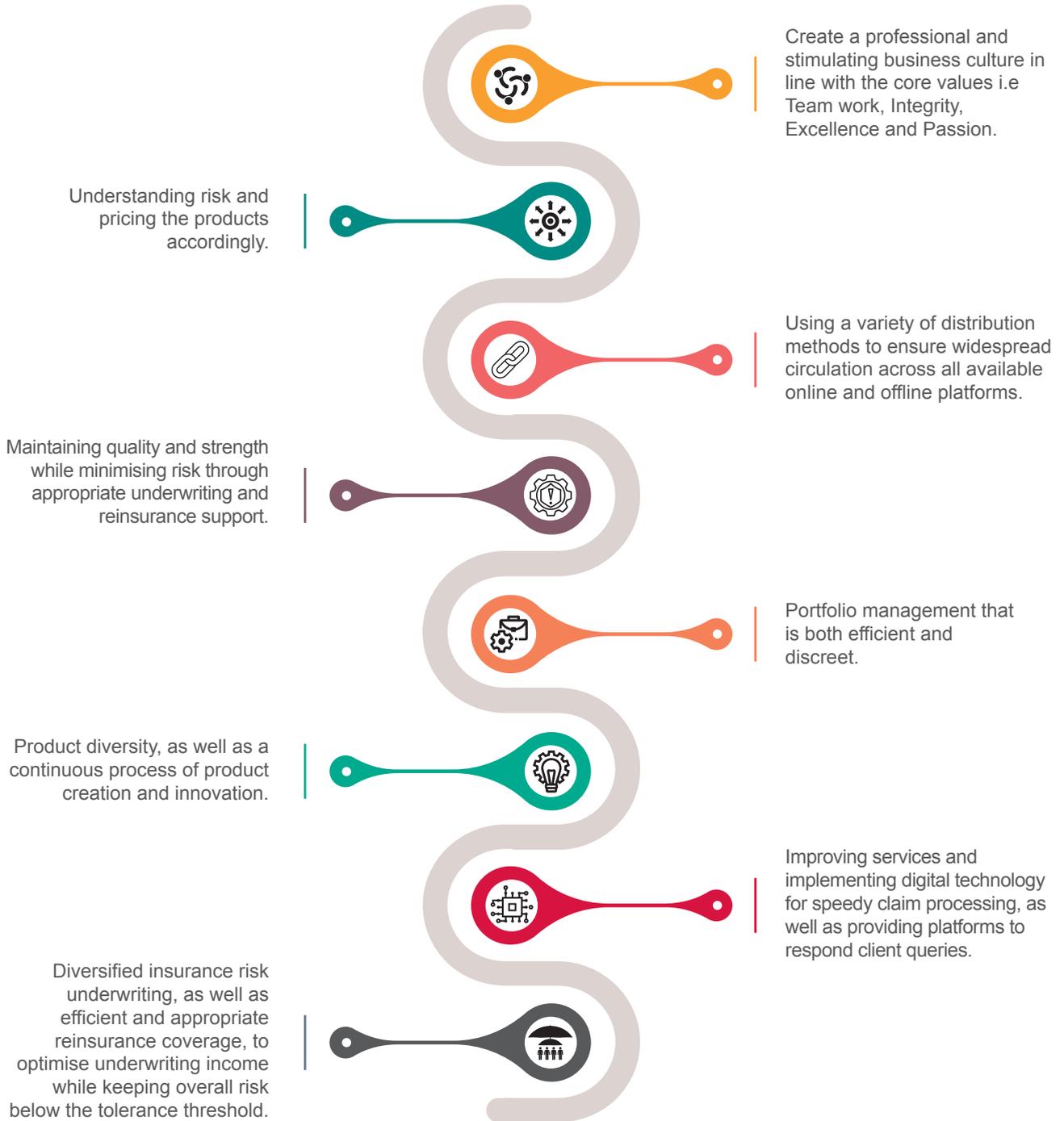
### DISTRIBUTION OF WEALTH - 2025

- Employees remuneration
- Government taxes
- Contribution to society
- Dividend to shareholders
- Retained in business



# VALUE CHAIN

A value proposition is a pledge to deliver, convey, and acknowledge value. It's also the customer's expectation of how value will be supplied, experienced, and gained. A value proposition can be applied to a full company, or sections of it, as well as customer accounts, products, and services. Jubilee General methodology of doing business is based on value creation. Therefore, the Company always strive to provide best insurance protection to its customers. Following are major aspect of value creation in the Company.



## HUMAN RESOURCE ACCOUNTING



Jubilee General recognizes human resources as a vital strategic asset and therefore follows a structured Human Resource Accounting (HRA) approach to identify, measure, and report the cost incurred in acquiring, developing, and maintaining its human capital. The objective of this disclosure is to enhance transparency regarding the company's investment in people and to support informed decision making by stakeholders.

### 1. IDENTIFICATION OF HUMAN RESOURCE COSTS

The company systematically identifies all expenditures associated with managing its workforce. These include costs related to recruitment, selection, hiring, training, development, placement, and performance management. The identification process helps ensure that all relevant human capital-related costs are captured comprehensively.

### 2. MEASUREMENT OF HUMAN RESOURCE INVESTMENTS

Jubilee General measures human resource costs using established accounting approaches to determine the financial value attributable to its personnel. These costs include:

- **Recruitment and Selection Costs:** Advertising vacancies, conducting interviews, screening candidates, and other hiring-related expenses.
- **Hiring and Onboarding Costs:** Medical checks, orientation sessions, issuance of HR documents, and initial administrative processing.
- **Training and Development Costs:** Internal and external training programs, certifications, seminars, and skill enhancement initiatives.
- **Allocation and Deployment Costs:** Placement of employees in roles that best match their competencies, including associated administrative costs.
- **Conservation and Retention Costs:** Employee engagement programs, health and safety measures, welfare benefits, and retention initiatives.
- **Reward and Compensation Costs:** Salaries, benefits, performance bonuses, and other financial and non financial rewards.

### 3. UTILIZATION OF HUMAN ASSETS

The company works to fully utilize its human resources by aligning employees' skills and capabilities with organizational goals. Through structured performance management systems, Jubilee General ensures optimal employee contribution and monitors productivity levels in relation to the invested human resource costs.





The solvency margin and solvency ratio are key regulatory measures established by the **Securities and Exchange Commission of Pakistan (SECP)** to ensure that general insurance companies maintain adequate financial strength to meet their present and future policyholder obligations. These disclosures form part of the Company's compliance with the **Insurance Ordinance, 2000**, the **Insurance Rules, 2017**, and subsequent amendments introduced to strengthen the prudential framework applicable to the non life insurance sector.

## 1. REGULATORY REQUIREMENTS

### a. Minimum Capital Requirement (MCR)

Under the revised SECP framework, non life insurers are required to maintain a minimum Paid Up Capital of Rs. 2,000 million, with implementation timelines extending through 2030. This enhancement aims to strengthen the industry's risk absorption capacity and overall financial resilience.

### b. Solvency Margin Requirement

SECP mandates that every general insurance company maintain a solvency margin—defined as the excess of admissible assets over liabilities, at levels prescribed under the Insurance Rules and associated prudential regulations. These rules require insurers to maintain solvency sufficient to support underwriting risk, reinsurance exposures, and operational risk.

### c. Treatment of Capital Instruments

Recent amendments allow insurers to issue subordinated debt instruments, which may qualify as regulatory capital for solvency calculations, thereby enhancing financial flexibility and enabling companies to strengthen their solvency position through diversified capital sources.

## 2. COMPONENTS OF THE SOLVENCY MARGIN

The Company's solvency margin is calculated in accordance with SECP guidelines and typically comprises:

- **Admissible Assets:** Assets recognized for solvency purposes after applying SECP prescribed admissibility limits.
- **Insurance Contract Liabilities:** Including outstanding claims, IBNR reserves, and unearned premium reserves.

- Regulatory Solvency Requirement: Based on net written premium, claims experience, and other risk based measures.
- Available Solvency Margin (ASM): The capital available to meet solvency requirements after accounting for liabilities and inadmissible assets.

These components collectively determine the Solvency Ratio, which is computed as Available Solvency Margin ÷ Required Solvency Margin, and must exceed the regulatory minimum to maintain licensing and operational authority.

### 3. REPORTING AND DISCLOSURE OBLIGATIONS

General insurance companies are required to include solvency related disclosures in:

- Annual financial statements, including notes on capital management and regulatory compliance.
- SECP filings, where insurers must submit solvency returns and actuarial reports supporting the adequacy of reserves and capital.

### 4. ALIGNMENT WITH RISK BASED SOLVENCY REGIME

SECP's regulatory reforms reflect a transition toward a Risk Based Solvency (RBS) framework, under which insurers will be assessed on the basis of their actual risk profile rather than fixed formula requirements. Amendments increasing capital thresholds and allowing capital instruments are part of this phased shift.

### 5. COMPLIANCE STATEMENT

The Company confirms that it has maintained, throughout the reporting period, a solvency margin and solvency ratio in compliance with SECP requirements. The Company's capital structure, admissible asset calculations, and liability valuations have been prepared in accordance with applicable laws and regulations. Supporting schedules outlining the computation of the solvency margin and solvency ratio form an integral part of these financial statements.

## REVIEW OF ASSET QUALITY

The asset quality of Jubilee General Insurance Company Limited is assessed through a comprehensive evaluation of the creditworthiness and financial standing of all counterparties with whom the Company conducts business. This involves a structured and continuous review process designed to safeguard asset integrity and ensure timely recoverability of balances.

The Company maintains a robust credit monitoring framework that regularly evaluates its outstanding exposures and assesses the recoverability of receivables. Adequate provisioning practices are followed in accordance with the applicable regulatory and accounting frameworks to ensure that potential credit losses are prudently recognized.

To mitigate concentration risks, the Company maintains a well-diversified portfolio of receivables, ensuring exposure to counterparties across various sectors with sound financial profiles. The in-house Credit Control function plays a vital role in managing credit risk by enforcing assigned credit limits and ensuring timely collection of outstanding amounts.

## FAIR VALUE AND FORCED SALE VALUE OF PROPERTY AND EQUIPMENT

Owned Property assets, including land and buildings and buildings class of assets as per Note 6 amount to are stated at Cost less accumulated depreciation and Rs. 3.1 million. The fair value estimated of these accumulated impairment losses, if any. The Company had properties amount to Rs. 9.7 million approximately. adopted the Cost model under

IAS 16 – ‘Property, plant and equipment’ as its accounting model to account for of the land and building would be approximately 80% property and equipment. The Carry amount of land of the fair value.

### SIGNIFICANT IMMOVABLE PROPERTIES

The Company possesses several properties in Pakistan including properties in Export processing Zone. The location and area of significant immovable properties is as follows:

Particulars	Address	Area (Sq. ft)
Jubilee Insurance House Building	Located At Jubilee Insurance House, Plot No# 2/2 & 2/3, I.I Chundrigar Road, Karachi	231,512
Jubilee Life Insurance Building	Located At Plot# 74/1-A, Lalazar, Maulvi Tamizuddin Khan Road, Karachi	42,226
E.I. Lines	Located At Plot# 233, E.I Line Cantonment Area, Near Hotel Mehran, Karachi	39,459
Upper Mall, Lahore	Located At Plot# 254, Upper Mall, Near DG Ranger House, Opp To Gymkhana, Lahore	37,135
Karachi Export Processing Zone	Located At Plot No. 09, Sector B-II, EPZ, Landhi Industrial Area, Extension Mehran Highway, Karachi	1,600



# REPORT OF THE BOARD AUDIT COMMITTEE

## FOR THE YEAR ENDED DECEMBER 31, 2025

The Board Audit Committee comprises of three (3) directors. The Chairman of the Committee is an independent director, whereas the other two members are non-executive directors. The independent director meets the criteria of independence as laid down under the Code of Corporate Governance for Insurers, 2016 (the code).

The Audit Committee comprises the following members:

Name of Members		
Mr. Riyaz Chinoy	Independent director	Chairman
Mr. John Joseph Metcalf	Non-executive director	Member
Mr. Mohammad Akhtar Bawany	Non-executive director	Member

All members of the Committee have relevant knowledge and experience of finance, audit, and accounting and all of them fulfill the definition of 'financially literate' as required by the Code. The Board has satisfied themselves that all the current members of the Audit Committee are competent with an excellent mix of skills, significant acumen and possess requisite understanding related to finance, business management, and audit matters.

The Chief Executive Officer (CEO) and Chief Financial Officer (CFO) attend the Committee's meetings by invitation. However, the Head of Internal Audit, who is also Secretary of the Committee, attends all Audit Committee meetings.

The role and responsibilities of the Board Audit Committee are determined by Terms of Reference, which are regularly reviewed by the Committee and are in line with relevant legislation and the Code. The primary role of the Committee in the context of the Board's broader governance framework is to oversee:

- i. The integrity, accuracy and reliability of Company's annual and interim financial statements.
- ii. Internal controls and Risk management framework.
- iii. Monitoring compliance with applicable laws and regulatory requirements.
- iv. The independence, scope, and performance of Internal Auditors.
- v. The appointment, qualification, independence, and performance of External Auditors.
- vi. The management has taken appropriate measures to safeguard the Company's assets.

The Committee has concluded its annual review of the conduct and operations of the Company for the year ended December 31, 2025, and reports that:

- Five (5) Audit Committee meetings were convened and presided by the Chairman of the Committee out of which two (2) were also attended by the External Auditor of the Company.
- The Committee has reviewed the quarterly, half-yearly and annual financial statements of the Company and recommended them for approval of the Board of Directors.
- The Committee has reviewed all the Related Party transactions and recommended the same for the approval of the Board of Directors.
- The Company has issued a Statement of Compliance with the Code of Corporate Governance, which has also been reviewed by the External Auditor of the Company.
- The Chief Executive Officer and the Chief Financial Officer have reviewed and endorsed the Financial Statements, the Chairman's, and Directors' Report. They acknowledge their responsibility for true and fair presentation of the financial statements, accuracy of financial reporting, compliance with the applicable regulations and accounting standards and establishment and maintenance of internal controls and system of the Company.
- The financial statements have been prepared in accordance with the approved accounting standards comprising of such International Financial Reporting Standards (IFRSs) issued by the International Accounting Standard Board as applicable in Pakistan and are notified under the Companies Act, 2017, the Insurance Ordinance, 2000 and Insurance Rules, 2017.

- Appropriate accounting policies have been applied consistently, and accounting estimates are based on reasonable and prudent judgement. Applicable accounting standards were followed in preparation of the financial statements of the Company on a going-concern basis for the financial year ended December 31, 2025, which present fairly the state of affairs, results of operations, profits, cash flows and changes in equity of the Company for the year under review.
- Proper, accurate and adequate accounting records have been maintained by the Company in accordance with the Companies Act, 2017.
- The Committee has reviewed the Annual Report of the Company, and it is satisfied that the annual report of the Company was fair, balanced, and understandable and provides necessary information for shareholders to assess the Company's position and performance, business model, and strategy.

## INTERNAL AUDIT

- The Internal Control framework has been defined and elaborated in the relevant section. The Company's system of internal control is sound in design, and the internal control framework has been effectively implemented. The internal controls are continually evaluated for their effectiveness and adequacy through an independent in-house Internal Audit Department established by the Board.
- The Internal Audit Department has conducted independent audits in accordance with the risk-based internal audit plan approved by the Board Audit Committee. Head of Internal Audit communicates the risks and deficiencies identified by the internal audit team to the Committee along with management's response.
- The Committee on the basis of internal audit reports and findings, have reviewed the adequacy of controls and compliance shortcomings in areas audited and discussed the corrective actions in the light of management responses. This has ensured the continual evaluation, adequacy and effectiveness of internal controls and improved compliance. The Committee has taken appropriate actions, wherever necessary or brought the matters to the Board's attention, wherever required.
- The Head of Internal Audit has direct access to the Chairman Audit Committee and the members and has full liberty to discuss issues having concern over the organization's internal control, governance, and risk. The Committee met independently with the Head of Internal Audit during the year without the presence of the management.
- The Committee has ensured adequate staffing of personnel with sufficient internal audit acumen and that the function has all necessary access to the management and the right to seek information and explanations.
- The progress of Internal Audit function was duly discussed and evaluated in the Committee's meeting held during the year, to ensure that the Audit function has effectively performed its assigned task and the Committee is satisfied with the effectiveness of the function. The Committee evaluates head of internal audit performance jointly with the Chief Executive Officer.
- Coordination between the External and Internal Auditors was facilitated to ensure efficiency and contribution to the Company's objectives, including a reliable financial reporting system and compliance with relevant laws and regulations.

## EXTERNAL AUDITORS

- The statutory auditors of the company, M/s. KPMG Taseer Hadi & Co., Chartered Accountants, have completed their audit assignment of the Company's financial statements and the Statement of Compliance with the Code of Corporate Governance for the year ended December 31, 2025, and shall retire on the conclusion of the upcoming 73rd Annual General Meeting.
- The Audit Committee has reviewed and discussed Key Audit Matters and other issues identified during the external audit with the External Auditors and management, along with the methods used to address the same.
- The Committee held independent meetings with the External Auditors during the year without the presence of management.

- The Management Letter is required to be submitted within 45 days of the date of the Auditors' Report on the financial statements under the listing regulations and will be discussed accordingly in the upcoming Committee's meeting following the receipt of the management letter.
- The Audit firm has been given a satisfactory rating under the Quality Control Review Program of the Institute of Chartered Accountants of Pakistan (ICAP), and the firm is fully compliant with the International Federation of Accountants (IFAC) Guidelines on Code of Ethics, as adopted by ICAP. The statutory auditors have indicated their willingness to continue as Auditors.
- The Committee has assessed the effectiveness of external audit process by evaluation of the technical expertise, relevant experience, independence, adherence to timelines and satisfactory rating assigned by the Institute of Chartered Accountants of Pakistan to the audit firm.
- Being eligible for reappointment under the listing regulations, the Board Audit Committee has recommended the reappointment of M/s. KPMG Taseer Hadi & Co., Chartered Accountants, as External Auditors of the Company for the year ending December 31, 2026, on terms to be approved by the Board of Directors.

## WHISTLE BLOWING MECHANISM

- As part of its review of the whistle blowing mechanism and any instances reported, the Committee noted that no whistle blowing instance was reported to the Committee during the year 2025.

## PERFORMANCE EVALUATION OF THE AUDIT COMMITTEE

- The Board of Directors conducts an annual review of the Audit Committee's performance. In addition, during the year, the Audit Committee undertook a self-performance assessment of its effectiveness. In addition, a quarterly review is also conducted through BAC compliance checklist. The performance evaluation encompasses multiple factors, including compliance with applicable requirements, the quality and effectiveness of the Audit Committee's reports, and the relevance and impact of the recommendations submitted by the Committee to the Board.



**Riyaz Chinoy**  
Chairman, Board Audit Committee  
Karachi  
February 25, 2026

## PROFILE OF SHARIAH ADVISOR

**Mufti Zeeshan Abdul Aziz** is a recognised Shariah Scholar and researcher having strong comprehension of all aspects of Islamic Law and specialised in Islamic Jurisprudence and Islamic Finance from Jamia Dar Ul Uloom Karachi, Pakistan, having Takhassus Fil Ifta (Specialisation in Islamic Jurisprudence) with majoring in Islamic Banking & Finance.

He is serving as the Shariah Advisor of “Jubilee General Takaful” since its commencement and looking after the transactions, day-to-day Shariah matters and services provided by Jubilee General Takaful. His specialties include Shariah Compliant investments, development of takaful products, policies, manuals and drafting of all its Shariah related documents. Mufti Zeeshan is also involved in delivering detailed trainings to the management of all levels, marketing and distribution force of Jubilee General Takaful on Takaful, its Shariah related issues and requirements in the light of Takaful Rules 2012.

He has been associated with several Islamic Financial Institutions and Halal Certification bodies within Pakistan and abroad. Mufti Zeeshan is also the Shariah Advisor of Sindh Bank-Islamic Banking Division, Jubilee Family Takaful, NIT Islamic Investment Funds and Shariah Review Bureau, Bahrain and has been frequently debating and speaker on Shariah & technical aspects related to Islamic Finance nationally and internationally as well.

Mufti Zeeshan has been associated with various Halal Certification bodies of several countries and has performed around 300 Halal Certification audits of different food, beverages, cosmetics and pharmaceuticals companies in different parts of the world.

# SHARIAH ADVISOR'S REPORT TO THE BOARD OF DIRECTORS

FOR THE YEAR ENDED DECEMBER 31, 2025

الحمد لله رب العالمين والصلوة والسلام على سيد الأنبياء والمرسلين وبعد

I have reviewed the General Takaful products including all related documents, as well as, the Participant Takaful Fund Policy, Investment Policy, Re-Takaful arrangements and the related transactions of Jubilee General - Window Takaful Operations (hereafter referred to as "Takaful Operator") for the year ended 31 December 2025.

It is the responsibility of the Takaful Operator to ensure that the rules, principles and guidelines set by the Shariah Advisor and Takaful Rules 2012 are complied with in all its business operations, and that all products and policies are duly approved by the Shariah Advisor.

My responsibility is to approve the products and policies, and express an opinion that the financial arrangements, Re-Takaful arrangements, contracts and transactions entered into by the Takaful Operator with its participants and stakeholders are in accordance with the requirements of Shariah rules and principles.

The primary objective of Shariah Advisor's report is to inform about the Takaful Operator's compliance with Shariah Guidelines in its business operations, including the transactions undertaken by the Takaful Operator during the year and express his opinion on transactions and operational aspects of Window Takaful Operations.

## PROGRESS OF THE YEAR:

During the period under review; Jubilee General Window Takaful Operations has achieved significant successes, details of which are as follows:

1. Alhamdulillah, Jubilee General - Window Takaful Operations has maintained its position as one of the Market Leaders in the General Takaful Industry of the country.
2. Under the guidance of undersigned and after getting Shariah approval, during the year the Takaful Operator has developed and offered a number of new products, main related to the Retail & Banca-Takaful Products, for its Customers/Participants, which have also shown positive results in the market.
3. Divisions and Branches of the Company have fully participated in the business & growth of Takaful from different locations of the country.
4. At this stage, I am also thankful to the Partners Banks for the confidence they have shown on Jubilee General-WTO's Takaful Products and Services.

## SHARIAH CERTIFICATION:

I confirm that in my opinion and to the best of my understanding based on the provided information and explanations:

- i. transactions undertaken by the Takaful Operator for the year ended 31 December 2025 were in accordance with guidelines issued by Shariah Advisor as well as requirements of Takaful Rules 2012;
- ii. for the investment purpose of Takaful Funds, the Shari'ah Compliant Investment Policy had already been approved by the undersigned and the investments have been done from the Operator's Fund & Participant Takaful Fund into Shariah Compliant Investment avenues only, including Islamic Banks, Islamic Funds and Shariah Compliant Equities, with prior Shariah approvals. Further, all bank accounts related to Window Takaful Operations have been opened in Islamic Banking Institutions (IBIs) with Shariah Advisor's prior approval, which are completely separate from the conventional insurance business;
- iii. transactions and activities of Window Takaful Operations are in accordance with the Shariah principles in respect of the Participants Takaful Fund (Waqf Fund) and Operator's Fund (OF);
- iv. during the year, Rs. 349,404 and Rs. 614,021 pertaining to OPF and PTF respectively, has been realized and disbursed as Charity amount through dividend income purification process, with prior Shariah approval.

While concluding; I state that the Shari'ah principles were followed in every aspect of practical implementation of Jubilee General-WTO during the year. I am grateful to the Board of Directors of Jubilee General, Management, Head of Window Takaful Operations, Divisional & Branch Heads and all relevant departments who cooperated with the Shariah Compliance function and provided every possible support to ensure Shari'ah Compliance in our Takaful practices and operations.

"And Allah Knows Best"



Mufti Zeeshan Abdul Aziz  
Shariah Advisor

Date: 16 February 2026

## STATEMENT OF COMPLIANCE WITH THE SHARIA'H PRINCIPLES

The financial arrangements, contracts and transactions, entered by Jubilee General Insurance Company Limited - Window Takaful Operations (the Company) for the year ended December 31, 2025 are in compliance with the Takaful Rules, 2012.

Further we confirmed that:

- The Company has developed and implemented all the policies and procedures in accordance with the Takaful Rules, 2012 and rulings of the Shariah Advisor along with a comprehensive mechanism to ensure compliance with such rulings and Takaful rules, 2012 in their overall operations. Further, the governance arrangements including the reporting of events and status to those charged with relevant responsibilities, such as the Audit Committee / Shariah Advisor and the Board of Directors have implemented;
- The Company has imparted trainings / orientations and ensured availability of all manuals / agreements approved by Shariah Advisor / Board of Directors to maintain the adequate level of awareness, capacity and sensitization of the staff and, the management;
- All the products and policies have been approved by Shariah Advisor and the financial arrangements including investments made, policies, contracts and transactions, entered into by Window Takaful Operations are in accordance with the policies approved by Shariah Advisor; and
- The assets and liabilities of Window takaful Operations (Participant Takaful Fund and Operator's Fund) are segregated from its other assets and liabilities, at all times in accordance with the provisions of the Takaful Rules, 2012.

This has been duly confirmed by the Shariah Advisor of the Company.

Karachi: February 26, 2026



**Azfar Arshad**  
Managing Director  
(Chief Executive Officer)



## Independent Reasonable Assurance Report to the Board of Directors on the Management's Statement of Compliance with the Shariah Principles

We were engaged by the Board of Directors of Jubilee General Insurance Company Limited ("the Company") to report on the annexed Statement of Compliance (the Statement) with the Shariah Principles of the Window Takaful Operations (Takaful Operations) of the Company, as set out in the annexed Statement prepared by the management for the year ended 31 December 2025, with the Takaful Rules, 2012, in the form of an independent reasonable assurance conclusion about whether the Statement presents fairly the status for the year ended 31 December 2025 of compliance of the Takaful Operations with the Takaful Rules, 2012, in all material respects.

### Responsibilities of the Management

The management of the Company is responsible for designing, implementing, and maintaining internal controls relevant to the preparation of the Statement that is free from material misstatement, whether due to fraud or error. It also includes ensuring the overall compliance of the Takaful Operations with the Takaful Rules, 2012 and other applicable laws and regulations.

The management of the Company is also responsible for preventing and detecting fraud and for identifying and ensuring that the Takaful Operations comply with laws and regulations applicable to its activities. It is also responsible for ensuring that the management, where appropriate, those charged with governance, and personnel involved with the Takaful Operations compliance with the Takaful Rules, 2012 are properly trained, systems are properly updated and that any changes in reporting encompass all significant business units.

### Our responsibilities

Our responsibility is to examine the annexed statement prepared by management and to report thereon in the form of an independent reasonable assurance conclusion based on the evidence obtained. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standards Board. That standard requires that we plan and perform our procedures to obtain reasonable assurance about whether the annexed statement presents fairly the status of compliance of the Takaful Operations with the Takaful Rules, 2012, in all material respects.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants as adopted by the Institute of Chartered Accountants of Pakistan (the Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

The procedures selected depend on our judgment, including the assessment of the risks of non-compliances with the Takaful Rules, 2012, whether due to fraud or error.

In making those risk assessments, we have considered internal controls relevant to the preparation of the Statement in order to design assurance procedures that are appropriate in the circumstances, but not for the purposes of expressing a conclusion as to the effectiveness of the Company's internal control over the preparation of the Statement. Our engagement also included assessing the appropriateness of the compliance with Shariah Principles, the suitability of the criteria used by the management in preparing the Statement in the circumstances of the engagement, evaluating the appropriateness of the methods, policies and procedures, and models used in the preparation of the Statement and the reasonableness of estimates made by the management and evaluating the overall presentation of the Statement. Reasonable assurance is less than absolute assurance.

KPMG Taseer Hadi & Co., a Partnership firm registered in Pakistan and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.



As part of this engagement, we have not performed any procedures by way of audit, review or verification of the Statement nor of the underlying records or other sources from which the Statement was extracted.

## The procedures performed included:

- Evaluating the systems, procedures and practices in place with respect to the Takaful operations in compliance with the Takaful Rules, 2012 and Shariah advisor's guidelines;
- Evaluating the governance arrangements including the reporting of events and status relating to Takaful Operations to those charged with relevant responsibilities, such as the Audit Committee / Shariah Advisor and the Board of Directors;
- Testing transactions relating to Takaful operations, using an appropriate sample, to assess compliance of tested transactions carried out in compliance with the laid down procedures and practices including the regulations relating to Takaful operations as laid down in Takaful Rules, 2012;
- Inspecting the Statement to assess whether it is prepared in accordance with Shariah Principles of Takaful Rules, 2012; and
- In performing our assurance procedures, necessary guidance on Shariah matters was provided by independent Shariah scholar.

## Characteristics and Limitations of the Statement

A system of internal control, because of its nature, may not prevent or detect all instances of non-compliance with Takaful Rules, 2012, and consequently cannot provide absolute assurance that the objective of compliance with Takaful Rules, 2012, will be met. Also, projection of any evaluation of effectiveness to future periods is subject to the risk that the controls may become inadequate or fail.

## Applicable Criteria

The criteria against which the subject matter information (the Statement) is assessed comprise of the provisions of Takaful Rules, 2012, issued by the Securities and Exchange Commission of Pakistan (SECP).

## Conclusion

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

In our opinion, the annexed statement, for the year ended 31 December 2025, presents fairly the status of compliance of the Takaful Operations with the Takaful Rules, 2012, in all material respects.

Lahore  
Dated: 7 March 2026

*KPMG Taseer Hadi & Co.*  
**KPMG Taseer Hadi & Co.**  
Chartered Accountants



## INDEPENDENT AUDITOR'S REVIEW REPORT

To the members of Jubilee General Insurance Company Limited

### Review Report on the Statement of Compliance contained in Listed Companies (Code of Corporate Governance) Regulations, 2019 and Code of Corporate Governance for Insurers, 2016

We have reviewed the enclosed Statement of Compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019 and the Code of Corporate Governance for Insurers, 2016 (both herein referred to as "the Regulations") prepared by the Board of Directors of Jubilee General Insurance Company Limited ("the Company") for the year ended 31 December 2025 in accordance with the requirements of regulation 36 of the Listed Companies (Code of Corporate Governance) Regulations, 2019 and provision Ixxvi of the Code of Corporate Governance for Insurers, 2016.

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

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

The Regulations require the Company to place before the Audit Committee, and upon recommendation of the Audit Committee, place before the Board of Directors for their review and approval, its related party transactions. We are only required and have ensured compliance of this requirement to the extent of the approval of the related party transactions by the Board of Directors upon recommendation of the Audit Committee.

Based on our review, nothing has come to our attention which causes us to believe that the Statement of Compliance does not appropriately reflect the Company's compliance, in all material respects, with the requirements contained in the Regulations as applicable to the Company for the year ended 31 December 2025.

Lahore  
Dated: 7 March 2026  
UDIN: **CR202510114RnGwXjyO5**

*KPMG Taseer Hadi & Co.*  
**KPMG Taseer Hadi & Co.**  
Chartered Accountants

# STATEMENT OF COMPLIANCE WITH THE LISTED COMPANIES (CODE OF CORPORATE GOVERNANCE) REGULATIONS, 2019 AND THE CODE OF CORPORATE GOVERNANCE FOR INSURERS, 2016

## JUBILEE GENERAL INSURANCE COMPANY LIMITED (THE COMPANY) FOR THE YEAR ENDED DECEMBER 31, 2025

This statement is being presented in compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019 (the Regulations) and the Code of Corporate Governance for Insurers, 2016 (the Code), for the purpose of establishing a framework of good governance, whereby an insurer is managed in compliance with the best practices of corporate governance.

The Company has complied with the requirements of the Code and the Regulations in the following manner:

1. The total number of directors is ten (10), including CEO, as per the following:
  - a. Male: 7
  - b. Female: 3
2. The Company encourages representation of independent non-executive directors and directors representing minority interests on its Board of Directors (the Board). The composition of the Board is as follows:

Category	Names
Independent Director	Mr. Riyaz Chinoy
	Ms. Nausheen Ahmad
Female Independent Directors	Ms. Sima Kamil**
Executive Director (Chief Executive Officer)	Mr. Azfar Arshad Inam*
Non-Executive Directors	Mr. Akbarali Pesnani
	Mr. John Joseph Metcalf
	Mr. Amin A. Hashwani
	Mr. Abrar Ahmed Mir
	Mr. Mohammad Akhtar Bawany
Female Non-Executive Director	Ms. Ava Ardeshir Cowasjee

\* Mr. Azfar Arshad Inam as the Chief Executive of the Company filled the casual vacancy effective January 10, 2025, in place of Mr. Hassan Khan.

\*\* Ms. Sima Kamil as an independent director filled the casual vacancy effective January 23, 2025.

The number of elected/nominated directors on the Board is nine (9) whereas the Chief Executive is a “deemed director” under section 188(3) of the Companies Act, 2017.

The Board has fixed the number of independent directors at three (3) considering the required skills set and experience at the time of reconstitution of the Board. The independent directors meet the criteria of independence as laid down under the Code.

The fraction has not been rounded up to one as the Board believes and understands that three (3) independent directors are sufficient and have requisite competencies, skills, knowledge, and experience to fulfill their obligations as per requirements of the applicable laws and regulations.

3. The directors have confirmed that none of them is serving as a director on more than seven listed companies, including this Company (excluding the listed subsidiaries of listed holding companies in which each one of them is a director).
4. All the resident directors of the Company are registered as taxpayers and none of them has defaulted in payment of any loan to a banking company, a development financial institution or a non-banking financial institution or, being a member of a stock exchange, has been declared as a defaulter by a stock exchange.
5. The Board has filled the casual vacancy arising from the resignation of Mr. Badruddin F. Vellani (effective August 12, 2024) after 164 days by appointing Ms. Sima Kamil as an Independent Director effective January 23, 2025 which has been approved by the SECP on February 7, 2025.
6. The Company has prepared a Code of Conduct and has ensured that appropriate steps have been taken to disseminate it throughout the Company along with its supporting policies and procedures.
7. The Board has developed a vision / mission statement, overall corporate strategy and significant policies of the Company during a two day off site the annual strategy meeting. The Board has ensured that complete record of particulars of significant policies along with their date of approval or updating is maintained by the Company.
8. All powers of the Board have been duly exercised and decisions on relevant matters have been taken by the Board / shareholders as empowered by the relevant provisions of the Companies Act, 2017 (the Act), and the Code.

9. The meetings of the Board were presided over by the Chairman and, in his absence, by a director elected by the Board for this purpose and the Board met at least once in every quarter. Written notices of the Board meetings, along with agenda and working papers, were circulated at least seven (7) days before the meeting. The minutes of the meeting were appropriately recorded and circulated.
10. The Board has a formal policy and transparent procedures for remuneration of directors in accordance with the Act and the Code.
11. The Board has established a system of sound internal control, which is effectively implemented at all levels within the Company. The Company has adopted and complied with all the necessary aspects of internal controls given in the Code.
12. The Company is compliant in respect of certification of directors under the Director's Training program.
13. There was no change of Chief Financial Officer (CFO) and Head of Internal Audit, during the year. However, the Board has approved the appointment of Chief Executive Officer and Company Secretary including their remuneration and terms and conditions of employment and complied with relevant requirements of the Code and the Regulations.
14. The Directors' Report for this year has been prepared in compliance with the requirements of the Code and fully describes the salient matters required to be disclosed.
15. Chief Executive Officer (CEO) and Chief Financial Officer (CFO) duly endorsed the financial statements before approval of the Board.
16. The directors, CEO and other executives do not hold any interest in the shares of the Company other than disclosed in the pattern of shareholding.
17. The Company has complied with all the corporate and financial reporting requirements of the Code.
18. The Board has formed the following Management Committees:

#### **UNDERWRITING COMMITTEE:**

<b>Name of Member</b>	<b>Category</b>
Mr. Azfar Arshad Inam	Chairman
Mr. Syed Ali Adnan	Member
Mr. Asad Javeed	Member
Mr. Tariq Mushtaq	Member & Secretary

#### **CLAIM SETTLEMENT COMMITTEE:**

<b>Name of Member</b>	<b>Category</b>
Mr. Azfar Arshad Inam	Chairman
Mr. Uzair Mirza	Member
Mr. Kamran Arif	Member & Secretary

#### **REINSURANCE & CO-INSURANCE COMMITTEE:**

<b>Name of Member</b>	<b>Category</b>
Mr. Azfar Arshad Inam	Chairman
Mr. Syed Ali Adnan	Member
Mr. Rameez Sabri	Member & Secretary

#### **RISK MANAGEMENT & COMPLIANCE COMMITTEE:**

<b>Name of Member</b>	<b>Category</b>
Mr. Azfar Arshad Inam	Chairman
Mr. Syed Ali Adnan	Member
Mr. Nadeem Irshad	Member
Mr. Uzair Mirza	Member & Secretary

**19. OTHER MANAGEMENT COMMITTEES:****TAKAFUL COMMITTEE:**

Name of Member	Category
Mr. Azfar Arshad Inam	Chairman
Mr. Syed Ali Adnan	Member
Mr. Ovais Bin Alam	Member & Secretary

**ASSET ALLOCATION COMMITTEE**

Name of Member	Category
Mr. Azfar Arshad Inam	Chairman
Mr. Syed Ali Adnan	Member
Mr. Naresh Kumar	Member & Secretary

**ESG COMMITTEE**

Name of Member	Category
Mr. Azfar Arshad Inam	Chairman
Mr. Syed Ali Adnan	Member
Mr. Aadil Saleh	Member
Mr. Humayoon Asghar	Member
Ms. Nooran Khan	Member
Mr. Uzair Mirza	Member & Secretary

**DIGITAL & TECHNOLOGY COMMITTEE**

Name of Member	Category
Mr. Azfar Arshad Inam	Chairman
Mr. Syed Ali Adnan	Member
Mr. Aadil Saleh	Member
Mr. Humayoon Asghar	Member
Mr. Zeeshan Khan	Member & Secretary

20. The Board has formed committees comprising of members given below:

**HUMAN RESOURCE, REMUNERATION & NOMINATION COMMITTEE:**

Name of Member	Category
Ms. Nausheen Ahmad	Chairperson (Independent Director)
Mr. Akbarali Pesnani	Member (Non-Executive Director)
Mr. John Joseph Metcalf	Member (Non-Executive Director)
Mr. Amin A. Hashwani	Member (Non-Executive Director)
Mr. Azfar Arshad Inam	Member (Executive Director & Chief Executive Officer)
Mr. Aadil Saleh	Secretary & Head of Human Resource

**INVESTMENT COMMITTEE:**

Name of Member	Category
Mr. Akbarali Pesnani	Chairman (Non-Executive Director)
Mr. John Joseph Metcalf	Member (Non-Executive Director)
Ms. Ava Ardeshir Cowasjee	Member (Non-Executive Director)
Mr. Azfar Arshad Inam	Member (Executive Director & Chief Executive Officer)
Mr. Syed Ali Adnan	Member (Chief Financial Officer)
Mr. Naresh Kumar	Secretary & Head of investments

### RISK AND COMPLIANCE COMMITTEE:

Name of Member	Category
Ms. Sima Kamil	Chairperson (Independent Director)
Mr. John Joseph Metcalf	Member (Non-Executive Director)
Mr. Akbarali Pesnani	Member (Non-Executive Director)
Mr. Abrar Ahmed Mir	Member (Non-Executive Director)
Mr. Azfar Arshad Inam	Member (Executive Director & Chief Executive Officer)
Mr. Uzair Mirza	Secretary & Head of Risk Management

### IT STEERING COMMITTEE

Name of Member	Category
Mr. John Joseph Metcalf	Chairman (Non-Executive Director)
Mr. Amin A. Hashwani	Member (Non-Executive Director)
Mr. Abrar Ahmed Mir	Member (Non-Executive Director)
Ms. Ava Ardeshir Cowasjee	Member (Non-Executive Director)
Mr. Azfar Arshad Inam	Member (Executive Director & Chief Executive Officer)
Mr. Humayoon Asghar	Secretary & Chief Digital Strategy Officer

### AUDIT COMMITTEE:

The Board has formed an Audit Committee. It comprises of three members, two of whom are non-executive directors and the chairman of the committee is an independent director. The composition of the Audit Committee is as follows:

Name of Member	Category
Mr. Riyaz Chinoy	Chairman (Independent Director)
Mr. John Joseph Metcalf	Member (Non-Executive Director)
Mr. Mohammad Akhtar Bawany	Member (Non-Executive Director)
Mr. Safar Ali	Secretary & Head of Internal Audit

21. The terms of reference of the aforesaid committees have been formed, documented and advised to the committees for compliance.
22. The minimum frequency of meetings of the committees is as follows:
  - a) Audit Committee: Quarterly meetings;
  - b) Human Resource, Remuneration & Nomination Committee: Half yearly meetings;
  - c) Investment Committee: Quarterly meetings;
  - d) Risk and Compliance Committee: Quarterly meetings; and
  - e) IT Steering Committee: Half yearly meetings.
  - f) Management Committees: Quarterly meetings
23. The Board has set up an effective internal audit function which is considered suitably qualified and experienced for the purpose and are conversant with the policies and procedures of the Company and that is involved in the internal audit function on a regular basis.
24. The Board, as whole, oversees Sustainability Risks and Opportunities of the Company.
25. The Chief Executive Officer, Chief Financial Officer, Chief Compliance Officer and the Head of Internal Audit possess such qualification and experience as is required under the Code. The persons heading the underwriting, claim, reinsurance and risk management and grievance functions / departments possess qualification and experience of direct relevance to their respective functions as required under section 12 of the Insurance Ordinance, 2000 (Ordinance No. XXXIX of 2000).

Name of the person	Designation
Mr. Azfar Arshad Inam	Chief Executive Officer
Mr. Syed Ali Adnan	Chief Financial Officer
Mr. Imran Chagani	Company Secretary*
Mr. Safar Ali	Head of Internal Audit
Mr. Kamran Arif	Head of Claims
Mr. Rameez Sabri	Head of Reinsurance
Mr. Uzair Mirza	Head of Compliance and Enterprise Risk Management
Mr. Tariq Mushtaq	Head of Underwriting

\* Mr. Imran Chagani was appointed as the Company Secretary effective June 30, 2025, in place of Mr. Abdul Wahid who resigned from the position of Company Secretary.

26. The statutory auditors of the Company have been appointed from the panel of auditors approved by the Commission in terms of section 48 of the Insurance Ordinance, 2000. The statutory auditors of the Company have confirmed that they have been given a satisfactory rating under the Quality Control Review program of the Institute of Chartered Accountants of Pakistan and registered with Audit Oversight Board of Pakistan, that they and all their partners are in compliance with International Federation of Accountants (IFAC) guidelines on code of ethics as adopted by the Institute of Chartered Accountants of Pakistan, that they and the partners of the firm involved in the audit are not a close relative (spouse, parent, dependent and non-dependent children) of the CEO, CFO, Head of Internal Audit, Company Secretary or Directors of the Company and that they or any partners of the firm, their spouses and minor children do not hold shares of the Company.
27. The statutory auditors or the persons associated with them have not been appointed to provide other services except in accordance with the Act, the Regulations, the Code or any other regulatory requirement and the auditors have confirmed that they have observed IFAC guidelines in this regard.
28. The Board ensures that the investment policy of the Company has been drawn up in accordance with the provisions of the Code.
29. The Board ensures that the risk management system of the Company is in place as per the requirements of the Code.
30. The Company has set up a risk management function / department, which carries out its tasks as covered under the Code.
31. The Board ensures that as part of the risk management system, the Company gets itself rated from the credit rating agencies which is being used by its risk management function / department and the respective Committee as a risk monitoring tool. The rating assigned by the rating agencies are as follows:

Rating agency	Rating	Outlook	Date
AM Best – UK	B+ (Fair)	Stable	August 19, 2025
PACRA – Pakistan	AA++(IFS)	Stable	October 23, 2025
VIS – Pakistan	AA++(IFS)	Stable	February 04, 2025

32. The Board has set up a grievance function, which fully complies with the requirements of the Code.
33. We confirm that all other material principles contained in the Code of Corporate Governance for Insurers, 2016 and all requirements of regulations 3, 6, 7, 8, 27, 32, 33 and 36 of the Listed Companies (Code of Corporate Governance) Regulations, 2019 have been complied with.
34. The Director Training Program Certification for one Head of Department as encouraged under the Code of Corporate Governance, 2019, could not be arranged during the year 2025, however, the Chief Executive Officer has completed this training subsequent to the year end.

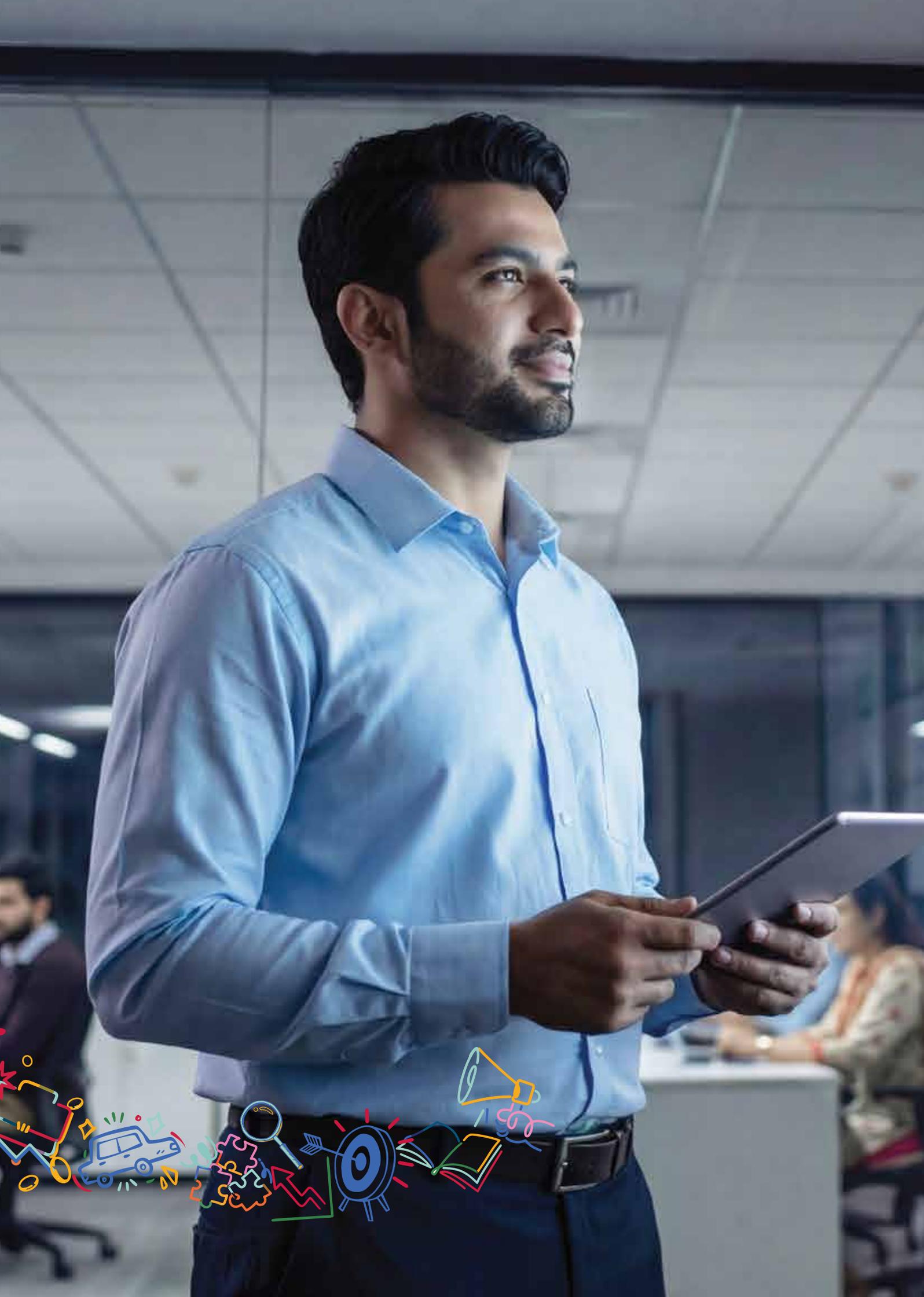
By Order of the Board



**Azfar Arshad Inam**  
Managing Director & Chief Executive  
Karachi: February 26, 2026



**Akbarali Pesnani**  
Director & Chairman Board





# FINANCIAL STATEMENTS



## INDEPENDENT AUDITOR'S REPORT

To the members of Jubilee General Insurance Company Limited

### Report on the Audit of the Financial Statements

We have audited the annexed financial statements of Jubilee General Insurance Company Limited ("the Company"), which comprise the statement of financial position as at 31 December 2025, and the statement of profit and loss account, the statement of comprehensive income, the statement of changes in equity, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policies and other explanatory information, and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, the statement of profit and loss account, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes forming part thereof conform with the accounting and reporting standards as applicable in Pakistan and give the information required by the Insurance Ordinance, 2000 and the Companies Act, 2017 (XIX of 2017), in the manner so required and respectively give a true and fair view of the state of the Company's affairs as at 31 December 2025 and of the profit, total comprehensive income, the changes in equity and its cash flows for the year then ended.

### Basis for Opinion

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

### Emphasis of Matter

We draw attention to Note 26.13 of the financial statements, which describes that the Company along with other insurance companies, had earlier challenged the scope and applicability of provincial sales tax on services on premium received by insurance companies in provincial High Courts.

During the year, Sindh High Court has revoked the stay relating to the recovery of the sales tax granted in the year 2021, however the matter under both constitutional petitions in the Sindh High Court and in Lahore High Court are pending adjudication.

The Company has not charged provincial sales tax to its clients, nor has it recognized any liability for the impugned sales tax amounting to Rs. 1,184,703 thousand (December 31, 2024: Rs. 781,741 thousand) as mentioned in note 26.13 to the financial statements as the management based on the advice of its legal advisors is confident that the final outcome will be in the favor of Company.

Our opinion is not modified in respect of the above matter.

### Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Following are the Key audit matters.

S. No.	Key audit matters	How the matter was addressed in our audit
1.	<p><b>Premium Earned</b></p> <p>Refer to notes 4.12 and 28 to the financial statements.</p> <p>The Company's premium earned amounts to Rs. 20,492,599 thousand which is generated from premium on insurance policies representing a significant element of the financial statements of the Company.</p> <p>Premium income is one of the key performance indicators of the Company. Further, the Company has changed its accounting policy to recognize premium evenly over the period of the insurance policy. Because of the significance of the premium as key performance indicator, change in accounting policy during the year and that it was considered as an area of significant audit risk as part of our audit process, we considered this area as a key audit matter.</p>	<p>Our audit procedures amongst others, included the following:</p> <ul style="list-style-type: none"> <li>• Obtaining an understanding of and evaluated the design and implementation of key controls over the process of capturing, processing and recording of premiums.</li> <li>• Comparing the premiums underwritten on sample basis from the underlying policies issued to insurance contract holders.</li> <li>• Testing the policies on sample basis where premium was underwritten close to year end and subsequent to year end to evaluate that revenue from premiums was recognized in the appropriate accounting period.</li> <li>• Recalculating the unearned portion of premium underwritten to evaluate that correct amount has been recorded as revenue for the current period.</li> <li>• Assessing the relevant presentation and disclosures made in the financial statements to ascertain whether these are in accordance with the accounting and reporting standards as applicable in Pakistan.</li> </ul>
2.	<p><b>Valuation of Investments</b></p> <p>Refer to notes 4.13, 10, 11 and 12 to the financial statements.</p> <p>The investments of Rs 33,747,608 thousands as at December 31, 2025 held by the Company constitute a significant component of total assets of the Company.</p> <p>The proper valuation of investments portfolio of the Company as at December 31, 2025 was considered a significant area of estimation and therefore, we considered this as a key audit matter.</p>	<p>Our audit procedures amongst others, included the following:</p> <ul style="list-style-type: none"> <li>• Obtaining an understanding of the process relating to valuation of investment and test the design and implementation of the key controls identified in the process.</li> <li>• Assessing that the investment were valued appropriately in accordance with the requirements of the accounting and reporting standards as applicable in Pakistan.</li> <li>• Assessing that net unrealized gains / losses arising on the subsequent measurement of investments were appropriately accounted for in the financial statements.</li> <li>• Evaluating the management's assessment of available-for-sale investments for any impairment in accordance with the accounting and reporting standards as applicable in Pakistan.</li> <li>• Obtaining independent confirmations for the investment portfolio as at 31 December 2025 and reconciling the contents of the reply with the books and records of the Company. In the instance, where confirmations were not received, alternate audit procedures were performed. Comparing the external statements for security custodian with the books and records of the Company to assess whether the number of scripts have been accurately recorded by the Company.</li> <li>• Performing recalculation by using the data and inputs used in the valuation to assess the accuracy of carrying value of investments at the reporting date.</li> <li>• Assessing the appropriateness of the accounting policy adopted by the Company for compliance with the requirements of applicable financial reporting framework.</li> </ul>
3.	<p><b>Valuation of Incurred But Not Reported (IBNR) claims reserves</b></p> <p>Refer to notes 4.16 and 29 to the financial statements.</p> <p>As at 31 December 2025, net provision for IBNR amounted to Rs 174,286 thousands.</p>	<p>Our audit procedures amongst others, included the following:</p> <ul style="list-style-type: none"> <li>• Obtaining an understanding of the Company's process and evaluation of the design and implementation of key controls in recognition and valuation of IBNR reserves.</li> <li>• Evaluating the appropriateness of the Company's accounting policy for recognition and measurement of IBNR reserves, in compliance with applicable accounting and reporting standards.</li> <li>• Assessing the consistency of the methods used for calculation of the IBNR reserves and assumptions for the valuation parameters at December 31, 2025 to establish whether these had been subject to any arbitrary discontinuities from those used at December 31, 2024.</li> </ul>



S. No.	Key audit matters	How the matter was addressed in our audit
3.	<p>The provision for IBNR claims is calculated by the Company as required under Circular No. 9 of 2016 issued by the Securities and Exchange Commission of Pakistan (SECP).</p> <p>As per the SECP Circular No. 9 of 2016, an insurer shall estimate and maintain the provision for IBNR for each class of business by using the prescribed method which is “Chain Ladder Method” or any other alternate method as allowed under the provisions of the Guidelines.</p> <p>The calculation of provision for IBNR claims involves estimation and judgment. Because of the significance of the impact of these judgments / estimations, we considered the area of IBNR as a key audit matter.</p>	<ul style="list-style-type: none"> <li>Performing procedures to evaluate the accuracy, completeness and reliability of the underlying data utilized for the purposes of measurement by reference to its source.</li> <li>Inspecting the report submitted by the Appointed Actuary for the year ended December 31, 2025, in respect of the IBNR reserves and the related methods and assumptions used for this purpose.</li> <li>Engaging an independent actuarial expert to assess the reasonableness of assumptions and methods used by the management’s expert in the valuation of IBNR reserves. Our procedures also included evaluating the adequacy of the work performed by our independent appointed actuarial expert; and</li> <li>Assessing the appropriateness of disclosures made in the financial statements to ascertain whether these are complied with the accounting and reporting standards as applicable in Pakistan.</li> </ul>

**Information Other than the Financial Statements and Auditor’s Report Thereon**

Management is responsible for the other information. Other information comprises the information included in the annual report for the year ended 31 December 2025 but does not include the financial statements and our auditor’s report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**Responsibilities of Management and Board of Directors for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the accounting and reporting standards as applicable in Pakistan and the requirements of Insurance Ordinance, 2000 and, the Companies Act, 2017(XIX of 2017) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Board of directors are responsible for overseeing the Company’s financial reporting process.

**Auditor’s Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs as applicable in Pakistan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs as applicable in Pakistan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company’s internal control.



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

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

We also provide the board of directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the board of directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

#### Report on Other Legal and Regulatory Requirements

Based on our audit, we further report that in our opinion:

- a) proper books of account have been kept by the Company as required by the Insurance Ordinance, 2000 and the Companies Act, 2017 (XIX of 2017);
- b) the statement of financial position, the statement of profit and loss account, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes thereon have been drawn up in conformity with Insurance Ordinance, 2000, the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of account and returns;
- c) investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company's business; and
- d) zakat was deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980), was deducted by the Company and deposited in the Central Zakat Fund established under section 7 of that Ordinance.

The engagement partner on the audit resulting in this independent auditor's report is Bilal Ali.

Lahore  
Dated: 7 March, 2026  
UDIN: **AR202510114IfUQBSwhO**

*KPMG Taseer Hadi & Co.*  
**KPMG Taseer Hadi & Co.**  
Chartered Accountants

# STATEMENT OF FINANCIAL POSITION

## AS AT DECEMBER 31, 2025

Assets	Note	31 December	31 December	01 January
		2025	2024	2024
			Restated	Restated
		.....(Rupees in '000).....		
Property and equipment	6	179,816	173,301	126,807
Intangible assets	7	67,460	120,157	31,954
Investment properties	8	622,234	626,091	629,948
Investments in associates	9	357,173	299,868	286,364
Investments				
Equity securities	10	16,335,796	12,623,928	6,111,902
Debt securities	11	17,010,778	15,221,138	13,229,170
Term deposits	12	401,038	224,711	260,882
Loans and other receivables	13	764,821	606,582	438,157
Employee Benefit	15	18,657	18,303	-
Insurance / re-insurance receivables	14	4,002,771	2,075,677	1,563,881
Re-insurance recoveries against outstanding claims		11,725,102	10,310,208	5,760,987
Salvage recoveries accrued		89,624	23,377	35,516
Deferred commission expense / acquisition cost	30	361,966	381,406	242,235
Deferred taxation	21	-	-	164,095
Prepayments	16	6,575,885	4,576,834	3,865,822
Cash and bank	17	2,610,687	2,004,494	2,656,284
		<b>61,123,808</b>	49,286,075	35,404,004
Total assets of Window Takaful Operations - Operator's Fund	18	<b>1,319,084</b>	1,082,172	910,990
Total assets of Window Takaful Operations - Participants'				
Takaful Fund - (Restated)	18	<b>2,935,487</b>	2,874,933	2,254,655
<b>Total assets</b>		<b>65,378,379</b>	53,243,180	38,569,649



**Akbarali Pesnani**  
Chairman



**Azfar Arshad**  
Chief Executive

		31 December 2025	31 December 2024 Restated	01 January 2024 Restated
	Note	.....(Rupees in '000).....		
<b>Equity and liabilities</b>				
<b>Capital and reserves attributable to the Company's equity holders</b>				
Authorised share capital:				
600,000,000 (December 31, 2024: 600,000,000) ordinary shares of Rs. 10 each		6,000,000	6,000,000	6,000,000
Issued, subscribed and paid-up share capital [198,491,241 (December 31, 2024: 198,491,241) ordinary shares of Rs. 10 each]	19	1,984,912	1,984,912	1,984,912
Reserves	20	16,010,820	13,204,836	8,021,467
Unappropriated profit		4,269,934	3,618,401	3,254,535
<b>Total equity</b>		<b>22,265,666</b>	18,808,149	13,260,914
<b>Liabilities</b>				
<b>Underwriting provisions</b>				
Outstanding claims including IBNR	29	14,313,043	12,437,345	7,770,577
Unearned premium reserves	28	9,725,873	7,567,216	6,280,858
Unearned reinsurance commission	30	177,933	117,593	150,765
Deferred taxation	21	1,927,863	1,629,741	-
Premium received in advance		1,014,430	588,020	882,058
Insurance / re-insurance payables	23	6,102,365	4,271,863	3,790,165
Other creditors and accruals	24	2,248,438	1,752,696	1,329,643
Lease liability	22	7,520	48,237	-
Deposits and other payables	25	3,183,279	1,991,319	1,899,688
Taxation - provision less payments	26	690,818	540,944	407,039
		<b>39,391,562</b>	30,944,974	22,510,793
Total liabilities of Window Takaful Operations - Operator's Fund	18	<b>785,664</b>	615,124	543,287
Total liabilities and balance of Window Takaful Operations - Participants' Takaful Fund - (Restated)	18	<b>2,935,487</b>	2,874,933	2,254,655
<b>Total liabilities</b>		<b>43,112,713</b>	34,435,031	25,308,735
<b>Total equity and liabilities</b>		<b>65,378,379</b>	53,243,180	38,569,649
<b>Contingencies and commitments</b>	27			

The annexed notes from 1 to 50 form an integral part of these financial statements.

  
Riyaz Chinoy  
Director

  
Amin A. Hashwani  
Director

  
Syed Ali Adnan  
Chief Financial Officer

## PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED DECEMBER 31, 2025

		2025	2024 Restated
	Note	.....(Rupees in '000).....	
Net insurance premium	28	8,414,929	7,340,623
Net insurance claims	29	(5,004,864)	(3,727,159)
Net commission expense / other acquisition cost	30	(652,772)	(395,202)
Insurance claims and acquisition expenses		(5,657,636)	(4,122,361)
Management expenses	31	(2,639,849)	(2,397,635)
<b>Underwriting results</b>		<b>117,444</b>	<b>820,627</b>
Net investment income	32	6,087,120	4,083,144
Rental income	33	73,492	80,815
Other income	34	210,222	629,090
Other expenses	35	(600,071)	(276,389)
<b>Results of operating activities</b>		<b>5,888,207</b>	<b>5,337,287</b>
Share of profit of associates	9	65,836	20,875
Profit from Window Takaful Operations	18	639,529	460,101
<b>Profit before tax</b>		<b>6,593,572</b>	<b>5,818,263</b>
Taxation - net	36	(2,574,492)	(2,296,445)
<b>Profit after tax</b>		<b>4,019,080</b>	<b>3,521,818</b>
Earnings (after tax) per share - Rupees	37	20.25	17.74

The annexed notes from 1 to 50 form an integral part of these financial statements.



**Akbarali Pesnani**  
Chairman



**Azfar Arshad**  
Chief Executive



**Riyaz Chinoy**  
Director



**Amin A. Hashwani**  
Director



**Syed Ali Adnan**  
Chief Financial Officer

# STATEMENT OF COMPREHENSIVE INCOME

## FOR THE YEAR ENDED DECEMBER 31, 2025

	2025	2024 Restated
	.....(Rupees in '000).....	
<b>Profit after tax</b>	<b>4,019,080</b>	3,521,818
<b>Other comprehensive income / (loss)</b>		
<b>Item that will not be reclassified to the profit and loss account in subsequent years</b>		
Actuarial gain on defined benefit plan - net of tax	24,155	34,504
<b>Item that may be reclassified to the profit and loss account in subsequent years</b>		
Foreign currency translation difference - net of tax	(44)	417
Unrealised gain on revaluation of available-for-sale investments - net of tax	2,255,253	3,086,793
Reclassification adjustment for net gain on sale of available-for-sale investments included in the profit and loss account - net of tax	(1,720,380)	(163,179)
	534,873	2,923,614
<b>Other comprehensive income of Window Takaful Operations - Operator's Fund</b>		
Unrealised gain on available-for-sale investments - net of tax	25,721	67,089
Reclassification adjustment for net gain on sale of available-for-sale investments included in profit and loss account - net of tax	(54,566)	(7,751)
	(28,845)	59,338
<b>Total comprehensive income for the year</b>	<b>4,549,219</b>	<b>6,539,691</b>

The annexed notes from 1 to 50 form an integral part of these financial statements.



**Akbarali Pesnani**  
Chairman



**Azfar Arshad**  
Chief Executive



**Riyaz Chinoy**  
Director



**Amin A. Hashwani**  
Director



**Syed Ali Adnan**  
Chief Financial Officer

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED DECEMBER 31, 2025

	Share capital	Capital reserve			Revenue reserves			Total
	Issued, subscribed and paid-up	Reserve for exceptional losses	Unrealised appreciation / (diminution) on revaluation of available-for-sale investments - net of tax	Foreign currency translation difference - net of tax	General reserve	Special reserve	Unappropriated profit	
<b>Balance as at January 01, 2024</b>	1,984,912	9,384	440,323	71,760	4,700,000	2,800,000	3,254,535	13,260,
<b>Total comprehensive income</b>	-	-	-	-	-	-	3,521,818	3,521,818
Profit after taxation	-	-	-	-	-	-	-	-
<b>Other comprehensive income / (loss)</b>	-	-	-	417	-	-	-	417
Foreign currency translation difference - net of tax	-	-	-	-	-	-	-	-
Actuarial gain on defined benefit plan - net of tax	-	-	-	-	-	-	34,504	34,504
Unrealised diminution arising during the year on revaluation of available-for-sale investments (including WTO) - net of tax	-	-	3,153,882	-	-	-	-	3,153,882
Reclassification adjustment for net gain on available-for-sale investments included in the profit and loss account (including WTO) - net of tax	-	-	(170,930)	-	-	-	-	(170,930)
	-	-	2,982,952	417	-	-	3,556,322	6,539,691
<b>Transactions with owners recorded directly in equity</b>	-	-	-	-	-	-	(992,456)	(992,456)
Final cash dividend at Rs. 5.0 per share (50%) for the year ended December 31, 2023	-	-	-	-	1,000,000	-	(1,000,000)	-
Transfer to general reserve	-	-	-	-	-	1,200,000	(1,200,000)	-
Transfer to special reserve	-	-	-	-	1,000,000	1,200,000	(3,192,456)	(992,456)
<b>Balance as at December 31, 2024</b>	1,984,912	9,384	3,423,275	72,177	5,700,000	4,000,000	3,618,401	18,808,149

Share capital	Capital reserve		Revenue reserves			Total
	Reserve for exceptional losses	Unrealised appreciation / (diminution) on revaluation of available-for-sale investments - net of tax	Foreign currency translation difference - net of tax	General reserve	Special reserve	

(Rupees in '000)

**Changes in equity for the year ended December 31, 2025**

**Total comprehensive income**

Profit after taxation

**Other comprehensive income / (loss)**

Foreign currency translation difference - net of tax  
 Actuarial gain on defined benefit plan - net of tax  
 Unrealised diminution arising during the year on revaluation of available-for-sale investments (including WTO) - net of tax  
 Reclassification adjustment for net loss on available-for-sale investments included in profit and loss account (including WTO) - net of tax

-	-	-	-	-	-	4,019,080
-	-	-	(44)	-	-	(44)
-	-	-	-	-	24,155	24,155
-	2,280,974	-	-	-	-	2,280,974
-	(1,774,946)	-	-	-	-	(1,774,946)
-	506,028	(44)	-	-	4,043,235	4,549,219

**Transactions with owners recorded directly in equity**

Final cash dividend at Rs. 5.5 per share (65%) for the year ended December 31, 2024  
 Transfer to general reserve  
 Transfer to special reserve

-	-	-	-	-	(1,091,702)	(1,091,702)
-	-	-	1,300,000	-	(1,300,000)	-
-	-	-	-	1,000,000	(1,000,000)	-
-	-	-	1,300,000	1,000,000	(3,391,702)	(1,091,702)
<b>1,984,912</b>	<b>9,384</b>	<b>3,929,303</b>	<b>72,133</b>	<b>5,000,000</b>	<b>4,269,934</b>	<b>22,265,666</b>

**Balance as at December 31, 2025**

The annexed notes from 1 to 50 form an integral part of these financial statements.



**Akbarali Pesnani**  
 Chairman



**Azfar Arshad**  
 Chief Executive



**Amin A. Hashwani**  
 Director



**Syed Ali Adnan**  
 Chief Financial Officer

# CASH FLOW STATEMENT

## FOR THE YEAR ENDED DECEMBER 31, 2025

	2025	2024
Note	.....(Rupees in '000).....	
<b>Operating cash flows</b>		
<b>(a) Underwriting activities</b>		
Insurance premium received	21,228,082	19,522,645
Reinsurance premium paid	(12,231,860)	(12,004,122)
Claims paid	(7,185,263)	(4,720,460)
Reinsurance and other recoveries received	2,496,766	1,198,998
Commission paid	(1,044,825)	(1,054,495)
Commission received	505,692	516,975
Management expenses paid	(2,712,168)	(2,208,514)
Net cash generated from underwriting activities	1,056,424	1,251,027
<b>(b) Other operating activities</b>		
Income taxes paid	(2,414,536)	(2,256,942)
General and administration expenses paid	(68,205)	(172,248)
Other operating payments	(2,716,714)	(2,710,200)
Other operating receipts	4,330,252	3,275,706
Loans advanced	(3,494)	(426)
Loans repayments received	1,510	2,442
Net cash used in other operating activities	(871,187)	(1,861,668)
<b>Total cash generated from all operating activities</b>	<b>185,237</b>	<b>(610,641)</b>
<b>Investment activities</b>		
Profit / return received	1,878,117	2,587,883
Dividends received	839,168	729,194
Rentals received - net of expenses	82,090	86,947
Payments for investments	(34,419,572)	(26,764,151)
Proceeds from investments	33,519,614	24,450,415
Fixed capital expenditure	(140,968)	(129,117)
Proceeds from sale of property and equipment	3,860	714
<b>Total cash generated from investing activities</b>	<b>1,762,309</b>	<b>961,885</b>
<b>Financing activities</b>		
Dividends paid	(1,105,842)	(963,763)
Finance cost paid on lease liability	(4,888)	(3,694)
Payments against lease liability	(40,716)	(41,428)
<b>Total cash used in financing activities</b>	<b>(1,151,446)</b>	<b>(1,008,885)</b>
<b>Net cash generated / (used) in from all activities</b>	<b>796,100</b>	<b>(657,641)</b>
Cash and cash equivalents at the beginning of the year	2,021,195	2,678,836
<b>Cash and cash equivalents at the end of the year</b>	<b>2,817,295</b>	<b>2,021,195</b>

	2025	2024 Restated
	.....(Rupees in '000).....	
<b>Reconciliation to the profit and loss account</b>		
Operating cash flows	185,237	(610,641)
Depreciation / amortisation expense	(106,507)	(80,666)
Gain on sale of property and equipment	932	225
Unrealised diminution on revaluation of investments classified as 'at fair value through profit or loss'	(13,028)	3,276
Profit on disposal of investments	3,195,782	1,061,957
Dividend income	839,168	729,194
Rental income	73,492	80,815
Other investment income	2,267,053	2,909,537
Share of profit of associates	65,836	20,875
Profit from Window Takaful Operations (Operator's Fund) - net of tax	390,113	279,584
Actuarial gain on defined benefit plan	(39,599)	(56,563)
Increase in assets other than cash	5,333,264	5,987,778
Increase in liabilities other than borrowings	(8,172,663)	(6,803,553)
<b>Profit after taxation</b>	<b>4,019,080</b>	<b>3,521,818</b>
<b>Cash and cash equivalents for the purpose of the cash flow statement include the following:</b>		
<b>Cash and other equivalents</b>		
Cash in hand	100	75
Policy and revenue stamps and bond papers	9,939	31,553
	10,039	31,628
<b>Cash at bank</b>		
Current accounts	59,350	107,319
Savings accounts	2,541,298	1,865,547
	2,600,648	1,972,866
<b>Deposits having maturity within 3 months</b>		
Term deposits - local currency	150,000	-
Term deposits - foreign currency	56,608	16,701
	206,608	16,701
	2,817,295	2,021,195
<b>Reconciliation of liabilities arising out of financing activities</b>		
<b>Unclaimed dividend as at January 1</b>	215,197	186,504
Changes from financing activities		
Dividend paid	(1,105,842)	(963,763)
Others		
Final cash dividend for the year ended December 31, 2024 @ 55% (December 31, 2023: 50%)	1,091,702	992,456
<b>Unclaimed dividend as at December 31</b>	<b>201,057</b>	<b>215,197</b>

The annexed notes from 1 to 50 form an integral part of these financial statements.



**Akbarali Pesnani**  
Chairman



**Azfar Arshad**  
Chief Executive



**Riyaz Chinoy**  
Director



**Amin A. Hashwani**  
Director



**Syed Ali Adnan**  
Chief Financial Officer

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025

## 1 LEGAL STATUS AND NATURE OF BUSINESS

Jubilee General Insurance Company Limited (the Company) is a public limited company incorporated in Pakistan under the repealed Companies Ordinance, 1984 (now the Companies Act, 2017) on May 16, 1953. The Company is listed on the Pakistan Stock Exchange Limited and is engaged in general insurance business. The registered office of the Company is situated at 2nd Floor, Jubilee Insurance House, I. I. Chundrigar Road, Karachi. The Company operates 26 (2024: 26) branches within Pakistan.

The Company was granted authorisation on March 10, 2015 under Rule 6 of the Takaful Rules, 2012 to undertake Window Takaful Operations (WTO) in respect of general takaful products by the Securities and Exchange Commission of Pakistan (SECP) and subsequently the Company commenced Window Takaful Operations on May 7, 2015.

## 2 BASIS OF PREPARATION AND STATEMENT OF COMPLIANCE

### 2.1 Statement of compliance

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

- IFRS Accounting Standards issued by the International Accounting Standards Board (IASB) as are notified under the Companies Act, 2017; and
- Provisions of, directives and notifications issued under the Companies Act, 2017 and Insurance Ordinance, 2000, Insurance Rules 2017 and Insurance Accounting Regulations, 2017.

In case requirements differ, the provisions of, directives and notifications issued under the Companies Act, 2017, the Insurance Ordinance, 2000, the Insurance Rules, 2017 the Insurance Accounting Regulations, 2017, shall prevail.

2.1.2 A separate set of financial statements of the Window Takaful Operations has been annexed to these financial statements as per the requirements of the Takaful Rules, 2012.

### 2.1.3 Change in Presentation – Window Takaful Operations (PTF and OPF)

During the year, the Company revised the presentation of total assets and liabilities related to its Window Takaful Operations in the statement of financial position, in accordance with the General Takaful Accounting Regulations, as amended by SRO 311(I)/2025 dated March 3, 2025. The amendment requires that, in addition to the Operators' Fund (OPF), the total assets and total liabilities of the Participants' Takaful Fund (PTF) also be reported within the financial statements of the insurer.

Accordingly, the aggregate amounts of assets and liabilities relating to Window Takaful Operations (both PTF and OPF) have been presented in the Company's statement of financial position to comply with the revised regulatory requirements. This change in presentation has been treated as a change in accounting policy.

A detailed breakdown of the assets and liabilities of the Window Takaful Operations (OPF and PTF), along with the surplus attributable to the Takaful Participants is provided in Note 18 to these financial statements.

Accordingly, as per IAS 8 'Accounting Policies, Changes in Accounting Estimates and Errors', the Company has reclassified its comparative figures as follows:

<b><u>Statement of financial position</u></b>	<b>As at 31 December 2024</b>		
	<b>As previously reported</b>	<b>Adjustments Increase/ (Decrease)</b>	<b>As restated</b>
	.....(Rupees in '000).....		
<b>Assets</b>			
Total assets of Window Takaful Operations - Participants' Takaful Fund	-	2,874,933	2,874,933
Other assets	50,368,247	-	50,368,247
	<b>50,368,247</b>	<b>2,874,933</b>	<b>53,243,180</b>
<b>Liabilities</b>			
Total liabilities and balance of Window Takaful Operations - Participants' Takaful Fund	-	2,874,933	2,874,933
Other liabilities	31,560,098	-	31,560,098
	<b>31,560,098</b>	<b>2,874,933</b>	<b>34,435,031</b>

<b><u>Statement of financial position</u></b>	<b>As at 01 January 2024</b>		
	<b>As previously reported</b>	<b>Adjustments Increase/ (Decrease)</b>	<b>As restated</b>
	.....(Rupees in '000).....		
<b>Assets</b>			
Total assets of Window Takaful Operations - Participants' Takaful Fund	-	2,254,655	2,254,655
Other assets	36,314,994	-	36,314,994
	<b>36,314,994</b>	<b>2,254,655</b>	<b>38,569,649</b>
<b>Liabilities</b>			
Total liabilities and balance of Window Takaful Operations - Participants' Takaful Fund	-	2,254,655	2,254,655
Other liabilities	23,054,080	-	23,054,080
	<b>23,054,080</b>	<b>2,254,655</b>	<b>25,308,735</b>

**2.1.3.1** There is no impact on the cashflow statement for the year ended December 31, 2024.

**2.1.3.2** There is no impact on profit after tax for the year ended December 31, 2024.

**2.2 Basis of measurement**

These financial statements have been prepared under the historical cost convention except for certain investments which are carried at fair values, obligation in respect of staff retirement benefits which are carried at present value of the defined benefit obligation less fair value of plan assets, investment in associate is valued under equity method of accounting and right-of-use assets and their related lease liability which are measured at their present values at initial recognition.

**2.3 Functional and presentation currency**

Items included in the financial statements are measured using the currency of the primary economic environment in which the Company operates. The financial statements are presented in Pakistani Rupees, which is the Company's functional and presentational currency.

**3 Standards, interpretations and amendments to published approved accounting standards that are not yet effective**

There are certain amendments and interpretations to the accounting and reporting standards which are mandatory for the Company's annual accounting period which began on 01 January 2025. However, these do not have any material impact on the Company's financial statements.

The following accounting and reporting standards as applicable in Pakistan and the amendments and interpretations thereto will be effective for accounting periods beginning on or after 1 January 2026:

- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28) amend accounting treatment on loss of control of business or assets. The amendments also introduce new accounting for less frequent transaction that involves neither cost nor full step-up of certain retained interests in assets that are not businesses. The effective date for these changes has been deferred indefinitely until the completion of a broader review. Early adoption continues to be permitted.
- The Securities and Exchange Commission of Pakistan (SECP), vide S.R.O. 2444(I)/2025 dated December 12, 2025 has notified that "IAS-1, Presentation of Financial Statements", as referred to in the earlier notification S.R.O. No. 633(I)/2014, shall be replaced with "IFRS-18, Presentation and Disclosure in Financial Statements" and "IFRS-19, Subsidiaries without Public Accountability: Disclosures", and shall be followed for the preparation of financial statements for annual reporting periods beginning on or after January 01, 2027:

Provided that only unlisted subsidiaries without public accountability (i.e. unlisted companies other than those mentioned in clauses 1(b)(ii), 1(b)(ia) and 1(b)(iii) of the Third Schedule to the Act) may follow "IFRS-19, "Subsidiaries without Public Accountability: Disclosures" in preparation of their financial statements.

- Annual Improvements to IFRS Accounting Standards – Amendments to:
  - IFRS 1 First-time Adoption of International Financial Reporting Standards;
  - IFRS 7 Financial Instruments: Disclosures and it's accompanying Guidance on implementing IFRS 7;
  - IFRS 9 Financial Instruments;

The amendments to IFRS 9 address:

- a conflict between IFRS 9 and IFRS 15 Revenue from Contracts with Customers over the initial measurement of trade receivables:

Under IFRS 15, a trade receivable may be recognized at an amount that differs from the transaction price – e.g. when the transaction price is variable. Conversely, IFRS 9 requires that companies initially measure trade receivables without a significant financing component at the transaction price. The IASB has amended IFRS 9 to require companies to initially measure a trade receivable without a significant financing component at the amount determined by applying IFRS 15; and

- how a lessee accounts for the derecognition of a lease liability under paragraph 23 of IFRS 9:
  - When lease liabilities are derecognized under IFRS 9, the difference between the carrying amount and the consideration paid is recognized in profit or loss.
  - The amendment on trade receivables may require some companies to change their accounting policy.
  - The amendments apply for annual reporting periods beginning on or after 1 January 2026. Earlier application is permitted. The amendment on derecognition of lease liabilities applies only to lease liabilities extinguished on or after the beginning of the annual reporting period in which the amendment is first applied.

Other than the aforesaid standards, interpretations and amendments, the International Accounting Standards Board (IASB) has also issued the following standards which have not been adopted locally by the Securities and Exchange Commission of Pakistan:

- IFRS 1 – First Time Adoption of International Financial Reporting Standards
  - Adoption of IFRS 17 & IFRS 9 is likely to have a significant impact on the Company's financial statements and the Company is in the process of assessing the impact of these standards on the financial statements in accordance with the directives of SECP as explained in note 2.5 of these financial statements.

### 3.1 IFRS 17- Insurance contracts

Pursuant to the requirements of Securities and Exchange Commission of Pakistan SRO 1336 (I)/2025 dated July 23, 2025 IFRS 17 "Insurance Contracts", is applicable to the companies engaged in insurance/takaful and re-insurance/re-takaful business from financial years commencing on or after 01 January 2027.

IFRS 17, replaces IFRS 4 Insurance Contracts. The new standard will apply to all entities that issue insurance and reinsurance contracts, and to all entities that hold reinsurance contracts. This standards requires entities to identify contracts and its terms and to assess whether they meet the definition of an insurance contract or includes components of an insurance contract. Insurance contracts are required to account for under the recognition/ derecognition of IFRS 17. Companies subject to the requirement of SRO will also be required to adopt requirements of IFRS 9 from the date of transition. On initial application of IFRS 17, comparative information for insurance contracts is restated in accordance with IFRS 17, whereas comparative information for related financial assets might not be restated in accordance with IFRS 9 if the insurer is initially applying IFRS 9 at the same date as IFRS 17.

SECP through its S.R.O.506(I)/2024 has directed that the applicability period of optional temporary exemption from applying IFRS 9 – "Financial Instrument" as given in para 20A of IFRS 4 – "Insurance Contracts" is extended for annual periods beginning before January 1, 2027, subject to fulfilling the same conditions as are prescribed by para 20B of IFRS 4.

**3.2 Temporary exemption from application of IFRS 9**

IFRS 9 'Financial Instruments' has become applicable, however as an insurance company, the management has opted temporary exemption from the application of IFRS 9 as allowed by International Accounting Standards Board (IASB) for entities whose activities are predominantly connected with insurance. Additional disclosures, as required by the IASB, for being eligible to apply the temporary exemption from the application of IFRS 9 are given below:

The tables below set out the fair values as at the end of reporting period and the amount of change in the fair value during that year for the following two groups of financial assets separately:

(a) Financial assets with contractual terms that give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding, excluding any financial asset that meets the definition of held for trading in IFRS 9, or that is managed and whose performance is evaluated on a fair value basis, and

(b) All other financial assets

<b>As at Dec 31, 2025</b>				
<b>Fail the SPPI test</b>		<b>Pass the SPPI test</b>		
<b>Fair value</b>	<b>Change in unrealized gain / (loss)</b>	<b>Carrying Value</b>	<b>Cost less Impairment</b>	<b>Change in unrealized gain / (loss)</b>
..... (Rupees in '000) .....				
Cash and Bank*	69,389	-	2,541,298	-
Investments in associates	357,173	-	-	-
Investments in equity securities - available-for-sale	15,702,863	8,744,685	-	-
Investment in debt securities	-	-	17,010,778	445,130
Term deposits*	-	-	401,038	-
Loans and other receivables*	762,227	-	2,594	-
	<b>16,891,652</b>	<b>8,744,685</b>	<b>19,955,708</b>	<b>445,130</b>

<b>As at Dec 31, 2024</b>				
<b>Fail the SPPI test</b>		<b>Pass the SPPI test</b>		
<b>Fair value</b>	<b>Change in unrealized gain / (loss)</b>	<b>Carrying Value</b>	<b>Cost less Impairment</b>	<b>Change in unrealized gain / (loss)</b>
..... (Rupees in '000) .....				
Cash and Bank*	-	-	1,972,866	-
Investments in associates	299,868	-	-	-
Investments in equity securities - available-for-sale	12,623,928	5,242,814	-	-
Investment in debt securities	-	-	15,221,138	-
Term deposits*	-	-	224,711	-
Loans and other receivables*	606,582	-	-	-
	<b>13,530,378</b>	<b>5,242,814</b>	<b>17,418,715</b>	<b>-</b>

\* The carrying amount of these financial assets measured applying IAS 39 are a reasonable approximation of their fair values.

## 4 SUMMARY OF MATERIAL ACCOUNTING POLICIES

The material accounting policies adopted in preparation of these financial statements are set out below. Accounting policies relating to Window Takaful Operations are disclosed in separate financial statements of Window Takaful Operations which have been annexed to these financial statements.

### 4.1 Property and equipment

These are stated at cost less accumulated depreciation and accumulated impairment losses, if any. Depreciation is charged using the straight line method in accordance with the rates specified in note 6 to these financial statements and after taking into account residual values, if significant.

Depreciation on additions is charged from the date when asset is available for use till the date when asset is derecognized.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that the future economic benefits associated with the items will flow to the Company and the cost of the item can be measured reliably. Normal repairs and maintenance are charged to the profit and loss account as and when incurred. An item of property and equipment is derecognised upon disposal or when no future economic benefits are expected from its use. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the profit and loss account in the year the asset is derecognised. Depreciation methods, useful lives and residual values are reviewed, and adjusted if appropriate, at each reporting date.

### 4.2 Intangible assets

An intangible asset is recognised as an asset if it is probable that future economic benefits attributable to the asset will flow to the entity and the cost of such asset can be measured reliably. Costs directly associated with identifiable software that will have probable economic benefits exceeding costs beyond one year, are recognised as an intangible asset.

#### Intangibles having definite useful life

These are stated at cost less accumulated amortisation and accumulated impairment losses, if any. Intangible assets are amortised on a straight line basis over its estimated useful life as specified in note 7 to these financial statements after taking into account residual values, if significant.

Amortisation on additions is charged from the date when asset is available for use till the date the asset is derecognized. The useful lives and amortisation method are reviewed and adjusted, if appropriate, at each reporting date.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the profit and loss account when the asset is derecognised.

### 4.3 Investment property

Investment properties are accounted for under the cost model in accordance with the requirements of International Accounting Standard (IAS) 40, "Investment Property".

- Leasehold land is stated at cost.
- Buildings on leasehold land are depreciated to their estimated salvage value on a straight line basis over their useful lives, which are estimated to be 40 - 80 years.
- Lifts and other installations forming part of buildings on leasehold land but having separate useful lives are depreciated at 10 years under the straight line method.

Depreciation charge, subsequent capital expenditure on existing properties, normal repairs and maintenance and gains or losses on disposals are accounted for in similar manner as those applicable to property and equipment.

#### 4.4 Insurance contracts

Insurance contracts are those contracts under which the Company as an insurer has accepted insurance risk from the insurance contract holder (insured) by agreeing to compensate the insured if a specified uncertain future event (the insured event) adversely affects the insured. Once a contract has been classified as an insurance contract, it remains an insurance contract for the remainder of its tenure, even if the insurance risk changes significantly during this year, unless all rights and obligations are extinguished or expired.

The Company's insurance contracts are classified into the following main categories, depending on the nature and duration of risk and whether or not the terms and conditions are fixed:

##### a) Fire and property damage

Fire and property damage insurance contracts mainly compensate the Company's customers for damage suffered due to fire, earthquake, riots and strike, explosion, atmospheric disturbance, flood, electric fluctuation and impact, burglary, loss of profit followed by the incident of fire, contractor's all risk, erection all risk, machinery breakdown and boiler damage, etc. according to the terms and conditions of the policy, to their properties or for the value of property lost. Customers who undertake commercial activities on their premises could also receive compensation for the loss of earnings caused by the inability to use the insured properties in their business activities.

##### b) Marine, aviation and transport

Marine insurance covers the loss or damage of vessels, cargo, terminals, and any transport or property by which cargo is transferred, acquired, or held between the points of origin and final destination.

##### c) Motor

Motor insurance provides protection against losses incurred as a result of theft, traffic accidents and against third party liability that could be incurred in an accident.

##### d) Liability

Liability insurance contracts protects the insured against the risk of causing harm to third parties as a result of their legitimate activities. Damages covered include both contractual and non-contractual events.

##### e) Accident and health

Accident and health insurance contract mainly compensates hospitalisation and out-patient medical coverage to the insured.

##### f) Miscellaneous

All other types of insurance contracts are classified in miscellaneous category which includes mainly engineering, terrorism, personal accident, worker compensation, travel, products of financial institutions, livestock and crop insurance etc.

These insurance contracts are provided to all types of customers based on assessment of insurance risk by the Company. Normally personal insurance contracts e.g. vehicle, travel, personal accident, etc. are provided to individual customers, whereas, insurance contracts of fire and property damage, marine, aviation and transport, accident and health and other commercial line products are provided to commercial organisations. The Company also accepts insurance risk pertaining to insurance contracts of other insurer as reinsurance inward. The insurance risk involved in these contracts is similar to the contracts undertaken by the Company as insurer. All reinsurance inward contracts are facultative (specific risk) acceptance contracts. The accounting policies of the above mentioned insurance contracts have been disclosed in their respective notes to these financial statements.

#### 4.5 Deferred commission expense / acquisition cost

Commission expense / acquisition cost incurred in obtaining and recording policies is deferred and recognised as an expense in accordance with the pattern of recognition of premium revenue.

#### 4.6 Provision for unearned premium

The unearned premium represents the portion of premium written relating to the unexpired period of insurance coverage at the reporting date. It is recognized as a liability and is calculated as a ratio of the unexpired period of the policy and the total policy period, both measured to the nearest day except:

- for marine cargo, as a ratio of the unexpired shipment period to the total expected shipment period, both measured to the nearest day.

Policy for recognition of premium revenue is disclosed in detail in note 4.12 to these financial statements.

#### 4.7 Premium deficiency reserve

The Company is required as per the Insurance Accounting Regulations, 2017, to maintain a provision in respect of premium deficiency for the class of business where the unearned premium reserve is not adequate to meet the expected future liability, after reinsurance from claims, and other supplementary expenses expected to be incurred after the reporting date in respect of the unexpired policies in that class of business at the reporting date. The movement in the premium deficiency reserve is recorded as an expense in the profit and loss account.

The Company determines adequacy of liability of premium deficiency by carrying out analysis of its loss ratio of expired periods of the contracts. For this purpose the prospective loss ratios for each class of business is determined and applies factors of unearned and earned premium and uses assumptions appropriate to arrive at the expected claims settlement cost which when compared with unearned premium reserve (UPR) shows whether UPR is adequate to cover the unexpired risks. If these ratios are adverse, premium deficiency is determined.

#### 4.8 Reinsurance contracts held

These are contracts entered into by the Company with reinsurers for compensation of losses suffered on insurance contracts issued. These reinsurance contracts include both facultative and treaty arrangement contracts and are classified in same categories of insurance contracts for the purpose of these financial statements. The Company recognises the entitled benefits under the contracts as various reinsurance assets and liabilities.

Reinsurance liabilities represent the balances due to reinsurance companies. Amounts payable are estimated in a manner consistent with the related reinsurance contract. Reinsurance assets represent balances due from reinsurance companies. Amounts recoverable from reinsurers are estimated in a manner consistent with the provision for outstanding claims or settled claims associated with the reinsurance policies and are in accordance with the related reinsurance contract.

Reinsurance assets or liabilities are derecognized when the contractual rights or obligations are extinguished or expired. Furthermore, reinsurance assets are not offset against related insurance liabilities. Income or expenses from reinsurance contract are not off set against income or expenses from related insurance assets.

The Company assesses its reinsurance assets for impairment on reporting date. If there is an objective evidence that the reinsurance asset is impaired, the Company reduces the carrying amount of the reinsurance asset to its recoverable amount and recognizes the impairment loss in the profit and loss account.

The portion of reinsurance premium not recognized as an expense is shown as a prepayment.

Prepayment (i.e. premium ceded to reinsurers) is recognized as follows:

- for reinsurance contracts operating on a proportional basis, a liability to the reinsurer is recognized on attachment of the underlying policies reinsured, while an asset is recognized for the unexpired period of reinsurance coverage at the reporting date as prepaid reinsurance premium ceded and the same is expensed over the period of underlying policies.
- For reinsurance contracts operating on a non-proportional basis, and for which the term of the reinsurance contract is not directly referable to the term of any underlying policy or policies, on inception of the reinsurance contract.

Commission income from reinsurers is recognized at the time of issuance of the underlying insurance policy by the Company. This income is deferred and brought to profit and loss account as commission income in accordance with the pattern of recognition of the reinsurance premium to which it relates. Profit commission and no claim bonus (if any), which the Company may be entitled to under the terms of reinsurance, is recognized on accrual basis.

#### **4.9 Receivables and payables related to insurance contracts**

Receivables including premium due but unpaid, relating to insurance contracts are recognised when due. The claim payable is recorded when intimation is received. These are recognised at cost, which is the fair value of the consideration given less provision for impairment losses, if any. Premium received in advance is recognised as liability till the time of issuance of insurance contract there against.

If there is an objective evidence that any premium due but unpaid is impaired, the Company reduces the carrying amount of that insurance receivable and recognises the provision in the profit and loss account.

#### **4.10 Segment reporting**

An operating segment is a component of the Company that engages in business activities from which it may earn revenues and incur expenses including revenues and expenses that relate to transactions with any of the Company's other components. All operating segments' results are reviewed regularly by the Company's chief operating decision maker to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

The Company presents segments reporting of operating results using the classes of business as specified under the Insurance Accounting Regulations, 2017. The reported operating segments are also consistent with the internal reporting process of the Company for allocating resources and assessing performance of the operating segments. The performance of segments is evaluated on the basis of underwriting results of each segment. All the Company's business segments operate in Pakistan only.

Based on its classification of insurance contracts issued, the Company has six primary business segments for reporting purposes namely fire, marine, motor, accident and health, liability and miscellaneous. The nature and business activities of these segments are disclosed in note 4.4.

Assets and liabilities are allocated to particular segments on the basis of premium earned. Those assets and liabilities which cannot be allocated to a particular segment on a reasonable basis are reported as unallocated corporate assets and liabilities. Further, the management expenses were allocated to each segment on the basis disclosed in note 4.21.

#### **4.11 Cash and cash equivalents**

Cash and cash equivalents for the purposes of cash flow statement includes policy and revenue stamps, bond papers, cash at bank and term deposits having original maturity within 3 months.

#### **4.12 Revenue recognition**

##### **a) Premium**

Premium including administrative surcharge under all types of insurance contracts is recognised as written from the date of issuance of policy / cover note (i.e. the date of attachment of risk).

Revenue from premium is determined after taking into account the unearned portion of premium. The unearned portion of premium income is recognised as a liability (refer note 4.6).

Reinsurance premium is recognized as expense after taking into account the proportion of prepaid reinsurance premium which is recognized as a proportion of the gross reinsurance premium of each policy, determined as the ratio of the unexpired period of the policy and the total period, both measured to the nearest day. The prepaid portion of premium is recognized as a prepayment as explained in note 4.8.

#### **b) Commission income**

Commission income from reinsurers is recognized at the time of issuance of the underlying insurance policy by the Company. This income is deferred and brought to profit and loss account as commission income in accordance with the pattern of recognition of the reinsurance premium to which it relates.

#### **c) Rental income**

Rental income from investment properties is recognised as a revenue on a straight line basis over the period of the lease agreement.

#### **d) Investment income**

- Unrealised gain or loss on revaluation of investments classified as at fair value through profit and loss is included in the profit and loss account in the period to which it relates.
- Gain or loss on sale of investments is accounted for in the profit and loss account in the period to which it relates.
- Dividend income is recognised when the Company's right to receive the dividend is established.
- Interest / mark-up on bank balances, term deposits and government securities is recognised on an accrual basis using the effective interest method.

#### **e) Other income**

- Gain or loss on sale of property and equipment, intangible assets and investment properties is recognised when the asset is derecognised.
- Return on loan to employees is recognised on an accrual basis.

### **4.13 Investments**

#### **4.13.1 Classification and recognition**

All investments are initially recognised at cost, being the fair value of the consideration given and include transaction costs, except for investments at fair value through profit or loss in which case transaction costs are charged to the profit and loss account.

These are recognised and classified as follows:

- At fair value through profit or loss
- Held to maturity
- Available-for-sale
- Investment in associates - equity method

The classification depends on the purpose for which the financial assets were acquired.

#### **4.13.2 Measurement**

##### **4.13.2.1 At fair value through profit or loss**

These financial assets are acquired principally for the purpose of generating profit from short-term fluctuation in prices or are part of a portfolio for which there is a recent actual pattern of short-term profit taking. Subsequent to initial recognition these are measured at fair value by reference to quoted market prices with the resulting gain or loss being included in the profit and loss account for the period to which it relates.

**4.13.2.2 Held to maturity**

Investments with fixed determinable payments and fixed maturity, where Company has both the intent and the ability to hold to maturity, are classified as held to maturity. Subsequently, these are measured at amortised cost using the effective yield less provision for impairment losses, if any. Any premium paid or discount availed on acquisition of held to maturity investments is deferred and amortised over the term of investment using the effective yield method.

**4.13.2.3 Available-for-sale**

Investments which are not eligible to be classified as at fair value through profit or loss or held to maturity are classified as 'available-for-sale'.

**Quoted**

Subsequent to initial recognition, these investments are remeasured at fair value. Gains or losses on remeasurement of these investments are recognised in the statement of comprehensive income.

**Unquoted**

Unquoted investments are recognised at fair value of the consideration paid less accumulated impairment losses, if any.

**4.13.3 Fair value measurements**

The fair value of investments in listed equity securities is determined by reference to the Pakistan Stock Exchange's quoted market prices at the close of period end.

The fair value of investments in mutual funds is determined by reference to the net asset values as published by Mutual Funds Association of Pakistan at period end.

The fair value of investments in Government securities is determined by reference to the quotations obtained from the PKRV rate sheet on the Mutual Funds Association of Pakistan's website.

**4.13.4 Investment in associates - equity method**

Investments in associates, where the Company has significant influence but not control, are accounted for by using the equity method of accounting. These investments are initially recognised at cost and the carrying amount is adjusted to recognise the investor's share of the profit or loss, distribution received and change in the comprehensive income and equity of the investee at the end of each reporting period.

The carrying amount of investments in associates is reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the recoverable amount of the investments is estimated which is higher of its value in use and its fair value less costs to sell. An impairment loss is recognised if the carrying amount exceeds its recoverable amount and is charged to the profit and loss account. An impairment loss is reversed if there has been a change in estimates used to determine the recoverable amount but limited to the extent of carrying amount that would have been determined if no impairment loss had been recognised. A reversal of impairment loss is recognised in the profit and loss account.

**4.13.5 Date of recognition**

Regular way purchases and sales of investments that require delivery within the time frame established by regulations or market convention are recognised at the trade date. Trade date is the date on which the Company commits to purchase or sell the investment.

**4.14 Offsetting of financial assets and financial liabilities**

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

**4.15 Provisions**

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

**4.16 Provisions for outstanding claims including Incurred But Not Reported (IBNR) claims**

Provisions for outstanding claims include amounts in relation to unpaid reported claims, claims incurred but not reported (IBNR) and expected claims settlement costs.

### **Outstanding claims**

This represents the amount of claims that have been reported and are yet unpaid or are partially unpaid at the end of reporting year for a given accident year.

A liability for outstanding claims (claims incurred) is recognised for all claims incurred which represents the estimates of the claims intimated or assessed before the end of the reporting period and measured at the undiscounted value of expected future payments. Provision for liability in respect of unpaid reported claims is made on the basis of individual case estimates while taking into consideration the past claims settlement experience including handling costs and the Company's reserving policy. Where applicable, deductions are made for salvage and their recoveries.

Claims recoveries receivable from reinsurers and other recoveries receivable are recognized at the same time as the claims which give rise to the right to the recovery are recognized.

### **Incurred But Not Reported (IBNR) claims**

This represents losses that have incurred or are in the occurrence period at the end of the reporting year and have not been intimated to the Company by the end of the reporting year.

The Company is required, as per the SECP circular no. 9 of 2016 dated March 9, 2016 "Guidelines for Estimation of Incurred But Not Reported (IBNR) Claims Reserve, 2016" to estimate and maintain the provision for claims incurred but not reported for each class of business by using the prescribed method which is "Chain Ladder Method" or any other alternate method as allowed under the provisions of the Guidelines and explained in note 42.1.3 of these financial statements

The actuarial valuation as at December 31, 2025 has been carried out by an independent firm of actuaries for determination of IBNR for each class of business.

## **4.17 Taxation**

Income tax expense comprises current and deferred tax. Income tax expense is recognised in the profit and loss account, except to the extent that it relates to items recognised directly in equity or in the statement of comprehensive income, in which case it is recognised in equity or in the statement of comprehensive income respectively.

### **Current tax**

Provision of current tax is based on the taxable income for the year determined in accordance with the prevailing law for taxation of income. The charge for current tax is calculated using prevailing tax rates or tax rates expected to apply to the profit for the year, if enacted. The charge for current tax also include adjustments, where considered necessary, to provision for tax made in previous years arising from assessments finalised during the current period for such years.

### **Deferred tax**

Deferred tax is accounted for using the balance sheet liability method in respect of all temporary differences at the reporting date between the tax bases and carrying amounts of assets and liabilities for financial reporting purposes. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences, unused tax losses and tax credits can be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on the tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

#### 4.18 Staff benefits

##### 4.18.1 Defined benefit plan

The Company operates an approved and funded gratuity scheme for all permanent employees who attain the minimum qualification period for entitlement to gratuity. The liability / asset recognised in the statement of financial position is the present value of defined benefit obligation at the reporting date less fair value of plan assets. The defined benefit obligation is calculated annually using Projected Unit Credit Method. Remeasurements which comprise actuarial gains and losses and the return on plan assets (excluding interest) are recognised immediately in the statement of comprehensive income. The Company makes contributions to the plan on the basis of advice of its actuary.

The Company determines the net interest expense / income on the net defined benefit liability / asset for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the then-net defined benefit liability / asset, taking into account any changes in the net defined benefit liability / asset during the period as a result of contribution and benefit payments. Net interest expense and current service cost are recognised in the profit and loss account and actuarial gains / losses are recognised in the statement of comprehensive income as they occur and are not reclassified to the profit and loss account in subsequent periods.

The latest actuarial valuation of the Company's defined benefit plan was carried out as of December 31, 2025.

##### 4.18.2 Defined contribution plan

The Company contributes to a provident fund scheme which covers all permanent employees. Equal contributions are made both by the Company and the employees to the fund at the rate of 8.33 percent of basic salary.

##### 4.18.3 Employees' compensated absences

The Company accounts for the liability in respect of eligible employees' compensated absences in the period in which they are earned.

#### 4.19 Impairment of assets

##### Financial assets

A financial asset is considered to be impaired if objective evidence indicate that one or more events had a negative effect on the estimated future cash flow of that asset. An impairment loss in respect of a financial asset measured at amortized cost is calculated as a difference between its carrying amount and the present value of estimated future cash flows discounted at the original effective interest rate. An impairment loss in respect of available for sale financial asset is calculated with reference to its current fair value.

Individually significant financial assets are tested for impairment on an individual basis. The remaining financial assets are assessed collectively in groups that share similar credit risk characteristics.

##### Non financial assets

The carrying amounts of Company's non-financial assets are reviewed at each statement of financial position date to determine whether there is any indication of impairment. If such indication exists, the recoverable amount of such asset is estimated. An impairment loss is recognized wherever the carrying amount of asset exceeds its recoverable amount. Impairment losses are recognized in profit and loss account. A previously recognized impairment loss is reversed only if there has been change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. If that is the case, the carrying amount of the asset is increased to its recoverable amount.

The increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Such reversal is recognized in profit and loss account.

#### **4.20 Dividend distribution and reserve appropriation**

Dividend distribution is recognised when approved.

#### **4.21 Management and other expenses**

Management expenses are allocated to various classes of business and Window Takaful Operations as deemed equitable by the management based on the detailed exercise carried out by the management on an annual basis.

Expenses not directly attributable to the underwriting business are charged under other expenses.

#### **4.22 Foreign currency**

##### **4.22.1 Foreign currency transactions**

Transactions in foreign currencies are translated to rupees at the foreign exchange rates prevailing on the transaction date. Monetary assets and liabilities in foreign currencies are expressed in rupee terms at the rates of exchange prevailing at the reporting date.

Non-monetary assets and liabilities in foreign currencies are expressed in rupee terms at the rates of exchange prevailing at the date of initial recognition of the non-monetary assets / liabilities.

##### **4.22.2 Foreign operations**

The assets and liabilities of foreign operations (associate) are translated to rupees at exchange rates prevailing at the reporting date. The results of foreign operations are translated at the average rates of exchange for the year.

##### **4.22.3 Translation gains and losses**

Translation gains and losses are taken to the profit and loss account, except those arising on translation of the net investment in foreign operations (associate) which are taken to the statement of comprehensive income under "Foreign Currency Translation Difference" until the disposal of the net investment, at which time these are recognised in the profit and loss account.

#### **4.23 Financial instruments**

All the financial assets and financial liabilities are recognised at the time when the Company becomes a party to the contractual provisions of the instrument and are derecognised when the Company loses control of contractual rights that comprise the financial assets and in the case of financial liabilities when the obligation specified in the contract is discharged, cancelled or expired. At the time of initial recognition all financial assets and financial liabilities are measured at cost, which is the fair value of the consideration given or received for it. Any gain or loss on derecognition of financial assets and financial liabilities is taken to the profit and loss account in the period in which financial instrument is derecognised.

#### **4.24 Window Takaful Operations**

The accounting policies followed by Window Takaful Operations are stated in the annexed financial statements of Window Takaful Operations for the year ended December 31, 2025.

#### **4.25 Lease liability and right-of-use asset**

The Company leases certain branches. Rental contracts are typically for a period of 3 years and may have extension options as described below. At inception of a contract, the Company assesses whether a contract is, or contains, a lease based on whether the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Lease term is negotiated on an individual basis and contain different terms and conditions.

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

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

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

The lease liability is subsequently measured at amortised cost using the effective interest rate method. The lease liability is also remeasured to reflect any reassessment or lease modification, or to reflect revised in-substance fixed lease payment.

The lease liability is remeasured when the Company reassesses the reasonable certainty of exercising the extension or termination option upon occurrence of either a significant event or a significant change in circumstances, or when there is a change in assessment of an option to purchase underlying asset, or when there is a change in amount expected to be payable under a residual value guarantee, or when there is a change in future lease payments resulting from a change in an index or rate used to determine those payments. The corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in the profit and loss account if the carrying amount of right-of-use asset has been reduced to zero.

When there is a change in scope of a lease, or the consideration for a lease, that was not part of the original terms and conditions of the lease, it is accounted for as a lease modification. The lease modification is accounted for as a separate lease if modification increases the scope of lease by adding the right-to-use one or more underlying assets and the consideration for lease increases by an amount that is commensurate with the stand-alone price for the increase in scope adjusted to reflect the circumstances of the particular contracts, if any. When the lease modification is not accounted for as a separate lease, the lease liability is remeasured and corresponding adjustment is made to right-of-use asset.

The right-of-use asset is initially measured at an amount equal to the initial measurement of lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of the costs to be incurred to dismantle and remove the underlying asset or to restore the underlying asset or the site on which the asset is located.

The right-of-use asset is subsequently measured at cost model. The right-of-use asset is depreciated on a straight line method over the lease term as this method most closely reflects the expected pattern of consumption of future economic benefits. The right-of-use asset is reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The Company has elected to apply the practical expedient of not to recognise right-of-use asset and lease liabilities for short term leases that have a lease term of 12 months or less and leases of low-value assets. The lease payments associated with these leases are recognised as an expense on a straight line basis over the lease term.

#### **4.26 Earnings per share**

The Company presents basic and diluted earnings per share (EPS) for its shareholders. Basic EPS is calculated by dividing the profit or loss attributable to the ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year. Diluted EPS is determined by adjusting the profit or loss attributable to the ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares, if any.

## 4.27 Share capital

Ordinary shares are classified as equity and recognised at their face value.

## 5 ACCOUNTING ESTIMATES AND JUDGMENTS

The preparation of financial statements in conformity with the accounting and reporting standards as applicable in Pakistan requires management to make judgments, estimates and assumptions that affect the reported amounts of assets and liabilities and income and expenses. It also requires management to exercise judgment in application of its accounting policies. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. These estimates and assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

Accounting estimates and areas where judgments were made by the management in the application of accounting policies are as follows:

- provision for receivables related to insurance contracts (notes 4.9 and 14);
- provision for outstanding claims including IBNR (notes 4.16 and 29);
- premium deficiency reserve (note 4.7);
- defined benefit plan (notes 4.18.1 and 15.1);
- residual values and useful lives of property and equipment, intangible assets and investment properties (notes 4.1, 4.2, 4.3, 6, 7 and 8); and
- taxation and deferred taxation (notes 4.17, 21, 26 and 36).

## 6 PROPERTY AND EQUIPMENT

	2025									
	Cost				Depreciation				Written down value as at 31 December	Depreciation rate %
	As at 1 January 2025	Additions	(Disposals)	As at 31 December 2025	As at 1 January	Charged during the year	(Disposals)	As at 31 December 2025		
..... (Rupees in '000) .....										
Building	7,069	-	-	7,069	3,709	228	-	3,937	3,132	3%
Furniture and fixtures	84,539	2,903	(661)	86,781	70,145	5,104	(595)	74,654	12,127	17%
Office equipment	108,928	4,393	(2,024)	111,297	76,569	7,430	(1,821)	82,178	29,119	17% - 33%
Tracker equipment	22	-	-	22	22	-	-	22	-	20%
Computer equipment	124,083	75,940	(15,664)	184,359	76,470	20,774	(13,628)	83,616	100,743	25%
Motor Vehicles	11,893	94	(1,557)	10,430	7,036	106	(934)	6,208	4,222	20%
Right-of-Use Asset	195,278	-	-	195,278	124,560	40,245	-	164,805	30,473	33% - 50%
<b>Total</b>	<b>531,812</b>	<b>83,330</b>	<b>(19,906)</b>	<b>595,236</b>	<b>358,511</b>	<b>73,887</b>	<b>(16,978)</b>	<b>415,420</b>	<b>179,816</b>	

	2024									
	Cost				Depreciation				Written down value as at 31 December	Depreciation rate %
	As at 1 January 2024	Additions	(Disposals)	As at 31 December 2024	As at 1 January	Charged during the year	(Disposals)	As at 31 December 2024		
..... (Rupees in '000) .....										
Building	7,069	-	-	7,069	3,481	228	-	3,709	3,360	3%
Furniture and fixtures	81,842	2,962	(265)	84,539	66,563	3,814	(232)	70,145	14,394	17%
Office equipment	100,754	9,220	(1,046)	108,928	69,245	8,265	(941)	76,569	32,359	17% - 33%
Tracker equipment	2,934	-	(2,912)	22	2,906	25	(2,909)	22	-	20%
Computer equipment	115,728	9,322	(967)	124,083	62,959	14,152	(641)	76,470	47,613	25%
Motor Vehicles	11,947	-	(54)	11,893	6,965	103	(32)	7,036	4,857	20%
Right-of-Use Asset	108,544	86,734	-	195,278	89,892	34,668	-	124,560	70,718	45% - 50%
<b>Total</b>	<b>428,818</b>	<b>108,238</b>	<b>(5,244)</b>	<b>531,812</b>	<b>302,011</b>	<b>61,255</b>	<b>(4,755)</b>	<b>358,511</b>	<b>173,301</b>	

**6.1 Disposal of property and equipment**

	Cost	Accumulated	Net book value	Sale proceeds	(Loss) / gain	Mode of disposal	Particulars of buyers
	(Rupees in '000)						
<b>Disposals having book value exceeding Rs. 50,000 individually</b>							
Computer equipment	930	472	458	465	7	Negotiation	Employees
Motor vehicles	1,463	878	585	1,084	499	Negotiation	Employees
<b>2025</b>	<b>2,393</b>	<b>1,350</b>	<b>1,043</b>	<b>1,549</b>	<b>506</b>		
2024	-	-	-	-	-		
<b>Disposals having book value not exceeding Rs. 50,000 individually</b>							
Furniture and fixtures	661	595	66	186	120	Negotiation	Scrap Dealer
Office equipment	2,024	1,821	203	564	361	Negotiation	Scrap Dealer
Computer equipment	14,734	13,156	1,578	1,541	(37)	Insurance claim	EFU General Insurance
Motor vehicles	94	56	38	20	(18)	Negotiation	Scrap Dealer
<b>2025</b>	<b>17,513</b>	<b>15,628</b>	<b>1,885</b>	<b>2,311</b>	<b>426</b>		
2024	5,244	4,755	489	714	225		

**6.2** Cost of fully depreciated property and equipment still in use at the end of the year amounted to Rs. 301 thousands (2024: Rs. 184,591 thousands).

Cost				Amortisation				Written down value as at December 31,	Amortisation period
As at January 01,	Additions	write offs	As at December 31,	As at January 1,	For the year / (write offs)	For the year / (write offs)	write offs		
(Rupees in '000)									

**7 INTANGIBLE ASSETS**

Computer software - 2025	248,779	57,638	105,975	200,442	128,622	32,620	28,260	132,982	67,460	5 years
Computer software - 2024	141,166	107,613	-	248,779	109,212	19,410	19,410	128,622	120,157	5 years

**7.1** Cost of fully amortised intangible assets still in use at the end of the year amounted to Rs.101,964 thousands (2024: Rs. 97,582 thousands).

**8 INVESTMENT PROPERTIES**

	Cost			Depreciation				Written down value as at December 31, 2025	Useful life
	As at 1 January 2025	Addition / (Disposals)	As at December 31, 2025	As at 1 January 2025	For the year	Addition / (Disposals)	As at December 31, 2025		
	(Rupees in '000)								
Leasehold land	556,600	-	556,600	-	-	-	-	556,600	
Buildings on leasehold land	125,563	-	125,563	57,856	3,449	-	61,305	64,258	40-80 years
Lifts and other installations	29,187	-	29,187	27,403	408	-	27,811	1,376	10 years
	<b>711,350</b>	<b>-</b>	<b>711,350</b>	<b>85,259</b>	<b>3,857</b>	<b>-</b>	<b>89,116</b>	<b>622,234</b>	

	Cost			Depreciation				Written down value as at December 31, 2024	Useful life
	As at 1 January 2024	Addition / (Disposals)	As at December 31, 2024	As at 1 January 2024	For the year	Addition / (Disposals)	As at December 31, 2024		
	(Rupees in '000)								
Leasehold land	556,600	-	556,600	-	-	-	-	556,600	
Buildings on leasehold land	125,563	-	125,563	54,407	3,449	-	57,856	67,707	40-80 years
Lifts and other installations	29,187	-	29,187	26,995	408	-	27,403	1,784	10 years
	<b>711,350</b>	<b>-</b>	<b>711,350</b>	<b>81,402</b>	<b>3,857</b>	<b>-</b>	<b>85,259</b>	<b>626,091</b>	

**8.1** The market value of investment properties as per the valuations carried out by the professional valuers at year end and as ascertained by the management is Rs. 4,437,339 thousands (2024: Rs. 3,812,369 thousands).

## 9 INVESTMENTS IN ASSOCIATES

	Face value per share  (KGS)	2025 Number of shares	2024	2025 .....(Rupees in '000).....	2024
<b>Unquoted</b>					
Jubilee Kyrgyzstan Insurance Company Limited (JKIC) (incorporated in Kyrgyzstan) (Chief Executive Officer - Khegai V.I.)	1	<u>29,250,000</u>	<u>29,250,000</u>	<u>357,173</u>	<u>299,868</u>
				<u>357,173</u>	<u>299,868</u>

**9.1** JKIC is a closed joint stock company and is engaged in the business of life and non-life insurance. The break-up value of the investment is Rs. 12.14 (2024: Rs. 10.18) per share and percentage of holding in associate is 19.5% (2024: 19.5%). The Company assessed the recoverable amount of investment in JKIC based on value-in-use calculation. Based on the valuation, the recoverable amount exceeds the carrying amount and accordingly, no impairment has been recognised in respect of JKIC during the year ended December 31, 2025 : Nil (2024: Nil).

**9.2** Movement of investments in associates is as follows:

	JKIC	
	2025	2024
Opening balance	299,868	286,364
Share of profit of an associate	65,836	20,875
Dividend received	(8,459)	(8,054)
Foreign currency translation difference - net	(72)	683
Closing balance	<u>357,173</u>	<u>299,868</u>

**9.3** Following is the summarised financial information of JKIC:

	JKIC	
	December 31 2025 (note 9.3.1)	December 31 2024
<b>For the year ended</b>		
Revenue	<u>836,446</u>	<u>796,892</u>
Profit after tax from continuing operations	<u>345,052</u>	<u>130,194</u>
Share of profit of associates	<u>65,836</u>	<u>20,875</u>
Total comprehensive income	<u>345,052</u>	<u>130,194</u>
Share of total comprehensive income	<u>65,836</u>	<u>20,875</u>
Cash and cash equivalents	<u>105,373</u>	<u>72,965</u>
Financial liabilities (excluding trade and other payables and provisions)	<u>657,628</u>	<u>850,339</u>
Depreciation and amortisation	<u>29,127</u>	<u>17,465</u>
Interest income	<u>3,595</u>	<u>16,919</u>
Income Tax expense	<u>41,859</u>	<u>9,357</u>

	JKIC	
	2025	2024
Total assets	2,479,194	2,377,633
Total liabilities	657,628	850,338
Net assets	1,821,566	1,527,295
Share of net assets	355,205	297,823
Exchange translation	1,968	2,045
Reclassification adjustment due to derecognition of associate	-	-
Carrying value of investment	357,173	299,868

**9.3.1** The above information has been summarised based on the most recent available financial statements of JKIC for the year ended December 31, 2025 (2024: December 31, 2024 audited financial statement). The functional and presentational currency of JKIC is Kyrgyz Som (KGS).

**10 INVESTMENTS IN EQUITY SECURITIES**

	Note	2025			2024		
		Cost / Carrying value	Impairment / provision for the year	Market value	Cost / Carrying value	Impairment / provision for the year	Market value
..... (Rupees in '000) .....							
<b>Available-for-sale</b>	10.1						
<b>Related parties</b>	10.1.1						
Mutual funds	10.1.1.1	881	-	9,063	814	-	7,031
Listed shares	10.1.1.2	1,388,559	-	2,860,212	1,232,726	-	2,102,596
		1,389,440	-	2,869,275	1,233,540	-	2,109,627
<b>Others</b>	10.1.2						
Listed shares / certificates		8,345,118	-	12,831,088	6,030,245	-	10,396,972
Unlisted shares							
- Matiari Sugar Mills Limited [951,665 shares (2024: 951,665 shares)] Name of CEO: Syed Shafqat Ali Shah Break-up value per share: Rs. 182.68 (2023: Rs. 202.62)		2,500	-	2,500	2,500	-	2,500
		8,347,618	-	12,833,588	6,032,745	-	10,399,472
<b>At fair value through profit or loss</b>							
<b>Others</b>	10.2						
Listed shares		645,960	-	632,933	111,552	-	114,829
		10,383,018	-	16,335,796	7,377,837	-	12,623,928

**10.1 Investments - Available-for-sale**

**10.1.1 Related parties**

**10.1.1.1 Mutual funds**

Name of Fund	Number of shares		2025		2024	
	2025	2024	Cost / Carrying value	Market value	Cost / Carrying value	Market value
..... (Rupees in '000) .....						
HBL Growth Fund Class B	155,742	154,464	678	6,818	637	5,268
HBL Investment Fund Class B	111,861	110,112	203	2,245	177	1,763
			881	9,063	814	7,031

### 10.1.1.2 Listed shares

#### Name of investee company

##### COMMERCIAL BANKS

Habib Bank Limited

##### PAPER & BOARD

Cherat Packaging Limited

##### ENGINEERING

International Steels Limited

Crescent Steel & Allied Products Limited

##### INSURANCE

Jubilee Life Insurance Company Limited

##### CEMENT

Cherat Cement Company Limited

##### CABLE & ELECTRICAL GOODS

Pakistan Cables Limited

##### AUTOMOBILE ASSEMBLER

Indus Motor Company Limited

Number of shares		2025		2024	
..... (Rupees in '000) .....					
2025	2024	Cost / Carrying value	Market value	Cost / Carrying value	Market value
4,270,000	4,270,000	272,127	1,380,961	272,127	744,944
-	444,000	-	-	53,284	61,125
1,450,000	450,000	131,202	152,772	31,499	43,362
820,000	-	90,997	83,058	-	-
		222,199	235,830	31,499	43,362
6,453,330	6,453,330	752,781	1,090,484	752,781	1,117,846
207,000	107,000	49,601	69,039	17,847	29,285
29,615	126,500	4,077	5,733	17,414	22,946
39,016	39,016	87,774	78,166	87,774	83,088
		1,388,559	2,860,212	1,232,726	2,102,596

### 10.1.2 Listed shares / certificates

#### Name of investee company

##### MODARABAS

OLP Modaraba

First Habib Modaraba

##### LEASING COMPANIES

OLP Financial Services

##### COMMERCIAL BANKS

Bank Al Habib Limited

United Bank Limited

Bank Alfalah Limited

Faysal Bank Limited

Habib Metropolitan Bank Limited

MCB Bank Limited

National Bank of Pakistan

Askari Bank Limited

Allied Bank Limited

##### TEXTILE COMPOSITE

Nishat (Chunian) Limited

##### TEXTILE SPINNING

Service Industries Textiles Limited

##### INSURANCE

Adamjee Insurance Company Limited

##### POWER GENERATION & DISTRIBUTION

The Hub Power Company Limited

Kot Addu Power Company Limited

K-Electric Limited

##### OIL & GAS MARKETING COMPANIES

Attock Petroleum Limited

Sui Northern Gas Pipelines Limited

Sui Southern Gas Company Limited

Hi-Tech Lubricants Limited

Pakistan State Oil Company Limited

Number of shares		2025		2024	
..... (Rupees in '000) .....					
2025	2024	Cost / Carrying value	Market value	Cost / Carrying value	Market value
1,297,972	1,297,972	8,839	29,204	8,839	21,066
1,000,000	1,000,000	11,345	34,150	11,345	19,250
		20,184	63,354	20,184	40,316
456,526	456,526	2,301	22,037	2,301	16,280
1,508,227	1,802,992	143,289	281,495	119,287	236,967
1,822,695	1,985,000	179,644	773,898	292,528	758,727
587,052	5,187,064	27,714	64,018	210,091	432,238
700,000	-	57,459	64,939	-	-
575,000	475,000	27,383	63,992	15,581	41,325
2,357,437	1,045,327	580,268	894,364	132,101	294,050
-	1,443,898	-	-	96,552	96,626
2,112,525	-	175,364	212,436	-	-
1,467,387	848,387	213,827	268,194	79,765	116,967
		1,404,947	2,623,336	945,905	1,976,900
-	2,320,000	-	-	66,123	81,409
		-	-	66,123	81,409
199,420	199,420	100	6,938	100	2,365
2,378,558	1,280,000	125,581	192,972	53,656	63,936
1,400,177	3,210,677	155,622	309,971	330,058	420,246
-	1,750,059	-	-	66,022	65,802
-	17,750,000	-	-	86,948	99,400
		155,622	309,971	483,028	585,448
368,750	253,750	139,086	201,175	74,024	140,689
3,429,000	2,710,000	380,460	409,834	176,564	303,357
2,255,000	-	93,559	81,000	-	-
-	2,341,385	-	-	91,885	119,879
1,456,495	660,000	524,714	690,612	125,620	290,855
		1,137,819	1,382,621	468,093	854,780

Number of shares		2025		2024		
2025	2024	Cost / Carrying value	Market value	Cost / Carrying value	Market value	
..... (Rupees in '000) .....						
<b>OIL &amp; GAS EXPLORATION COMPANIES</b>						
Pakistan Oilfields Limited	77,264	475,305	47,251	47,016	201,381	300,212
Pakistan Petroleum Limited	3,673,010	3,827,415	581,645	865,178	359,743	779,070
Oil & Gas Development Company Limited	3,657,600	2,095,600	764,693	1,028,115	226,781	476,246
Mari Petroleum Company Limited	1,010,880	842,072	392,469	723,679	165,589	605,963
			<b>1,786,058</b>	<b>2,663,988</b>	953,494	2,161,491
<b>ENGINEERING</b>						
International Industries Limited	1,397,498	835,325	245,835	260,158	103,194	148,930
Agha Steel Ind.Ltd	3,000,000	1,000,000	31,039	25,620	10,485	10,440
Aisha Steel Mills Limited	4,072,269	8,572,269	54,002	53,713	76,420	106,468
Mughal Iron & Steel Industries Limited	1,627,170	977,886	120,566	167,729	76,778	78,329
Amreli Steel Limited	2,150,354	3,252,500	50,267	50,254	86,201	83,849
			<b>501,709</b>	<b>557,474</b>	353,078	428,016
<b>AUTOMOBILE ASSEMBLER</b>						
Millat Tractors Limited	-	383,688	-	-	149,330	238,382
Ghandhara Industries Limited	50,000	-	40,226	39,440	-	-
Honda Atlas Cars (Pakistan) Limited	600,207	150,000	182,392	164,757	45,031	46,757
			<b>222,618</b>	<b>204,197</b>	194,361	285,139
<b>AUTOMOBILE PARTS &amp; ACCESSORIES</b>						
Ghandhara Tyre & Rubber Company Limited	-	1,356,314	-	-	59,250	69,579
Thal Limited	239,007	164,007	108,773	129,532.23	72,713	67,699
Panther Tyres Limited	-	1,585,000	-	-	73,213	73,924
			<b>108,773</b>	<b>129,532</b>	205,176	211,202
<b>CABLE &amp; ELECTRICAL GOODS</b>						
Fast Cables Limited	-	692,000	-	-	17,208	17,307
Pak Elektron Limited	950,000	1,339,550	52,102	54,473	34,167	58,739
			<b>52,102</b>	<b>54,473</b>	51,375	76,046
<b>CHEMICAL</b>						
Lucky Core Industries Limited	-	41,188	-	-	50,852	44,326
<b>LEATHER &amp; TANNERIES</b>						
Service Industries Limited	-	74,267	-	-	94,435	117,678
Service GlobalFootwear Limited	-	279,100	-	-	22,882	27,879
					117,317	145,557
<b>GLASS &amp; CERAMICS</b>						
Shabbir Tiles & Ceramics Limited	-	1,380,500	-	-	20,414	22,212
<b>REFINERY</b>						
National Refinery Limited	-	100,000	-	-	26,882	30,944
Attock Refinery Limited	286,731	-	187,312	195,961	-	-
			<b>187,312</b>	<b>195,961</b>	26,882	30,944
<b>PAPER &amp; BOARD</b>						
Roshan Packages Limited	-	967,246	-	-	16,382	18,339
<b>PHARMACEUTICALS</b>						
GlaxoSmithKline Pakistan Limited	300,000	-	116,342	116,934	-	-
The Searle Company Limited	-	500,000	-	-	30,154	52,230
Haleon Pakistan Limited	-	61,684	-	-	16,757	49,820
AGP Limited	-	629,249	-	-	58,287	107,035
Citi Pharma Limited	518,934	-	50,885	43,902	-	-
Ferozsons Laboratories Limited	11,671	120,000	4,676	4,385	35,531	40,242
Highnoon Laboratories Limited	56,939	107,834	56,478	58,220	77,044	99,015
BF Biosciences Limited	350,000	-	55,271	49,182	-	-
Abbott Laboratories (Pakistan) Limited	-	200,500	-	-	217,469	248,191
			<b>283,652</b>	<b>272,623</b>	435,242	596,533
<b>TECHNOLOGY &amp; COMMUNICATION</b>						
Systems Limited	2,802,935	517,587	286,216	478,966	229,104	321,654
Air Link Communication Limited	320,000	-	52,116	54,208	-	-
Pakistan Telecommunication Company Limited	2,500,000	8,016,992	91,666	148,675	138,795	218,623
			<b>429,998</b>	<b>681,849</b>	367,899	540,277
<b>FERTILIZER</b>						
Fauji Fertilizer Company Limited	2,643,019	2,273,019	537,308	1,561,258	279,027	832,652
Fatima Fertilizer Company Limited	1,235,916	3,028,954	73,999	187,377	169,257	237,107
Engro Corporation Limited	-	748,000	-	-	195,825	333,069
Engro Fertilizers Limited	844,626	1,094,626	72,444	191,181	93,887	223,512
			<b>683,751</b>	<b>1,939,816</b>	737,996	1,626,340
<b>FOOD &amp; PERSONAL CARE PRODUCTS</b>						
Frieslandcampina Engro Pakistan Limited	1,030,000	-	96,189	89,054	-	-
Murree Brewery Company Limited	132,588	-	141,092	141,962	-	-
National Foods Limited	275,000	-	91,762	108,958	-	-
			<b>329,043</b>	<b>339,974</b>	-	-



	Number of shares		2025		2024	
	2025	2024	Cost / Carrying value	Market value	Cost / Carrying value	Market value
..... (Rupees in '000) .....						
FOOD & PERSONAL CARE PRODUCTS						
Frieslandcampina Engro Pakistan Limited	125,000	-	11,135	10,808	-	-
ENGINEERING						
Mughal Iron & Steel Industries Limited	200,000	-	21,505	20,616	-	-
REFINERY						
Attock Refinery Limited	80,000	-	54,154	54,674	-	-
National Refinery Limited	28,714	-	11,751	11,813	-	-
			65,906	66,487	-	-
PROPERTY						
TPL Properties Limited	-	-	-	-	-	-
			645,960	632,933	111,552	114,829

**11 INVESTMENTS IN DEBT SECURITIES**

**Government securities**

**Available-for-sale**

		2025		2024	
		Carrying value	Market value	Carrying value	Market value
..... (Rupees in '000) .....					
Pakistan Investment Bonds	11.1.1	10,299,611	10,747,261	9,686,081	9,911,519
Treasury Bills	11.1.2	6,266,037	6,263,517	5,243,775	5,309,619
		16,565,648	17,010,778	14,929,856	15,221,138
		16,565,648	17,010,778	14,929,856	15,221,138

**11.1 Government securities - available-for-sale**

**11.1.1 Pakistan Investment Bonds**

Face value (Rupees)	Profit rate %	Profit payment	Type of Security	Maturity date	2025		2024	
					Carrying value	Market value	Carrying value	Market value
..... (Rupees in '000) .....								
37,500,000	8.75	Semi annually	Pakistan Investment Bond - 10 years	12-07-2028	34,081	36,086	33,003	33,713
37,500,000	8.75	Semi annually	Pakistan Investment Bond - 10 years	12-07-2028	33,824	36,086	32,671	33,713
50,000,000	10.00	Semi annually	Pakistan Investment Bond - 10 years	19-09-2029	46,866	48,920	46,231	45,860
50,000,000	10.00	Semi annually	Pakistan Investment Bond - 10 years	19-09-2029	48,581	48,920	48,286	45,860
50,000,000	10.00	Semi annually	Pakistan Investment Bond - 10 years	19-09-2029	48,120	48,920	47,731	45,860
250,000,000	7.50	Semi annually	Pakistan Investment Bond - 5 years	15-10-2025	-	-	241,299	241,525
1,000,000,000	10.00	Semi annually	Pakistan Investment Bond - 3 years	04-08-2025	-	-	978,986	988,700
900,000,000	10.00	Semi annually	Pakistan Investment Bond - 3 years	04-08-2025	-	-	880,847	889,830
150,000,000	7.50	Semi annually	Pakistan Investment Bond - 5 years	29-04-2027	140,619	144,690	134,466	135,705
500,000,000	7.50	Semi annually	Pakistan Investment Bond - 5 years	29-04-2027	467,307	482,300	445,924	452,350
1,400,000,000	7.50	Semi annually	Pakistan Investment Bond - 5 years	29-04-2027	1,305,453	1,350,440	1,243,742	1,266,580
600,000,000	7.50	Semi annually	Pakistan Investment Bond - 5 years	29-04-2027	558,475	578,760	531,415	542,820
1,400,000,000	7.50	Semi annually	Pakistan Investment Bond - 5 years	29-04-2027	1,304,671	1,350,440	1,242,483	1,266,580
250,000,000	7.50	Semi annually	Pakistan Investment Bond - 5 years	29-04-2027	232,554	241,150	221,192	226,175
500,000,000	7.50	Semi annually	Pakistan Investment Bond - 5 years	29-04-2027	466,747	482,300	445,021	452,350
250,000,000	12.00	Semi annually	Pakistan Investment Bond - 3 years	04-07-2026	241,619	251,925	227,235	249,325
300,000,000	12.00	Semi annually	Pakistan Investment Bond - 3 years	04-07-2026	289,808	302,310	272,326	299,190
300,000,000	12.00	Semi annually	Pakistan Investment Bond - 3 years	04-07-2026	289,815	302,310	272,346	299,190
250,000,000	14.00	Semi annually	Pakistan Investment Bond - 3 years	20-09-2027	254,108	263,600	256,132	259,275
250,000,000	14.00	Semi annually	Pakistan Investment Bond - 5 years	20-09-2029	254,277	274,575	255,118	264,200
125,000,000	14.00	Semi annually	Pakistan Investment Bond - 10 years	20-09-2034	124,098	136,038	124,045	130,613

Face value (Rupees)	Profit rate %	Profit payment	Type of Security	Maturity date	2025		2024	
					Carrying value	Market value	Carrying value	Market value
..... (Rupees in '000) .....								
600,000,000	13.34	Semi annually	Pakistan Investment Bond - 5 years - Floater	06-05-2026	598,425	605,520	594,214	608,340
600,000,000	13.34	Semi annually	Pakistan Investment Bond - 5 years - Floater	06-05-2026	598,425	605,520	594,214	608,340
250,000,000	14.00	Semi annually	Pakistan Investment Bond - 5 years	20-09-2029	260,831	274,575	263,020	264,200
70,000,000	14.00	Semi annually	Pakistan Investment Bond - 5 years	20-09-2029	73,854	76,881	-	-
250,000,000	13.00	Semi annually	Pakistan Investment Bond - 10 years	20-09-2034	253,898	272,075	254,134	261,225
250,000,000	12.00	Semi annually	Pakistan Investment Bond - 10 years	16-01-2035	240,877	258,150	-	-
250,000,000	12.00	Semi annually	Pakistan Investment Bond - 10 years	16-01-2035	288,943	309,780	-	-
250,000,000	12.00	Semi annually	Pakistan Investment Bond - 10 years	16-01-2035	243,473	258,150	-	-
500,000,000	12.00	Semi annually	Pakistan Investment Bond - 05 years	16-01-2030	240,021	258,150	-	-
250,000,000	12.00	Semi annually	Pakistan Investment Bond - 10 years	16-01-2035	239,839	258,150	-	-
250,000,000	12.00	Semi annually	Pakistan Investment Bond - 10 years	16-01-2035	494,298	519,350	-	-
200,000,000	12.00	Semi annually	Pakistan Investment Bond - 10 years	16-01-2035	241,277	258,150	-	-
200,000,000	12.00	Semi annually	Pakistan Investment Bond - 10 years	16-01-2035	192,114	206,520	-	-
300,000,000	12.00	Semi annually	Pakistan Investment Bond - 10 years	16-01-2035	192,313	206,520	-	-
					<b>10,299,611</b>	<b>10,747,261</b>	<b>9,686,081</b>	<b>9,911,519</b>

### 11.1.2 Treasury Bills

Face value (Rupees)	Profit rate %	Profit payment	Type of Security	Maturity date	2025		2024	
					Carrying value	Market value	Cost Carrying value	Market value
..... (Rupees in '000) .....								
65,000,000	20.79	On maturity	Treasury Bills	09-01-2025	-	-	64,755	64,818
375,000,000	20.26	On maturity	Treasury Bills	06-03-2025	-	-	363,918	367,275
500,000,000	20.72	On maturity	Treasury Bills	20-03-2025	-	-	481,653	487,600
500,000,000	20.25	On maturity	Treasury Bills	20-03-2025	-	-	481,998	487,600
300,000,000	19.92	On maturity	Treasury Bills	29-05-2025	-	-	279,784	286,170
500,000,000	19.98	On maturity	Treasury Bills	29-05-2025	-	-	466,225	476,950
240,000,000	19.94	On maturity	Treasury Bills	29-05-2025	-	-	223,814	228,936
500,000,000	18.85	On maturity	Treasury Bills	12-06-2025	-	-	464,789	474,900
500,000,000	18.48	On maturity	Treasury Bills	10-07-2025	-	-	459,386	470,800
350,000,000	17.60	On maturity	Treasury Bills	07-08-2025	-	-	318,707	326,620
500,000,000	12.05	On maturity	Treasury Bills	11-12-2025	-	-	449,248	448,900
500,000,000	11.82	On maturity	Treasury Bills	06-03-2025	-	-	489,910	489,700
500,000,000	11.93	On maturity	Treasury Bills	12-06-2025	-	-	475,009	474,900
250,000,000	12.09	On maturity	Treasury Bills	11-12-2025	-	-	224,579	224,450
350,000,000	10.35	On maturity	Treasury Bills	06-02-2026	346,464	346,465	-	-
200,000,000	10.43	On maturity	Treasury Bills	17-03-2026	195,809	195,820	-	-
310,000,000	11.20	On maturity	Treasury Bills	29-05-2026	297,340	297,445	-	-
500,000,000	11.16	On maturity	Treasury Bills	29-05-2026	479,644	479,750	-	-
500,000,000	10.92	On maturity	Treasury Bills	11-06-2026	478,278	478,050	-	-
500,000,000	10.92	On maturity	Treasury Bills	11-06-2026	477,161	478,050	-	-
500,000,000	10.67	On maturity	Treasury Bills	09-07-2026	475,023	474,450	-	-
1,800,000,000	10.70	On maturity	Treasury Bills	09-07-2026	1,709,212	1,708,020	-	-
360,000,000	10.70	On maturity	Treasury Bills	09-07-2026	341,842	341,604	-	-
400,000,000	10.59	On maturity	Treasury Bills	23-07-2026	378,691	378,120	-	-
400,000,000	10.64	On maturity	Treasury Bills	23-07-2026	378,600	378,120	-	-
375,000,000	10.67	On maturity	Treasury Bills	23-07-2026	354,886	354,488	-	-
375,000,000	10.90	On maturity	Treasury Bills	06-08-2026	353,085	353,138	-	-
					<b>6,266,037</b>	<b>6,263,517</b>	<b>5,243,775</b>	<b>5,309,619</b>

### 11.2

Pakistan Investment Bonds with a face value of Rs. 257,500 thousands (2024: Rs. 187,500 thousands) and Treasury bills of Rs. 65,000 thousands (2024 : Rs. 65,000) are placed with the State Bank of Pakistan under Section 29 of the Insurance Ordinance, 2000.

12	INVESTMENTS IN TERM DEPOSITS	Note	2025 .....(Rupees in '000).....	2024
	<b>Held-to-maturity</b>			
	<b>Deposits maturing within 12 months</b>			
	Term deposits - local currency	12.1, 12.2 & 12.3	191,000	41,000
	Term deposits - foreign currency	12.4	210,038	183,711
			<b>401,038</b>	<b>224,711</b>
<b>12.1</b>	These include Rs. 1,000 thousands (December 31, 2024: Rs. 1,000 thousands) placed under lien with commercial banks against bank guarantees and carrying interest rates ranging from 9% to 11.50% (December 31, 2024: 15.80% to 21.00%) per annum and having maturity up to May 31, 2026.			
<b>12.2</b>	This includes term deposit amounting to Rs.150,000 thousands (2024: Nil) having original maturity period of 3 months.			
<b>12.3</b>	This includes an amount of Rs. 40,000 thousands (December 31, 2024: Rs. 40,000 thousands) held with a related party. These term deposits carry an interest rate of 11.50% (December 31, 2024: 21%) per annum and have maturity up to May 25, 2026.			
<b>12.4</b>	This includes foreign deposits carrying interest rate ranging from 4.00% to 4.50% (December 31, 2024: 4.00% to 4.50%) per annum and having maturity up to May 25, 2026, and also include foreign currency term deposits amounting to Rs. 56,608 thousands (2024: 16,701 thousands) having original maturity period of 3 months.			
13	LOANS AND OTHER RECEIVABLES - CONSIDERED GOOD	Note	2025 .....(Rupees in '000).....	2024
	Accrued investment income		332,929	281,959
	Security deposits		184,977	118,977
	Advance to suppliers	13.1	114,767	91,145
	Sales tax recoverable		75,900	57,400
	Loans to employees	13.2	2,594	611
	Medical claims in excess of limit recoverable from clients		4,732	3,948
	Receivable against sale of investments - net		-	18,347
	Other receivables		48,922	34,195
			<b>764,821</b>	<b>606,582</b>
<b>13.1</b>	<b>Advance to suppliers</b>			
	Advance to suppliers		114,767	185,671
	Less: provision for impairment of advances to supplier	13.1.1	-	(94,526)
			<b>114,767</b>	<b>91,145</b>
<b>13.1.1</b>	Movement in provision related to advance to suppliers is as follows:			
	Opening as at 1 January		94,526	94,526
	Charge for the year		127,678	-
	Advances written off during the year		(222,204)	-
	Closing as at 31 December		-	94,526
<b>13.2</b>	This includes an amount of Rs. 2,295 thousands (2024: Nil) receivable from an executive of the Company.			
14	INSURANCE / RE-INSURANCE RECEIVABLES - UNSECURED AND CONSIDERED GOOD			
	Due from insurance contract holders	14.1	3,978,656	2,129,753
	Less: provision for impairment of receivables from insurance contract holders		(174,961)	(174,961)
			<b>3,803,695</b>	<b>1,954,792</b>
	Due from other insurers / re-insurers		199,076	120,885
			<b>4,002,771</b>	<b>2,075,677</b>

**14.1** This includes Rs. 173,388 thousands (December 31, 2024: Rs. 144,438 thousands) receivable from related parties.

## **15 EMPLOYEE BENEFITS**

### **15.1 Defined benefit plan**

The Company offers defined benefit plan to all its permanent employees. The gratuity fund is governed under the repealed Trusts Act, 1882, the Trust Deed, the Rules of the fund, the Companies Act, 2017, the Income Tax Ordinance, 2001 and the Income Tax Rules, 2002. The responsibility for governance of the defined benefit plan including investment decisions and contribution schedule lies with the Board of Trustees of the fund.

The actuarial valuations are carried out annually and contributions are made accordingly. Following are the significant assumptions used for valuation of the plan:

- Discount rate 11% (2024: 12%) per annum.
- Expected rate of increase in the salaries of the employees 11% (2024: 12%) per annum.
- Expected interest rate on plan assets 11% (2024: 12%) per annum.
- Average service length of the employees 6.75 years (2024: 6.75 years).

The benefit plan exposes the Company to the following risks:

#### **Mortality risks**

This is the risk that the actual mortality experience is different. The effect depends on the beneficiaries' service / age distribution and the benefit. The rate assumed were based on SLIC (2001-2005) mortality table.

#### **Final salary risks**

This is the risk that the final salary at the time of cessation of service is higher than expectation. Since the benefit is calculated on the basis of final salary, the benefit amount increases proportionately.

#### **Withdrawal risks**

This is the risk of higher or lower withdrawal experience than assumed. The final effect could go either way depending on the beneficiaries' service / age distribution and the benefit.

#### **Investment risk**

This is the risk of the investments underperforming and not being sufficient to meet the liabilities. This is managed by formulating proper investment plan for the fund.

#### **Risk of insufficiency of assets**

This is managed by making regular contributions to the fund as advised by the actuary.

#### **Discount rate fluctuation**

The plan liabilities are calculated using a discount rate set with reference to corporate bond yields. A decrease in corporate bond yields will increase plan liabilities, although this will be partially offset by an increase in the value of the current plan's bond holdings, if any.

		2025	2024
		.....(Rupees in '000).....	
<b>15.1.1</b>	<b>Asset / (liability) appearing on the statement of financial position Note</b>		
	Fair value of plan assets	15.1.4 <b>588,029</b>	553,440
	Present value of defined benefit obligation	15.1.3 <b>(569,372)</b>	(535,137)
		<b>18,657</b>	18,303
<b>15.1.2</b>	<b>Movement in asset / (liability) during the year</b>		
	Opening balance	<b>18,303</b>	-
	Charge to the profit and loss account	15.1.5 <b>(39,245)</b>	(38,260)
	Actuarial gain to the statement of comprehensive income	15.1.6 <b>39,599</b>	56,563
	Closing balance	<b>18,657</b>	18,303
<b>15.1.3</b>	<b>Reconciliation of the present value of the defined benefit obligations</b>		
	As at January 1	<b>535,137</b>	509,210
	Current service costs	<b>41,612</b>	38,260
	Interest costs	<b>64,046</b>	81,088
	Benefits paid	<b>(55,776)</b>	(64,200)
	Actuarial gain from changes in financial assumptions	<b>(2,559)</b>	(9,472)
	Experience adjustments	<b>(13,088)</b>	(19,749)
	As at December 31	<b>569,372</b>	535,137
<b>15.1.4</b>	<b>Changes in the fair value of plan assets</b>		
	As at January 1	<b>553,440</b>	509,210
	Interest income on plan assets	<b>66,413</b>	81,088
	Benefits paid	<b>(55,776)</b>	(64,200)
	Return on plan assets, excluding interest income	<b>23,952</b>	27,342
	As at December 31	<b>588,029</b>	553,440
<b>15.1.5</b>	<b>Charge to the profit and loss account</b>		
	Current service costs	15.1.3 <b>41,612</b>	38,260
	Interest costs	15.1.3 <b>64,046</b>	81,088
	Interest income on plan assets	15.1.4 <b>(66,413)</b>	(81,088)
		<b>39,245</b>	38,260
<b>15.1.6</b>	<b>Remeasurements recognised in the statement of comprehensive income during the year</b>		
	Actuarial gain from changes in financial assumptions	15.1.3 <b>(2,559)</b>	(9,472)
	Experience adjustments	15.1.3 <b>(13,088)</b>	(19,749)
	Return on plan assets, excluding interest income	15.1.4 <b>(23,952)</b>	(27,342)
		<b>(39,599)</b>	(56,563)
<b>15.1.7</b>	<b>Composition of plan assets</b>		
		<b>2025</b>	<b>2024</b>
		<b>Fair value</b>	<b>Percentage</b>
		(Rupees in '000)	
	Equity instruments	<b>30,768</b>	<b>5.23</b>
	Government securities	<b>312,550</b>	<b>53.15</b>
	Others	<b>244,711</b>	<b>41.62</b>
	Total	<b>588,029</b>	<b>100.00</b>
		29,414	5.31
		302,116	54.59
		221,910	40.10
		553,440	100.00

**15.1.8 Historical data**

	2025	2024	2023	2022	2021
	..... (Rupees in '000) .....				
Present value of defined benefit obligations	569,372	535,137	509,210	428,493	397,481
Fair value of plan assets	(588,029)	(553,440)	(509,210)	(428,493)	(397,481)
(Surplus) / deficit	(18,657)	(18,303)	-	-	-
Experience adjustments					
- Actuarial loss / (gain) on defined benefit obligation	(13,088)	(19,749)	4,628	2,988	(12,580)
- Actuarial gain / (loss) on plan assets	23,952	27,342	3,205	1,217	10,148

**15.1.9** The estimated charge to the profit and loss account in respect of defined benefit plan for the year ending December 31, 2026 would be Rs. 38,790 thousands.

**15.1.10 Sensitivity analysis on significant actuarial assumptions - Defined benefit obligation**

	2025	2024
	.....(Rupees in '000).....	
Discount rate +0.5%	550,695	517,554
Discount rate -0.5%	589,222	553,806
Future salary increases +0.5%	579,757	544,908
Future salary increases -0.5%	559,444	525,786
Mortality rate +5.00%	569,395	535,195
Mortality rate -5.00%	569,349	535,079
Withdrawal rate +5.00%	568,790	534,633
Withdrawal rate -5.00%	569,963	535,648

**15.1.11 Number of employees covered under the scheme**

	2025	2024
	(Number)	
Defined benefit plan	567	543

**15.2 Defined contribution plan**

	2025	2024
	.....(Rupees in '000).....	

**15.2.1 Provident fund trust**

Size of the fund	1,182,383	1,045,852
Cost of investments made	1,103,018	944,488
Percentage of investments made (based on fair value)	98%	100%
Fair value of investments	1,163,917	1,046,713

**15.2.2** Investments out of the provident fund have been made in accordance with the provisions of section 218 of the Companies Act, 2017 and the conditions specified thereunder. The break-up value of investments is as follows:

	2025 (Un-audited)	2024 (Audited)
	.....(Rupees in '000).....	
Equity securities	31,822	32
Commercial Banks	19,340	-
Modarabas	28,024	-
Technology & Communication	48,300	10,140
Fertilizer	44,303	-
Debt Securities	3,365	129,047
Mutual funds	943,804	857,743
Government securities	44,959	32,874
Cash and bank	1,163,917	1,029,836

16	PREPAYMENTS	Note	2025	2024
			.....(Rupees in '000).....	
	Prepaid reinsurance premium ceded	28	6,501,658	4,517,265
	Prepaid rent		18,369	12,804
	Prepaid miscellaneous expenses		55,858	46,765
			<b>6,575,885</b>	<b>4,576,834</b>

**17 CASH AND BANK**

**Cash and cash equivalents**

- Cash in hand		100	75
- Policy, revenue stamps and bond papers		9,939	31,553
		<b>10,039</b>	<b>31,628</b>

**Cash at bank**

- Current accounts		59,350	107,319
- Savings accounts	17.1	2,541,298	1,865,547
	17.2	2,600,648	1,972,866
		<b>2,610,687</b>	<b>2,004,494</b>

**17.1** Saving accounts carry interest rates ranging from 4.00% to 11.50% (December 31, 2024: 6% to 13.5%) per annum.

**17.2** Cash at bank includes Rs.1,020,801 thousands (December 31, 2024: Rs. 603,944 thousands) held with related parties.

**17.3** Cash and cash equivalents include the following for the purpose of the cash flow statement:

**Cash and cash equivalents**

- Cash in hand		100	75
- Policy, revenue stamps and bond papers		9,939	31,553
		<b>10,039</b>	<b>31,628</b>

**Cash at bank**

- Current accounts		59,350	107,319
- Savings accounts		2,541,298	1,865,547
		<b>2,600,648</b>	<b>1,972,866</b>

**Deposits having original maturity within 3 months**

- Term deposits - local currency		150,000	-
- Term deposits - foreign currency		56,608	16,701
		<b>2,817,295</b>	<b>2,021,195</b>

**18 WINDOW TAKAFUL OPERATIONS**

	2025	2024	2025	2024
	OPF		PTF	
	.....(Rupees in '000).....		.....(Rupees in '000).....	
Assets				
Cash and bank	564,668	293,432	606,508	858,154
Investments	385,831	479,945	562,756	702,915
Property and equipment and intangible assets	1,990	1,673	-	-
Other assets	366,595	307,122	1,766,223	1,313,864
Total assets	<b>1,319,084</b>	<b>1,082,172</b>	<b>2,935,487</b>	<b>2,874,933</b>
Total liabilities	<b>785,664</b>	<b>615,124</b>	<b>2,627,452</b>	<b>2,436,042</b>
Funds attributable to Takaful Participants	-	-	308,035	438,891
	<b>785,664</b>	<b>615,124</b>	<b>2,935,487</b>	<b>2,874,933</b>

**OPF****Note** .....(Rupees in '000).....

Profit before tax -Operator's Fund		<b>639,529</b>	460,101
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Details of assets and liabilities and segment information of Window Takaful Operations - Operator's Fund are stated in annexed financial statements for the year ended December 31, 2025.

**19 SHARE CAPITAL****19.1 Authorised capital**

	<b>2025</b>	2024	<b>2025</b>	2024
	(Number of shares in '000)		(Rupees in '000)	
Ordinary shares of Rs. 10 each	<b>600,000</b>	600,000	<b>6,000,000</b>	6,000,000

**19.2 Issued, subscribed and paid-up capital**

Ordinary shares of Rs.10 each issued as fully paid in cash	<b>210</b>	210	<b>2,100</b>	2,100
Ordinary shares of Rs.10 each issued as fully paid bonus shares	<b>198,281</b>	198,281	<b>1,982,812</b>	1,982,812
	<b>198,491</b>	198,491	<b>1,984,912</b>	1,984,912

**19.3** Shares of the Company held by related parties amounted to Rs. 1,193,264 thousands (119,326,447 shares of Rs. 10 each) [2024: 1,198,169 thousands (119,816,947 shares of Rs. 10 each)].

**19.4** All ordinary shares rank equally with regards to the Company's residence assets.

**20 RESERVES****Note** .....(Rupees in '000).....**Capital reserves**

Reserve for exceptional losses	20.1	<b>9,384</b>	9,384
Net unrealised appreciation / (diminution) on revaluation of available-for-sale investments - net of tax		<b>3,929,303</b>	3,423,275
Foreign currency translation difference - net of tax		<b>72,133</b>	72,177

**Revenue reserves**

General reserve	20.2	<b>7,000,000</b>	5,700,000
Special reserve	20.3	<b>5,000,000</b>	4,000,000
		<b>16,010,820</b>	13,204,836

**20.1** In accordance with the requirements of the repealed Income Tax Act, 1922 which was applicable on insurance companies, the Company had set aside in prior years amounts up to 10 percent of premium earnings, net of reinsurances as a reserve for exceptional losses, which was treated as an allowable deduction in arriving at the taxable income. This option was withdrawn by the Income Tax Ordinance, 1979 with retrospective effect up to the accounting year ended December 31, 1978. Accordingly, the Company has ceased to set aside such amounts, but has retained the reserve created up to December 31, 1978.

**2025** .....(Rupees in '000).....  
**2024**

**20.2 General reserve**

Balance at the beginning of the year	<b>5,700,000</b>	4,700,000
Transfer from unappropriated profit	<b>1,300,000</b>	1,000,000
Balance at the end of the year	<b>7,000,000</b>	5,700,000

		2025	2024
	Note	.....(Rupees in '000).....	
<b>20.3 Special reserve</b>			
Balance at the beginning of the year		4,000,000	2,800,000
Transfer from unappropriated profit		1,000,000	1,200,000
Balance at the end of the year	20.3.1	<u>5,000,000</u>	<u>4,000,000</u>
20.3.1	This represents special reserve created for meeting catastrophic losses and dividend equalisation in future.		
<b>21 DEFERRED TAXATION - NET</b>		2025	2024
	Note	.....(Rupees in '000).....	
<b>Deferred tax debits arising in respect of:</b>			
Provision for doubtful debts		(68,235)	(68,235)
Provision for advances to suppliers		(17,397)	(36,865)
Impairment on available-for-sale investments		(316,905)	(316,905)
Other provisions		(353,981)	(237,875)
		<u>(756,518)</u>	<u>(659,880)</u>
<b>Deferred tax credits arising in respect of:</b>			
Share of profit of associates		67,225	47,989
Right-of-use assets		8,951	8,768
Accelerated tax depreciation		30,576	12,619
Actuarial loss on defined benefit plan		15,627	183
Unrealised diminution on revaluation of available-for-sale investments		2,524,277	2,182,309
Foreign currency translation difference		37,725	37,753
		<u>2,684,381</u>	<u>2,289,621</u>
<b>Deferred tax liability - net</b>		<u>1,927,863</u>	<u>1,629,741</u>
Opening deferred tax liability / (asset)		1,629,741	(164,095)
Charge to / (reversal) of the profit and loss account			
Accelerated tax depreciation		17,957	(11,239)
Provision for doubtful debts		-	-
Provision for advances to suppliers		19,468	-
Share of profit of associates		19,236	8,141
Right-of-use asset - net		183	1,494
Other provisions		(116,106)	(96,081)
		<u>(59,262)</u>	<u>(97,685)</u>
Charge to / (reversal) of other comprehensive income			
Foreign currency translation difference		(28)	266
Unrealised (diminution) / appreciation on revaluation of available-for-sale investments		341,968	1,869,195
Actuarial loss on defined benefit plan		15,444	22,060
		<u>357,384</u>	<u>1,891,521</u>
Closing deferred tax		<u>1,927,863</u>	<u>1,629,741</u>
<b>22 Lease liability</b>			
Lease Liabilities against right of use asset	22.1	7,520	48,237
Opening balances		48,237	-
Additions / Adjustments during the year		-	89,665
Finance Cost		4,888	3,694
Rental Payments		(45,604)	(45,122)
Closing balances		<u>7,521</u>	<u>48,237</u>

**22.1 Lease Liabilities against right of use asset**

	2025			2024		
	Minimum Lease Payments	Financial Charges for future periods	Principal Outstanding	Minimum Lease Payments	Financial Charges for future periods	Principal Outstanding
	..... (Rupees in '000) .....					
Not later than one year	7,817	297	7,520	46,650	4,799	41,851
Later than one year and not later than five year	-	-	-	6,771	385	6,386
	<u>7,817</u>	<u>297</u>	<u>7,520</u>	<u>53,421</u>	<u>5,184</u>	<u>48,237</u>

Lease liability pertains to two lease arrangements for rental premises, with lease terms ranging from 2 to 5 years. These liabilities have been recognized using a discount rate based on the prevailing annual KIBOR rate plus 1.00%.

<b>23 INSURANCE / RE-INSURANCE PAYABLES</b>	<b>Note</b>	2025	2024
		.....(Rupees in '000).....	
Due to insurance contract holders		68,591	68,285
Due to other insurers / re-insurers	23.1	6,033,774	4,203,578
		<u>6,102,365</u>	<u>4,271,863</u>

**23.1** This includes Rs. 122,393 thousands (December 31, 2024: Rs. 79,428 thousands) payable to a related party.

<b>24 OTHER CREDITORS AND ACCRUALS</b>	<b>Note</b>	2025	2024
		.....(Rupees in '000).....	
Agent commission payable		488,091	454,233
Federal excise duty / sales tax		246,514	183,558
Federal insurance fee		27,272	9,448
Sindh Workers' Welfare Fund	24.1	504,664	372,798
Tax deducted at source		34,314	5,760
Accrued expenses	24.2	467,517	314,315
Claims payable - stale cheques		136,007	138,127
Payable against sale of investments - net		41,807	-
Unpaid and unclaimed dividend		201,057	215,197
Others		101,195	59,260
		<u>2,248,438</u>	<u>1,752,696</u>

**24.1 Sindh Workers' Welfare Fund**

Balance as at 01 January		372,798	395,358
Provision for the year		131,866	104,992
Payment for the year	24.1.1	-	(127,552)
Balance as at 31 December	24.1.2	<u>504,664</u>	<u>372,798</u>

**24.1.1** This represents payment made to Nazir High Court of Sindh in 2024 pursuant to a stay order issued by the Sindh High Court.

**24.1.2** During the year, Sindh High Court in its order dated 21 January 2025 disposed off all petitions challenging the applicability of the Sindh v. Federal WWF law with the directions that the Federal Law would be applicable. The Sindh Revenue Board being aggrieved of this decision has filed an appeal which was earlier filed with the Supreme Court and has now been transferred to the Federal Constitutional Court.

**24.2** This includes Rs. 44,607 thousands (December 31, 2024: Nil) represents ancillary cost accrued for a computer software.

25	DEPOSITS AND OTHER PAYABLES	Note	2025	2024
			.....(Rupees in '000).....	
	Advance rent	25.1	72,350	67,608
	Security deposits against bond insurance	25.2	3,103,336	1,916,121
	Other deposits		7,593	7,590
			<b>3,183,279</b>	<b>1,991,319</b>

**25.1** This includes an advance rent from a related party amounting to Rs. 63,857 thousands (December 31, 2024: Rs. 25,272 thousands).

**25.2** This represents margin deposit on account of performance and other bond policies issued by the Company.

26	TAXATION - PROVISION LESS PAYMENTS	2025	2024
		.....(Rupees in '000).....	
	Provision for taxation	12,816,756	10,252,345
	Less: advance tax including tax deducted at source	(12,125,938)	(9,711,401)
		<b>690,818</b>	<b>540,944</b>

**26.1** In prior years, the Taxation Officer had passed an assessment order in respect of tax year 2004 consequent to finalisation of tax audit proceedings wherein the disallowances were made on account of bad debts written off, amortisation of negative goodwill and allocation of expenses against dividend income. Further, the claim of tax credits had also not been allowed in full. The Company filed an appeal before the CIRA who maintained the order passed by the Taxation Officer except disallowance of expenses made by allocating the same against dividend income. Consequently, this resulted in an aggregate tax liability of Rs. 47,426 thousands. The ATIR also maintained the order of CIRA. The Company has filed appeal in the Sindh High Court against the said disallowances. The management is confident of a favourable outcome of the petition.

**26.2** In prior years, the Taxation Officer passed an assessment order in respect of tax year 2008 consequent to finalisation of tax audit proceedings in which disallowances were made mainly on account of reserve for unexpired risks and allocation of expenses. The Company had filed an appeal before the CIRA who had maintained the order passed by the Taxation Officer. The Company filed an appeal to the ATIR and the ATIR had issued an order in which the main disallowances of unexpired risks and allocation of expenses made by the Taxation Officer are deleted by the ATIR. An appeal effect has been passed by the Deputy Commissioner Inland Revenue (DCIR) in favour of the Company. After the order of the ATIR a Refund of Rs. 83,396 thousands was available which has been fully adjusted against tax liability of tax year 2009, 2010 and advance tax liability for tax year 2012. The tax department has filed an appeal in the Sindh High Court against the deletion of disallowances of unexpired risk made by ATIR. During the year the Sindh High Court has dismissed the appeal file by the Tax department.

**26.3** In prior years, the Taxation Officer had passed an assessment order in respect of tax year 2009 consequent to finalisation of tax audit proceedings in which disallowances were made on account of bad debts, amortisation of premium, loss on disposal of assets and impairment in the value of investments. This resulted in an aggregate tax liability of Rs. 47,748 thousands, after adjustment of brought forward loss, which has already been accounted for in prior years. Subsequently, adjustment of minimum tax paid in earlier years was adjusted under section 113(2) amounting to Rs. 5,903 thousands. After the adjustment, tax payable was reduced to Rs. 41,845 thousands. The Company filed an appeal before the CIRA who maintained the disallowances made by the Taxation Officer. Thereafter, the Company filed an appeal before ATIR who decided the appeal in favour of the Company and deleted all disallowances made by the Taxation Officer. The appeal effect order is pending. However, the tax department has filed an appeal in the Sindh High Court against the deletion of the disallowances made by ATIR. The management is confident of a favourable outcome of the petition.

- 26.4** In prior years, the Additional Commissioner Inland Revenue (ACIR) had amended the orders under Section 122(5A) of the Income Tax Ordinance, 2001 for the tax year 2010 on the premise that dividend and rental income is taxable at corporate tax rate instead of reduced rates on account of one basket income concept of the Fourth Schedule of the Income Tax Ordinance, 2001. The ACIR in his order had created tax demand of Rs. 150,000 thousand. The Company had filed an appeal before the CIRA and the CIRA had confirmed the additional tax demand created by ACIR in his orders. Subsequently, the Company had filed appeal with ATIR for the tax year 2010. The ATIR decided the appeal and accordingly, CIRA had issued the appellate order in favour of the Company. Appeal effect for tax year 2010 given by ACIR with a tax liability of Rs. 324 thousands for the tax year 2010 has been issued. The tax department has filed an appeal in the Sindh High Court against the decision of ATIR which is pending adjudication.
- 26.5** In prior years, the ACIR had passed assessment orders under Section 122(5A) of the Income Tax Ordinance, 2001 for the years 2011, 2012 and 2013 on the premise that dividend and rental income is taxable at corporate tax rate instead of reduced rates on account of one basket income concept of Fourth Schedule of the Income Tax Ordinance, 2001. In addition, the ACIR had also disallowed bad debts expenses for these respective tax years. The ACIR in his orders had created tax demand of Rs. 49,175 thousands, Rs. 82,222 thousands and Rs. 51,657 thousands for the tax years 2011, 2012 and 2013 respectively. The Company filed appeals before the CIRA for all the three tax years. Appeals filed by the Company before CIRA were decided in favour of the Company. The ACIR filed appeals against the orders of CIRA before the ATIR. During the year, the ATIR has decided the appeal for the tax year 2012 in favour of the Company, however the remaining are pending adjudication. Based on the opinion of the tax advisor, the management is confident of a favourable outcome of the appeals for the tax years 2011 and 2013.
- 26.6** In prior years, the ACIR passed an assessment order under section 122(5A) of the Income Tax Ordinance, 2001, for the tax year 2014, mainly on the premise that dividend income is taxable at corporate tax rate instead of reduced rates on account of one basket income concept of the Fourth Schedule of the Income Tax Ordinance, 2001. The ACIR in his order created a demand of Rs. 50,133 thousands. The Company filed an appeal before the CIRA against the order of the ACIR which was decided in favour of the Company. The Commissioner Inland Revenue (CIR) has filed an appeal with the ATIR against the order of CIRA which is pending adjudication, the management is confident of a favourable outcome of the appeal for the tax year 2014.
- 26.7** In prior years, the ACIR passed assessment orders under section 122(5A) for the tax years 2015 and 2016, mainly on the premise that dividend income is taxable at corporate tax rate instead of reduced rate on account of one basket income concept of Fourth Schedule of the Income Tax Ordinance, 2001. The ACIR also disallowed bad debts in both the tax years and made a disallowance of unpaid commission in the tax year 2016. The ACIR created tax demand of Rs. 76,406 thousands and Rs. 106,965 thousands for the assessment years 2015 and 2016, respectively. The Company filed appeals before the CIRA against the orders of the ACIR in both the years where CIRA decided both appeals in favour of the Company on the issue of dividend income. However, CIRA confirmed the disallowance made by ACIR for bad debts and unpaid commission. The ACIR filed appeals with ATIR on the issue of dividend income which is pending adjudication. The Company has also filed appeals with ATIR against disallowances confirmed by CIRA in both the years 2015 and 2016. During the year the ATIR has decided the appeal for the tax year 2016 in favour of the Company, however, appeal for the tax year 2015 is pending adjudication. Based on the opinion of the tax advisor, the management is confident of a favourable outcome of the pending appeals before the ATIR.
- 26.8** In prior years, the ACIR passed an order under section 122(5) for the tax year 2017 and made certain disallowances mainly on account of WWF, capital gain, property related expenses and unpaid commission thereby creating a demand of Rs. 25,474 thousands. Subsequently, the Company filed an appeal with the CIRA who in its appellate order deleted the addition made by the ACIR on account of commission payable. During the year ended December 31, 2019, the CIRA confirmed the addition / disallowance made by the ACIR on account of capital gain and property related expenses. The Company filed an appeal before the ATIR against the order issued by the CIRA. The tax department also filed an appeal with ATIR against the order of the CIRA on the issue of commission payable which was decided in favour of the Company by the CIRA. Both the appeals are pending adjudication, the management is confident of favourable outcome of both the appeals.

- 26.9** In prior years, the ACIR passed an order under section 122(5A) for tax year 2018 and made certain disallowances / additions mainly on account of property related expenses, commission payable and super tax, thereby creating a demand of Rs. 11,408 thousands. Subsequently, the Company filed an appeal with the CIRA. The CIRA issued the appellate order by deleting the addition made by the ACIR on account commission payable. However, the CIRA confirmed the disallowance / addition made by the ACIR on account of property related expenses and super tax. The Company filed an appeal before the ATIR against the order issued by the CIRA. The tax department also filed an appeal with ATIR against the order issued by CIRA on the issue of commission payable which was decided in favour of the Company. Both the appeals are pending adjudication, the management is confident of favourable outcome of both the appeals.
- 26.10** In prior years, the ACIR passed an order under section 122(5A) for tax year 2019 and made certain disallowances / additions mainly on account of property related expenses, commission payable, claims payable and super tax, thereby creating a demand of Rs. 22,858 thousands. Subsequently, the Company filed an appeal against these disallowances with the CIRA which is pending adjudication, the management is confident of a favourable outcome of the appeal.
- 26.11** In prior years, the DCIR passed an order under section 122(4)/122(5) for the tax year 2017 and made certain disallowances / additions mainly on account deductions not allowed under section 21 of the Income Tax Ordinance, 2001, bad debts written off and super tax, thereby creating a demand of Rs. 20,523 thousands. The Company has filed an appeal against these disallowances / additions which is pending adjudication, the management is confident of favourable outcome of the appeal.
- 26.12** Sindh Revenue Board has passed orders under section 23(1) of the Sindh Sales Tax On Services Act 2011 creating a demand of Rs. 1,197,631 thousands for the period from January 2014 to December 2015. The impugned demand has been created on account of non levy of sales tax on reinsurance services acquired from foreign reinsurance companies. The Company has challenged the order before Commissioner (Appeals) Sindh Revenue Board. However, In January 2025, the Sindh High Court has decided the case in favour of department. During the year, the Company filed an appeal in the Supreme Court of Pakistan, together with other insurance companies, challenging the decision of the Sindh High Court concerning the levy of sales tax on reinsurance services obtained from foreign reinsurance companies which is pending adjudication. The management is confident of favourable outcome of the appeal.
- 26.13** Sindh Revenue Board (SRB) vide notification no. SRB 3-4/5/2019 dated May 8, 2019, extended the exemption on health insurance till June 30, 2019, which was subsequently revoked and health insurance was made taxable from July 1, 2019.

With effect from November 1, 2018, the Punjab Revenue Authority (PRA) withdrew the exemption relating to chargeability of sales tax on health insurance and made them a subject of sales tax chargeability under the Punjab Sales tax (PST).

The Company collectively through the forum of Insurance Association of Pakistan ("IAP") filed a constitutional petition against Punjab Revenue Authority (PRA) in the Lahore High Court (LHC) on September 28, 2019, and Sindh Revenue Board (SRB) in the Sindh High Court (SHC) on November 28, 2019 respectively on the following main contentions:

- Substantiating the Company's view that insurance is not a service but in fact, in sum and substance, a contingent contract under which payment is made on the occurrence of the event, specified in the term of contract or policy, and is thus a financial arrangement. Superior courts in foreign jurisdictions have also upheld that insurance is not a service.
- A question of constitutionality arose on the levy of provincial sales tax on health insurance, which in their view, was a federal subject, since the Federation has retained a legislative mandate over all laws relating to insurance under Entry 29 of the Federal Legislative List, therefore, only the Federation is entitled to levy any tax in relation to insurance business; and
- If the entire Gross Written Premium (GWP) was subjected to the provincial sales tax, this was akin to a direct tax on the policyholders, in the nature of income tax, wealth tax or capital value tax, all of which fall exclusively within the domain of Federal Legislature.

During the year, the SHC has revoked the stay relating to the recovery of the sales tax granted in the year 2021, however the matter under both connotational petitions in the SHC and in the LHC are pending adjudication.

Based on the opinion of the Company's legal advisors on the matter of Sales Tax on health insurance, the Company's has neither billed its customers nor recognized the liability for Punjab Sales Tax (PST) and Sindh Sales Tax (SST), amounting to Rs. 1,184,703 thousand (December 31, 2024: Rs. 781,741 thousand), as management remains confident of a favorable outcome in the case."

**26.14** The Company's associates has the tax matter which is disclosed in their Financial Statement. The provisions of the Tax Code of the Kyrgyz Republic determine the composition of taxable annual income, which should comprise the payment of insurance recoveries to individuals under insurance contracts initially acquired by a legal entity and/or individual entrepreneur, as well as the associate's liabilities to act as a tax agent when paying income to an individual, may result in the accrual of income tax liabilities arising mostly under group medical insurance contracts, as well as motor third party liability policies both voluntary and compulsory. At the same time, the tax limitation period is six years.

As of December 31, 2025, the Associate estimated the potential amount of tax debt, including penalties and fines, amounting to about Rs. 50,187 thousand (2024: Rs. 42,225 thousand) in total out of which 19.5% is the company's share, however, believing that it is unlikely that the liability to pay the specified debt will arise at the reporting date, the Associate did not recognize a liability in the current financial statements.

## **27 CONTINGENCIES AND COMMITMENTS**

There are no contingencies and commitments except for tax matters which are disclosed in note 26 to these financial statements.

<b>28 NET INSURANCE PREMIUM</b>	<b>2025</b>	<b>2024</b>
	.....(Rupees in '000).....	
Written gross premium	<b>22,651,256</b>	20,386,905
Add: Unearned premium reserve opening	<b>7,567,216</b>	6,280,858
Less: Unearned premium reserve closing	<b>9,725,873</b>	7,567,216
Premium earned	<b>20,492,599</b>	19,100,547
Less: Reinsurance premium ceded	<b>14,062,063</b>	12,468,089
Add: Prepaid reinsurance premium opening	<b>4,517,265</b>	3,809,100
Less: Prepaid reinsurance premium closing	<b>6,501,658</b>	4,517,265
Reinsurance expense	<b>12,077,670</b>	11,759,924
	<b>8,414,929</b>	7,340,623

## **29 NET INSURANCE CLAIMS**

Claims paid	<b>7,185,264</b>	4,720,460
Add: Outstanding claims including IBNR closing	<b>14,313,043</b>	12,437,345
Less: Outstanding claims including IBNR opening	<b>12,437,345</b>	7,770,577
Claims expense	<b>9,060,962</b>	9,387,228
Less: Reinsurance and other recoveries received	<b>2,574,956</b>	1,122,988
Add: Reinsurance and other recoveries against outstanding claims opening	<b>10,333,584</b>	5,796,503
Less: Reinsurance and other recoveries against outstanding claims closing	<b>11,814,726</b>	10,333,584
Reinsurance and other recoveries revenue	<b>4,056,098</b>	5,660,069
	<b>5,004,864</b>	3,727,159

### **29.1 Claims development**

The Company maintains adequate reserves in respect of its insurance business in order to protect against adverse future claims experience and developments. The uncertainties about the amount and timing of claim payments are normally resolved within one year. The following table shows the development of the claims over a period of time. All amounts are presented in gross numbers before reinsurance.

Accident year	2020 & prior	2021	2022	2023	2024	2025 (including IBNR)	Total
..... (Rupees in '000) .....							
Gross estimate of ultimate claims cost:							
- At end of accident year	4,189,083	4,398,257	6,941,358	5,309,433	10,601,960	<b>10,970,185</b>	
- One year later	3,774,382	4,277,786	7,254,251	4,828,878	9,736,876	-	
- Two years later	3,276,544	4,180,913	6,789,448	4,667,402	-	-	
- Three years later	3,201,118	4,084,144	6,140,121	-	-	-	
- Four years later	3,065,067	3,999,468	-	-	-	-	
- Five years later	3,048,320	-	-	-	-	-	
Current estimate of cumulative claims	3,048,320	3,999,468	6,140,121	4,667,402	9,736,876	<b>10,970,185</b>	38,562,372
Cumulative payments to date	(1,232,115)	(3,596,922)	(5,649,827)	(4,137,199)	(5,088,285)	<b>(4,544,981)</b>	(24,249,329)
Liability recognised in the statement of financial position	1,816,205	402,546	490,294	530,203	4,648,591	<b>6,425,204</b>	14,313,043

**29.2** The provision for IBNR on the basis of actuarial valuation carried out as at December 31, 2025 amounted to Rs. 174,286 thousands (2024: Rs. 109,624 thousands).

	2025	2024
.....(Rupees in '000).....		
<b>30 NET COMMISSION EXPENSE / OTHER ACQUISITION COST</b>		
Commission paid or payable	<b>1,078,684</b>	1,084,520
Add: Deferred commission expense / other acquisition cost opening	<b>381,406</b>	242,235
Less: Deferred commission expense / other acquisition cost closing	<b>361,966</b>	381,406
Commission Expense	<b>1,098,124</b>	945,349
Less: Commission received or recoverable	<b>505,692</b>	516,975
Add: Unearned reinsurance commission opening	<b>117,593</b>	150,765
Less: Unearned reinsurance commission closing	<b>177,933</b>	117,593
Commission from reinsurers	<b>445,352</b>	550,147
	<b>652,772</b>	395,202

		2025	2024
.....(Rupees in '000).....			
<b>31 MANAGEMENT EXPENSES</b>			
	<b>Note</b>		
Employees benefit cost	31.1	<b>1,903,308</b>	1,760,092
Travelling expenses		<b>29,902</b>	35,432
Advertisement and sales promotion		<b>77,846</b>	56,411
Printing and stationery		<b>15,739</b>	26,646
Depreciation	31.2	<b>66,373</b>	55,026
Amortisation	31.3	<b>29,302</b>	17,436
Rent, rates and taxes		<b>27,071</b>	20,836
Legal and professional charges - business related		<b>39,109</b>	34,103
Electricity, gas and water		<b>18,241</b>	27,967
Entertainment		<b>21,309</b>	18,491
Vehicle running expenses		<b>7,156</b>	5,911
Office repairs and maintenance		<b>23,252</b>	13,384
Bank charges		<b>4,682</b>	5,714
Postage, telegrams and telephone		<b>24,194</b>	16,367
Annual supervision fee to the SECP		<b>24,675</b>	18,762
IT related expenses		<b>179,213</b>	161,596
Directors' fee and expenses		<b>10,959</b>	8,893
Statutory levies		<b>2,246</b>	2,494
Inspection fee		<b>9,046</b>	9,282
Insurance expense		<b>25,130</b>	16,951
Other expenses		<b>101,096</b>	85,841
	31.4 & 31.5	<b>2,639,849</b>	2,397,635

<b>31.1 Employee benefit cost</b>	<b>Note</b>	<b>2025</b> .....(Rupees in '000).....	<b>2024</b>
Salaries, allowance and other benefits		<b>1,822,410</b>	1,686,437
Charges for post employment benefits	31.1.1	<b>80,898</b>	73,655
		<b>1,903,308</b>	<b>1,760,092</b>
<b>31.1.1</b>	This represents Rs. 43,069 thousands (2024: Rs. 39,286 thousands) being contribution for employee provident fund and Rs. 37,829 thousands (2024: Rs. 34,369 thousands) in respect of defined benefit plan - employee gratuity.		
<b>31.2 Depreciation</b>	<b>Note</b>	<b>2025</b> .....(Rupees in '000).....	<b>2024</b>
Depreciation charged during the year	6	<b>73,887</b>	61,255
Less: depreciation allocated to Window Takaful Operations		<b>(7,514)</b>	(6,229)
		<b>66,373</b>	<b>55,026</b>
<b>31.3 Amortisation</b>			
Amortisation charged during the year	7	<b>32,620</b>	19,410
Less: amortisation allocated to Window Takaful Operations		<b>(3,317)</b>	(1,974)
		<b>29,303</b>	<b>17,436</b>
<b>31.4</b>	This includes costs amounting to Rs. 95,392 thousands (2024: Rs. 65,040 thousands) in respect of accident and health business Common Back Office operations jointly shared with Jubilee Life Insurance Company Limited, a related party.		
<b>31.5</b>	These are net of costs amounting to Rs. 298,867 thousands (2024: Rs. 271,487 thousands) with respect to the allocation of expenses to Window Takaful Operations in accordance with the exercise carried out by the management.		
<b>32 NET INVESTMENT INCOME</b>	<b>Note</b>	<b>2025</b> .....(Rupees in '000).....	<b>2024</b>
<b>Income from equity securities</b>			
<b>Available-for-sale</b>			
Dividend income			
- related parties		<b>174,213</b>	157,409
- others		<b>640,859</b>	547,784
		<b>815,072</b>	705,193
<b>At fair value through profit or loss</b>			
Dividend income			
- others		<b>24,096</b>	24,001
		<b>839,168</b>	729,194
<b>Income from debt securities</b>			
<b>Held-to-maturity</b>			
- return on government securities		-	240
- amortisation of (premium) / discount		-	(47)
		-	193
<b>Available-for-sale</b>			
- return on government securities		<b>1,795,369</b>	2,007,131
- amortisation of premium		<b>320,205</b>	308,733
		<b>2,115,574</b>	2,315,864
		<b>2,115,574</b>	<b>2,316,057</b>

	2025	2024
Note	.....(Rupees in '000).....	
Income from term deposits		
- return on term deposits	32.1	16,376
		19,267
<b>Net realised gains / (losses) on investments</b>		
<b>Available-for-sale</b>		
Realised gains on		
- Equity securities	3,063,088	732,975
- Debt securities	-	6,030
<b>Realised loss on</b>		
- Equity securities	(89,045)	(57,679)
- Debt securities	-	(364)
	2,974,043	680,962
<b>At fair value through profit or loss</b>		
- gain on sale of equity securities	263,238	399,709
- loss on sale of equity securities	(41,498)	(18,714)
	221,740	380,995
<b>Net unrealised (loss) / gain on investments</b>		
classified as at fair value through profit and loss account	(13,028)	3,276
<b>Total investment income</b>	6,153,872	4,129,751
<b>Less: Investment related expenses</b>	(66,752)	(46,607)
	6,087,120	4,083,144

**32.1** This includes Rs. 6,047 thousands (2024: Rs. 8,354 thousands) in respect of return on term deposits from a related party.

	2025	2024
	.....(Rupees in '000).....	
<b>33 RENTAL INCOME</b>		
Rental income	167,703	165,843
Less: expenses related to investment properties	(94,211)	(85,028)
	73,492	80,815

**33.1** The Company as a lessor has entered into operating leases on its investment properties portfolio consisting of office premises. Future minimum rentals due under non-cancellable (3 months period) operating leases as at December 31, 2025 fall within one year amounting to Rs 42,582 thousands (2024: Rs 39,658 thousands).

	2025	2024
Note	.....(Rupees in '000).....	
<b>34 OTHER INCOME</b>		
Return on bank balances	34.1	201,855
Gain on sale of fixed assets		620,820
Return on loans to employees		932
Exchange gain / (loss)		225
Others		21
		33
		417
		(138)
		6,995
		8,150
		210,220
		629,090

**34.1** This includes Rs. 88,108 thousands (December 31, 2024: Rs. 308,851 thousands) in respect of return on bank balances from a related party.

<b>35 OTHER EXPENSES</b>	<b>Note</b>	<b>2025</b> .....(Rupees in '000).....	<b>2024</b>
Legal and professional fee other than business related		<b>12,403</b>	18,240
Auditors' remuneration	35.1	<b>5,572</b>	5,256
Subscription		<b>2,480</b>	1,648
Donations	35.2 & 35.3	<b>46,302</b>	49,042
Sindh Workers' Welfare Fund		<b>131,866</b>	104,992
Write-off against advance to supplier		<b>127,678</b>	-
Write-off of intangible assets		<b>77,715</b>	-
Others		<b>196,055</b>	97,211
		<b>600,071</b>	276,389
<b>35.1 Auditors' remuneration</b>			
Audit fee		<b>2,520</b>	2,400
Interim review fee		<b>525</b>	500
Special certifications and sundry advisory services		<b>1,365</b>	1,300
Out-of-pocket expenses including government levy		<b>1,162</b>	1,056
		<b>5,572</b>	5,256
<b>35.2 Details of donations</b>			
	<b>Note</b>	<b>2025</b> .....(Rupees in '000).....	<b>2024</b>
<b>Donations individually exceeding the higher of 10% of total donations or Rs 1 million</b>			
Aga Khan Cultural Services, Pakistan		<b>3,500</b>	3,500
The Aga Khan University		<b>10,000</b>	-
Aga Khan Universtiy - Institute of Educational Development		<b>-</b>	12,142
Aga Khan Agency for Habitat		<b>5,000</b>	-
Silver Jubilee Development Agency		<b>10,000</b>	-
Focus Humanitarian Assistant Pakistan		<b>-</b>	10,000
Orange Tree Foundation		<b>5,000</b>	10,000
Network of Organizations Working For People With Disabilities Pakistan		<b>-</b>	1,650
Patient Aid Foundation		<b>500</b>	1,500
Million Smiles Foundation		<b>-</b>	1,250
Indus Hospital & Health Network		<b>1,000</b>	1,000
Sindh Institute Of Urology & Transplantation		<b>2,000</b>	1,000
The Hunar Foundation		<b>1,000</b>	1,000
Society For Audiological And Development Ailments		<b>1,000</b>	1,000
BRB Charitable Hospital		<b>1,000</b>	-
Panjwani-Hisaar Water Institute		<b>-</b>	1,000
Servis Foundation		<b>2,500</b>	-
<b>Donations individually not exceeding the higher of 10% of total donations or Rs 1 million</b>		<b>3,802</b>	4,000
		<b>46,302</b>	49,042

**35.3** Donations made include the following in which a Director or spouse of a Director is interested.

Name and address of donee	Interested Director	Interest in donee	2025 .....(Rupees in '000).....	2024
Orange Tree Foundation	Riyaz Ali Towfiq Chinoy	Finance Secretary	5,000	-
Aga Khan Cultural Services, Pakistan 5th Floor, Jubilee Insurance House I.I. Chundrigar Road, Karachi	Akbarali Pesnani	Chairman	3,500	3,500
Network of Organisations Working for People with Disabilities Pakistan (NOWPDP) NOWPDP House Bungalow No. 83/1 N I Lines Saghir Hussain Shaheed Road Saddar, Karachi	Amin A. Hashwani	President	-	1,650
			<b>8,500</b>	<b>5,150</b>

**36 TAXATION - net**

	2025 .....(Rupees in '000).....	2024
Current tax		
- current year	2,633,754	2,394,131
- prior year	-	-
	<b>2,633,754</b>	<b>2,394,131</b>
Deferred tax		
- current year	(59,262)	(97,686)
- prior year	-	-
	<b>(59,262)</b>	<b>(97,686)</b>
	<b>2,574,492</b>	<b>2,296,445</b>

**36.1 Relationship between tax expense and accounting profit**

Profit before tax	6,593,572	5,818,263
Tax at the applicable rate of 29% (2024: 29%)	1,912,136	1,687,296
Super tax applicable rate of 10% (2024 : 10%)	659,357	581,826
Tax effect of permanent difference	(5,173)	1,260
Tax on Bonus share under reduced rate	-	40,207
Tax effect of others	8,172	(12,701)
	<b>2,574,492</b>	<b>2,297,888</b>

**37 EARNINGS PER SHARE - BASIC AND DILUTED**

Basic earnings per share are calculated by dividing the net profit for the period by the weighted average number of shares as at the period end as follows:

	2025 .....(Rupees in '000).....	2024
Profit after taxation	4,019,080	3,521,818
	-- (Number of shares in '000) --	
Weighted average number of shares of Rs. 10 each	198,491	198,491
	----- (Rupees) -----	
Earnings per share of Rs. 10 each - basic	<b>20.25</b>	<b>17.74</b>

**37.1** No figures for diluted earnings per share have been presented as the Company has not issued any instrument which would have an impact on earnings per share when exercised.

### 38 COMPENSATION OF DIRECTORS AND EXECUTIVES

	Chief Executive		Directors		Executives		Total	
	2025	2024	2025	2024	2025	2024	2025	2024
	.....(Rupees in '000).....							
Fees	-	-	12,200	9,900	-	-	12,200	9,900
Managerial remuneration	26,299	34,943	-	-	311,680	284,883	337,979	319,826
Leave encashment	2,012	3,334	-	-	17,954	17,576	19,966	20,910
Bonus	9,420	10,092	-	-	74,279	69,686	83,699	79,778
Charge for defined contribution plan	2,308	3,011	-	-	21,746	21,081	24,054	24,092
House rent	11,835	15,724	-	-	140,256	128,197	152,091	143,921
Utilities	2,630	3,494	-	-	30,450	28,260	33,080	31,754
Medical	140	1,381	-	-	7,512	6,450	7,652	7,831
Conveyance	2,800	4,473	-	-	126,324	101,932	129,124	106,405
Others	2,854	81,916	-	-	92,297	69,250	95,151	151,166
	<b>60,298</b>	<b>158,368</b>	<b>12,200</b>	<b>9,900</b>	<b>822,498</b>	<b>727,315</b>	<b>894,996</b>	<b>895,583</b>
Number of persons	1	1	8	9	104	100	113	110

**38.1** Executive means employees, other than the Chief Executive and directors, whose basic salary exceed twelve hundred thousand rupees in a financial year.

### 39 TRANSACTIONS WITH RELATED PARTIES

Related parties comprise of associated companies, companies under common control, companies with common directors, major shareholders, directors, key management personnel and employees' funds. All transactions involving related parties arising in the normal course of business are conducted at commercial terms and conditions.

The transactions and balances with related parties / associated companies, other than those which have been disclosed elsewhere in these financial statements, are as follows:

	2025	2024
	.....(Rupees in '000).....	
<b>Associated companies</b>		
Insurance premium written (including government levies, administrative surcharge and policy stamps)	2,884,112	2,408,811
Insurance premium received / adjusted during the year	3,031,381	2,597,774
Insurance claims paid	981,735	681,502
Purchases of goods and services	1,932	28,482
Investment in shares / mutual funds	1,272,521	1,307,600
Disinvestment in shares / mutual funds	1,116,621	254,608
Dividend income	180,749	157,409
Dividend paid	486,149	656,640
Rental income	128,922	142,521
Donation	13,500	17,572
<b>Directors and Key management personnel</b>		
Insurance premium written (including government levies, administrative surcharge and policy stamps)	1,270	1,628
Insurance premium received / adjusted during the year	1,201	1,223
Claims paid	-	35
Dividend paid	16,764	14,229
<b>Employees' funds</b>		
Contribution to provident fund	46,934	44,815
Provision for gratuity fund	68,945	38,260

40 SEGMENT INFORMATION

Following segment information prepared in accordance with the requirements of the Insurance Ordinance, 2000 and the Insurance Rules, 2017 for class wise revenues, results, assets and liabilities:

The class wise revenues and results are as follows:

2025							
Fire and property damage	Marine, aviation and transport	Motor	Liability	Accident and health	Miscellaneous	Total	
..... (Rupees in '000) .....							
Premium receivable (inclusive of federal excise duty / sales tax, federal insurance fee and administrative surcharge)	9,798,117	1,883,462	2,569,812	1,241,690	3,446,417	6,716,081	25,655,579
Less: federal excise duty / sales tax	1,301,032	203,358	339,429	150,803	-	614,465	2,609,087
federal insurance fee	80,459	15,062	22,014	10,800	34,113	60,516	222,964
others	1,238	159,491	7,223	80	1,021	3,219	172,272
Gross written premium (inclusive of administrative surcharge)	8,415,388	1,505,551	2,201,146	1,080,007	3,411,283	6,037,881	22,651,256
- Gross direct premium	8,404,348	1,475,219	2,160,276	1,079,188	3,411,283	6,028,238	22,558,552
- Facultative inward premium	-	-	-	-	-	-	-
- Administrative surcharge	11,038	30,332	40,870	820	-	9,644	92,704
	8,415,386	1,505,551	2,201,146	1,080,008	3,411,283	6,037,882	22,651,256
Insurance premium earned	8,547,779	1,900,610	2,158,081	993,479	2,953,173	3,939,476	20,492,599
Insurance premium ceded to re-insurers	7,258,697	636,020	99,717	954,251	-	3,128,985	12,077,670
<b>Net insurance premium</b>	<b>1,289,082</b>	<b>1,264,590</b>	<b>2,058,364</b>	<b>39,228</b>	<b>2,953,173</b>	<b>810,491</b>	<b>8,414,929</b>
Commission income from re-insurers	221,289	23,079	3,452	48,794	-	148,738	445,352
<b>Net underwriting income</b>	<b>1,510,371</b>	<b>1,287,669</b>	<b>2,061,816</b>	<b>88,022</b>	<b>2,953,173</b>	<b>959,229</b>	<b>8,860,281</b>
Insurance claims expense	4,444,673	846,718	1,006,454	68,583	2,331,529	363,005	9,060,962
Insurance claims recovered from re-insurers	3,376,290	402,736	96,875	67,983	-	112,214	4,056,098
Net insurance claims	1,068,383	443,982	909,579	600	2,331,529	250,791	5,004,864
Commission expense	451,615	244,837	150,411	10,164	115,756	125,341	1,098,124
Management expense	511,224	412,003	853,955	29,948	426,423	406,296	2,639,849
Net insurance claims and expenses	2,031,222	1,100,822	1,913,945	40,712	2,873,708	782,428	8,742,837
<b>Underwriting results</b>	<b>(520,851)</b>	<b>186,847</b>	<b>147,871</b>	<b>47,310</b>	<b>79,465</b>	<b>176,802</b>	<b>117,444</b>
Net investment income							6,087,120
Rental income							73,492
Other income							210,220
Other expenses							(600,071)
Share of profit of associates							65,836
Profit from Window Takaful Operations - Operator's Fund							639,531
<b>Profit before tax</b>							<b>6,593,572</b>

2024							
Fire and property damage	Marine, aviation and transport	Motor	Liability	Accident and health	Miscellaneous	Total	
..... (Rupees in '000) .....							
Premium receivable (inclusive of federal excise duty, federal insurance fee and administrative surcharge)	10,112,000	2,132,367	2,510,330	1,078,023	2,522,742	4,932,836	23,288,298
Less: federal excise duty / sales tax	1,289,159	230,518	317,598	132,514	-	629,573	2,599,362
federal insurance fee	90,754	17,842	21,712	9,359	24,978	42,614	207,259
Others	(4,649)	100,286	2,863	38	-	(3,766)	94,772
Gross written premium (inclusive of administrative surcharge)	8,736,736	1,783,721	2,168,157	936,112	2,497,764	4,264,415	20,386,905
- Gross direct premium	8,719,657	1,754,705	2,127,579	935,282	2,497,764	4,252,896	20,287,883
- Facultative inward premium	6,911	-	-	-	-	3,205	10,116
- Administrative surcharge	10,168	29,016	40,578	830	-	8,314	88,906
	8,736,736	1,783,721	2,168,157	936,112	2,497,764	4,264,415	20,386,905

	2024						
	Fire and property damage	Marine, aviation and transport	Motor	Liability	Accident and health	Miscellaneous	Total
	..... (Rupees in '000) .....						
Insurance premium earned	8,406,959	1,404,590	2,124,739	895,796	2,461,774	3,806,689	19,100,547
Insurance premium ceded to re-insurers	7,037,178	590,473	100,540	858,757	10,600	3,162,376	11,759,924
<b>Net Insurance premium</b>	<b>1,369,781</b>	<b>814,117</b>	<b>2,024,199</b>	<b>37,039</b>	<b>2,451,174</b>	<b>644,313</b>	<b>7,340,623</b>
Commission income from re-insurers	221,823	41,499	3,045	43,812	-	239,968	550,147
<b>Net underwriting income</b>	<b>1,591,604</b>	<b>855,616</b>	<b>2,027,244</b>	<b>80,851</b>	<b>2,451,174</b>	<b>884,281</b>	<b>7,890,770</b>
Insurance claims expense	1,194,262	372,406	911,169	294,583	1,949,032	4,665,776	9,387,228
Insurance claims recovered from re-insurers	831,762	30,832	34,364	293,706	-	4,469,405	5,660,069
Net insurance claims	362,500	341,574	876,805	877	1,949,032	196,371	3,727,159
Commission expense	416,297	140,505	147,871	11,259	98,135	131,282	945,349
Management expense	464,317	374,201	775,602	27,200	387,297	369,018	2,397,635
Net insurance claims and expenses	1,243,114	856,280	1,800,278	39,336	2,434,464	696,671	7,070,143
<b>Underwriting results</b>	<b>348,490</b>	<b>(664)</b>	<b>226,966</b>	<b>41,515</b>	<b>16,710</b>	<b>187,610</b>	<b>820,627</b>
Net investment income							4,083,144
Rental income							80,815
Other income							629,090
Other expenses							(276,389)
Share of profit of associates							20,875
Profit from Window Takaful Operations - Operator's Fund							460,101
<b>Profit before tax</b>							<b>5,818,263</b>

The class wise assets and liabilities are as follows:

	AS AT DECEMBER 31, 2025						
	Fire and property damage	Marine, aviation and transport	Motor	Liability	Accident and health	Miscellaneous	Total
	..... (Rupees in '000) .....						
<b>Segment assets</b>	8,634,283	810,916	609,321	2,153,632	629,581	9,843,387	22,681,121
Unallocated corporate assets							38,442,687
<b>Segment assets of Window Takaful</b>	<b>442,040</b>	<b>190,965</b>	<b>544,318</b>	<b>-</b>	<b>803,941</b>	<b>60,644</b>	<b>2,041,908</b>
Unallocated assets of Window Takaful							2,212,664
<b>Consolidated total assets</b>	<b>9,076,323</b>	<b>1,001,881</b>	<b>1,153,639</b>	<b>2,153,632</b>	<b>1,433,522</b>	<b>9,904,031</b>	<b>65,378,379</b>
<b>Segment liabilities</b>	12,487,238	1,987,291	2,068,450	2,458,917	2,966,371	11,691,743	33,660,010
Unallocated corporate liabilities							5,731,552
<b>Segment liabilities of Window Takaful</b>	<b>548,960</b>	<b>282,908</b>	<b>874,084</b>	<b>-</b>	<b>1,348,665</b>	<b>119,403</b>	<b>3,174,020</b>
Unallocated liabilities of Window Takaful							547,131
<b>Consolidated total liabilities</b>	<b>13,036,198</b>	<b>2,270,199</b>	<b>2,942,534</b>	<b>2,458,917</b>	<b>4,315,036</b>	<b>11,811,146</b>	<b>43,112,713</b>
Depreciation and amortisation (including allocation to Window Takaful Operations)	16,141	15,824	26,118	500	37,605	10,320	106,507
Unallocated capital expenditure	-	-	-	-	-	-	140,968

As At December 31, 2024							
Fire and property damage	Marine, aviation and transport	Motor	Liability	Accident and health	Miscellaneous	Total	
..... (Rupees in '000) .....							
Segment assets	5,460,370	562,511	347,094	2,104,015	297,883	8,536,058	17,307,931
Unallocated corporate assets							31,978,144
Segment assets of Window Takaful	589,630	82,093	373,085	-	436,401	48,092	1,529,301
Unallocated assets of Window Takaful							2,427,804
Consolidated total assets	<u>6,050,000</u>	<u>644,604</u>	<u>720,179</u>	<u>2,104,015</u>	<u>734,284</u>	<u>8,584,150</u>	<u>53,243,180</u>
Segment liabilities	8,560,188	1,734,065	1,805,904	2,348,714	1,866,063	10,209,180	26,524,114
Unallocated corporate liabilities							4,420,860
Segment liabilities of Window Takaful	777,503	257,632	786,258	-	935,356	116,358	2,873,107
Unallocated liabilities of Window Takaful							616,950
Consolidated total liabilities	<u>9,337,691</u>	<u>1,991,697</u>	<u>2,592,162</u>	<u>2,348,714</u>	<u>2,801,419</u>	<u>10,325,538</u>	<u>34,435,031</u>
Depreciation and amortisation (including allocation to Window Takaful Operations)	<u>15,052</u>	<u>8,946</u>	<u>22,244</u>	<u>407</u>	<u>26,936</u>	<u>7,080</u>	<u>80,666</u>
Unallocated capital expenditure	-	-	-	-	-	-	129,117

#### 41 MOVEMENT IN INVESTMENTS

	Held to maturity	Available-for-sale	At fair value through profit or loss	Total
..... (Rupees in '000) .....				
<b>As at January 1, 2024</b>	310,929	18,778,445	512,580	19,601,954
Additions	868,659	20,684,349	5,844,952	27,397,960
Disposals (sales and redemptions)	(954,830)	(18,068,086)	(6,245,979)	(25,268,895)
Fair value net loss (excluding net realised gains)	-	4,792,833	3,275	4,796,110
Interest income	-	1,233,966	-	1,233,966
Amortisation of (premium) / discount	(47)	308,733	-	308,686
Impairment losses	-	-	-	-
<b>As at December 31, 2024</b>	<u>224,711</u>	<u>27,730,240</u>	<u>114,828</u>	<u>28,069,781</u>
Additions	<b>1,092,784</b>	<b>26,016,900</b>	<b>8,584,032</b>	<b>35,693,716</b>
Disposals (sales and redemptions)	<b>(917,523)</b>	<b>(22,846,257)</b>	<b>(8,052,901)</b>	<b>(31,816,681)</b>
Fair value net gain / (loss) (excluding net realised gains)	<b>1,066</b>	<b>876,844</b>	<b>(13,028)</b>	<b>864,882</b>
Interest income	-	<b>615,711</b>	-	<b>615,711</b>
Amortisation of (premium) / discount	-	<b>320,205</b>	-	<b>320,205</b>
Impairment losses	-	-	-	-
<b>As at December 31, 2025</b>	<u><b>401,038</b></u>	<u><b>32,713,643</b></u>	<u><b>632,931</b></u>	<u><b>33,747,614</b></u>

#### 42 MANAGEMENT OF INSURANCE RISK AND FINANCIAL RISK

##### 42.1 Insurance risk

The risk under any insurance contract is the possibility that the insured event occurs and the uncertainty in the amount of compensation to the insured. Generally, most insurance contracts carry the insurance risk for a period of one year (refer note 3.4).

The Company accepts insurance through issuance of general insurance contracts. For these general insurance contracts the most significant risks arise from fire, atmospheric disturbance, earthquake, terrorist activities and other catastrophes. For health insurance contracts, significant risks arise from epidemics.

The Company's risk exposure is mitigated by employing a comprehensive framework to identify, assess, manage and monitor risk. This framework includes implementation of underwriting strategies which aim to ensure that the underwritten risks are well diversified in terms of type and amount of the risk. Adequate reinsurance is arranged to mitigate the effect of the potential loss to the Company from individual to large or catastrophic insured events. Further, the Company adopts strict claim review policies including active management and prompt pursuing of the claims, regular detailed review of claim handling procedures and frequent investigation of possible false claims to reduce the insurance risk.

#### 42.1.1 Frequency and severity of claims

Risk associated with general insurance contracts includes the reasonable possibility of significant loss as well as the frequent occurrence of the insured events. This has been managed by having in place underwriting strategy, reinsurance arrangements and proactive claim handling procedures.

##### Concentration of insurance risk

The Company monitors concentration of insurance risks primarily by class of business. The table below sets out the concentration of the claims and premium liabilities (in percentage terms) by class of business at the financial statement date:

	2025			
	Gross claim liabilities	Net claim liabilities	Gross premium liabilities	Net premium liabilities
	----- % -----			
<b>Class</b>				
Fire and property damage	37.60	40.89	31.79	19.78
Marine, aviation and transport	7.07	23.71	1.01	3.00
Motor	1.53	4.38	8.77	25.99
Liability	12.19	0.94	2.54	0.35
Accident and health	2.62	14.99	12.66	38.18
Miscellaneous	38.99	15.09	43.23	12.70
	<u>100.00</u>	<u>100.00</u>	<u>100.00</u>	<u>100.00</u>

	2024			
	Gross claim liabilities	Net claim liabilities	Gross premium liabilities	Net premium liabilities
	----- % -----			
<b>Class</b>				
Fire and property damage	19.64	28.09	42.61	22.64
Marine, aviation and transport	6.14	25.73	6.52	12.29
Motor	2.28	11.16	10.70	26.28
Liability	15.11	1.10	2.12	0.44
Accident and health	2.16	12.74	10.21	25.34
Miscellaneous	54.67	21.18	27.84	13.01
	<u>100.00</u>	<u>100.00</u>	<u>100.00</u>	<u>100.00</u>

The Company also monitors concentration of risk by evaluating multiple risks covered in the same geographical location. For fire and property risk, a particular building and neighbouring buildings which could be affected by a single claim incident, are considered as a single location. For earthquake risk, a complete city is classified as a single location.

For marine risks, complete underwriting details such as sums covered, mode of transport (air / inland transit), vessel identification, sailing dates, origin and destination of the shipments, per carry limits, accumulation of sum covered on a single voyage etc. are taken into consideration.

The Company evaluates the concentration of exposures to individual and cumulative insurance risks and establishes its reinsurance policy to reduce such exposures to levels acceptable to the Company.

The Company's class wise major risk exposure is as follows:

Class	Maximum gross risk exposure	
	2025	2024
	.....(Rupees in '000).....	
Fire and property damage	434,627,854	459,045,917
Marine, aviation and transport	6,458,976	7,786,359
Motor	161,597	152,009
Liability	49,856,573	9,201,907
Accident and health	9,065,572	8,753,605
Miscellaneous	103,766,074	5,560,000

The reinsurance arrangements against major risk exposure include excess of loss, surplus arrangements, stop loss and catastrophic coverage. The objective of having such arrangements is to mitigate adverse impacts of severe losses on the Company's net retentions. As the major reinsurance arrangements are on excess of loss basis, therefore the reinsurance coverage against the Company's risk exposures is not quantifiable.

**42.1.2 Uncertainty in the estimation of future claims payments**

Claims on general insurance contracts are payable on a claim occurrence basis. The Company is liable for all insured events that occur during the term of the insurance contract including the event reported after the expiry of the insurance contract term.

An estimated amount of the claim is recorded immediately on the intimation to the Company. The estimation of the amount is based on the management's judgment or preliminary assessment by the independent surveyor appointed for this purpose. The initial estimates include expected settlement cost of the claims. In estimating provision for IBNR, the Company follows the recommendation of an independent firm of actuaries (note 3.16).

There are several variable factors which affect the amount and timing of recognised claim liabilities. The Company takes all reasonable measures to mitigate the factors affecting the amount and timing of claim settlements. However, uncertainty prevails with estimated claim liabilities and it is likely that final settlement of these liabilities may be significantly different from initial recognised amount. Similarly, the provision for claims incurred but not reported is based on historic reporting pattern of the claims other than exceptional losses. Hence, actual amount of incurred but not reported claims may differ from the amount estimated.

The process for estimation of IBNR and its provisioning mechanism is detailed in key assumptions below.

**42.1.3 Key assumptions**

The principal assumption underlying the liability estimation of IBNR and premium deficiency reserve is that the Company's future claim development will follow similar historical pattern for occurrence and reporting. The management uses qualitative judgment to assess the extent to which past occurrence and reporting pattern will not apply in future. The judgment includes external factors e.g. treatment of one-off occurrence claims, changes in market factors, economic conditions, etc. The internal factors such as portfolio mix, policy conditions and claim handling procedures are further used in this regard.

Actuarial valuation is carried out for the determination of IBNR which is based on a range of standard actuarial claim projection techniques, based on empirical data and current assumptions that may include a margin for adverse deviation as required / allowed by the SECP via circular 9 of 2016.

IBNR is determined by using the "Chain Ladder Method" for all classes of business including out-patient claims of accident and health class. Alternative method is used for accident and health in-patient (IP) claims. The claims outstanding and claims paid till date are deducted from the ultimate claim payments for that particular year to derive an IBNR estimate for that year. IBNR triangles are made on a yearly basis for each class of business except for marine which is made on a quarterly basis. For accident and health IP business, IBNR has been set equal to monthly average of IP claims reported in preceding four months, including margins for adverse deviations. For accident and health micro insurance business, a loss ratio method has been used. The methods used, and the estimates made, are reviewed regularly.

The Company determines adequacy of liability of premium deficiency by carrying out analysis of its loss ratio of expired periods of the contracts. For this purpose average loss ratio of last three years inclusive of claim settlement cost but excluding major exceptional claims are taken into consideration to determine ultimate loss ratio to be applied on unearned premium. The liability of premium deficiency reserve in relation to accident and health insurance is calculated in accordance with the advice of the actuary (note 3.7).

The assumed net of reinsurance loss ratios for each class of business for estimation of premium deficiency reserves are as follows:

Class	Assumed net loss ratio	
	2025	2024
Fire and property damage	40%	35%
Marine, aviation and transport	35%	32%
Motor	44%	43%
Liability	3%	7%
Accident and health	80%	82%
Miscellaneous	29%	33%

#### 42.1.4 Sensitivity analysis

The insurance claim liabilities are sensitive to the incidence of insured events and severity / size of claims. The impact of variation in incidence of insured events on gross claim liabilities, net claim liabilities, profit before tax and equity is as follows:

Average claim costs	Change in assumption	Impact on gross claim liabilities	Impact on net claim liabilities	Impact on profit before tax	Impact on equity
..... (Rupees in '000) .....					
2025	+ 10%	9,060,962	500,486	490,673	299,310
2024	+ 10%	9,387,228	372,716	365,262	222,810

#### 42.1.5 Statement of age-wise breakup of unclaimed insurance benefits

Particulars	Total amount	Age-wise breakup				
		1 to 6 months	7 to 12 months	13 to 24 months	25 to 36 months	Beyond 36 months
..... (Rupees in '000) .....						
Claims not encased	136,007	-	1,299	18,942	20,674	95,093

#### 42.1.6 Reinsurance risk

Reinsurance ceded does not relieve the Company from its obligation towards policy holders and, as a result, the Company remains liable for the portion of outstanding claims covered through reinsurance to the extent that reinsurer fails to meet the obligation under the reinsurance agreements.

To minimize its exposure to significant losses from reinsurer insolvencies, the Company obtains reinsurance coverage from a number of reinsurers, who are dispersed over several geographical regions.

An analysis of all reinsurance assets recognised by the rating of the entity from which it is due is as follows:

	Amount due from other insurers / reinsurers	Reinsurance recoveries against outstanding claims	Other reinsurance assets	2025	2024
..... (Rupees in '000) .....					
<b>Rating</b>					
A or above including Pakistan Reinsurance Company Limited	30,303	11,709,019	159,821	11,899,143	10,361,266
BBB	-	4,249	1,116	5,365	49,687
Others	-	11,834	7,836	19,670	20,140
	<u>30,303</u>	<u>11,725,102</u>	<u>168,773</u>	<u>11,924,178</u>	<u>10,431,093</u>

## 42.2 Financial risk management objectives and policies

The Board of Directors of the Company has overall responsibility for the establishment and oversight of the Company's risk management framework. The Company has exposure to the following risks from its use of financial instruments:

- Market risk
- Liquidity risk
- Credit risk

The Board meets frequently throughout the year for developing and monitoring the Company's risk management policies. The Company's risk management policies are established to identify and analyse the risks faced by the Company, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities. The Company, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

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

### 42.2.1 Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprise of interest rate risk, foreign currency risk and other price risk. The Company manages the market risk exposures by following internal risk management policies.

#### 42.2.1.1 Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company invests in securities and has deposits that are subject to interest / mark-up rate risk. The Company limits interest / mark-up rate risk by monitoring changes in interest / mark-up rates in the currencies in which its cash and investments are denominated.

The information about the Company's exposure to interest rate risk based on contractual repricing or maturity dates whichever is earlier is as follows:

2025							
Effective rate % per annum	Interest / mark-up bearing financial instruments			Non-interest / mark-up bearing financial instruments			Total
	Maturity up to one year	Maturity after one year	Sub total	Maturity up to one year	Maturity after one year	Sub total	
(Rupees in '000)							
<b>Financial assets</b>							
<b>Investments</b>							
Equity securities	-	-	-	16,335,796	-	16,335,796	16,335,796
Debt securities	7.50 to 14.00	6,263,517	10,747,261	17,010,778	-	17,010,778	17,010,778
Term deposits	4.50 to 11.50	401,038	-	401,038	-	401,038	401,038
Loans and other receivables	6.00	2,594	2,594	571,560	-	571,560	574,154
Insurance / reinsurance receivables		-	-	4,002,771	-	4,002,771	4,002,771
Reinsurance recoveries against outstanding claims		-	-	11,725,102	-	11,725,102	11,725,102
Salvage recoveries accrued		-	-	89,624	-	89,624	89,624
Cash and bank	4.00 to 11.50	2,541,298	2,541,298	69,389	-	69,389	2,610,687
Total assets of Window Takaful Operations		1,152,575	293,504	1,446,079	2,116,528	2,116,528	3,562,606
		10,361,022	11,040,765	21,401,786	34,910,770	34,910,770	56,312,556
<b>Financial liabilities</b>							
Outstanding claims including IBNR		-	-	(14,313,043)	-	(14,313,043)	(14,313,043)
Insurance / reinsurance payables		-	-	(6,102,365)	-	(6,102,365)	(6,102,365)
Other creditors and accruals		-	-	(1,393,867)	-	(1,393,867)	(1,393,867)
Premium received in advance		-	-	(1,014,430)	-	(1,014,430)	(1,014,430)
Deposits and other payables		-	-	(3,110,929)	-	(3,110,929)	(3,110,929)
Total liabilities of Window Takaful Operations		-	-	(1,340,367)	-	(1,340,367)	(1,340,367)
		-	-	(27,275,001)	-	(27,275,001)	(27,275,001)
Interest risk sensitivity gap		10,361,022	11,040,765	21,401,786	7,635,769	7,635,769	29,037,555
Cumulative interest risk sensitivity gap				21,401,786			

2024 - Restated							
Effective rate % per annum	Interest / mark-up bearing financial instruments			Non-interest / mark-up bearing financial instruments			Total
	Maturity up to one year	Maturity after one year	Sub total	Maturity up to one year	Maturity after one year	Sub total	
(Rupees in '000)							
<b>Financial assets</b>							
<b>Investments</b>							
Equity securities		-	-	12,623,928	-	12,623,928	12,623,928
Debt securities	7.50 to 22.79	7,429,674	7,791,464	15,221,138	-	15,221,138	15,221,138
Term deposits	4.25 to 21.00	224,711	-	224,711	-	224,711	224,711
Loans and other receivables	6.00	611	611	457,426	-	457,426	458,037
Insurance / reinsurance receivables		-	-	2,075,677	-	2,075,677	2,075,677
Reinsurance recoveries against outstanding claims		-	-	10,310,208	-	10,310,208	10,310,208
Salvage recoveries accrued		-	-	23,377	-	23,377	23,377
Cash and bank	7.50 to 20.79	1,865,547	1,865,547	138,947	-	138,947	2,004,494
Total assets of Window Takaful Operations		1,136,382	-	1,136,382	2,256,904	2,256,904	3,393,286
		10,656,925	7,791,464	18,448,389	27,886,467	27,886,467	46,334,856
<b>Financial liabilities</b>							
Outstanding claims including IBNR		-	-	(12,437,345)	-	(12,437,345)	(12,437,345)
Insurance / reinsurance payables		-	-	(4,271,863)	-	(4,271,863)	(4,271,863)
Other creditors and accruals		-	-	(1,181,132)	-	(1,181,132)	(1,181,132)
Premium received in advance		-	-	(588,020)	-	(588,020)	(588,020)
Deposits and other payables		-	-	(1,923,711)	-	(1,923,711)	(1,923,711)
Total liabilities of Window Takaful Operations		-	-	(1,433,187)	-	(1,433,187)	(1,433,187)
		-	-	(21,835,258)	-	(21,835,258)	(21,835,258)
Interest risk sensitivity gap		10,656,925	7,791,464	18,448,389	6,051,209	6,051,209	24,499,598
Cumulative interest risk sensitivity gap				18,448,389			

**Cash flow sensitivity analysis for variable rate instruments**

The following table demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, to the Company's profit before tax and equity based upon closing balances and rates:

	Increase / (decrease) in basis points	Effect on profit before tax	Effect on equity
	..... (Rupees in '000) .....		
<b>December 31, 2025</b>	100 (100)	41,423 (41,423)	25,268 (25,268)
<b>December 31, 2024</b>	100 (100)	21,290 (21,290)	12,987 (12,987)

**Fair value sensitivity analysis for fixed rate instruments**

The Company does not account for fixed rate financial assets at fair value through profit and loss. Therefore, a change in interest rates at the reporting date would not affect the profit and loss account and equity of the Company.

**42.2.1.2 Foreign currency risk**

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company, at present, is significantly exposed to currency risk in respect of its investment in Jubilee Kyrgyzstan Insurance Company Limited (note 9) and term deposit receipts (note 12). As at December 31, 2025, if the Pakistani Rupee had strengthened / weakened by 10% against Kyrgyz Som and US Dollars with all other variables held constant, the impact on the total comprehensive income would have been lower / higher by an amount of Rs. 3,572 thousands (2024: Rs. 2,999 thousands) and Rs. 2,109 thousands (2024: Rs. 1,837 thousands) respectively.

**42.2.1.3 Other price risk**

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or foreign currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

The Company's listed securities are susceptible to market price risk arising from uncertainties about the future value of investment securities. The Company limits market risk by maintaining a diversified portfolio and by continuous monitoring of developments in equity market.

The following table summarises the Company's other price risk as at December 31, 2025 and 2024. It shows the effects of an estimated increase of 5% in the market prices as on those dates. A decrease of 5% in the fair values of the listed securities would affect it in a similar and opposite manner.

	Fair value		Price change	Effect on other comprehensive income	Effect on profit before tax
	Available- for-sale	At fair value through profit or loss			
	..... (Rupees in '000) .....			..... (Rupees in '000) .....	
<b>December 31, 2025</b>	15,691,300 (15,691,300)	632,933 (632,933)	+5% -5%	784,565 (784,565)	31,647 (31,647)
<b>December 31, 2024</b>	12,499,568 (12,499,568)	114,829 (114,829)	+5% -5%	624,978 (624,978)	5,741 (5,741)

## 42.2.2 Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due or can do so on terms that are materially disadvantageous. The Company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

The table below analyses the Company's financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date on an undiscounted cash flow basis.

	2025			Total
	Within one year	Over one year to five years	Over five years	
<b>Financial liabilities</b>	.....(Rupees in '000).....			
Outstanding claims including IBNR	14,313,043	-	-	14,313,043
Insurance / reinsurance payables	6,102,365	-	-	6,102,365
Other creditors and accruals	1,393,867	-	-	1,393,867
Premium received in advance	1,014,430	-	-	1,014,430
Deposits and other payables	3,110,929	-	-	3,110,929
Total liabilities of Window	1,340,367	-	-	1,340,367
Takaful Operations	27,275,001	-	-	27,275,001

	2024 - Restated			Total
	Within one year	Over one year to five years	Over five years	
<b>Financial liabilities</b>	.....(Rupees in '000).....			
Outstanding claims including IBNR	12,437,345	-	-	12,437,345
Insurance / reinsurance payables	4,271,863	-	-	4,271,863
Other creditors and accruals	1,181,132	-	-	1,181,132
Premium received in advance	588,020	-	-	588,020
Deposits and other payables	1,923,711	-	-	1,923,711
Total liabilities of Window	1,433,187	-	-	1,433,187
Takaful Operations	21,835,258	-	-	21,835,258

## 42.2.3 Credit risk

Credit risk is the risk, which arises with the possibility that one party to a financial instrument will fail to discharge its obligation and cause the other party to incur a financial loss. The Company attempts to control credit risk by monitoring credit exposures and undertaking transactions with a large number of counter parties in various industries and by continually assessing the credit worthiness of counter parties.

### 42.2.3.1 Concentration of credit risk and credit exposure of the financial instruments

Concentration of credit risk arises when a number of counter parties have similar type of business activities. As a result any change in economic, political or other conditions would affect their ability to meet contractual obligations in a similar manner. The Company manages concentration of credit risk through diversification of activities among individuals, groups and industry segments.

As at December 31, 2025, the Company is exposed to major credit risk on investments in term deposits, insurance / reinsurance receivables, reinsurance recoveries against outstanding claims and bank balances.

Government securities maintained by the Company are unrated. Bank balances and investments in term deposits represent low credit risk as they are placed with reputed financial institutions with strong credit ratings. The credit quality of bank balances and investments in term deposits can be assessed with reference to external credit ratings as follows:

Name of Bank	Rating agency	Long term rating	Short term rating	2025	2024
.....(Rupees in '000).....					
Askari Bank Limited	PACRA	AA+	A1+	8,904	8,366
Soneri Bank Limited	PACRA	AA-	A1+	1,005,070	312,513
Standard Chartered Bank (Pakistan) Limited	PACRA	AAA	A1+	646,590	999,936
Habib Bank Limited*	VIS	AAA	A-1+	1,020,801	590,428
Habib Metropolitan Bank Limited	PACRA	AA+	A1+	131	6,112
Bank Alfalah Limited	PACRA	AAA	A1+	10,530	11,216
United Bank Limited	VIS	AAA	A-1+	265,260	222,495
Khushali Microfinance Bank Limited	VIS	A	A-2	161	2,611
Samba Bank Limited	PACRA	AA	A1	3,652	3,361
Mobilink Microfinance Bank Limited	VIS	A	A-1	587	539
HBL Microfinance Bank Limited*	PACRA	A+	A1	40,000	40,000
				<b>3,001,686</b>	<b>2,197,577</b>

\*a related party

The credit quality of amount due from other insurers / reinsurers and reinsurance recoveries against outstanding claims can be assessed from external ratings disclosed in note 42.1.6.

#### 43 CAPITAL MANAGEMENT

The Company's objective when managing capital is to safeguard the Company's ability to continue as a going concern so that it can continue to provide returns for shareholders and benefits for other stakeholders; and to maintain a strong capital base to support the sustained development of its business.

The Company manages its capital structure by monitoring return on net assets and makes adjustments to it in the light of changes in economic conditions.

In accordance with the requirements of the Insurance Rules, 2017 issued by the SECP and subsequent amendments Minimum Paid-up Capital Requirement to be complied with by insurance / takaful companies as at December 31, 2026 is Rs. 1,000 million. with a further requirement to increase the same gradually to Rs. 2,000 million by December 31, 2028. As at December 31, 2025, the Company's paid-up capital is in excess of the prescribed limit.

#### 44 STATEMENT OF SOLVENCY

	2025	2024
.....(Rupees in '000).....		
<b>Assets</b>		
Property and equipment	179,816	173,301
Intangible assets	67,460	120,157
Investment properties	622,234	626,091
Investments in associates	357,173	299,868
Investments		
Equity securities	16,335,796	12,623,928
Debt securities	17,010,778	15,221,138
Term deposits	401,038	224,711
Loans and other receivables	764,821	606,582
Employee Benefit	18,657	18,303
Insurance / reinsurance receivables	4,002,771	2,075,677
Reinsurance recoveries against outstanding claims	11,725,102	10,310,208
Salvage recoveries accrued	89,624	23,377
Deferred commission expense / acquisition cost	361,966	381,406
Prepayments	6,575,885	4,576,834
Cash and bank	2,610,687	2,004,494
Total assets of Window Takaful Operations	4,254,572	3,957,105
Total assets (A)	<b>65,378,379</b>	53,243,180

In-admissible assets as per following clauses of section 32(2) of the Insurance Ordinance, 2000

	2025	2024
	.....(Rupees in '000).....	
Property and equipment	146,211	123,875
Intangible assets	67,460	120,157
Investments	864,042	713,754
Term deposits	1,000	1,000
Loans and other receivables	187,571	119,588
Insurance / reinsurance receivables	1,143,985	1,227,994
Security deposits against bond insurance	3,103,336	1,916,121
Total assets of Window Takaful Operations	73,759	249,248
<b>Total of in-admissible assets</b>	<b>5,587,364</b>	<b>4,471,737</b>
<b>Total admissible assets</b>	<b>59,791,015</b>	<b>48,771,443</b>
<b>Liabilities</b>		
Underwriting provisions		
Outstanding claims including IBNR	14,313,043	12,437,345
Unearned premium reserves	9,725,873	7,567,216
Unearned reinsurance commission	177,933	117,593
Deferred taxation	1,927,863	1,629,741
Premium received in advance	1,014,430	588,020
Insurance / reinsurance payables	6,102,365	4,271,863
Other creditors and accruals	2,248,438	1,752,696
Lease liability	7,520	48,237
Deposits and other payables	3,183,279	1,991,319
Taxation - provision less payments	690,818	540,944
Total liabilities of Window Takaful Operations	3,721,151	3,051,167
<b>Total liabilities</b>	<b>43,112,713</b>	<b>33,996,141</b>
<b>Total net admissible assets</b>	<b>16,678,302</b>	<b>14,775,302</b>
<b>Minimum solvency requirement (higher of following)</b>	<b>2,601,633</b>	<b>2,172,904</b>
- Method A - U/s 36(3)(a)	150,000	
- Method B - U/s 36(3)(b)	2,415,195	
- Method C - U/s 36(3)(c)	2,601,633	
<b>Excess in net admissible assets over minimum requirement</b>	<b>14,076,669</b>	<b>12,602,398</b>

**44.1** In the absence of any specific guidance, "prepaid reinsurance premium ceded" and "deferred commission expense / acquisition cost" have been treated as admissible assets for the purposes of this statement.

#### **45 FAIR VALUE OF FINANCIAL INSTRUMENTS**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Consequently, differences can arise between carrying values and the fair value estimates.

Underlying the definition of fair value is the presumption that the Company is a going concern without any intention or requirement to curtail materially the scale of its operations or to undertake a transaction on adverse terms.

**45.1 Fair value hierarchy**

International Financial Reporting Standard 13, 'Fair Value Measurement' requires the Company to classify assets using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

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

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

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

**Valuation techniques used in determination of fair values within level 2**

Items	Valuation technique
Units of mutual funds	The fair values of investments in units of mutual funds are determined based on their net asset values as published at the close of each business day.
Treasury Bills / Pakistan Investment Bonds	Fair values of Pakistan Investment Bonds and Treasury Bills are derived using the PKRV rates on the Mutual Funds Association of Pakistan's website.

	2025									
	At fair value through profit or loss	Available-for-sale	Held-to-maturity	Loans and receivables	Other financial liabilities	Total	Level 1	Level 2	Level 3	Total
.....(Rupees in '000).....										
<b>Financial assets measured at fair value</b>										
Investments	632,932	14,917,595	-	-	-	15,550,526	15,550,526	-	-	15,550,526
- Equity securities	-	17,010,778	-	-	-	17,010,778	-	17,010,778	-	17,010,778
- Debt securities	-	-	-	-	-	-	-	-	-	-
Assets of Window Takaful Operations	-	755,236	333,504	-	-	1,088,740	755,236	333,504	-	1,088,740
<b>Financial assets not measured at fair value</b>										
Investments	-	2,500	-	-	-	2,500	-	-	-	-
- Equity securities	-	-	-	-	-	-	-	-	-	-
- Term deposits*	-	-	401,038	-	-	401,038	-	-	-	-
Loans and other receivables*	-	-	-	574,154	-	574,154	-	-	-	-
Insurance / reinsurance receivables*	-	-	-	4,002,771	-	4,002,771	-	-	-	-
Reinsurance recoveries against outstanding claims*	-	-	-	11,725,102	-	11,725,102	-	-	-	-
Salvage recoveries accrued*	-	-	-	89,624	-	89,624	-	-	-	-
Cash and bank*	-	-	-	2,610,687	-	2,610,687	-	-	-	-
Assets of Window Takaful Operations	-	-	-	1,127,424	-	1,127,424	-	-	-	-
<b>Financial liabilities not measured at fair value</b>										
Outstanding claims including IBNR*	-	-	-	-	(14,313,043)	(14,313,043)	-	-	-	-
Insurance / reinsurance payables*	-	-	-	-	(6,102,365)	(6,102,365)	-	-	-	-
Other creditors and accruals*	-	-	-	-	(1,393,867)	(1,393,867)	-	-	-	-
Deposits and other payables*	-	-	-	-	(3,110,929)	(3,110,929)	-	-	-	-
Total liabilities of Window Takaful Operations	-	-	-	-	(1,340,367)	(1,340,367)	-	-	-	-
	<b>632,932</b>	<b>32,686,108</b>	<b>734,542</b>	<b>20,129,762</b>	<b>(26,260,571)</b>	<b>27,922,773</b>	<b>16,305,762</b>	<b>17,344,282</b>	<b>-</b>	<b>33,650,044</b>

\* The Company has not disclosed the fair value of these items because their carrying amounts are a reasonable approximation of their fair values.

	2024									
	At fair value through profit or loss	Available-for-sale	Held-to-maturity	Loans and receivables	Other financial liabilities	Total	Level 1	Level 2	Level 3	Total
.....(Rupees in '000).....										
<b>Financial assets measured at fair value</b>										
Investments										
- Equity securities	114,829	12,506,599	-	-	-	12,621,428	12,621,428	-	-	12,621,428
- Debt securities	-	15,221,138	-	-	-	15,221,138	-	15,221,138	-	15,221,138
Assets of Window Takaful Operations	-	820,193	362,667	-	-	1,182,860	820,193	362,667	-	1,182,860
<b>Financial assets not measured at fair value</b>										
Investment Property	-	-	-	626,091	-	626,091	-	-	-	-
Investments										
- Equity securities*	-	2,500	-	-	-	2,500	-	-	-	-
- Debt securities	-	-	-	-	-	-	-	-	-	-
- Term deposits*	-	-	224,711	-	-	224,711	-	-	-	-
Loans and other receivables*	-	-	-	458,037	-	458,037	-	-	-	-
Insurance / reinsurance receivables*	-	-	-	2,075,677	-	2,075,677	-	-	-	-
Reinsurance recoveries against outstanding claims*	-	-	-	10,310,208	-	10,310,208	-	-	-	-
Salvage recoveries accrued*	-	-	-	23,377	-	23,377	-	-	-	-
Cash and bank*	-	-	-	2,004,494	-	2,004,494	-	-	-	-
Assets of Window Takaful Operations	-	-	-	1,151,586	-	1,151,586	-	-	-	-
<b>Financial liabilities not measured at fair value</b>										
Outstanding claims including IBNR*	-	-	-	-	(12,437,345)	(12,437,345)	-	-	-	-
Insurance / reinsurance payables*	-	-	-	-	(4,271,863)	(4,271,863)	-	-	-	-
Other creditors and accruals*	-	-	-	-	(1,181,132)	(1,181,132)	-	-	-	-
Deposits and other payables*	-	-	-	-	(1,923,711)	(1,923,711)	-	-	-	-
Total liabilities of Window Takaful Operations	-	-	-	-	(1,433,187)	(1,433,187)	-	-	-	-
	114,829	28,550,430	587,378	16,649,470	(21,247,238)	24,654,869	13,441,621	15,583,805	-	29,025,426

\* The Company has not disclosed the fair value of these items because their carrying amounts are a reasonable approximation of their fair values.

**45.2** The value of assets which have not been measured at their fair values but their market values have been disclosed would have been classified at the following fair value hierarchy levels if they were measured at their fair values:

Asset	Hierarchy Level
Debt securities classified as held-to-maturity	Level 2 as their fair value is derived using the PKRV rates on the Mutual Funds Association of Pakistan's website.

## 46 CORRESPONDING FIGURES

Corresponding figures have been rearranged and reclassified, wherever necessary, for the purpose of better presentation and comparison. There have been no significant reclassification during the year.

## 47 SUBSEQUENT EVENT - NON ADJUSTING

The Board of Directors in its meeting held on February 26, 2026 has proposed a final cash dividend in respect of the year ended December 31, 2025 of Rs. 6 per share (60%) [December 31, 2024: Rs. 5.5 per share (55%)]. In addition, the Board of Directors has also approved the transfer of Rs.1,500,000 (December 31, 2024: Rs. 1,000,000 thousands) to special reserve and Rs. 1,000,000 (December 31, 2024: Rs. 1,300,000 thousands) to general reserve from unappropriated profit. These financial statements do not include the effect of these appropriations which will be accounted for subsequent to the year end.

## 48 NUMBER OF EMPLOYEES

	2025	2024
	.....(Rupees in '000).....	
As at December 31	710	693
Average number of employees during the year	694	666

**49 DATE OF AUTHORISATION FOR ISSUE**

These financial statements have been authorised for issue in accordance with a resolution of the Board of Directors on **February 26, 2026**.

**50 GENERAL**

Figures in these financial statements have been rounded off to the nearest thousand of Rupees, unless otherwise stated.



**Akbarali Pesnani**  
Chairman



**Azfar Arshad**  
Chief Executive



**Riyaz Chinoy**  
Director



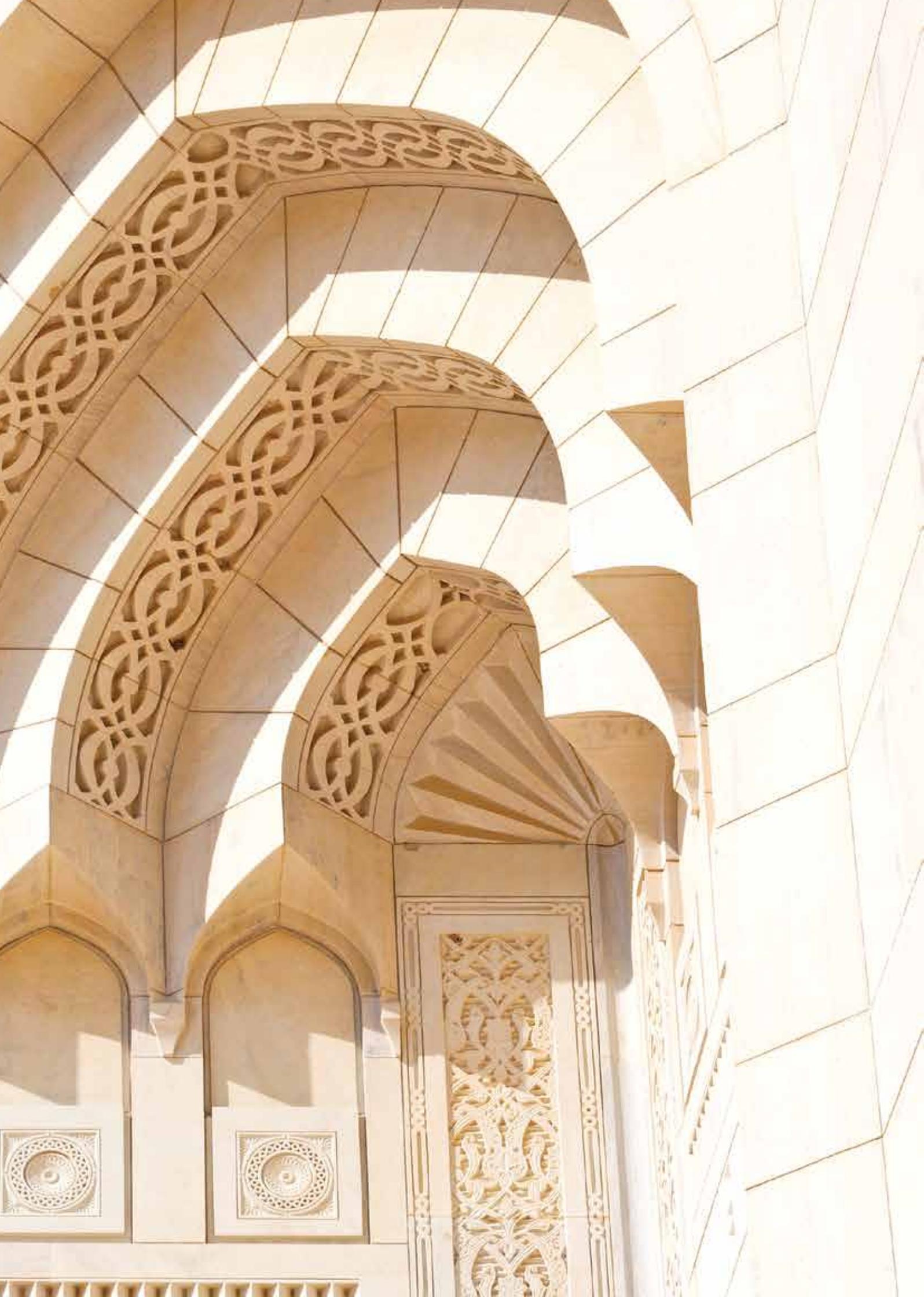
**Amin A. Hashwani**  
Director



**Syed Ali Adnan**  
Chief Financial Officer



# TAKAFUL FINANCIALS





## INDEPENDENT AUDITOR’S REPORT

To the members of Jubilee General Insurance Company Limited – Window Takaful Operations  
Report on the Audit of the Financial Statements

### Opinion

We have audited the annexed financial statements of **Jubilee General Insurance Company Limited – Window Takaful Operations** (“the Operator”), which comprise the statement of financial position of OPF and PTF as at 31 December 2025, and the profit and loss account, the statement of comprehensive income, the statement of changes in operator's fund and participants' takaful fund, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policies and other explanatory information, and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position of OPF and PTF, the profit and loss account, the statement of comprehensive income, the statement of changes in operator's fund and participants' takaful fund and the statement of cash flows together with the notes forming part thereof conform with the accounting and reporting standards as applicable in Pakistan and give the information required by the Insurance Ordinance, 2000 and the Companies Act, 2017 (XIX of 2017), in the manner so required and respectively give a true and fair view of the state of the Operator's affairs as at 31 December 2025 and of the profit, other comprehensive loss, the changes in operator's fund and participants' takaful fund and its cash flows for the year then ended.

### Basis for Opinion

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

### Emphasis of Matter

We draw attention to following

- 1) We draw attention to Note 17.1 of the financial statements, which describes that the Operator along with other insurance companies, had earlier challenged the scope and



applicability of provincial sales tax on services on contribution received by insurance companies in provincial High Courts. During the year, Sindh High Court has revoked the stay relating to the recovery of the sales tax granted in the year 2021, however the matter under both constitutional petitions in the Sindh High Court and in Lahore High Court are pending adjudication.

The Operator has not charged provincial sales tax to its clients, nor has it recognized any liability for the impugned sales tax amounting to Rs. 535,465 thousand (December 31, 2025: Rs. 195,482 thousand) as mentioned in note 17.1 to the financial statements as the management based on the advice of its legal advisors is confident that the final outcome will be in the favor of Operator.

Our opinion is not modified in respect of above matters.

### **Information Other than the Financial Statements and Auditor’s Report Thereon**

Management is responsible for the other information. Other information comprises the information included in the annual report for the year ended 31 December 2025 but does not include the financial statements and our auditor’s report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Responsibilities of Management and Board of Directors for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the accounting and reporting standards as applicable in Pakistan and the requirements of the Insurance Ordinance, 2000 and the Companies Act, 2017 (XIX of 2017) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Board of directors are responsible for overseeing the Operator’s financial reporting process.



## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs as applicable in Pakistan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs as applicable in Pakistan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Operator's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Operator's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Operator to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



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

We also provide the board of directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

### **Report on Other Legal and Regulatory Requirements**

Based on our audit, we further report that in our opinion:

- a) proper books of account have been kept by the Operator as required by the Insurance Ordinance, 2000 and the Companies Act, 2017 (XIX of 2017);
- b) the statement of financial position of OPF and PTF, the profit and loss account, the statement of comprehensive income, the statement of changes in operator's fund and participants' takaful fund and the statement of cash flows together with the notes thereon have been drawn up in conformity with the Insurance Ordinance, 2000 and the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of account;
- c) investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Operator's business; and
- d) No zakat was deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980).

The engagement partner on the audit resulting in this independent auditor's report is Bilal Ali.

Lahore  
Dated: 7 March, 2026  
UDIN: **AR202510114Y9rSWP**

*KPMG Taseer Hadi & Co.*  
**KPMG Taseer Hadi & Co.**  
Chartered Accountants

# STATEMENT OF FINANCIAL POSITION OF OPF AND PTF AS AT DECEMBER 31, 2025

OPF		PTF	
December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024

Note ..... (Rupees in '000) .....

## Assets

Property and equipment	5	1,988	1,673	-	-
Investments					
Equity securities	7	256,743	340,775	498,493	479,418
Debt securities	8	129,088	139,170	204,416	223,497
Loans and other receivables	9	8,136	5,069	29,368	18,365
Takaful / re-takaful receivables	10	-	-	974,723	578,279
Salvage recoveries accrued		-	-	47,988	4,775
Deferred wakala fee	23	-	-	430,838	335,856
Receivable from PTF	11	242,789	193,632	-	-
Re-takaful recoveries against outstanding claims / benefits		-	-	55,965	263,585
Deferred commission expense	22	110,678	106,821	-	-
Prepayments	13	4,994	1,600	130,940	113,004
Cash and bank	14	564,668	293,432	562,756	858,154
<b>Total assets</b>		<b>1,319,084</b>	<b>1,082,172</b>	<b>2,935,487</b>	<b>2,874,933</b>

## Funds and liabilities

### Funds attributable to:

#### Operator's Fund (OPF)

Statutory fund		100,000	100,000	-	-
Reserves		43,308	72,153	-	-
Accumulated profit		390,112	294,897	-	-
<b>Balance of Operator's Fund</b>		<b>533,420</b>	<b>467,050</b>	<b>-</b>	<b>-</b>



**Akbarali Pesnani**  
Chairman



**Azfar Arshad**  
Chief Executive

OPF		PTF	
December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024

Note ..... (Rupees in '000) .....

**Participants' Takaful Fund (PTF)**

Seed money	-	-	500	500
Reserves	-	-	137,934	184,687
Accumulated surplus	-	-	169,602	253,704
<b>Balance of Participants' Takaful Fund</b>	-	-	<b>308,036</b>	438,891

**Liabilities**

**PTF underwriting provisions**

Outstanding claims including IBNR	20	-	-	659,166	658,765
Unearned contribution reserves		-	-	1,318,252	1,065,712
Reserve for unearned re-takaful rebate	19	-	-	19,990	11,100
		-	-	<b>1,997,408</b>	1,735,577

Unearned wakala fee	23	430,838	335,856	-	-
Contribution received in advance		-	-	33,202	38,142
Takaful / re-takaful payables	15	-	-	278,799	418,722
Deferred taxation	12	27,689	46,129	-	-
Other creditors and accruals	16	115,732	93,871	75,253	49,969
Taxation - provision less payments		211,405	139,266	-	-
Payable to OPF	11	-	-	242,789	193,632
<b>Total liabilities</b>		<b>785,664</b>	615,122	<b>2,627,451</b>	2,436,042

<b>Total funds and liabilities</b>		<b>1,319,084</b>	1,082,172	<b>2,935,487</b>	2,874,933
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**Contingencies and commitments** 17

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

  
Riyaz Chinoy  
Director

  
Amin A. Hashwani  
Director

  
Syed Ali Adnan  
Chief Financial Officer

# PROFIT AND LOSS ACCOUNT

## FOR THE YEAR ENDED DECEMBER 31, 2025

		2025	2024
	<b>Note</b>	.....(Rupees in '000).....	
<b>PTF</b>			
Contribution earned		2,541,955	1,626,999
Less: Contribution ceded to re-takaful		(679,824)	(466,522)
Net contribution revenue	18	1,862,131	1,160,477
Re-takaful rebate earned	19	42,194	43,910
Net underwriting income		1,904,325	1,204,387
Net claims - reported / settled		(2,326,559)	(1,418,819)
Net claims - IBNR		135,163	89,513
Other direct expenses	20	(2,191,396)	(1,329,306)
(Deficit) / surplus before investment income		(4,884)	(22,785)
		(291,955)	(147,704)
Investment income	25	190,741	95,356
Other income	26	69,033	117,654
Less: Modarib's share of investment income	27	(51,921)	(42,575)
<b>(Deficit) / Surplus transferred to accumulated surplus</b>		<b>(84,102)</b>	<b>22,731</b>
<b>OPF</b>			
Wakala fee	23	1,117,394	829,271
Commission expense	22	(308,373)	(228,860)
General, administrative and management expenses	24	(376,101)	(328,848)
		432,920	271,563
Modarib's share of PTF investment income	27	51,921	42,575
Investment income	25	122,793	78,930
Direct expenses	28	(3,549)	(3,267)
Other income	26	35,444	70,300
<b>Profit before taxation</b>		<b>639,529</b>	<b>460,101</b>
Taxation	29	(249,417)	(180,517)
<b>Profit after taxation</b>		<b>390,112</b>	<b>279,584</b>

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



**Akbarali Pesnani**  
Chairman



**Azfar Arshad**  
Chief Executive



**Riyaz Chinoy**  
Director



**Amin A. Hashwani**  
Director



**Syed Ali Adnan**  
Chief Financial Officer

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED DECEMBER 31, 2025

	2025	2024
<b>Note</b>	.....(Rupees in '000).....	
<b>PTF</b>		
(Deficit) / Surplus during the year	(84,102)	22,731
<b>Other comprehensive income:</b>		
<b>Items that may be reclassified to the profit and loss account in subsequent years</b>		
Net unrealised gain arising during the year on revaluation of available-for-sale investments	87,127	169,787
Reclassification adjustment for net (gain) / loss on sale of available-for-sale investments included in the profit and loss account	(133,880)	(16,806)
Other comprehensive (loss) / Income for the year	(46,753)	152,981
<b>Total comprehensive (loss) / income for the year</b>	<b>(130,855)</b>	<b>175,712</b>
<b>OPF</b>		
Profit after tax	390,112	279,584
<b>Other comprehensive income:</b>		
<b>Item that may be reclassified to the profit and loss account in subsequent years</b>		
Net unrealised gain arising during the year on revaluation of available-for-sale investments - net of tax	25,721	67,089
Reclassification adjustment for net (gain) / loss on available-for-sale investments included in the profit and loss account - net of tax	(54,566)	(7,751)
Other comprehensive (loss) / Income for the year	(28,845)	59,338
<b>Total comprehensive income for the year</b>	<b>361,267</b>	<b>338,922</b>

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



**Akbarali Pesnani**  
Chairman



**Azfar Arshad**  
Chief Executive



**Riyaz Chinoy**  
Director



**Amin A. Hashwani**  
Director



**Syed Ali Adnan**  
Chief Financial Officer

# STATEMENT OF CHANGES IN OPERATOR'S FUND AND PARTICIPANTS' TAKAFUL FUND

AS AT DECEMBER 31, 2025

Attributable to Operator's Fund				
Statutory Fund	Available for sale investment revaluation reserve	Unappropriated profit	Total	
.....(Rupees in '000).....				
<b>Balance as at January 01, 2024</b>	100,000	12,815	254,888	<b>367,704</b>
Profit after tax for the year	-	-	279,584	<b>279,584</b>
Transfer of profit to the Company	-	-	(239,576)	<b>(239,576)</b>
Other comprehensive income for the year	-	59,338	-	<b>59,338</b>
<b>Balance as at December 31, 2024</b>	<u>100,000</u>	<u>72,153</u>	<u>294,897</u>	<b>467,050</b>
Profit after tax for the year	-	-	390,112	<b>390,112</b>
Transfer of profit to the Company	-	-	(294,897)	<b>(294,897)</b>
Other comprehensive loss for the year	-	(28,845)	-	<b>(28,845)</b>
<b>Balance as at December 31, 2025</b>	<u>100,000</u>	<u>43,308</u>	<u>390,112</u>	<b>533,420</b>

Attributable to participants of the PTF				
Seed money	Available for sale investment revaluation reserve	Accumulated surplus	Total	
.....(Rupees in '000).....				
<b>Balance as at January 01, 2024</b>	500	31,706	230,972	<b>263,178</b>
Surplus for the year	-	-	22,731	<b>22,731</b>
Other comprehensive income for the year	-	152,981	-	<b>152,981</b>
<b>Balance as at December 31, 2024</b>	<u>500</u>	<u>184,687</u>	<u>253,704</u>	<b>438,891</b>
Deficit for the year	-	-	(84,102)	<b>(84,102)</b>
Other comprehensive loss for the year	-	(46,753)	-	<b>(46,753)</b>
<b>Balance as at December 31, 2025</b>	<u>500</u>	<u>137,934</u>	<u>169,602</u>	<b>308,036</b>

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



**Akbarali Pesnani**  
Chairman



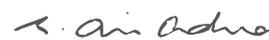
**Azfar Arshad**  
Chief Executive



**Riyaz Chinoy**  
Director



**Amin A. Hashwani**  
Director



**Syed Ali Adnan**  
Chief Financial Officer

## CASH FLOW STATEMENT

FOR THE YEAR ENDED DECEMBER 31, 2025

	OPF		PTF	
	2025	2024	2025	2024
<b>Operating cash flows</b>	(Rupees in '000)			
<b>(a) Takaful activities</b>				
Contribution received	-	-	3,670,502	2,594,509
Re-takaful contribution paid	-	-	(854,090)	(402,895)
Claims / benefits pai	-	-	(2,854,409)	(1,390,750)
Re-takaful and other recoveries received	-	-	684,232	101,974
Commission paid	(292,076)	(239,845)	-	-
Commission received	-	-	51,084	42,175
Wakala fee received	1,166,194	816,452	-	-
Wakala fee paid	-	-	(1,166,194)	(816,452)
Modarib share received	48,947	46,958	-	-
Modarib share paid	-	-	(48,947)	(46,958)
Net cash generated from / (used in) takaful activities	923,065	623,565	(517,822)	81,603
<b>(b) Other operating activities</b>				
Income tax paid	(2,796)	(28,388)	-	-
General and other expenses paid	(372,806)	(331,895)	(4,884)	(18,196)
Other operating payments	(183,703)	(178,168)	(354,765)	(266,789)
Other operating receipts	615	3,644	370,732	275,772
Net cash (used in) / generated from other operating activities	(558,690)	(534,807)	11,083	(9,213)
<b>Total cash generated from / (used in) all operating activities</b>	<b>364,375</b>	<b>88,758</b>	<b>(506,739)</b>	<b>72,390</b>
<b>Investment activities</b>				
Profit / return received	50,063	65,882	96,536	113,440
Dividend received	9,143	34,317	16,293	42,713
Payment for investments	(699,879)	(523,644)	(947,073)	(712,359)
Proceeds from sale of fixed assets	105	-	-	-
Fixed capital expenditure	(396)	-	-	-
Proceeds from investments	842,722	480,414	1,045,585	592,934
<b>Total cash generated from investing activities</b>	<b>201,758</b>	<b>56,969</b>	<b>211,341</b>	<b>36,728</b>
<b>Financing activities - profit paid to the Operator</b>	<b>(294,897)</b>	<b>(239,576)</b>	<b>-</b>	<b>-</b>
<b>Net cash generated from / (used in) all activities</b>	<b>271,236</b>	<b>(93,849)</b>	<b>(295,398)</b>	<b>109,118</b>
Cash and cash equivalents at the beginning of year	293,432	387,281	858,154	749,036
<b>Cash and cash equivalents at the end of year</b>	<b>564,668</b>	<b>293,432</b>	<b>562,756</b>	<b>858,154</b>

OPF		PTF	
2025	2024	2025	2024

..... (Rupees in '000) .....

#### Reconciliation to profit and loss account

Operating cash flows	364,375	88,758	(506,739)	72,390
Depreciation expense	(33)	(27)	-	-
Amortization	-	-	-	-
Profit / return received	50,617	76,207	98,449	129,724
Net realised gain on sale of investments and fixed assets	95,730	34,288	144,863	36,359
Dividend income	9,143	34,317	16,293	42,713
Increase in assets other than cash	59,266	79,940	283,112	149,612
Increase in liabilities other than borrowings	(188,986)	(33,899)	(120,080)	(408,067)
<b>Net profit / surplus or (Deficit) for the year</b>	<b>390,112</b>	<b>279,584</b>	<b>(84,102)</b>	<b>22,731</b>

Cash and cash equivalents include the following for the purpose of the cash flow statement:

OPF		PTF	
2025	2024	2025	2024

..... (Rupees in '000) .....

#### CASH AND BANK

##### Cash and cash equivalent

Policy, revenue stamps and bond papers

	1	11	3,045	2,181
<b>Cash at bank</b>				
Current accounts	-	-	11,803	13,012
Savings accounts	564,667	293,421	547,908	842,961
	564,667	293,421	559,711	855,973
	564,668	293,432	562,756	858,154

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



**Akbarali Pesnani**  
Chairman



**Azfar Arshad**  
Chief Executive



**Riyaz Chinoy**  
Director



**Amin A. Hashwani**  
Director



**Syed Ali Adnan**  
Chief Financial Officer

# NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED DECEMBER 31, 2025

### 1 LEGAL STATUS AND NATURE OF BUSINESS

Jubilee General Insurance Company Limited (the Operator) is a public limited company incorporated in Pakistan under the repealed Companies Ordinance, 1984 (now the Companies Act, 2017) on May 16, 1953. The Operator is listed on the Pakistan Stock Exchange Limited and is engaged in general insurance business. The registered office of the Operator is situated at 2nd Floor, Jubilee Insurance House, I. I. Chundrigar Road, Karachi.

The Operator was granted authorisation on March 10, 2015 under Rule 6 of the Takaful Rules, 2012 to undertake Window Takaful Operations (the Operations) by the Securities and Exchange Commission of Pakistan (the SECP) under Takaful Rules, 2012 to carry on general takaful operations in Pakistan.

The Operator transferred a statutory fund of Rs. 100,000 thousands in a separate bank account for the Window Takaful Operations as per the requirement of circular 8 of 2014 issued by the SECP. Thereafter, the Operator has formed a Waqf for Participants' Takaful Fund (PTF) by executing the Waqf deed dated April 30, 2015 and by depositing a seed money of Rs. 500 thousands. The seed money is required to be invested in shariah compliant investments and any profit thereon can be utilised only to pay benefits to participants or defray PTF expenses. Waqf Deed governs the relationship of Operator and participants for management of takaful operations, investments of participants' funds and investments of the Operator's funds approved by the shariah advisor of the Operator. The Operator commenced activities of the Operations on May 7, 2015.

### 2 BASIS OF PREPARATION AND STATEMENT OF COMPLIANCE

#### 2.1 Statement of compliance

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

- IFRS Accounting Standards issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017; and
- Provisions of, directives and notifications issued under the 7 Companies Act, 2017 and Insurance Ordinance, 2000, Takaful Rules, 2012, General Takaful Accounting Regulations 2019.

In case requirements differ, the provisions of, directives and notifications issued under the Companies Act, 2017, the Insurance Ordinance, 2000, Takaful Rules, 2012, General Takaful Accounting Regulations 2019, shall prevail.

**2.1.1** These financial statements reflect the financial position and results of operations of both the Operator's Fund (OPF) and Participants Takaful Fund (PTF) in a manner that the assets, liabilities, income and expenses of the OPF and PTF remain separately identifiable.

#### 2.2 Basis of measurement

These financial statements have been prepared under the historical cost convention except for certain investments which are carried at fair values. All transactions reflected in these financial statements are on accrual basis except for those reflected in cash flow statement.

#### 2.3 Functional and presentational currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the Operator operates. The financial statements are presented in Pakistani Rupees, which is the Operator's functional and presentational currency. All financial information presented in Rupees has been rounded off to the nearest thousand rupees, except otherwise stated.

#### 2.4 Standards, interpretations and amendments to published approved accounting standards that are not yet effective

There are certain amendments and interpretations to the accounting and reporting standards which are mandatory for the Operator's annual accounting period which began on 01 January 2025. However, these do not have any material impact on the Company's financial statements.

The following accounting and reporting standards as applicable in Pakistan and the amendments and interpretations thereto will be effective for accounting periods beginning on or after 1 January 2026:

- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28) amend accounting treatment on loss of control of business or assets. The amendments also introduce new accounting for less frequent transaction that involves neither cost nor full step-up of certain retained interests in assets that are not businesses. The effective date for these changes has been deferred indefinitely until the completion of a broader review. Early adoption continues to be permitted.
- The Securities and Exchange Commission of Pakistan (SECP), vide S.R.O. 2444(I)/2025 dated December 12, 2025 has notified that "IAS-1, Presentation of Financial Statements", as referred to in the earlier notification S.R.O. No. 633(I)/2014, shall be replaced with "IFRS-18, Presentation and Disclosure in Financial Statements" and "IFRS-19, Subsidiaries without Public Accountability: Disclosures", and shall be followed for the preparation of financial statements for annual reporting periods beginning on or after January 01, 2027:

Provided that only unlisted subsidiaries without public accountability (i.e. unlisted companies other than those mentioned in clauses 1(b)(ii), 1(b)(iia) and 1(b)(iii) of the Third Schedule to the Act) may follow "IFRS-19, "Subsidiaries without Public Accountability: Disclosures" in preparation of their financial statements.

- Annual Improvements to IFRS Accounting Standards – Amendments to:
  - IFRS 1 First-time Adoption of International Financial Reporting Standards;
  - IFRS 7 Financial Instruments: Disclosures and its accompanying Guidance on implementing IFRS 7;
  - IFRS 9 Financial Instruments;

The amendments to IFRS 9 address:

- a conflict between IFRS 9 and IFRS 15 Revenue from Contracts with Customers over the initial measurement of trade receivables:

Under IFRS 15, a trade receivable may be recognized at an amount that differs from the transaction price – e.g. when the transaction price is variable. Conversely, IFRS 9 requires that companies initially measure trade receivables without a significant financing component at the transaction price. The IASB has amended IFRS 9 to require companies to initially measure a trade receivable without a significant financing component at the amount determined by applying IFRS 15; and

- how a lessee accounts for the derecognition of a lease liability under paragraph 23 of IFRS 9:

When lease liabilities are derecognized under IFRS 9, the difference between the carrying amount and the consideration paid is recognized in profit or loss.

The amendment on trade receivables may require some companies to change their accounting policy.

The amendments apply for annual reporting periods beginning on or after 1 January 2026. Earlier application is permitted. The amendment on derecognition of lease liabilities applies only to lease liabilities extinguished on or after the beginning of the annual reporting period in which the amendment is first applied.

Other than the aforesaid standards, interpretations and amendments, the International Accounting Standards Board (IASB) has also issued the following standards which have not been adopted locally by the Securities and Exchange Commission of Pakistan:

- IFRS 1 – First Time Adoption of International Financial Reporting Standards

Adoption of IFRS 17 & IFRS 9 is likely to have a significant impact on the Company's financial statements and the Company is in the process of assessing the impact of these standards on the financial statements in accordance with the directives of SECP as explained in note 2.5.

## 2.5 IFRS 17- Insurance contracts

Pursuant to the requirements of Securities and Exchange Commission of Pakistan SRO 1336 (I)/2025 dated July 23, 2025 IFRS 17 "Insurance Contracts", is applicable to the companies engaged in insurance/takaful and re-insurance/re-takaful business from financial years commencing on or after 01 January 2027.

IFRS 17, replaces IFRS 4 Insurance Contracts. The new standard will apply to all entities that issue insurance and reinsurance contracts, and to all entities that hold reinsurance contracts. This standards requires entities to identify contracts and its terms and to assess whether they meet the definition of an insurance contract or includes components of an insurance contract. Insurance contracts are required to account for under the recognition/ derecognition of IFRS 17. Companies subject to the requirement of SRO will also be required to adopt requirements of IFRS 9 from the date of transition. On initial application of IFRS 17, comparative information for insurance contracts is restated in accordance with IFRS 17, whereas comparative information for related financial assets might not be restated in accordance with IFRS 9 if the insurer is initially applying IFRS 9 at the same date as IFRS 17.

SECP through its S.R.O.506(I)/2024 has directed that the applicability period of optional temporary exemption from applying IFRS 9 – "Financial Instrument" as given in para 20A of IFRS 4 – "Insurance Contracts" is extended for annual periods beginning before January 1, 2027, subject to fulfilling the same conditions as are prescribed by para 20B of IFRS 4.

**2.6 Temporary exemption from application of IFRS 9**

IFRS 9 'Financial Instruments' has become applicable, however as an insurance company, the management has opted temporary exemption from the application of IFRS 9 as allowed by International Accounting Standards Board (IASB) for entities whose activities are predominantly connected with insurance. Additional disclosures, as required by the IASB, for being eligible to apply the temporary exemption from the application of IFRS 9 are given below:

- (a) Financial assets with contractual terms that give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding, excluding any financial asset that meets the definition of held for trading in IFRS 9, or that is managed and whose performance is evaluated on a fair value basis, and
- (b) All other financial assets:

<b>OPF</b>				
<b>As at Dec 31, 2025</b>				
<b>Fail the SPPI test</b>		<b>Pass the SPPI test</b>		
<b>Fair value</b>	<b>Change in unrealized gain / (loss)</b>	<b>Carrying Value</b>	<b>Cost less Impairment</b>	<b>Change in unrealized gain / (loss)</b>
..... (Rupees in '000) .....				
Cash and Bank*	-	-	564,667	-
Investments in equity securities - available-for-sale	256,743	64,907	-	-
Investment in debt securities	-	-	129,088	-
Loans and other receivables*	8,136	-	-	-
	<b>264,879</b>	<b>64,907</b>	<b>693,755</b>	<b>-</b>

<b>PTF</b>				
<b>As at Dec 31, 2025</b>				
<b>Fail the SPPI test</b>		<b>Pass the SPPI test</b>		
<b>Fair value</b>	<b>Change in unrealized gain / (loss)</b>	<b>Carrying Value</b>	<b>Cost less Impairment</b>	<b>Change in unrealized gain / (loss)</b>
..... (Rupees in '000) .....				
Cash and Bank*	-	-	559,711	-
Investments in equity securities - available-for-sale	498,493	128,519	-	-
Investment in debt securities	-	-	204,416	-
Loans and other receivables*	29,368	-	-	-
	<b>527,861</b>	<b>128,519</b>	<b>764,127</b>	<b>-</b>

\* The carrying amount of these financial assets measured applying IAS 39 are a reasonable approximation of their fair values.

### **3 SUMMARY OF MATERIAL ACCOUNTING POLICIES**

The material accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented in these financial statements.

#### **3.1 Property and equipment**

These are stated at cost less accumulated depreciation and accumulated impairment losses, if any. Depreciation is charged using the straight line method in accordance with the rates specified in note 5 to these financial statements and after taking into account residual values, if significant.

Depreciation on additions is charged from the time when asset is available for use till the time when asset is derecognized.

Subsequent costs are included in the assets' carrying amount or recognised as a separate asset, as appropriate, only when it is probable that the future economic benefits associated with the items will flow to the Operator and the cost of the item can be measured reliably. Normal repairs and maintenance are charged to the profit and loss account as and when incurred.

An item of property and equipment is derecognised upon disposal or when no future economic benefits are expected from its use. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the profit and loss account in the year the asset is derecognised. Depreciation methods, useful lives and residual values are reviewed, and adjusted if appropriate, at each reporting date.

#### **3.2 Intangible assets**

An intangible asset is recognised as an asset if it is probable that future economic benefits attributable to the asset will flow to the Operator and the cost of such asset can be measured reliably. Costs directly associated with identifiable software that will have probable economic benefits exceeding costs beyond one year, are recognised as an intangible asset.

##### **Intangible having indefinite useful life**

These are stated at cost less impairment losses, if any.

##### **Intangible having definite useful life**

These are stated at cost less accumulated amortisation and accumulated impairment losses, if any. Intangible assets are amortised on a straight line basis over its estimated useful life as specified in note 6 to these financial statements after taking into account residual values, if significant. Amortisation on additions is charged from the time when asset is available for use, till the time the asset is disposed of. The useful lives and amortisation method are reviewed and adjusted, if appropriate, at each reporting date. Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the profit and loss account when the asset is derecognised.

#### **3.3 Takaful contracts**

The takaful contracts are based on the principles of Wakala. The takaful contracts so agreed usually inspire concept of tabarru (to donate for benefit of others) and mutual sharing of losses with the overall objective of eliminating the element of uncertainty.

Contracts under which PTF accepts significant takaful risk from another party (the participant) by agreeing to compensate the participant if a specified uncertain future event (the takaful event) adversely affects the participant are classified as takaful contracts. Takaful risk is significant if a takaful event could cause the PTF to pay significant benefits due to the happening of the takaful event compared to its non happening. Once a contract has been classified as a takaful contract, it remains a takaful contract for the remainder of its lifetime, even if the takaful risk reduces significantly during this period, unless all rights and obligations are extinguished or expired.

The PTF underwrites non-life takaful contracts that can be categorised into the following main categories:

**a) Fire and property**

Fire and property takaful contracts mainly compensate the participants for damage suffered to their properties or for the value of property lost. Participants who undertake commercial activities on their premises could also receive compensation for the loss of earnings caused by the inability to use the takaful covered properties in their business activities.

**b) Marine, aviation and transport**

Marine takaful covers the loss or damage of vessels, cargo, terminals, and any transport or property by which cargo is transferred, acquired, or held between the points of origin and final destination.

**c) Motor**

Motor takaful provides protection against losses incurred as a result of theft, traffic accidents and against third party liability that could be incurred in an accident.

**d) Accident and health**

Accident and health takaful contracts mainly compensate hospitalisation and outpatient medical coverage to the participant.

**e) Miscellaneous**

All other types of takaful contracts are classified in miscellaneous category which mainly includes engineering, terrorism, personal accident, workmen compensation, travel and products of financial institutions etc.

These takaful contracts are provided to all types of customers based on assessment of takaful risk by the Operator. Normally personal takaful contracts e.g. vehicle, travel, personal accident, etc. are provided to individual customers, whereas, takaful contracts of fire and property, marine, aviation and transport, accident and health and other commercial line products are provided to commercial organisations.

The contribution recognition policy and recording mechanism for liabilities against the above contracts and claims recognition have been disclosed in their respective notes to these financial statements.

**3.4 Deferred commission expense**

Commission expense / acquisition cost incurred in obtaining and recording policies is deferred and recognised as an expense in accordance with the pattern of recognition of contribution.

**3.5 Reserve for unearned contribution**

The unearned portion of contribution written net of Wakala is set aside as a reserve. It is recognized as a liability and is calculated as a ratio of the unexpired period of the policy and the total policy period, both measured to the nearest day except:

- for marine cargo, as a ratio of the unexpired shipment period to the total expected shipment period, both measured to the nearest day.

Policy for recognition of contribution revenue is disclosed in detail in note 3.11 to these financial statements.

**3.6 Contribution deficiency reserve**

The Operator is required as per the General Takaful Accounting Regulations, 2019, to maintain a provision in respect of contribution deficiency for the class of business where the unearned contribution reserve is not adequate to meet the expected future liability, after re-takaful recoveries from claims, and other supplementary expenses expected to be incurred after the reporting date in respect of the unexpired takaful contracts in that class of business at the reporting date. The movement in the contribution deficiency reserve is recorded as an expense in the profit and loss account.

The Operator determines the adequacy of liability of contribution deficiency by carrying out analysis of its loss ratio of expired periods of the contracts. For this purpose the prospective loss ratios for each class of business is determined and applies factors of unearned and earned contribution and uses assumptions appropriate to arrive at the expected claims settlement cost which when compared with unearned contribution reserve (UCR) shows whether UCR is adequate to cover the unexpired risks. If these ratios are adverse, contribution deficiency is determined.

No provision has been made as the unearned contribution reserve for each class of business as at the year end is adequate to meet the expected future liability after re-takaful from claims and other expenses, expected to be incurred after the reporting date in respect of policies in force at reporting date.

### **3.7 Re-takaful contracts held**

These are contracts entered into by the Operator with re-takaful operators for compensation of losses suffered on takaful contracts issued. These re-takaful contracts include both facultative and treaty arrangement contracts and are classified in same categories of takaful contracts for the purpose of these financial statements. The PTF recognises the entitled benefits under the contracts as various re-takaful assets. Re-takaful contribution is recognised as an expense when re-takaful is ceded. Re-takaful assets and liabilities are derecognised when contractual rights are extinguished or expired.

The portion of retakaful contribution not recognized as an expense is shown as a prepayment.

Prepayment (i.e. contribution ceded to retakaful) is recognized as follows:

- for retakaful contracts operating on a proportional basis, a liability to the reinsurer is recognized on attachment of the underlying policies reinsured, while an asset is recognized for the unexpired period of retakaful coverage at the reporting date as prepaid retakaful contribution ceded and the same is expensed over the period of underlying policies.
- For retakaful contracts operating on a non-proportional basis, and for which the term of the retakaful contract is not directly referable to the term of any underlying policy or policies, on inception of the retakaful contract.

Commission income from retakaful is recognized at the time of issuance of the underlying insurance policy by the Company. This income is deferred and brought to profit and loss account as retakaful rebate in accordance with the pattern of recognition of the retakaful contribution to which it relates. Profit commission and no claim bonus (if any), which the Operator may be entitled to under the terms of retakaful, is recognized on accrual basis.

### **3.8 Receivables and payables related to Takaful contracts**

Receivables including contribution due but unpaid relating to takaful contracts are recognised when due. The claim payable is recorded when intimation is received. These are recognised at cost, which is the fair value of the consideration given less provision for impairment losses, if any. Contribution received in advance is recognised as liability till the time of issuance of takaful contract there against.

If there is an objective evidence that any contribution due but unpaid is impaired, the Operator reduces the carrying amount of that contribution receivable and recognises the provision in the profit and loss account.

### **3.9 Segment reporting**

An operating segment is a component of the Operator that engages in business activities from which it may earn revenues and incur expenses including revenues and expenses that relate to transactions with any of the Operator's other components. All operating segments' results are reviewed regularly by the Operator's chief operating decision maker to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available. The Operator presents segments reporting of operating results using the classes of business as specified under the Insurance Ordinance, 2000, the Insurance Accounting Regulations, 2017 and the General Takaful Accounting Regulations, 2019. The reported operating segments are also consistent with the internal reporting process of the Operator for allocating resources and assessing performance of the operating segments. The performance of segments is evaluated on the basis of underwriting results of each segment. All the Operator's business segments operate in Pakistan only.

Based on its classification of takaful contracts issued, the Operator has five primary business segments for reporting purposes namely fire, marine, motor, accident and health and miscellaneous. The nature and business activities of these segments are disclosed in note 3.3. Assets and liabilities are allocated to particular segments on the basis of contribution earned. Those assets and liabilities which cannot be allocated to a particular segment on a reasonable basis are reported as unallocated corporate assets and liabilities. Further, the management expenses are allocated to each segment on the basis disclosed in note 3.20.

### 3.10 Cash and cash equivalents

Cash and cash equivalents for the purposes of cash flow statement include policy, revenue stamps and bond papers, cash at bank and deposits having original maturity within three months.

### 3.11 Revenue recognition

#### a) Contribution

Contribution including administrative surcharge under all types of takaful contracts is recognised as written from the date of issuance of policy / cover note (i.e. the date of the attachment of risk).

Contribution income net of wakala fee is determined after taking into account the unearned portion of contribution income. The unearned portion of contribution income is recognised as a liability in PTF (refer note 3.5).

Re-takaful contribution ceded is recognized as an expense after taking into account the proportion of deferred re-takaful contribution expense which is recognized as proportion of the gross retakaful contribution of each policy, determined as the ratio of the unexpired period of the policy and the total period both measured to the nearest day. The deferred portion of re-takaful contribution expense is recognized as a prepayment.

#### b) Wakala fee

Wakala fee is recognised as income in the Operator's Fund on the same basis on which the related contribution revenue is recognised.

#### c) Re-takaful rebate

Rebate and other forms of revenue (apart from recoveries) from re-takaful operators are deferred and recognised as a liability and recognised in the profit and loss account as revenue of PTF in accordance with the pattern of recognition of the re-takaful contributions.

#### d) Investment income

- Gain or loss on sale of investments is accounted for in the profit and loss account in the period to which it relates.
- Dividend income is recognised when the Operator's right to receive the dividend is established.
- Profit on bank balances and term deposit receipts is recognised on a time proportion basis taking into account the effective yield.

#### e) Other income

- Gain or loss on sale of property and equipment, and intangible assets is recognised when the asset is derecognised.

### 3.12 Investments

#### 3.12.1 Classification and recognition

All investments are initially recognised at cost, being the fair value of the consideration given and include transaction costs, except for investments at fair value through profit or loss in which case transaction costs are charged to the profit and loss account.

These are recognised and classified as follows:

- At fair value through profit or loss
- Held to maturity
- Available-for-sale

The classification depends on the purpose for which the financial assets were acquired.

### **3.12.2 Measurement**

#### **3.12.2.1 At fair value through profit or loss**

These financial assets are acquired principally for the purpose of generating profit from short-term fluctuation in prices or are part of a portfolio for which there is a recent actual pattern of short-term profit taking.

Subsequent to initial recognition these are measured at fair value by reference to quoted market prices with the resulting gain or loss being included in the profit and loss account for the period to which it relates.

#### **3.12.2.2 Held to maturity**

Investments with fixed determinable payments and fixed maturity, where Operator has both the intent and the ability to hold to maturity, are classified as held to maturity.

Subsequently, these are measured at amortised cost using the effective yield less provision for impairment losses, if any.

Any premium paid or discount availed on acquisition of held to maturity investments is deferred and amortised over the term of investment using the effective yield.

#### **3.12.2.3 Available-for-sale**

Investments which are not eligible to be classified as at fair value through profit or loss or held to maturity are classified as 'available-for-sale'.

Subsequent to initial recognition, these investments are remeasured at fair value. Gains or losses on remeasurement of these investments are recognised in the statement of comprehensive.

### **3.12.3 Fair value measurements**

The fair value of investments in listed equity securities is determined by reference to the Pakistan Stock Exchange's quoted market prices at the close of period end.

The fair value of investments in mutual funds is determined by reference to the net asset values as published by Mutual Funds Association of Pakistan at period end.

### **3.12.4 Date of recognition**

Regular way purchases and sales of investments that require delivery within the time frame established by regulations or market convention are recognised at the trade date. Trade date is the date on which the Operator commits to purchase or sell the investment.

### **3.13 Offsetting of financial assets and financial liabilities**

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

### **3.14 Provisions**

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

**3.15 Provisions for outstanding claims including Incurred But Not Reported (IBNR) claims**

Provisions for outstanding claims include amounts in relation to unpaid reported claims, claims incurred but not reported (IBNR) and expected claims settlement costs.

**Outstanding claims**

This represents the amount of claims that have been reported and are yet unpaid or are partially unpaid at the end of reporting year for a given accident year.

A liability for outstanding claims (claims incurred) is recognised for all claims incurred which represents the estimates of the claims intimated or assessed before the end of the reporting period and measured at the undiscounted value of expected future payments. Provision for liability in respect of unpaid reported claims is made on the basis of individual case estimates while taking into consideration the past claims settlement experience including handling costs and the Operator’s reserving policy. Where applicable, deductions are made for salvage and their recoveries.

Re-takaful recoveries against outstanding claims and salvage recoveries are recognised as an asset and measured at the amount expected to be received.

**Incurred But Not Reported (IBNR) claims**

This represents losses that have incurred or are in the occurrence period at the end of reporting year and have not been intimated to the Operator by the end of reporting year.

The Operator is required, as per the SECP circular no. 9 of 2016 dated March 9, 2016 “Guidelines for Estimation of Incurred But Not Reported (IBNR) Claims Reserve, 2016” to estimate and maintain the provision for claims incurred but not reported for each class of business by using the prescribed method which is “Chain Ladder Method” or any other alternate method as allowed under the provisions of the Guidelines and explained in note 34.1.3 of these financial statements.

The actuarial valuation as at December 31, 2025 has been carried out by an independent firm of actuaries for determination of IBNR for each class of business.

**3.16 Taxation**

Income tax expense comprises current and deferred tax. Income tax expense is recognised in the Operator’s profit and loss account, except to the extent that it relates to items recognised directly in equity or in the statement of comprehensive income, in which case it is recognised in equity or in the statement of comprehensive income respectively.

**Current tax**

Provision of current tax is based on the taxable income for the year determined in accordance with the prevailing law for taxation of income. The charge for current tax is calculated using prevailing tax rates or tax rates expected to apply to the profit for the year, if enacted. The charge for current tax also include adjustments, where considered necessary, to provision for tax made in previous years arising from assessments finalised during the current period for such years.

**Deferred tax**

Deferred tax is accounted for using the balance sheet liability method in respect of all temporary differences at the reporting date between the tax bases and carrying amounts of assets and liabilities for financial reporting purposes. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences, unused tax losses and tax credits can be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on the tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

### 3.17 Defined contribution plan

The Operator contributes to a provident fund scheme which covers all permanent employees. Equal contributions are made both by the Operator and the employees to the fund at the rate of 8.33 percent of basic salary.

### 3.18 Takaful surplus

Takaful surplus attributable to the participants is calculated after charging all direct cost and setting aside various reserves. Allocation to participants, if applicable, is made after adjustment of claims paid to them during the year.

### 3.19 Impairment of assets

The management assesses at each reporting date whether there is an objective evidence that the financial assets or a group of financial assets is impaired. The carrying value of assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the recoverable amount of such asset is estimated. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount.

In the case of equity securities classified as 'available-for-sale', a significant or prolonged decline in the fair value of the security below its cost is considered as an objective evidence of impairment. In case of impairment of available-for-sale equity securities, the cumulative loss previously recognised in the statement of comprehensive income is removed therefrom and included in the profit and loss account. Impairment losses recognised in the profit and loss account on equity securities are only reversed when the equity securities are derecognised.

### 3.20 Management and direct expenses

Management expenses are allocated to various classes of business as deemed equitable by the management based on the detailed exercise carried out by the management on an annual basis. Expenses not directly attributable to the underwriting business are charged under direct expenses.

### 3.21 Financial instruments

All the financial assets and financial liabilities are recognised at the time when the Operator becomes a party to the contractual provisions of the instrument and are derecognised when the Operator loses control of contractual rights that comprise the financial assets and in the case of financial liabilities when the obligation specified in the contract is discharged, cancelled or expired. At the time of initial recognition all financial assets and financial liabilities are measured at cost, which is the fair value of the consideration given or received for it. Any gain or loss on derecognition of financial assets and financial liabilities is taken to the profit and loss account in the period in which financial instrument is derecognised.

### 3.22 Provision for unearned wakala fee

The Operator manages the general takaful operations for the participants and charges wakala fee to PTF on gross contributions recognised for each class of business to meet the general and administrative expenses of the Operator including commissions to agents at following rates:

Class	2025 Percentage	2024 Percentage
Fire and property damage	35%	35%
Marine, aviation and transport	35%	35%
Motor	35%	35%
Motor Ijara*	40%	40%
Health	25%	25%
Health Bancatakaful*	72%	72%
Miscellaneous	35%	35%

\* The bancatakaful health and motor ijara policies are issued to financial institutions, the rates of which have been approved on the advice of shariah advisor.

Wakala fee is recognised as income in the Operator's Fund on the same basis on which the related contribution revenue is recognised. Unearned portion of wakala fee is recognised as a liability of the Operator's Fund.

**3.23 Modarib's fee**

The Operator manages the participants' investment as Modarib and charges 20 percent of the investment income and profit on bank balances earned by the PTF as Modarib's fee. It is recognised on the same basis on which related revenue is recognised.

**3.24 Qard-e-Hasna**

Qard-e-Hasna is provided by the OPF to PTF in case of deficit or to fulfill cash flow requirements.

**4 CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS**

**4.1 Use of estimates and judgments**

The preparation of financial statements in conformity with the accounting and reporting standards as applicable in Pakistan requires management to make judgments, estimates and assumptions that affect the reported amounts of assets and liabilities and income and expenses. It also requires management to exercise judgment in application of its accounting policies. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. These estimates and assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of revision and future periods if the revision affects both current and future periods.

Significant accounting estimates and areas where judgments were made by the management in the application of accounting policies are as follows:

- a) provision for unearned contribution (notes 3.5 and 18);
- b) provision for receivables related to takaful contracts (notes 3.8 and 10);
- c) provision for outstanding claims including IBNR (notes 3.15 and 20);
- d) contribution deficiency reserve (note 3.6);
- e) provision for unearned wakala fee (notes 3.22 and 23);
- f) classification and impairment of investments (notes 3.12, 3.19, 7 and 8);
- g) residual values and useful lives of property and equipment and intangible assets (notes 3.1, 3.2, 5 and 6);
- h) allocation of management expenses (notes 3.20 and 24); and
- i) taxation and deferred taxation (notes 3.16, 12 and 29).

**2025**                      **2024**  
**Note** .....(Rupees in '000).....

**5 PROPERTY AND EQUIPMENT**

Operating assets 5.1 **1,988** 1,673

**5.1 Operating assets**

<b>OPF</b>										
<b>2025</b>										
Cost				Depreciation				Written down value as at December 31, 2025	Depreciation rate %	
As at January 01, 2025	Addition / (disposals)	Adjustments	As at December 31, 2025	As at January 01, 2025	For the year	Disposals	As at December 31, 2025			
..... (Rupees in '000) .....										
Furniture and fixtures	9,208	395	-	9,603	8,288	4	-	8,292	1,311	17%
Office equipment	5,788	(405)	-	5,383	5,161	13	(364)	4,809	574	17%
Computer equipment	884	(62)	-	822	758	16	(55)	719	103	25%
	<b>15,880</b>	<b>(72)</b>	<b>-</b>	<b>15,808</b>	<b>14,207</b>	<b>33</b>	<b>(419)</b>	<b>13,821</b>	<b>1,988</b>	

<b>2024</b>										
Cost				Depreciation				Written down value as at December 31, 2024	Depreciation rate %	
As at January 01, 2024	Addition /	Adjustments	As at December 31, 2024	As at January 01, 2024	For the year	Disposals	As at December 31, 2024			
..... (Rupees in '000) .....										
Furniture and fixtures	9,208	-	-	9,208	8,288	-	-	8,288	920	17%
Office equipment	5,788	-	-	5,788	5,149	12	-	5,161	627	17%
Computer equipment	884	-	-	884	743	15	-	758	126	25%
	<b>15,880</b>	<b>-</b>	<b>-</b>	<b>15,880</b>	<b>14,180</b>	<b>27</b>	<b>-</b>	<b>14,207</b>	<b>1,673</b>	

**5.2** Cost of Fully depreciated property and equipment still in use at the end of the year amounted to Rs. 15,262 thousands (2024: Rs. 15,729 thousands).

**6 INTANGIBLE ASSETS**

<b>2025</b>										
Cost				Amortisation				Written down value as at December 31, 2025	Amortisation period	
As at January 01, 2025	Addition / (disposals)	Adjustments	As at December 31, 2025	As at January 01, 2025	For the year	Adjustments	As at December 31, 2025			
..... (Rupees in '000) .....										
Computer software	4,933	-	-	4,933	4,933	-	-	4,933	-	5 years

<b>2024</b>										
Cost				Amortisation				Written down value as at December 31, 2024	Amortisation period	
As at January 01, 2024	Addition / (disposals)	Adjustments	As at December 31, 2024	As at January 01, 2024	For the year / (disposals)	Adjustments	As at December 31, 2024			
..... (Rupees in '000) .....										
Computer software	4,933	-	-	4,933	4,933	-	-	4,933	-	5 years

**6.1** Cost and accumulated amortisation in respect of fully amortised intangible assets still in use at the end of the year amounted to Rs. 4,933 thousands (2024: Rs. 4,933 thousands).

**7 INVESTMENT IN EQUITY SECURITIES - AVAILABLE-FOR-SALE**

	Note	2025			2024		
		Carrying value	Impairment	Market value	Carrying value	Impairment	Market value
(Rupees in '000)							
<b>OPF</b>							
<b>Related Parties</b>							
Listed shares	7.1	18,395	-	24,481	9,457	-	11,902
<b>Others</b>							
Listed shares	7.1	173,441	-	232,262	216,741	-	328,785
Mutual funds	7.2	-	-	-	88	-	88
		<b>191,836</b>	<b>-</b>	<b>256,743</b>	<b>226,286</b>	<b>-</b>	<b>340,775</b>
<b>PTF</b>							
<b>Related Parties</b>							
Listed shares	7.3	32,395	-	44,172	15,681	-	19,645
<b>Others</b>							
Listed shares	7.3	337,579	-	454,321	285,010	-	459,603
Mutual funds	7.4	-	-	-	170	-	170
		<b>369,974</b>	<b>-</b>	<b>498,493</b>	<b>300,861</b>	<b>-</b>	<b>479,418</b>

**7.1 Available-for-sale securities - OPF**

**Related Parties  
Listed Shares**

	Face value per share	Number of Shares		2025		2024	
		2025	2024	Carrying value	Market value	Carrying value	Market value
		(Rupees)					
(Rupees in '000)							
<b>COMMERCIAL BANKS</b>							
Meezan Bank Limited	10	20,200	14,500	5,992	8,976	3,486	3,509
<b>PAPER &amp; BOARD</b>							
Cherat Packaging Limited	10	-	11,000	-	-	1,367	1,514
<b>ENGINEERING</b>							
International Steels Limited	10	51,500	51,500	3,493	5,426	3,493	4,963
Crescent Steel & Allied Products	10	60,000	-	6,196	6,077	-	-
				<b>9,689</b>	<b>11,503</b>	<b>3,493</b>	<b>4,963</b>
<b>CEMENT</b>							
Cherat Cement Company Limited	10	12,000	7,000	2,714	4,002	1,111	1,916
				<b>18,395</b>	<b>24,481</b>	<b>9,457</b>	<b>11,902</b>
<b>Name of investee company Other Listed Shares</b>							
<b>Ordinary shares</b>							
<b>CEMENT</b>							
Fauji Cement Company Limited	10	37,000	270,000	1,995	2,070	5,207	9,877
Maple Leaf Cement Factory Limited	10	40,000	-	4,203	4,697	-	-
Pioneer Cement Limited	10	-	45,000	-	-	9,444	9,047
D.G. Khan Cement Company Limited	10	10,000	167,000	2,448	2,299	14,387	17,522
Kohat Cement Limited	10	22,000	-	2,357	2,490	-	-
Lucky Cement Limited	10	25,800	18,000	5,667	12,254	15,960	19,809
				<b>16,670</b>	<b>23,811</b>	<b>44,998</b>	<b>56,255</b>
<b>AUTOMOBILE PARTS &amp; ACCESSORIES</b>							
Ghandhara Tyre & Rubber Company Limited	10	-	270,000	-	-	11,497	13,851
Panther Tyres Limited	10	-	37,500	-	-	1,615	1,749
				<b>-</b>	<b>-</b>	<b>13,112</b>	<b>15,600</b>
<b>AUTOMOBILE ASSEMBLER</b>							
Millat Tractors Limited	10	-	9,000	-	-	4,958	5,592

	Face value per share	Number of Shares		2025		2024	
		2025	2024	Carrying value	Market value	Carrying value	Market value
		(Rupees)		(Rupees in '000)			
<b>POWER GENERATION &amp; DISTRIBUTION</b>							
The Hub Power Company Limited	10	27,600	79,600	3,819	6,110	10,570	10,419
K-Electric Limited	4	-	1,590,000	-	-	8,319	8,904
				3,819	6,110	18,889	19,323
<b>PHARMACEUTICALS</b>							
AGP Limited	10	-	15,500	-	-	1,364	2,637
Ferozsons Laboratories Limited	10	5,500	10,500	2,229	2,067	2,970	3,521
Abbott Laboratories (Pakistan) Limited	10	-	13,600	-	-	14,909	16,835
The Searle Company Limited	10	-	112,000	-	-	6,744	11,700
GlaxoSmithKline Pakistan Limited	10	9,000	-	3,876	3,508	-	-
				6,105	5,575	25,987	34,692
<b>OIL &amp; GAS MARKETING COMPANIES</b>							
Sui Northern Gas Pipelines Limited	10	117,000	84,000	12,601	13,984	5,069	9,403
Sui Southern Gas Company Limited	10	70,000	-	2,980	2,514	-	-
Attock Petroleum Limited	10	16,800	10,000	7,365	9,165	3,552	5,544
Hi-Tech Lubricants Limited	10	-	123,000	-	-	4,585	6,298
Pakistan State Oil Company Limited	10	24,600	54,000	8,607	11,664	8,167	23,797
				31,553	37,328	21,373	45,042
<b>OIL &amp; GAS EXPLORATION COMPANIES</b>							
Oil & Gas Development Company Limited	10	105,550	-	23,377	29,669	-	-
Pakistan Petroleum Limited	10	107,500	225,000	13,847	25,322	22,773	45,799
Mari Petroleum Company Limited	10	34,500	41,500	12,695	24,699	11,624	29,864
				49,919	79,690	34,397	75,663
<b>FERTILIZER</b>							
Engro Corporation Limited	10	-	46,000	-	-	14,252	20,483
Fatima Fertilizer Company Limited	10	-	47,500	-	-	2,602	3,718
Fauji Fertilizer Company Limited	10	17,000	-	9,730	10,042	-	-
Engro Fertilizers Limited	10	72,500	149,698	11,309	16,410	16,527	30,567
				21,039	26,452	33,381	54,768
<b>TECHNOLOGY &amp; COMMUNICATION</b>							
Systems Limited	10	-	13,894	-	-	5,994	8,634
<b>FOOD &amp; PERSONAL CARE PRODUCTS</b>							
Frieslandcampins Engro Food Limited	10	56,000	-	4,965	4,842	-	-
National Foods Limited	10	10,500	-	3,349	4,160	-	-
				8,314	9,002	-	-
<b>ENGINEERING</b>							
International Industries Limited	10	19,000	27,000	3,439	3,537	4,319	4,814
Aisha Steel Mills Limited	10	420,000	-	5,968	5,540	-	-
Mughal Iron & Steels Products Limited	10	27,500	81,500	2,017	2,835	7,438	6,528
				11,424	11,912	11,757	11,342
<b>TECHNOLOGY &amp; COMMUNICATION</b>							
Systems Limited	10	64,970	-	7,344	11,102	-	-
<b>FINANCIAL SERVICES</b>							
Engro Holding Limited	10	48,327	-	8,270	11,467	-	-
<b>CABLE &amp; ELECTRICAL GOODS</b>							
Fast Cables Limited	10	-	75,000	-	-	1,893	1,876
<b>COMMERCIAL BANKS</b>							
Faysal Bank Limited	10	80,000	-	6,609	7,422	-	-
<b>REFINERY</b>							
Attock Refinery Limited	10	3,500	-	2,374	2,392	-	-
				173,441	232,262	216,740	328,785

**7.2 Mutual funds - OPF**

Name of the Fund	Number of Units		2025		2024	
	2025	2024	Carrying value	Market value	Carrying value	Market value
	..... (Rupees in '000) .....					
Faysal Islamic Cash Fund	-	167	-	-	18	18
ABL Islamic Cash Fund	-	5,204	-	-	53	53
Alhamra Islamic Money Market Fund	-	27	-	-	3	3
Alhamra Daily Dividend Fund	-	115	-	-	12	12
Alfalaha Islamic Money Market Fund Class A	-	6	-	-	1	1
Alfalaha Islamic Rozana Amdani Fund	-	26	-	-	3	3
			-	-	<b>88</b>	<b>88</b>

**7.3 Available-for-sale securities - PTF**

Related Parties Listed Shares	Face value per share (Rupees)	Number of Shares		2025		2024	
		2025	2024	Carrying value	Market value	Carrying value	Market value
		..... (Rupees in '000) .....					
<b>COMMERCIAL BANKS</b>							
Meezan Bank Limited	10	<b>45,800</b>	24,800	<b>13,634</b>	<b>20,353</b>	5,962	6,001
<b>PAPER &amp; BOARD</b>							
Cherat Packaging Limited	10	-	16,000	-	-	1,981	2,203
<b>ENGINEERING</b>							
International Steels Limited	10	<b>87,498</b>	87,498	<b>5,993</b>	<b>9,219</b>	5,993	8,431
Crescent Steel & Allied Products	10	<b>75,000</b>	-	<b>7,817</b>	<b>7,597</b>	-	-
				<b>13,810</b>	<b>16,816</b>	5,993	8,431
<b>CEMENT</b>							
Cherat Cement Company Limited	10	<b>21,000</b>	11,000	<b>4,951</b>	<b>7,004</b>	1,745	3,011
				<b>32,395</b>	<b>44,172</b>	15,681	19,645
<b>Name of investee company Other Listed Shares</b>							
<b>COMMERCIAL BANKS</b>							
Faysal Bank Limited	10	<b>117,000</b>	-	<b>9,325</b>	<b>10,854</b>	-	-
<b>CEMENT</b>							
Lucky Cement Limited	10	<b>69,000</b>	28,500	<b>14,411</b>	<b>32,772</b>	25,250	31,364
Kohat Cement Limited	10	<b>45,000</b>	-	<b>4,806</b>	<b>5,094</b>	-	-
Maple Leaf Cement Factory Limited	10	<b>86,000</b>	-	<b>9,042</b>	<b>10,099</b>	-	-
Fauji Cement Company Limited	10	<b>80,000</b>	560,000	<b>4,321</b>	<b>4,476</b>	11,307	20,485
D.G. Khan Cement Company Limited	10	-	116,000	-	-	9,875	12,171
				<b>32,581</b>	<b>52,441</b>	46,432	64,019
<b>POWER GENERATION &amp; DISTRIBUTION</b>							
The Hub Power Company Limited	10	<b>58,000</b>	126,000	<b>7,938</b>	<b>12,840</b>	16,639	16,492
K-Electric Limited	4	-	1,520,000	-	-	7,512	8,512
				<b>7,938</b>	<b>12,840</b>	24,151	25,004
<b>CABLE &amp; ELECTRICAL GOODS</b>							
Fast Cables Limited	10	-	130,000	-	-	3,282	3,251
<b>AUTOMOBILE ASSEMBLER</b>							
Millat Tractors Limited	10	-	15,000	-	-	8,375	9,319

Name of investee company Others	Face value per share  (Rupees)	Number of Shares		2025		2024	
		2025	2024	Carrying value	Market value	Carrying value	Market value
<b>REFINERY</b>							
Attock Refinery Limited	10	15,800	-	10,256	10,798	-	-
<b>AUTOMOBILE PARTS &amp; ACCESSORIES</b>							
Ghandhara Tyre & Rubber Company Limited	10	-	230,000	-	-	9,306	11,799
Panther Tyres Limited	10	-	42,500	-	-	1,817	1,982
				-	-	11,123	13,781
<b>PHARMACEUTICALS</b>							
AGP Limited	10	-	26,000	-	-	2,260	4,423
Ferozsons Laboratories Limited	10	11,000	16,600	4,463	4,133	4,696	5,567
Abbott Laboratories (Pakistan) Limited	10	-	14,200	-	-	15,387	17,578
The Searle Company Limited	10	-	177,000	-	-	10,677	18,489
GlaxoSmithKline Pakistan Limited	10	20,000	-	8,605	7,796	-	-
				13,067	11,929	33,020	46,057
<b>FERTILIZER</b>							
Engro Corporation Limited	10	-	73,000	-	-	21,889	32,505
Fatima Fertilizer Company Limited	10	-	82,500	-	-	4,504	6,458
Fauji Fertilizer Company Limited	10	36,000	-	20,644	21,266	-	-
Engro Fertilizers Limited	10	89,500	213,000	15,174	20,258	23,760	43,492
				35,818	41,524	50,153	82,456
<b>FOOD &amp; PERSONAL CARE PRODUCTS</b>							
Frieslandcampins Engro Foods Limited	10	154,000	-	14,669	13,315	-	-
National Foods Limited	10	22,500	-	7,179	8,915	-	-
				21,848	22,230	-	-
<b>OIL &amp; GAS MARKETING COMPANIES</b>							
Sui Northern Gas Pipelines Limited	10	230,000	135,000	24,552	27,490	8,316	15,112
Sui Southern Gas Company Limited	10	144,000	-	6,124	5,172	-	-
Attock Petroleum Limited	10	22,500	7,500	10,597	12,275	2,200	4,158
Hi-Tech Lubricants Limited	10	-	186,000	-	-	6,917	9,523
Pakistan State Oil Company Limited	10	53,000	82,000	16,977	25,130	13,007	36,137
				58,250	70,068	30,440	64,930
<b>ENGINEERING</b>							
International Industries Limited	10	39,000	22,000	6,655	7,260	3,570	3,922
Mughal Iron & Steels Products Limited	10	162,000	120,000	11,892	16,699	10,918	9,612
				18,547	23,959	14,488	13,534
<b>FINANCIAL SERVICES</b>							
Engro Holdings Limited	10	91,817	-	15,717	21,785	-	-
<b>TECHNOLOGY &amp; COMMUNICATION</b>							
Systems Limited	10	113,000	22,000	13,091	19,309	9,364	13,672
<b>FOOD &amp; PERSONAL CARE PRODUCTS</b>							
The Organic Meat Company Limited	10	-	-	-	-	-	-
<b>OIL &amp; GAS EXPLORATION COMPANIES</b>							
Oil & Gas Development Company Limited	10	227,250	-	50,676	63,878	-	-
Pakistan Oilfields Limited	10	-	-	-	-	-	-
Pakistan Petroleum Limited	10	179,000	354,000	23,183	42,163	34,776	72,057
Mari Petroleum Company Limited	10	70,600	71,600	27,282	50,542	19,405	51,524
				101,141	156,583	54,181	123,581
				337,579	454,321	285,010	459,604

**7.4 Mutual funds - PTF**

Name of the Fund	Number of Units		2025		2024	
	2025	2024	Carrying value	Market value	Carrying value	Market value
	..... (Rupees in '000) .....					
Faysal Islamic Cash Fund	-	338	-	-	37	37
ABL Islamic Cash Fund	-	10,277	-	-	104	104
Alhamra Islamic Money Market Fund	-	52	-	-	5	5
Alhamra Daily Dividend Fund	-	212	-	-	21	21
Alfalah Islamic Money Market Fund Class A	-	7	-	-	1	1
Alfalah Islamic Rozana Amdani Fund	-	21	-	-	2	2
			-	-	170	170

**8 INVESTMENTS IN DEBT SECURITIES**

Government securities	Number of units		2025		2024	
	2025	2024	Carrying value	Market value	Carrying value	Market value
	..... (Rupees in '000) .....					
<b>OPF</b>						
<b>Available-for-sale</b>						
GOP Ijara Sukuk	36,889	27,889	108,000	114,088	135,377	139,170
Private Retail Sukuk	1,500	-	15,000	15,000	-	-
			123,000	129,088	135,377	139,170
<b>PTF</b>						
<b>Available-for-sale</b>						
GOP Ijara Sukuk	60,000	45,000	170,000	179,416	217,368	223,497
Private Retail Sukuk	2,500	-	25,000	25,000	-	-
			195,000	204,416	217,368	223,497

**8.1 Government securities - available-for-sale**

**OPF**

No. of Units	Face value (Rupees)	Profit rate %	Profit payment	Type of security	Maturity date	2025		2024	
						Cost / Carrying value	Market value	Cost / Carrying value	Market value
..... (Rupees in '000) .....									
4,769	23,845,000	19.50	On maturity	GOP Ijara Sukuk	22/01/2025	-	-	23,621	23,702
2,500	12,500,000	19.89	On maturity	GOP Ijara Sukuk	23/05/2025	-	-	11,693	12,053
8,020	40,100,000	18.50	On maturity	GOP Ijara Sukuk	27/06/2025	-	-	37,063	38,015
7,000	35,000,000	13.89	Semi annually	GOP Ijara Sukuk	18/09/2027	35,000	36,963	35,000	36,446
				- 3 Years					
1,400	7,000,000	13.85	Semi annually	GOP Ijara Sukuk	18/09/2029	7,000	7,690	7,000	7,436
				- 5 Years					
4,200	21,000,000	12.53	Semi annually	GOP Ijara Sukuk	21/10/2029	21,000	22,525	21,000	21,519
				- 5 Years					
5,000	25,000,000	11.99	Semi annually	GOP Ijara Sukuk	09/01/2030	25,000	25,930	-	-
				- 5 Years					
4,000	20,000,000	11.98	Semi annually	GOP Ijara Sukuk	07/03/2030	20,000	20,980	-	-
				- 5 Years					
<b>36,889</b>						<b>108,000</b>	<b>114,088</b>	<b>135,377</b>	<b>139,170</b>

**PTF**

No. of Units	Face value (Rupees)	Profit rate %	Profit payment	Type of security	Maturity date	2025		2024	
						Cost / Carrying value	Market value	Cost / Carrying value	Market value
6,000	30,000,000	19.50	On maturity	GOP Ijara Sukuk	22/01/2025	-	-	29,718	29,820
4,000	20,000,000	19.89	On maturity	GOP Ijara Sukuk	23/05/2025	-	-	18,709	19,284
16,000	80,000,000	18.50	On maturity	GOP Ijara Sukuk	27/06/2025	-	-	73,941	75,840
10,000	50,000,000	13.89	Semi annually	- 3 Years GOP Ijara Sukuk	18/09/2027	50,000	52,805	50,000	52,065
2,000	10,000,000	13.85	Semi annually	- 5 Years GOP Ijara Sukuk	18/09/2029	10,000	10,985	10,000	10,623
7,000	35,000,000	12.53	Semi annually	- 5 Years GOP Ijara Sukuk	21/10/2029	35,000	37,541	35,000	35,865
10,000	50,000,000	11.99	Semi annually	- 5 Years GOP Ijara Sukuk	09/01/2030	50,000	51,860	-	-
5,000	25,000,000	11.98	Semi annually	- 5 Years GOP Ijara Sukuk	07/03/2030	25,000	26,225	-	-
<u>60,000</u>						<u>170,000</u>	<u>179,416</u>	<u>217,368</u>	<u>223,497</u>

**8.2 Private securities - available-for-sale**

**OPF**

No. of Units	Face value (Rupees)	Profit rate %	Profit payment	Type of security	Maturity date	2025		2024	
						Cost / Carrying value	Market value	Cost / Carrying value	Market value
1,500	15,000,000	11.24	On maturity	Private Retail Sukuk 1	3-Sep-26	15,000	15,000	-	-
<u>1,500</u>						<u>15,000</u>	<u>15,000</u>	<u>-</u>	<u>-</u>

**PTF**

2,500	25,000,000	11.24	On maturity	Private Retail Sukuk 1	3-Sep-26	25,000	25,000	-	-
<u>2,500</u>						<u>25,000</u>	<u>25,000</u>	<u>-</u>	<u>-</u>

**9 LOANS AND OTHER RECEIVABLES**

	OPF		PTF	
	2025	2024	2025	2024
	..... (Rupees in '000) .....			
Accrued investment income	7,718	4,417	9,933	8,020
Loans to Employee	14	-	-	-
Sales tax recoverable	147	550	12,379	4,314
Medical claims recoverable	-	-	318	5,930
Other receivables	257	102	6,738	101
	<u>8,136</u>	<u>5,069</u>	<u>29,368</u>	<u>18,365</u>

**10 TAKAFUL / RE-TAKAFUL RECEIVABLES  
Unsecured and considered good**

	Note	2025	2024
		.....(Rupees in '000).....	
Due from takaful participants holders	10.1	790,575	557,818
Less: provision for impairment of receivables from takaful participants holders		(30,780)	(30,780)
		<u>759,795</u>	<u>527,038</u>
Due from other takaful / re-takaful operators		214,928	51,241
		<u>974,723</u>	<u>578,279</u>

10.1 This includes Rs. 45,847 thousands (2024: Rs. 2,600 thousands) receivable from related parties.

**11 RECEIVABLE / (PAYABLE) [Current account between OPF and PTF]**

	OPF		PTF	
	2025	2024	2025	2024
	..... (Rupees in '000) .....			
Wakala fee	233,336	187,153	(233,336)	(187,153)
Modarib fee	9,453	6,479	(9,453)	(6,479)
	<u>242,789</u>	<u>193,632</u>	<u>(242,789)</u>	<u>(193,632)</u>

**12 DEFERRED TAXATION**

	Note	OPF	
		2025	2024
		.....(Rupees in '000).....	
Deferred (credits) / debits arising in respect of: revaluation of available-for-sale equity investments	12.1	(27,688)	(46,129)
12.1 The movement in deferred tax (liability) / asset is as follows:			
Opening deferred tax asset		(46,129)	(8,193)
Charge to the statement of comprehensive income		18,441	(37,936)
Closing deferred tax (liability) / asset		<u>(27,688)</u>	<u>(46,129)</u>

Note	OPF		PTF	
	2025	2024	2025	2024

**13 PREPAYMENTS**

	..... (Rupees in '000) .....			
Prepaid re-takaful contribution ceded	-	-	130,940	113,003
Prepaid miscellaneous expenses	4,994	1,600	-	-
	<u>4,994</u>	<u>1,600</u>	<u>130,940</u>	<u>113,003</u>

**14 CASH AND BANK**

<b>Cash and cash equivalent</b>				
Policy, revenue stamps and bond papers	1	11	3,045	2,181
<b>Cash at bank</b>				
Current accounts	-	-	11,803	13,012
Savings accounts	14.1	293,421	547,908	842,961
	14.2 & 14.3	293,421	559,711	855,973
		<u>564,667</u>	<u>562,756</u>	<u>858,154</u>

14.1 Savings accounts carry profit rates ranging from 4% to 11.50 % (2024: 9.70% to 20.10%) per annum.

14.2 Cash at bank of OPF includes Rs. 442,818 thousands (2024: Rs. 179,490 thousands) held with a related party. Savings account with related party carry profit at the rate 4% (2024: 9.70%) per annum.

14.3 Cash at bank of PTF includes Rs. 42,011 thousands (2024: Rs. 302,454 thousands) held with related parties. Savings accounts with related parties carry profits ranging from 4% to 11.50% (2024: 9.70% to 20.10%) per annum.

**15 TAKAFUL / RE-TAKAFUL PAYABLES**

	Note	PTF	
		2025	2024
		.....(Rupees in '000).....	
Due to takaful participants / re-takaful payable	15.1	<u>278,799</u>	<u>418,722</u>

15.1 This includes Rs. 5,575 thousands (2024: Rs. 4,121 thousands) payable to related parties.

16	OTHER CREDITORS AND ACCRUALS	OPF		PTF	
		2025	2024	2025	2024
..... (Rupees in '000) .....					
	Agents commission payable	105,628	85,474	-	-
	Federal excise duty / sales tax	-	-	22,709	15,710
	Federal takaful fee	-	-	2,919	2,350
	Accrued expenses	8,520	6,942	26,352	11,748
	Other tax payables	1,063	977	4,682	877
	Miscellaneous	521	478	18,591	19,284
		<b>115,732</b>	<b>93,871</b>	<b>75,253</b>	<b>49,969</b>

## 17 CONTINGENCIES AND COMMITMENTS

The status of contingencies and commitments remains unchanged as disclosed in the annual audited financial statements as at December 31, 2024, except for the following:

**17.1** Sindh Revenue Board (SRB) vide notification no. SRB 3-4/5/2019 dated May 8, 2019, extended the exemption on health takaful till June 30, 2019, which was subsequently revoked and health takaful was made taxable from July 1, 2019. With effect from November 1, 2018 the Punjab Revenue Authority (PRA) withdrew its exemption health takaful and made the same subject sales tax chargeability under the Punjab Sales tax (PST). The Operator collectively through the forum of Insurance Association of Pakistan ("IAP") filed a constitutional petition against Punjab Revenue Authority (PRA) in the Lahore High Court (LHC) on September 28, 2019, and Sindh Revenue Board (SRB) in the Sindh High Court (SHC) on November 28, 2019 respectively on the following main contentions:

- Substantiating the Operator's view that takaful is not a service but in fact, in sum and substance, a contingent contract under which payment is made on the occurrence of the event, specified in the term of contract or policy, and is thus a financial arrangement. Superior courts in foreign jurisdictions have held that takaful is not a service.
- A question of constitutionality arose on the levy of provincial sales tax on health takaful, which in their view, was a federal subject, since the Federation has retained a legislative mandate over all laws relating to insurance under Entry 29 of the said List, therefore, only the Federation is entitled to levy and any tax in relation to insurance business; and
- If the entire Gross Written Contribution (GWC) was subjected to the provincial sales tax, this was akin to a direct tax on the policyholders, in the nature of income tax, wealth tax or capital value tax, all of which fall exclusively within the domain of Federal Legislature.

During the year, the SHC has revoked the stay relating to the recovery of the sales tax granted in the year 2021, however the matter under both connotational petitions in the SHC and in the LHC are pending adjudication.

Based on the opinion of the Operator's legal advisors on the matter of Sales Tax on health takaful, the Operator has neither billed its customers nor recognized the liability for PST and SST, amounting to Rs. 535,465 thousand (December 31, 2024: Rs. 195,482 thousand), as management remains confident of a favorable outcome in the case.

**17.2** There were no contingencies and commitments outstanding as at December 31, 2025 and December 31, 2024 other than that disclosed above.

18	NET CONTRIBUTION REVENUE	PTF	
		2025	2024
.....(Rupees in '000).....			
	Written gross contribution	3,911,889	2,669,910
	Less: Wakala fee	1,212,377	873,107
	Contribution net of Wakala fee	2,699,512	1,796,803
	Add: Unearned contribution reserve - opening	729,857	560,053
	Less: Unearned contribution reserve - closing	887,414	729,857
	Contribution earned	<b>2,541,955</b>	<b>1,626,999</b>

		PTF	
		2025	2024
.....(Rupees in '000).....			
<b>Less:</b>			
Re-takaful contribution ceded		697,761	498,816
Add: Prepaid re-takaful contribution - opening		113,003	80,709
Less: Prepaid re-takaful contribution - closing		130,940	113,003
Re-takaful expense		679,824	466,522
Net contribution		1,862,131	1,160,477
<b>19 RE-TAKAFUL REBATE EARNED</b>			
Re-takaful rebate / commission received		51,084	42,175
Add: Unearned re-takaful rebate / commission - opening		11,100	12,835
Less: Unearned re-takaful rebate / commission - closing		19,990	11,100
		42,194	43,910

**20**

**NET CLAIMS**

		PTF	
		2025	2024
.....(Rupees in '000).....			
Benefits / claims paid		2,854,410	1,390,750
Add: Outstanding benefits / claims including IBNR - closing		659,166	658,765
Less: Outstanding benefits / claims including IBNR - opening		658,765	595,068
Claims expense		2,854,811	1,454,447
<b>Less:</b>			
Re-takaful and other recoveries received		827,822	119,353
Add: Re-takaful and other recoveries in respect of outstanding claims - closing		103,953	268,360
Less: Re-takaful and other recoveries in respect of outstanding claims - opening		268,360	262,572
Re-takaful and other recoveries revenue		663,415	125,141
Net claims expense		2,191,396	1,329,306

**21**

**BENEFIT / CLAIM DEVELOPMENT**

The Operator maintains adequate reserves in respect of its takaful business in order to protect against adverse future claims experience and developments. The uncertainties about the amount and timing of claim payments are normally resolved within one year. The following table shows the development of the claims over a period of time. All amounts are presented in gross numbers before re-takaful.

Accident Year	2020 & prior	2021	2022	2023	2024	2025 (including IBNR)	Total
..... (Rupees in '000) .....							
Gross estimate of ultimate claims cost:							
- At end of accident year	1,520,122	990,279	724,663	1,001,645	1,028,486	3,435,926	
- One year later	1,508,903	974,281	717,584	986,655	1,028,229	-	
- Two years later	1,504,832	973,114	691,829	990,865	-	-	
- Three years later	1,500,384	939,856	695,586	-	-	-	
- Four years later	1,499,871	1,148,247	-	-	-	-	
- Five years later	1,500,015	-	-	-	-	-	
Current estimate of cumulative claims	1,500,015	1,148,247	695,586	990,865	1,028,229	3,435,926	8,798,868
Cumulative payments to date	(2,645,425)	(693,374)	(971,720)	(1,012,730)	(356,581)	(2,459,872)	(8,139,703)
Liability recognised in the statement of financial position	(1,145,409)	454,873	(276,134)	(21,865)	671,648	976,054	659,166

**21.1**

The provision for IBNR on the basis of actuarial valuation carried out as at December 31, 2025 amounted to Rs. 135,840 thousands (2024: Rs 89,513 thousands).

OPF	
2025	2024

## 22 COMMISSION EXPENSE

.....(Rupees in '000).....

Commission paid or payable	312,230	253,662
Add: Deferred commission expense - opening	106,821	82,019
Less: Deferred commission expense - closing	110,678	106,821
	<u>308,373</u>	<u>228,860</u>

## 23 WAKALA FEE INCOME

Gross Wakala fee	1,212,377	873,107
Add: Unearned Wakala fee - opening	335,856	292,020
Less: Unearned Wakala fee - closing	430,838	335,856
	<u>1,117,394</u>	<u>829,271</u>

**23.1** Wakala fee has been charged by OPF to PTF for managing the general takaful operations. Rates of Wakala fee for each class of business have been disclosed in note 3.22 to these financial statements.

## 24 GENERAL, ADMINISTRATIVE AND MANAGEMENT EXPENSES

OPF	
2025	2024

.....(Rupees in '000).....

Employee benefit cost	24.1	270,791	240,227
Travelling expenses		3,164	3,886
Advertisement and sales promotion		11,841	6,618
Printing and stationery		27,025	27,518
Depreciation	24.2	3,556	2,779
Amortisation	24.3	3,416	2,017
Rent, rates and taxes	24.4	8,443	7,523
Legal and professional charges - business related		4,412	3,849
Electricity, gas and water		4,614	5,144
Entertainment		1,444	1,118
Office repairs and maintenance		2,307	1,463
Bank charges		581	579
Postage, telegrams and telephone		2,876	2,009
Shariah Advisor's fee		4,324	4,000
Annual supervision fee to the SECP		6,332	4,976
Miscellaneous		20,975	15,142
	24.5	<u>376,101</u>	<u>328,848</u>

### 24.1 Employee benefit cost

Salaries, allowance and other benefits	24.1.1	260,421	230,519
Charges for post employment benefit	24.1.2	10,370	9,708
		<u>270,791</u>	<u>240,227</u>

**24.1.1** This includes Rs. 13,701 thousands (2024: Rs. 12,666 thousands) in respect of remuneration of key management personnel and allocation of personnel expenses amounting to Rs. 208,437 thousands (2024: Rs. 194,736 thousands) charged by the Operator.

**24.1.2** This represents Rs. 6,260 thousands (2024: Rs. 5,733 thousands) being contribution for employees' provident fund and allocation of Rs. 4,109 thousands (2024: Rs. 3,975 thousands) charged by the Operator in respect of defined benefit plan - employees' gratuity. Detailed disclosures as required under General Takaful Accounting Regulations, 2019, have been presented on a collective basis in the separate financial statements of the Operator.

### 24.2 Depreciation

OPF	
2025	2024

.....(Rupees in '000).....

Depreciation charged during the year	5	33	27
Add: depreciation allocated by the Company and common back office		3,523	2,752
		<u>3,556</u>	<u>2,779</u>

### 24.3 Amortisation

Amortisation charged during the year	6	-	-
Add: amortisation allocated by the Company and common back office		3,416	2,017
		<u>3,416</u>	<u>2,017</u>

**24.4** This includes rent amounting to Rs. 1,541 thousands (2024: Rs. 1,479 thousands) paid to the Operator.

**24.5** This includes costs amounting to Rs. 298,867 thousands (2024: Rs. 271,487 thousands) with respect to the allocation of expenses to the Operations by the Operator in accordance with the exercise carried out by the management.

25	INVESTMENT INCOME	Note	OPF		PTF	
			2025	2024	2025	2024
	Income from equity securities		..... (Rupees in '000) .....			
	Available-for-sale					
	Dividend income		604	517	1,170	825
	- related parties		8,539	33,800	15,123	41,888
	- others		9,143	34,317	16,293	42,713
	Income from GOP Ijara Sukuk					
	Profit on Sukuk		17,424	10,325	28,661	16,284
	Profit on Private Retail Sukuk		554	-	924	-
			17,978	10,325	29,585	16,284
	Net realised gains on investments					
	Available-for-sale					
	Realised gain on sale of equity securities		97,801	36,004	148,032	41,414
	Realised loss on sale of equity securities		(2,079)	(1,676)	(3,119)	(3,047)
			95,722	34,328	144,913	38,367
	Total investment income		122,843	78,970	190,791	97,364
	less: Impairment in value of available-for-sale equity securities		-	-	-	-
	Less: investment related expenses		(50)	(40)	(50)	(2,008)
			122,793	78,930	190,741	95,356

26	OTHER INCOME	Note	OPF		PTF	
			2025	2024	2025	2024
	Return on bank balances	26.1 & 26.2	35,386	70,299	68,864	117,521
	Gain on sale of fixed assets	58	-	-	-	-
	Miscellaneous		-	1	169	133
			35,444	70,300	69,033	117,654

**26.1** This includes Rs. 22,501 thousands (2024: Rs. 33,745 thousands) profit on bank balances - OPF held with a related party.

**26.2** This includes Rs. 14,922 thousands (2024: Rs. 31,863 thousands) profit on bank balances - PTF held with related parties.

**27 MODARIB'S FEE**

The Operator manages the participants' investments as a Modarib and charges **20%** (2024: 20%) Modarib's share of the investment income (including profit on bank balances) earned by the PTF.

28	DIRECT EXPENSES	Note	OPF	
			2025	2024
	Auditors' remuneration (other than shariah audit)	28.1	2,402	2,268
	Shariah audit fee		798	759
	Non-shariah compliant income		349	240
			3,549	3,267
<b>28.1</b>	<b>Auditors' remuneration</b>			
	Audit fee		1,986	1,891
	Out-of-pocket expenses		416	377
			2,402	2,268

## 29 TAXATION

The current tax charge for the year is Rs. 185,464 thousand at the normal tax rate of 29 percent (2024: Rs. 133,429 thousand at the tax rate of 29 percent) and super tax at the rate of 10 percent (2024: 10 percent). Deferred tax on unrealized gain / (loss) on available-for-sale investments has been stated separately.

## 30 COMPENSATION OF HEAD OF WINDOW TAKAFUL OPERATIONS AND EXECUTIVES

	Head of Window Takaful Operations		Executives	
	2025	2024	2025	2024
	..... (Rupees in '000) .....			
Managerial remuneration	8,888	8,190	14,846	10,310
Leave encashment	374	349	457	441
Bonus	1,344	1,361	1,862	1,609
Contribution to defined contribution plan	483	451	807	542
Medical	80	80	520	495
Conveyance	2,100	1,751	3,532	3,498
Others	862	52	1,580	159
	<b>14,131</b>	<b>12,234</b>	<b>23,604</b>	<b>17,054</b>
Number of persons	<b>1</b>	<b>1</b>	<b>10</b>	<b>9</b>

Executives mean employees, other than the Chief Executive and Directors, whose basic salary exceed five hundred thousand rupees in a financial year.

## 31 RELATED PARTY TRANSACTIONS

Related parties comprise of the Operator, associated companies, companies under common control, companies with common directors, major shareholders, employees' retirement benefit plans, directors and key management personnel of the Operator. All transactions involving related parties arising in the normal course of business are conducted at commercial terms and conditions. The transactions and balances with related parties / associated companies, other than those which have been disclosed elsewhere in these financial statements, are as follows:

	OPF		PTF	
	2025	2024	2025	2024
	..... (Rupees in '000) .....			
<b>Note</b>				
<b>Associated companies / undertakings</b>				
Contribution written	-	-	272,464	183,428
Takaful contribution received / adjusted during the year	-	-	242,762	174,525
Claim paid	-	-	55,707	10,436
Commission paid	-	-	91	-
Purchase of goods / services	-	-	-	-
Rent paid 31.1	1,541	1,479	-	-
Reimbursement of expenses 31.2	269,571	269,831	-	-
Investment in Shares / Mutual Funds	10,305	8,587	18,694	13,507
Disinvestment in Shares / Mutual Funds	1,367	1,194	1,981	492
Dividend Income	604	517	1,420	825
Others				
Contributions to staff retirement plans	10,369	9,708	-	-

**31.1** This represents rent paid to the Operator.

**31.2** These expenses pertain to accident and health business Common Back Office operations jointly shared with Jubilee Life Insurance Company Limited and an allocation of management expenses including personnel expenses from the Company to the Operator.

32 SEGMENT INFORMATION

Segment information is prepared in accordance with the requirements of the Insurance Ordinance, 2000 and the General Takaful Accounting Regulations, 2019 for class wise revenues, results, assets and liabilities:

	2025 - PTF					
	Fire and property damage	Marine, aviation and transport	Motor	Accident and health	Miscellaneous	Total
	..... (Rupees in '000) .....					
Contribution received / receivable (inclusive of Federal Excise Duty, Federal Takaful Fee and Administrative surcharge)	644,113	460,975	1,112,656	1,973,615	112,977	4,304,336
Less: Federal excise duty	85,248	52,922	147,656	10	14,835	300,671
Federal takaful fee	5,506	3,567	9,568	19,532	975	39,148
Others	571	47,785	3,372	898	2	52,628
Gross written contribution (inclusive of administrative surcharge)	552,788	356,701	952,060	1,953,175	97,165	3,911,889
Gross direct contribution	549,507	345,591	931,927	1,953,171	96,186	3,876,382
Administrative surcharge	3,281	11,110	20,133	4	979	35,507
	552,788	356,701	952,060	1,953,175	97,165	3,911,889
Takaful contribution earned	342,687	312,842	548,625	1,277,838	59,963	2,541,954
Takaful contribution ceded to re-takaful	(439,608)	(154,268)	(53,443)	-	(32,503)	(679,824)
Net takaful contribution	(96,921)	158,574	495,181	1,277,838	27,460	1,862,131
Re-takaful rebate	35,412	3,019	2,133	-	1,631	42,194
Net underwriting income	(61,510)	161,593	497,314	1,277,838	29,091	1,904,325
Takaful claims	(594,971)	(344,698)	(413,958)	(1,475,597)	(25,586)	(2,854,810)
Takaful claims recovered from re-takaful	533,895	91,773	34,241	-	3,505	663,414
Net claims	(61,076)	(252,925)	(379,717)	(1,475,597)	(22,081)	(2,191,396)
Other direct expenses	(536)	(445)	(1,133)	(785)	(144)	(3,043)
(Deficit) / surplus before investment income	(123,122)	(91,777)	116,464	(198,544)	6,866	(290,114)
Net investment income						190,741
Other income						69,033
Modarib share of investment income						(51,921)
(Deficit) / Surplus transferred to balance of PTF						(82,260)
Corporate segment assets	370,977	157,579	452,295	657,057	50,533	1,688,441
Corporate unallocated assets						1,247,046
Total assets	370,977	157,579	452,295	657,057	50,533	2,935,487
Corporate segment liabilities	448,658	255,456	689,188	1,132,104	102,045	2,627,452
Corporate unallocated liabilities						-
Total liabilities	448,658	255,456	689,188	1,132,104	102,045	2,627,452

	2025 - OPF					
	Fire and property damage	Marine, aviation and transport	Motor	Accident and health	Miscellaneous	Total
	..... (Rupees in '000) .....					
Wakala fee	186,858	123,277	297,238	477,885	32,136	1,117,394
Commission expense	(67,844)	(68,980)	(63,908)	(100,088)	(7,552)	(308,373)
General, administrative and management expenses	(66,277)	(54,986)	(140,057)	(97,005)	(17,776)	(376,101)
	52,737	(689)	93,273	280,792	6,808	432,920
Modarib share of PTF investment income						51,921
Investment income						122,793
Direct expenses						(3,549)
Other income						35,444
Profit before tax						639,529
Taxation						(249,417)
Profit after tax						390,112
Corporate segment assets	71,063	33,386	92,023	146,884	10,111	353,467
Corporate unallocated assets						965,617
Total assets	71,063	33,386	92,023	146,884	10,111	1,319,084
Corporate segment liabilities	100,302	27,452	184,896	216,561	17,358	546,569
Corporate unallocated liabilities						239,095
Total liabilities	100,302	27,452	184,896	216,561	17,358	785,664

2024 - PTF						
Fire and property damage	Marine, aviation and transport	Motor	Accident and health	Miscellaneous	Total	
..... (Rupees in '000) .....						
Contribution received / receivable (inclusive of Federal Excise Duty, Federal Takaful Fee and administrative surcharge)	556,685	349,802	912,071	1,048,807	100,773	2,968,139
Less: Federal excise duty	72,344	39,844	115,940	-	12,784	240,912
Federal takaful fee	4,785	2,795	7,863	10,379	870	26,692
Others	598	27,643	1,762	544	77	30,624
Gross written contribution (inclusive of administrative surcharge)	478,958	279,520	786,506	1,037,884	87,042	2,669,910
Gross direct contribution	476,313	270,348	770,229	1,037,884	86,216	2,640,990
Administrative surcharge	2,645	9,172	16,277	-	826	28,920
	478,958	279,520	786,506	1,037,884	87,042	2,669,910
Takaful contribution earned	288,018	86,274	500,934	698,705	53,069	1,626,999
Takaful contribution ceded to re-takaful	(309,693)	(102,676)	(30,863)	-	(23,290)	(466,522)
Net takaful contribution	(21,675)	(16,402)	470,071	698,705	29,779	1,160,477
Re-takaful rebate	40,276	1,164	1,012	-	1,458	43,910
Net underwriting income	18,602	(15,239)	471,083	698,705	31,236	1,204,387
Takaful claims	(208,753)	(120,013)	(306,292)	(804,771)	(14,618)	(1,454,447)
Takaful claims recovered from re-takaful	127,444	4,884	(8,649)	-	1,462	125,141
Net claims	(81,309)	(115,129)	(314,941)	(804,771)	(13,156)	(1,329,306)
Other direct expenses	(4,015)	(3,331)	(8,485)	(5,877)	(1,077)	(22,785)
(Deficit) / surplus before investment income	(66,722)	(133,699)	147,657	(111,943)	17,003	(147,704)
Net investment income						95,356
Other income						117,654
Modarib share of investment income						(42,575)
Surplus transferred to balance of PTF						22,731
Corporate segment assets	526,671	40,752	285,692	336,841	38,891	1,228,847
Corporate unallocated assets						1,646,086
Total assets	526,671	40,752	285,692	336,841	38,891	2,874,933
Corporate segment liabilities	686,064	233,927	637,866	784,574	100,949	2,443,380
Corporate unallocated liabilities						(7,338)
Total liabilities	686,064	233,927	637,866	784,574	100,949	2,436,042

2024 - OPF						
Fire and property damage	Marine, aviation and transport	Motor	Accident and health	Miscellaneous	Total	
..... (Rupees in '000) .....						
Wakala fee	154,264	93,545	273,036	279,210	29,217	829,271
Commission expense	(58,361)	(27,924)	(63,668)	(73,361)	(5,547)	(228,861)
General, administrative and management expenses	(57,950)	(48,078)	(122,460)	(84,817)	(15,542)	(328,848)
	37,953	17,542	86,908	121,032	8,128	271,563
Modarib share of PTF investment income						42,575
Investment income						78,930
Direct expenses						(3,267)
Other income						70,300
Profit before tax						460,101
Taxation						(180,517)
Profit after tax						279,584
Corporate segment assets	62,959	41,341	87,393	99,560	9,201	300,454
Corporate unallocated assets						781,718
Total assets	62,959	41,341	87,393	99,560	9,201	1,082,172
Corporate segment liabilities	91,439	23,705	148,392	150,782	15,409	429,727
Corporate unallocated liabilities						185,395
Total liabilities	91,439	23,705	148,392	150,782	15,409	615,122

**33. MOVEMENT IN INVESTMENTS**

	Held to maturity		Available for sale		Total	
	OPF	PTF	OPF	PTF	OPF	PTF
	(Rupees in '000)					
<b>Balance as at January 1, 2024</b>	-	-	297,067	377,132	297,067	377,132
Additions	-	-	531,778	727,317	531,778	727,317
Disposals	-	-	(446,174)	(554,515)	(446,174)	(554,515)
Fair value net gains (excluding net realised gains)	-	-	97,274	152,982	97,274	152,982
Impairment losses	-	-	-	-	-	-
<b>Balance as at January 1, 2025</b>	-	-	<b>479,945</b>	<b>702,916</b>	<b>479,945</b>	<b>702,916</b>
Additions*	-	-	<b>703,947</b>	<b>954,705</b>	<b>703,947</b>	<b>954,705</b>
Disposals	-	-	<b>(750,775)</b>	<b>(907,959)</b>	<b>(750,775)</b>	<b>(907,959)</b>
Fair value net gains (excluding net realised gains)	-	-	<b>(47,286)</b>	<b>(46,753)</b>	<b>(47,286)</b>	<b>(46,753)</b>
Impairment losses	-	-	-	-	-	-
<b>Balance as at December 31, 2025</b>	-	-	<b>385,831</b>	<b>702,909</b>	<b>385,831</b>	<b>702,909</b>

\* including dividend re-invested

**34. MANAGEMENT OF TAKAFUL RISK AND FINANCIAL RISK**

**34.1 Takaful risk**

The risk under any takaful contract is the possibility that the covered event occurs, the uncertainty in the amount of compensation to the participant and the actual claims and benefit payments exceed the carrying amount of takaful liabilities. Generally, most takaful contracts carry the takaful risk for a period of one year (refer note 3.3). By the very nature of a takaful contract, the risk is random and therefore, unpredictable.

The Operator accepts takaful through issuance of general takaful contracts. For these general takaful contracts the most significant risks arise from fire, atmospheric disturbance, earthquake, terrorist activities and other catastrophes. For health takaful contracts, significant risks arise from epidemics.

The Operator's risk exposure is mitigated by employing a comprehensive framework to identify, assess, manage and monitor risk. This framework includes implementation of underwriting strategies which aim to ensure that the underwritten risks are well diversified in terms of type and amount of the risk. Adequate re-takaful is arranged to mitigate the effect of the potential loss from individual to large or catastrophic insured events. Further, the Operator adopts strict claim review policies including active management and prompt pursuing of the claims, regular detailed review of claim handling procedures and frequent investigation of possible false claims to reduce the takaful risk.

**34.1.1 Frequency and severity of claims**

Risk associated with general takaful contracts includes the reasonable possibility of significant loss as well as the frequent occurrence of the takaful events. This has been managed by having in place underwriting strategy, re-takaful arrangements and proactive claim handling procedures.

**Concentration risk**

The Operator monitors concentration of takaful risks primarily by class of business. The table below sets out the concentration of the claims and contribution liabilities (in percentage terms) by class of business at financial statement date:

Class	2025			
	Gross claim liabilities	Net claim liabilities	Gross contribution liabilities	Net contribution liabilities
	%			
Fire and property damage	17.98	13.15	17.44	9.87
Marine, aviation and transport	27.46	25.43	3.08	3.26
Motor	16.81	14.87	32.43	35.66
Accident and health	31.52	39.04	44.05	48.90
Miscellaneous	6.23	7.51	3.00	2.31
	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>

	2024			
	Gross claim liabilities	Net claim liabilities	Gross contribution liabilities	Net contribution liabilities
Class	% .....			
Fire and property damage	52.20	21.24	22.99	7.94
Marine, aviation and transport	11.60	19.42	3.35	2.47
Motor	14.92	23.96	33.03	39.87
Accident and health	14.79	24.95	36.13	46.30
Miscellaneous	6.49	10.43	4.50	3.42
	100.00	100.00	100.00	100.00

The Operator also monitors concentration of risk by evaluating multiple risks covered in the same geographical location. For fire and property risk a particular building and neighbouring buildings, which could be affected by a single claim incident, are considered as a single location. For earthquake risk, a complete city is classified as a single location.

For marine risks, complete underwriting details such as sums covered mode of transport (air / inland transit), vessel identification, sailing dates, origin and destination of the shipments, per carry limits, accumulation of sum covered on a single voyage etc. are taken into consideration.

The Operator evaluates the concentration of exposures to individual and cumulative takaful risks and establishes its re-takaful policy to reduce such exposures to levels acceptable to the Operator.

The Operation's class wise major risk exposure is as follows:

Class	Maximum gross risk exposure	
	2025	2024
	..... (Rupees in '000) .....	
Fire and property damage	11,146,031	10,737,600
Marine, aviation and transport	1,908,971	870,623
Motor	117,000	88,000
Accident and health	9,042,590	2,026,425
Miscellaneous	216,200	217,600

The re-takaful arrangements against major risk exposure include excess of loss, quota arrangements, facultative arrangements and catastrophic coverage. The objective of having such arrangements is to mitigate adverse impacts of severe losses on the Operation's net retentions. As the major re-takaful arrangements are on excess of loss basis, therefore the re-takaful coverage against PTF's risk exposures is not quantifiable.

### 34.1.2 Sources of uncertainty in the estimation of future claims payments

Claims on general takaful contracts are payable on a claim occurrence basis. The PTF is liable for all covered events that occur during the term of the takaful contract including the event reported after the expiry of the takaful contract term.

An estimated amount of the claim is recorded immediately on the intimation to the Operator. The estimation of the amount is based on the Operator's judgment or preliminary assessment by the independent surveyor appointed for this purpose. The initial estimates include expected settlement cost of the claims. In estimating Incurred But Not Reported (IBNR) claims reserve, the Operator follows the recommendation of an independent firm of actuaries (note 3.15).

There are several variable factors which affect the amount and timing of recognised claim liabilities. The Operator takes all reasonable measures to mitigate the factors affecting the amount and timing of claim settlements. However, uncertainty prevails with estimated claim liabilities and it is likely that final settlement of these liabilities may be significantly different from initial recognised amount. Similarly, the provision for claims incurred but not reported is based on historic reporting pattern of the claims other than exceptional losses. Hence, actual amount of incurred but not reported claims may differ from the amount estimated.

The process for estimation of IBNR and its provisioning mechanism is detailed in key assumptions below.

**34.1.3 Key assumptions**

The principal assumption underlying the liability estimation of IBNR and contribution deficiency reserve is that the Operator’s future claim development will follow similar historical pattern for occurrence and reporting. The management uses qualitative judgment to assess the extent to which past occurrence and reporting pattern will not apply in future. The judgment includes external factors e.g. treatment of one-off occurrence claims, changes in market factors, economic conditions, etc. The internal factors such as portfolio mix, policy conditions and claim handling procedures are further used in this regard.

Actuarial valuation is carried out for the determination of IBNR which is based on a range of standard actuarial claim projection techniques, based on empirical data and current assumptions that may include a margin for adverse deviation as required / allowed by the SECP via circular 9 of 2016.

IBNR is determined by using the "Chain Ladder Method" for all classes of business including out-patient claims of accident and health class. Alternative method is used for accident and health in-patient (IP) takaful. The claims outstanding and claims paid till date are deducted from the ultimate claim payments for that particular year to derive an IBNR estimate for that year. IBNR triangles are made on a yearly basis for each class of business except for marine which is made on a quarterly basis. For accident and health IP business, IBNR has been set equal to monthly average of IP claims reported in preceding four months, including margins for adverse deviations. For accident and health takaful business, a loss ratio method has been used. The methods used, and the estimates made, are reviewed regularly.

The Operator determines adequacy of liability of contribution deficiency by carrying out analysis of its loss ratio of expired periods of the contracts. For this purpose average loss ratio of last three years inclusive of claim settlement cost but excluding major exceptional claims are taken into consideration to determine ultimate loss ratio to be applied on unearned contribution. The liability of contribution deficiency reserve in relation to accident and health takaful is calculated in accordance with the advice of the actuary (refer note 3.6).

The assumed net of re-takaful loss ratios for each class of business for estimation of contribution deficiency reserves is as follows:

Class	Assumed net loss ratio	
	2025	2024
Fire and property damage	46%	48%
Marine, aviation and transport	72%	46%
Motor	46%	47%
Accident and health	85%	85%
Miscellaneous	36%	42%

**34.1.4 Sensitivity analysis**

The takaful claim liabilities are sensitive to the incidence of insured events and severity / size of claims. The impact of variation in incidence of insured events on gross claim liabilities, net claim liabilities, surplus / deficit and equity is as follows:

Average claim costs	Change in assumption	Impact on gross claim liabilities	Impact on net claim liabilities	Impact on surplus	Impact on equity (the Fund)
..... (Rupees in '000) .....					
2025	+ 10%	285,481	219,140	219,140	219,140
2024	+ 10%	145,445	132,931	132,931	132,93

**34.1.5 Re-takaful risk**

Re-takaful ceded does not relieve the PTF from its obligation towards participants and, as a result, the PTF remains liable for the portion of outstanding claims covered through re-takaful to the extent that re-takaful operators fails to meet the obligation under the re-takaful agreements.

To minimise its exposure to significant losses from re-takaful operators' insolvencies, the Operator obtain re-takaful coverage from a number of re-takaful operators, who are dispersed over several geographical regions.

An analysis of all re-takaful assets recognised by the rating of the entity from which it is due is as follows:

	Amount due from other takaful / retakaful holders	Retakaful recoveries against outstanding claims	2025	2024
<b>Rating</b>				
A or above including Pakistan Reinsurance Company Limited	214,928	103,953	<b>318,881</b>	319,601

(Rupees in '000)

## 34.2 Financial risk

The Operations has exposure to the following risks from its use of financial instruments:

- Market risk
- Liquidity risk
- Credit risk

### 34.2.1 Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprise of profit rate risk, foreign currency risk and other price risk. The Operator manages the market risk exposures by following internal risk management policies.

#### 34.2.1.1 Profit rate risk

Profit rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market profit rates. The Operator invests in securities and has deposits that are subject to profit rate risk. The Operator limits profit rate risk by monitoring changes in profit rates in the currencies in which its cash and investments are denominated.

The maturity profile of financial assets and liabilities is as follows:

	2025						Total	
	Effective rate % per annum	Profit bearing financial instruments			Non-profit bearing financial instruments			
		Maturity upto one year	Maturity after one year	Sub total	Maturity upto one year	Maturity after one year		Sub total
	(Rupees in '000)							
<b>Financial assets</b>								
Investments in equity securities	-	-	-	755,237	-	755,237	755,237	
Investments in debt securities 11.2% to 13.9%	40,000	293,504	333,504	-	-	-	333,504	
Loans and other receivables	-	-	-	24,978	-	24,978	24,978	
Takaful / re-takaful receivables	-	-	-	974,723	-	974,723	974,723	
Receivable from PTF	-	-	-	242,789	-	242,789	242,789	
Re-takaful recoveries against outstanding claims	-	-	-	55,965	-	55,965	55,965	
Salvage recoveries accrued	-	-	-	47,988	-	47,988	47,988	
Cash and bank 4% to 11.5%	1,112,575	-	1,112,575	14,849	-	14,849	1,127,424	
	<b>1,152,575</b>	<b>293,504</b>	<b>1,446,079</b>	<b>2,116,529</b>	<b>-</b>	<b>2,116,529</b>	<b>3,562,607</b>	
<b>Financial liabilities</b>								
Outstanding claims including IBNR	-	-	-	(659,166)	-	(659,166)	(659,166)	
Payable to OPF	-	-	-	(242,789)	-	(242,789)	(242,789)	
Takaful / re-takaful payables	-	-	-	(278,799)	-	(278,799)	(278,799)	
Other creditors and accruals	-	-	-	(159,612)	-	(159,612)	(159,612)	
	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,340,366)</b>	<b>-</b>	<b>(1,340,366)</b>	<b>(1,340,366)</b>	
<b>Profit risk sensitivity gap</b>	<b>1,152,575</b>	<b>293,504</b>	<b>1,446,079</b>	<b>776,163</b>	<b>-</b>	<b>776,163</b>	<b>2,222,241</b>	
<b>Cumulative profit risk sensitivity gap</b>			<b>1,446,079</b>					

2024							
Effective rate % per annum	Profit bearing financial instruments			Non-profit bearing financial instruments			Total
	Maturity upto one year	Maturity after one year	Sub total	Maturity upto one year	Maturity after one year	Sub total	
..... (Rupees in '000) .....							
<b>Financial assets</b>							
Investments in equity securities 7.5 to 20.79	-	-	-	820,193	-	820,193	820,193
Investments in debt securities 4.5 to 21.00	-	-	-	362,667	-	362,667	362,667
Loans and other receivables	-	-	-	18,570	-	18,570	18,570
Takaful / re-takaful receivables	-	-	-	578,279	-	578,279	578,279
Receivable from PTF	-	-	-	193,632	-	193,632	193,632
Re-takaful recoveries against outstanding claims	-	-	-	263,585	-	263,585	263,585
Salvage recoveries accrued	-	-	-	4,775	-	4,775	4,775
Cash and bank 8.82 to 20.00	1,136,382	-	1,136,382	15,204	-	15,204	1,151,586
	1,136,382	-	1,136,382	2,256,904	-	2,256,904	3,393,286
<b>Financial liabilities</b>							
Outstanding claims including IBNR	-	-	-	(658,765)	-	(658,765)	(658,765)
Contribution received in advance	-	-	-	(38,142)	-	(38,142)	(38,142)
Payable to OPF	-	-	-	(193,632)	-	(193,632)	(193,632)
Takaful / re-takaful payables	-	-	-	(418,722)	-	(418,722)	(418,722)
Other creditors and accruals	-	-	-	(123,926)	-	(123,926)	(123,926)
	-	-	-	(1,433,187)	-	(1,433,187)	(1,433,187)
Profit risk sensitivity gap	1,136,382	-	1,136,382	823,717	-	823,717	1,960,099
Cumulative profit risk sensitivity gap			1,136,382				

**Cash flow sensitivity analysis for variable rate instruments**

The following table demonstrates the sensitivity to a reasonably possible change in profit rates, with all other variables held constant, to the Operator's profit and equity based upon current year balances and rates:

	Increase / (decrease) in basis points	Effect on profit before tax	Effect on Operator's Fund
		.....(Rupees in '000).....	
December 31, 2025	100	5,647	3,106
December 31, 2024	(100)	(5,647)	(3,106)
	100	2,934	1,614
	(100)	(2,934)	(1,614)

**Fair value sensitivity analysis for fixed rate instruments**

The Operator does not account for fixed rate financial assets at fair value through profit or loss. Therefore, a change in profit rates at the reporting date would not affect the profit and loss account and equity of the Operator.

**34.2.1.2 Foreign currency risk**

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. At present, the Operator is not exposed to currency risk.

**34.2.1.3 Other price risk**

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from profit rate risk or foreign currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

The listed securities of OPF and PTF are susceptible to market price risk arising from uncertainties about the future value of investment securities. The Operator limits market risk by maintaining a diversified portfolio and by continuous monitoring of developments in equity market.

The following table summarises the other price risk as at December 31, 2025 and December 31, 2024. It shows the effects of an estimated increase of 5% in the market prices as on those dates. A decrease of 5% in the fair values of the listed securities would affect it in a similar and opposite manner.

	Price change	Fair value	Effect on fair value
<b>Operator's Fund</b>	.....(Rupees in '000).....		
<b>December 31, 2025</b>	+5%	256,743	12,837
	-5%	(256,743)	(12,837)
<b>December 31, 2024</b>	+5%	340,775	17,039
	-5%	(340,775)	(17,039)
<b>Participants' Takaful Fund</b>	.....(Rupees in '000).....		
<b>December 31, 2025</b>	+5%	498,493	24,925
	-5%	(498,493)	(24,925)
<b>December 31, 2024</b>	+5%	479,418	23,971
	-5%	(479,418)	(23,971)

### 34.2.2 Liquidity risk

Liquidity risk is the risk that the Operator will not be able to meet its financial obligations as they fall due or can do so on terms that are materially disadvantageous. The Operator's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Operator's reputation.

The table below analyses the Operator's financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date on an undiscounted cash flow basis.

	2025			
	Within one year	Over one year to five years	Over five years	Total
<b>Financial liabilities</b>	.....(Rupees in '000).....			
Outstanding claims including IBNR	659,166	-	-	659,166
Contribution received in advance	33,202	-	-	33,202
Payable to OPF	242,789	-	-	242,789
Takaful / re-takaful payables	278,799	-	-	278,799
Other creditors and accruals	159,612	-	-	159,612
	<u>1,373,568</u>	<u>-</u>	<u>-</u>	<u>1,373,568</u>
	2024			
	Within one year	Over one year to five years	Over five years	Total
<b>Financial liabilities</b>	.....(Rupees in '000).....			
Outstanding claims including IBNR	658,765	-	-	658,765
Contribution received in advance	38,142	-	-	38,142
Payable to OPF	193,632	-	-	193,632
Takaful / re-takaful payables	418,722	-	-	418,722
Other creditors and accruals	123,926	-	-	123,926
	<u>1,433,187</u>	<u>-</u>	<u>-</u>	<u>1,433,187</u>

### 34.2.3 Credit risk

Credit risk is the risk, which arises with the possibility that one party to a financial instrument will fail to discharge its obligation and cause the other party to incur a financial loss. The Operator attempts to control credit risk by monitoring credit exposures and undertaking transactions with a large number of counter parties in various industries and by continually assessing the credit worthiness of counter parties.

**34.2.3.1 Concentration of credit risk and credit exposure of financial instruments**

Concentration of credit risk arises when a number of counter parties have a similar type of business activities. As a result any change in economic, political or other conditions would affect their ability to meet contractual obligations in a similar manner. The Operator manages concentration of credit risk through diversification of activities among individuals, groups and industry segment.

As at December 31, 2025, the Operator is exposed to major credit risk takaful / re-takaful receivables, re-takaful recoveries against outstanding claims and bank balances.

Bank balances represents low credit risk as they are placed with reputed financial institutions with strong credit ratings. The credit quality of bank balances can be assessed with reference to external credit ratings as follows:

Name of Bank	Rating agency	Long term rating	Short term rating	2025	2024
.....(Rupees in '000).....					
Standard Chartered Bank (Pakistan) Limited	PACRA	AAA	A1+	42,529	42,228
Habib Bank Limited - a related party	VIS	AAA	A-1+	484,829	447,944
Soneri Bank Limited	PACRA	AA-	A1+	88,181	202,844
Faysal Bank Limited	VIS	AA	A-1+	193,476	81,875
Bank Alfalah Limited	PACRA	AA+	A1+	15,209	19,220
Dubai Islamic Bank Pakistan Limited	VIS	AA	A-1+	102,601	87,088
BankIslami Pakistan Limited	PACRA	A+	A1	185,757	259,724
MCB Islamic Bank Limited	PACRA	A	A1	11,795	8,471
				<b>1,124,378</b>	<b>1,149,394</b>

**34.3 Capital management**

The Operator's objective when managing capital is to safeguard the Operator's ability to continue as a going concern so that it can continue to provide returns for shareholders and benefits for other stakeholders; and to maintain a strong capital base to support the sustained development of its business.

The Operator manages its capital structure by monitoring return on net assets and makes adjustments to it in the light of changes in economic conditions.

**35 STATEMENT OF SOLVENCY - PTF**

Note

2025	2024
.....(Rupees in '000).....	

**Assets**

**Investments**

Equity securities		498,493	479,418
Debt Securities		204,416	223,497
Loans and other receivables		29,368	18,365
Takaful / re-takaful receivables		974,723	578,279
Salvage recoveries accrued		47,988	4,775
Deferred wakala fee		430,838	335,856
Re-takaful recoveries against outstanding claims		55,965	263,585
Prepayments	35.1	130,940	113,004
Cash and bank		562,756	858,154
<b>Total assets</b>		<b>2,935,488</b>	<b>2,874,933</b>
In-admissible assets as per following clauses section 32(2) of the Insurance Ordinance, 2000			
Takaful / re-takaful receivables		71,769	247,575
Investments		-	-
<b>Total of admissible assets</b>		<b>2,863,719</b>	<b>2,627,358</b>

## Liabilities

PTF underwriting provisions	659,166	658,765
Outstanding claims including IBNR	1,318,252	1,065,712
Unearned contribution reserves	19,990	11,100
Reserve for unearned re-takaful rebate	33,202	38,142
Contribution received in advance	278,799	418,722
Takaful / re-takaful payables	75,253	49,969
Other creditors and accruals	242,789	193,632
<b>Payable to OPF</b>	<b>2,627,452</b>	<b>2,436,043</b>
<b>Total liabilities</b>	<b>2,627,452</b>	<b>2,436,043</b>
<b>Total net admissible assets</b>	<b>236,267</b>	<b>191,315</b>

**35.1** In the absence of any specific guidance, "prepaid re-takaful contribution ceded" has been treated as admissible asset for the purposes of this statement.

## 36 FAIR VALUE OF FINANCIAL INSTRUMENTS

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Consequently, differences can arise between carrying values and the fair value estimates.

Underlying the definition of fair value is the presumption that the Operator is a going concern without any intention or requirement to curtail materially the scale of its operations or to undertake a transaction on adverse terms.

### 36.1 Fair value hierarchy

International Financial Reporting Standard 13, 'Fair Value Measurement' requires the Operator to classify assets using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: unobservable inputs for the asset or liability.

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

### Valuation techniques used in determination of fair values within level 2

Items	Valuation technique
Units of mutual funds	The fair values of investments in units of mutual funds are determined based on their net asset values as published at the close of each business day.

	2025								
	Carrying amount				Fair value				
	Available-for-sale	Held-to-maturity	Loans and others receivables	Other financial liabilities	Total	Level 1	Level 2	Level 3	Total
..... (Rupees in '000) .....									
<b>Financial assets measured at fair value</b>									
Investments in equity securities	755,237	-	-	-	755,237	755,236	-	-	755,236
Investments in Debt securities	-	333,504	-	-	333,504	-	333,504	-	333,504
<b>Financial assets not measured at fair value</b>									
Loans and other receivables*	-	-	24,978	-	24,978	-	-	-	-
Takaful / re-takaful receivables*	-	-	974,723	-	974,723	-	-	-	-
Receivable from PTF*	-	-	242,789	-	242,789	-	-	-	-
Re-takaful recoveries against outstanding claims*	-	-	55,965	-	55,965	-	-	-	-
Salvage recoveries accrued*	-	-	47,988	-	47,988	-	-	-	-
Cash and bank*	-	-	1,127,424	-	1,127,424	-	-	-	-
<b>Financial liabilities not measured at fair value</b>									
Outstanding claims including IBNR*	-	-	-	(659,166)	(659,166)	-	-	-	-
Contribution received in advance*	-	-	-	(33,202)	(33,202)	-	-	-	-
Payable to OPF *	-	-	-	(242,789)	(242,789)	-	-	-	-
Takaful / re-takaful payables*	-	-	-	(278,799)	(278,799)	-	-	-	-
Other creditors and accruals*	-	-	-	(159,612)	(159,612)	-	-	-	-
	<b>755,237</b>	<b>333,504</b>	<b>2,473,867</b>	<b>(1,373,568)</b>	<b>2,189,040</b>	<b>755,236</b>	<b>333,504</b>	<b>-</b>	<b>1,088,740</b>

	2024								
	Carrying amount					Fair value			
	Available-for-sale	Held-to-maturity	Loans and others receivables	Other financial liabilities	Total	Level 1	Level 2	Level 3	Total
	(Rupees in '000)								
<b>Financial assets measured at fair value</b>									
Investments in equity securities	820,193	-	-	-	820,193	820,193	-	-	820,193
Investments in Debt securities	-	362,667	-	-	362,667	-	362,667	-	362,667
<b>Financial assets not measured at fair value</b>									
Loans and other receivables*	-	-	18,570	-	18,570	-	-	-	-
Takaful / re-takaful receivables*	-	-	578,279	-	578,279	-	-	-	-
Receivable from PTF*	-	-	193,632	-	193,632	-	-	-	-
Re-takaful recoveries against outstanding claims*	-	-	263,585	-	263,585	-	-	-	-
Salvage recoveries accrued*	-	-	4,775	-	4,775	-	-	-	-
Cash and bank*	-	-	1,151,586	-	1,151,586	-	-	-	-
<b>Financial liabilities not measured at fair value</b>									
Outstanding claims including IBNR*	-	-	-	(658,765)	(658,765)	-	-	-	-
Contribution received in advance*	-	-	-	(38,142)	(38,142)	-	-	-	-
Payable to OPF *	-	-	-	(193,632)	(193,632)	-	-	-	-
Takaful / re-takaful payables*	-	-	-	(418,722)	(418,722)	-	-	-	-
Other creditors and accruals*	-	-	-	(123,926)	(123,926)	-	-	-	-
	820,193	362,667	2,210,427	(1,433,187)	1,960,100	820,193	362,667	-	1,182,859

\* The Operator has not disclosed the fair value of these items because their carrying amounts are a reasonable approximation of their fair values.

**37 CORRESPONDING FIGURES**

Corresponding figures have been rearranged and reclassified, wherever necessary, for the purpose of better presentation and comparison. No significant rearrangements or reclassifications have been made in these financial statements during the current year.

**38 SUBSEQUENT EVENTS**

There are no subsequent events that need to be disclosed for the year ended December 31, 2025.

**39 NUMBER OF EMPLOYEES**

	2025	2024
	Numbers	
As at December 31	18	16
Average number of employees during the year	17	14

**40 DATE OF AUTHORISATION FOR ISSUE**

These financial statements have been authorised for issue in accordance with a resolution of the Board of Directors on **February 26, 2026**

  
**Akbarali Pesnani**  
 Chairman

  
**Azfar Arshad**  
 Chief Executive

  
**Riyaz Chinoy**  
 Director

  
**Amin A. Hashwani**  
 Director

  
**Syed Ali Adnan**  
 Chief Financial Officer





# **GEOGRAPHICAL PRESENCE & BRANCH NETWORK**

## WHERE WE OPERATE GEOGRAPHICALLY

Jubilee General Insurance operates in Pakistan and provides the service of assurance to its clients all over the Country through its 26 operative branches and 8 sub-branches.

### HEAD OFFICE

2nd Floor, Jubilee Insurance House,  
I. I. Chundrigar Road, P.O. Box 4795,  
Karachi - 74000.  
UAN: 111 654 111  
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Fax: (9221) 32416728, 32438738  
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Website: [www.jubileegeneral.com.pk](http://www.jubileegeneral.com.pk)

### WINDOW TAKAFUL OPERATIONS

3rd Floor, Jubilee Insurance House,  
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Karachi - 74000.  
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Website: [www.jubileegeneral.com.pk](http://www.jubileegeneral.com.pk)

### SOUTHERN ZONE

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I. I. Chundrigar Road, P. O. Box 4795,  
Karachi - 74000.  
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Tel: (9221) 38142900  
Fax: (9221) 32416728, 32438738

#### NEW UNIT

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Tel: (9221) 32463012-15  
Fax: (9221) 32463010

#### COMMERCIAL UNIT – I

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Fax: (9221) 32471618

#### JODIA BAZAR

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Fax: (9221) 32420451

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Fax: (9221) 34541548

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Fax: (9221) 32465572

#### SADDAR

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Fax: (9221) 35223911

#### CLIFTON

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Auto Bahn Tower, Auto Bahn Road,  
near Giddu Chowk, Hyderabad.  
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**SUKKUR**

A-6, City Survey No. 426/1, Mezzanine Floor,  
Madina Complex, Near Makki Masjid,  
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Tel: (9271) 5623851  
Fax: (9271) 5626294

**MULTAN ZONE**

**MULTAN (Main Branch)**

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**BAHAWALPUR**

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Commercial Area, Satellite Town, Bahawalpur.  
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Fax: (9262) 2285020

**BAHAWALNAGAR**

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**RAHIMYAR KHAN**

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Fax: (9242) 35199220

**Sales Unit – II**

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Tel: (9242) 32036300  
Fax: (9242) 35199220

**Sales Unit – III**

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Fax: (9242) 35199220

**SALES UNIT – V**

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Fax: (9242) 35199220

**COMMERCIAL UNIT – II**

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Fax: (9241) 2638782

**NORTH ZONE**

**ISLAMABAD**

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Fax: (9251) 2275317, 2270277

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Fax: (9251) 2828600

**PESHAWAR**

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Peshawar Cantt.  
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Tel: (9291) 5253132-5  
Fax: (9291) 5274698

**Sub-Branches:**

- Sialkot
- Abbottabad
- Muzaffarabad
- Gujranwala
- Tandoadam
- Mardan
- Quetta
- Sahiwal



# **OTHER INFORMATION**



## BCR CRITERIA

S.No.	BCR Criteria	Page No.
<b>1.</b>	<b>Organizational Overview and External Environment</b>	
1.01	Mission, vision, code of conduct, ethical, principal and core values.	26, 88
1.02	Profile of the company including principal business activities, markets (local and international), key brands, products and services.	30, 34-35
1.03	Geographical location and address of all business units including sales units and plants.	366-367
1.04	The legislative and regulatory environment in which the company operates.	43
1.05	Ownership, operating structure and relationship with group companies (i.e. subsidiary, associated undertaking etc.) and number of countries in which the organization operates.	32
1.06	Name and country of origin of the holding company / subsidiary company, if such companies are a foreign company.	33
1.07	Disclosure of beneficial (including indirect) ownership and flow chart of group shareholding and relationship as holding company, subsidiary company or associated undertaking.	32, 80-83
1.08	Organization chart indicating functional and administrative reporting, presented with legends.	38
1.09	A general review of the performance of the company, including its subsidiaries, associates, divisions etc., for the year and major improvements from last year.	63-68,212-213, 221
1.10	Description of the performance of the various activities /product(s) / service(s) / segment(s) of the entity and its group entities during the period under review.	63-68,212-213, 221
1.11	Position of the reporting organization within the value chain showing connection with other businesses in the upstream and downstream value chain.	39
1.12	a) Explanation of significant factors affecting the external environment including political, economic, social, technological, environmental and legal environment that is likely to be faced in the short, medium and long term and the organization's response.	44-46
	b) The effect of seasonality on business in terms of production and sales.	47
1.13	The legitimate needs, interests of key stakeholders and industry trends.	43
1.14	SWOT Analysis of the company.	40
1.15	Competitive landscape and market positioning (considering factors such as the threat of new competition and substitute products or services, the bargaining power of customers and suppliers, relative strengths and weaknesses of competitors and customer demand and the intensity of competitive rivalry).	41-42
1.16	History of major events.	28-29
1.17	Details of significant events occurred during the year and after the reporting period.	60
<b>2.</b>	<b>Strategy and Resource Allocation</b>	
2.01	Short, medium and long-term strategic objectives and strategies in place to achieve objectives.	168-171
2.02	"Resource allocation plans to implement the strategy. Resource mean 'Capitals' including: a) Financial Capital; b) Human Capital; c) Manufactured Capital; d) Intellectual Capital; e) Social and Relationship Capital; and f) Natural Capital."	172-174
2.03	The capabilities and resources of the company that provide sustainable competitive advantage, resulting in value creation by the company.	176
2.04	Company's strategy on market development, product and service development.	158
2.05	"The effects of the given factors on the company strategy and resource allocation: a) Technological Changes; b) Sustainability reporting and challenges; c) Initiatives taken by the company in promoting and enabling innovation; and d) Resource shortages (if any)."	177-179
2.06	Key Performance Indicators (KPIs) to measure the achievement against strategic objectives including statement as to whether the indicators used will continue to be relevant in the future.	180- 181
2.07	The linkage of strategic objectives with company's overall mission, vision and objectives.	170-174
2.08	Board's statement on the internal controls including IT controls of the company.	96, 104
2.09	Board's statement on the significant plans and decisions such as corporate restructuring, business expansion, major capital expenditure or discontinuance of operations.	182-183
2.10	a) Information about defaults in payment of any debt with reasons and its repayment plan; b) Board strategy to overcome liquidity problems and plans to meet operational losses.	175, 199

S.No.	BCR Criteria	Page No.
<b>3.</b>	<b>Risks and Opportunitie</b>	
3.01	Key risks and opportunities (internal and external), including sustainability-related risks and opportunities, affecting availability, quality and affordability of Capitals.	186-194
3.02	Company's robust assessment of the principal risks and uncertainties being faced, including those that would threaten the business model, future performance and solvency or liquidity. This may include operational risk, IT risk, regulatory risk, legal risk, political risk, strategic risk, and credit risk etc.	186-194
3.03	Risk Management Framework covering principal risks and uncertainties facing by the company, risk methodology, risk appetite and risk reporting.	195-198
3.04	Specific steps being taken to mitigate or manage key risks or to create value from key opportunities by identifying the associated strategic objectives, strategies, plans, policies, targets and KPIs.	186-19
3.05	Disclosure of a risk of supply chain disruption due to an environmental, social or governance incident and company's strategy for monitoring and mitigating these risks (if any).	-

<b>4.</b>	<b>Sustainability Disclosures &amp; Corporate Social Responsibility (CSR)</b>	
4.01	Disclosure of the role of the Board to address the company's sustainability risks and opportunities, as required under the recent amendments of the SECP 'Listed Companies (Code of Corporate Governance) Regulations, 2019, SECP SRO 920/2024 dated June 12, 2024 for the following:	
	a) Disclosures of company specific sustainability-related risks and opportunities (climate-related risks and opportunities) and their impact on the financial performance in the short, medium and long term and how these are managed or mitigated;	126-142, 151, 170
	b) Disclosures about four-pillars core content (Governance, Strategy, Risk Management and Metrics and Targets), together with the specific metrics designed by the company to demonstrate the performance and progress of the company.	126-142
	c) Disclosure of company's sustainability and DE&I related strategies, priorities and targets, the measures taken to promote in the company as well as performance against these targets are periodically reviewed and monitored.	67, 92, 126-142
	d) Boards are encouraged to adopt of the SECP's ESG Disclosure Guidelines ( <a href="https://www.secp.gov.pk/document/secp-esg-disclosure-guidelines-for-listed-companies/">https://www.secp.gov.pk/document/secp-esg-disclosure-guidelines-for-listed-companies/</a> )	126-142
4.02	Highlights of the company's performance, policies, initiatives and plans in place relating to the various aspects of sustainability:	
	<ul style="list-style-type: none"> <li>• Social initiatives - financial inclusion, research and development, employment generation, community health and education, and health and safety of staff etc.;</li> <li>• Environmental initiatives - climate change mitigation etc. by focusing on 3R's (Reduce, Reuse &amp; Recycle), how does the company reduce pollution, depletion and degradation of natural resources; and indirect like investment/financing in green /sustainable project.</li> <li>• Technological innovation - use of advanced technology, innovative ideas leading to sustainability practices like energy-efficient processes or eco-friendly product designs;</li> <li>• Information on consumption and management of materials, energy, water, emissions and waste.</li> </ul>	126-142, 176-179
4.03	a) Has the board established a dedicated sustainability committee, having at least one female director, or assign additional responsibilities to an existing board committee.	99-131
	b) Has the committee submitted to the board a report, at least once a year, on embedding sustainability principles into the organization's strategy and operations to increase corporate value.	99-131
4.04	Board's statement for the adoption of CSR best practices including Board's commitment to promote CSR and how the company's sustainable practices can affect the financial performance of the company.	93, 145
4.05	Highlights of the company's performance, policies, initiatives for CSR.	135-144

S.No.	BCR Criteria	Page No.
<b>5.</b>	<b>Governance</b>	
5.01	Board composition:	
	a) Leadership structure of those charged with governance;	14 - 21
	b) Name of independent directors indicating justification for their independence;	24
	c) Diversity in the board i.e. competencies, requisite knowledge & skills, and experience;	14 - 21
	d) Profile of each director including education, experience and engagement in other entities as CEO, Director CFO or Trustee etc.;	14 - 21
	e) No. of companies in which the executive director of the reporting organization is serving as non-executive director.	14 - 21
5.02	A brief description about role of the Chairman and the CEO.	14-17
5.03	A statement of how the board operates, including a high-level statement of which types of decisions are to be taken by the board and which are to be delegated to management.	86-87
5.04	Chairman's Review Report on the overall performance of the board including: a) Effectiveness of the role played by the board in achieving the company's objectives; b) Chairman's significant commitments, such as strategic, financial, CSR and ESG etc., and any changes thereto from last year'; c) Board statement on the company's structure, processes and outcomes of internal control system and whether board has reviewed the adequacy of the system of internal control."	61, 62
5.05	Board statement of its commitment to establish high level of ethics and compliance in the company.	88
5.06	Annual evaluation of performance, along with a description of criteria used for the members of the board, including CEO, Chairman, and board's committees.	25
5.07	Disclosure if the board's performance evaluation is carried out by an external consultant once in every three years.	25, 66
5.08	Details of formal orientation courses for directors.	22
5.09	Directors' Training Program (DTP) attended by directors, female executives, and head of departments from the institutes approved by the SECP, along with names of those who availed exemptions during the year.	22, 247
5.10	Description of external oversight of various functions like systems audit or internal audit by an external specialist and other measures taken to enhance credibility of internal controls and systems.	24
5.11	Disclosure about related party transactions:	
	a) Approved policy for related party transactions;	94
	b) Details of all related party transactions, along with the basis of relationship describing common directorship and percentage of shareholding;	95
	c) Contract or arrangement with the related party other than in the ordinary course of business on an arm's length basis, if any along with the justification for entering into such contract or arrangement;	94-95
	d) Disclosure of director's interest in related party transactions;	95
	e) In case of conflict, disclosure of how conflicts are managed and monitored by the board.	94
5.12	Disclosure of Board's Policy on the following significant matters:	
	a) Risk Management and internal control policies.	96
	b) Disclosure of director's interest in significant contracts and arrangements.	95
	c) Remuneration of non-executive directors including independent directors for attending board meetings and general meetings.	22-23
	d) Retention of board fee by the executive director earned by him against his services as non-executive director in other companies.	22
	e) Security clearance of foreign directors.	22
	f) Board meetings held outside Pakistan.	23
	g) Human resource management including: • Preparation of succession plan; • Merit based recruitment; • Performance based appraisal system; • Promotion, reward and motivation; • Training and development; • Diversity, Equity & Inclusion (DE&I) policy; and • Employee engagement /feedback."	91-92
	h) Social and environmental responsibility including managing and reporting policies like procurement, waste and emissions.	51, 126, 133, 134, 173

S.No.	BCR Criteria	Page No.
<b>5.</b>	<b>Governance</b>	
	i) Communication with stakeholders.	75-77
	j) Dividend policy.	79
	k) Investors' relationship and grievances.	76-78
	l) Employee's health, safety and protection.	141
	m) Whistle blowing policy	89, 92
	n) anti-harassment policy to safeguard the rights and well-being of employees.	92
	o) Safety of records of the company.	106
5.13	Board statement of the organization's business continuity plan or disaster recovery plan.	105-106
5.14	Compliance with the Best Practices of Code of Corporate Governance (No marks in case of any non-compliance).	243-247
5.15	"Disclosure about: a) Shares held by Sponsors / Directors / Executives;"	82
	b) Distribution of shareholders (Number of shares as well as category, e.g. Promoter, Directors / Executives or close family member of Directors / Executives etc.) or foreign shareholding (if any).	82
5.16	Details about Board meetings and its attendance.	65
5.17	TORs, composition and meeting attendance of the board committees including (Audit, Human Resource, Nomination and Risk management).	98-101
5.18	"Timely Communication: Date of authorization of financial statements by the board of directors: Within 40 days - 6 marks Within 50 days - 6 marks (in case of holding company who has listed subsidiary /subsidiaries) Within 60 days - 3 marks (Entities requiring approval from a Regulator before finalization of their financial statements would be provided a 20 days relaxation, on providing evidence to the Committee)."	
5.19	Audit Committee report should describe the work of the committee in discharging its responsibilities. The report should include:	234-236
	a) Composition of the committee with at least one member qualified as "financially literate" and all members are non-executive / Independent directors including the Chairman of the Audit Committee.	234-236
	b) Committee's overall role in discharging its responsibilities for the significant issues related to the financial statements, and how these issues were addressed.	234-236
	c) Committee's overall approach to risk management and internal control, and its processes, outcomes and disclosure.	234-236
	d) Role of Internal Audit in risk management and internal control, and the approach to Internal Audit to have direct access to Audit Committee and evaluation of Internal Auditor's performance.	234-236
	e) Review of arrangements for staff and management to report to Audit Committee in confidence, concerns, if any, about actual or potential improprieties in financial and other matters, and recommended instituting remedial and mitigating measures.	234-236
	f) An explanation as to how it has assessed the effectiveness of the external audit process and the approach taken to the appointment or reappointment of the external auditor; and if the external auditor provides non-audit services, an explanation as to how auditor's objectivity and independence is safeguarded.	234-236
	g) If Audit Committee recommends external auditors other than the retiring external auditors, before the lapse of three consecutive years, reasons shall be reported.	234-236
	h) The Audit Committee's views whether the Annual Report was fair, balanced and understandable and also whether it provided the necessary information to shareholders to assess the company's position and performance, business model and strategy.	234-236
	i) Results of the self-evaluation of the Audit Committee carried out of its own performance.	234-236
	j) Disclosure of the number of whistle-blowing incidences reported to the Audit Committee during the year.	234-236
5.20	Presence of the chairman of the Audit Committee at the AGM to answer questions on the Audit Committee's activities / matters that are within the scope of the Audit Committee's responsibilities.	234-236
5.21	Board disclosure on Company's use of Enterprise Resource Planning (ERP) software including:	
	a) How it is designed to manage and integrate the functions of core business processes / modules like finance, HR, supply chain and inventory management in a single system;	-
	b) Management support in the effective implementation and continuous updation;	-
	c) Details about user training of ERP software;	-

S.No.	BCR Criteria	Page No.
<b>5.</b>	<b>Governance</b>	
	d) How the company manages risks or control risk factors on ERP projects;	-
	e) How the company assesses system security, access to sensitive data and segregation of duties.	-
5.22	Disclosure about the Government of Pakistan policies related to company's business / sector in Directors' Report and their impact on the company business and performance.	43
5.23	Information on company's contribution to the national exchequer (in terms of payment of duties, taxes and levies) and to the economy (measured in terms of GDP contribution, new jobs creation, increase in exports, contributions to society & environment and community development etc.)	145

<b>6.</b>	<b>Analysis of the Financial Information</b>	
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	a) Past and current performance;	208-221
	b) Performance against targets /budget; and	213
	The analysis should cover significant deviations from previous year in operating results and the reasons for loss, if incurred, as well as future prospects of profits.	208
6.02	a) Analysis of financial ratios (Annexure I) with graphical presentation and disclosure of methods and assumptions used in compiling the indicators.	208-221
	b) Explanation of negative change in the performance as compared to last year.	208
6.03	Vertical and horizontal analysis of Balance Sheet, Profit and Loss Account and summary of Cash Flow Statement for last 6 years. Weightage to be given to graphical presentation.	210-211
6.04	Cash Flow Statement based on Direct Method (separate Cash Flow for specific funds e.g. Zakat).	260-261
6.05	a) Information about business segment and non-business segment; and	303-305
	b) Segmental analysis of business performance including segment revenue, segment results, profit before tax, segment assets and liabilities.	303-305
6.06	Disclosure of market share of the company and share price sensitivity analysis.	223
6.07	"Statement of value added and its distribution with graphical presentation: a) Employees as remuneration; b) Government as taxes (separately direct and indirect); c) Shareholders as dividends; d) Providers of financial capital as financial charges; e) Society as donation; and f) Retained within the business."	227
6.08	"Statement of Economic value added (EVA) [EVA = NOPAT – WACC x TC, where NOPAT is Net Operating Profit After Tax, WACC is Weighted Average Cost of Capital, and TC is Total Invested Capital]"	221
6.09	CEO presentation video on the company's business performance of the year covering the company business strategy to improve and future outlook. (Please provide relevant webpage link of the video in the company's annual report).	79

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7.01	Describe the business model including inputs, business activities, outputs and outcomes as per international applicable framework.	50-51
7.02	Explanation of any material changes in the entity's business model during the year.	50-51

S.No.	BCR Criteria	Page No.
<b>8.</b>	<b>Disclosures on IT Governance and Cybersecurity</b>	
8.01	The Board responsibility statement on the IT system/ controls and AI strategy of the company including compliance of legal and regulatory requirements regarding data privacy and cyber security and how the board is engaging with management in case of any breaches.	104
8.02	Disclosure related to IT governance and cybersecurity programs, policies and procedures and industry specific requirements for cybersecurity and strategy in place.	107-108
8.03	Disclosure that at least one board-level committee is charged with oversight of IT governance and cybersecurity matters and how the board administers its IT risk oversight function related to these risks.	111
8.04	Disclosure about company's controls and procedures about an "early warning system" that enables the company to identify, assess, address, make timely disclosures and timely communications to the board about cybersecurity risks and incidents.	112-115
8.05	Disclosure of policy related to independent comprehensive security assessment of technology environment, including third party risks and when last such review was carried out.	116-117
8.06	Disclosure about resilient contingency and disaster recovery plan in terms of dealing with a possible IT failure or cyber breach and details about company's cyber insurance.	118
8.07	Disclosure of advancement in digital transformation on how the organization has leveraged 4.0 Industrial revolution (Artificial Intelligence (AI), RPA, Data Analytics, Block Chain, Cloud Computing etc.) to improve transparency and governance, value creation and reporting.	120-121
8.08	Disclosure about education and training efforts of the Company to mitigate cybersecurity risks.	122-123

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9.03	Disclosures about the company's future plans for AI adoption and its potential impact on the company's long-term strategy.	155-156
9.04	Disclosure about company's future Research & Development initiatives.	156-158
9.05	Sources of information and assumptions used for projections / forecasts in the forward-looking statement, and any assistance taken by any external consultant	159

<b>10.</b>	<b>Stakeholders Relationship and Engagement</b>	
10.01	Stakeholder's engagement policy of the company and how the company has identified its stakeholders.	75
10.02	"Stakeholders' engagement process and the frequency of such engagements during the year. Explanation on how the relationship is likely to affect the performance and value of the company, and how those relationships are managed. These engagements may be with: a) Institutional investors; b) Customers & suppliers; c) Banks and other lenders; d) Media; e) Regulators; f) Local committees; and g) Analysts."	75-77
10.03	Steps taken by the management to encourage the minority shareholders to attend the general meetings.	77
10.04	Investors' Relations section on the corporate website with all relevant information including audited annual reports are available in the section.	78
10.05	Issues raised in the last AGM, decisions taken and their implementation status.	78
10.06	"a) Steps board has taken to solicit and understand the views of stakeholders through corporate briefing sessions; and b) Disclosure of brief summary of Corporate Analyst briefing conducted during the year."	78
10.07	Highlights about redressal of investors' complaints including number of complaints received and resolved during the year.	78
10.08	Details about corporate benefits to shareholders like value appreciation, dividend etc.	78
10.09	Disclosure of whistle blowing mechanism to receive and handle complains in a fair and transparent manner, and provide protection to the complainant against victimization and reporting in the Audit Committee's report.	236

S.No.	BCR Criteria	Page No.
<b>11.</b>	<b>Striving for Excellence in Corporate Reporting</b>	
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11.02	BCR criteria cross referred with page numbers of the annual report. (details can be maintained by companies on the Investor Relation section of the company's website).	372-380
<b>12.</b>	<b>Specific Disclosures of the Financial Statements</b>	
12.01	Specific disclosures of the financial statements required under the Companies Act, 2017 and IFRSs (Annexure II).	Refer Below
<b>13.</b>	<b>Assessment based on Qualitative Factors</b>	
13.01	Assessment of overall quality of information contained in the annual report based on the following qualitative factors:	
	a) Clarity, simplicity and lucidity in presentation of Financial Statements;	
	b) Theme on the cover page;	
	c) Effective use of presentation tools, particularly diagrams, graphs, charts, smart arts, icons, tables and infographics in the annual report;	
	d) Effectiveness and relevance of photos and graphs;	
	e) Effectiveness of the theme on the cover page.	
<b>14.</b>	<b>Industry Specific Disclosures (if applicable)</b>	
a)	Disclosures required for Banking Company (Annexure III).	Refer Below
b)	Disclosures required for Insurance Company (Annexure IV).	Refer Below
c)	Disclosures required for Exploration and Production (E&P) Company (Annexure V).	Not applicable
d)	Disclosures required for State-Owned Entities (SOEs) as per State-Owned Enterprises (Governance and Operations) Act, 2023 (Annexure VI).	Not applicable

Annexure I - Financial Ratios (refer section 6 of the criteria)	
Financial Sector	Non-Financial Sector
<p><b>Profitability Ratios</b></p> <ul style="list-style-type: none"> <li>a) Profit before tax ratio</li> <li>b) Gross Yield on Earning Assets</li> <li>c) Gross Spread ratio</li> <li>d) Cost/Income ratio</li> <li>e) Return on Equity</li> <li>f) Return on Capital employed</li> <li>g) Shareholders' Funds</li> <li>h) Return on Shareholders' Funds</li> <li>i) Return on Investment</li> <li>j) Total Shareholder Return</li> </ul> <p><b>Liquidity Ratios</b></p> <ul style="list-style-type: none"> <li>a) Advances to deposits ratio</li> <li>b) Current ratio</li> <li>c) Net interest income as a percentage of working funds / operating cost – Efficiency ratio</li> <li>d) Non-interest income as a percentage of working funds</li> <li>e) Quick / Acid test ratio</li> <li>f) Cash to Current Liabilities</li> <li>g) Cost of Funds</li> <li>h) Cash flow coverage ratio</li> <li>i) Net interest income as a percentage of working funds / Operating cost - Efficiency ratio</li> <li>j) Cash Reserve Ratio / Liquid Asset ratio</li> <li>k) Gross Non-Performing assets to gross advances</li> <li>l) Non-Performing loans (Assets) to Total Loans (Assets)</li> <li>m) Credit— Deposit Ratio</li> </ul> <p><b>Investment / Market Ratios</b></p> <ul style="list-style-type: none"> <li>a) Earnings per share (EPS) and diluted EPS</li> <li>b) Price Earnings ratio</li> <li>c) Price to Book ratio</li> <li>d) Dividend Yield ratio</li> <li>e) Dividend Payout ratio / Dividend Cover Ratio</li> <li>f) Cash Dividend per share / Stock Dividend per share</li> <li>g) Market value per share at the end of the year and high/low during the year</li> <li>h) Breakup value per share</li> <li>i) Without Surplus on Revaluation of property, plant and equipment</li> <li>ii. With Surplus on Revaluation of property plant and equipment including the effect of all Investments</li> <li>iii. Including Investment in Related Party at fair /market value and also with Surplus on Revaluation of property plant and equipment.</li> <li>i) DuPont Analysis</li> <li>j) Free Cash Flow</li> <li>k) Economic Value Added (EVA)</li> </ul> <p><b>Capital Structure</b></p> <ul style="list-style-type: none"> <li>a) Capital Adequacy ratio</li> <li>b) Earning assets to total assets ratio</li> <li>c) Weighted Average cost of deposit</li> <li>d) Statutory Liquidity Reserve (Ratio)</li> <li>e) Net assets per share</li> <li>f) Debt to Equity ratio (as per book and as per market value)</li> </ul> <p><b>Non-Financial Ratios</b></p> <ul style="list-style-type: none"> <li>a) Staff turnover ratio</li> <li>b) Customer Satisfaction Index</li> <li>c) Employee Productivity Rate</li> <li>d) Revenue per Employee</li> <li>e) <b>Customer Retention Ratio"</b></li> </ul>	<p><b>Profitability Ratios</b></p> <ul style="list-style-type: none"> <li>a) Gross Profit ratio</li> <li>b) Net Profit to Sales</li> <li>c) EBITDA Margin to Sales</li> <li>d) Operating leverage ratio</li> <li>e) Return on Equity / Shareholders' Funds</li> <li>f) Return on Capital employed</li> <li>g) Shareholders' Funds</li> <li>h) Return on Shareholders' Funds</li> <li>i) Return on Investment</li> <li>j) Total Shareholder Return</li> </ul> <p><b>Liquidity Ratios</b></p> <ul style="list-style-type: none"> <li>a) Current ratio</li> <li>b) Quick / Acid test ratio</li> <li>c) Cash to Current Liabilities</li> <li>d) Cash flow from operations to Sales</li> <li>e) Cash flow to capital expenditures</li> <li>f) Cash flow coverage ratio</li> </ul> <p><b>Investment /Market Ratios</b></p> <ul style="list-style-type: none"> <li>a) Earnings per Share (EPS) and diluted EPS</li> <li>b) Price Earnings ratio</li> <li>c) Price to Book ratio</li> <li>d) Dividend Yield ratio</li> <li>e) Dividend Payout ratio / Dividend Cover Ratio</li> <li>f) Cash Dividend per share / Stock Dividend per share</li> <li>g) Market value per share at the year end and high/low during the year</li> <li>h) Breakup value per share</li> <li>i. Without Surplus on Revaluation of property, plant and equipment</li> <li>ii. With Surplus on Revaluation of Property plant and equipment including the effect of all Investments</li> <li>iii. Including Investment in Related Party at fair /market value and also with Surplus on Revaluation of property plant and equipment.</li> <li>i) DuPont Analysis</li> <li>j) Free Cash Flow</li> <li>k) Economic Value Added (EVA)</li> </ul> <p><b>Capital Structure</b></p> <ul style="list-style-type: none"> <li>a) Financial leverage ratio</li> <li>b) Weighted average cost of debt</li> <li>c) Debt to Equity ratio (as per book and as per market value)</li> <li>d) Net assets per share</li> <li>e) Interest Cover /Time Interest earned ratio</li> </ul> <p><b>Activity / Turnover Ratios</b></p> <ul style="list-style-type: none"> <li>a) Total Assets turnover ratio</li> <li>b) Fixed Assets turnover ratio</li> <li>c) No. of Days in Inventory</li> <li>d) No. of Days in Receivables</li> <li>e) No. of Days in Payables</li> <li>f) Operating cycle</li> </ul> <p><b>Non-Financial Ratios</b></p> <ul style="list-style-type: none"> <li>a) % of Plant Availability</li> <li>b) Customer Satisfaction Index</li> <li>c) Production per Employee (for manufacturing)/ Employee Productivity Rate (for service industry)</li> <li>d) Revenue per Employee</li> <li>e) Staff turnover ratio</li> <li>f) Spares Inventory as % of Assets Cost</li> <li>g) Maintenance Cost as % of Operating Expenses</li> <li>h) Customer Retention Ratio</li> </ul>

S.No.	Annexure II - Specific Disclosures of the Financial Statements (refer section 12 of the criteria)	Page No.
1	Fair value of Property, Plant and Equipment.	276
2	Particulars of significant / material assets and immovable property including location and area of land.	276
3	Capacity of an industrial unit, actual production and the reasons for shortfall.	Not applicable
4	Specific disclosures required for shariah compliant companies / companies listed on the Islamic Indices as required under clause 10 of the Fourth Schedule of the Companies Act, 2017.	Not applicable
5	Disclosure requirements for common control transactions as specified under the Accounting Standard on 'Accounting for common control transactions' developed by ICAP and notified by SECP (through SECP S.R.O. 53(I)/2022 dated January 12, 2022)	Not applicable
6	Disclosure about Human Resource Accounting (includes the disclosure of process of identifying and measuring the cost incurred by the company to recruit, select, hire, train, develop, allocate, conserve, reward and utilize human assets).	229-230
7	Where any property or asset acquired with the funds of the company and is not held in the name of the company or is not in the possession and control of the company, this fact along with reasons for the property or asset not being in the name of or possession or control of the company shall be stated; and the description and value of the property or asset, the person in whose name and possession or control it is held shall be disclosed.	Not applicable

S.No.	Annexure IV - Specific Disclosures for Insurance Company	Page No.
1	Claims management and details of outstanding claims (IBNR & IBNER) with estimated liability and ageing thereof.	296
2	Highlights of segment revenue account.	303-305
3	Disclosure of outstanding premium / unearned premium.	296
4	Details of claims under different categories of policies including average claim settlement period.	297
5	Estimated liability in respect of outstanding claims including their ageing.	297
6	Disclosures of re-insurance ceded premium & claim recovered.	296
7	Disclosure of extent of risk retained, reinsured and unexpired risk.	-
8	Disclosures pertaining to solvency margin / solvency ratio.	209, 231-232
9	Valuation & impairment of investment as per regulatory requirements.	277, 285
10	Actuarial assumptions made are in compliance with the regulations issued by regulatory authorities.	307-308
11	Following accounting ratios pertaining to insurance sector: <ul style="list-style-type: none"> <li>• Claim ratio;</li> <li>• Premium growth ratio;</li> <li>• Claim settlement ratio;</li> <li>• Combined ratio;</li> <li>• Persistency ratio;</li> <li>• Reinsurance premium ceded on gross premium (%);</li> <li>• Reinsurance claim recovery percentage;</li> <li>• Retention ratio;</li> <li>• External liability ratio.</li> </ul>	209
12	Review of assets quality.	-
13	Report of the life actuary (for life insurance).	Not applicable
14	Statement showing age-wise analysis of unclaimed amount of policyholders.	308

# GLOSSARY

<b>Actuary</b>	Qualified expert who analyses problems from the area of insurance, investments and pensions using methods of probability theory and financial mathematics, and develops solutions with due regard to legal and economic parameters.
<b>Actuarial Valuation</b>	A determination by an actuary at a special date of the value of an insurance Company's assets and its liabilities.
<b>Amortisation</b>	The reduction of the value of an asset by prorating its cost over a period of years.
<b>Associate</b>	Is a company / undertaking in which the investor has significant influence and which is neither a subsidiary nor a joint venture of the investor.
<b>Authorised Share Capital</b>	The maximum value of share that a company can legally issue.
<b>Best's Capital Adequacy Ratio (BCAR)</b>	BCAR is an integrated review of an insurer's underwriting, financial performance, and asset leverage by rating agency.
<b>Book Value</b>	The value of an asset as entered in a company's books.
<b>Budget</b>	An estimate of income and expenditure for a set period of time.
<b>Business mixes</b>	The combination of different types of business activities that a company is engaged in.
<b>Capital Expenditure</b>	The cost of long-term improvements and fixed assets.
<b>Capital Gain</b>	Portion of the total gain recognised on the sale or exchange of a non inventory asset.
<b>Capital Reserve</b>	Any reserve not regarded free for distribution by way of dividends.
<b>Catastrophe</b>	An event causing great and usually sudden damage or suffering.
<b>Cedant</b>	Client of a reinsurance company.
<b>Combined Ratio</b>	Percentage ratio of the sum of net claims plus management expenses and net commission to net earned premiums. It corresponds to the sum of the loss ratio, commission ratio and the expense ratio.
<b>Commission</b>	Remuneration to an intermediary for services such as selling and servicing an insurer's products.
<b>Consumer online Portal</b>	An internet window presence for selling all retails consumer products.
<b>Contact Centre</b>	It is also known as call centre. It is a central location of an enterprise from which all customer contacts are managed.
<b>COVID-19</b>	Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus.
<b>Claims</b>	The amount payable under a contract of insurance arising from occurrence of an insured event.
<b>Claims Incurred</b>	The aggregate of all claims paid during the accounting period together with attributable claims handling expenses, where appropriate, adjusted by the gross claims reserve at the beginning and end of the accounting period.
<b>Cloud Service</b>	It is a service made available to users on demand via the Internet from a cloud computing provider's server as opposed to being provided from a company's own on-premises servers.
<b>Corporate Social</b>	It is a process with the aim to embrace responsibility for the company's actions

<b>Responsibility (CSR)</b>	and encourage a positive impact through its activities on the environment, consumers, employees, communities, and all other members of the public who may also be considered as stakeholders.
<b>Cover Note</b>	A cover note is a temporary document issued by an insurance company that provides proof of insurance coverage until a final insurance policy can be issued.
<b>CPEC</b>	The China–Pakistan Economic Corridor (CPEC) is a collection of infrastructure projects currently under construction throughout Pakistan.
<b>Currency Devaluation</b>	Reduction in the value of a country’s currency.
<b>Current Account Deficit</b>	The situation where value of the goods and services of a country it imports exceeds the value of the goods and services it exports.
<b>Deferred Commission</b>	Expenses which vary with and are primarily related to the acquisition of new insurance contracts and renewal of existing contracts, which are deferred as they relate to a period of risk subsequent to the Balance Sheet date.
<b>Deferred Tax</b>	An accounting concept (also known as future income taxes), meaning a future tax liability or asset in respect of taxable temporary differences.
<b>Defined benefit Plans</b>	Are post-employment benefit plans other than defined contribution plans.
<b>Depreciation</b>	The systematic allocation of the cost of an asset over its useful life.
<b>Dividend cover</b>	Profit after tax divided by Dividend measures the number of times dividends are covered by distributable profit for the period.
<b>Doubtful debts</b>	A debt where circumstances have rendered its ultimate recovery uncertain. Earnings per share Amounts for profit or loss attributable to ordinary shareholders of the entity. Energy Conservation Refers to efforts made to reduce energy consumption.
<b>Equity method</b>	Method of accounting whereby the investment is initially recognised at cost and adjusted hereafter for the post-acquisition changes in the investor’s share of net assets of the investee.
<b>Exchange Gain (Loss)</b>	Difference resulting from translating a given number of units of one currency into another currency at different exchange rates.
<b>Facultative reinsurance</b>	The reinsurer assumes a share of selected individual risks. The primary insurer can offer an individual risk in reinsurance, which the reinsurer for its part can either accept or decline.
<b>Fair Value</b>	The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing business partners in an arm’s length transaction.
<b>Financial Action Task Force (FATF)</b>	It is an intergovernmental organisation founded in 1989 on the initiative of the G7 to develop policies to combat money laundering.
<b>Financial Capital</b>	It is any economic resource measured in terms of money used by entrepreneurs and businesses to buy what they need to make their products or to provide their services.
<b>Fiscal Deficit</b>	When a government’s total expenditures exceed the revenue that it generates.
<b>General Insurance</b>	All kind of Insurance except Life Insurance. i-e, Fire. Marine, Motor and Other Insurance
<b>General Takaful</b>	Protection to participants for losses arising from perils such as accident, fire, flood, liability and burglary.
<b>Gross Contribution</b>	It is the payment of an amount by a participant to the Takaful Participants’ Fund, whether direct, through intermediaries for the purpose of mutual protection and assistance.

Gross Domestic Product one year.	The total value of goods produced and services provided in a country during one year.
Gross Written Premium	Premium which an insurer is contractually entitled to receive from the insured in relation to contracts of insurance.
Group Health Insurance	A single health policy covering a group of individuals, usually employees of the same company or members of the same association and their dependents.
Impairment	The amount by which the carrying amount of an asset or a cash generating unit exceeds its recoverable amount.
Incurred but not reported (IBNR)	Claim incurred but not reported to the insurer until the financial statements reporting date.
Inflation	A general increase in prices and fall in the purchasing value of money.
Insurance Contracts	A contract under which one party (the insurer) accepts significant insurance risk from another party (the policyholder) by agreeing to compensate the policyholder for a specified uncertain future event.
Insurer Financial Strength Rating	Provides an assessment of the financial strength of an insurance company.
Intangibles	An identifiable non-monetary asset without physical substance.
Internal Control	An accounting procedure or system designed to promote efficiency or assure the implementation of a policy to safeguard assets or avoid fraud and error etc.
Intellectual Capital	It refers to creations of the mind, such as inventions; literary and artistic works; designs; and symbols, names and images used in commerce.
KGS - (Kyrgyz Som)	Code of official currency of the Kyrgyz Republic.
KIBOR – (Karachi Interbank Offered Rate)	Interbank clean (without collateral) lending/borrowing rates quoted by the banks.
Large-Scale Manufacturing (LSM)	It refers to the production of a commodity on a large scale or huge quantity with a large sized firm.
Logistical management	It is used to meet customer demands through the planning, control and implementation of the effective movement and storage of related information, goods and services from origin to destination.
Loss Ratio	Percentage ratio of claims expenses to net premium.
Macroeconomics	Branch of economics dealing with the performance, structure, behavior, and decision-making of an economy as a whole.
Market Share	The portion of a market controlled by a particular company or product.
Market Value	The highest estimated price that a buyer would pay and a seller would accept for an item in an open and competitive market.
MIS	Management Information System
Micro-insurance	It is an insurance arrangement to protect low-income people against specific perils in exchange for regular premium payments proportionate to the likelihood and cost of the risk involved.
Mutual fund	A type of professionally managed investment fund that pools money from many investors to purchase securities.
National Exchequer	The account into which tax funds and other public funds are deposited.
Net Asset Value	The value of all tangible and intangible assets of a company minus its liabilities.

<b>Net Contributions</b>	Gross Contributions less all retakaful contributions payable.
<b>Net Premium Revenue</b>	Gross written premium less Reinsurance expense.
<b>Non-Banking Financial Institution (NBFIs)</b>	Entities that are engaged in specialised financial services other than commercial banking services in Pakistan. These are also known as Non-Banking Finance Companies (NBFCs).
<b>Non-Life Insurance</b>	Non-Life Insurance and General Insurance have the identical meaning.
<b>Open-end mutual fund time.</b>	Collective Investment Scheme which can issue and redeem shares at any time.
<b>Outstanding Claims</b>	A type of technical reserve or accounting provision in the financial statements of an insurer to provide for the future liability for claims.
<b>Paid up Capital</b>	The amount paid or contributed by shareholders in exchange for shares of a company's stock.
<b>Pakistan Investment Bonds 3, 5, 10, 15 and 20 years.</b>	Long term instruments of the Government of Pakistan with tenors available in 3, 5, 10, 15 and 20 years.
<b>Pandemic</b>	An epidemic occurring worldwide, or over a very wide area, crossing international boundaries and usually affecting a large number of people.
<b>Participants' Takaful Fund (PTF) / Waqf Fund</b>	An account to credit a portion of contribution from the participant for the purpose of tabarru'.
<b>Peril</b>	It is an event that could cause damage to property, items, or belongings insured.
<b>Present Value</b>	Future amount that has been discounted to the present.
<b>Proxy</b>	Power of attorney by which a shareholder transfers the voting rights to another shareholder.
<b>Qard-e-Hasna</b>	An interest free loan from the Takaful Operator to the Takaful Participant Fund in order to meet any short fall.
<b>Quoted Registered Office</b>	Being listed on a Stock Exchange. The registered office is an address which is registered with the government registrar as the official address of a company.
<b>Reinsurance</b>	A method of insurance arranged by insurers to share the exposure of risks accepted.
<b>Re-takaful</b>	The arrangement under which a part of the risk is shared between the companies originally issuing the policy (the takaful operator) to another Takaful company (Re-Takaful) known as the re-takaful.
<b>Reinsurance Commission reinsurer.</b>	Commission received or receivable in respect of premium paid or payable to a reinsurer.
<b>Reinsurance Premium</b>	The premium payable to the reinsurer in respect of reinsurance contract.
<b>Related Party</b>	Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operational decisions.
<b>Retrocession</b>	Transfer of risk from a reinsurer to another reinsurer.
<b>Revenue Reserves</b>	Reserves that are normally regarded as available for distribution through the profit and loss account, including general reserve and other specific reserves created out of profit and un-appropriated profit.

RFID Card	Radio-Frequency Identification (RFID) card uses electromagnetic fields to automatically identify and track tags attached to an object.
Risk	Condition in which there is a possibility of loss.
Risk Management	Analysing of all exposures to gauge the likelihood of loss and choosing options to better manage or minimise loss.
Secondary Perils	These are defined as small-to-mid-sized events or the secondary effects of a main peril.
Socio-economic	A study relating to or concerned with the interaction of social and economic factors. It links financial and social issues together.
Statutory levies	Fee charged (levied) by a government on a product, income, or activity.
Strategic Objective strategy succeed.	A broadly defined objective that an organisation must achieve to make its
Subsequent Event - Non Adjusting	Are events concerning conditions which arose after the balance sheet date, but which may be of such materiality that their disclosure is required to ensure that the financial statements are not misleading.
Tabarru	A portion of participant's contribution for the purpose of mutual helps and used to pay claims submitted by eligible claimants.
Takaful	An Islamic concept of insurance.
Takaful Operator	A legal entity, who underwrites, administers and manages the Takaful program on behalf of the participants.
Takaful Policy	The agreement entered into between the operator and the participant(s) for the purposes of Takaful arrangements.
Tangibles Term Finance Certificate	An asset whose value depends on particular physical properties. A debt instrument issued by an entity to raise funds.
Twin Deficit	It occurs when a nation has both a current account deficit and a budget deficit. It is also known as double- deficit.
Underwriting Profit	This is the profit generated purely from the General Insurance business without taking into account the investment income and other non- technical income and expenses.
Unearned Premium	It represents the portion of premium already entered in the accounts as due but which relates to a period of risk subsequent to the Balance Sheet date.
Wakala	Islamic terminology for agent-principal relationship, where a person nominates another to act on his/her behalf.
Workflow applications	These are tools that make certain business processes easier, more efficient and more accessible through automation.
AKDN	Aga Khan Development Network, the wider network whose sustainability and development principles guide the Company's approach.
AKUH	Aga Khan University Hospital, a healthcare partner through which discounts and healthcare access benefits are extended to employees and clients.
Carbon Offset	A reduction or removal of greenhouse gas emissions used to compensate for emissions that cannot yet be eliminated directly.
Climate Resilience Strategy	The Company's strategic approach to managing climate-related risks and opportunities across governance, operations, risk management and products.

Code of Conduct	The Company's formal policy setting out expected standards of ethics, integrity and anti-corruption for employees.
Customer Complaints Redressal	The process through which customer complaints are received, reviewed and resolved.
DEFRA Methodology	Emissions calculation methodology developed by the UK Department for Environment, Food and Rural Affairs, used for certain Scope 3 emissions estimates.
Direct Emissions	Greenhouse gas emissions arising from sources owned or controlled by the Company; commonly reported as Scope 1 emissions.
Indirect Emissions	Greenhouse gas emissions resulting from the Company's activities but arising from sources not owned or directly controlled by it; commonly reported as Scope 2 and Scope 3 emissions.
Disclosure Guidelines	Formal reporting guidance issued by regulators or standard setters to structure sustainability-related disclosures.
Double Materiality / Materiality Determination	The process of identifying the ESG issues that are most relevant to the Company from a regulatory, stakeholder and business perspective.
Emission Intensity	A measure of emissions relative to a business metric, such as Gross Written Premium or revenue.
GHG Emissions	Greenhouse gas emissions generated directly or indirectly by the Company's activities.
GHG Protocol	A globally recognised framework for measuring and reporting greenhouse gas emissions.
Net Zero	A state in which greenhouse gas emissions released are balanced by emissions removed or offset.
Scope 1 Emissions	Direct greenhouse gas emissions from sources owned or controlled by the Company.
Scope 2 Emissions	Indirect greenhouse gas emissions from purchased electricity, steam, heating or cooling consumed by the Company.
Scope 3 Emissions	Other indirect greenhouse gas emissions occurring across the value chain, such as business travel, waste, paper use and courier activity.
IFRS S1	The International Financial Reporting Standard for General Requirements for Disclosure of Sustainability-related Financial Information.
IFRS S2	The International Financial Reporting Standard for Climate-related Disclosures.
ISO 9001:2015	An international standard for quality management systems focused on consistency, process control and continuous improvement.
Material Topic	An ESG issue considered important enough to influence stakeholder decisions or the Company's long-term performance and reporting.
SDGs	Sustainable Development Goals adopted by the United Nations as global goals for sustainable development.
TCFD	Task Force on Climate-related Financial Disclosures, whose framework supports climate-related governance, strategy, risk and metrics disclosures.





## E-Dividend Mandate Form

According to Section 242 of Companies Act, 2017 and Circular No.18/2017 dated August 1, 2017 issued by Securities and Exchange Commission of Pakistan (SECP), from November 1, 2017 all listed companies are to pay dividend only through electronic mode directly into the bank accounts designated by the entitled shareholders.

In view of above, Shareholder(s) are advised to provide their complete bank account / IBAN detail as per format given below required under clause 7,8 and 9 (ii) of the Companies (Distribution of Dividends) Regulations, 2017 issued under S.R.0.1145 (I) I 2017 dated November 06, 2017 by SECP enabling us to comply with the above Section/Circular.

For physical Shareholder(s): THK Associates (Pvt) Limited, Plot No. 32-C Jami Commercial Street 2, DHA, Phase VII, Karachi-75500, Pakistan.

For CDC Account holder(s) In case of CDC account holder I Sub-account holder, please provide said details to CDC I to respective member Stock Exchange.

Company Secretary

### E-Dividend Mandate Details

It is requested that all my cash Dividend amounts declared by the Company may be credited into the following bank account:

Folio Number I CDC Participants ID A/c No.	
Name of Shareholder(s)	
Title of the Bank Account	
Bank Account Number (Complete) I IBAN	
Bank's Name, Branch Name, Branch Code and Address	
Cell Number	
Landline Number, if any	
Email Address	
CNIC Number/ Passport Number (in case of foreign Shareholder) (attach copy)	
It is stated that the above mentioned information is correct, that I will intimate the changes in the above mentioned information to the Company and the concerned Share Registrar/Participant/CDC Investor Account Services as soon as these occur.	
<hr/> <b>Signature of Shareholder</b> (Please affix company stamp in case of a corporate entity)	
<b>NOTES:</b> Please provide complete IBAN, after checking with your concerned bank branch to enable electronic credit directly into your bank account.  The payment of cash dividend will be processed on the basis of the IBAN alone. Jubilee General Insurance is entitled to rely on the IBAN information as per your instructions (provided by you). The Company shall not be responsible for any loss, damage, liability or claim arising, directly or indirectly, from any error, delay or failure in performance of any of its obligations hereunder which is caused by incorrect payment instructions and /or due to any event beyond the control of the Company.	

## ای ڈیویڈنڈ مینڈیٹ فارم

کمپنیز ایکٹ، 2017 کی شق 242 اور سکیورٹیز اینڈ ایکسچینج کمیشن آف پاکستان کے سرکلر نمبر 18/2017 بتاریخ یکم اگست، 2017 کے ذریعے تمام لسٹڈ کمپنیوں کو ہدایت کی گئی ہے کہ یکم نومبر، 2017 کے بعد سے ادا ہونے والے ڈیویڈنڈ کی رقم الیکٹرانک طریقہ کار سے براہ راست شیئرز ہولڈرز کی طرف سے فراہم کردہ بینک اکاؤنٹ میں منتقل کی جائے۔

درج بالا ہدایات کے پیش نظر، آپ سے گزارش کی جاتی ہے کہ اپنے مکمل ”انٹرنیشنل بینک اکاؤنٹ نمبر (IBAN)“ کی تفصیل درج ذیل نمونہ کے مطابق کمپنی کو فراہم کریں۔ جس کی ہدایت 6 نومبر، 2017 کو SECP نے جاری کردہ SRO 1145(I)/2017 میں Companies (Distribution of Dividends) Regulations, 2017 اور 8، 7 اور 9(ii) کے مطابق کی ہے، تاکہ ہم درج بالا شق پر عمل پیرا ہو سکیں۔ سی ڈی سی اکاؤنٹ ہولڈر/سب اکاؤنٹ ہولڈر یہ تفصیل متعلقہ ممبر اسٹاک ایکسچینج کو مہیا کریں۔

فزیکل شیئرز ہولڈرز کے لئے: ٹی ایچ کے ایسوسی ایٹس (پرائیویٹ) لمیٹڈ، پلاٹ نمبر C-32، جامی کمرشل اسٹریٹ 2، ڈی ایچ اے، فیز VII، کراچی-75500، پاکستان  
سی ڈی سی اکاؤنٹ ہولڈرز کے لئے: اگر آپ سی ڈی سی اکاؤنٹ ہولڈر/سب اکاؤنٹ ہولڈر ہیں تو برائے مہربانی نیچے دی گئی تفصیلات سی ڈی سی/اسٹاک ایکسچینج کے معزز ممبر کو فراہم کریں۔

کمپنی سیکریٹری

ای ڈیویڈنڈ مینڈیٹ کی تفصیل:

درخواست کی جاتی ہے کہ کمپنی کی جانب سے اعلان کردہ میرے ڈیویڈنڈ کی تمام رقم مندرجہ ذیل بینک اکاؤنٹ میں منتقل کی جائے:

فولیو نمبر/سی ڈی سی پارٹیشنس آئی ڈی نمبر:	
شیئر ہولڈر کا نام:	
بینک اکاؤنٹ جس نام سے ہے:	
مکمل بینک اکاؤنٹ نمبر (IBAN):	
بینک کا نام، برانچ کا نام، کوڈ اور پتہ:	
موبائل نمبر:	
فون نمبر (اگر ہے):	
ای میل:	
کمپیوٹرائزڈ شناختی کارڈ نمبر/ پاسپورٹ نمبر (اگر غیر ملکی شیئر ہولڈر ہو تو) (کاپی منسلک کریں):	

بیان کیا جاتا ہے کہ درج بالا معلومات درست ہیں، اور یہ کہ میں درج بالا معلومات میں کوئی بھی تبدیلی واقع ہونے کی صورت میں کمپنی اور متعلقہ شیئر رجسٹرار پارٹیشنس آئی ڈی سی انویسٹرا کاؤنٹ سرور کو فوری طور پر مطلع کروں گا/گی۔

دستخط شیئر ہولڈر

(برائے مہربانی کارپوریٹ ادارے کی صورت میں کمپنی کی مہر ثبت کریں)

نوٹ: برائے مہربانی اپنے اکاؤنٹ میں براہ راست الیکٹرانک کریڈٹ کا اہل بننے کے لئے اپنا مکمل IBAN، اپنی متعلقہ بینک برانچ سے تصدیق کے بعد فراہم کریں۔

نقد ڈیویڈنڈ کی ادائیگی کی کارروائی صرف IBAN کی بنیاد پر کی جائے گی۔ جوہلی جنرل انشورنس کو صرف آپ کی ہدایات کے مطابق IBAN کی (آپ کی جانب سے فراہم کردہ) معلومات پر اکتفا کرنے کا اختیار ہے۔ کمپنی اس معاہدہ کے تحت اپنی کسی بھی ذمہ داری کی ادائیگی میں غلطی، تاخیر یا ناکامی کی وجہ سے بلا واسطہ یا بالواسطہ ہونے والے کسی بھی ضرر، نقصان، ذمہ داری یا وجوہی کے لئے جوابدہ نہیں ہوگا اگر آپ کی جانب سے ادائیگی کی غلط ہدایات اور یا بینک کے کنٹرول سے باہر کسی واقف کی وجہ سے پیش آئے ہوں۔

# PROXY FORM

JUBILEE GENERAL INSURANCE COMPANY LIMITED  
JUBILEE INSURANCE HOUSE  
I.I. CHUNDRIGAR ROAD,  
KARACHI

I/We \_\_\_\_\_ of \_\_\_\_\_  
being a member(s) of Jubilee General Insurance Company Limited and a holder of \_\_\_\_\_  
ordinary shares, as per Share Register Folio No. \_\_\_\_\_ and/or CDC  
Participant I.D. No. \_\_\_\_\_ and Sub Account No. \_\_\_\_\_  
hereby appoint \_\_\_\_\_ of \_\_\_\_\_  
(Name)

who is also member of Jubilee General Insurance Company Limited, as my/our proxy to vote for me/us  
and on my/our behalf at the Annual General Meeting of the Company to be held on March 31, 2026 at 9:00  
a.m. and at any adjournment thereof.

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 2026.

## WITNESS

- Signature: \_\_\_\_\_  
Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
CNIC No: \_\_\_\_\_
- Signature: \_\_\_\_\_  
Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
CNIC No: \_\_\_\_\_

Signature

Revenue  
Stamp

## Note:

- Signature should agree with the specimen signature registered with the Company.
- The Proxy Form must be deposited at the Registered Office of the Company not later than 48 hours before the time of holding the AGM.
- No person shall act as proxy unless he/she is a member of the Company.
- CDC Shareholders and their proxies are each requested to attach an attested Photocopy of their Computerised National Identity Card or Passport with this proxy form before submission to the Company.

## مختار نامہ (پراکسی فارم)

جوبلی جنرل انشورنس کمپنی لمیٹڈ  
جوبلی انشورنس ہاؤس  
آئی آئی چندریگر روڈ  
کراچی۔

ہم، \_\_\_\_\_ ساکن۔ \_\_\_\_\_ بحیثیت رکن  
جوبلی جنرل انشورنس کمپنی لمیٹڈ اور حامل۔ \_\_\_\_\_ حصص۔ برطانیق شیر رجسٹرڈ فلیو نمبر۔ \_\_\_\_\_ اور ری ای سی ڈی سی پارٹنرسپینٹ (شرکت)  
آئی ڈی نمبر \_\_\_\_\_ اور سب اکاؤنٹ (ذیلی کھاتہ) نمبر۔ \_\_\_\_\_  
محترم / محترمہ \_\_\_\_\_ ساکن \_\_\_\_\_

۳۱ مارچ، ۲۰۲۶، صبح ۹:۰۰ بجے منعقد ہونے والے کمپنی کے سالانہ اجلاس عام میں حق رائے دہی استعمال کرنے یا کسی بھی التواء میں اپنا مہارا بطور مختار (پراکسی) مقرر کرتا ہوں کرتے ہیں۔

آج بروز \_\_\_\_\_ بتاریخ \_\_\_\_\_، ۲۰۲۶، کو دستخط کئے گئے۔  
گواہان:

۱۔ دستخط: \_\_\_\_\_

نام: \_\_\_\_\_

پتہ: \_\_\_\_\_

\_\_\_\_\_

کمپیوٹرائزڈ شناختی کارڈ یا پاسپورٹ نمبر:

\_\_\_\_\_

۲۔ دستخط: \_\_\_\_\_

نام: \_\_\_\_\_

پتہ: \_\_\_\_\_

\_\_\_\_\_

کمپیوٹرائزڈ شناختی کارڈ یا پاسپورٹ نمبر:

\_\_\_\_\_

### نوٹ:

- ۱۔ دستخط کمپنی کے پاس پہلے سے محفوظ۔ دستخطی نمونے کے مطابق ہونے ضروری ہیں۔
- ۲۔ یہ پراکسی فارم مکمل پر شدہ کمپنی کے رجسٹرڈ آفس میں میٹنگ سے ۴۸ گھنٹے قبل جمع کرایا جانا لازمی ہے۔
- ۳۔ ضروری ہے کہ پراکسی جس کو دی جائے وہ بھی کمپنی کا ممبر ہو۔
- ۴۔ CDC میں اکاؤنٹ رکھنے والے کارپوریٹ ممبران کیلئے مندرجہ بالا کے علاوہ درج ذیل شرائط کو پورا کرنا بھی ضروری ہے۔
  - ۱۔ پراکسی جس کے حق میں ہو اس کا شناختی کارڈ یا پاسپورٹ کی ایک تصدیق شدہ نقل پراکسی کے ساتھ لگائی جائے۔
  - ۲۔ پراکسی اجلاس میں شریک ہوتے وقت اصل شناختی کارڈ یا پاسپورٹ پیش کرے۔

ریونیو اسٹیٹ



Email: [info@jubileegeneral.com.pk](mailto:info@jubileegeneral.com.pk)  
Website: [www.jubileegeneral.com.pk](http://www.jubileegeneral.com.pk)

**Jubilee General Insurance Company Limited**

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