Schedule-III

12. STATEMENT OF CORPORATE INTENT

Field	Details
Name	National Insurance Company Limited (NICL)
Incorporated on:	National Insurance Company Limited (the Company) was incorporated in Pakistan as a public limited company on March 31, 2000.
Subsidiaries:	Civic Center Company Ltd (CCCL)
Business	General Insurance Services
Summary of Business Goals	• To sustain its leadership position as the principal insurer of public sector assets in Pakistan, in line with its statutory mandate • To continue providing comprehensive insurance coverage for assets, liabilities and risks of Federal and Provincial Governments, Local Authorities and Statutory Corporations • To progressively expand engagement with private sector entities, subject to regulatory approvals, in order to diversify revenue streams • To reduce foreign exchange outflows by enhancing local retention and strengthening domestic reinsurance arrangements • To achieve consistent and sustainable growth in premium income and overall profitability • To introduce and scale up new insurance products including **Health, Travel, Motor TPL (including border operations) and Parametric Insurance solutions** for climate and disaster risks, alongside Takaful offerings • To promote innovation and product development aligned with emerging market needs and evolving risk landscape
Summary of Business Measures & Benchmark:	• To achieve Rs. 40 billion in Gross Written Premium by 2028. • To achieve Combined Ratio of 50% or lower by 2028. • To maintain Investment Income of PKR 10 billion by 2028. • To achieve at least AA+ Insurer Financial Strength (IFS) Rating by December 2026. • To increase Public Sector Clients from 220 to 250.
Summary of Strategies	• Diversification of business portfolio through expansion into new product lines and gradual entry into private sector markets

Field	Details
	• Strengthening revenue streams through enhanced client engagement, product innovation and participation in inward reinsurance and co-insurance arrangements • Development and rollout of new insurance products including health, travel, parametric and Takaful solutions • Establishment and expansion of Window Takaful operations to capture Shariah-compliant market segments • Acceleration of digital transformation through automation of underwriting, claims and operational processes • Implementation of IFRS 17 to enhance financial transparency, reporting standards and risk assessment capabilities
Key Risks	• Regulatory risk arising from potential amendments in the insurance law, including changes affecting NICL's statutory mandate under Section 166 • Increasing competition from private sector insurers in a potentially liberalized market environment • Customer retention risk, particularly in the event of increased competition and pricing pressures • Operational efficiency risk linked to legacy systems and process constraints • Technology risk related to implementation of advanced systems and cybersecurity challenges • Climate and catastrophe risk affecting underwriting exposure and claims experience • Volatility in international reinsurance markets impacting pricing and capacity
Anticipated Borrowing	Nil
Accounting Policies	All applicable IFRS as adopted by the SECP, along with the policies specified in the Insurance Ordinance, 2000, the Insurance Rules, 2017 and the Insurance Accounting Regulations, 2017.
Summary of Indicative Profit & Loss Statement	To be provided by Finance Department

Field	Details
Proposed Dividend & Distribution Policy	To be provided by Finance Department
Any other matter	NICL's core mandate under Section 166 of the Insurance Ordinance, 2000, is to provide general insurance coverage to state-owned assets, functioning as its primary public service obligation. The potential impact on forecasted financial outcomes is significant if this exclusive mandate is removed.