



THE PAKISTAN GENERAL INSURANCE COMPANY LIMITED
INCORPORATED IN 1947

DRIVING TOWARDS SUSTAINABLE GROWTH



2025

ANNUAL REPORT



A RENEWED LEGACY. A STRONGER FUTURE.



The Pakistan General Insurance Company Limited (PGI), established in 1947, continues to build on its longstanding legacy of trust, resilience, and service excellence. As one of the pioneers of Pakistan's insurance sector, the Company remains committed to delivering reliable and innovative insurance solutions that meet the evolving needs of individuals and businesses nationwide.

Following its successful revival, PGI has entered a phase of strategic growth and operational strengthening. During 2025, the Company focused on enhancing its underwriting discipline, expanding its business portfolio, and reinforcing governance and compliance frameworks in line with regulatory standards.

Backed by a seasoned leadership team, robust reinsurance arrangements, and a clear growth strategy, PGI has significantly improved its market positioning. The Company continues to invest in technology, human capital, and customer-centric solutions, enabling it to compete effectively in a dynamic and increasingly competitive insurance landscape.

With renewed momentum and a strong foundation, PGI is well-positioned to achieve sustainable growth, deliver value to stakeholders, and play a meaningful role in the development of Pakistan's insurance industry.

OUR LEGACY AND TRANSFORMATION



The Pakistan General Insurance Company Limited (PGI) has successfully undergone a strategic revival, emerging stronger, more resilient, and better positioned than ever before. Building upon its distinguished legacy rooted in trust, integrity, and service excellence, PGI has re-established itself as a credible and forward-looking player in Pakistan's insurance industry.

Following its revival, the Company has significantly enhanced its operational framework, governance standards, and service delivery—aligning with modern industry practices and regulatory expectations. PGI today stands as a revitalized institution, driven by renewed energy, professional management, and a clear strategic direction.

The Company continues to be guided by its core values—integrity, accountability, customer focus, excellence, innovation, and resilience—which are now further reinforced through improved systems, stronger controls, and a performance-driven culture. These principles shape PGI's operations and strengthen its engagement with stakeholders.

With a renewed commitment to sustainable growth, PGI has focused on strengthening its underwriting discipline, expanding its product portfolio, and embracing digital transformation to enhance customer experience. The Company is actively building stronger relationships with clients, reinsurers, and business partners, ensuring long-term value creation.

Having successfully re-established its foundation, PGI is now firmly positioned for accelerated growth. Anchored in its legacy yet transformed in its approach, the Company is committed to becoming a leading and trusted insurer in Pakistan — delivering reliable protection and innovative solutions in an evolving market.



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Corporate Profile and Business Context

ANNUAL FINANCIAL OVERVIEW



Key Highlights

2024

PKR in MN

GROSS PREMIUM WRITTEN	NET INSURANCE PREMIUM	INCURRED CLAIMS	UNDERWRITING RESULTS
23.97	7.54	(2.95)	(16.64)
MANAGEMENT EXPENSES	INVESTMENT INCOME	RENTAL INCOME	OTHER INCOME
(18.4)	5.78	3.41	50.59
SHAREHOLDER EQUITY	EPS	PROFIT AFTER TAX	TOTAL ASSETS
500	0.64	31.80	716.25

TOTAL EQUITY

TOTAL LIABILITIES

Rebuilding Strength. Delivering Sustainable Growth.

ANNUAL FINANCIAL OVERVIEW



Key Highlights

2025

PKR in MN

GROSS PREMIUM WRITTEN	NET INSURANCE PREMIUM	INCURRED CLAIMS	UNDERWRITING RESULTS
237.6	135.4	19.2	49.7
MANAGEMENT EXPENSES	INVESTMENT INCOME	RENTAL INCOME	OTHER INCOME
(33.6)	7.1	4.3	3.6
SHAREHOLDER EQUITY	PROFIT BEFORE TAX	PROFIT AFTER TAX	TOTAL ASSETS
719.04	26.56	28.4	910.1
TOTAL EQUITY	TOTAL LIABILITIES	EPS	
719.04	191.1	0.57	

Rebuilding Strength. Delivering Sustainable Growth.

COMPANY INFORMATION





Company Name

The Pakistan General Insurance Company Limited

Incorporation Year

1947

Board of Directors

Chairman

Muhammad Shahzad Habib

Directors

Muhammad Shahzad Habib
Mir Babar Ali
Ali Shahzad
Abrar Ahmed Cheema
Chaudhry Muhammad Naeem
Muhammad Asad Jaweed
Nuzhat Ul Zahra

Key Management

Chief Executive Officer

Mir Babar Ali

Chief Operating Officer

Ali Shahzad

Deputy Managing Director & Chief Financial Officer

Altaf Qamruddin Gokal

Company Secretary

Shahzad Ahmad Khan

Shariah Advisor

Hussain Ahmed

Head of Takaful

Syed Waqar Azeem

Shariah Compliance Officer

Muhammad Asfand Rashid

Credit Rating

Insurer Financial Strength Rating: A
Rating Agency: VIS Credit Rating Company Limited

Insurer Financial Strength Rating: BBB+
Outlook: Stable
Rating Agency: PACRA

Auditors

M/s Mushtaq & Co., Chartered Accountants,
19-B, Block G Gulberg III, Lahore, 54000

Share Registrar

Corplink Private Limited
Wings Arcade, 1-K, Commercial Model Town
Lahore, 54000

Legal Advisors

Naqvi and Co.
12-Diyal Singh Mansion, The Mall, Mozang
Chungi, Lahore, 54000

Registered Office

PGI House, 5-A Bank Square,
Shahrah-e-Quaid-e-Azam, Lahore 54000

Head Office

The Pakistan General Insurance Company Limited.
1649 Shopping Centre 3, Aziz Shaheed Road,
Mall Plaza Chowk, Mall Road, Multan Cantt,
Multan.

RATED FOR STRENGTH

Reflecting our strong financial profile,
robust risk management and unwavering commitment
to our **policyholders and partners**.

RATED BY VIS

The logo for VIS Credit Rating Company Limited, featuring the word "vis" in a white, lowercase, serif font with a blue dot above the 'i'.

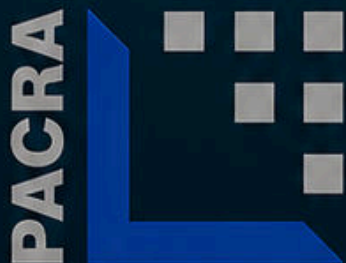
Credit Rating Company Limited

ASSIGNED RATING

A large, bold, gold-colored letter 'A' representing the assigned rating.

(STRONG CAPACITY)

RATED BY PACRA

The logo for PACRA, featuring the word "PACRA" in a white, uppercase, sans-serif font next to a blue graphic element consisting of a vertical bar and a horizontal bar forming an 'L' shape, with a grid of grey squares to the right.

ASSIGNED RATING

A large, bold, gold-colored text "BBB+" representing the assigned rating.

(VERY GOOD)



FINANCIAL



CUSTOMER



SUSTAINABLE



COMMITMENT TO
EXCELLENCE

Mission

To deliver reliable, customer-focused insurance solutions through professional service, sound governance, and sustainable growth, while contributing to the development of Pakistan's insurance industry.



Mission

Vision

To be a trusted and innovative insurer, securing the future of our clients with integrity and excellence.



Vision



At PGI, our values define how we operate, make decisions, and serve our clients. They are the foundation of our culture and the driving force behind sustainable growth and trust.

Integrity

We uphold the highest standards of honesty, transparency, and ethical conduct in all our dealings, ensuring trust and credibility with stakeholders.

Customer Commitment

Our clients are at the center of everything we do. We strive to understand their needs and deliver responsive, reliable, and value-driven insurance solutions.

Professional Excellence

We are committed to maintaining technical expertise, disciplined underwriting, and efficient claims management to deliver consistent and high-quality service.

Innovation and Adaptability

We embrace change and continuously enhance our products, processes, and technologies to meet evolving market demands.

Accountability

We take ownership of our actions and decisions, ensuring responsibility, compliance, and performance at every level of the organization.

Teamwork and Respect

We foster a collaborative and inclusive environment, valuing diverse perspectives and working together to achieve common goals.

Sustainable Growth

We focus on long-term value creation through prudent risk management, financial discipline, and responsible business practices.

OUR JOURNEY



1947

Founded as one of the first insurance companies in Pakistan



1950s–1980s

Expanded into multiple insurance segments and built a strong market presence



1990s–2000s

Adapted to regulatory changes and continued to serve Pakistan's insurance sector



2000–2010

Strengthened our operations, invested in technology and talent, and enhanced customer service standards



2010–2017

Faced operational challenges, leading to decline and eventual dormancy



2023

Acquired and revitalized by new sponsors with a professional management team



2024

Successfully revived core operations, achieving regulatory compliance and growth



2025

STRENGTHENING THE FOUNDATION

Enhancing operational efficiency, expanding product offerings, and reinforcing market presence through strategic partnerships and customer-focused innovation.



2025+

DRIVING SUSTAINABLE GROWTH

Focusing on digital transformation, market expansion, and long-term value creation while positioning the Company as a leading and trusted insurer in Pakistan.



The Pakistan General Insurance Company Limited (PGI) is listed on the Pakistan Stock Exchange (PSX) and operates in full compliance with the regulatory framework of the Securities & Exchange Commission of Pakistan (SECP). The Company maintains strong governance standards, ensuring transparency in its ownership structure, financial reporting, and shareholder disclosures in line with applicable regulations.

Founded in the early years of Pakistan, PGI is among the country's pioneering general insurance companies. Over the years, it has contributed to the development of the insurance sector by offering a broad range of non-life insurance solutions to individuals, businesses, and corporate clients.

Following a period of operational dormancy beginning in 2017, PGI was strategically revitalized under new sponsorship and professional management. This marked a renewed focus on disciplined underwriting, strengthened internal controls, and enhanced governance practices.

Since its revival, the Company has concentrated on rebuilding its operational capacity, improving service delivery, and re-establishing its market presence. PGI adopts a client-centric approach, emphasizing reliability, responsiveness, and long-term relationships.

The Company's portfolio spans key segments including motor, fire and allied perils, marine, engineering, health, and miscellaneous insurance. Its business strategy is guided by prudent risk management, regulatory compliance, and sustainable growth.

Looking ahead, PGI aims to expand its footprint, leverage technology, and strengthen its position as a trusted and forward-looking insurer, committed to delivering value to policyholders, partners, and shareholders alike.

Diversified Insurance Portfolio



Types of Insurance

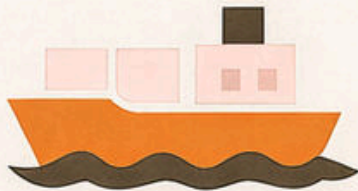
— Various Insurance Types and Coverages —



Motor Insurance



Fire and Allied Perils Insurance



Marine Cargo and Hull Insurance



Health and Travel Insurance



Engineering



Miscellaneous Insurance

PGI operates as a full-spectrum general insurer, offering a well-diversified suite of products tailored to meet evolving risk exposures across individuals and businesses. Its portfolio spans protection for property, motor, and marine interests, alongside specialized solutions for health, travel, engineering, and other emerging risks. Each offering is structured to ensure consistent risk mitigation, operational resilience, and dependable financial protection for policyholders.



Motor Insurance

Protecting Every Journey with Confidence

PGI's Motor Insurance segment is designed to provide comprehensive protection against the financial risks associated with vehicle ownership and operation. Covering private cars, commercial vehicles, and corporate fleets, our solutions safeguard against accidental damage, theft, third-party liabilities, and unforeseen losses on the road.

With a strong focus on service efficiency, PGI ensures prompt claims handling, transparent processes, and access to a reliable network of workshops and support services. Our underwriting approach is risk-based and flexible, allowing us to tailor coverage to the specific needs of individuals and businesses alike.

By combining competitive pricing with dependable service delivery, PGI's Motor Insurance offers policyholders peace of mind, ensuring their mobility remains uninterrupted and financially secure.



Fire & Allied Perils

Protecting What Matters Most

At PGI, our Fire and Allied Perils Insurance portfolio has evolved to deliver robust, risk-focused protection for a diverse range of assets across commercial, industrial, and residential segments. In 2025, we strengthened our underwriting approach to ensure that coverage is not only comprehensive but also aligned with emerging risk dynamics and client-specific exposures.

Our policies are designed to provide financial security against a broad spectrum of perils, including fire, natural catastrophes, and accidental damages that may disrupt operations or result in material losses. Through prudent risk assessment and disciplined underwriting, PGI continues to maintain a balanced portfolio while supporting clients in safeguarding their critical assets.

Beyond standard coverage, we place strong emphasis on customisation and risk engineering, enabling us to structure solutions that reflect the nature, scale, and operational profile of each insured entity. This approach allows us to deliver targeted protection, improved resilience, and long-term value to our policyholders.

As part of our ongoing transformation, PGI remains committed to enhancing service delivery, strengthening claims responsiveness, and building lasting relationships with clients through reliability, transparency, and technical expertise.





Marine Cargo and Hull Insurance

Securing Every Voyage

PGI provides comprehensive Marine Cargo and Hull Insurance solutions designed to safeguard goods in transit and vessels against a broad spectrum of risks. Coverage extends to loss or damage arising from marine perils, fire, theft, mishandling, and natural catastrophes, ensuring end-to-end protection across the supply chain. Marine Hull Insurance further covers physical damage to vessels, total loss, and associated liabilities, including collision risks.

Offering flexible policy structures—such as voyage-specific, open cover, and annual arrangements—PGI caters to the diverse needs of importers, exporters, logistics operators, and vessel owners. Supported by robust underwriting practices and efficient claims management, PGI delivers reliable and compliant protection for international and domestic trade operations.





Health & Travel Insurance

Securing Your Wellbeing, Wherever You Go

PGL offers comprehensive Health and Travel Insurance solutions designed to provide financial security and peace of mind to both individual and corporate clients in the face of medical and travel-related uncertainties.

Our Health Insurance products cover a broad spectrum of medical needs, including in-patient hospitalization, surgical procedures, specialist consultations, diagnostic services, and emergency treatments. Optional benefits such as outpatient care and maternity coverage are also available. These solutions are tailored for employees, corporate groups, and families, ensuring access to quality healthcare while maintaining cost efficiency.

PGL's Travel Insurance plans provide protection against a range of unforeseen events, including medical emergencies during travel, loss of baggage and travel documents, as well as personal accident and liability risks. Designed for both business and leisure travellers, these plans ensure reliable coverage throughout domestic and international journeys.





Miscellaneous Insurance

Protecting Against the Unexpected

PGI's Miscellaneous Insurance segment is structured to address complex, niche, and evolving risk exposures that fall outside conventional insurance lines. These solutions are designed to support businesses, institutions, and professionals by providing targeted coverage for operational, financial, and liability-related risks.

Our portfolio includes liability protections for third-party exposures, professional risk coverage for service providers, and statutory solutions aligned with labor and employment requirements. In addition, PGI offers specialized instruments such as bonds to facilitate regulatory and contractual compliance, as well as protection against internal risks like employee dishonesty and financial misappropriation.

Coverage is further extended to safeguarding high-risk assets such as cash in transit and in secure storage, ensuring continuity of business operations even in unforeseen circumstances.

With a focus on flexibility and precision, PGI's underwriting approach enables the development of customized solutions that align with each client's unique risk profile. This ensures not only comprehensive protection but also operational resilience and compliance in an increasingly dynamic business environment.



Engineering Insurance

Securing Every Stage of Progress

PGI's Miscellaneous Insurance segment is designed to address specialized and emerging risks that extend beyond traditional insurance coverage. These solutions provide targeted protection for businesses, institutions, and professionals against operational, financial, and liability exposures.

The portfolio includes coverage for third-party liabilities, professional risks, employee-related obligations, and regulatory compliance requirements, along with protection against internal risks such as fraud and financial misappropriation. Additional solutions cover high-risk assets, including cash in transit and secure storage.

Through a flexible and risk-based underwriting approach, PGI delivers customized, cost-effective solutions that support business continuity, compliance, and overall risk resilience.



INFORMATION

FOR

SHAREHOLDERS AND INVESTORS



STRONG
PERFORMANCE



FINANCIAL
STRENGTH



SHAREHOLDER
VALUE



TRUST &
TRANSPARENCY



Transparent today.
Stronger tomorrow.



THE PAKISTAN GENERAL INSURANCE COMPANY LIMITED

NOTICE OF THE 79th ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT THE 79TH ANNUAL GENERAL MEETING (“AGM”) OF THE MEMBERS OF THE PAKISTAN GENERAL INSURANCE COMPANY LIMITED (“THE COMPANY”) WILL BE HELD ON TUESDAY, MAY 26, 2026 AT 11:00 A.M., AT THE COMPANY’S HEAD OFFICE SITUATED AT 1649, SHOPPING CENTER NO. 3, AZIZ SHAHEED ROAD, MALL PLAZA CHOWK, MALL ROAD, MULTAN CANTT COMMERCIAL AREA, MULTAN, TO TRANSACT THE FOLLOWING BUSINESS:

ORDINARY BUSINESS

1. Confirmation of Minutes

To confirm the minutes of the 78th Annual General Meeting of the Company held on May 28, 2025.

2. Adoption of Financial Statements

To receive, consider and adopt the audited financial statements of the Company for the year ended December 31, 2025, together with the Directors’ Report, Auditors’ Report, and Chairman’s Review Report thereon.

3. Appointment of Auditors

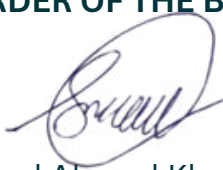
To appoint the external auditors of the Company for the year ending December 31, 2026 and to fix their remuneration.

The present auditors, M/s. Mushtaq & Co., Chartered Accountants, retire and being eligible, have offered themselves for re-appointment. The Board of Directors has recommended their re-appointment.

ANY OTHER BUSINESS

To transact any other business with the permission of the Chair.

BY ORDER OF THE BOARD


Shahzad Ahmad Khan
Company Secretary
Dated: May 05, 2026





THE PAKISTAN GENERAL INSURANCE COMPANY LIMITED

NOTES:

AGM Participation through VC/OAVM (Virtual Meeting Access)

- In compliance with SECP guidelines, the Company has arranged an operative Zoom link for attending the AGM.
- Members can join the AGM via Zoom with:
Meeting ID: 815 0199 1270
Passcode: sJ2N53
Zoom Link: <https://us05web.zoom.us/j/81501991270?pwd=1O1Kw0s6tjMA4TySS7j9LjDCHfb0fd.1>

Attendance and Voting Procedure

- Only members who submit a scanned attendance slip with a valid CNIC to info@pgi.com.pk will be allowed to join the meeting.
- Voting can be done through:
 1. Electronic voting
 2. Postal ballot
 3. Show of hands via VC

Important Dates

- Book Closure Period: Wednesday, May 20, 2026 to Tuesday, May 26, 2026 (both days inclusive)
- AGM Date & Time: Tuesday, May 26, 2026, at 11:00 A.M.
- Deadline for Proxy/Attendance Slip Submission: 48 hours before the AGM
- Last Date for Share Transfer: Tuesday, May 19, 2026 (Close of business)
- Postal Ballot Deadline: Must be received by Monday, May 25, 2026, during business hours.

Shareholding and Proxy Guidelines

- Members must convert physical shares to Book-Entry Form.
- Proxy form must be accompanied by attested CNIC copy.
- Only one proxy per member is allowed.
- Proxy and ballot forms must be signed and correctly filled to be valid.

Closure of Share Transfer Books

The Share Transfer Books of the Company will remain closed from May 20, 2026 to May 26, 2026 (both days inclusive). Transfers received at the Company's Share Registrar, Corplink (Pvt.) Limited, Wings Arcade, 1-K Commercial, Model Town, Lahore, by the close of business on May 19, 2026, will be treated in time for the purpose of attending the AGM.



THE PAKISTAN GENERAL INSURANCE COMPANY LIMITED

Participation and Proxy

A member entitled to attend and vote at the meeting may appoint another member as a proxy. Proxies, in order to be effective, must be received at the Registered Office of the Company not less than 48 hours before the meeting.

CDC Account Holders

Members holding shares in CDC are requested to bring their original CNICs/passports for identification and provide their account and participant IDs for verification. In case of proxy, a valid copy of CNIC of the member and proxy, along with the proxy form duly attested must be submitted.

E-Voting Facility

Pursuant to the Companies (Postal Ballot) Regulations, 2018 and Section 143 of the Companies Act, 2017, e-voting may be arranged for the agenda item(s) subject to receipt of demand from members holding not less than 10% of voting rights. Members are requested to notify the Company Secretary in writing at least 10 days before the date of AGM if they wish to demand e-voting.

Video Conference Facility

In compliance with SECP's guidelines, members who wish to participate in the AGM through video link may register their request by emailing their name, CNIC number, folio number, cell number, and email address to info@pgi.com.pk at least 48 hours before the meeting. A video link will be shared with those who register accordingly.

Change Of Address

Members are requested to notify any change in their address or contact details immediately to the Share Registrar.



The Pakistan General Insurance Company Limited (CUIN: 0043762)
Registered Office:5-A BankSquare,Shahrah-e-Quaid-e-Azam,Lahore.
Tel: +92 42 37206556
Email: info@pgi.com.pk

Attendance Slip
Annual General Meeting – 2026

Registered Folio / Client ID	
Name and Address of Shareholder(s)	
Joint Holder 1 (if any)	
Joint Holder 2 (if any)	

I/We hereby record my/our presence at the Annual General Meeting of The Pakistan General Insurance Company Limited held on May 26, 2026 at 11:00 A.M.

Member's / Proxy's Folio / Client ID	Member's / Proxy's Name (Block Letters)	Member's / Proxy's Signature

Note:

- Shareholders are requested to complete and sign this Attendance Slip and submit a scanned copy, along with a valid CNIC, via email to info@pgi.com.pk at least 48 hours before the meeting.
- Attendance is subject to verification of identity and entitlement.
Only members whose names appear in the Register of Members as on the book closure date are eligible to attend and vote.



**THE PAKISTAN GENERAL INSURANCE COMPANY LIMITED
FORM OF PROXY
For the Annual General Meeting - 2026**

I/We, _____ of _____, holding CNIC/Passport No. _____ and being a member of The Pakistan General Insurance Company Limited, hereby appoint: _____ of _____, holding CNIC/Passport No. _____, or failing him/her hereby appoint, _____ of _____, holding CNIC/Passport No. _____, as my/our proxy to attend and vote for me/us and on my/our behalf at the Annual General Meeting of the Company to be held on Tuesday, May 26, 2026, at 11:00 A.M. via VC/OAVM, and at any adjournment thereof.

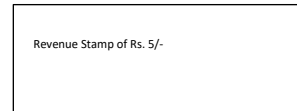
As witness my/our hand/seal this _____ day of _____, 2026.

WITNESSES:

1. Signature: _____
 Name: _____
 Address: _____
 CNIC No.: _____

2. Signature: _____
 Name: _____
 Address: _____
 CNIC No.: _____

Folio / CDC Account No.: _____



To be signed by the above named shareholder

Note:

1. This proxy form must be deposited at the Company's Registered Office at least 48 hours before the time of the meeting.
2. A proxy must be a member of the Company.
3. The form must be witnessed by two individuals, along with their CNIC numbers.
4. Attested copies of CNIC of both the appointer and proxy-holder must be enclosed.
5. The proxy must present their original CNIC at the time of the meeting.
6. For corporate entities, a Board resolution or Power of Attorney with specimen signature must accompany the form.



**THE PAKISTAN GENERAL INSURANCE COMPANY LIMITED
POSTAL BALLOT PAPER**

Ballot paper for voting through the post for the Annual General Meeting to be held on Tuesday, May 26, 2026, at 11:00 A.M at the Company's Head Office located at 1649, Shopping Center # 3, Aziz Shaheed Road, Mall Plaza Chowk, Mall Road, Multan Cantt Commercial Area, Multan.

Folio / CDS Account Number	
Name of Shareholder/Proxy Holder	
Registered Address	
Number of Shares held	
CNIC/Passport No. (in case of foreigner) (copy to be attached)	
Additional information and enclosures (in case of representative of body corporate, corporation and Federal Government)	
Name of Authorized Signatory	
CNIC/Passport No. (in case of foreigner) of Authorized Signatory (copy to be attached)	

1. Please indicate your vote by ticking (<input type="checkbox"/>) the relevant box.
2. In case if both the boxes are marked as (<input type="checkbox"/>), your poll shall be treated as "Rejected".

Instructions for Poll		
1. Please indicate your vote by ticking (<input type="checkbox"/>)the relevant box.		
2. In case if both the boxes are marked as (<input type="checkbox"/>), your poll shall be treated as "Rejected".		
I/We hereby exercise my/our vote in respect of the above resolution through ballot by conveying my/our assent or dissent to the resolution by placing tick (✓) mark in the appropriate box below:		
Resolution	I/We assent tothe Resolution (FOR)	I/We dissent tothe Resolution (AGAINST)
Agenda Item # 2		
Agenda Item # 3		

Notes:



1. Duly filled ballot paper should be sent to the Chairman at 5A, Bank Square, Lahore or email at info@pgi.com.pk.
2. Copy of CNIC / Passport (in case of a foreigner) should be enclosed with the postal ballot form.
3. Ballot paper should reach the Chairman office within business hours by or before Monday, May 25, 2026. Any postal ballot received after this date will not be considered for voting.
4. The signature on the ballot paper should match the signature on CNIC / Passport (in case of a foreigner).
5. Incomplete, unsigned, incorrect, defaced, torn, mutilated, over-written poll paper will be rejected.
6. In case of a representative of a body corporate, corporation or Federal Government, the Ballot Paper Form must be accompanied by a copy of the CNIC of an authorized person, an attested copy of Board Resolution / Power of Attorney / Authorization Letter etc., in accordance with Section(s) 138 or 139 of the Companies Act, 2017 as applicable. In the case of foreign body corporate etc., all documents must be attested by the Counsel General of Pakistan having jurisdiction over the member.

Shareholder / Proxy holder Signature/Authorized Signatory
(In case of corporate entity, please affix company stamp)

Date: _____

GOVERNANCE

STRONG PRINCIPLES. SOUND DECISIONS. SUSTAINABLE VALUE.

Our governance framework is built on integrity, transparency and accountability.
It guides our actions, strengthens stakeholder trust and drives
long-term sustainable growth.



INTEGRITY

Upholding the highest ethical standards in all that we do.



TRANSPARENCY

Promoting openness and clear communication with all stakeholders.



ACCOUNTABILITY

Taking responsibility and being answerable for our actions.



RESPONSIBILITY

Acting in the best interests of our stakeholders and society.



STRONG GOVERNANCE.
SUSTAINABLE FUTURE.

CHAIRMAN'S REVIEW



It is my privilege to present the Annual Report of The Pakistan General Insurance Company Limited for the year ended December 31, 2025.

The year under review represents a significant milestone in the Company's transformation journey. Following the successful revival of operations, the Company has progressed from stabilization to a phase of structured growth, improved underwriting discipline, and strengthening of its financial position. This progress reflects the collective efforts of the Board and management in steering the Company towards long-term sustainability.

The Company delivered a satisfactory financial performance during the year. During the year, the Company recorded Gross Written Premium of PKR 237.6 million, while Net Insurance Premium stood at PKR 135.4 million. The Company achieved an underwriting profit of PKR 49.7 million, reflecting improved underwriting discipline and prudent risk management.

The Company reported a profit before tax of PKR 26.6 million and a profit after tax of PKR 28.4 million, translating into earnings per share of PKR 0.57. The balance sheet strengthened significantly, with total assets reaching PKR 910.1 million and shareholders' equity standing at PKR 586.5 million.

Operational efficiency remained a key focus area. The Company maintained a claims ratio of 20%, management expense ratio of 24%, and a combined ratio of 44%, demonstrating effective cost control and disciplined underwriting performance. Premium growth during the year reflects the low base effect following the Company's revival and should be viewed in that context.

During the year, the Company achieved an important milestone in its credit profile. Pakistan Credit Rating Agency (PACRA) assigned the Company an initial Insurer Financial Strength (IFS) rating of 'BBB+' (Triple B Plus). Subsequently, VIS Credit Rating Company Limited upgraded the Company's IFS rating to 'A' (Single A). These ratings reflect strengthening governance, improved financial stability, and a positive business outlook.



The Board of Directors remained actively engaged in providing strategic oversight and ensuring compliance with all applicable regulatory requirements. The Company has complied with the requirements of the Listed Companies (Code of Corporate Governance) Regulations, 2019 and relevant provisions of the Pakistan Stock Exchange regulations.

The Board has ensured the effectiveness of the Company's internal control framework, risk management systems, and financial reporting processes, which are considered adequate and appropriate for the nature and scale of operations. The financial statements present fairly the financial position and results of operations of the Company.

The Company did not declare any dividend for the year in order to retain earnings and support capital strengthening and future growth initiatives.

Looking ahead, the Company will continue to focus on disciplined underwriting, expansion of its business portfolio, strengthening of its balance sheet, and improvement in operational efficiency through digital enablement. The Company is also pursuing the introduction of Window Takaful operations, subject to regulatory approvals.

On behalf of the Board, I would like to express our sincere gratitude to our shareholders for their continued trust, as well as to our regulators, business partners, and employees for their support and commitment.

The Board remains confident in the Company's ability to build a resilient, transparent, and sustainable business that delivers long-term value to its stakeholders.

A handwritten signature in dark ink, appearing to read 'Muhammad Shahzad Habib', is positioned above the name and title.

Muhammad Shahzad Habib
Chairman



چیئرمین کا جائزہ

برائے سال اختتام پذیر 31 دسمبر 2025

کمپنی نے زیرِ جائزہ سال کے دوران اپنی کاروباری سرگرمیوں میں نمایاں پیش رفت حاصل کی۔ مؤثر حکمت عملی، مضبوط انڈر رائٹنگ پالیسیوں اور بہتر رسک مینجمنٹ کے ذریعے کمپنی نے نہ صرف اپنے مالی نتائج کو مستحکم بنایا بلکہ مارکیٹ میں اپنی پوزیشن کو بھی بہتر کیا۔

سال کے دوران کمپنی کا گراس رٹن پریمیم 237.6 ملین روپے جبکہ نیٹ انشورنس پریمیم 135.4 ملین روپے رہا۔ انڈر رائٹنگ سرگرمیوں میں بہتری کے باعث کمپنی نے 43.7 ملین روپے کا مثبت انڈر رائٹنگ نتیجہ حاصل کیا۔

کمپنی نے اخراجات پر مؤثر کنٹرول برقرار رکھا، جس کے نتیجے میں بعد از ٹیکس منافع 28.4 ملین روپے رہا جبکہ فی حصص آمدنی (EPS) 0.57 روپے ریکارڈ کی گئی۔ یہ نتائج کمپنی کی مضبوط مالی کارکردگی کی عکاسی کرتے ہیں۔

سال کے اختتام پر کمپنی کے کل اثاثے 910.1 ملین روپے جبکہ ایکویٹی 586.5 ملین روپے رہی، جو کہ کمپنی کے مستحکم مالی ڈھانچے کو ظاہر کرتے ہیں۔

اہم مالی تناسب درج ذیل رہے:

- کلیمز ریشو: تقریباً 44 فیصد
- ایکسپینس ریشو: تقریباً 24 فیصد
- کمبائنڈ ریشو: تقریباً 20 فیصد

کمپنی نے اپنے آپریشنز میں بہتری، رسک مینجمنٹ اور کسٹمر سروس کے معیار کو بہتر بنانے پر خصوصی توجہ دی۔ داخلی کنٹرولز اور کمپلائنس فریم ورک کو مزید مضبوط بنایا گیا تاکہ ریگولیٹری تقاضوں کی مکمل پاسداری کو یقینی بنایا جا سکے۔

سال کے دوران کمپنی کو درج ذیل کریڈٹ ریٹنگز حاصل ہوئیں:

• PACRA کی جانب سے BBB+

• VIS Credit Rating Company کی جانب سے A (IFS ریٹنگ)

یہ ریٹنگز کمپنی کی بہتر کارکردگی، مستحکم مالی پوزیشن اور مؤثر رسک مینجمنٹ کی عکاسی کرتی ہیں۔

کمپنی نے کاروباری پورٹ فولیو میں تنوع، مارکیٹ میں توسیع اور نئی مصنوعات کی پیشکش کے ذریعے اپنی ترقی کی رفتار کو برقرار رکھا۔ مستقبل میں کمپنی پریمیم میں اضافے، منافع میں بہتری اور آپریشنل کارکردگی کو مزید مضبوط بنانے کے لیے کوشاں رہے گی۔

انتظامیہ اس عزم کا اعادہ کرتی ہے کہ کمپنی کو پاکستان کی انشورنس انڈسٹری میں ایک مضبوط، مستحکم اور قابلِ اعتماد ادارہ بنانے کے لیے تمام ضروری اقدامات کیے جائیں گے۔

آخر میں، میں بورڈ آف ڈائریکٹرز، مینجمنٹ اور ملازمین کا شکریہ ادا کرتا ہوں جن کی محنت اور لگن کے باعث کمپنی نے یہ کامیابیاں حاصل کیں۔ ساتھ ہی معزز شیئر ہولڈرز کے اعتماد اور مسلسل تعاون پر بھی ان کا مشکور ہوں۔


محمد شہزاد حبیب

چیئرمین

دی پاکستان جنرل انشورنس کمپنی لمیٹڈ

GENDER PAY GAP DISCLOSURE



The Pakistan General Insurance Company Limited (PGI) recognizes diversity, equity, and inclusion as integral to effective corporate governance and sustainable organizational development. The Company remains mindful of gender-based disparities, including the gender pay gap, which continue to be a broader workforce challenge.

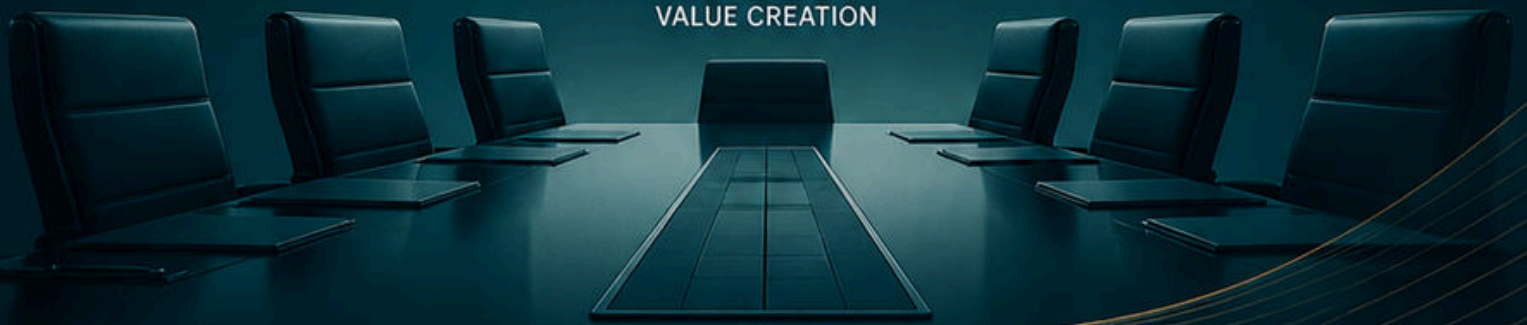
During the year ended December 31, 2025, the Company maintained a focused approach towards strengthening its organizational structure and core business functions. In view of the current workforce size and ongoing development of human resource frameworks, comprehensive gender pay gap data is not presently available.

Notwithstanding this, PGI is committed to ensuring fair and equitable remuneration practices. The Company is in the process of developing a structured and transparent compensation framework, which will incorporate appropriate monitoring of gender-based pay indicators as the organization continues to grow.

The Board and management acknowledge that promoting pay equity is an essential aspect of responsible governance. PGI will continue to align its policies with recognized best practices to ensure equal opportunity and fair treatment for all employees, irrespective of gender.

CORPORATE GOVERNANCE

OVERVIEW





Governance Framework

The Company maintains a structured governance framework designed to promote accountability, transparency, and effective oversight across all levels of the organization. The framework clearly delineates the roles and responsibilities of the Board of Directors, its Committees, and Executive Management, ensuring that strategic direction and operational execution remain aligned. It supports disciplined decision-making and enables the Company to respond proactively to evolving business and regulatory requirements.

Regulatory Compliance

As a listed entity on the Pakistan Stock Exchange (PSX), the Company remains committed to complying with all applicable provisions of the Code of Corporate Governance issued by the Securities and Exchange Commission of Pakistan (SECP). During the year, emphasis was placed on strengthening compliance practices and internal controls to ensure adherence to statutory requirements and governance standards. This commitment underpins the protection of shareholder interests and reinforces stakeholder confidence.

Board Oversight and Committee Structure

The Board of Directors provides overall stewardship, including oversight of strategy, risk management, and regulatory compliance. To enhance effectiveness, the Board operates through its committees—namely the Audit Committee, Human Resources & Remuneration Committee, Risk Management Committee, and Investment Committee—each functioning within approved terms of reference.

These committees play a critical role in supporting the Board by providing focused oversight in their respective areas, facilitating informed decision-making, and ensuring that governance practices remain robust and aligned with the Company's objectives.



Risk Management Framework

The Company has established an integrated risk management framework to systematically identify, evaluate, and manage risks across its operations. This framework is embedded within key business processes to ensure that risk considerations form an integral part of strategic and operational decision-making.

The Risk Management Committee oversees the effectiveness of risk governance practices, including the adequacy of internal controls and alignment with regulatory expectations. During the year, continued emphasis was placed on strengthening risk monitoring mechanisms and enhancing the Company's ability to respond to emerging risks, thereby supporting operational stability and long-term sustainability.

Ethical Conduct and Corporate Values

The Company is committed to upholding high standards of integrity, transparency, and ethical conduct in all its activities. A comprehensive governance framework, supported by policies including the Code of Conduct, Anti-Bribery and Corruption Policy, and Whistleblower Protection mechanisms, guides the actions of directors, management, and employees.

These principles are reinforced through a culture of accountability and responsible decision-making, ensuring that business practices remain aligned with regulatory requirements and stakeholder expectations. The Company continues to promote an environment where ethical behavior is encouraged and concerns can be raised without fear of retaliation.



BOARD OF DIRECTORS



LEADERSHIP



OVERSIGHT



ACCOUNTABILITY



STRATEGY



GUIDING VISION. SHAPING TOMORROW.
COMMITTED TO GOVERNANCE, DEDICATED TO VALUE.

BOARD OF DIRECTORS

Providing strategic direction and governance oversight
to ensure sustainable growth and long-term value.



**Muhammad Shahzad
Habib**
Chairman



Mir Babar Ali
Executive Director



Ali Shahzad
Executive Director



**Chaudhry Muhammad
Naeem**
Non-Executive Director



Abrar Ahmed Cheema
Independent Director



**Muhammad Asad
Jaweed**
Independent Director



Nuzhat Ul Zahra
Independent Director



Muhammad Shahzad Habib
Chairman

Muhammad Shahzad Habib is the majority shareholder and principal sponsor of PGI. With over 30 years of extensive experience in Pakistan's general insurance and business sectors, he is a seasoned entrepreneur known for his strong financial discipline, strategic insight, and commitment to sound corporate governance. His leadership has been instrumental in shaping PGI's progressive and performance-driven culture.

He began his professional career in 1988 with Central Insurance Company as Manager Marketing, where he quickly established himself through his expertise in client acquisition and brand development. In 1990, he joined EFU General Insurance Limited. His consistent performance led to his appointment as Executive Director and Head of the South Punjab Division, where he successfully managed regional operations, exceeded business targets, and earned recognition for his results-oriented and ethical leadership.

Alongside his insurance career, Mr. Habib has built a strong presence in the agribusiness sector. He owns and manages Habib Agricultural Farm, a well-regarded enterprise in South Punjab known for adopting modern agricultural practices and contributing to regional economic development. He is also the owner of Ali Cotton Industries, a reputable cotton processing and trading business recognized for quality standards, ethical operations, and support for local farmers. His combined expertise in insurance and agriculture reflects a balanced approach to sustainable growth and economic contribution.

Mr. Habib holds a Bachelor of Arts (B.A.) degree from Bahauddin Zakariya University. His professional journey is defined by integrity, a people-focused leadership style, and a strong commitment to operational excellence.

In 2024, he played a pivotal role in sponsoring and reviving PGI after a period of dormancy. His leadership was central to the Company's capital restructuring, regulatory compliance, and the induction of a professional and forward-looking board. Through his strategic vision and financial support, PGI has regained market confidence and established a clear path toward sustainable growth and governance.

Mr. Habib's continued involvement remains a cornerstone of PGI's strength, providing direction, stability, and long-term vision for the Company and its stakeholders.



Mir Babar Ali
Director & CEO

Mr. Mir Babar Ali is a highly experienced insurance professional with over 30 years of diversified expertise in underwriting, corporate marketing, and claims management. He currently serves as Director and Acting Chief Executive Officer of The Pakistan General Insurance Company Limited (PGI), where he provides strategic leadership and oversees the Company's operational performance.

Prior to joining PGI, Mr. Babar Ali served as Deputy General Manager and Branch Head at Adamjee Insurance Company Limited (Shahrah-e-Faisal Branch), where he managed key business portfolios and led corporate client relationships. He has also held senior leadership roles at EFU General Insurance Limited, where he successfully drove business development initiatives and managed a substantial portfolio.

Mr. Babar Ali is recognized for his strong capabilities in risk assessment, business growth, and team leadership, along with his ability to navigate complex market dynamics and deliver consistent results.

He holds a Diploma from the Chartered Insurance Institute (London), an MBA from SZABIST, and a Certificate in Islamic Banking & Takaful. His leadership continues to contribute significantly to PGI's strategic direction and growth.



Ali Shahzad
Executive Director

Mr. Ali Shahzad is a dynamic insurance professional with over a decade of experience in leadership, business development, and strategic growth within Pakistan's general insurance sector. He possesses a strong academic foundation, holding a Bachelor's degree in Mechanical Engineering from Carleton University (Canada), a Bachelor of Laws from the University of London (UK), and a Master of Laws (LL.M.) in International Business Law from the University of Bedfordshire (UK).

He has served as Assistant General Manager (Development) at IGI Insurance Company Limited. In this capacity, he has led the acquisition of major insurance contracts, managed cross-functional teams, and ensured compliance across underwriting and claims operations.

Prior to this, Mr. Shahzad served as Assistant Vice President (Marketing) at Askari General Insurance Company Limited (2013–2021), where he played a key role in expanding the Company's general insurance portfolio, improving claims processes, and strengthening corporate culture.

As an Executive Director on the Board of The Pakistan General Insurance Company Limited (PGI), Mr. Shahzad plays an integral role in shaping the Company's strategic direction and governance framework. He has been instrumental in the revival and repositioning of PGI, contributing to key strategic decisions aimed at sustainable growth and regulatory compliance.

Mr. Shahzad is recognized for his analytical approach, market insight, and execution-driven leadership, which continue to support PGI's transformation into a competitive and forward-looking insurance company.



Chaudhry Muhammad Naeem
Non-Executive Director

Mr. Muhammad Naeem Chaudhry is an experienced professional with a distinguished career spanning over three decades across the public and private sectors. He brings extensive expertise in regulatory affairs, human resource management, and operational leadership, contributing valuable insight to the Board of The Pakistan General Insurance Company Limited (PGL).

He currently serves as Executive Director of Hope Field International (Private) Limited, a position he has held since May 2018. In this role, he works closely with organizational leadership to guide operational strategy, strengthen stakeholder relationships, and enhance overall efficiency and performance.

Prior to this, Mr. Chaudhry served with the Government of Punjab (Labour & Human Resource Department) from July 2003 to May 2018, where he held key responsibilities including handling industrial relations, overseeing trade union matters as Registrar, and serving as a Returning Officer for the Election Commission of Pakistan. Earlier in his career, he worked as a Technical Inspector with the Government of Punjab (1989–2003) and as an Assistant Engineer at Descon Engineering Limited.

Mr. Chaudhry holds a Master's degree in Human Resource Management from the University of the Punjab, Lahore, and a Bachelor's degree in Mechanical Engineering from the University of Engineering & Technology (UET), Lahore.

As a Director on the Board of PGI, Mr. Chaudhry contributes his extensive administrative experience, governance insight, and strategic perspective to support the Company's growth and compliance framework.



Abrar Ahmed Cheema

Independent Director

Mr. Abrar Ahmed is a proactive, innovative, and results-driven professional with over 30 years of extensive experience in the banking and financial services sector. He brings strong expertise in operations management, business development, and strategic leadership, supported by a proven track record of driving growth and building high-performing teams.

Throughout his distinguished career, Mr. Abrar has held senior executive roles at leading financial institutions, including AlBaraka Bank Limited, Burj Bank Limited, Faysal Bank Limited, and Allied Bank Limited. In these roles, he successfully managed large branch networks, established new distribution channels, launched branches, and strengthened customer relationships, while ensuring compliance with regulatory frameworks.

His professional strengths span financial analysis, risk management, credit administration, and relationship management, complemented by his ability to lead top-performing teams and deliver consistent business results. He has notably achieved key performance milestones, including meeting and exceeding Bancassurance and Wealth Management targets, and driving sustained business growth through strategic initiatives.

As a Director on the Board of The Pakistan General Insurance Company Limited (PGI), Mr. Abrar contributes his extensive banking and financial expertise, providing valuable strategic insight and supporting the Company's governance and growth objectives.



Muhammad Asad Jaweed

Independent Director

Mr. Mohammad Asad Javed is a highly accomplished insurance and reinsurance professional with over 33 years of diverse international experience. He possesses deep expertise in reinsurance, underwriting, claims management, client relationship management, and P&L oversight, and is widely recognized for his strategic leadership and strong negotiation capabilities across multiple markets.

Throughout his distinguished career, Mr. Javed has held senior leadership positions with leading regional and international organizations, including Seib Insurance & Reinsurance Company (Doha, Qatar), Malath Cooperative Insurance & Reinsurance Company (Riyadh, Saudi Arabia), Global Insurance Consultants (London, United Kingdom), Islamic Arab Insurance Company – IAIC (Jeddah, Saudi Arabia), and EFU General Insurance Limited (Pakistan). His global exposure has enabled him to successfully lead large-scale operations and navigate complex reinsurance structures across diverse regulatory environments.

Mr. Javed holds a Master's degree in English and a Bachelor's degree in Economics from Bahauddin Zakariya University, Pakistan. He is a Fellow of the Chartered Insurance Institute (UK) and a Senior Associate of ANZIIF, reflecting his strong professional standing in the international insurance community. He has also completed specialized certifications, including training from Swiss Re (ELRAC), and has undertaken courses in AML, fraud prevention, financial crime, and leadership development through globally recognized institutions including Thomson Reuters.

He has actively contributed to the industry as a speaker at national forums, particularly on the role of insurance in exports, and has participated in major international conferences such as GAIF and FAIR, along with numerous seminars conducted by leading global reinsurers.

As a Director on the Board of The Pakistan General Insurance Company Limited (PGI), Mr. Javed brings invaluable international perspective, technical expertise, and strategic insight, supporting the Company's growth, risk management framework, and global engagement.



Nuzhat Ul Zahra
Independent Director

Ms. Nuzhat Ul Zahra is an experienced banking and risk management professional with over 18 years of diversified expertise in financial services, credit risk, and business leadership. She brings a strong background in SME and commercial banking, portfolio management, and strategic risk mitigation, contributing valuable insight to the Board of The Pakistan General Insurance Company Limited (PGI).

She has held senior positions in leading financial institutions, including Habib Bank Limited (HBL) and Faysal Bank Limited, where she managed large SME and commercial portfolios and played a key role in risk assessment and credit administration. During her tenure at HBL, she served as Regional Risk Manager (SVP) for Multan and Bahawalpur, where she oversaw portfolios exceeding PKR 2 billion, implemented risk mitigation strategies, and successfully reduced default ratios through structured credit and recovery frameworks.

Ms. Zahra has also demonstrated strong leadership capabilities in managing cross-functional teams, developing business strategies, and aligning risk practices with organizational growth objectives. Her earlier experience includes roles in credit analysis, trade finance, and branch banking operations, providing her with a comprehensive understanding of financial systems and controls.

In addition to her banking career, she is an entrepreneur and currently manages family-owned business ventures, including Zahra Homes and Ali Awab & Co., where she applies her expertise in financial planning, cost analysis, and operational management to drive sustainable growth.

Ms. Zahra holds a Bachelor's degree in Business Administration & Computer Sciences, along with multiple professional certifications in credit risk management, SME financing, and financial analysis.

As a Director on the Board of PGI, she contributes her extensive experience in risk governance, financial discipline, and strategic planning, supporting the Company's commitment to sustainable growth and prudent risk management.

Management *Profile*





Mir Babar Ali

Chief Executive Officer (Acting)

Mr. Mir Babar Ali is a highly accomplished insurance professional with over 30 years of extensive experience in underwriting, corporate marketing, and claims management. Recognized for his strategic leadership and disciplined approach to risk assessment, he has consistently delivered sustainable business growth while building strong, long-term client relationships grounded in trust and service excellence.

As the Chief Executive Officer (Acting) of The Pakistan General Insurance Company Limited (PGI), Mr. Babar Ali is responsible for the overall management and operational leadership of the Company. He is actively driving PGI's strategic transformation, focusing on business expansion, operational efficiency, regulatory compliance, and the development of a high-performance organizational culture aligned with the Company's long-term vision.

Prior to his current role, Mr. Babar Ali served as Deputy General Manager and Branch Head at Adamjee Insurance Company Limited (Shahrah-e-Faisal Branch), where he managed substantial business portfolios, led corporate marketing initiatives, and ensured excellence in client servicing. Earlier, he held senior leadership positions at EFU General Insurance Limited, including Deputy Executive Director and Unit Head, where he managed a portfolio of approximately PKR 170 million, spearheaded business development, and successfully handled complex corporate negotiations.

Mr. Babar Ali's core competencies include strategic risk management, portfolio growth, operational leadership, and team development, enabling him to effectively navigate dynamic market conditions and deliver consistent results.

He holds a Diploma from the Chartered Insurance Institute (London), an MBA from SZABIST, and a Certificate in Islamic Banking & Takaful. His leadership continues to play a pivotal role in strengthening PGI's market position and advancing its transformation into a modern, growth-oriented insurance company.



Ali Shahzad
Chief Operating Officer

Mr. Ali Shahzad, Chief Operating Officer of The Pakistan General Insurance Company Limited (PGI), is a seasoned insurance professional with over a decade of experience in Pakistan's general insurance sector. He has played a pivotal role in the Company's operational revival, strategic restructuring, and overall business transformation, leveraging his multidisciplinary expertise and leadership to drive sustainable growth.

He holds a Bachelor's degree in Mechanical Engineering from Carleton University (Canada), a Bachelor of Laws (LL.B) from the University of London (UK), and a Master of Laws (LL.M) in International Business Law from the University of Bedfordshire (UK). This diverse academic background enables him to effectively navigate complex technical, legal, and regulatory environments.

Prior to joining PGI, Mr. Shahzad held key leadership roles, including Assistant General Manager (Development) at IGI Insurance Limited and Assistant Vice President (Marketing) at Askari General Insurance Company Limited. In these positions, he led critical initiatives in underwriting, business development, compliance, and claims management, contributing significantly to organizational growth and operational efficiency.

Since assuming the role of Chief Operating Officer, Mr. Shahzad has been instrumental in leading PGI's revival through focused strategic initiatives in governance, regulatory compliance, digital transformation, and operational optimization. His leadership has been central to reestablishing the Company's market presence, strengthening reinsurance relationships, and ensuring alignment with SECP regulatory requirements, positioning PGI as a resilient, forward-looking, and customer-centric insurer.



Altaf Qamruddin Gokal

Chief Financial Officer & Deputy Managing Director

Mr. Altaf Qamruddin Gokal is a seasoned financial executive and Fellow Chartered Accountant with over 36 years of extensive experience in the insurance and financial services sector.

Prior to joining The Pakistan General Insurance Company Limited (PGI), he served at EFU General Insurance Limited from 1988 to 2024, where he held key leadership roles including Deputy Managing Director, Chief Financial Officer, and Corporate Secretary. During his tenure, he played a pivotal role in strengthening financial strategy, governance, and operational performance.

Mr. Gokal is a Fellow Member of the Institute of Chartered Accountants of Pakistan and holds additional expertise in cost and management accounting and taxation. He is also a Certified Director from the Pakistan Institute of Corporate Governance.

He has led core functions across finance, regulatory compliance, internal audit, and corporate governance. His key areas of expertise include:

- Financial strategy, planning, and treasury management
- IFRS-compliant financial systems and internal controls
- Regulatory coordination with SECP and statutory authorities
- Financial reporting and board-level advisory
- Corporate secretarial and governance leadership

He began his career with Ernst & Young (Ford Rhodes Robson Morrow), gaining exposure to multinational and public sector clients including Pakistan Tobacco Company, Johnson & Johnson Pakistan, and Kuwait Petroleum Corporation.

Mr. Gokal has also contributed to the not-for-profit sector, serving on the boards of Aga Khan Education Services, Aga Khan Health Services, and Aga Khan Planning & Building Services.

At PGI, he plays a critical role in driving financial discipline, strengthening governance frameworks, and supporting sustainable growth.



Shahzad Ahmad Khan
Company Secretary

Mr. Shahzad Ahmad Khan is a qualified finance and governance professional with over a decade of experience in accounting, financial management, and corporate coordination. He is a member of the Association of Chartered Certified Accountants (ACCA, UK) and possesses strong expertise in financial reporting, compliance, and organizational operations.

He brings extensive hands-on experience in managing accounting functions, ERP systems, and financial controls, with a strong focus on accuracy, efficiency, and regulatory compliance. His professional strengths include financial analysis, budgeting, variance analysis, and business process improvement.

Prior to his current role, Mr. Khan served at Reliance Weaving Mills Limited (Fatima Group), where he held positions including Manager Accounts & Operations and Assistant Manager Accounts. During his tenure, he was responsible for overseeing financial reporting, managing payable systems, coordinating with auditors, and ensuring compliance with International Financial Reporting Standards (IFRS).

He also gained significant exposure to insurance coordination, including policy renewals, claims management, and liaison with insurance companies—adding valuable insight into risk management practices.

Mr. Khan is highly proficient in Oracle ERP (R-12) modules, including General Ledger, Payables, Receivables, Inventory, and Fixed Assets, and is well-versed in Microsoft Office applications.

As Company Secretary, he is responsible for ensuring compliance with corporate laws and regulatory requirements, facilitating effective board and committee operations, maintaining statutory records, and supporting governance frameworks in line with best practices.

At PGI, Mr. Khan plays a key role in strengthening corporate governance, enhancing compliance structures, and supporting the Board of Directors in achieving strategic objectives.



Altaf Ahmed Siddiqi

Head of Underwriting & Re-Insurance

Mr. Altaf Ahmed Siddiqi is a highly experienced insurance professional with over three decades of distinguished service in underwriting and operations across Pakistan's insurance sector. He brings a wealth of technical expertise, strategic insight, and leadership experience to The Pakistan General Insurance Company Limited (PGI).

Prior to joining PGI, Mr. Siddiqi held senior leadership roles at leading insurance institutions, including TPL Insurance Limited, Pak-Qatar General Takaful Limited, and Century Insurance Company Limited. Most recently, he served as Chief Underwriting Officer at TPL Insurance (2020–2023), where he successfully steered underwriting performance during the challenging COVID-19 period, consistently achieving budgeted targets and delivering three consecutive years of approximately 10% growth.

Earlier, as Executive Vice President and Head of Operations at Pak-Qatar General Takaful, he played a key role in strengthening operational frameworks, supporting nationwide branch operations, and contributing to sustained business growth. During his tenure at Century Insurance Company Limited, he introduced innovative business lines, including Affinity Insurance, enhanced operational efficiency, and contributed significantly to the reduction of claims expenses while supporting branch expansion initiatives.

Mr. Siddiqi holds a Chartered Insurance Professional (CIP) qualification from the Chartered Insurance Institute (London), along with a Master of Commerce (Insurance) and Bachelor of Commerce from the University of Karachi. He remains actively engaged with professional bodies and industry forums, reflecting his commitment to continuous professional development and sectoral advancement. As Assistant Executive Director at PGI, Mr. Siddiqi contributes his extensive underwriting and operational expertise to support the Company's strategic objectives, strengthen technical capabilities, and drive sustainable growth.



Mufti Hussain Ahmad

Shariah Advisor

Mufti Hussain Ahmed is a qualified Shariah scholar and Islamic finance professional with specialized expertise in Fiqh (Islamic jurisprudence), Ifta, and Islamic banking and finance. He is registered as a Shariah Advisor with the Securities and Exchange Commission of Pakistan and brings a strong blend of academic scholarship and practical experience in Shariah compliance.

He completed his Takhassus fil Ifta (specialization in Islamic jurisprudence) from Jamia Darul Uloom Karachi under the supervision of renowned scholar Mufti Muhammad Taqi Usmani. In addition to his religious education, he holds an M.Phil. degree from the University of Karachi and is currently pursuing his Ph.D., reflecting his continued commitment to academic excellence and research.

Mufti Hussain Ahmed has undertaken specialized training in Islamic banking, Takaful, and finance, including programs at Jamia Darul Uloom Karachi and the National Institute of Banking and Finance Pakistan. He has also gained practical exposure through internships and engagements with financial institutions, including experience in Shariah compliance functions.

With extensive experience in advisory services, he is associated with Alhamd Advisory Services and has issued over 10,000 Shariah rulings (Fatawa) covering a wide range of matters, including Islamic financial transactions such as Musharakah, Mudarabah, Ijarah, Takaful, and modern banking practices. His professional engagements include serving as a Shariah Advisor to various organizations, both locally and internationally.

Mufti Hussain Ahmed has also contributed to academic research, with multiple publications in recognized journals, and has undertaken scholarly work on Islamic finance, jurisprudence, and contemporary financial issues. His research includes work on Islamic banking structures, combined contracts, and Shariah standards.

In his role as Shariah Advisor, he provides guidance on ensuring that the Company's operations, products, and policies remain compliant with Shariah principles, particularly in relation to Takaful and Islamic financial practices. His expertise supports the Company's commitment to ethical, transparent, and Shariah-compliant business operations.



Syed Waqar Azeem

Head of Takaful

Mr. Syed Waqar Azeem is a highly accomplished insurance executive with over three decades of extensive experience in operations, business development, sales strategy, and Takaful management. His distinguished career reflects strong leadership, strategic vision, and a proven ability to drive innovation and sustainable growth across both conventional insurance and Islamic financial services.

He currently serves as Executive Director & Head of Takaful at The Pakistan General Insurance Company Limited (PGI), where he is leading the Company's strategic initiative to establish Window Takaful Operations, following PGI's application for a Window Takaful licence. In this role, he is responsible for developing the Takaful business framework, strengthening distribution channels, ensuring Shariah-compliant operational structures, and positioning PGI as a competitive player in Pakistan's growing Takaful market.

Prior to joining PGI, Mr. Azeem held several senior leadership positions in leading insurance and Takaful organizations. He served as Chief Operating Officer at SPI Insurance and SPI Insurance Window Takaful Operations, where he successfully built and expanded the Takaful business into a strong market contender. He also served as Head of Takaful and Projects at TPL Insurance Limited, managing corporate portfolios, Bancassurance, and large-scale projects under CPEC (China-Pakistan Economic Corridor).

Earlier in his career, he held the position of Country Head – Sales & Marketing at Pak-Kuwait Takaful Company Limited, where he significantly expanded the Company's nationwide presence and strengthened its profitability through effective sales strategies. His professional journey also includes senior roles at PICIC Insurance Company Limited, International General Insurance, and EFU General Insurance Limited, where he developed corporate project portfolios, established reinsurance linkages with global insurers, and managed high-value infrastructure projects funded by international institutions such as the World Bank, Asian Development Bank, and OECF Japan.

Mr. Azeem holds a Master of Business Administration (MBA), a Diploma in Chinese Language from Beijing University, China, and professional certifications in Takaful, Islamic Insurance, and Islamic Banking & Finance from the Centre for Islamic Economics, Karachi. He is proficient in Urdu, English, and Chinese, and has represented his organizations at various national and international insurance and Takaful forums.

With his extensive experience and strategic insight, Mr. Azeem is playing a pivotal role in advancing PGI's Takaful initiative, supporting the Company's vision of diversification, innovation, and sustainable growth within Pakistan's evolving insurance and Islamic finance landscape.



Muhammad Asfand Rashid
Shariah Compliance Officer

Mr. Muhammad Asfand Rashid is a dynamic and forward-looking professional representing the emerging leadership at The Pakistan General Insurance Company Limited (PGI). He joined the Company in 2024 as Assistant Vice President and, through his strong performance and commitment, progressed to senior leadership responsibilities. He has now been appointed as the Shariah Compliance Officer in line with PGI's strategic initiative to establish Window Takaful Operations.

In his current role, Mr. Rashid is responsible for ensuring that all Takaful operations, products, and processes are fully compliant with Shariah principles and regulatory requirements. He plays a key role in supporting the development of a robust Shariah governance framework, coordinating with the Shariah Advisory Board, and ensuring that the Company's Takaful business aligns with ethical and Islamic financial standards.

Prior to joining PGI, Mr. Rashid began his career in the financial sector with SilkBank Limited as an Assistant Relationship Manager, where he gained valuable experience in client relationship management, banking operations, and business development. He also completed a professional internship at EFU General Insurance Limited (Multan Division), where he developed practical exposure to underwriting, claims processes, and insurance operations.

At PGI, he has contributed to business development initiatives, client engagement, and operational coordination, demonstrating strong analytical and organizational capabilities. His transition into the Shariah Compliance function reflects his adaptability and alignment with the Company's evolving strategic direction.

Mr. Rashid holds a Bachelor's degree in Business Administration (First Class Honours) from Royal Holloway, University of London, and a Master's in International Business Administration (IMBA) from the University for the Creative Arts, United Kingdom. His academic background, combined with his professional experience, positions him to effectively support PGI's Takaful operations and governance framework.



Muhammad Mushtaq

Senior Executive Vice President - Internal Audit

Mr. Muhammad Mushtaq is a seasoned finance and audit professional with over 15 years of diversified experience in external audit, financial management, and the insurance sector. He is currently serving as Senior Executive Vice President – Internal Audit at The Pakistan General Insurance Company Limited, having previously served as the Company Secretary of the Company.

In his earlier role as Company Secretary, Mr. Mushtaq was responsible for ensuring compliance with corporate governance requirements, facilitating effective Board and committee proceedings, and maintaining liaison with regulators including the Securities and Exchange Commission of Pakistan. His tenure contributed to strengthening governance practices and enhancing regulatory compliance within the Company.

Mr. Mushtaq began his professional career with KPMG Taseer Hadi & Co., where he gained extensive experience in statutory audits, internal controls, and financial reporting in accordance with International Financial Reporting Standards (IFRS) and International Standards on Auditing (ISA). He was involved in audit assignments of large local and multinational clients, developing a strong foundation in audit and assurance practices.

He later served as Manager Accounts at M/s Habib Rafique (Pvt.) Limited, where he oversaw financial operations and reporting functions.

Mr. Mushtaq also brings significant industry experience from EFU General Insurance Limited, where he served for over six years and held the position of Vice President. During this period, he was actively involved in financial controls, audit coordination, and insurance operations, gaining valuable insight into the regulatory and operational framework of the insurance sector.

He holds an MBA in Accounting & Finance and has completed CA (Intermediate) from Institute of Chartered Accountants of Pakistan. He has also pursued ICMA (Managerial Level) and possesses sound technical knowledge in financial reporting, internal controls, risk management, and audit methodologies.

In his current role, Mr. Mushtaq is responsible for strengthening the internal audit framework, enhancing internal control systems, and supporting the Audit Committee in promoting transparency, accountability, and compliance with applicable regulatory requirements.



Mansoor Ahmed Khan
Senior Executive Vice President

Mr. Mansoor Ahmad Khan is a highly experienced insurance professional with over 30 years of distinguished service in Pakistan's general insurance industry. He brings deep technical expertise and strong leadership capabilities, particularly in underwriting, operations, and client relationship management.

He joined The Pakistan General Insurance Company Limited (PGI) as Senior Executive Vice President, where he is responsible for strengthening underwriting practices, enhancing operational performance, and supporting the Company's strategic growth objectives. His role focuses on maintaining disciplined risk selection, improving branch efficiency, and ensuring alignment with the Company's profitability and service standards.

Prior to joining PGI, Mr. Khan spent a significant part of his career with EFU General Insurance Limited (Multan Division), where he began his professional journey in 1990 in the underwriting department, specializing in fire insurance. Over the years, he progressed through various leadership roles and ultimately served as Executive Vice President, reflecting his consistent performance and commitment to excellence.

During his tenure at EFU, he managed key insurance segments including Fire, Motor, and Miscellaneous, while ensuring adherence to underwriting guidelines and risk management frameworks. He was also actively involved in developing and maintaining strong relationships with corporate clients, contributing to sustained business growth in the region.

Mr. Khan is recognized for his practical approach to underwriting, strong operational insight, and ability to lead teams effectively, making him a valuable member of PGI's senior management. His professional integrity and extensive industry experience continue to support the Company's objective of delivering reliable and high-quality insurance solutions.



Adil Shahab
Senior Vice President

Mr. Adil Shahab is an accomplished insurance professional with over 14 years of diverse experience spanning sales leadership, client relationship management, and operational execution within Pakistan's insurance and tracking industries. He is recognized for his result-oriented approach, strong leadership capabilities, and consistent ability to drive business growth through strategic planning and effective team management.

He currently serves as Senior Vice President at The Pakistan General Insurance Company Limited (PGI), where he plays a key role in advancing business development initiatives, strengthening client engagement, and supporting the Company's operational and growth strategies. Following the expansion into retail business, his dynamic approach and exceptional dedication enabled him to successfully secure and manage a significant portfolio of corporate clients and banks.

Prior to joining PGI, Mr. Shahab held leadership positions across well-established organizations. He served as Assistant General Manager at United Insurance Company of Pakistan Limited (since July 2021), where he led portfolio expansion, client acquisition strategies, and revenue growth initiatives. Earlier, he worked as Area Sales Manager at United Tracker (Pvt.) Limited (2016–2021), managing multi-regional sales operations and ensuring high standards of customer satisfaction.

He began his professional career with TPL Tracker Limited in 2011, gaining experience in client servicing and recovery management, and later joined TPL Direct Insurance Limited as Assistant Sales Manager, where he contributed to achieving financial targets, improving client retention, and strengthening corporate relationships.

Mr. Shahab holds a Master's degree in English from Bahauddin Zakariya University, Multan, and a Bachelor's degree in Mathematics, Computer Science, and Economics.

With his strong industry exposure, leadership skills, and customer-centric mindset, Mr. Shahab continues to contribute to PGI's objective of delivering operational excellence and sustainable business growth.



Irfan Ghias Qureshi
Executive Vice President

Mr. Irfan Ghias Qureshi is an experienced insurance professional with over 24 years of comprehensive experience across Pakistan's conventional insurance and Takaful sectors. His career reflects a strong foundation in operational leadership, underwriting discipline, and customer-focused service delivery.

He currently serves as Executive Vice President (Branch Head) at The Pakistan General Insurance Company Limited (PGI), where he is responsible for overseeing branch operations, underwriting functions, and claims management. In this role, he plays a key part in executing the Company's growth strategy, strengthening client engagement, and ensuring efficient and transparent claims handling supported by robust risk management practices.

Prior to joining PGI, Mr. Qureshi held key positions with leading organizations including EFU General Insurance Limited, Adamjee Insurance Company Limited, Pak-Kuwait Takaful Company Limited, SPI Insurance Company Limited, and Asia Insurance Company Limited. Across these roles, he developed extensive experience in underwriting, claims administration, recovery management, and team leadership, consistently contributing to operational efficiency and business development.

Mr. Qureshi is recognized for his structured approach to underwriting, strong analytical capabilities, and ability to lead performance-driven teams. His professional outlook emphasizes integrity, accountability, and service excellence, aligning closely with PGI's commitment to delivering reliable and customer-centric insurance solutions.

He holds a Master of Business Administration (MBA) in Marketing and a Bachelor of Business Administration (BBA) in Marketing & Finance from Preston University of Management and Sciences. He is also a Microsoft Certified Trainer and has completed professional development programs, including "Synergizing Performance" by Navitas (Pvt.) Ltd.



Ijaz Ahmed
Vice President

Mr. Ijaz Ahmad is a seasoned insurance professional with over two decades of experience in Pakistan's insurance industry, with a strong foundation in risk assessment, claims evaluation, and marketing leadership. His career reflects a balanced combination of technical expertise and business development acumen. He currently serves as Vice President (Marketing) at The Pakistan General Insurance Company Limited (PGI), where he is responsible for overseeing marketing operations, strengthening client relationships, and driving business development initiatives in line with the Company's strategic objectives.

Mr. Ahmad began his professional career in 2004 with Masud Associates (Pvt.) Limited, where he served as Senior Surveyor for over ten years. During this period, he developed in-depth expertise in claims assessment, including motor and property loss evaluations, and gained recognition for his accuracy, technical reporting, and coordination with leading insurance companies.

In 2016, he joined the United Insurance Company of Pakistan Limited as Manager Marketing, where he played a key role in expanding the Company's client base, enhancing customer engagement, and contributing to sustained business growth through effective marketing strategies.

At PGI, Mr. Ahmad leverages his extensive field experience and market insight to support the Company's expansion efforts, ensuring high standards of service delivery and client satisfaction. He is known for his practical approach, professionalism, and strong relationship management skills, which continue to add value to PGI's growing operations.

REPORT — OF THE — DIRECTORS — TO THE — SHAREHOLDERS



LEADERSHIP. STRATEGY. PERFORMANCE.
BUILDING TOMORROW, TOGETHER.



The Board of Directors of The Pakistan General Insurance Company Limited (PGI) is pleased to present the Company's Annual Report, along with the audited financial statements, for the year ended December 31, 2025.

Operating Environment

The year 2025 witnessed a gradual improvement in Pakistan's macroeconomic indicators following a period of volatility. Stabilization measures, improved fiscal management, and continued engagement with international financial institutions contributed to restoring a degree of economic confidence.

Despite these improvements, businesses continued to navigate cost pressures, regulatory tightening, and evolving market dynamics. Within this environment, the insurance sector demonstrated resilience, with increased emphasis on risk discipline, compliance, and operational efficiency.

Progress and Business Overview

During the year under review, PGI consolidated the progress achieved following its revival and transitioned into a phase of structured growth. The Company continued to rebuild its market presence, strengthen operational capabilities, and enhance governance practices.

With a diversified product offering across fire, marine, motor, health, engineering, and miscellaneous segments, the Company is steadily re-establishing itself as a competitive participant in Pakistan's non-life insurance industry.

In line with its strategic direction, the Company has also initiated steps towards entering the Takaful segment. An application has been submitted to the Securities and Exchange Commission of Pakistan (SECP) for approval to commence Window Takaful operations. Necessary groundwork, including development of a Shariah governance framework and operational readiness, is underway. The Board considers Takaful to be a key avenue for future growth and diversification, subject to regulatory approvals.

Operating Environment

The year 2025 witnessed a gradual improvement in Pakistan's macroeconomic indicators following a period of volatility. Stabilization measures, improved fiscal management, and continued engagement with international financial institutions contributed to restoring a degree of economic confidence.

Despite these improvements, businesses continued to navigate cost pressures, regulatory tightening, and evolving market dynamics. Within this environment, the insurance sector demonstrated resilience, with increased emphasis on risk discipline, compliance, and operational efficiency.

Financial Results

The Company delivered a strong improvement in financial performance during 2025, reflecting disciplined underwriting and effective cost management.

- Gross Written Premium: PKR 237.6 million
- Net Insurance Premium: PKR 135.4 million
- Underwriting Profit: PKR 49.7 million
- Profit Before Tax: PKR 26.7 million
- Profit After Tax: PKR 28.4 million
- Earnings Per Share: PKR 0.57
- Total Assets: PKR 910.1 million



The shift towards underwriting profitability marks a significant milestone, indicating the Company's transition to a sustainable and technically sound business model.

The accompanying financial statements have been prepared in accordance with International Financial Reporting Standards, the Companies Act, 2017, and applicable regulatory requirements, and fairly present the Company's financial position and results.

Strengthening of Credit Rating

During the year, the Company's financial strength and market credibility were reinforced through independent credit assessments. Pakistan Credit Rating Agency (PACRA) assigned an initial Insurer Financial Strength rating of 'BBB+', which was subsequently improved to 'A' by VIS Credit Rating Company Limited.

This progression reflects the Company's improving fundamentals, strengthened governance framework, and enhanced underwriting discipline.

Key Developments During the Year

Key developments that contributed to the Company's performance include:

- Expansion of underwriting activities across selected lines of business
- Strengthening of internal controls and compliance mechanisms
- Improved reinsurance arrangements and risk-sharing structures
- Recruitment and onboarding of experienced professionals
- Re-engagement with key brokers, clients, and business partners

People and Organizational Development

The Company recognizes human capital as a critical driver of its transformation. During the year,

focus remained on building a capable and performance-oriented workforce through targeted recruitment, structured training programs, and professional development initiatives.

The Board continues to support compliance with the Director Training Program requirements as prescribed under the Code of Corporate Governance.

Governance Framework

The Board remains committed to ensuring robust governance standards and ethical business practices. The Company has complied with the applicable requirements of the Code of Corporate Governance, and a formal Statement of Compliance forms part of this report.

A Code of Conduct is in place, applicable to Directors, management, and employees, emphasizing integrity, transparency, accountability, and compliance with all applicable laws and regulations. The Company promotes a culture where ethical behavior and responsible decision-making are integral to all business activities.

Board of Directors and Committees

The Board comprises individuals with diverse professional experience and continues to provide strategic guidance to the Company.

During the year, 8 meetings of the Board of Directors were held. The attendance record of Directors is presented below:

Name	# of Meetings Attended
Muhammad Shahzad Habib	6
Mir Babar Ali	6
Ali Shahzad	8
Chaudhry Muhammad Naeem	8
Abrar Ahmed Cheema	8
Muhammad Asad Jaweed	8
Nuzhat Ul Zahra	6

To ensure effective governance and oversight, the Board has constituted and operates through the following committees:

Board Committees	Description
Audit Committee	The Committee reviews financial reporting, internal controls, risk management systems, and audit processes.
Human Resource and Remuneration Committee	The Committee oversees human resource policies, performance evaluation, and compensation structures.
Investment Committee	The Committee monitors investment strategy, asset allocation, and compliance with regulatory requirements.

Each committee operates under a formal charter approved by the Board and functions in compliance with the applicable provisions of the Code of Corporate Governance.

In addition, the Company has established management-level committees to support operational effectiveness, including the Underwriting Committee, Claims Committee, Risk Management Committee, and Reinsurance Committee.

Risk Management and Internal Controls

The Company has established an integrated risk management framework and maintains a system of internal controls designed to safeguard assets, ensure reliability of financial reporting, and support compliance with applicable laws and regulations.

The Board is satisfied that the system of internal control is appropriately designed and effectively implemented.

Corporate Financial Reporting Framework

The Directors confirm that:

- The financial statements present fairly the state of affairs of the Company, the results of its operations, cash flows, and changes in equity
- Proper books of accounts have been maintained
- Appropriate accounting policies have been consistently applied
- Accounting estimates are based on reasonable and prudent judgment
- International Financial Reporting Standards (IFRS), as applicable in Pakistan, have been followed
- The system of internal control is sound in design and has been effectively implemented and monitored
- There are no significant doubts upon the Company's ability to continue as a going concern
- There has been no material departure from best practices of corporate governance.

Directors' Responsibilities

The Directors confirm that:

- Proper accounting records have been maintained
- Appropriate accounting policies have been applied consistently
- Judgments and estimates are reasonable and prudent
- Applicable accounting standards have been followed
- Internal controls are sound and effective
- The Company is a going concern with adequate resources to continue operations



Corporate Briefing

A Corporate Briefing Session (CBS) was conducted during the year to brief shareholders and analysts on the Company's performance, future strategies, and financial position. The session was held in accordance with PSX regulations and promoted transparency and investor awareness.

Directors Remuneration policy

The Board of Directors has approved a formal remuneration policy designed to ensure transparency, fairness, and alignment with prevailing market practices. Under this policy, Non-Executive Directors, including Independent Directors, are compensated through a fixed fee for attending Board and Committee meetings. Executive Directors are remunerated in accordance with the terms and conditions of their respective employment contracts, as approved by the Board.

Annual Evaluation of Board Performance

The Board conducted an annual evaluation of its performance in line with established governance practices through a structured assessment process. The evaluation covered key areas including strategic oversight, risk management, legal and regulatory compliance, and overall governance effectiveness. The outcomes of the evaluation were reviewed and discussed at the Board level, with a focus on continuous improvement.

Chief Executive Officer's Performance Review

The Chief Executive Officer (CEO) of The Pakistan General Insurance Company Limited is responsible for steering the Company's strategic direction and overseeing its day-to-day operations. The Board regularly evaluates the CEO's performance against predefined objectives and key performance indicators.

During the year, the CEO demonstrated strong leadership, ensured compliance with regulatory requirements, and played a pivotal role in the Company's revival and growth. His contributions have been instrumental in strengthening operational performance and reinforcing the Company's strategic direction.

Engagement with Stakeholders

The Pakistan General Insurance Company Limited is committed to fostering strong, transparent, and mutually beneficial relationships with all its stakeholders. The Company actively engages with key stakeholder groups as outlined below:

- **Employees:** By promoting a performance-driven culture, ensuring equal opportunities, and maintaining a safe, inclusive, and progressive work environment.
- **Policyholders and Clients:** By upholding high standards of service excellence, integrity, and responsiveness to meet evolving insurance needs.
- **Business Partners and Vendors:** By maintaining fair, ethical, and collaborative relationships aligned with the Company's values and compliance framework.



- Regulatory Authorities and Government Institutions: By ensuring full compliance with applicable laws and regulations, supporting market development, and maintaining transparent reporting practices.
- Community and Society: Through Corporate Social Responsibility (CSR) initiatives aimed at promoting social well-being, environmental sustainability, and inclusive growth.

PGI remains committed to strengthening stakeholder relationships as a key pillar of its long-term sustainability and sound corporate governance framework.

Statement of Ethics and Business Practices

The Company has established a comprehensive Code of Ethics and Business Conduct that applies to all Directors, executives, and employees. The Code sets out clear standards of honesty, integrity, compliance with applicable laws, and professional conduct, ensuring that all business activities are carried out in an ethical and responsible manner.

Compliance with the Code of Corporate Governance

The Pakistan General Insurance Company Limited has complied with the requirements of the Code of Corporate Governance as prescribed by the Securities and Exchange Commission of Pakistan. The Company remains committed to upholding the principles of transparency, accountability, and sound governance practices. A comprehensive Statement of Compliance with the Code of Corporate Governance forms part of this Annual Report.

Government Policies and Regulatory Framework

The Company operates in full compliance with all applicable laws and regulatory requirements

including the Insurance Ordinance, 2000, Insurance Rules, 2017, Marine Insurance Act, 2018, and the Companies Act, 2017.

In addition, the Company adheres to Anti-Money Laundering and Counter Financing of Terrorism (AML/CFT) Regulations, 2020, by implementing robust customer due diligence procedures and transaction monitoring systems.

The Company also complies with the Corporate Insurance Agents Regulations, 2020, ensuring adherence to professional standards and ethical practices across its distribution network.

Corporate and Financial Reporting Framework

The Company prepares its financial statements in accordance with International Financial Reporting Standards (IFRS), the Companies Act, 2017, and applicable regulations issued by the Securities and Exchange Commission of Pakistan.

The management ensures the maintenance of proper books of account, implementation of an effective internal control system, and timely and transparent financial reporting, in line with best corporate governance practices.

Related Party Transactions

The Company did not enter into any related party transactions during the year under review.



- **Regulatory Authorities and Government Institutions:** By ensuring full compliance with applicable laws and regulations, supporting market development, and maintaining transparent reporting practices.
- **Community and Society:** Through Corporate Social Responsibility (CSR) initiatives aimed at promoting social well-being, environmental sustainability, and inclusive growth.

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A comprehensive Statement of Compliance with the Code of Corporate Governance forms part of this Annual Report.

Government Policies and Regulatory Framework

The Company operates in full compliance with all applicable laws and regulatory requirements

Directors' Shareholding

No Director, Chief Executive Officer, Chief Financial Officer, Company Secretary, or their spouses traded in the shares of the Company during the year under review.

Dividend

The Board of Directors has decided not to declare any dividend for the year ended December 31, 2025, in order to retain earnings and strengthen the Company's financial position to support future growth and operational expansion.

Future Outlook and Capital Management

The Company is entering 2026 with a stronger operational and financial base. The Board has outlined key priorities aimed at sustaining growth and improving profitability, including:

- Expanding underwriting portfolio across core segments
- Maintaining disciplined risk selection and pricing
- Strengthening capital and solvency position
- Enhancing operational efficiency through digital initiatives
- Progressing towards Window Takaful operations, subject to regulatory approvals

The Board also intends to enhance the Company's paid-up capital in a phased manner, subject to regulatory approvals and shareholders' consent, to support future growth, improve solvency margins, and strengthen underwriting capacity.



Regulatory Compliance

The Company continues to operate in compliance with all applicable regulatory frameworks, including the Companies Act, 2017, Insurance Ordinance, 2000, Insurance Rules, 2017, and AML/CFT Regulations, 2020.

External Auditors

The external auditors, M/s Mushtaq & Co., Chartered Accountants, have expressed their willingness to continue in office. The Board recommends their reappointment for the ensuing year.

Acknowledgment & Appreciation

The Board acknowledges the continued trust of shareholders and the support of regulators, business partners, and clients. The dedication and commitment of the management team and employees have been instrumental in the Company's progress.

On behalf of the Board, we reaffirm our commitment to prudent stewardship, customer-focused solutions, and sustainable value creation for all stakeholders.

For and on behalf of the Board,



Chairman



Director



Director

ڈائریکٹرز رپورٹ

پاکستان جنرل انشورنس کمپنی لمیٹڈ (پی جی آئی) کے بورڈ آف ڈائریکٹرز نے 31 دسمبر 2025 کو ختم ہونے والے سال کے لئے آڈٹ شدہ مالیاتی بیانات کے ساتھ کمپنی کی سالانہ رپورٹ پیش کرنے پر خوشی محسوس کی۔

آپریٹنگ ماحول:

رواں سال 2025 میں پاکستان کے معاشی اشاریوں میں اتار چڑھاؤ کے بعد بتدریج بہتری دیکھنے میں آئی۔ استحکام کے اقدامات، بہتر مالیاتی انتظام، اور بین الاقوامی مالیاتی اداروں کے ساتھ مسلسل مشغولیت نے معاشی اعتماد کی ایک ڈگری کو بحال کرنے میں اہم کردار ادا کیا۔

ان بہتریوں کے باوجود، کاروباروں نے لاگت کے دباؤ، ریگولیٹری سختی، اور مارکیٹ کی حرکیات کو تیار کرنا جاری رکھا۔ اس ماحول کے اندر، انشورنس سیکٹور نے چیک کا مظاہرہ کیا، جس میں رسک ڈسپلن، تعمیل، اور آپریشنل کارکردگی پر زیادہ زور دیا گیا۔

ترقی اور کاروباری جائزہ:

زیر جائزہ سال کے دوران، PGI نے اپنی بحالی کے بعد حاصل ہونے والی پیشرفت کو مستحکم کیا اور ساختی ترقی کے مرحلے میں تبدیلی کر دیا۔ کمپنی نے اپنی مارکیٹ کی موجودگی کو دوبارہ بنانا، آپریشنل صلاحیتوں کو مضبوط کرنا، اور گورننس کے طریقوں کو بڑھانا جاری رکھا۔

آگ، سمندری، موٹر، صحت، انجینئرنگ، اور متفرق حصوں میں متنوع مصنوعات کی پیشکش کے ساتھ، کمپنی پاکستان کی غیر زندگی انشورنس کی صنعت میں ایک مسابقتی شریک کے طور پر خود کو مستقل طور پر دوبارہ قائم کر رہا ہے۔

اپنی اسٹرٹیجک سمت کے مطابق، کمپنی نے کفایت طلبہ میں داخل ہونے کی طرف قدم بڑھایا ہے۔ پاکستان کے سیکورٹیز اینڈ ایکسچینج کمیشن (SECP) کو ونڈ وٹ کفیل آپریشن شروع کرنے کی منظوری کے لیے درخواست جمع کرائی گئی ہے۔ ضروری بنیاد، بشمول شریعہ گورننس فریم ورک کی ترقی اور آپریشنل تیاری، جاری ہے۔ بورڈ کفیل کو مستقبل کی ترقی اور تنوع کے لیے ایک اہم راستہ سمجھتا ہے، جو ریگولیٹری منظور یوں سے مشروط ہے۔

انڈر رائٹنگ منافع کی طرف تبدیلی ایک اہم سنگ میل کی نشاندہی کرتی ہے، جو کمپنی کی پائیدار اور معنی کی طور پر درست کاروباری ماڈل میں منتقلی کی نشاندہی کرتی ہے۔ ساتھ مائی بیانات بین الاقوامی مالیاتی رپورٹنگ کے معیار (IFRS)، کمپنیوں کے ایکٹ، 2017، اور قابل اطلاق ریگولیٹری ضروریات کے مطابق تیار کیے گئے ہیں جو کمپنی کی مالی پوزیشن اور نتائج کو منصفانہ طور پر پیش کرتے ہیں۔

مالی نتائج:

- مجموعی تحریری پریمیوم: 237.6 ملین روپے۔
- نیٹ انشورنس پریمیوم: 135.4 ملین روپے۔
- انڈر رائٹنگ کا منافع: 49.7 ملین روپے۔
- ٹیکس سے پہلے منافع: 26.7 ملین روپے۔
- ٹیکس کے بعد منافع: 28.4 ملین روپے۔
- فی شیئر آمدنی: 0.57 روپے۔
- کل اثاثے: 910.1 ملین روپے۔

کریڈٹ ریٹنگ کو مضبوط بنانا:

سال کے دوران، کمپنی کی مالی طاقت اور مارکیٹ کی ساکھ آزاد کریڈٹ تنقیص کے ذریعے مضبوط کیا گیا تھا۔ پاکستان کریڈٹ ریٹنگ ایجنسی (PACRA) نے 'BBB+' کی ابتدائی بیہ کنندہ مالیاتی طاقت کی درجہ بندی تفویض کی، جسے بعد میں VIS کریڈٹ ریٹنگ کمپنی لمیٹڈ نے 'A' میں بہتر کر دیا۔ یہ ترقی کمپنی کے بنیادی اصولوں کو بہتر بنانے، مضبوط گورننس فریم ورک، اور بہتر انڈر رائٹنگ نظم و ضبط کی عکاسی کرتی ہے۔

سال کے دوران اہم پیش رفت:

- کاروبار کی منتخب لائنوں میں انڈر رائٹنگ کی سرگرمیوں کی توسیع۔
- اندرونی کنٹرول اور تعمیل کے طریقہ کار کو مضبوط بنانا۔
- ری انشورنس کے بہتر انتظامات اور رسک شیئرنگ ڈھانچے۔
- تجربہ کار پیشہ ورانہ افرادی بھرتی اور آن بورڈنگ۔
- کلیدی بروکرز، کلائنٹس، اور کاروباری شراکت داروں کے ساتھ دوبارہ مشغولیت۔

لوگ اور تنظیمی ترقی:

کمپنی انسانی سرمائے کو اپنی تہذیبی کے ایک اہم محرک کے طور پر تسلیم کرتی ہے۔ سال کے دوران، ٹارگنڈ بھرتی، منظم تربیتی پروگراموں، اور پیشہ ورانہ ترقی کے اقدامات کے ذریعے ایک قابل اور کارکردگی پر مبنی افرادی قوت کی تعمیر پر توجہ مرکوز رہی۔

بورڈ کوڈ آف کارپوریٹ گورننس کے تحت تجویز کردہ ڈائریکٹریٹنگ پروگرام کے تقاضوں کی تعمیل کی حمایت جاری رکھے ہوئے ہے۔

گورننس فریم ورک:

بورڈ مضبوط گورننس کے معیارات اور اخلاقی کاروباری طریقوں کو یقینی بنانے کے لیے پرعزم ہے۔ کمپنی نے کوڈ آف کارپوریٹ گورننس کے قابل اطلاق تقاضوں کی تعمیل کی ہے، تعمیل کا باقاعدہ بیان اس رپورٹ کا حصہ ہے۔

ایک ضابطہ اخلاق موجود ہے، جو ڈائریکٹرز، انتظامیہ اور ملازمین پر لاگو ہوتا ہے، سلیسٹ، شفافیت، جوابدہی، اور تمام قابل اطلاق قوانین اور ضوابط کی تعمیل پر زور دیتا ہے۔

بورڈ آف ڈائریکٹرز اور کمیٹیاں:

بورڈ متنوع پیشہ ورانہ تجربہ رکھنے والے افراد پر مشتمل ہے اور کمپنی کو اسٹریٹجک رہنمائی فراہم کرتا رہتا ہے۔ سال کے دوران بورڈ آف ڈائریکٹرز کے 18 اجلاس منعقد ہوئے۔

حاضری کارڈ

مینگلز میں شرکت	نام
6	محمد شہزاد حبیب
6	میر باہر علی
8	علی شہزاد
8	چوہدری محمد نعیم
8	ابراہیم احمد چیمہ
8	محمد اسد جاوید
6	نزهت الزہرہ

بورڈ کمیٹیاں:

• آڈٹ کمیٹی

• انسانی وسائل اور معاوضے کی کمیٹی۔

• سرمایہ کاری کمیٹی

• ہر کمیٹی بورڈ کے منظور کردہ رسمی چارٹر کے تحت کام کرتی ہے۔

اس کے علاوہ، انتظامی سطح کی کمیٹیوں میں شامل ہیں

• انڈر رائٹنگ کمیٹی

• کلیمز کمیٹی

• رسک مینجمنٹ کمیٹی

• ری انشورنس کمیٹی

رسک مینجمنٹ اور اندرونی کنٹرول:

کمپنی نے ایک مربوط رسک مینجمنٹ فریم ورک قائم کیا ہے اور اثاثوں کی حفاظت، مالیاتی رپورٹنگ کی دقتوں کو یقینی بنانے، اور قابل اطلاق قوانین اور ضوابط کی تعمیل میں معاونت کے لیے بنائے گئے اندرونی کنٹرول کے نظام کو برقرار رکھتی ہے۔ بورڈ مطمئن ہے کہ اندرونی کنٹرول کا نظام مناسب طریقے سے ڈیزائن اور مؤثر طریقے سے نافذ کیا گیا ہے۔

کارپوریٹ بریفنگ:

ایک کارپوریٹ بریفنگ سیشن (CBS) PSX کے ضوابط کے مطابق کمپنی کی کارکردگی، مستقبل کی حکمت عملی، اور مالی پوزیشن پر شیئر ہولڈرز اور نگران کاروں کو مختصر کرنے کے لیے منعقد کیا گیا تھا۔

ڈائریکٹرز معاوضہ کی پالیسی:

بورڈ نے ایک باضابطہ معاوضہ کی پالیسی کی منظوری دی ہے جس میں شفافیت، انصاف پسندی، اور مارکیٹ کے طریقوں کے ساتھ ہم آہنگی کو یقینی بنایا گیا ہے۔ غیر ایگزیکٹو ڈائریکٹرز کو مینٹنرز میں شرکت کے لیے ایک مقررہ فیس کے ذریعے معاوضہ دیا جاتا ہے، جبکہ ایگزیکٹو ڈائریکٹرز کو ان کے ملازمت کے معاہدوں کے مطابق معاوضہ دیا جاتا ہے۔

بورڈ کی کارکردگی کا سالانہ جائزہ:

بورڈ کی کارکردگی کا سالانہ جائزہ لیا گیا جس میں اسٹریٹجک نگرانی، رسک مینجمنٹ، قانونی تعمیل، اور گورننس کی تاثیر شامل تھی۔ مسلسل بہتری پر توجہ مرکوز کرتے ہوئے نتائج کا جائزہ لیا گیا۔

سی ای او کی کارکردگی کا جائزہ:

سی ای او کمپنی کی حکمت عملی پر عمل درآمد اور آپریشن کے انتظام کے لئے ذمہ دار ہے۔ بورڈ متعین مقاصد اور KPIs کے خلاف کارکردگی کا باقاعدگی سے جائزہ لیتا ہے۔

اسٹیک ہولڈرز کے ساتھ مشغولیت:

- کمپنی اسٹیک ہولڈرز کے ساتھ شفاف تعلقات برقرار رکھنے کے لیے پرعزم ہے
- ملازمین: کارکردگی پر مبنی ثقافت اور جامع کام کی جگہ۔
- پالیسی ہولڈرز اور کلائنٹس: اعلیٰ سروس کے معیارات اور رد عمل۔
- پرائس پارٹنرز: کمپنی کی اقدار کے ساتھ مربوط باہمی تعلقات۔

اخلاقیات اور تعمیل:

کمپنی ایک جامع ضابطہ اخلاق اور کاروباری طریقہ عمل کے تحت کام کرتی ہے جو سالمیت، قانونی تعمیل، اور ذمہ دار کاروباری طریقوں کو یقینی بناتی ہے۔

ریگولیشنز کی تعمیل:

کمپنی تمام قابل اطلاق قوانین کی تعمیل کرتی ہے بشمول

• کمپنیز ایکٹ، 2017

• انشورنس آرڈیننس، 2000-

• انشورنس روولز، 2017-

• CFT / AML ریگولیشنز، 2020-

کارپوریٹ اور مالیاتی رپورٹنگ فریم ورک:

مالیاتی بیانات IFRS اور ریگولیشنز کے مطابق تیار کیے جاتے ہیں۔ انتظام مناسب ریکارڈ رکھنے، اندرونی کنٹرول، اور شفاف رپورٹنگ کو یقینی بناتا ہے۔

متعلقہ پارٹی لین دین:

کمپنی نے سال کے دوران کسی متعلقہ پارٹی لین دین میں داخل نہیں کیا۔

ڈائریکٹرز کی شیئر ہولڈنگ:

کوئی ڈائریکٹر، ای او، ایف او، کمپنی سیکرٹری، یا ان کے شریک حیات نے سال کے دوران کمپنی کے حصص میں تجارت نہیں کی۔

منافع:

بورڈ نے 31 دسمبر 2025 کو ختم ہونے والے سال کے لئے کسی بھی منافع کا اعلان نہ کرنے کا فیصلہ کیا ہے تاکہ آمدنی کو برقرار رکھا جاسکے اور کمپنی کی مالی پوزیشن کو مضبوط کیا جاسکے۔

مستقبل کا آؤٹ لک اور کیمپنل پیچمنٹ:

کمپنی ایک مضبوط آپریشنل اور مالیاتی بنیاد کے ساتھ 2026 میں داخل ہو رہی ہے۔ کلیدی ترجیحات میں شامل ہیں۔

• انڈر رائٹنگ پورٹ فولیو کو بڑھانا۔

• نظم و ضبط کے خطرے کے انتخاب کو برقرار رکھنا۔

• سرمائے اور سالیونٹی پوزیشن کو مضبوط بنانا۔

• ڈیجیٹل اقدامات کے ذریعے آپریشنل کارکردگی کو بڑھانا۔

• ونڈو کا فنل آپریشن کی طرف بڑھ رہا ہے۔

بورڈ ریگولیشنز کی منظوریوں کے ساتھ مرحلہ وار اضافہ شدہ سرمائے کو بڑھانے کا بھی ارادہ رکھتا ہے۔

بیرونی آڈیٹرز:

بیرونی آڈیٹرز، میسرز مشتاق اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس نے اپنے عہدے پر برقرار رہنے پر آمادگی ظاہر کی ہے۔ بورڈ ان کی دوبارہ تقرری کی سفارش کرتا ہے۔

اعتراف اور تعریف:

بورڈ شیئر ہولڈرز کے مسلسل اعتماد اور ریگولیٹرز، کاروباری شراکت داروں اور کلائنٹس کی حمایت کو تسلیم کرتا ہے۔ انتظامیہ اور ملازمین کی لگن کمپنی کی ترقی میں اہم کردار ادا کرتی رہی ہے۔

بورڈ کی جانب سے، ہم سمجھدار ذمہ داری، کسٹمر پر موزوں حل، اور پائیدار قدر کی تخلیق کے لیے اپنے عزم کا اعادہ کرتے ہیں۔

بحکم بورڈ اور اس کی جانب سے

ڈائریکٹر

ڈائریکٹر

چیئرمین

Independent Auditor's Review Report

***To the members of The Pakistan General Insurance Company Limited
Review Report on the Statement of Compliance contained in the Code of Corporate Governance for Insurers, 2016 and Listed Companies (Code of Corporate Governance) Regulations, 2019***

We have reviewed the enclosed Statement of Compliance with the Code of Corporate Governance for Insurers, 2016 and the Listed Companies (Code of Corporate Governance) Regulations, 2019 (both herein referred to as 'the Codes') prepared by the Board of Directors (the Board) of The Pakistan General Insurance Company Limited (the Company for the year ended December 31, 2025 in accordance with the requirements of regulation 36 of the Listed Companies (Code of Corporate Governance) Regulations, 2019 and provision (LXXVI) of 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 codes.

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 Codes 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.

Further, below are the instances of non-compliance with the requirements of the Regulations as reflected in the Statement of Compliance:

<i>Paragraph Reference</i>	<i>Description</i>
i. Para 11	The Company has failed to arrange the Directors' Orientation / training Program for its directors.
ii. Para 22	Actuary is not appointed.

Based on our review, except for the above instances of non-compliance, 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 December 31, 2025.

Place: Lahore
Dated: May 04, 2026
UDIN: CR202510724buvUEgqIO


MUSHTAQ & CO.
Chartered Accountants



Engagement Partner:
Nouman Arshad, ACA

STATEMENT OF COMPLIANCE

with the Code of Corporate
Governance for Insurers, 2016 and
Listed Companies (Code of
Corporate Governance)
Regulations, 2019.





This Statement of Compliance is prepared in accordance with the requirements of the Code of Corporate Governance for Insurers, 2016 (the “Code”) issued by the Securities and Exchange Commission of Pakistan (SECP), and the Listed Companies (Code of Corporate Governance) Regulations, 2019 (the “Regulations”) issued by the Pakistan Stock Exchange (PSX), as applicable to the Company.

The Company has complied with the provisions of the Code and the Regulations in the following manner:

1. Board of Directors

The Board comprises an appropriate mix of executive, non-executive, and independent directors in accordance with the prescribed criteria. Currently the Board of the Company comprises seven (7) members, each bringing valuable experience, professional acumen, and strategic insight to the governance of the Company. The composition is as follows:

Gender-wise Distribution

- (a) Male: 06
- (b) Female: 01

Board Composition

- Independent Directors: 3
- Non-Executive Directors: 2
- Executive Directors: 2

All independent directors meet the criteria of independence as laid down under the Codes.

The independent directors are appointed in terms of Section 166(3) of the Companies Act, 2017 (the “Act”) through the process of election prescribed under Section 159 of the Act.



During the year under review, the Board of Directors remained actively engaged in fulfilling its statutory and fiduciary responsibilities, ensuring compliance with applicable laws, and upholding the Company's Memorandum and Articles of Association. The Board worked with the vision of safeguarding shareholders' interests, enhancing profitability, and promoting good corporate governance and stakeholder confidence.

The following directors of the Company are male and non-executive directors:

1. Mr. Muhammad Shahzad Habib – Non-Executive Director
2. Mr. Chaudhry Muhammad Naeem – Non-Executive Director

The Board has fixed the number of directors to be elected as seven (7) which included three (3) as independent directors.

The Board of Directors appointed a Chief Executive who is a deemed director in terms of Section 188 of the Act.

The following directors of the Company are male/female and independent directors:

- Mr. Abrar Ahmed Cheema – Independent Director
- Mr. Muhammad Asad Jaweed – Independent Director
- Mrs. Nuzhat Ul Zahra – Independent Director

During the year, Mr. Abdul Haseeb Fakhri resigned from the Board and was replaced with Mr. Mir Babar Ali.

The Board expresses its sincere appreciation to the outgoing directors for their services and wishes them success in their future endeavours.

2. The directors have confirmed that none of them is serving as a director in more than seven listed companies, including this Company.
3. 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 DFI or NBFIs or, being a member of stock exchange, has been declared as a defaulter by a stock exchange.
4. One casual vacancy that occurred on the Board during the year 2025 which was duly filled and approved under fit and proper criteria of insurance companies (Sound and Prudent Management) Regulations, 2012 was granted by SECP.



5. The Company has prepared a statement of ethics and business practices and has ensured that appropriate steps have been taken to disseminate it throughout the Company along with its supporting policies and procedures.
6. The Board has developed a vision & mission statement, overall corporate strategy, and significant policies of the company. A complete record of particulars of significant policies along with the dates on which they were approved or amended has been maintained.
7. All the Powers of the Board have been duly exercised and decisions on material transactions, including appointment and determination of remuneration and terms and conditions of employment of the Chief Executive Officer, and the key officers, have been taken by the Board.
8. 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. Notices of the Board meetings, along with agenda and working papers, were circulated at least seven days before the meeting. The minutes of the meetings were appropriately recorded and circulated.
9. The Board has a formal policy and transparent procedures for remuneration of directors in accordance with the Act and the Regulations.
10. 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.
11. The Board has arranged an orientation course(s)/training program after the election of directors for its directors to apprise them of their duties and responsibilities.
12. The directors' report for this year has been prepared in compliance with the requirements of the Code of Corporate Governance for Insurers, 2016 and fully describes the salient matters required to be disclosed.
13. The financial statements of the Company were duly certified by the Chief Executive Officer and the Chief Financial Officer prior to being approved by the Board.
14. The shareholding of Directors, the Chief Executive Officer and executives of the Company has been duly disclosed in the pattern of shareholding as required under applicable laws and regulations.

15. The Company has complied with all the corporate and financial reporting requirements of the Code of Corporate Governance for Insurers, 2016.

16. Management Committees

Underwriting / Reinsurance Committee
Mir Babar Ali - Executive Director (Chair)
Altaf Ahmed Siddiqi - Assistant Executive Director
Ali Shahzad - Chief Operating Officer
Muhammad Asad Jaweed - Independent Director

Claims Review Committee
Abrar Ahmed Cheema - Independent Director (Chair)
Muhammad Shahzad Habib - Non-Executive Director
Mansoor Ahmed Khan - Senior Executive Vice President

Risk Management Committee
Muhammad Asad Jaweed - Independent Director (Chair)
Nuzhat Ul Zahra - Independent Director
Chaudhry Muhammad Naeem - Non-Executive Director

17. Board Committees

Audit Committee
Abrar Ahmed Cheema - Independent Director (Chair)
Nuzhat Ul Zahra - Independent Director
Chaudhry Muhammad Naeem - Non-Executive Director

Investment Committee
Muhammad Asad Jaweed - Independent Director (Chair)
Muhammad Shahzad Habib - Non-Executive Director
Ali Shahzad - Executive Director

Human Resource & Remuneration Committee
Abrar Ahmed Cheema - Independent Director (Chair)
Chaudhry Muhammad Naeem - Non-Executive Director
Ali Shahzad - Executive Director

18. The terms of reference of the Committees have been formed, documented and advised to the Committees for compliance.
19. The frequency of the meetings of the Committees were as per following:
 - Audit Committee: Once every quarter
 - Ethics, Human Resource and Remuneration Committee: Twice a year
 - Investment Committee: Twice a year
 - Management Committees: Once every quarter
20. 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 (Ordinance No. XXXIX of 2000). The statutory auditors have confirmed that they have been given a satisfactory rating under the Quality Control Review program of the Institute of Chartered Accountants of Pakistan, that they or any of the partners of the firm, their spouses and minor children do not hold shares of the Company and that the firm and all its partners are in compliance with the 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 is not a close relative (spouse, parent, dependent and non-dependent children) of the chief executive officer, chief financial officer, head of internal audit, company secretary or director of the company.
21. The statutory auditors or the persons associated with them have not been appointed to provide other services and the auditors have confirmed that they have observed IFAC guidelines in this regard.
22. The Board acknowledges the requirement regarding the appointment of a qualified actuary as prescribed under the Insurance Ordinance, 2000 and the Code of Corporate Governance for Insurers, 2016. As at the reporting date, a full-time actuary has not yet been appointed. However, the Company is in the process of evaluating suitable candidates and expects to complete the appointment in due course in compliance with applicable regulatory requirements.



23. The Chief Executive Officer and Compliance Officer possess such qualifications and experience as required under the Code of Corporate Governance for Insurers, 2016. Moreover, the persons heading the underwriting, claims, reinsurance, 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 – Designation

- Mir Babar Ali – Chief Executive Officer (Acting)
- Shahzad Ahmad Khan – Company Secretary
- Abrar Ahmed Cheema – Head of Human Resource and Remuneration Committee

24. The Board ensures that the investment policy of the Company has been drawn up in accordance with the provisions of the Code of Corporate Governance for Insurers, 2016.

25. The Board ensures that the risk management system of the Company is in place as per the requirement of the Code of Corporate Governance for Insurers, 2016.

26. The Company has set up a risk management function / department, which carries out its task as covered under the Code of Corporate Governance for Insurers, 2016.

27. The Board ensures that, as part of the Risk Management System, the Company has successfully obtained a BBB+ credit rating from the Pakistan Credit Rating Agency (PACRA) and an 'A' rating from VIS Credit Rating Company Limited. These ratings are being effectively utilized by the Risk Management Function and the relevant Committee as key risk monitoring and assessment tools, in line with the requirements of the Securities and Exchange Commission of Pakistan (SECP).

28. The Board has set up a grievance function, which fully complies with the requirements of the Code of Corporate Governance for Insurers, 2016.

29. We confirm that all other material principles contained in the Code of Corporate Governance for Insurers, 2016 and all the 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.

By the Order of the Board

Muhammad Shahzad Habib
Chairman

FINANCIAL STATEMENT

2025

STRENGTH. TRUST. GROWTH.
BUILDING VALUE FOR TOMORROW.



Independent auditor's report to the members of The Pakistan General Insurance Company Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the annexed financial statements of **The Pakistan General Insurance Company Limited** (the Company), which comprise the statement of financial position as at December 31, 2025, and the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended and notes to the financial statements, including material accounting policy information and other explanatory information, and we state that, we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, the statement of profit or loss and other 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 December 31, 2025 and of the profit and other comprehensive income, the changes in equity and its cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) as applicable in Pakistan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants as adopted by the Institute of Chartered Accountants of Pakistan (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.

Key audit matter

Key audit matters are those matters that, in our professional judgement, 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 thereof, 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>Net Insurance Premium Revenue</p> <p>Refer to Note 22 to the financial statements. The Company generates its income primarily from net insurance premium revenue.</p> <p>We identified net insurance premium revenue as a key audit matter due to the following factors:</p> <ul style="list-style-type: none"> • Net insurance premium revenue increased significantly during the year compared to the preceding year following the resumption of operations after approval from the Securities and Exchange Commission of Pakistan; • Net insurance premium revenue comprises gross written premium adjusted for reinsurance ceded and is recognized on a time-apportioned basis over the policy period, involving a high volume of transactions; and • Premium revenue is a key performance indicator of the Company and involves risks relating to completeness, accuracy and appropriate cut-off of revenue, including the inherent risk of overstatement. 	<p>Our audit procedures to evaluate the recognition of revenue, amongst others, included the following:</p> <ul style="list-style-type: none"> • Assessing the design and implementation of key controls over the recognition of premium revenue, including policy issuance, endorsements, cancellations and reinsurance arrangements within the ERP system; • Evaluating the appropriateness of the Company's accounting policy for recognition of premium revenue, including application of the time-apportioned method over the policy period, in accordance with applicable accounting and reporting standards in Pakistan; • Testing, on a sample basis, premium transactions by agreeing recorded amounts to underlying policy documents and system-generated records to verify occurrence and accuracy; • Performing cut-off testing of premium transactions recorded around the year-end to ensure revenue was recognized in the appropriate accounting period; and • Evaluating the adequacy of related disclosures in the financial statements as per applicable accounting and reporting standards in Pakistan.

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

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read 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 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 aggregate, they could reasonably be expected to influence the economic decisions of the 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 described these matters in our auditor's report unless law or regulation precludes public disclosures 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 accounts 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 or loss and other 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 the Insurance Ordinance, 2000 and the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of accounts;
- c) investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company's business;
- d) the apportionment of the assets, liabilities, revenue and expenses between two or more funds have been performed in accordance with the advice of the appointed actuary; and
- e) 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 **Nouman Arshad, ACA**.

Mushtaq & Co.
MUSHTAQ & CO.
Chartered Accountants
Lahore.



Dated: May 04, 2026
UDIN: AR202510724Vhte2MJD1

The Pakistan General Insurance Company Limited
Statement of Financial Position
As at December 31, 2025

	Note	December 31, 2025	December 31, 2024
----- Rupees -----			
ASSETS			
Property and equipment	4	236,162,877	197,428,979
Intangible assets	5	1,108,308	-
Investment property	6	411,441,700	418,090,800
Long term loans and advances		35,379,309	-
Investments			
Equity securities	7	351,330	212,609
Debt securities	8	45,367,312	50,641,021
Loans and other receivables	9	7,342,374	2,012,810
Insurance / reinsurance receivables	10	128,167,142	10,826,499
Deferred commission		18,243,213	2,051,428
Deferred taxation	11	-	-
Taxation - Payment less provisions	12	1,962,844	3,524,446
Cash and bank	13	24,576,037	31,465,134
Total Assets		910,102,446	716,253,726
EQUITY AND LIABILITIES			
Capital and reserves attributable to Company's equity holders			
Ordinary share capital	14	500,000,000	500,000,000
Reserves	15	51,114,351	50,996,438
Accumulated profit / (loss)		35,425,642	6,785,266
Total equity		586,539,993	557,781,704
Surplus on revaluation of property and equipment - Net	16	132,499,579	114,059,255
Liabilities			
Underwriting provisions			
Outstanding claims including IBNR		7,909,567	2,949,640
Unearned premium reserve		82,673,236	11,322,730
Loan from Director	17	28,469,042	11,858,039
Employees' retirement benefit	18	1,399,233	-
Insurance / Reinsurance payables	19	11,653,289	5,110,126
Other creditors and accruals	20	58,958,507	13,172,232
		191,062,874	44,412,767
Total equity and liabilities		910,102,446	716,253,726
CONTINGENCIES AND COMMITMENTS			
	21		

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

Chairman

Director

Director

Chief Executive Officer

Chief Financial Officer



The Pakistan General Insurance Company Limited
Statement of Profit or Loss and Other Comprehensive Income
For the year ended December 31, 2025

	Note	December 31, 2025	December 31, 2024
----- Rupees -----			
Net insurance premium	22	135,376,488	7,539,497
Net insurance claims	23	(15,905,328)	(2,949,640)
Net commission and other acquisition costs	24	(36,103,177)	(2,837,023)
Insurance claims and acquisition expenses		(52,008,505)	(5,786,663)
Management expenses	25	(33,649,582)	(18,397,080)
Underwriting results		49,718,401	(16,644,246)
Investment income	26	7,084,481	5,783,237
Rental income		4,343,500	3,407,500
Other income	27	3,555,343	50,590,346
Other expenses	28	(36,327,625)	(11,549,567)
		(21,344,301)	48,231,516
Results of operating activities		28,374,100	31,587,270
Finance cost	29	(122,624)	(114,129)
Profit before levies and taxation		28,251,476	31,473,141
Levies	30.1	(1,692,206)	(94,244)
Profit before taxation		26,559,270	31,378,897
Taxation	30.2	1,825,081	424,652
Profit after taxation		28,384,351	31,803,549
Other comprehensive income:			
Items that may be reclassified subsequently to profit or loss:			
Unrealized gain on remeasurement of available-for-sale investments		138,721	64,412
Less: Related deferred tax impact		(20,808)	(9,662)
		117,913	54,750
Items that will not be reclassified subsequently to profit or loss:			
Revaluation surplus on property and equipment		21,509,900	34,574,000
Less: Related deferred tax impact		(2,813,551)	(414,990)
		18,696,349	34,159,010
Other comprehensive income for the year		18,814,262	34,213,760
Total comprehensive income for the year		47,198,613	66,017,309
Earnings per share - Basic	31	0.57	0.64
Earnings per share - Diluted	31	0.57	0.64

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

 Chairman
 Director
 Director
 Chief Executive Officer
 Chief Financial Officer



The Pakistan General Insurance Company Limited
Statement of Changes in Equity
For the year ended December 31, 2025

Attributable to equity holders of the company					
Share capital Issued, subscribed and paid up capital	Revenue reserves		Capital reserve		Total
	General reserves	Accumulated profit / (loss)	Unrealized gains / (losses) on remeasurement of available-for-sale investments	Surplus on revaluation of property and equipment - Net	

Balance as at January 01, 2024

464,014,500 50,985,500 (25,283,732) (43,812) 80,165,694 569,838,150

Profit after taxation

Other comprehensive income for the year

Total comprehensive income for the year

Transfer from surplus on revaluation of property (net of deferred taxation)
Right issue 3,598,550 No. of shares @ Rs. 10 each

Balance as at December 31, 2024

500,000,000 50,985,500 6,785,266 10,938 114,059,255 671,840,959

Profit after taxation

Other comprehensive income for the year

Total comprehensive income for the year

Transfer from surplus on revaluation of property (net of deferred taxation)
Right issue during the year

Balance as at December 31, 2025

500,000,000 50,985,500 35,425,642 128,851 132,499,579 719,039,572

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

Chairman

Director

Director

Chief Executive Officer


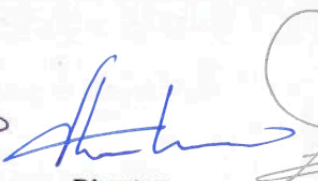



Chief Financial Officer



The Pakistan General Insurance Company Limited
Statement of Cash Flows
For the year ended December 31, 2025

	Note	December 31, 2025	December 31, 2024
----- Rupees -----			
Operating cash flows			
a) Underwriting activities			
Insurance premium received		120,229,893	15,051,569
General and management expenses paid		(15,242,361)	(27,999,953)
Net cash flow from underwriting activities		104,987,532	(12,948,384)
b) Other operating activities			
Income tax paid		(1,139,882)	(1,211,518)
Loan repayments received		-	21,900
Loans advanced		(40,232,809)	-
Other operating payments		(79,909,633)	2,843,385
Net cash flow from other operating activities		(121,282,324)	1,653,767
Total cash out flow from all operating activities	A	(16,294,792)	(11,294,617)
Investing activities			
Profit / return received		2,171,735	8,384,173
Rentals received		4,343,500	3,407,500
(Payment) for / proceeds from investments		4,780,748	(5,222,192)
Fixed capital expenditure		(19,738,667)	(696,140)
Proceeds from sale of property and equipment		1,360,000	25,000
Proceeds from right issue		-	35,985,500
Total cash (out) / in flow from investing activities	B	(7,082,684)	41,883,841
Financing activities			
Finance cost paid		(122,624)	(114,129)
Loan Received		16,611,003	526,387
Total cash in flow from financing activities	C	16,488,379	412,258
Net cash flow from all activities	A+B+C	(6,889,097)	31,001,482
Cash and cash equivalents at beginning of year		31,465,134	463,652
Cash and cash equivalents at end of year	13	24,576,037	31,465,134
Reconciliation to profit or loss account			
Operating cash flows		(16,294,792)	(11,294,617)
Depreciation expense		(3,991,500)	(2,842,218)
Amortization expense		(426,273)	-
Finance cost		(122,624)	(114,129)
Investment income		7,084,481	5,783,237
Rental income		4,343,500	3,407,500
Other income		2,253,093	3,197,140
Profit on disposal of investment properties and assets		1,302,250	16,606
Fair value adjustments		(6,649,100)	47,376,600
(Increase) / Decrease in assets other than cash		165,964,493	(19,671,939)
Decrease / (Increase) in liabilities other than borrowings		(125,079,177)	5,945,369
Profit after taxation		28,384,351	31,803,549

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

 Chairman
  Director
  Director
  Chief Executive Officer
  Chief Financial Officer



1 Legal status and nature of business

The Pakistan General Insurance Company Limited ("the Company") was incorporated in Pakistan as a public limited company on July 26, 1947 under the Companies Act, 1913 (now the Companies Act, 2017) and the shares of the Company are quoted on the Pakistan Stock Exchange Limited. The registered office and principal place of the Company is located at PGI House, 5A Bank Square, The Mall, Lahore.

The Company is engaged in non-life insurance business comprising of fire and property damage, marine, aviation and transport, motor, miscellaneous etc.

2 Basis of preparation and statement of compliance

2.1 Statement of compliance

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

- International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) as are notified under the Companies Act, 2017; and
- Provision of and directives issued under the Companies Act, 2017 and Insurance Ordinance, 2000, Insurance Rules, 2017 and Insurance Accounting Regulations, 2017.

In case requirements differ, provisions and directives issued under Companies Act, 2017, Insurance Ordinance, 2000, Insurance Rules, 2017 and Insurance Accounting Regulations, 2017, shall prevail.

2.2 Basis of measurement

These financial statements have been prepared under historical cost convention, except for:

- (a) certain property and equipment which are measured at revalued amount/Fair Value; and
- (b) certain financial instruments at fair value
- (c) liability under defined benefit plan determined based on present value of defined benefit obligation

2.3 Significant estimates and judgements

The preparation of financial statements in conformity with accounting and reporting standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Company's accounting policies.

The estimates / judgments and associated assumptions used in the preparation of the financial statements are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances, the result of which form the basis of making the estimates about carrying values of assets and liabilities that are not readily apparent from other sources.

Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if revision affects only that period, or in the period of the revision and future periods, if revision affects both current and future periods. The management, in process of applying accounting policies, has made following estimates and judgments which are significant to the financial statements:

- Provision for outstanding claims - note 3.12
- Provision for unearned premium - note 3.8
- Provision for doubtful receivables - note 3.11
- Provision for taxation and deferred tax - note 3.16
- Useful lives of investment properties - note 3.5
- Useful lives and residual values of property and equipment - note 3.2
- Useful lives of intangible asset - note 3.4
- Provision for premium deficiency reserve - note 3.9
- Classification of investments - note 3.17
- Classification of impairment - note 3.23
- Employees' Retirement benefit - note 3.1

2.4 Functional and presentation currency

These financial statements are presented in Pak Rupees which is also the Company's functional and presentation currency. All information presented in Pakistani Rupee has been rounded to the nearest rupee unless otherwise stated elsewhere in the financial statements.

2.5 Initial application of an accounting standard, amendment or an Interpretation to an existing standard and forthcoming requirements

a) Standards, interpretations and amendments to accounting and reporting standards that are effective for the year ended December 31, 2025

The following amendments are effective for the year ended December 31, 2025. These amendments are either not relevant to the Company's operations or are not expected to have significant impact on the Company's financial statements other than certain additional disclosures.

Amendments to IAS 21 'The Effects of Changes in Foreign Exchange Rates' - Clarification on how entity accounts when there is long term lack of Exchangeability. The amendments is applicable for annual reporting periods beginning on or after 1 January 2025.

b) Standards, interpretations and amendments to published accounting and reporting standards and interpretations not yet effective and have not been early adopted by the Company

The following standards, amendments and interpretations are effective for accounting periods, beginning on or after the date mentioned against each of them. These standards, interpretations and the amendments are either not relevant to the Company's operations or are not expected to have significant impact on the Company's financial statements other than certain additional disclosures:

Standards or Interpretations	Effective from annual period beginning on or after:
Amendments IFRS 9 'Financial Instruments' and IFRS 7 'Financial instruments disclosures' - Classification and measurement of financial instruments	January 01, 2026
Annual Improvements to IFRS Accounting Standards (related to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7)	January 01, 2026
Amendments IFRS 9 'Financial Instruments' and IFRS 7 'Financial instruments disclosures' - Contracts Referencing Nature-dependent Electricity	January 01, 2026
IFRS 17 – Insurance Contracts (including the June 2020 and December 2021 Amendments to IFRS 17)	January 01, 2027
IFRS 18 - Presentation and Disclosures in Financial Statements	January 01, 2027
IFRS 19 - Subsidiaries without Public Accountability: Disclosures	January 01, 2027

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
- IFRS 7 Financial Instruments: Disclosures and it's accompanying Guidance on implementing IFRS 7;
- IFRS 9 Financial Instruments;
- IFRS 10 Consolidated Financial Statements; and
- IAS 7 Statement of Cash flows

The SECP vide SRO 1336 (I) / 2025 dated July 23, 2025 has directed the companies engaged in insurance/takaful and reinsurance/re-takaful to follow IFRS 17 from January 01, 2027.

3 Material accounting policy information

3.1 First time adoption of accounting policy

During the year, the Company adopted an accounting policy for actuarial valuation of defined benefit obligations in accordance with IAS 19 Employee Benefits.

No restatement of prior year figures was required, as no employees were eligible for such benefits in the preceding year.

The Company operates an unfunded gratuity scheme (defined benefit plan) for all its permanent employees who have completed minimum qualifying period of service as defined under the respective scheme. Liability is adjusted annually to cover the obligation and the adjustment is charged to statement of profit or loss. The determination of the Company's obligation under the scheme requires assumptions to be made of future outcomes, the principal ones being in respect of increases in remuneration, expected average remaining working lives of employees and discount rate used to derive present value of defined benefit obligation.

There is risk that the final salary at the time of cessation of service is greater than what the entity has assumed. Since the benefit is calculated on the final salary, the benefit amount would also increase proportionately.

Actuarial gains and losses are recognized in statement of comprehensive income for the period in which these arise.

3.2 Property and equipment

Property and equipment are stated at historical cost less accumulated depreciation and accumulated impairment loss, if any, except for free hold land and building on free hold land, which are stated at re-valued amount less impairment loss. Assets' residual values and their useful lives are reviewed and adjusted, if appropriate, at each reporting date. When parts of an item of property and equipment have different useful lives, they are recognized as separate items of property and equipment.

Depreciation is charged to statement of profit or loss by applying the reducing balance method at the rates specified in note 4 to the financial statements. Depreciation on addition to property and equipment is charged from the month in which the asset is available for use while no depreciation is charge for the month in which the asset is disposed off. The useful lives and depreciation methods are reviewed on periodic intervals to ensure that the methods and period of depreciation charged during the year are consistent with the expected pattern of economic benefits from items of property and equipment.

Subsequent costs are recognized as part of asset only when it is probable that future economic benefits associated with the item will flow to the Company and cost of an item can be measured reliably. All other repairs and maintenance costs are charged to profit or loss during the year in which they are incurred. 'Gains or losses on disposal of assets, if any, are included in profit or loss account for the year.

3.3 Surplus on revaluation of property and equipment

Surplus arising on revaluation is credited to surplus on revaluation of fixed assets. The surplus on revaluation of fixed assets to the extent of incremental depreciation is transferred by the Company to its accumulated profit/ loss.

3.4 Intangible Asset

An intangible asset is recognized as an asset if it is probable that future economic benefits attributable to the asset will flow to the Company and the cost of such assets can be measured reliably. Cost of intangible asset includes purchase cost and directly attributable expenses incidental to bringing the asset for its intended use.

Costs that are directly associated with identifiable intangible and have probable economic benefits beyond one year are recognized as intangible assets. However, costs associated with the maintenance of intangible are recognized as expenses.

Intangible asset are measured initially at cost and subsequently stated at cost less accumulated amortisation and identified accumulated impairment losses, if any. Amortisation is charged to statement of comprehensive income on straight line basis so as to write off the cost of the intangible asset over its estimated useful life. The amortisation period and the amortisation method for intangible assets are reviewed, at each reporting date, and adjusted if the impact on amortisation is significant.

3.5 Investment properties

Investment property is measured at purchase cost on initial recognition including directly attributable to the acquisition of the investment property and subsequently at fair value with any change therein recognized in profit or loss account. Subsequent costs are included in the carrying amount of the investment property, 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. Other repair and maintenance cost are charged to statement of profit or loss as and when incurred.

3.6 Insurance contracts

Insurance contracts are those contracts where the Company (the insurer) has accepted significant insurance risk from another party (the policy holders) by agreeing to compensate the policy holders if a specified uncertain future event (the insured event) adversely affects the policy holders.

The Company underwrites non-life insurance contracts that can be categorized into fire and property damage, marine, aviation and transport, motor and miscellaneous contracts. Contracts may be concluded for a fixed term of one year, for less than one year and in some cases for more than one year.

These contracts are entered with group companies, corporate clients, and individual residing or located in Pakistan. Once a contract has been classified as an insurance contract, it remains an insurance contract for the remainder of its period, even if the insurance risk reduces significantly during this period, unless all rights and liabilities 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 and are:

Fire and property damage

Fire and property damage insurance contracts mainly compensate the Company's customers for damage suffered due to fire, earthquake, riots / 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.

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.

Motor

Motor insurance contracts provide indemnity for accidental damage to or total loss of insured vehicle including loss of or damage to third party and other comprehensive car coverage, according to terms and conditions of the policy (policy is made under the requirements of the Motor Vehicle Ordinance, 1965).

Miscellaneous

All other types of insurance contracts are classified in miscellaneous category like cover against , travel loss, crop damage, mobilization and performance bond, public liabilities, bankers and other financial institutions packages, product liabilities, professional indemnity etc., according to terms and conditions of the policy.

In addition to direct insurance, the Company also participates in risks under coinsurance contracts from other companies. The nature of the risks undertaken under such arrangement are consistent with the risks in each class of business as stated above in direct and other lead insurance contracts. The accounting policies of the defined insurance contracts have been disclosed in their respective notes to these unconsolidated financial statements.

3.7 Commission

a) Commission income

Commission income from reinsurers is recognised at the time of issuance of the underlying insurance policy. These are deferred and recognised as liability and recognised in the statement of profit or loss as revenue in accordance with the pattern of recognition of the reinsurance premiums.

Profit commission, if any, under the terms of reinsurance arrangements, is recognised on accrual basis.

b) Commission expense

Commission expense incurred in obtaining and recording policies is deferred and recognised in statement of profit or loss as an expense in accordance with the pattern of recognition of premium revenue.

3.8 Premium

a) Premium

For all insurance contracts, premiums including administrative surcharge received / receivable under a policy are recognized as written at the time of issuance of policy. Where premiums for a policy are payable in instalments, full premium for duration of the policy is recognized as written at the inception of the policy and related assets set up for premiums receivable at a later date. Premiums are stated at gross of commission payable to intermediaries and exclusive of taxes and duties levied on premiums.

Premium income includes administrative surcharge that represents documentation and other charges recovered by the Company from policy holders in respect of policies issued at a rate of 5% of the premium restricted to a maximum of Rs. 5,000 per policy.

b) Unearned premium reserve

The unearned premium reserve is the unexpired portion of the premium including administrative surcharge, which relates to business in force at the reporting date. Unearned premiums have been calculated by applying 1/365 method as specified in the Insurance Rules, 2017.

3.9 Premium deficiency reserve (liability adequacy test)

At each reporting date, liability adequacy tests are performed separately for each class of business to ensure the adequacy of the unearned premium liability for that class. It is performed by comparing the expected future liability, after reinsurance, from claims and other expenses, including reinsurance expense, commissions and other underwriting expenses, expected to be incurred after financial statement date in respect of policies in force at reporting date with the carrying amount of unearned premium liability. Any deficiency is recognized by establishing a provision (premium deficiency reserve) to meet the deficit.

The expected future liability is estimated with reference to the experience during the expired period of the contracts, adjusted for the significant individual losses, which are not expected to recur during the remaining period of the policies, and expectations of future events that are believed to be reasonable. The movement in the premium deficiency reserve is recognized as an expense or income in the statement of profit or loss for the year.

3.10 Re-insurance contracts

Contracts entered into by the Company with reinsurers under which the Company cedes insurance risks assumed during normal course of its business and according to which the Company is compensated for losses on insurance contracts issued by the Company are classified as reinsurance contracts held.

Reinsurance premium is recognized as an expense at the time the reinsurance is ceded. Commission on reinsurance cessions are recognized in accordance with the policy of recognizing premium revenue. Reinsurance assets represent balances due from reinsurance companies and reinsurance recoveries against outstanding claims.

Reinsurance recoveries are estimated in a manner consistent with the outstanding claims provision and are in accordance with the reinsurance contracts. Reinsurance liabilities represent balances due to reinsurance companies and are primarily premiums payable for reinsurance contracts and are recognized at the same time when reinsurance premiums are recognized as an expense. Reinsurance assets or liabilities are derecognized when the contractual rights are extinguished or expired.

An impairment review of reinsurance assets is performed at each financial statement date. If there is objective evidence that the asset is impaired, the Company reduces the carrying amount of the reinsurance asset to its recoverable amount and recognizes that impairment loss in the statement of profit or loss.

3.11 Receivables and payables

a) Receivables and payables related to insurance contracts

Receivables and payables related to insurance contracts are recognized when due at cost which is the fair value of the consideration given less provision for impairment, if any. If there is objective evidence that the insurance receivable is impaired, as a result of one or more events that occurred after the initial recognition, the Company reduces the carrying amount of the insurance receivable accordingly and recognizes that impairment loss in the statement of profit or loss. Provision for impairment in premium receivables is estimated on a systematic basis after analyzing the receivables as per their ageing.

b) Creditors, accruals and provisions

Liabilities for creditors and other amounts payable are carried at cost which is the fair value of the consideration to be paid in the future for the goods and services received, whether billed or not billed to the Company.

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

3.12 Claims

a) Claim expenses

Claims are charged to statement of profit or loss as incurred based on estimated liability for compensation owed under the insurance contracts. It includes claims handling costs that are directly related to the processing and settlement of claims, a reduction for the value of salvage and other recoveries and any adjustments to claims outstanding from previous years.

b) Provision for outstanding claims

A liability for outstanding claims is recognized in respect of all claims incurred up to the financial statement date, which is measured at the undiscounted value of expected future payments. Provision for outstanding claims include amounts in relation to claims reported but not settled, claims incurred but not reported (IBNR) and expected claims settlement costs. Reinsurance recoveries against outstanding claims are recognized as an asset and measured at the amount expected to be received.

c) Claims reported but not settled

Provision for liability in respect of claims reported but not settled at the financial statement date is made on the basis of individual case estimates. The case estimates are based on the assessed amounts of individual losses and where loss assessments have not been carried out, the estimates are established in light of currently available information, past experience of similar claims and in some cases in relation to the sums insured. Case estimates are reviewed periodically to ensure that the recognized outstanding claim amounts are adequate to cover expected future payments including expected claims settlement costs and are updated as and when new information becomes available.

d) Claims incurred but not reported (IBNR)

The provision for claims incurred but not reported (IBNR) at reporting date is based on an analysis of the past claims reporting pattern experienced by the Company. The provision for IBNR has been accounted for on the basis whereby all claims incurred before preceding year but reported up to current year were aggregated and the ratio of such claims to outstanding claims at preceding year has been applied to outstanding claims except exceptional losses at current year to arrive at liability for IBNR. The analysis is carried out separately for each class of business.

3.13 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 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 segment reporting of operating results using the classes of business as specified under Insurance Ordinance, 2000 and Insurance Rules, 2017 as the primary reporting format. The Company has four primary business segments for reporting purposes namely, fire and property damage, marine, motor and miscellaneous. The nature and business activities of these segments are:

Fire and property damage	damages caused by fire, riot, explosion, flood and other coverage.
Marine, aviation and transport	coverage against cargo risk, war risk and in inland transit.
Motor	car coverage and indemnity against third party loss.
Others	Other classes includes mainly crops, live stocks, engineering etc.

Assets, liabilities and capital expenditures that are directly attributable to segments have been assigned to them while the carrying amount of certain assets used jointly by two or more segments have been allocated to segments on a reasonable basis. Those assets and liabilities, which cannot be allocated to a particular segment on reasonable basis are reported as unallocated corporate assets and liabilities.

3.14 Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost. For the purpose of cash flow statement, cash and cash equivalents consists of cash in hand, stamps in hand and deposits with banks in current and saving accounts.

3.15 Revenue recognition

a) Premium income

The revenue recognition policy for premiums is given under note 3.8 to the financial statements.

b) Commission income

The revenue recognition policy for commission income is given under note 3.7 to the financial statements.

c) Return on investments and dividend income

Income from held to maturity investments is recognized on a time proportion basis taking into account the effective yield on the investments. Gain or loss on sale of available for sale investments and investments at fair value through OCI and held for trading are recognized in statement of profit or loss as per the relevant provisions of IFRS 09.

Dividend income and entitlement of bonus shares are recognized when the Company's right to receive such dividend and bonus shares is established.

d) Rental income

Rental income is recognized in the profit or loss on a straight-line basis over the lease term.

e) Miscellaneous income

Other revenues are recognized on accrual basis.

3.16 Taxation

Income tax expense comprises current and deferred tax. Income tax expense is recognized in the statement of profit or loss, deferred tax is charged to profit or loss except to the extent that it relates to items recognized directly in other comprehensive income or in equity, in which case it is recognized in other comprehensive income or in equity.

a) Current

Provision for current taxation is based on taxable income determined in accordance with the prevailing law for taxation of income and is calculated using enacted rates of taxation after taking into account tax credits and rebates available if any. Charge for current taxation also includes adjustments relating to prior years which arise from assessments finalized during a year or required by any other reason.

b) Levy

During the year, the Institute of Chartered Accountants of Pakistan issued guidance namely "IAS 12 Application Guidance on Accounting for Minimum Taxes and Final Taxes" through circular No. 7/2024 dated May 15, 2024, and defined the following two approaches for bifurcation of tax between current and minimum taxes. Given that the Company is subject to income tax at the normal corporate tax rate of 29% under the prevailing tax laws of Pakistan and does not fall under the minimum tax or final tax regime, this guidance does not impact its financial statements. The Company recognizes its income tax expense strictly in accordance with IAS 12 – Income Taxes, based on taxable income. Therefore, the requirement to classify any portion of the tax as a levy under IFRIC 21 or IAS 37 is not applicable.

c) Deferred

Deferred tax is recognized using the statement of financial position liability method for all temporary differences between the amounts attributed to assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred tax recognized is based on the expected manner of realization or settlement of the carrying amount of the assets and liabilities using effective tax rates enacted at the reporting date.

A deferred tax asset is recognized only to the extent that it is probable that future taxable profits will be available against which the asset can be utilized. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

3.17 Investments

a) Initial measurement

These are initially measured at fair value plus transaction costs that are directly attributable to its acquisition. The Company classifies its financial assets as (a) at fair value through profit or loss (b) at fair value through other comprehensive income and (c) measured at amortized cost.

b) Subsequent measurement

- | | |
|---|--|
| i) Financial assets at fair value through profit or loss | Subsequently measured at fair value. Net gains and losses, interest or dividend income, are recognized in statement of profit or loss. |
| ii) Financial assets measured at amortized cost | Subsequently measured at amortized cost using the effective interest method. The amortized cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognized in the statement of profit or loss. |
| iii) Debt investments at fair value through other comprehensive income | These are subsequently measured at fair value. Interest / Mark-up income calculated using effective interest method, foreign exchange gains and losses and impairment are recognized in profit or loss. Other net gains and losses are recognized in other comprehensive income. On derecognition gains and losses accumulated in other comprehensive income are reclassified to profit or loss. |
| iv) Equity investments at fair value through other comprehensive income | These assets are subsequently measured at fair value. Dividends are recognized as income in the statement of profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognized in other comprehensive income and are never reclassified to the statement of profit or loss. |

c) De-recognition

These are derecognised when rights to receive cash flows from assets have expired or transferred and the Company has transferred substantially all risks and rewards of ownership. Assets or liabilities that are not contractual in nature and are created as a result of statutory requirements imposed by government are not financial instruments.

3.18 Offsetting of financial assets and financial liabilities

Financial assets and liabilities are set off and only net amount is reported in statement of financial position when there is a legally enforceable right to set off recognized amount and the Company intends to either settle on a net basis, or to realize asset and settle the liability simultaneously.

3.19 Foreign currencies

Revenue transactions in foreign currencies are recorded at the rates prevailing on the date of the transactions. Income and expense amounts relating to foreign branches have been translated at the applicable exchange rates. Monetary assets and liabilities in foreign currencies are translated at the rates of exchange prevailing on reporting date. Exchange gains or losses are taken into statement of profit or loss.

3.20 Management expenses

Expenses of management allocated to underwriting business represent directly attributable expenses and indirect expenses allocated to the various classes of business on the basis of gross premium revenue. Expenses not allocable to underwriting business are charged as administrative expenses.

3.21 Dividends, bonus shares and reserve appropriation

Dividend to shareholders is recognized as liability in the period in which it is approved. Similarly, reserve for issue of bonus shares is recognized in the year in which such issue is approved.

3.22 Financial instruments

Financial instruments include cash and bank balances, loans to employees, investments, premiums due but unpaid, amount due from / to other insurers / reinsurers, accrued investment income, reinsurance recoveries against outstanding claims, security deposits, other receivables, outstanding claim liabilities, accrued expenses, agents' balances, other creditors, deposits and unclaimed dividends.

All the financial assets and liabilities are recognized at the time when the Company becomes a party to contractual provisions of instrument and de-recognized when the Company loses control of contractual rights that comprise the financial assets and in case of financial liabilities when the obligation specified in the contract is discharged. Any gain or losses on de-recognition are taken to income directly.

3.23 Impairment

A financial asset is assessed at each financial statement date to determine whether there is any objective evidence that it is impaired. A financial asset 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 asset. If a decline in fair value is significant or prolonged, then there is objective evidence of impairment, regardless of how long management intends to hold the investment.

The carrying amount of non-financial assets is reviewed at each financial statement date to determine whether there is any indication of impairment of any asset or a group of assets. If such indication exists, the recoverable amount of such asset is estimated. The recoverable amount of an asset is the greater of its value in use and its fair value less costs to sell. An impairment loss is recognized if the carrying amount of an asset exceeds its estimated recoverable amount. All impairment losses are recognized in the statement of profit or loss. Provisions for impairment are reviewed at each reporting date and are adjusted to reflect the current best estimates. Changes in the provisions are recognized as income or expense.

3.24 Related party transactions

Transactions with related parties are priced on arm's length basis other than that stated elsewhere in the financial statements. Prices for these transactions are determined on the basis of comparable uncontrolled price method, which sets the price by reference to comparable goods and services sold in an economically comparable market to a buyer unrelated to the seller.

3.25 Earnings per share

The Company presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to 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 ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares.

4 Property and equipment

Operating assets

Note	December 31, 2025	December 31, 2024
4.1	236,162,877	197,428,979
	236,162,877	197,428,979

4.1 Operating assets

	2025				2024				Written down value	Depreciation Rate %	
	As at January 01, 2025	Addition / (deficit) due to surplus revaluation	Additions / (disposals)	Adjustment	As at December 31, 2025	As at January 01, 2024	Disposals	Charge for the year			Addition / (deficit) due to surplus revaluation
Land and buildings	158,288,000	11,808,000	-	(1,431,000)	170,096,000	-	-	-	(1,431,000)	170,096,000	5
- revaluation	28,620,000	9,701,900	-	-	36,890,900	-	-	-	-	36,890,900	-
Buildings	186,908,000	21,509,900	-	(1,431,000)	206,986,900	-	-	1,431,000	(1,431,000)	206,986,900	5
Furniture and fixtures	14,235,419	-	388,000	-	14,623,419	12,462,245	-	1,979,677	-	12,462,245	10
Office equipment	11,961,573	-	1,797,012	-	13,758,585	7,754,322	-	504,174	-	8,258,496	10
Arms and ammunition	28,229	-	-	-	28,229	26,816	-	141	-	26,957	10
Bicycles	145,176	-	-	-	145,176	134,440	-	1,074	-	135,514	10
Motor vehicles	64,840,201	-	19,088,236	-	83,328,437	60,311,796	(542,250)	1,857,144	-	61,626,690	15
			(600,000)								
	278,118,598	21,509,900	21,273,248	(1,431,000)	318,870,746	80,689,619	(542,250)	3,991,500	(1,431,000)	82,707,869	236,162,877

	2025				2024				Written down value	Depreciation Rate %	
	As at January 01, 2024	Addition / (deficit) due to surplus revaluation	Additions / (disposals)	Adjustment	As at December 31, 2024	As at January 01, 2024	Disposals	Charge for the year			Addition / (deficit) due to surplus revaluation
Land and buildings	125,145,000	33,143,000	-	-	158,288,000	-	-	-	(8,196,748)	158,288,000	5
- cost	35,385,748	1,431,000	-	-	28,620,000	-	-	-	-	28,620,000	-
Buildings	160,530,748	34,574,000	-	(8,196,748)	186,908,000	6,765,748	-	1,431,000	(8,196,748)	186,908,000	5
Furniture and fixtures	14,172,679	-	62,740	-	14,235,419	12,270,454	-	191,791	-	12,462,245	10
Office equipment	11,243,173	-	718,400	-	11,961,573	7,335,500	-	418,822	-	7,754,322	10
Arms and ammunition	28,229	-	-	-	28,229	26,639	-	157	-	26,816	10
Bicycles	145,176	-	-	-	145,176	133,247	-	1,193	-	134,440	10
Motor vehicles	64,925,201	-	(85,000)	-	64,840,201	59,589,147	(76,606)	799,255	-	60,311,796	15
	251,045,206	34,574,000	781,140	(8,196,748)	278,118,598	86,120,755	(76,606)	2,842,218	(8,196,748)	80,689,619	197,428,979

The Pakistan General Insurance Company Limited
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4.1.1 Details of property and equipment disposed off during the year are as follows:

Particular of asset	Cost	Accumulated Depreciation	Written down value	Sale Proceeds	Gain / (Loss) on disposals	Mode of disposal	Particulars of Purchaser
Motor vehicles							
LER-9762-14 Cullus 1000 CC	600,000	542,250	57,750	1,360,000	1,302,250	Negotiations	Mr. Shuja Hussain Malik, CNIC 34201-9574189-1, Lahore
	600,000	542,250	57,750	1,360,000	1,302,250		

4.1.2 Particulars of immovable property (i.e. land and building) in the name of Company are as follows:

Location	Usage of immovable property	Total area
B-21-5S/10 Aurangzeb Market, Sialkot	Branch Office	240 sq. ft
58-C Trust plaza, Gujranwala	Branch Office	308 sq. ft
Office no. 11 Kokab Centre, Faisalabad	Branch Office	1 marla and 215 sq. ft
11 imperial bank square, Lahore	Head Office	6 marla and 198 sq. ft.
Room no. 13 hill view plaza, Islamabad	Branch Office	566 sq. ft.

4.1.3 There are no assets held by third parties and assets with zero values.

4.1.4 Forced sale value of freehold land, buildings on freehold land of the company as per revaluation report is as follows:

Land	144,581,600
Building	31,357,265
	<u>175,938,865</u>

4.1.5 Book value without revaluation surplus

Had there been no revaluation, the cost, accumulated depreciation, and book value of revalued property (land and buildings) at year end would have been as follows:

	December 31, 2025	December 31, 2024
Cost	116,167,839	116,167,839
Accumulated depreciation	(55,112,792)	(54,309,335)
Book Value	<u>61,055,047</u>	<u>61,858,504</u>

4.1.6 Valuation techniques

The valuation of land and building was determined by external independent property valuers At-Hadi Financial & Legal Consultants having appropriate professional qualifications and experience. The valuation of land and building has been categorized as a Level 2 fair value (based on the inputs to the valuation techniques used). The valuers have arranged enquiries and verification from various estate agents, brokers and dealers, the location and condition of the property, size, utilization and current trends in price of real estate including assumptions that ready buyers are available in the current scenario and analysed through detailed market surveys to determine the better estimates of the fair value.

4.1.7

Accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

The Pakistan General Insurance Company Limited
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	December 31, 2025	31 December 2024
	Rupees	Rupees
5 Intangible asset		
Opening Balance	-	-
Additions / (Disposal)	1,534,581	-
Amortization for the year	(426,273)	-
Carrying amount at December 31, 2025	1,108,308	-
Cost		
Accumulated Amortization	1,534,581	-
Amortization for the Period	(426,273)	-
Carrying amount at December 31, 2025	1,108,308	-
Useful Life	3 Years	-
6 Investment property		
Land	343,212,000	297,368,999
Building	74,878,800	73,345,201
Fair value adjustment	(6449,100)	47,376,600
	411,441,700	418,090,800

6.1 Investment property as at December 31, 2025 consists of the following:

- Property situated at New chali Karachi with an area of 779 Sq. ft.
- Property situated at Johar town, Lahore with an area of 1 kanal
- Property situated at Mubafiz Town Lahore with an area of 17 marla and 175 sq. ft.
- Property situated at Block Y, Phase 3C, DHA Lahore with an area of 4 Marla
- Property situated at Block Z, Phase 3 DHA Lahore with an area of 10 marla

6.2 Market value of these investment properties amounts to Rs. 411,442 million based on a valuation carried out by independent valuer, as at December 31, 2025.

6.3 The valuation of land and building was determined by external independent property valuers Al-Hadi Financial & Legal Consultants having appropriate recognized professional qualifications and experience. The valuation of land and building has been categorized as a Level 2 fair value (based on the inputs to the valuation techniques used). The valuers have arranged enquiries and verification from various estate agents, brokers and dealers, the location and condition of the property, size, utilization and current trends in price of real estate including assumptions that ready buyers are available in the current scenario and analyzed through detailed market surveys to determine the better estimates of the fair value.

6.4 Forced sale value of freehold land, buildings on freehold land of the company as per revaluation report is as follows:

Land	249,801,400
Building	87,174,045
	<u>336,975,445</u>

7 Investments Equity securities

Fair value through other comprehensive income - Investment in quoted equities

December 31, 2025				
Face value per share	Number of shares	Cost of shares	Accumulated Unrealized gain / (loss) on re-measurement	Carrying value
Rupees	Number	Rupees	Rupees	Rupees
Bank Al-Falah Limited	5	109	436	545
United Bank Limited	44	15,233	3,449	18,682
Soneri Bank Limited	1,872	19,822	30,086	49,908
Summit Bank Limited	450	1,050	5,358	6,408
Bank Makramah Limited	450	5	2,614	2,619
Bank of Khyber	199	231	6,710	6,941
IGI Holding	36	4,950	4,178	9,128
JS Bank Limited	5,000	20,874	63,476	84,350
MCB Bank limited	106	57,799	(17,585)	40,214
Meezan Bank Limited	46	1,168	19,273	20,441
Zeal Pak Cement Limited	10,000	4,400	(4,400)	-
Shabbir Tiles & Ceramics	210	4,226	(1,009)	3,217
LSE Capital venture	26	52	117	169
SNGP Limited	172	4,735	15,822	20,557
Best Way Cement Limited	100	28,000	24,469	52,469
Pakistan Telecommunication ltd	600	37,092	(1,410)	35,682
	<u>19,316</u>	<u>199,746</u>	<u>151,584</u>	<u>351,330</u>

December 31, 2024				
Face value per share	Number of shares	Cost of shares	Accumulated Unrealized gain / (loss) on re-measurement	Carrying value
Rupees	Number	Rupees	Rupees	Rupees
Bank Al-Falah Limited	5	109	308	417
Silk Bank Limited	7,398	15,233	(7,687)	7,546
Soneri Bank Limited	1,872	19,822	13,350	33,172
Summit Bank Limited	450	1,050	(24)	1,026
Bank of Khyber	199	231	2,708	2,939
IGI Holding	36	4,950	1,322	6,272
JS Bank Limited	5,000	20,874	24,426	45,300
MCB Bank limited	106	57,799	(27,978)	29,821
Meezan Bank Limited	46	1,168	9,963	11,131
Zeal Pak Cement Limited	10,000	4,400	(4,400)	-
Shabbir Tiles & Ceramics	210	4,226	(847)	3,379
LSE Capital venture	26	52	66	118
SNGP Limited	172	4,735	14,519	19,254
Best Way Cement Limited	100	28,000	7,872	35,872
Pakistan Telecommunication ltd	600	37,092	(20,730)	16,362
	<u>26,220</u>	<u>199,741</u>	<u>12,868</u>	<u>212,609</u>

Note

December 31,
2025

December 31,
2024

----- Rupees -----

8 Investments Debt securities

Held to maturity | Government debt securities

8.1

45,367,312

50,641,021

The Pakistan General Insurance Company Limited
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	Maturity Year	Effective yield % age per annum	December 31, 2025	December 31, 2024
			----- Rupees -----	
8.1 Government debt securities				
Pakistan Investment Bonds	2030	12.55%	14,957,477	15,784,743
Pakistan Investment Bonds	2025	9.75%	-	2,466,757
Pakistan Investment Bonds	2026	9.75%	1,045,056	1,055,737
Pakistan Investment Bonds	2026	9.75%	6,465,675	6,502,900
Pakistan Investment Bonds	2026	8.75%	22,899,104	23,605,532
Pakistan Investment Bonds	2025	19.00%	-	1,007,717
Pakistan Investment Bonds	2025	17.75%	-	217,635
			<u>45,367,312</u>	<u>50,641,021</u>
8.1.1 Statutory deposits				
Company has deposited following securities with State Bank of Pakistan pursuant to the requirements of clause (a) of sub - section 2 of section 29 of Insurance Ordinance, 2000:				
		Note	December 31, 2025	December 31, 2024
			----- Rupees -----	
Pakistan Investment Bonds - face value			50,500,000	52,800,000
Cash deposit (included in cash at bank)		13.2	<u>7,592,920</u>	<u>92,920</u>
			<u>58,092,920</u>	<u>52,892,920</u>
9 Loans and other receivables				
Considered good				
Loan to employees		9.1	4,128,500	-
Accrued interest on investment income			2,488,874	2,012,810
Other receivables			<u>725,000</u>	<u>-</u>
			<u>7,342,374</u>	<u>2,012,810</u>
9.1 Loan to employee amounting to Rs. Nil (2024: Rs. 0.0469 million) was written off during the year and charged to statement of profit or loss.				
10 Insurance / reinsurance receivables				
Unsecured but considered good				
Due from insurance contract holders			<u>128,167,142</u>	<u>10,826,499</u>
		Note	December 31, 2025	December 31, 2024
			----- Rupees -----	
11 Deferred taxation				
Deferred tax credits arising in respect of:				
Tax depreciation allowance			(24,388,445)	(8,667,833)
Accrued interest income			(721,773)	(583,715)
Unrealized gain on available-for-sale investments			(22,738)	(3,732)
Employees Retirement benefit			405,778	-
Deferred tax debits arising in respect of:				
Tax losses			92,868,316	89,476,088
Turnover tax			<u>1,786,450</u>	<u>94,244</u>
			<u>69,927,588</u>	<u>80,315,052</u>
11.1 During the year, Deferred Tax Asset amounting to Rs. 69.928 million (2024: Rs. 80.315 million) has not been recognized as the company do not foresee taxable temporary difference or taxable profits in near future.				

The Pakistan General Insurance Company Limited
Notes to the Financial Statements
For the year ended December 31, 2025

	Note	December 31, 2025	December 31, 2024
----- Rupees -----			
12 Taxation - Payment less provisions			
Balance at beginning of the year		3,524,446	2,407,174
Add: Paid / Deducted during the year		1,139,882	1,211,516
		4,664,328	3,618,690
Less: Provision for taxation	30	(2,701,484)	(94,244)
Balance at end of the year		1,962,844	3,524,446
13 Cash and bank			
Cash and cash equivalents	13.1	302,202	48,957
Cash at bank	13.2	24,273,835	31,416,177
		24,576,037	31,465,134
13.1 Cash and cash equivalents			
Cash in hand		196,837	39,192
Revenue stamps and others		105,365	9,765
		302,202	48,957
13.2 Cash at bank			
Current accounts		863,244	444,310
Saving accounts	13.2.1	15,817,671	30,878,947
Cash with State Bank of Pakistan	13.2.2	7,592,920	92,920
		24,273,835	31,416,177

13.2.1 Cash at bank - on saving accounts

Mark up in respect of savings accounts ranges between 9.98% (2024: 16.00% to 20.55%) per annum.

13.2.2 Cash with State Bank of Pakistan

This represents deposit with State Bank of Pakistan pursuant to the requirements of clause (a) of sub - section 2 of section 29 of Insurance Ordinance, 2000.

	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
----- Number of shares -----		----- Rupees -----		
14 Share capital				
Authorized share capital				
Ordinary shares of Rs. 10 each	50,000,000	50,000,000	500,000,000	500,000,000
Issued, subscribed and paid up capital				
Ordinary shares of Rs. 10 each				
- Fully paid in cash	20,000,000	20,000,000	200,000,000	200,000,000
- Right issue	3,598,550	3,598,550	35,985,500	35,985,500
- Fully paid as bonus shares	26,401,450	26,401,450	264,014,500	264,014,500
	50,000,000	50,000,000	500,000,000	500,000,000

14.1 In compliance with the SECP's directive issued on March 29, 2024, the Company has successfully met its minimum paid-up capital requirement of Rs. 500 Million by issuing 3,598,550 right shares at a price of Rs. 10 per share.

14.2 The Company has only one class of ordinary shares. The holder of ordinary shares are entitled to receive dividend as declared and are entitled to vote at meetings of the Company.

14.3 The Company has no reserved shares for issue under option and sales contracts.

The Pakistan General Insurance Company Limited
Notes to the Financial Statements
For the year ended December 31, 2025

	Note	December 31, 2025	December 31, 2024
----- Rupees -----			
15 Reserves			
Revenue reserves			
General reserve	15.1	50,985,500	50,985,500
Capital reserves			
Unrealized gain on remeasurement of available-for-sale investments		128,851	10,938
		<u>51,114,351</u>	<u>50,996,438</u>
15.1	This represents distributable profits utilizable at the discretion of the board of directors, in accordance with the relevant provisions of the Companies Act, 2017.		
16 Surplus on revaluation of property and equipment - Net			
At beginning of the year		251,742,163	217,542,035
Add:			
Surplus arised during the year-net		18,696,349	34,159,010
Prior year impairment loss reversed		-	-
Related deferred tax liability		2,813,551	414,990
		21,509,900	34,574,000
Less:			
Disposal of fixed assets		-	-
Related deferred tax liability		-	-
		-	-
Less: Transferred to equity in respect of:			
Incremental depreciation on revalued assets		256,025	265,449
Related deferred tax liability		104,574	108,423
		360,599	373,872
Closing balance-gross		272,891,464	251,742,163
Less: Related deferred tax liability			
Revaluation at the beginning of the year		137,682,908	137,376,341
Related deferred tax liability on addition to surplus		2,813,551	414,990
Effect of change in tax rate		-	-
Amount transferred due to disposal		-	-
Amount realized during the year on account of incremental depreciation		(104,574)	(108,423)
		140,391,885	137,682,908
At end of the year		<u>132,499,579</u>	<u>114,059,255</u>
	Note	December 31, 2025	December 31, 2024
----- Rupees -----			
17 Loan from Director			
Loan from Director - unsecured			
Ali Shahzad		25,467,007	11,858,039
Muhammad Shahzad Habib		3,002,035	-
		<u>28,469,042</u>	<u>11,858,039</u>
17.1	The Company has obtained interest free loan from director to meet the day to day working capital requirements of the Company. The loan is repayable on demand.		
18 Employees' retirement benefit			
18.1 Movement in liability recognized in the statement of financial position			
Balance at beginning of the year		-	-
Charged to Statement of profit or loss and comprehensive income		1,399,233	-
Benefits paid during the year		-	-
Balance at the end of the year		<u>1,399,233</u>	<u>-</u>

The Pakistan General Insurance Company Limited
Notes to the Financial Statements
For the year ended December 31, 2025

	Note	December 31, 2025	December 31, 2024
----- Rupees -----			
18.2	Amount charged to statement of profit or loss / comprehensive income		
	Current service cost	1,399,233	-
	Interest cost	-	-
	Charge to statement of profit or loss	1,399,233	-
	Remeasurement charge to statement of comprehensive income	-	-
		<u>1,399,233</u>	<u>-</u>
18.3	The scheme provides for terminal benefits for all of its permanent employees who attain the minimum qualifying period. Annual charge is made using the actuarial technique of Projected Unit Credit Method.		
18.4	Historical information		
		2023	2022
		Rupees	Rupees
	Present value of defined benefits obligation	-	-
	Experience adjustments on plan liabilities	-	-
18.5	Principal actuarial assumptions		
	Following are a few important actuarial assumptions used in the valuation:	2025	2024
	Discount rate used for year end obligation	11.50%	-
	Expected rate of salary increase in future	10.50%	-
18.6	Sensitivity analysis of actuarial assumptions		
	The calculation of defined benefit obligation is sensitive to assumptions given above. The below information summarizes how the defined benefit obligation at the end of the reporting period would have increased / (decreased) as a result of change in respective assumptions by 100 basis point.		
		Increase in assumption	Decrease in assumption
	Discount rate	(130,893)	145,767
	Expected rate of increase in future salary	145,767	(133,156)
18.7	The expected post employment benefit cost comprising of service cost and net interest for the year ending 31st December 2026 works out to Rs. 3.444 million.		
18.8	The weighted average duration of defined benefit obligation is 12 years.		
		December 31, 2025	December 31, 2024
----- Rupees -----			
19	Insurance / Reinsurance payables		
	Due to other insurers / reinsurers	<u>11,653,289</u>	<u>5,110,126</u>
20	Other creditors and accruals		
	Federal excise duty / sales tax	12,612,238	1,793,543
	Federal insurance fee	1,581,696	112,172
	Commission payable	7,940,408	4,872,864
	Security deposit against guarantee	15,672,004	-
	Rent Payable	935,894	1,763,990
	Accrued expenses	1,864,245	2,236,551
	Withholding tax payable	4,138,836	425,019
	Unclaimed dividend	657,622	657,622
	Workers' Welfare Fund	576,561	-
	Others	12,979,003	1,310,471
		<u>58,958,507</u>	<u>13,172,232</u>

21 CONTINGENCIES AND COMMITMENTS

- 21.1 Securities & Exchange Commission of Pakistan (SECP) passed orders dated May 05, 2023 and September 04, 2023 against the Company under the relevant jurisdiction of the SECP by penalizing the Company with certain amounts in the respective orders distinctively. Though, The Company, based on reasonable grounds and advice of legal counsel expects that the ultimate outcome of the case will be in the favour of the company and accordingly the appeals against the both said orders have been filed with the Appellate Bench Tribunal of SECP within the due time as specified under the passed orders. The appeals in both cases have been registered by SECP and the Company is awaiting the hearing of the registered appeals. Further, the Company has certain belief on the reasonable grounds that the same will be dismissed.
- 21.2 SECP had issued show cause notice ref. no. ID/Enf/PGI/2022/2385 dated January 16, 2023. Subsequently, SECP imposed penalty vide order no. ID/Enf/PGI/2022/3134 dated May 26, 2023 of Rs. 0.60 million- under section 156 and 158 of the Insurance Ordinance, 2000. This penalty was imposed on account of the established defaults of Section 11(1)(a) read with Section 28 of Insurance Ordinance, 2000 and Rule 11 of the Insurance Rules, 2017 and; Section 11(1)(c) read with Section 36 of the Insurance Ordinance, 2000 and Rule 15 of the Insurance Rules, 2017. The company has filed appeal against the said order.
- 21.3 There are certain cases pending for adjudication against the Company before Civil/Session/ Insurance Tribunal/ Lahore High Court and Supreme Court of Pakistan amounting to Rs. 71.24 million (2024: Rs. 71.24 million). The Company also filed counter suits against parties which are pending adjudication amounting to Rs. 41 million (2024: 41 million). No provision has been made in these financial statements in respect of the aforementioned matters/amounts, as the management is confident that the ultimate outcome of cases will be in favour of the Company. The legal advisor is of the considered opinion that the cases will be settled in Favor of company and the said matters are being pursued vigorously.
- 21.4 The Company is involved in tax litigation amounting to Rs. 42.19 million arising from an order passed under Sections 161/205 of the Income Tax Ordinance, 2001 for tax year 2019 on an ex-parte basis. During the year, the appeal was transferred from the Commissioner Inland Revenue (Appeals) to the Appellate Tribunal Inland Revenue in accordance with Section 126A(4) of the Income Tax Ordinance, 2001. The Tribunal, vide its ex-parte order dated January 21, 2026, decided the matter against the Company. The Company has filed a appeal before the Lahore High Court against the said order, which is currently pending adjudication. Based on the opinion of the Company's legal counsel, the management is confident of a favorable outcome.
- 21.5 The company is involved in a tax litigation with the Assistant Commissioner Inland Revenue, with an amount of Rs. 0.14 million. An order under Section 33(1) of the Sales Tax Act, 1990, was issued by the ACIR, imposing a penalty for non-filing of sales tax returns for the tax period July 2022 to March 2023 on an ex-parte basis. An appeal has been filed with the Commissioner Inland Revenue (Appeals), but it has not yet been scheduled for hearing. Additionally, notices under Rule 44(4) and Section 161/205 of the Income Tax Ordinance, 2001, have been issued for the tax years 2020 and 2021, respectively, with proceedings still pending to date.

	Note	December 31, 2025	December 31, 2024
----- Rupees -----			
22 Net insurance premium			
Written gross premium		237,570,536	23,972,353
Unearned premium reserve - opening		11,322,730	-
Unearned premium reserve - closing		(82,673,236)	(11,322,730)
Premium earned		166,220,030	12,649,623
Less:			
Reinsurance Premium ceded		30,843,542	5,110,126
Prepaid reinsurance premium - opening		-	-
Prepaid reinsurance premium - closing		-	-
Reinsurance expense		30,843,542	5,110,126
		135,376,488	7,539,497
23 Net insurance claims			
Claims Paid		14,259,693	-
Outstanding claims including IBNR - closing		7,909,567	2,949,640
Outstanding claims including IBNR - opening		(2,949,640)	-
Claims expense		19,219,620	2,949,640
Less:			
Reinsurance and other recoveries received		3,314,292	-
Reinsurance and other recoveries in respect of outstanding claims - opening		-	-
Reinsurance and other recoveries in respect of outstanding claims - closing		-	-
		3,314,292	-
Reinsurance and other recoveries revenue		15,905,328	2,949,640

The Pakistan General Insurance Company Limited
Notes to the Financial Statements
For the year ended December 31, 2025

	Note	December 31, 2025	December 31, 2024
----- Rupees -----			
24	Net commission and other acquisition costs		
	Commission		
	Commission paid or payable	52,294,962	4,888,451
	Deferred commission expense - opening	2,051,428	-
	Deferred commission expense - closing	(18,243,213)	(2,051,428)
	Net commission	36,103,177	2,837,023
	Less:		
	Commission received or recoverable	-	-
	Unearned reinsurance commission - opening	-	-
	Unearned reinsurance commission - closing	-	-
	Commission from reinsurers	-	-
	Other acquisition cost	-	-
		<u>36,103,177</u>	<u>2,837,023</u>
25	Management expenses		
	Salaries, wages and benefits	25.1 17,995,273	7,200,000
	Entertainment	1,787,683	290,163
	Rent, rates and taxes	3,509,232	3,123,292
	Electricity, gas and water	1,701,411	807,155
	Travelling and conveyance	4,782,260	667,401
	Computer expenses	377,700	286,550
	Communication	375,421	270,181
	Registration, subscription and association	1,863,633	1,722,410
	Bad debts written off	-	46,900
	Rental Expense Vehicle	763,000	3,000,000
	Misc Expenses	493,969	983,028
		<u>33,649,582</u>	<u>18,397,080</u>
	25.1 Salaries, wages and benefits includes employees retirement benefits amounting to Rs. 0.770 million (2024: Rs. Nil).		
26	Investment income		
	Income from equity securities		
	Available for sale investments		
	Dividend income	-	-
	Income from debt securities		
	Held to maturity investments		
	Return on government debt securities	7,084,481	5,783,237
		<u>7,084,481</u>	<u>5,783,237</u>
	Net realized gains / (losses) on investments	-	-
	Total investment income	<u>7,084,481</u>	<u>5,783,237</u>
	Less: Investment related expenses-amortisation of PIBs	-	-
		<u>7,084,481</u>	<u>5,783,237</u>
27	Other income		
	On financial assets		
	Return on bank balances	2,171,735	2,449,549
	Old miscelliance recoveries	81,358	747,591
	Gain on sale of investments	-	-
	On non-financial assets		
	Gain on sale of fixed asset	1,302,250	16,606
	Fair value gain on remeasurement of investment properties	-	47,376,600
		<u>3,555,343</u>	<u>50,590,346</u>

The Pakistan General Insurance Company Limited
Notes to the Financial Statements
For the year ended December 31, 2025

	Note	December 31, 2025	December 31, 2024
----- Rupees -----			
28 Other expenses			
Legal and Professional Charges		2,256,553	2,619,025
Salaries, wages and benefits	28.1	14,777,406	1,658,407
Auditors' remuneration	28.2	1,246,350	500,000
Motor vehicle expenses		2,498,631	2,340,289
Printing and stationery		1,094,010	557,013
Depreciation	4.1	3,991,500	2,842,218
Amortization	5	426,273	-
Office cleaning and maintenance		504,661	441,280
Advertisement		818,600	506,335
Charity and donations		250,000	-
Misc Expenses	28.3	1,237,980	85,000
Workers' Welfare Fund		576,561	-
Fair value loss on remeasurement of investment properties		6,649,100	-
		<u>36,327,625</u>	<u>11,549,567</u>
28.1 Salaries, wages and benefits includes employees retirement benefits amounting to Rs. 0.630 million (2024: Rs. Nil).			
28.2 Auditors' remuneration			
Audit fee		650,000	250,000
Review of Code of Corporate Governance		100,000	50,000
Fee for interim review		150,000	150,000
Special certifications and sundry advisory services		287,000	45,000
Out of pocket expenses including government levy		59,350	5,000
		<u>1,246,350</u>	<u>500,000</u>
28.3 No director or his spouse had any interest in the donee.			
29 Finance cost			
Bank charges and commissions		<u>122,624</u>	<u>114,129</u>
30 Levies and taxation			
Levies and taxation		<u>(132,875)</u>	<u>(330,408)</u>
30.1 Levies			
Minimum taxes	30.3	<u>1,692,206</u>	<u>94,244</u>
30.2 Taxation			
Current Tax	30.4		
During the year		1,007,692	-
Prior year		1,586	-
		<u>1,009,278</u>	<u>-</u>
Deferred tax		<u>(2,834,359)</u>	<u>(424,652)</u>
		<u>(1,825,081)</u>	<u>(424,652)</u>
30.3 This represents minimum tax provision under section 113 of the Income Tax Ordinance, 2001. The provision for minimum tax has been recognized as a levy in these financial statements in accordance with the requirements of IFRIC 21 and IAS 37, together with the guidance on IAS 12 issued by ICAP.			
30.4 Current provision for taxation			
Current year's provision has been made in accordance with relevant provisions of Income tax Ordinance, 2001.			
30.5 Prior periods' taxation			
Income tax assessments of the Company have been finalized up to tax year 2025 in accordance with the deeming provisions under section 120 (1) of the Ordinance.			
30.6 Relationship between tax expense and accounting profit			
Accounting profit for the year		28,251,476	31,473,141
Tax effect of admissible amounts for tax purposes		(27,242,198)	(31,473,141)
Tax effect of timing difference		(2,834,359)	(424,652)
		<u>(1,825,081)</u>	<u>(424,652)</u>

The Pakistan General Insurance Company Limited
Notes to the Financial Statements
For the year ended December 31, 2025

	Note	December 31, 2025	December 31, 2024
----- Rupees -----			
31 Earnings per share - Basic			
Profit after taxation	Rupees	28,384,351	31,803,549
Weighted average number of ordinary shares	Number	50,000,000	50,000,000
Earnings per share-basic	Rupees	0.57	0.64
Earnings per share-diluted	Rupees	0.57	0.64

32 Transactions with related parties

Related parties comprise of directors of the company, key management personnel and post employment benefit plans. Remuneration of directors, chief executive and other executives are disclosed in note 33. All transactions with related parties are carried out on mutually agreed terms and conditions and duly authorized by BOD. Names, basis of relationship, nature and description of related party transactions along with monetary value are as follows:

Name of the related party	Basis of relationship	Percentage of shareholding	
Abdul Haseeb Faikh	Retiring CEO	0.001%	
Muhammad Shahzad Habib	Director	18.396%	
Ali Shahzad	Director	29.312%	
Abrar Ahmad Cheema	Director	0.001%	
Nuzhat ul Zahra	Director	0.001%	
Asad Jaweed	Director	0.001%	
Mir Babar	Chief Executive Officer	2.303%	
Muhammad Naem	Director	0.001%	

		December 31, 2025	December 31, 2024
----- Rupees -----			
Nature of relationship	Nature of transactions		
Director	<u>Loan Obtained</u>		
Director	Ali Shahzad	34,836,220	16,151,933
	Muhammad Shahzad Habib	4,885,000	-
	<u>Loan Repaid</u>		
Director	Ali Shahzad	18,225,217	16,678,320
Director	Muhammad Shahzad Habib	1,882,965	-
Directors	Proceed of right issue	-	10,549,610

33 Remuneration of chief executive, directors and executives

The aggregate amount charged in the financial statements for the year for remuneration, including certain benefits to the chief executive, directors and other executives of the Company is as follows:

	December 31, 2025			December 31, 2024		
	Chief Executive	Director	Executive	Chief Executive	Director	Executive
Remuneration	2,850,000	1,800,000	12,172,500	3,000,000	750,000	1,908,000
Allowances	630,000	456,000	1,073,000	840,000	-	-
Post employment benefits	-	135,848	679,239	-	-	-
	3,480,000	2,391,848	13,924,739	3,840,000	750,000	1,908,000
Number of persons	1	1	9	1	1	3

In addition to the above, the Chief Executive Officer and all directors are provided with free use of Company maintained cars for business use.

	December 31, 2025	December 31, 2024
34 Number of employees		
Number of employees as at the end of year	36	17
Average number of employees during the year	27	13

The Pakistan General Insurance Company Limited
Notes to the Financial Statements
For the year ended December 31, 2025

	Available for sale	Held to maturity ----- Rupees -----	Total
36 Movement in investments			
As at Jan. 01, 2024	148,197	45,594,602	45,742,799
Additions	-	1,225,352	1,225,352
Disposal (sales and redemptions)	-	-	-
Fair value net gains (excluding net realized gain)	64,412	-	64,412
Unwinding of discount on debt securities	-	3,821,067	3,821,067
As at Dec. 31, 2024	212,609	50,641,021	50,853,630
Additions	-	-	-
Disposal (sales and redemptions)	-	(7,500,000)	(7,500,000)
Fair value net gains (excluding net realized gain)	138,721	-	138,721
Unwinding of discount on debt securities	-	2,226,291	2,226,291
As at Dec. 31, 2025	351,330	45,367,312	45,718,642
			December 31, 2025 Rupees
37 Statement of solvency			
Assets			
Property and equipment			236,162,877
Intangible Assets			1,108,308
Long term loans and advances			35,379,309
Investment properties			411,441,700
Investments - Equity securities			351,330
Investments - Government debt securities			45,367,312
Loans and other receivables			7,342,374
Insurance / reinsurance receivables			128,167,142
Deffered commission			18,243,213
Taxation - provision less payment			1,962,844
Cash and bank			24,576,037
Total assets (A)			<u>910,102,446</u>
In-admissible assets as per section 32 (2) of the Insurance Ordinance, 2000			
Property and equipment			30,284,285
Immovable property			411,811,616
Insurance / reinsurance receivables			70,546,612
Total of in-admissible assets (B)			<u>512,642,513</u>
Total admissible assets (C=A-B)			<u>397,459,933</u>
Total liabilities			
Outstanding claims including IBNR			7,909,567
Unearned premium reserve			82,673,236
Loan from Director			28,469,042
Employees Retirement benefit			1,399,233
Insurers / reinsurers payables			11,653,289
Other creditors			58,958,507
Total liabilities (D)			<u>191,062,874</u>
Total net admissible assets (E=C-D)			<u>206,397,059</u>
Minimum solvency requirement (higher of following) (F)			
- Method A - U/s 36(3)(a)			150,000,000
- Method B - U/s 36(3)(b)			27,075,298
- Method C - U/s 36(3)(c)			18,116,561
Excess / (Deficit) in net admissible assets over minimum requirements (E-F)			<u>56,397,059</u>
38 Capital management			

The Company's objectives when managing capital are to safeguard the company's ability to continue as a going concern in order to provide returns for share holders and benefit for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. In order to maintain or adjust the capital structure, the Company may adjust the amount of dividend paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debts.

39 Insurance risk management

The Company issue contracts that creates insurance risk or financial risk or both. This section summarizes the insurance risks and the way the Company manages them.

39.1 Insurance risk

The principal risk the Company faces under insurance contracts is the possibility that the insured event occurs, the uncertainty of the amount of the resulting claims i.e. the frequency and severity of claims and that the actual claims and benefit payments exceed the carrying amount of the insurance liabilities. By the vary nature of an insurance contract, this risk is random and therefore unpredictable. The objective of the Company is to ensure that sufficient reserves are available to cover these liabilities.

The Company manages these risks through its underwriting strategy, adequate reinsurance arrangements and proactive claims handling. The underwriting strategy aims to minimise insurance risks with a balanced mix and spread of business classes and by observing underwriting guidelines and limits. The Company underwrites mainly property, motor, marine cargo and transportation and other miscellaneous business. These classes of insurance are generally regarded as short term insurance contracts where claims are normally intimated and settled within a short time span, usually one year. This helps to mitigate insurance risk.

Underwriting limits are in place to enforce appropriate risk selection criteria. For example, the Company has the right not to renew individual policies, it can impose deductibles and it has the right to reject the payment of a fraudulent claim. For large risks, particularly in property segment of business, risk inspections are carried out before accepting the risks. Similarly, in case of large risks, annual renewals are also preceded by on-site surveys, where needed, risk mitigation measures are identified and communicated to the clients to improve the risk to an acceptable level.

Reinsurance arrangements in place include treaty and facultative arrangements, on proportional and non-proportional basis and also include catastrophe cover. The effect of such reinsurance arrangements is that the Company may not suffer ultimate net insurance losses beyond the Company's risk appetite in any one year.

Reinsurance arrangements in place include treaty and facultative arrangements, on proportional and non-proportional basis and also include catastrophe cover. The effect of such reinsurance arrangements is that the Company may not suffer ultimate net insurance losses beyond the Company's risk appetite in any one year.

The Company's arrangement of reinsurance is diversified such that it is neither dependent on a single reinsurer nor the operations of the Company are substantially dependent upon any single reinsurance contract. The Company obtains reinsurance cover only from companies with sound financial health.

39.2 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.

The frequency and severity of claims can also be affected by several factors like political violence, environmental and economical, atmospheric disturbances, natural disasters, concentration of risks, civil riots etc. The Company manages these risks through the measures described above. The Company has limited its exposure to catastrophic and riot events by use of reinsurance arrangements.

39.3 Concentration of risk

To optimise benefits from the principle of average and law of large numbers, geographical spread of risk is of extreme importance. There are a number of parameters which are significant in assessing the accumulation of risk with reference to the geographical location, the most important of which is risk survey. Once against, as the Company is under direction from SECP to cease entering into new contracts of insurance since July 2017 therefore there is no concentration of credit risk.

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. Similarly, for marine risk, multiple risks covered in a single vessel voyage are considered as a single risk while assessing concentration of risk.

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.

39.4 Sensitivity analysis

The Company believes that the claim liabilities under insurance contracts outstanding at the yearend are adequate. However, these amounts are not certain and actual payments may differ from the claim's liabilities provided in the unconsolidated financial statements. The impact on the profit before tax and shareholders' equity of the changes in the claim liabilities net of reinsurance is analysed below. The sensitivity to changes in claim liabilities net of reinsurance is determined separately for each class of business while keeping all other assumptions constant.

40 Financial risk management

The Company has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk (including interest / mark up rate risk and price risk)

This note presents information about the Company's exposure to each of the above risks, the Company's objectives, policies and processes for measuring and managing risk and the Company's management of capital. Further quantitative disclosures are included throughout these financial statements. The Board of Directors has overall responsibility for the establishment and oversight of the Company's risk management framework.

The Board is responsible for developing and monitoring the Company's risk management policies. The Company's risk management policies are established to identify and 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. It is the Company's policy that no trading in derivatives for speculative purposes shall be undertaken. The Board of Directors reviews and agrees policies for managing each of these risks.

The Company's Audit 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. The Audit Committee is assisted in its oversight role by Internal Audit. Internal Audit undertakes both regular and ad-hoc reviews of risk management control and procedures, the results of which are reported to the Audit Committee.

40.1 Credit risk and concentration of credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Company attempts to control credit risk by monitoring credit exposures by undertaking transactions with a large number of counterparties in various industries and by continually assessing the credit worthiness of counterparties.

Concentration of credit risk occurs when a number of counterparties have a similar type of business activities. As a result, any change in economic, political or other conditions would effect their ability to meet contractual obligations in similar manner. The Company's credit risk exposure is not significantly different from that reflected in the financial statements. The management monitors and limits the Company's exposure to credit risk through monitoring of client's exposure and conservative estimates of provisions for doubtful assets, if any. The management is of the view that it is not exposed to significant concentration of credit risk as its financial assets are adequately diversified in entities of sound financial standing, covering various industrial sectors.

The carrying amount of financial assets represents the maximum credit exposure, as specified below:

Accounts	Category of financial assets	December 31,	December 31,
		2025	2024
		----- Rupees -----	
Investments:			
Equity securities	Available for sale	351,330	212,609
Debt securities	Held to maturity	45,367,312	50,641,021
Loans and other receivables	Loans and receivables	7,342,374	2,012,810
Insurance/reinsurance receivables	Loans and receivables	128,167,142	10,826,499
Balances with banks	Cash at Banks	24,470,672	31,455,369
		<u>205,698,830</u>	<u>95,148,308</u>

40.1.1 Geographical concentration of credit risk

Geographically there is no concentration of credit risk.

40.1.2 Securities and provisions against receivables

The Company does not hold collateral as security. There is no single significant customer in the receivables of the Company. General provision is made for the impairment of due from insurance contract holders as disclosed in note 9.1 to these financial statements. The remaining past due balances were not impaired as they relate to a number of policy holders and other insurers / reinsurers for whom there is no recent history of default.

Carrying Amount	Up to One year	From 1 to 2 years	More than 2 years

40.1.3 Age analysis of financial assets at the reporting date is as below:

Year ended: December 31, 2025

Loans and other receivables	7,342,374	7,342,374	-	-
Insurance/reinsurance receivables	128,167,142	128,167,142	-	-
Cash and bank	24,576,037	24,576,037	-	-
	<u>160,085,553</u>	<u>160,085,553</u>	<u>-</u>	<u>-</u>

Year ended: December 31, 2024

Loans and other receivables	2,012,810	2,012,810	-	-
Insurance/reinsurance receivables	10,826,499	10,826,499	-	-
Cash and bank	31,465,134	31,465,134	-	-
	<u>44,304,443</u>	<u>44,304,443</u>	<u>-</u>	<u>-</u>

40.1.4 The credit quality of Company's bank balances with reference to external credit ratings is:

	Rating	Agency	December 31,	December 31,
			2025	2024
			----- Rupees -----	
National Bank of Pakistan	AAA	PACRA	-	6,912
Habib Bank Limited	AAA	JCR - VIS	80,291	81,245
Allied Bank Limited	AAA	PACRA	-	10,322
MCB Bank Limited	AAA	PACRA	672,647	28,824
The Bank of Punjab	AA+	PACRA	6,760	241,212
United Bank Limited	AAA	JCR - VIS	8,764	17,116
Soneri Bank Limited	AA-	PACRA	-	326
The Bank of Khyber	A+	PACRA	-	11,093
First Women Bank Limited	A-	PACRA	-	7,952
Zarai Taraqati Bank Limited	AAA	JCR - VIS	-	10,600
Bank Al-Falah Limited	AAA	PACRA	-	1,328
Habib Metropolitan Bank Limited	AA+	PACRA	-	10,388
Bank Al-Habib Limited	AAA	PACRA	-	5,511
JS Bank Limited	AA	PACRA	15,912,453	30,872,608
Cash with State Bank of Pakistan			7,592,920	92,920
Unrated			-	17,820
			<u>24,273,835</u>	<u>31,416,177</u>

40.2 Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting its obligations associated with financial liabilities. In respect of major loss event, there is also a liquidity risk associated with the timing differences between gross cash out-flows and expected reinsurance recoveries.

40.2.1 Management of liquidity risk

The objective of the Company's liquidity management process is to ensure, as far as possible, that it will always have sufficient liquidity to meet its claim and other liabilities when due under both normal and stressed conditions without incurring unacceptable losses or risking damage to the Company's reputation. It includes measuring and monitoring the future cash flows on daily, monthly and quarterly basis, maintaining sufficient cash reserves in bank accounts and a portfolio of highly marketable financial assets that can be easily liquidated in the event of an unforeseen interruption to cash flows.

40.2.2 Maturity analysis of financial assets and liabilities

The table below analyses the Company's financial assets and liabilities into relevant maturity groupings based on the remaining period at the balance sheet date to maturity date and represents the undiscounted cash flows. The amounts in the table are the gross nominal undiscounted cash flows.

	December 31, 2025		
	Carrying amount	Up to one year	More than one year
	----- Rupees -----		
Financial assets			
Investments			
Equity securities	351,330	351,330	-
Debt securities	45,367,312	30,409,835	14,957,477
Loans and other receivables	7,342,374	7,342,374	-
Insurance / reinsurance receivables	128,167,142	128,167,142	-
Cash and bank	24,576,037	24,576,037	-
	<u>205,804,195</u>	<u>190,846,718</u>	<u>14,957,477</u>
Financial liabilities			
Outstanding claims including IBNR	7,909,567	7,909,567	-
Insurance / Reinsurance payables	11,653,289	11,653,289	-
Other creditors and accruals	24,953,733	24,953,733	-
	<u>44,516,589</u>	<u>44,516,589</u>	<u>-</u>

The Pakistan General Insurance Company Limited
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	December 31, 2024		
	Carrying amount	Up to one year	More than one year
	----- Rupees -----		
Financial assets			
Investments			
Equity securities	212,609	212,609	-
Debt securities	50,641,021	3,692,109	46,948,912
Loans and other receivables	2,012,810	2,012,810	-
Insurance / reinsurance receivables	10,826,499	10,826,499	-
Cash and bank	31,465,134	31,465,134	-
	<u>95,158,073</u>	<u>48,209,161</u>	<u>46,948,912</u>
Financial liabilities			
Outstanding claims including IBNR	2,949,640	2,949,640	-
Insurance / Reinsurance payables	5,110,126	5,110,126	-
Other creditors and accruals	10,953,670	10,953,670	-
	<u>19,013,436</u>	<u>19,013,436</u>	<u>-</u>

40.3 Market risk

Market risk means that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The objective is to manage and control market risk exposures within acceptable parameters, while optimizing the return. The market risks associated with the Company's business activities are interest / mark up rate risk and price risk. The Company is not exposed to material currency risk.

40.3.1 Interest / mark up 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. Interest rate exposure arises from balances held in saving accounts with reputable banks and government securities. The Company limits interest rate risk by monitoring changes in interest rates. Other risk management procedures are the same as those mentioned in the credit risk management.

40.3.2 Sensitivity analysis

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

	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
	Effective interest rate (%)		----- Rupees -----	
Fixed rates				
Government debt securities	8.75% to 19.00%	8.75% to 19.00%	45,367,312	50,641,021
Variable rates				
Investment in term deposits	-	-	-	-
Balance with banks	9.98%	16.00 % to 20.55%	15,817,671	30,878,947

Fair value sensitivity analysis for fixed rate instruments

The Company does not account for any fixed rate financial assets at fair value through profit or loss. Therefore, a change in interest rates at the reporting date would not affect statement of comprehensive income and equity of the Company.

Cash flow sensitivity analysis for variable rate instruments

A change of 100 basis points in interest rates at the reporting date would have decreased / (increased) loss for the year by amounts shown below. It is assumed that changes occur immediately and uniformly to each category of instrument containing interest rate risk. Variations in interest rates could produce significant changes at time of early repayments. For these reasons, actual results might differ from those reflected in details specified below. Analysis assumes that all other variables remain constant.

	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
	Increase of 100 bps mark-up ----- Rupees -----		Decrease of 100 bps mark-up ----- Rupees -----	
Cash flow sensitivity - Variable rate financial assets	<u>158,177</u>	308,789	<u>(158,177)</u>	(308,789)

40.3.3 Exposure to interest rate risk

A summary of the Company's interest rate gap position, categorised by the earlier of contractual re-pricing or maturity date, is as follows:

	Mark-up / Return % age	December 31, 2025			Total
		Less than 1 Year	1 Year to 5 Year	More than 5 Years	
		----- Rupees -----			
Assets					
Debt securities	8.75% to 19.00%	30,409,835	14,957,477	-	45,367,312
Bank balances	9.98%	15,817,671	-	-	15,817,671
		<u>46,227,506</u>	<u>14,957,477</u>	<u>-</u>	<u>61,184,983</u>

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	Mark-up / Return % age	December 31, 2024			Total
		Less than 1 Year	1 Year to 5 Year	More than 5 Years	
----- Rupees -----					
Assets					
Debt securities	8.75% to 19.00%	3,692,109	31,164,169	15,784,743	50,641,021
Bank balances	16.00 % to 20.55%	30,878,947	-	-	30,878,947
		<u>34,571,056</u>	<u>31,164,169</u>	<u>15,784,743</u>	<u>81,519,968</u>

40.4 Price risk

Price risk represents risk that fair value of a financial instrument will fluctuate because of changes in the market prices (other than those arising from interest / mark up rate risk or currency risk), whether those changes are caused by factors specific to individual financial instrument or its issuer, or factors affecting all or similar financial instruments traded in the market. Company is exposed to equity price risk since it has investments in quoted equity securities and units of mutual funds at the reporting date.

The Company's strategy is to hold its equity investments for long time. Thus, Company's management is not concerned with short term price fluctuations with respect to its investments provided that underlying business and economic characteristics of investee remain favourable. It strives to maintain above levels of shareholders' capital to provide margin of safety against short term equity price volatility. It manages price risk by monitoring exposure in equity securities and implementing strict discipline in internal risk management and investment policies. Market prices are subject to fluctuation and consequently amount realized in subsequent sale of investment may significantly differ from market value. Furthermore, amount realized in sale of a security may be affected by the relative quantity of the security being sold. The Company has no significant concentration of price risk.

40.4.1 Sensitivity analysis

The table below summarizes Company's equity price risk as of balance sheet date and shows the effects of a change of 10% increase / (decrease) in market prices at year end. The selected hypothetical change does not reflect what could be considered to be the best or worst case scenarios. Indeed, results could be worse in Company's equity investment portfolio because of the nature of equity markets.

	December 31, 2025	December 31, 2024
----- Rupees -----		
The impact of hypothetical change would be as follows:		
Fair value	351,330	212,609
Hypothetical price change	± 10%	± 10%
Estimated fair value after hypothetical change in prices	35,133	21,261
Hypothetical variance in shareholders' equity	± 24,944	± 15,095
Hypothetical variance in loss before tax	± 24,944	± 15,095

40.5 Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of financial instruments will fluctuate because of changes in foreign exchange rates. The Company, at present is not materially exposed to currency risk as majority of the transactions are carried out in Pak Rupees.

40.6 Fair value of financial instruments

Fair value is amount for which asset could be exchanged or a liability settled, between knowledgeable, willing parties in an arm's length transaction. The carrying values of all financial assets and financial liabilities approximate their fair values except for equity and debt instruments whose fair values have been disclosed in their respective notes to these financial statements. Fair value is determined on the basis of objective evidence at each reporting date. The Company measures fair values using following fair value hierarchy that reflects the significance of the inputs used in making the measurements:

- Level 1: Quoted market price (unadjusted) in active market for identical instrument.
- Level 2: Valuation techniques based on observable inputs either directly or indirectly.
- Level 3: Valuation techniques using significant unobservable inputs.

Investments	Level 1	Level 2	Level 3	December 31, 2025	December 31, 2024
	----- Rupees -----				
Available for sale	351,330	-	-	351,330	212,609
Held to maturity	-	45,367,312	-	45,367,312	50,641,021
- Debt securities	<u>351,330</u>	<u>45,367,312</u>	<u>-</u>	<u>45,718,642</u>	<u>50,853,630</u>

41 Corresponding figures

The corresponding and comparative figures have been rearranged and reclassified for purpose of comparison and better presentation however there has been no significant reclassification, affecting the financial results.

42 General

Figures have been rounded off to the nearest rupees.

43 Date of authorization for issue

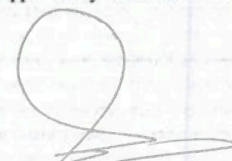
These financial statements have been approved by the Board of Directors of the Company and are authorized for issue on May 01, 2026.



Chairman



Director



Director



Chief Executive Officer



Chief Financial Officer



THE PAKISTAN GENERAL
INSURANCE COMPANY LIMITED

— ◆ —

ADDITIONAL INFORMATION

— ◆ —



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Pattern of Shareholding

as at December 31, 2025



Shareholding

No. of Shareholders	From	To	Total Shares Held
368	1	100	6,771
182	101	500	58,404
129	501	1,000	99,215
479	1,001	5,000	743,936
37	5,001	10,000	278,404
13	10,001	15,000	173,495
7	15,001	20,000	125,520
5	20,001	25,000	117,893
1	25,001	30,000	29,000
3	30,001	35,000	97,924
3	40,001	45,000	127,472
1	45,001	50,000	45,311
3	50,001	55,000	161,379
4	55,001	60,000	230,020
1	75,001	80,000	80,000
1	85,001	90,000	87,000
1	90,001	95,000	90,514
1	95,001	100,000	100,000
2	100,001	105,000	205,993
1	120,001	125,000	125,000
2	125,001	130,000	253,538
1	275,001	280,000	275,328
1	330,001	335,000	331,041
1	580,001	585,000	583,044
1	995,001	1,000,000	1,000,000
1	1,065,001	1,070,000	1,066,450
1	1,150,001	1,155,000	1,151,559
1	2,975,001	2,980,000	2,977,704
1	4,785,001	4,790,000	4,786,432
1	8,905,001	8,910,000	8,909,168
1	14,655,001	14,660,000	14,656,051
1	51,610,001	51,615,000	51,610,519
1	53,015,001	53,020,000	53,015,915
1,256			143,600,000

Pattern of Shareholding

as at December 31, 2025



Categories of shareholders	Share held	Percentage
Directors, Chief Executive Officer, and their spouse and minor children	123,413,862	85.9428%
Associated Companies, undertakings and related parties	0	0.0000%
NIT and ICP	1,668	0.0012%
Banks Development Financial Institutions, Non Banking Financial Institutions.	0	0.0000%
Insurance Companies	0	0.0000%
Modarabas and Mutual Funds	0	0.0000%
Shareholders holding 10% or more	122,260,189	85.1394%
General Public		
a. Local	19,418,549	13.5227%
b. Foreign	--	--
Others		
- Government Holding	459,516	0.3200%
- Joint Stock Companies	306,405	0.2134%

Pattern of Shareholding

as at December 31, 2025



Directors, CEO and their Spouse and Minor Children (Name Wise):

1	MR. ALI SHAHZAD	14,656,051	29.3121%
2	MR. MUHAMMAD SHAHZAD HABIB	9,193,619	18.3872%
3	MIR BABAR ALI	1,151,559	2.3031%
4	MR. ABRAR AHMAD CHEEMA	538	0.0011%
5	MR. MOHAMMAD ASAD JAWEED	538	0.0011%
6	MR. MUHAMMAD NAEEM	538	0.0011%
7	MRS. NUZHAT UL ZAHRA	500	0.0010%
8	MRS. BUSHRA SHAHZAD W/O M. SHAHZAD HABIB (CDC)	4,810,519	9.6210%

Executives

- -

Public Sector Companies & Corporations:

- -

Banks, Development Finance Institutions, Non Banking Finance Companies, Insurance Companies, Takaful, Modarabas and Pension Funds:

- -

Shareholders holding five percent or more voting interest in the listed company (Name Wise)

Sr. No.	Name	Holding	% AGE
1	MR. ALI SHAHZAD	14,656,051	29.3121%
2	MR. MUHAMMAD SHAHZAD HABIB	9,193,619	18.3872%
3	MR. BABAR SHAHZAD	8,909,168	17.8183%
4	MRS. BUSHRA SHAHZAD	4,810,519	9.6210%
5	MS. NIMRA SHAHZAD	4,786,432	9.5729%

OUR PROMISE

We are committed to protecting what matters most by delivering innovative insurance solutions with integrity, care and professionalism.

**THE PAKISTAN GENERAL
INSURANCE COMPANY LIMITED**
INCORPORATED IN 1947

DRIVING TOWARDS SUSTAINABLE GROWTH

ISO 9001:2015 CERTIFIED