

PAKISTAN INSTITUTE OF CORPORATE GOVERNANCE
STATEMENT OF FINANCIAL POSITION
AS AT SEPTEMBER 30, 2025

	Un-audited September 30, 2025	Audited June 30, 2025
Note	(Rupees)	
ASSETS		
Non-current assets		
Property and equipment	4 3,585,606	3,378,201
Intangible asset	5 1,158,738	1,230,237
Right of use assets	6 9,943,039	11,240,275
Security deposits	7 1,540,470	1,540,470
Total non-current assets	16,227,853	17,389,183
Current assets		
Receivables - unsecured	8 15,880,054	2,348,833
Investments - short term	9.0 207,230,047	216,312,592
Prepayments, advances and other receivable	10 4,182,106	2,370,046
Tax refunds due from Government	11 36,727,071	42,181,553
Cash and bank balances	12 73,644,334	53,555,006
Surplus for the period	337,663,612	316,768,030
Total assets	<u>353,891,465</u>	<u>334,157,213</u>
FUND BALANCE AND LIABILITIES		
Fund balance		
Surplus for the Period after tax	<u>289,278,425</u>	<u>270,304,926</u>
LIABILITIES		
Non-current liabilities		
Lease liability against right of use assets	13 9,173,190	9,667,620
Current liabilities		
Fees in advance	19,214,000	17,042,030
Deferred grant income	-	-
Current portion of lease liability against right of use assets	13 2,370,951	2,185,615
Other payables	14 21,670,412	21,253,355
Accrued expenses	15 12,184,487	13,703,667
Total current liabilities	55,439,850	54,184,667
Total liabilities	64,613,040	63,852,287
Total fund balance and liabilities	<u>353,891,465</u>	<u>334,157,213</u>

CONTINGENCIES AND COMMITMENTS

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The annexed notes from 1 to 21 form an integral part of these Financial statements



Chief Executive Officer



Director

**PAKISTAN INSTITUTE OF CORPORATE GOVERNANCE
INCOME AND EXPENDITURE STATEMENT
FOR THE QUARTER ENDED SEPTEMBER 30, 2025**

	Un-audited September 30, 2025	Un-audited September 30, 2024
Note	(Rupees)	
INCOME		
Revenue from services	17 39,858,783	36,970,127
EXPENDITURE		
Cost of services	15,951,482	19,423,401
Administrative and selling expenses	10,666,189	19,881,229
Finance cost on lease liability against right of use assets	13.1 464,456	605,546
Expected credit losses	8.1 -	250,000
TOTAL EXPENDITURE	27,082,127	39,660,176
Operating surplus	<u>12,776,656</u>	<u>(2,690,049)</u>
Other income	18 6,196,843	9,293,430
Surplus for the period	<u>18,973,499</u>	<u>6,603,381</u>
Taxation	-	-
Surplus for the Period after tax	<u>18,973,499</u>	<u>6,603,381</u>
Other comprehensive income	-	-
Total comprehensive income	<u>18,973,499</u>	<u>6,603,381</u>

The annexed notes from 1 to 21 form an integral part of these Financial statements these financial statements.



Chief Executive Officer



Director

**PAKISTAN INSTITUTE OF CORPORATE GOVERNANCE
STATEMENT OF CHANGES IN FUND BALANCE
FOR THE QUARTER ENDED SEPTEMBER 30, 2025**

	Accumulated fund
	(Rupees)
Balance as at July 01, 2024	221,089,774
Total comprehensive income for the year ended June 30, 2025	49,215,152
Balance as at June 30, 2025	<u>270,304,926</u>
Total comprehensive income for the quarter ended September 30, 2025	18,973,499
Balance as at September 30, 2025	<u><u>289,278,425</u></u>

The annexed notes from 1 to 21 form an integral part of these Financial statements these financial statements.



Chief Executive Officer



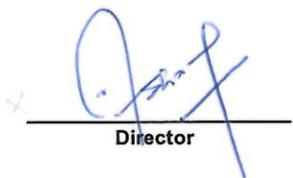
Director

PAKISTAN INSTITUTE OF CORPORATE GOVERNANCE
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED SEPTEMBER 30, 2025

	Un-audited September 30, 2025	Un-audited September 30, 2024
Note	------(Rupees)-----	
CASH FLOWS FROM OPERATING ACTIVITIES		
Surplus for the period	18,973,499	6,603,381
Adjustments for:		
Other Income	(6,196,843)	(9,293,430)
Depreciation on Right-of-use of assets	1,297,236	1,297,236
Depreciation on property and equipment	329,095	368,472
Amortisation of intangibles	71,499	-
Finance cost on lease liability against right of use assets	464,456	605,546
Expected credit losses	-	250,000
Surplus before working capital changes	14,938,942	(168,795)
Decrease / (increase) in current assets		
Receivables - unsecured	(13,531,221)	(6,935,817)
Prepayments, advances and other receivable	(1,812,060)	1,182,143
	(15,343,281)	(5,753,674)
Surplus for the period		
Fees in advance	3,574,303	13,062,502
Accrued expenses	(1,519,180)	(2,474,088)
Other payables	417,057	3,073,010
	2,472,180	13,661,424
Cash generated from operations	<u>2,067,841</u>	<u>7,738,955</u>
Profit received on savings accounts	1,716,726	13,730,763
Surplus for the period after tax	(1,837,032)	(4,329,853)
Net cash generated from operating activities	1,947,535	17,139,865
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Investments	-	(4,665,106)
Proceeds from investments	20,800,000	62,600,000
Purchase of operating fixed asset	(536,500)	(599,370)
Net cash generated from / (used in) investing activities	20,263,500	57,335,524
CASH FLOWS FROM FINANCING ACTIVITIES		
Payment against lease liabilities	(773,550)	(2,648,684)
Net cash used in financing activities	(773,550)	(2,648,684)
Net increase / (decrease) in cash and cash equivalents	21,437,485	71,826,705
Cash and cash equivalents at beginning of the period	<u>53,555,006</u>	<u>20,258,082</u>
Cash and cash equivalents for the quarter ended Sep 30, 2025	<u>73,644,334</u>	<u>92,084,786</u>

The annexed notes from 1 to 21 form an integral part of these Financial statements these financial statements.


Chief Executive Officer


Director

**PAKISTAN INSTITUTE OF CORPORATE GOVERNANCE
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE QUARTER ENDED SEPTEMBER 30, 2025**

1 THE INSTITUTE AND ITS OPERATIONS

1.1 Pakistan Institute of Corporate Governance (the Institute) was incorporated in Pakistan as a company limited by guarantee without share capital on December 1, 2004 under section 42 of the repealed Companies Ordinance, 1984 (now section 42 of the Companies Act, 2017). It's members include 102 (June 30, 2025: 102) corporate, 38 (June 30, 2025: 35) individual and the

- Securities and Exchange Commission of Pakistan
- The State Bank of Pakistan
- The Pakistan Stock Exchange Limited
- Institute of Business Administration
- Lahore University of Management Sciences
- Institute of Chartered Accountants of Pakistan
- Institute of Corporate Secretaries of Pakistan
- Institute of Cost and Management Accountants of Pakistan
- Overseas Investors Chamber of Commerce and Industry
- Federation of Pakistan Chambers of Commerce and Industry
- Insurance Association of Pakistan
- Mutual Funds Association of Pakistan
- Pakistan Banks Association

1.2 The main objective of the Institute is to promote awareness of corporate governance and encourage compliance with good corporate governance practices by corporate bodies and professionals. In this regard, the Institute also conducts directors' training program based on a standard curricula for which the Institute has arrangements with foreign organisations.

The registered office of the Institute is situated at Office Suite 316, "The Forum", Clifton, Karachi, Pakistan.

2 STATEMENT OF COMPLIANCE

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

- International Financial Reporting Standards (IFRS Standards) issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017;
- Islamic Financial Accounting Standards (IFAS) issued by the Institute of Chartered Accountants of Pakistan as are notified under the Companies Act, 2017; and
- Provisions of and directives issued under the Companies Act, 2017.

Where provisions of and directives issued under the Companies Act, 2017 differ from the IFRSs and IFAS, the provisions of and directives issued under the Companies Act, 2017 have been

3 BASIS OF MEASUREMENT

3.1 These financial statements have been prepared under the historical cost convention except as otherwise disclosed in the respective notes.

3.2 These financial statements are presented in Pakistani Rupees which is the Institute's functional and presentation currency.

	Note	Un-audited	Audited
		September 30, 2025	June 30, 2025
----- (Rupees) -----			
4 PROPERTY AND EQUIPMENT			
Operating fixed assets	4.1	3,585,606	3,378,201

4.1 The following is a statement of property and equipment:

	Note	Sep 30, 2025		
		Property and equipment		Total
		Office equipments	Furniture and fixtures	
----- (Rupees) -----				
At July 1, 2025				
Cost		6,137,861	6,825,404	12,963,265
Accumulated depreciation		(4,797,783)	(4,787,281)	(9,585,064)
Net book value		1,340,078	2,038,123	3,378,201
Additions		219,000	317,500	536,500
Disposals				
Cost		-	-	-
Depreciation		-	-	-
		-	-	-
Depreciation charge for the period		(245,615)	(83,480)	(329,095)
Closing net book value		1,313,463	2,272,143	3,585,606
At Sep 30, 2025				
Cost		6,356,861	7,142,904	13,499,765
Accumulated depreciation		(5,043,398)	(4,870,761)	(9,914,159)
Net book value		1,313,463	2,272,143	3,585,606
Depreciation rate (% per annum)		30%	15%	

	June 30, 2025		
	Property and equipment		Total
	Office equipments	Furniture and fixtures	
	----- (Rupees) -----		
At July 1, 2024			
Cost	5,822,111	6,825,404	12,647,515
Accumulated depreciation	(3,777,976)	(4,410,345)	(8,188,321)
Net book value	2,044,135	2,415,059	4,459,194
Additions	315,750	-	315,750
Disposals			
Cost	-	-	-
Depreciation	-	-	-
	-	-	-
Depreciation charge for the period	(1,019,807)	(376,936)	(1,396,743)
Closing net book value	1,340,078	2,038,123	3,378,201
At June 30, 2025			
Cost	6,137,861	6,825,404	12,963,265
Accumulated depreciation	(4,797,783)	(4,787,281)	(9,585,064)
Net book value	1,340,078	2,038,123	3,378,201
Depreciation rate (% per annum)	30%	15%	

5 INTANGIBLE ASSET

	Un-audited September 30, 2025	Audited June 30, 2025
	----- (Rupees) -----	
Cost		
Opening as at July 1	1,418,310	-
Addition during the period	-	1,418,310
Closing as at Sep 30	1,418,310	1,418,310
Accumulated amortisation:		
Opening as at July 1	188,073	-
Amortisation charge for the period	71,499	188,073
Closing as at Sep 30	259,572	188,073
Net book value as at Sep 30	1,158,738	1,230,237
Amortisation rate (% per annum)	20%	20%

Note

9 INVESTMENTS

Investments - short term

- At amortised cost

Pakistan Investment Bonds

GOP Ijarah sukuks

- At fair value through profit or loss

Units of open-ended mutual funds

Note	Un-audited	Audited
	September 30,	June 30,
	2025	2025
	------(Rupees)-----	

-	-
-	21,789,596

207,230,047	194,522,996
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<u>207,230,047</u>	<u>216,312,592</u>
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10 PREPAYMENTS, ADVANCES AND OTHER RECEIVABLE

Prepaid insurance

IT Platforms

Other prepayments

Advance against expenses

Profit receivable

Note	Un-audited	Audited
	September 30,	June 30,
	2025	2025
	------(Rupees)-----	

154,501	342,001
1,548,098	372,541
647,490	112,709
1,511,279	1,276,233
320,738	266,562
<u>4,182,106</u>	<u>2,370,046</u>

11 TAX REFUNDS DUE FROM GOVERNMENT

Tax deducted at source

<u>36,727,071</u>	<u>42,181,553</u>
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This represents refundable withholding tax deducted from payments made to the Institute. The Institute is in the process of recovering the said balance from the authorities.

12 CASH AND BANK BALANCES

Cash in hand

Cash at bank :

- savings accounts

Note	Un-audited	Audited
	September 30,	June 30,
	2025	2025
	------(Rupees)-----	

50,000	50,000
73,594,334	53,505,006
<u>73,644,334</u>	<u>53,555,006</u>

13 LEASE LIABILITY AGAINST RIGHT OF USE ASSETS

It represents obligation in respect of right of use assets (premises for office suites 315 and 316) leased through tenancy agreements from various owners for a period of 5 years at an incremental borrowing rate of 14.00% per annum for suite 315 and 17.20% per annum for suite 316 which have been used as a discounting factor. Rentals are payable in quarterly instalments in advance as per terms of the tenancy agreements.

The amount of future payments for the leases and the period in which these payments will become due are as follows:

	Note	
	Un-audited September 30, 2025	Audited June 30, 2025
------(Rupees)-----		
Present value of minimum lease payments	11,544,141	11,853,235
Less: current portion	(2,370,951)	(2,185,615)
	<u>9,173,190</u>	<u>9,667,620</u>

	30-Sep-25		30-Jun-25	
	Minimum lease payments	Present value of minimum lease payments	Minimum lease payments	Present value of minimum lease payments
----- Rupees -----				
Not later than one year	4,015,141	2,370,951	3,919,543	2,185,615
Later than one year and not later than five	10,936,480	9,173,190	11,988,064	9,667,620
	<u>14,951,621</u>	<u>11,544,141</u>	<u>15,907,607</u>	<u>11,853,235</u>
Finance cost allocated to future periods	(3,407,480)	-	(4,054,372)	-
Present value of minimum lease payments	11,544,141	11,544,141	11,853,235	11,853,235
Less: current portion	(2,370,951)	(2,370,951)	(2,185,615)	(2,185,615)
	<u>9,173,190</u>	<u>9,173,190</u>	<u>9,667,620</u>	<u>9,667,620</u>

	Note	
	Un-audited September 30, 2025	Audited June 30, 2025
------(Rupees)-----		
At the beginning of the period	11,853,235	17,448,860
Re-assessment during the period	-	-
Finance cost charged during the period	464,456	2,131,153
Rentals paid during the period	(773,550)	(7,726,778)
At the end of the period	<u>11,544,141</u>	<u>11,853,235</u>
Non-current portion of lease liability	<u>9,173,190</u>	<u>9,667,620</u>
Current portion of lease liability	<u>2,370,951</u>	<u>2,185,615</u>
	<u>11,544,141</u>	<u>11,853,235</u>

13.1 Movement of lease liability against right of use assets

14 OTHER PAYABLES	Note	Un-audited	Audited
		September 30, 2025	June 30, 2025
		------(Rupees)-----	
Withholding income tax payable		58,124	315,621
Trade creditors - services		109,743	124,743
Sales tax payable		2,560,989	2,434,189
Other liabilities		18,941,556	18,378,802
		<u>21,670,412</u>	<u>21,253,355</u>

15 ACCRUED EXPENSES	Note	Un-audited	Audited
		September 30, 2025	June 30, 2025
		------(Rupees)-----	
Bonus		10,153,442	10,153,442
Other accrued expenses		2,031,045	3,550,225
		<u>12,184,487</u>	<u>13,703,667</u>

16 CONTINGENCIES AND COMMITMENTS

There were no contingencies and commitments outstanding as at Sep 30, 2025 and June 30, 2025.

17 REVENUE FROM SERVICES	Note	Un-audited	Un-audited
		September 30, 2025	September 30, 2024
		------(Rupees)-----	
Annual subscription fee		5,505,000	4,000,000
Fee from director's training program	17.1	24,357,250	16,178,500
Fee from specialized workshops		2,875,000	2,682,000
Board evaluation and advisory services	17.2	5,544,000	4,225,000
ESG executive track		852,333	-
Sponsorship income		725,200	9,884,627
		<u>39,858,783</u>	<u>36,970,127</u>

17.1 This represents fee against directors' training programs conducted as both customized in-company programs and standard open programs.

17.2 This mainly includes fee against board evaluations performed for various corporate entities.

18 OTHER INCOME	Note	Un-audited	Un-audited
		September 30, 2025	September 30, 2024
		------(Rupees)-----	
Return / profit on:			
- Savings accounts		909,987	9,293,430
- GoP Ijarah sukuks		860,915	-
Unrealised appreciation on units of open-ended mutual funds		4,425,941	-
		<u>6,196,843</u>	<u>9,293,430</u>

19 CORRESPONDING FIGURES

Corresponding figures have been rearranged and reclassified, wherever considered necessary, for the purposes of comparison and to reflect the substance of the transactions.

20 GENERAL

Figures have been rounded off to the nearest Rupee, unless otherwise stated.

21 DATE OF AUTHORISATION FOR ISSUE

These financial statements were authorised for issue by the Board of Directors of the Institute in their meeting held on December 1, 2025.



Chief Executive Officer

Director