PAKISTAN INSTITUTE OF CORPORATE GOVERNANCE
CONDENSED INTERIM STATEMENT OF FINANCIAL POSITION
AS AT SEPTEMBER 30, 2026

	Note	September 30, 2026 (Un-audited)	June 30, 2026 (Audited)
		(Rupees)	
ASSETS			
Non-current assets			
Property and equipment	6	3,261,503	3,626,473
Intangible asset	7	870,003	942,279
Right of use assets	8	12,514,144	13,926,067
Security deposits	10	1,540,470	1,540,470
Total non-current assets		18,186,120	20,035,289
Current assets			
Receivables - unsecured	11	17,407,666	11,540,626
Investments	9	289,553,400	275,970,814
Prepayments, advances and other receivable		9,776,295	2,170,179
Tax refunds due from Government	12	51,720,682	44,812,474
Cash and bank balances	13	45,324,980	64,067,172
Total current assets		413,783,023	398,561,265
Total assets		431,969,143	418,596,554
FUND BALANCE AND LIABILITIES			
Fund balance			
Accumulated fund		347,163,374	334,089,182
LIABILITIES			
Non-current liabilities			
Lease liability against right of use assets	14	7,706,715	9,096,185
Current liabilities			
Fees in advance	15	43,594,329	17,700,565
Current portion of lease liability against right of use assets	14	5,871,985	6,870,630
Other payables		7,880,665	28,892,384
Accrued expenses		19,752,075	21,947,608
Total current liabilities		77,099,054	75,411,187
Total liabilities		84,805,769	84,507,372
Total fund balance and liabilities		431,969,143	418,596,554
CONTINGENCIES AND COMMITMENTS	16		

The annexed notes from 1 to 24 form an integral part of these condensed interim financial statements.

Chief Executive Officer **Director**

PAKISTAN INSTITUTE OF CORPORATE GOVERNANCE
CONDENSED INTERIM INCOME AND EXPENDITURE STATEMENT (UN-AUDITED)
FOR THE QUARTER ENDED SEPTEMBER 30, 2026

	Note	Quarter ended September 30, 2026	Quarter ended September 30, 2025
		(Rupees)	
INCOME			
Revenue from services	17	56,876,171	39,858,783
EXPENDITURE			
Cost of services		15,498,380	15,951,482
Director Summit Cost		15,232,068	
Administrative and selling expenses		19,696,622	10,666,189
Finance cost on lease liability against right of use assets		527,282	464,456
Charge / (reversal) of provision for expected credit losses		-	-
Total expenditure		50,954,352	27,082,127
Operating surplus		5,921,819	12,776,656
Other income		7,152,373	6,196,843
Surplus for the year		13,074,192	18,973,499
Taxation		-	-
Surplus for the year after taxation		13,074,192	18,973,499
Other comprehensive income		-	-
Total comprehensive income		13,074,192	18,973,499

The annexed notes from 1 to 24 form an integral part of these condensed interim financial statements.

Chief Executive Officer

Director

PAKISTAN INSTITUTE OF CORPORATE GOVERNANCE
CONDENSED INTERIM STATEMENT OF CASH FLOWS (UN-AUDITED)
FOR THE QUARTER ENDED SEPTEMBER 30, 2026

	Note	Quarter ended September 30, 2026	Quarter ended September 30, 2025
		(Rupees)	
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus for the period / year		13,074,192	18,973,499
Adjustments for:			
Depreciation on property and equipment		459,970	329,095
Amortisation of intangibles		72,276	71,499
Depreciation on right of use assets		1,411,923	1,297,236
Finance cost on lease liability against right of use assets		527,282	464,456
Other income		(7,152,373)	(6,196,843)
Surplus before working capital changes		8,393,270	14,938,942
Decrease / (increase) in current assets			
Receivables - unsecured		(5,867,040)	(13,531,221)
Prepayments, advances and other receivable		(7,606,116)	(1,812,060)
		(13,473,156)	(15,343,281)
(Decrease) / increase in current liabilities			
Fees in advance		25,893,764	3,574,303
Accrued expenses		(2,195,533)	(1,519,180)
Other payables		(21,011,719)	417,057
		2,686,512	2,472,180
Cash generated from operations		(2,393,374)	2,067,841
Profit received on savings accounts		128,991	1,716,726
Withholding tax paid / deducted		(6,908,208)	(1,837,032)
Net cash (used in) / generated from operating activities		(9,172,591)	1,947,535
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property and equipment		(95,000)	(536,500)
Investment - net		(6,559,204)	20,800,000
Net cash (used in) / generated from investing activities		(6,654,204)	20,263,500
CASH FLOWS FROM FINANCING ACTIVITIES			
Payment against lease liabilities		(2,915,397)	(773,550)
Net cash used in financing activities		(2,915,397)	(773,550)
Net (decrease) / increase in cash and cash equivalents		(18,742,192)	21,437,485
Cash and cash equivalents at beginning of the period / year		64,067,172	53,555,006
Cash and cash equivalents at end of the year	19	45,324,490	74,992,491

The annexed notes from 1 to 24 form an integral part of these condensed interim financial statements.

Chief Executive Officer **Director**

PAKISTAN INSTITUTE OF CORPORATE GOVERNANCE
CONDENSED INTERIM STATEMENT OF CHANGES IN FUND BALANCE
FOR THE QUARTER ENDED SEPTEMBER 30, 2026

	Accumulated fund (Rupees)
Balance as at July 01, 2025	270,304,926
Total comprehensive income for the year ended June 30, 2026	63,784,256
Balance as at June 30, 2026	334,089,182
Total comprehensive income for the period ended September 30, 2026	13,074,192
Balance as at September 30, 2026	347,163,374

The annexed notes from 1 to 24 form an integral part of these condensed interim financial statements.

Chief Executive Officer

Director

PAKISTAN INSTITUTE OF CORPORATE GOVERNANCE
NOTES TO AND FORMING PART OF THE CONDENSED INTERIM FINANCIAL STATEMENTS (UN-AUDITED)
FOR THE QUARTER ENDED SEPTEMBER 30, 2026

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 Companies Act, 2017 (repealed Companies Ordinance, 1984). It's members include 103 (June 30, 2026: 103) corporate, 44 (June 30, 2026: 44) individual and the following founding members:

- 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.

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

2 STATEMENT OF COMPLIANCE

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

- IFRS Accounting Standards issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017; and

- Provisions of, directives and notifications issued under the Companies Act, 2017.

Where provisions of, directives and notifications issued under the Companies Act, 2017 differ from the IFRS Accounting Standards, the provisions of, directives and notifications issued under the Companies Act, 2017 have been followed."

3 BASIS OF MEASUREMENT

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

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

4 NEW STANDARDS, INTERPRETATIONS AND AMENDMENTS TO ACCOUNTING AND REPORTING STANDARDS

4.1 Standards, interpretations and amendments to the published accounting and reporting standards that are effective in the current year:

There were certain new interpretations and amendments to the published accounting and reporting standards that became mandatory for the Institute's annual accounting period that began on July 1, 2026 but are considered not to be relevant or do not have any significant effect on the Institute's condensed interim financial statements and, therefore, have not been detailed in these condensed interim financial statements.

4.2 Standards, interpretations and amendments to the published accounting and reporting standards that are not yet effective

There is a new standard and certain interpretations and amendments that are mandatory for the Institute's accounting periods beginning on or after July 1, 2027 but are considered not to be relevant or will not have any significant effect on the Institute's operations and therefore are not disclosed in these condensed interim financial statements except for the following:

- The new standard - IFRS 18 'Presentation and Disclosure in Financial Statements' (IFRS 18) (published in April 2024) with applicability date of January 1, 2027. IFRS 18 when adopted and applicable shall impact the presentation of 'Income and Expenditure Statement' with certain additional disclosures in the financial statements.

The management is in the process of assessing the impact of the new standard on the condensed interim financial statements of the Institute.

5 MATERIAL ACCOUNTING POLICY INFORMATION AND ACCOUNTING ESTIMATES AND JUDGMENTS

The material accounting policies applied in the he preparation of these condensed interim financial statements are consistent with those followed in the preparation of the Institute's annual audited financial statements for the year ended June 30, 2026.

The preparation of these condensed interim financial statements in conformity with the accounting and reporting standards as applicable in Pakistan for interim financial reporting requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Institute's accounting policies. Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods.

Judgments and estimates made by the management in the preparation of these condensed interim financial statements are the same as those applied in the Institute's annual audited financial statements for the year ended June 30, 2026.

The Institute's financial risk management objectives and policies are consistent with those disclosesd in the annual audited financial statements as at and for the year ended June 30, 2026.

	Note	September 30, 2026 (Un-audited)	June 30, 2026 (Audited)
		---------- (Rupees) ----------	
6 PROPERTY AND EQUIPMENT			
Operating fixed assets	6.1	3,261,503	3,626,473

6.1 Operating fixed assets

Book value at the beginning of the period /year	3,626,473	3,378,201
Additions during the period / year	95,000	2,149,687
Depreciation charge during the period / year	(459,970)	(1,901,415)
Book value at the end of the period / year	3,261,503	3,626,473

6.2 The following additions and disposals were made In the operating fixed assets during the period / year:

	Quarter ended September 30, 2026	Year ended June 30, 2026
	(Un-audited)	(Audited)
	----------(Rupees)----------	
Office equipment	95,000	1,701,290
Furniture and fixtures	-	448,397
	95,000	2,149,687

		Note	September 30, 2026 (Un-audited)	June 30, 2026 (Audited)
			(Rupees)	
7	**INTANGIBLE ASSET**			
	Cost			
	Opening		1,418,310	1,418,310
	Addition during the period / year		-	-
	Closing		1,418,310	1,418,310
	Accumulated amortisation:			
	Opening		(476,031)	(188,073)
	Amortisation charge for the period / year		(72,276)	(287,958)
	Closing		(548,307)	(476,031)
	Net book value as at June 30		870,003	942,279
	Amortisation rate (% per annum)		20%	20%
8	**RIGHT OF USE ASSETS**			
	Cost			
	Opening		39,868,896	31,535,412
	Additions during the period / year		-	8,333,484
	Closing		39,868,896	39,868,896
	Accumulated depreciation:			
	Opening		25,942,829	20,295,137
	Charge for the period / year		1,411,923	5,647,692
	Closing		27,354,752	25,942,829
	Net carrying amounts		12,514,144	13,926,067
	Lease terms (in months)		36-60	36-60
9	**INVESTMENTS**			
	- At fair value through profit or loss			
	Units of open-ended mutual funds	9.1	289,553,400	275,970,814

9.1 Units of open-ended mutual funds

Particulars	As at July 1, 2026	Purchased during the period	Sold during the period	As at September 30, 2026	As at September 30, 2026		
					Carrying value	Market value	Unrealised (diminution) / appreciation
	Number of units				(Rupees)		
Meezan Rozana Amdani Fund	5,156,839	52,651	4,155,888	1,053,602	52,680,086	52,680,086	-
NBP Financial Sector Income Plus Fund	-	2,424,242	-	2,424,242	25,000,000	25,000,000	-
Faysal Islamic Cash Fund - Provident Fund	180,384	-	180,384	-	-	-	-
Meezan Fixed Term Fund – MPM 50	-	4,157,134	-	4,157,134	207,857,645	211,873,314	4,015,669
As at September 30, 2026 (Un-audited)					285,537,731	289,553,400	4,015,669
As at June 30, 2026 (Audited)					276,039,521	275,970,814	(68,707)

10 SECURITY DEPOSITS

These represent security deposits paid to "The Forum" in accordance with the rental agreements for office suites 315 and 316.

		Note	September 30, 2026 (Un-audited)	June 30, 2026 (Audited)
11	**RECEIVABLES - UNSECURED**		(Rupees)	
	Annual subscription		11,130,000	60,000
	Directors' training program		1,830,855	3,586,525
	Fee from specialised workshops and others		1,984,800	897,130
	Receivable against board evaluation		2,591,000	115,000
	Receivable against Directors Summit		-	8,510,000
	Receiveable against ESG tracks		1,532,640	33,600
			19,069,295	13,202,255
	Less: provision for expected credit losses		(1,661,629)	(1,661,629)
			17,407,666	11,540,626
12	**TAX REFUNDS DUE FROM GOVERNMENT**			
	Tax deducted at source	12.1	51,720,682	44,812,474

12.1 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.

		September 30, 2026 (Un-audited)	June 30, 2026 (Audited)
13	**CASH AND BANK BALANCES**	(Rupees)	
	Cash in hand	50,000	50,000
	Cash at bank :		
	- savings accounts	45,274,980	64,017,172
		45,324,980	64,067,172

		September 30, 2026 (Un-audited)	June 30, 2026 (Audited)
14	**LEASE LIABILITY AGAINST RIGHT OF USE ASSETS**	(Rupees)	
	Opening balance	15,966,815	11,853,235
	Addition during the period / year	-	8,333,484
	Finance cost for the period / year	527,282	2,698,240
	Payments for the period / year	(2,915,397)	(6,918,144)
	Closing balance	13,578,700	15,966,815
	Non-current portion of lease liability	7,706,715	9,096,185
	Current portion of lease liability	5,871,985	6,870,630
		13,578,700	15,966,815

15	**FEES IN ADVANCE**		
	Entrance fee	234,547	-
	Annual subscription fee	13,676,232	-
	Advance fee for board evaluation	19,008,250	4,289,565
	Advance fee for directors' training program	9,481,300	1,261,000
	Advance fee for specialised workshops	1,050,000	150,000
	Advance fee for ESG executive track	144,000	-
	Director's Summit	-	12,000,000
		43,594,329	17,700,565

16 **CONTINGENCIES AND COMMITMENTS**

There were no contingencies and commitments outstanding as at September 30, 2026 and June 30, 2026.

17 REVENUE FROM SERVICES	Note	September 30, 2026 (Un-audited)	September 30, 2025 (Un-audited)
		(Rupees)	
Entrance fee from members		490,000	-
Annual subscription fee		4,547,718	5,505,000
Fee from director's training program	17.1	24,942,218	24,357,250
Fee from specialized workshops		1,452,126	2,875,000
Advisory services and board evaluation	17.2	1,889,565	5,544,000
ESG executive track		3,080,544	852,333
Event sponsorship income		-	725,200
Directors Summit		20,474,000	-
		56,876,171	39,858,783

17.1 This represents fee against directors' training programs conducted for individuals and various corporate entities.

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

18 DEFINED CONTRIBUTION PLAN - PROVIDENT FUND

The Institute operates a contributory provident fund for all its permanent employees to which equal monthly contributions are made both by the Institute and the employees at the rate of 8.33% of gross salary. The investment in the fund is not included as part of these condensed interim financial statements. The Voluntary Pension Scheme is operated by Al-Meezan Investment Management Limited.

19 CASH AND CASH EQUIVALENTS	September 30, 2026 (Un-audited)	September 30, 2025 (Un-audited)
	(Rupees)	
Cash and bank balances	45,324,980	74,992,491
	45,324,980	74,992,491

20 TRANSACTIONS WITH RELATED PARTIES

Related parties of the Institute comprise of associated companies, directors and key management personnel. All the transactions with related parties are entered into at agreed terms as approved by the Board of Directors of the Institute. Balances outstanding with related parties have been disclosed in the respective notes to these condensed interim financial statements if any. Details of transactions with related parties during the period, other than those which have been disclosed elsewhere in these condensed interim financial statements, are as follows:

	September 30, 2026 (Un-audited)	September 30, 2025 (Un-audited)
	(Rupees)	
Key management personnel		
Managerial remuneration	6,900,000	4,600,000
	6,900,000	4,600,000

20.1 Key management personnel includes Chief Executive Officer, Chief Financial Officer and Company Secretary.

21 FAIR VALUE MEASUREMENT

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Consequently, differences can arise between carrying values and the fair value estimates.

Underlying the definition of fair value is the presumption that the Institute is a going concern without any intention or requirement to curtail materially the scale of its operations or to undertake a transaction on adverse terms.

Financial assets which are tradable in an open market are revalued at the market prices prevailing on the reporting date. The estimated fair value of all other financial assets and liabilities is considered not to be significantly different from the respective book values.

21.1 Fair value hierarchy

International Financial Reporting Standard 13, 'Fair Value Measurement' requires the Institute to classify assets using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2: inputs other than quoted prices included within level 1 that are observable for the asset or liability either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3: inputs for the asset or liability that are not based on observable market data (i.e. unobservable inputs).

As at September 30, 2026 and June 30, 2025, the Institute holds the following financial instruments measured at fair values:

	September 30, 2026 (Un-audited)			
	Level 1	Level 2	Level 3	Total
Financial assets - measured at fair value	---------- (Rupees) ----------			
Units of open-ended mutual funds	-	289,553,400	-	289,553,400
	-	289,553,400	-	289,553,400

	June 30, 2026 (Audited)			
	Level 1	Level 2	Level 3	Total
Financial assets - measured at fair value	---------- (Rupees) ----------			
Units of open-ended mutual funds	-	275,970,814	-	275,970,814
	-	275,970,814	-	275,970,814

Valuation techniques used in determination of fair values

Units of open-ended mutual funds	The market prices of mutual fund units have been obtained from Mutual Funds Association of Pakistan respectively.

There were no transfers between levels 1 and 2 during the period ended September 30, 2026.

22 CORRESPONDING FIGURES

Corresponding figures have been re-classified, re-arranged or additionally incorporated in these condensed interim financial statements, wherever necessary to facilitate comparison and to conform with changes in presentation in the current period.

23 GENERAL

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

24 DATE OF AUTHORISATION FOR ISSUE

These condensed interim financial statements were authorised for issue by the Board of Directors of the Institute in their meeting held on October 27, 2026.

Chief Executive Officer

Director