

# Directors' Report

## To The Members, Sena Insurance PLC

The Board of Directors of Sena Insurance PLC is pleased to welcome you to the 13<sup>th</sup> Annual General Meeting of the Company and place before you the Directors' Report along with the Audited Financial Statements and the Auditors' Report for the year ended 31<sup>st</sup> December 2025 for your kind perusal and approval.

This report, meticulously prepared by the Board of Directors, adheres to the stipulations outlined in Section 184 of the Companies Act 1994 (Act No. XVIII of 1994), the Corporate Governance Code-2018 issued by BSEC, and other pertinent regulations set forth by regulatory bodies. In alignment with these guidelines, we have provided comprehensive disclosures and elucidations on relevant matters, ensuring adherence to compliance, transparency, and the promotion of good corporate governance practices. Furthermore, the report encapsulates detailed insights into the Company's performance, operational endeavors, and notable accomplishments throughout the fiscal year concluding on 31 December 2025.

### Industry Outlook and Possible Future Development

#### World Economic Outlook

According to the Sigma Research Publication (no.5/2025) on world insurance by the Swiss Re Institute, slowing economic growth and heightened geopolitical uncertainty are dampening the outlook for the primary insurance industry. We forecast global real GDP growth of 2.5% in 2026 and 2.6% in 2027, with US outperformance relative to other advanced economies narrowing as the labour market cools and policy uncertainty lingers. Against this growth backdrop, we estimate that global insurance premium (non-life + life) growth will slow to an average of 2.3% in real terms in 2026 and 2027, just below the 2.5% compound annual growth rate of the last five years. Beyond 2027, we see growth stabilising at 2.3%, supported by structural drivers like rising natural catastrophe exposures and escalating liability costs in non-life.

We forecast that global non-life premiums will increase by

1.7% in real terms next year and by around 2.5% in 2027. Strong investment yields will help counter moderation in earnings. Global life premium growth, meanwhile, will average an estimated 2.3% over the next two years as demand normalises at above pre-pandemic levels. Structurally higher long-dated bond yields will provide a tailwind for profitability.

#### Bangladesh Economic Outlook in Non-Life Sector

Geographically Bangladesh is located in the South Asia where insurance sector is emerging due to the modest GDP growth rate and high density of population in the 'SAARC' region. In the last decade, the insurance sector of the South Asian market has been rapidly emerging, particularly in Sri Lanka and in India. There is a significant insurance penetration rate i.e. 4.00% in India despite the fact that the Indian growth has been occasioned by agriculture and health insurance. However, their highest premium generating premium portfolio is automobile insurance. They would be determining premium based on pricing components that includes risk premium, expenses, profit and commission. In comparison with Sri Lankan market, Bangladesh insurance has a lot of scopes to expand. The market premium in Sri Lanka is higher than that of Bangladesh though Sri Lankan population is about one-third of Bangladesh. The penetration ratio in Sri Lanka is 1.20%, while the penetration ratio in Bangladesh is currently only 0.50 percent, which is very low by global standards.

Lack of awareness about insurance is often stated as the reason behind the meagre penetration ratio, but there are many other addressable issues in the sector. Bangladesh's non-life insurance sector shows moderate growth with 2024 premiums rising 2.46% to Tk 4,339 crore, driven by industrial demand despite marine and industrial slowdowns. The 2026 outlook expects continued growth, supported by urbanization and economic resilience, although industry concentration is high and penetration remains low.

In spite of the stable growth rate (around 4%) of Bangladesh insurance industry in the last few years, the expansion of the insurance business, particularly in the non-life sector, has experienced a downward trend in the year 2025 because of poor investment and slowdown of economic activities led by the political unrest.

The Economy of Bangladesh has rapidly been shifting from agricultural to the services sector. The role played by the service sector is burgeoning as well. Insurance is one of the ingredients of the financial services industry, which has a lot to play if it is promoted properly. In this comprehensive and ultimate guide on the insurance sector of Bangladesh, we will walk you through the itineraries of the market. Let's delve into the insurance market of Bangladesh.

In Bangladesh, the marine insurance is considered to be the lifeguard for the non-life insurance business. Marine insurance completely depends on imports which has continuously being disturbed by the political unrest but the market is expected to improve in 2027.

### **Non-Life Insurance Sector in Bangladesh**

Our non-life insurance market continues to be extremely overcrowded when compared with developing countries including our neighbors. The situation has obviously given rise to intense and unhealthy competition among the existing players. At the same time, with the deteriorating standard of clients'services, public trust on insurance continues to diminish. A lot needs to be done to remedy the situation.

The general insurance industry has undergone significant changes during the year 2025. In a recent development, the Insurance Development and Regulatory Authority (IDRA) has worked to strengthen oversight, modernize supervision, and improve solvency, discipline, market conduct, and consumer protection. Yet regulation alone cannot lift penetration, if public confidence remains weak. Delays in claims settlement, complex policy wording, and inconsistent service quality have historically undermined trust, particularly among first-time policyholders. Both banking and insurance industry experts foresee that banks, owing to their extensive trust and vast micro- level networks, could bring about substantial positive changes through collaboration with the insurance sector, thereby impacting the overall economy significantly.

### **Our Company**

Sena Insurance PLC entered the insurance industry in 2013, when the global economy was slowly recovering from the shock of recession. Hence, our journey into the industry didn't have an easy start. However, our Company is very different from other non-life companies in the industry with its unique shareholding structure and purposes of business. It makes our journey easier to reach our valued partners with the "Sena" brand, which has already earned considerable

respect in the business community of Bangladesh. However, non-life insurance business in the present context faces many challenges and impediments, what posed serious difficulties in our business development. In spite of such constraints, we have been able to increase our business at a steady pace due to our hard work, vigilance, strict financial discipline, good management and improved customer services. Sena Insurance PLC has already established itself firmly in the industry through its potential dealings, organizational supremacy and sound claim paying ability.

## **Macroeconomic Outlook/Environment and Non-Life Insurance Industry Developments**

### **Macroeconomic Factors and Their Impacts**

The global economy is navigating increasing challenges, including policy uncertainty, protectionism, and fiscal pressures, which are weighing on growth. While financial markets face risks from rising borrowing costs and geopolitical tensions, opportunities through trade reforms, structural adjustments and advancements in technology still exist.

The global economy is contending with heightened uncertainty driven by shifting policies, increased protectionism and fiscal vulnerabilities. According to the October 2025 World Economic Outlook, the International Monetary Fund (IMF) estimated that global gross domestic product (GDP) growth slowed from 3.3% in 2024, to 3.2% in 2025 and it will slow further to 3.1% in 2026. Advanced economies (AEs) are projected to grow at 1.5% and emerging market and developing economies (EMDEs) at just above 4.0%. Inflation is forecast to decline globally to 4.2% in 2025 and 3.7% in 2026.

The slowdown in growth reflects rising uncertainty, protectionist policies, labour market challenges and the diminishing effects of temporary economic boosts such as accelerated trade and investment activity. Financial markets face ongoing uncertainties, with potential risks stemming from fiscal and financial vulnerabilities, including rising borrowing costs, geopolitical tensions and the possibility of abrupt repricing in sectors such as technology. Key opportunities lie in trade negotiations, structural reforms and productivity gains driven by advancements in technology.

Stable macro-financial conditions are particularly critical for insurers, as they rely on economic stability to manage long-term risks, align investments with liabilities and maintain financial resilience. The normalisation of bond yield curves

in some regions has provided additional support, benefiting insurers through improved investment returns, product pricing, ALM and capital positions.

Financial market disruptions and persistent economic uncertainty could pose challenges, straining asset valuations, reducing investment income and complicating liability management, especially for long-term products affected by volatile inflation expectations and bond yields. Despite these risks, insurers' are generally well-diversified. High-quality investment portfolios help to mitigate concentration risks, enhance liquidity and safeguard solvency.

The Bangladeshi economy remained resilient against the global backdrop of uncertainties related to geo-political tensions, geo-economic fragmentation, and polarization of trade, red sea route issues and volatile global financial markets.

Geoeconomic fragmentation potentially impacts insurers through key transmission channels, including financial market volatility, inflationary pressures and supply chain disruptions. These factors could adversely impact asset valuations, solvency positions, and claims inflation, particularly within non-life insurance lines.

These disruptions have the potential to spill over into macroeconomic and financial risks, including heightened credit, market and liquidity risks, as well as increased inflation and greater exposure to FX volatility. For insurers, such risks may require a strategic reallocation of asset and liability portfolios to address emerging vulnerabilities.

The non-life insurance industry has recently undergone radical changes in the regulatory and technological landscape. Amidst the changing macro and micro economic environment, the regulator announced various regulatory reforms that aim to protect the interests of the policyholders while encouraging innovation, competition, and sustainable growth in the insurance industry, further reaffirming the vision towards insurance for all.

### Segment-wise or product-wise performance

#### A General Review of the Performance of the Organization as a Whole and its Divisions Throughout the Year and Major Improvements from last years

##### Gross Premium Income

In the period from 03 September 2013 to 31 December 2025, the Company have earned a gross premium income of Tk. 734,81,81,945 (including public sector business). Since our incorporation in the insurance industry of Bangladesh,

we had been very careful to select business partners, what has given us a slow but steady build up.

Year	Gross premium (in Million Taka)	Growth ( % )
2025	1502.57	47.47%
2024	1,018.88	1.93%
2023	999.55	24.85%
2022	800.57	2.61%
2021	780.23	34.40%

#### Business Segment-wise Gross Premium Income (in Million Taka):

Business Segments	2025	2024	Growth (%)
Fire Insurance	590.96	348.23	69.70%
Marine Insurance	190.63	163.52	16.58%
Motor Insurance	19.63	16.03	22.39%
Miscellaneous Insurance	701.35	491.09	42.81%

#### Segregation of Net Premium:

Business Segments	2025		2024		Growth ( % )
	Amount (in Million Taka)	Business Mix of Net Premium (%)	Amount (in Million Taka)	% of Total Net Premium	
Fire Insurance	159.20	31.48%	158.15	42.67 %	0.66%
Marine Insurance	148.41	29.35%	132.14	35.65 %	12.31%
Motor Insurance	18.93	3.74%	15.40	4.16 %	22.92%
Miscellaneous Insurance	179.12	35.42%	64.94	17.52 %	175.82%
<b>Total</b>	<b>505.66</b>	<b>100.00%</b>	<b>370.63</b>	<b>100%</b>	<b>36.43%</b>

#### Claims

We are very prompt and sincere in respect of settlement of claims. We have been providing satisfactory customer services and continuously trying to improve it further. During the period of reporting, the Company has settled the claim of Tk. 165,248,750, while Tk. 504,369,241 is already provisioned for settlement of intimated claims at the earliest.

**Claim and Loss Ratio:**

Year	Claim (in Million Taka)	Change (%)
2025	165.25	102.14%
2024	81.75	-38.68%
2023	133.31	-36.67%
2022	210.49	801.20%
2021	23.36	-37.75%

**Segregation of Net Claim:**

Business Segments	2025		2024		2025 Growth (%)
	Amount (in Million Taka)	Business Mix of Net Premium (%)	Amount (in Million Taka)	Business Mix of Net Premium (%)	
Fire Insurance	84.10	50.89%	28.51	34.87%	194.97%
Marine Insurance	58.53	35.42%	12.87	15.74%	354.81%
Motor Insurance	1.95	1.18%	2.69	3.29%	-27.65%
Miscellaneous Insurance	20.67	12.51%	37.68	46.09%	-45.13%
<b>Total</b>	<b>165.25</b>	<b>100.00%</b>	<b>81.75</b>	<b>100.00%</b>	<b>102.14%</b>

**Financial Performance**

Performance of the Company in terms of key performance indicators have been shown in a separate statement under title "Five Years Financial Highlights" in page no. 109. Moreover, some highlights are given in items below:

**Capital Adequacy:**

The following table shows a gradual increase in the shareholders' equity.

Year	Shareholder's Equity (in Million Taka)	Change (%)
2025	1143.31	13.61%
2024	1006.38	12.19%
2023	897.06	11.20%
2022	806.67	7.79%
2021	748.37	47.84%

**Solvency Margin:**

The following table shows that the solvency margin of the Company is above the required level.

(Figures in BDT Million)

Particulars	For the year 2025	For the year 2024
Available Solvency [AS]	427.86	402.33
Required Solvency [RS]	341.05	238.82
Solvency Margin [AS/RS] (Times)	1.25	1.68

This solvency margin is calculated as per IDRA rules and regulations.

**Reserve Adequacy:**

As Sena Insurance PLC embarked into the business at the end of 2013, the Company was not in a position to cater for expected amount of reserve fund in 2014. However, we took all steps to ensure the appropriate quantity of reserve fund and successfully created a reserved fund of Tk. 707,972,533 by the end of 2025.

The following table shows reserve adequacy of the Company.

Year	Amount of Reserve (in Million Taka)	Change (%)
2025	707.97	26.94%
2024	557.72	22.35%
2023	455.83	28.09%
2022	355.87	29.03%
2021	275.82	39.45%

**Profitability:**

We have earned an underwriting profit of Tk. 110,404,033 in 2025 compared to profit of Tk. 103,331,455 in 2024. Our efforts to increase more premium income and to increase our market share have proved to be efficient with overwhelming support from our partners. Our expenditure on management has been increase by 41.48% but on the

other hand gross premium income has been increased by 47.47%. After providing for agency commission, management expenses and depreciation, the net profit before tax & WPPF stood at Tk. 251,020,667 in 2025, compared to profit of Tk. 217,048,996 in the previous year.

The following table shows the contributions of different business segments in the underwriting profit (loss):

Business Segments	Contribution to Underwriting Profit (%)				
	2025	2024	2023	2022	2021
Fire Insurance	2.56%	11.60%	4.58%	16.58%	14.37%
Marine Insurance	23.84%	71.49%	89.29%	55.77%	49.80%
Motor Insurance	10.76%	7.18%	11.52%	17.66%	19.94%
Miscellaneous Insurance	62.84%	9.73%	-5.40%	10.00%	15.90%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

#### Gross profit margin:

Gross profit margin are as follows:

Particulars	2025	2024	2023	2022	2021
Fire	2.84	11.99	4.12	13.64	11.64
Marine Cargo	26.42	73.87	80.23	45.89	40.33
Motor	11.92	7.42	10.35	14.53	16.14
Miscellaneous	69.65	10.06	-4.85	8.23	12.88

#### Gross Profit Margin and Net Profit Margin

In 2025 the Gross Profit Margin is 7.38% and the Net Profit Margin is 13.75%.

#### Treaty and Re-insurance Utilization and Risk Retention Ratio

Presently the Company has yearly Re-insurance Surplus Treaty Agreement 50% with state owned only local reinsurer Sadharan Bima Corporation (SBC) and the rest 50% with overseas reinsure(s) through reinsurer's Broker those are Prudent Insurance Brokers Pvt. Ltd. (India) & Protection Re Reinsurance Brokers Pvt. Ltd. (Bahrain). The lead re-insurance of the treaty is Petro Vietnam Insurance.

Besides, we deal with the Facultative Reinsurance Coverage whenever exceed over treaty limit to Sadharan Bima Corporation (Bangladesh) as well as overseas reinsurer(s) such as AXA XL (UK), XL Catlin (UK), Elesco (UK), Arch Insurance (UK), ATRIUM (UK), Amlin (UK), Apollo (UK), Beazley (UK), Everest (UK), IQUW (UK), Lancashire (UK), Royal & Sun (UK), Liberty (USA), Zurich (Switzerland), SIRIUS (Switzerland), HDI Global Specialty (Germany), MS First Capital (Singapore), MISR (Egypt), Trust Insurance Management (Bahrain), Kuwait Reinsurance (Kuwait), Samsung Reinsurance (Singapore), STARR (Singapore), Oman Insurance (Oman), GIC (India), New India (India), Waica Re (Africa), CICA Re (Togo), Al Ahleia (Kuwait), BMIIC (America) KLPP (Cyprus), Klaption Re (Zambia), Best Re (Malaysia), Saudi Re (Saudi Arabia) & Mandarin Re (Malaysia). Facultative reinsurance arrange is done for each and every risk through world renowned Broker(s) Tysers Insurance Brokers Ltd., K.M. Dastur & Company Private Ltd., Prudent Insurance Brokers Pvt. Ltd., Protection Re & Monoj Re and others Broker against all classes of General Insurance Business.

You may be aware that usually high-risk retention level signals inadequate reinsurance protection while low risk retention level hampers profitability.

#### Segment-wise Risk Retention Ratios of the Company for the last few years are shown in the table below:

Particulars	Year-wise Risk Retention Ratio (%)				
	2025	2024	2023	2022	2021
Fire Insurance	26.94%	45.42%	60.26%	51.46%	53.07%
Marine Insurance	77.85%	80.81%	77.94%	84.79%	83.16%
Motor Insurance	96.43%	96.04%	95.88%	94.23%	97.20%
Miscellaneous Insurance	25.54%	13.22	23.79%	18.26%	11.46%
<b>Total</b>	<b>33.65%</b>	<b>36.38%</b>	<b>42.11%</b>	<b>43.03%</b>	<b>35.43%</b>

#### Underwriting Performance/Quality Underwriting Highlights

At Sena Insurance PLC, underwriting remains at the core of our success, driving reliable and dynamic risks solutions across a diverse portfolio of non-life insurance products. By combining prudence and innovation, we continue to deliver value while ensuring risks are evaluated accurately and policies are designed to meet evolving customer needs.

**Underwriting Process and Facilities**

Our underwriting operations are grounded in key principles, including thorough risks evaluation, prudent risk pricing, and streamlined policy issuance. In 2025, we focused on leveraging technology to integrate advanced tools into our workflows, improving accuracy, automating processes, and minimizing human error. For large-scale or complex risks, we collaborated with expert reinsurers, ensuring sustainable risk management and strong underwriting performance.

In 2025, Sena Insurance PLC (SIPLC) overcame substantial external challenges, including nationwide strikes, market disruptions, and governmental transitions, to achieve impressive premium growth across nearly all classes of business. This success was underpinned by the visionary leadership of our Managing Director and a dynamic underwriting framework that effectively adapted to evolving market conditions.

SIPLC demonstrated expertise in underwriting by dealing with a wide range of high-value and complex risks. The Company skillfully tailored its underwriting approach to meet the unique and evolving demands of leading enterprises and well-established organizations, addressing challenges such as industrial expansions, ensuring operational continuity for power generation facilities, and managing risks in aviation, hospitality, renewable energy, and critical machinery operations. By diversifying its risk portfolio, SIPLC solidified its reputation as a trusted partner in managing significant and multifaceted risk portfolios, contributing substantially to premium growth.

SIPLC’s capabilities extended further to include managing risks for marine cargo and hull operations, as well as providing robust liability coverage for industries with substantial operational exposures. This comprehensive approach enabled the Company to maintain a balanced and diversified portfolio, ensuring resilience and continued growth.

The following table illustrates the comparative growth in gross premiums for major segments in BDT:

Class of Business	2025	2024	Growth Ratio
Marine	190,629,294	163,523,355	16.58%
Fire	590,959,799	348,228,256	69.70%
Motor	19,628,654	16,038,196	22.39%
Miscellaneous	701,354,163	491,094,239	42.81%

**Micro insurance Program- A Focus an Inclusion**

A landmark initiative for Sena Insurance PLC in 2025 has been the expansion of our Microinsurance program, reflecting our dedication to financial inclusion. Through strategic collaborations with Microfinance Institutions (MFIs) and Insurtech partners, we introduced affordable and customized products, primarily targeting underserved communities. Agricultural insurance, including Crop and Livestock policies, played a significant role in this effort. By the end of the year, nearly 512,834 farmers were insured under our Micro insurance offerings, ensuring protection against agricultural uncertainties.

Microinsurance is an important aspect for the marginalized population of Bangladesh. It will ensure the financial security and stability of the marginalized population. It will keep the poor and helpless people of the country risk-free and worry-free. Sena Insurance PLC is directly playing a role in the development of this agriculture-dominated country by rendering microinsurance services. It is a big opportunity for all of us.

Sena Insurance PLC are providing regular microinsurance services for potato, aman, boro and maize. It is also working on cattle. Our way of working is simple and efficient.

At first, the customer gives a basic data about himself and his farm to the Micro Finance Institution (MFI) and then is included in the microinsurance service by filling the Insurance Request Form. This information is communicated to Sena Insurance PLC by using web-platform. Within 3 days after knowing the information regarding the Insurance Request Form, employee of Sena Insurance PLC or a third party visits the farm and fills the Enrollment Form by taking all the necessary information about the farmer and the farm. The Enrollment Form is sent to Sena Insurance PLC, third party and MFI by using the web-platform. After analyzing all the risks and information related to microinsurance, the farmer is informed within 2 days whether Sena Insurance PLC can provide him with the service or not. The entire process is completed within just 5 days. If the policy is approved, it is ensured that the farmer gets the loan within 3 days. If the policy is not approved, Sena Insurance PLC clearly informs the MFI about the reason for cancellation of the policy and takes permission from the MFI before confirming the cancellation of the policy.

In the case of approval, the premium is collected from the farmer in cash or through MFS wallet and the MFI collects this premium. In case of MFS wallet, Sena Insurance PLC uses a specific wallet number specially for that specific policy. The MFI collects the premium and provides the

premium related information on the web panel. The MFI keeps a copy of the money receipt with itself and gives one to the farmer.

In this way, Sena Insurance PLC provides microinsurance services to farmers in a very simple and customer-friendly way.

Sena Insurance PLC is trying to reach the microinsurance services to as many people as possible and helping to reshape the present and future of Bangladesh. Sena Insurance PLC is providing microinsurance service with minimum premium and emphasizing more on claim settlement.

### Microinsurance for Fire Risk Management (MFRM)

Every year, numerous slums in Bangladesh are devastated by fires, causing severe financial losses for the residents. To mitigate this risk, Sena Insurance PLC, in collaboration with UNDP, have launched a dedicated insurance project for slum dwellers. This initiative aims to provide a financial safety net and ensures the resilience of vulnerable urban communities against fire-related disasters. With a vision to empower underprivileged communities, Sena Insurance PLC has launched a specialized initiative for slum dwellers, starting a pilot project with five slums in the initial stage of Dhaka North City, named- Sat Tola Bosti, Korail Bosti, Bashanteck Bosti, Bauniabad Bosti, and Mirpur Ceramics Bosti. These densely populated settlements are highly vulnerable to fire due to congested housing, unsafe electrical connections, flammable construction materials, and limited emergency access.

The plan emphasizes a risk reduction and preparedness-based approach. Initial activities include comprehensive fire risk assessments to identify hazard zones which are unsafe electrical systems, cooking practices, and access constraints. Based on the findings, community-level mitigation measures such as improving electrical safety, promoting safe cooking methods, creating firebreaks, and ensuring clear evacuation pathways will be introduced. Sena Insurance PLC will provide technical expertise and risk advisory support aligned with insurance-based risk management principles.

To strengthen the financial safety net of vulnerable urban communities, the project will extend fire insurance coverage to a minimum of 850 households across five designated settlements. To ensure equitable distribution of risk protection, at least 120 households in each settlement will be secured under the UNDP-developed insurance framework, facilitating rapid economic recovery following fire disasters.

Post-disaster recovery measures include rapid damage assessment, support for affected households, and linkage with micro-insurance and risk transfer solutions facilitated by Sena Insurance PLC. Overall, the MFRM Project seeks to create a sustainable, community-led fire risk management model that protects lives, assets, and livelihoods in Dhaka's most vulnerable slum communities.

### Micro insurance projections for 2025

Our vision includes significant growth in policyholders' acquisition over 0.50 million, premium contributions around 530 million, and optimized claims ratios, further strengthening our role in promoting financial inclusion through inclusive insurance products.

Type of Insurance Policy	Policy holder Acquisition	Premium Contributions
Livestock Insurance	2,539	25,55,866
Crop Insurance	5,53,313	9,82,00,586

### Bancassurance

Bancassurance is a combination of banking and insurance or insurance services. It has emerged as a very powerful business strategy all over the world. Many countries are reaping the benefits of this strategy. For example, 40 percent of Malaysia's total insurance business is bancassurance. According to recent data, in Bangladesh, insurance premiums are only 0.40 percent of GDP every year. This shows how much scope there is for insurance products to penetrate our economy.

One of the main obstacles to the development of the country's insurance sector is the crisis of trust, along with customer ignorance, long delays in claim settlement, and irregularities by representatives. Bancassurance has emerged as a new ray of hope in this situation. Banks are a place of trust for the people of our country, so it is possible to reach more customers, increase awareness and build trust by using the bank network. By joining banks, customers will get a more credible channel, where the terms and conditions of the policy are clearly explained and the claim process is faster. If insurance is sold through banks, the huge customer base of the financial sector will create new possibilities in this sector.

In December 2023, Bangladesh Bank published guidelines for the introduction of bancassurance, through which customers can easily take out insurance policies through bank branches. The main objective of the guideline is to increase financial inclusion by combining the banking and insurance sectors, ensure consumer protection, and

eliminate distrust in the sector. Currently, 18 banks in the country have started bancassurance services. However, the banks' defaulted loans are still acting as a major obstacle. Out of 52 domestic banks, only eight domestic banks have defaulted loans within 5 percent. Although it was less than before, the default rate of 13 banks is still under control, and the financial analysts say that the banks are currently fulfilling the defaults of 14 banks with which they have signed agreements.

In the flood of loans, even good banks have now been added to the list of bad banks. Even after this, the default loan rate was below 5 percent earlier and 14 banks whose default loans are still within 5 percent have signed agreements with various insurance companies. Out of the 18 contracted banks, 13 have default loans of more than 5 percent, as a result, only four banks are currently fulfilling all the conditions for approval of bancassurance. Keeping default loans under control is very important for transparency and financial stability for any institution.

Bancassurance will not only increase the expansion of the insurance sector but will also increase the efficiency of the country's banking sector and customers' confidence. Banks will be able to reach a large number of customers using their existing branch networks, digital platforms and sales channels. This will be helpful in increasing the coverage of insurance, especially in rural and urban marginal areas. Insurance companies will also benefit, because selling products through banks will accelerate market expansion. At the same time, banks will be able to increase revenue through commissions. If bancassurance is implemented properly, it will be able to overcome the long-standing distrust in the insurance sector in Bangladesh to some extent.

According to the instructions of Bangladesh Bank, only banks whose net defaulted loans are less than 5 percent can work as corporate agents. Again, a bank's minimum capital, including emergency security savings, must be 12.5 percent. If there is a net loss in any year of the last three years, the bank will be considered ineligible. Again, a bank must have a Camels rating of at least 2. Banks that meet these qualifications can start bancassurance.

Sena Insurance PLC is in a strong position in the insurance sector of Bangladesh. It has already launched bancassurance services in partnership with Trust Bank PLC, BRAC Bank PLC and NRB Bank PLC. Bancassurance mainly focuses on non-life insurance suitable for customers, such as motor, travel,

health and agricultural insurance, etc. Sena Insurance PLC has brought new types of products like agriculture and livestock to the market for customers through the bancassurance model, in addition to the conventional motor, travel, health insurance.

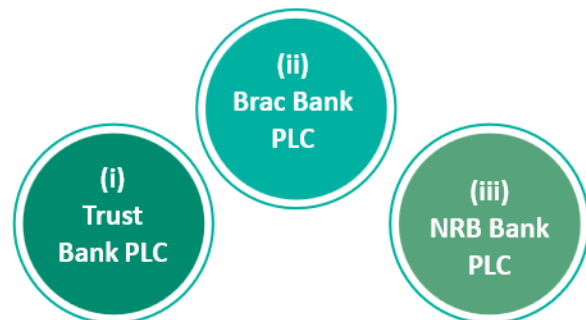
The bancassurance market in Bangladesh is growing rapidly. In terms of market share, we are in a strong position in the general insurance market in Bangladesh and we expect it to increase further through bancassurance.

The specialty of our bancassurance service is the facility of providing trained staff, digital platform and various insurance products according to the needs of the customers. Our banks not only sell policies but also help in claim settlement and after-sales services.

Banks have more than 11,000 branches in Bangladesh. 49 percent of them are in rural areas and 51 percent are in cities. Apart from this, banking services are being provided to customers through more than 12,000 agent banking outlets. On the one hand, the number of bank customers in the country is more, and on the other hand, banks are more trusted places compared to other financial institutions. As a result, there is an opportunity to sell a large amount of insurance or insurance policies from banks. As a whole bancassurance can have a positive impact on banks, insurance companies and customers.

At Sena Insurance, we want to lead in bancassurance. We are already focusing on forging strategic partnerships with top banks of the country, innovating tailored products for bank customers, integrating seamlessly with digital platforms, fostering collaboration through staff training and conducting through market research to guide strategic decision-making.

**Sena Insurance PLC signed bancassurance agreement with 3 (three) banks of Bangladesh:**



### The Members of Bancassurance Committee of SIPLC are:

Name	Position in the Committee
<b>Brig Gen Md Shafique Shamim, psc (Retd), CII (Cert) ABIA</b> Managing Director & CEO	Chairman
<b>Col Md Abue Masud, PBGM (Retd)</b> Chief Investment Officer & Head of Corporate Affairs	Member
<b>Mr Maloy Kumar Saha</b> Chief Financial Officer	Member
<b>Mr M M Sajedul Islam, FCS</b> Company Secretary	Member
<b>Ms Lasmin Akter</b> Head of Internal Audit & Compliance	Member

### Positioning for Long-Term Success

**Sena Insurance PLC remains proactive in adapting to a rapidly evolving insurance landscape. Our strategic focus includes:**

- Technology-driven Underwriting:** Enhancing process efficiency, reducing errors, and elevating customer satisfaction through automation and digital transformation.
- Inclusive Insurance:** Expanding underserved segments with tailored products like Micro insurance to promote financial resilience.
- Skill Development:** Strengthening underwriting expertise through advanced tools and targeted training programs.

### Vision for the Future

As we look ahead, Sena Insurance PLC is committed to solidifying its position as an emerging leader in underwriting innovation. We will continue to:

- Refine processes to meet changing market demands.
- Foster long-term partnerships with policyholders, MFIs, and technology providers.
- Balance growth with profitability
- Creating sustainable value for stakeholders.

With disciplined underwriting practices, forward-thinking strategies, and technological advancements, Sena Insurance PLC is well-positioned to navigate challenges and capitalize on opportunities in 2025 and beyond.

### Innovation and Services

#### Industry First and Company First Initiatives

To increase the country's insurance penetration, Sena Insurance PLC is working with IDRA to innovate new products that will further connect the general public with insurance.

In our commitment to innovation and differentiation aimed at enhancing awareness and engagement, the team undertook multiple Industry First and Company First initiatives. Sena Insurance is known for its innovation and services. The market for Insurance in Bangladesh is highly competitive, which motivates the market leaders to think and innovate new products and services. SIPLC has been constantly innovating and creating exceptional and authentic packages for its clients. Besides the traditional insurance portfolio, SIPLC introduced the following personal line of products in last year and some of these are in the pipeline:

- Crop insurance on area yield concept for crops like potato, maize, boro rice, etc
- Pet Insurance
- Cellular phone protection insurance
- Micro-insurance for online purchases
- Extended warranty insurance for electrical devices.
- Sena Insurance PLC has launched a specialized initiative for slum dwellers, starting a pilot project with five slums in the initial stage of Dhaka North City, named- Sat Tola Bosti, Korail Bosti, Bashanteck Bosti, Bauniabad Bosti, and Mirpur Ceramics Bosti.

The following table shows the segment-wise underwriting performance of the Company in the last few years.

Business Segments	Year-wise Underwriting performance (million)				
	2025	2024	2023	2022	2021
Fire Insurance	2.84	11.99	4.12	13.64	11.64
Marine Insurance	26.42	73.87	80.23	45.89	40.33
Motor Insurance	11.92	7.42	10.35	14.53	16.14
Miscellaneous Insurance	69.65	10.06	(4.85)	8.23	12.88

### Investment Profile

The size of investment portfolio of the Company as on 31 December 2025 stood at Tk. 1,701,125,475. The investment portfolio comprises 10-years Bangladesh Government Treasury Bonds, Fixed Deposits & Shares with various commercial banks and financial institutions.

### Segregation of Investment Income and Other Income

The following table shows the status of the contributions of different sources in the investment income and other income in the last year comparing with those of the previous year.

Heads of Income	2025		2024	
	Amount (in Million Taka)	% of Total Investment Income & Other Income	Amount (in Million Taka)	% of Total Investment Income & Other Income
Investment Income FDR & BGTB	145.07	89.82%	110.92	78.32%
Interest Income Bank	3.49	2.16%	1.96	1.38%
Dividend	1.61	0.99%	3.59	2.53%
Investment Income of Property	6.36	3.94%	6.22	4.39%
Profit from Sale of Share	-	0.00%	3.06	2.26%
Other Income	4.98	3.08%	15.89	11.73%
<b>Total</b>	<b>161.51</b>	<b>100.00%</b>	<b>135.41</b>	<b>100.00%</b>

### Cost of Goods Sold

SIPLC is not a manufacturing Company. It is a non-life insurance Company in Bangladesh. Cost of Goods Sold is not considered to prepare financial statements. Therefore, comparative analysis of financial performance is elaborately discussed on the presentation on financial indicators on page no. 109.

### Disclosure Regarding Extra-ordinary Gain or Loss

During the year there was no such events of extraordinary nature and the Company did not suffer or gain any loss or gain from such activities.

### Management Expenses

Management expenses amounted to Tk. 237,806,536 in 2025. The expenses have been apportioned @ 43.35% to Fire, 16.52% to Marine Cargo & Hull, 1.60% to Motor & 38.35% to miscellaneous revenue accounts. Even

after providing with our share in Sena Kalyan Sangstha's commitment to help the distressed families of freedom fighters and retired armed forces' personnel of Bangladesh, (which is a major part of our Corporate Social Responsibility), we have successfully brought down the management expenses within appreciable limit.

### Disclosure Regarding Related Party Transaction

In the ordinary course of business, related party transactions take place with other entities that fall within the term related party as defined in IAS 24: Related Party Disclosure. A statement on the related party transactions has been disclosed under item no. 34 of the notes of the financial statements.

### Risk and Concern (Risk + Mitigation) Risks and concerns including internal and external risk factors, threat to sustainability and negative impact on environment, if any

As Sena Insurance PLC continues to invest in new ways to gain a better understanding of the dynamic and constantly changing risk environment, it remains at the forefront of risk and resilience, enhancing risk mitigation strategies for businesses, governments and the civil society as well as informing the public policy agenda at large. The external factors are also discussed in the Pestel Analysis report on page 100.

A detailed report on the risk management framework has been made separately on page no. 307.

### Disclosure Regarding Utilization of Proceeds from Public Issues, Rights Issues and/or any other Instruments

After completing the IPO formalities, trading of shares of our Company commenced on 07 November 2021 on both Dhaka Stock Exchange and Chittagong Stock Exchange.

The Company's IPO proceeds were fully utilized in 2022. The detailed report regarding utilization of proceeds of IPO of the Company is also available in the Company's website.

### IPO of the Company

Sena Insurance PLC floated its ordinary shares initially in 2021 through an IPO. The net proceeds from the IPO were used for the Company's operational activities.

### Deterioration of Financial Results

No other indicator of financial performance deteriorated after the Company went for the Initial Public Offering (IPO).

The Company didn't floated its shares through Repeat Public Offering (RPO), Rights Share Offer, Direct Listing, etc.

## Variance Between Quarterly Financial Performance and Annual Financial Statements

The statement of quarterly and annual financial statements are given separately. There was no significant difference in financial performance during the year 2025. The financial performances of the Company for the last two years are also given below and the Company's quarterly performance assessment is shown on page 119.

### Financial performance analysis:

BDT in Crore

Particulars	2025	2024	Growth (%)
Gross premium	150.26	101.89	47.47
Net premium	50.57	37.06	36.45
Underwriting profit	11.08	10.33	7.26
Investment & other income	16.15	13.54	19.28
Net profit before tax	23.91	20.67	15.67
Net profit after tax	20.66	17.17	20.33
Paid-up capital	40	40.00	0.00
Shareholders' equity	114.33	100.64	13.60
Total assets	203.68	184.27	7.74
Total liability	89.35	88.41	1.05
No. of Shares	4.00	4.00	0.00
Earnings per share	5.17	4.29	20.51
NOCFPS	5.00	7.23	-30.84

### Description of the Performance of the Various Activities/ Product(S)/ Service(S)/ Segment(S) of the Entity and its Group Entities During the Period Under Review

#### Product Wise Performance

BDT in Million

Particulars	Fire	Marine Cargo	Marine Hull	Motor	Miscellaneous	2025	2024
Gross premium	590.96	169.93	20.69	19.63	701.36	1502.57	1,018.88
Net premium	159.20	138.95	9.45	18.93	179.12	505.65	370.64
Underwriting profit	2.83	18.67	7.76	11.92	69.65	110.83	103.33

There is no group entity of SIPLC.

### Significant Deviations from the Last Year's Operating Results of the Company.

Deviation in Earnings per Share (EPS), Net Operating Cash Flow Per Share (NOCFPS) and Net Asset Value Per Share

(NAV) have increased for the year 2025 from the last year due to the positive growth of underwriting income & interest income of FDR.

There were no significant deviations from the last year's operating results of the Company..

### Key Operating and Financial Data/Key Performance Indicators (KPIs) of Preceding Five Years

The key operating and financial data of last preceding 5 (five) years have been disclosed on page no. 109 of this annual report.

### Disclosure on Preparation and Presentation of Financial Statements

#### Statements Regarding the Presentation of Financial Statements, Including the Balance Sheet and Others of the Company/ Corporate and Financial Reporting Framework

The Directors of SIPLC, in conformance with the BSEC Notification No. SEC/CMRRCD/2006-158/207/Admin/80 dated 3 June 2018, confirm compliance with the financial reporting framework for the following:

- The financial statements, prepared by the management of SIPLC make a fair presentation of its activities, operational details and results, cash flow information and changes in equity structure;
- Proper books and accounts of the Company have been maintained;
- Appropriate accounting policies, including International Accounting Standards (IAS)/International Financial Reporting Standards (IFRS)/ as applicable/adopted in Bangladesh, have been consistently applied in preparation of the financial statements. Any change or deviation has been adequately disclosed;
- Accounting estimates are based on reasonable and prudent judgment;
- Internal control processes have been properly designed and effectively implemented and monitored;
- Minority shareholders have been duly protected as have effective means of redress;
- No significant doubt exists upon the Company's ability to continue as a going concern;
- Comparative analysis of significant deviations have been highlighted and the reasons have been explained in the sections above.

### Maintaining Proper Books of Account

Sena Insurance PLC always maintains proper books of account for its financial transactions, including in 2025. The external auditor, M/s. Mahfel Huq & Co., Chartered Accountants, has reviewed the books of account and provided an opinion that they have been maintained as required by law.

### CEO and CFO's Declaration Certificate

The Managing Director & CEO and Chief Financial Officer provide a certification on annual basis to the Board of Directors under Condition No.3 (3) (C) of the Corporate Governance Code- 2018 of BSEC. The CEO and CFO's declaration to the Board is appended on page no. 256.

### Effective Internal Control System

The Board takes the responsibility for the oversight of SIPLC's business and management, including risk management and putting up effective internal controls. The Directors state that the systems of internal control are sound and have been implemented and monitored effectively. Details of the Internal Control System of the Company have been reported on page no. 287.

### Material for the Appreciation of the State of the Company's Affairs

This is to declare that during the financial period 2025, the Company did not make any changes to the nature of the Company's business, its subsidiaries, or the classes of business in which the Company has an interest.

### Risk Assessment and Mitigation for the Year 2025

The Board of the SIPLC established a process for risk assessment and management. The internal control system will identify and analyze these risks to prevent an adverse event.

Sena Insurance PLC recognizes the dynamic nature of the insurance industry and the inherent risks associated with conducting business. This disclosure aims to provide stakeholders with insights into the risks faced by the Company in the year 2025 and the corresponding strategies employed for mitigation.

#### Key Risks Identified:

(a). Insurance risk
(b). Credit Risk
(c). Market Risk
(d). Operational Risk

### Risk response and Mitigations by the Management

This year the management has identified the above risks of the Company and taken various necessary initiatives, which are shown in the risk management report on page no. 307 of this annual report.

### Human Resources

At SIPLC, our people are our greatest asset. It is one of our utmost priorities that the employees are taken care of. We try to provide our people a congenial work environment, opportunity to hone their skills, and apt compensation and rewards that drive their motivation and work performance—one of the key reasons for our continued success.

The Company believes that its Human Resources (HR) gives it a significant competitive edge in terms of knowledge and experience. It has continued its policy of recruiting the best people and implementing programs to develop and retain high quality human resources in its various divisions/ departments. In line with this Policy, the need based internal and external training at both home and abroad, are regularly and systematically arranged. The Company also ensures attractive compensation packages and rewards including employees' safety and health including the family members to some extent to assure their retention and provide job satisfaction.

A separate report on human resources has been presented on page no. 362 of this report.

### Information Technology (IT)

In the year 2025–26, Sena Insurance PLC has significantly strengthened its portfolio by enhancing crop, cattle, and weather-index insurance products through advanced Insurtech solutions. Leveraging AI-driven risk assessment, satellite-supported crop monitoring, and automated parametric claim processing, these products are now more accurate, affordable, and accessible—especially for underserved communities.

By integrating these technology-enabled insurance solutions with microfinance institutions, we are promoting financial inclusion and extending protection to vulnerable populations across rural Bangladesh. These products—still relatively new in the Bangladeshi insurance market—are designed to be simple, technology-driven, and service-oriented. Through strategic partnerships and digital distribution platforms, we aim to expand our outreach and deliver modern, customer-centric insurance services nationwide.

Sena Insurance PLC has significantly enhanced customer experience through the introduction of several technology-

driven and service-oriented processes. Building on its strong foundation of skilled professionals and disciplined institutional leadership, the company has implemented a range of digital innovations that ensure faster, more transparent and customer-centric service delivery.

Key improvements include the adoption of digital onboarding, automated claim processing, AI-based risk evaluation, and mobile self-service platforms. These advancements have reduced processing time, minimized documentation burdens, and increased accuracy in customer support and claims settlement.

By integrating modern Insurtech solutions with its customer-first philosophy, Sena Insurance PLC has strengthened operational efficiency while improving trust and satisfaction among policyholders. As a result, the company continues to be recognized as one of the leading insurers in Bangladesh, consistently delivering reliable service and building long-term relationships with its customers.

Sena Insurance PLC has implemented a range of advanced Insurtech solutions that have significantly improved its service standards. Key areas of impact include digital policy issuance, automated claims processing, AI-driven risk assessment, and 24/7 mobile-based customer service. Additionally, customers can now submit online claim intimation and receive support within an hour, ensuring faster response and greater convenience.

A major technological milestone this year is the launch of our Satellite-Based Yield Estimation Pilot Project for the Boro paddy season. Through satellite imagery, remote sensing, and AI-powered crop analytics, we can now monitor crop health, estimate yield more accurately, and assess localized risks with greater precision. This initiative enhances transparency, strengthens climate-risk assessment, and supports more reliable parametric insurance solutions for farmers.

Another breakthrough innovation is the introduction of our proprietary Muzzle Identification System for Cattle Insurance. This system uses AI-based biometric identification to recognize cattle through their unique muzzle patterns—similar to fingerprints in humans. It eliminates the risk of cattle misidentification, prevents fraud, speeds up claim validation, and ensures accurate verification during policy issuance and claim assessment. This makes cattle insurance more secure, transparent, and efficient for rural farmers.

These technologies have enabled faster processing, reduced manual errors, and ensured consistent service delivery across all customer touchpoints. Through automation and data

analytics, the company now achieves shorter turnaround times, higher accuracy, and improved transparency in both claims and policy management. Customers benefit from real-time updates, seamless digital interactions, and quicker claim settlements.

#### **The results of these upgrades are measurable:**

- 30–50% reduction in processing time
- Higher customer satisfaction and repeat-policy retention
- Increased outreach through digital platforms
- Strengthened trust and brand reputation
- Online claim intimation support provided within one hour
- Improved crop monitoring and yield prediction through satellite analytics
- Fraud prevention and faster verification through AI-based muzzle identification

By embedding technology into core operations, Sena Insurance PLC has set a new benchmark in service excellence and positioned itself as a forward-thinking leader in the evolving digital insurance landscape.

Sena Insurance PLC has undertaken several strategic digital transformation initiatives aimed at increasing insurance penetration and significantly elevating customer experience. These initiatives leverage modern technologies such as AI, cloud computing, ERP, big data analytics, APIs, and mobile platforms to make insurance more accessible, efficient, and customer-centric.

#### **Key Digital Initiatives**

##### **1. ERP-Based Policy Issuance**

The implementation of an integrated ERP system ensures streamlined policy issuance and cover note generation, minimizing manual errors and reducing processing time. This enables fast, accurate, and consistent service delivery nationwide.

##### **2. Proprietary Data Management & Regulatory Connectivity**

A secure technology framework enables automated daily data transmission to the insurance regulator. This promotes transparency, compliance, and real-time data integrity—ultimately strengthening customer confidence.

### 3. Mobile App for 24/7 Service Delivery

Since 2022, customers can manage policies, submit claims, track application status, and receive updates via the Sena Insurance mobile app. This has greatly improved accessibility, especially in rural and remote areas.

### 4. API-Driven Branch & Agent Operations

Through API integration, branches and agents now process transactions, verify customer data, and issue documents in real time. This has improved operational efficiency, reduced delays, and enhanced customer responsiveness.

### 5. AI, Chatbots & Robotics Process Automation (RPA)

AI-enabled chatbots provide instant customer support, while RPA automates repetitive administrative tasks such as claim validation and document scanning. These technologies ensure faster services, reduced errors, and improved customer engagement.

### 6. Big Data Analytics & Cloud Infrastructure

Big data supports personalized product recommendations, fraud detection, and predictive risk modeling. Cloud technology ensures secure storage, scalability, and remote access for customers and employees, strengthening business continuity.

Sena Insurance PLC has one of the most flexible & secured IT department with some experienced, energetic and intelligent IT specialist. In this modern world, IT departments have traditionally been the sole proprietor of technology within organizations with responsibility to ensure all technological aspects of an organization are running smoothly in order to deliver on such responsibility.

#### SIPLC IT department main responsibility is –

- Managing and protecting the information technology.
- Managing and protecting the data resource.
- Managing and protecting the system applications.

#### Statement of Directors' Responsibility to Establish an Appropriate System of Internal Control

In order to achieve short-term business objectives and long-term sustainability, strengthening and streamlining internal controls is crucial. The year 2025 was marked by geopolitical tension, volatility in financial sector, soaring inflation,

and, most importantly, an increased challenge in ensuring effective internal audits and control systems.

The Board of Directors recognizes their general responsibilities for the Company's internal control system. They are aware of their duties to establish efficiency, effectiveness, reliability, timeliness, and compliance with relevant laws and regulations in all the Company's operations. To ensure this, they have confirmed that a system of internal control is in place throughout the year, following best financial reporting practices.

A separate Statement of Directors' Responsibility to establish an appropriate system of Internal Control has been presented on page no. 168 & 289 of this report.

#### Credit Rating

Alfa Credit Rating Limited has rated the Company in 2025 with 'AAA' in the long term and 'ST-1' for the Short Term based on audited financial statements and other available information up to the date of rating declaration. The outlook on the rating is stable. The rating reflects the strengths of the Company which is backed by a strong team of management.

#### Contribution to National Economy

SIPLC contributes to the national exchequer in the form of income tax, VAT & Excise duty. The Company's contribution to the national exchequer is given below:

Particulars	31 December 2025	31 December 2024
Income Tax paid on Company's income	43,311,771	23,203,514
Tax collected at source on behalf of Government	38,464,183	37,334,663
VAT collected at source on behalf of Government	33,747,355	4,013,310
Value Added Tax (VAT)	44,181,355	28,488,195
Excise Duty	1,612,770	1,497,766
<b>Total</b>	<b>161,317,434</b>	<b>94,537,448</b>

#### Protection of Minority Shareholders

In compliance with Corporate Governance Code by BSEC, SIPLC strives to establish accountability, transparency as well as protect the interest of minority shareholders. The

shareholders have voting rights in proportion to the number of shares. The shareholders are entitled to dividend and paid if declared.

SIPLC protects the interest of minority shareholders by providing flow of information towards and keep them updated through necessary means. The Code of Compliance followed by the Company ensures the affairs of Company being conducted or the power of directors are being exercised in a manner that is not prejudicial to any of the shareholders visa- vis minority shareholders.

### Going Concern

The accompanying financial statements have been prepared on a going concern basis, which contemplates the realization of assets and the satisfaction of liabilities in the normal course of business without significant fluctuation in value. The accompanying financial statements do not include any adjustments, which indicate that Sena Insurance PLC is unable to continue as a going concern.

### Green Initiatives

In line with the 'Green Initiative', the Company have effected electronic delivery of Notice of AGM, and Annual Report and other shareholders' related communication to those Members whose e-mail addresses were registered with the respective Depository Participants (DPs) and downloaded from the CDBL.

As a part of green initiative, the Company is continuously encouraging its shareholders via. Communications to register their e-mail address with their respective DP(s).

The Company believes and endorses the 'Green Initiative' as it would not only rationalize the use of paper but also ensure prompt communication, avoid loss in transit and have reference value of the communication.

### Pattern of Shareholding

SIPLC's shareholding pattern as of 31 December 2025, is disclosed as per the Corporate Governance Code of BSEC in Annexure- iii of this directors' report.

### Insider Trading

The members of the Board of SIPLC as well as its sub-committees, or its senior management and their family members did not involve in any insider trading and did not violate the provision with regard to insider trading.

### Compliance with Laws and Regulations

The Company was not engaged in any activities contravening the laws and regulations. All those responsible for ensuring compliance in line with the provisions in various laws and regulations have discharged their responsibilities as per requirements.

### Awards & Recognition

Despite being the youngest company in the country, the Company is growing in a positive trend due to its competency and financial discipline. For maintaining consistency, Sena Insurance PLC (SIPLC) has achieved the prestigious "IDRA insurance Excellence Award-2025", International Awards in 6 multiple categories in the 5<sup>th</sup> & 6<sup>th</sup> Emerging Asia Insurance Conclave & Awards 2024 & 2025 organized at Bangkok, Thailand. "13<sup>th</sup>, 14<sup>th</sup> & 15<sup>th</sup> ICMAB Best Corporate Award-2022, 2023 & 2024" for the best performance of the organization in 2022, 2023 & 2024" and "9<sup>th</sup>, 11<sup>th</sup> & 12<sup>th</sup> ICSB National Award for Corporate Governance Excellence, 2021, 2023 & 2024" for its outstanding corporate governance practices as well as transparency and accountability in overall management, under the General Insurance Category. SIPLC had also won the "23<sup>rd</sup> ICAB National Award" for the best presented annual reports -2022 and "RTV Bima Awards-2023" as the Best Promising General Insurance Company.

The awards and accolades have been shown on page no. 46.

### Board meetings & Attendance

The Directors of SIPLC meet on a regular basis. During the year 2025, a total of 6 meetings of the board were held. A detail statement showing Attendance of the Directors in the Board Meetings has been shown on page no. 157.

### Directors' Remuneration

Directors are not eligible for any other remuneration other than the attendance fee for the Board and its committee Meetings. During the year 2025, a total amount of Tk. 4,64,000/- (including tax & excluding vat) and 5,33,600 (including tax & vat) was paid to the Directors as Remuneration/Meeting Attendance Fees and travel expenses.

Details of the Directors' attendance record are shown in Annexure-II.

### Auditors Report Opinion

We have audited the financial statements of Sena Insurance PLC (the 'Company'), which comprise the Balance Sheet

(Statement of Financial Position) as at 31 December 2025, and the Profit or Loss Account (Statement of Profit or Loss and Other Comprehensive Income) Profit and Loss Appropriation Account, related Revenue Accounts, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as of 31 December 2025, and its financial performance and its cash flows for the year that ended in accordance with International Financial Reporting Standards (IFRSs), the Companies Act 1994, the Insurance Act 2010, the Insurance Rules 1958, the Securities and Exchange Rules 2020 and other applicable laws and regulations.

#### **Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (ISAs). 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 ethical requirements that are relevant to our audit of the financial statements in Bangladesh, and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Key Audit Matters**

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

#### **No Adverse Remarks (Disclaimer/Adverse/Qualified/Emphasis of Matter) in the Auditors' Report**

The Auditors' Report 2025 contained no adverse opinion by the Statutory Auditors of the Company. (Page no. 384-431).

#### **Management Discussion and Analysis**

Management Discussion and Analysis signed by Managing Director & CEO presenting detailed analysis of the Company's position and operations along with a brief

discussion of changes in the financial statements are stated at page no. 160.

#### **Corporate Governance**

The Directors of SIPLC are committed in adopting the highest governance standard and implementing them in protecting the interests of shareholders, policy holders and all other stakeholders. A detailed report on corporate governance has been presented on page no. 167 to 286 of the Annual Report.

#### **Motor Vehicle of the Company**

The management of the Company is always very careful about full compliance of relevant instructions from IDRA about provision and procurement of equipment's. As such, we are procuring motor vehicles for the head office and branches gradually as per the IDRA circular on this matter. As on 31 December 2025, the Company has 17 motor vehicles for its head office and branches.

#### **Status of Compliance**

MNA Associates., Chartered Secretaries Firm have certified that the Company has complied with the conditions/guidelines of Corporate Governance as stipulated under BSEC's Corporate Governance Code- 2018 and IDRA's Corporate Governance Guideline-2023. The said certificate forms part of this Annual Report as an annexure to the Corporate Governance Report of the Board of Directors.

#### **Subsidiary Operations**

Sena Insurance PLC is a concern of Sena Kalyan Sangstha (SKS) and has no subsidiary companies.

#### **Corporate Social Responsibility**

Sena Insurance PLC is a concern of Sena Kalyan Sangstha. The Company is building an image in the insurance sector of Bangladesh. Although the youngest Company, the Company continues to expand its CSR / welfare activities throughout the year. The depth of the Company's dedication to the service of humanity is far-reaching and unbelievable, but the ultimate truth.

To confirm Transparency and accountability, this Company of the present generation is completely unrivaled and irresistible. This Company is always ready and determined to win the hearts of people to provide insurance services.

The report of Corporate Social Responsibility has been given on page no. 353 of this annual report.

### Proposed Dividend

The Board of Directors at the time of considering the financial statements for the year ending 31 December 2025 have recommended 15% cash dividend [i.e., Tk. 1.50 per share] from the distributable profits of the Company, which will be placed before the shareholders in the forthcoming AGM for approval.

### Interim dividend

The Members of the Board agreed in principle and declared that pursuant to the Regulators' rules, the Board shall not declare bonus share or stock dividend as interim dividend.

### Directors' Appointment & Re-appointment

#### Directors' Retirement and re-election/rotation

As per the Articles of Association of Sena Insurance PLC, except the Independent Directors, all Directors will be nominated by Sena Kalyan Sangstha (SKS) and the Ex-officio of SKS.

As per the Companies Act, any Director appointed by the Board to fill the casual vacancies since last Annual General Meeting shall retire in the next Annual General Meeting. Accordingly, the following Directors shall retire in the forthcoming Annual General Meeting and for being eligible, they are seeking re-election to the Board, subject to the approval of the shareholders in the next AGM:

- Maj Gen Md Sajjad Hossain,  
SUP, ndc, afwc, psc (representing SKS)
- Air Cdre Md Abu Rayhan,  
GUP, BUP, ndc, psc, M Phil (representing SKS)
- Brig Gen Mohammad Khaled Kamal,  
BSP, ndc, psc (representing SKS)
- Brig Gen Md Zubayer Hasnat,  
SGP, psc, lsc (representing SKS)
- Brig Gen Mohammad Azizur Rouf,  
BGBM, psc (representing SKS)
- Brig Gen Mohammad Mustafizur Rahman  
(representing SKS)

### Appointment/re-appointment of Independent Director

As per BSEC's Corporate Governance Code-2018 and IDRA's CG Guideline, the following independent director has been appointed by the Board as well as consented by the Commission, which will be confirmed by the shareholders at the 13<sup>th</sup> AGM of the Company.

- Dr Shakila Yasmin

### Directors' Resume/Profile and line of expertise

The profiles of Directors of the Company have been presented on page nos. 62 to 72 of the Annual Report.

### Appointment of Auditors

Mahfel Huq & Co., Chartered Accountants, have been serving the Company as the statutory auditors for the last two years (2024 & 2025). The firm will retire at the conclusion of the 13<sup>th</sup> AGM and they have expressed their interest to be re-appointed for the next term.

Accordingly, the Board of Directors considered the EOI of Mahfel Huq & Co., Chartered Accountants, an eligible audit firm for auditing the insurance companies as well as listed companies (panel auditors of IDRA, BSEC & enlisted audit firm of BFRC) and recommended for re-appointment of Mahfel Huq & Co., Chartered Accountants, as statutory auditors of the Company for the year 2026 with a remuneration of Tk. 3,00,000/- (Excluding VAT and TAX), subject to the approval from the shareholders in the forthcoming AGM.

### Appointment of Compliance Auditors

Pursuant to the Corporate Governance Code-2018 of Bangladesh Securities and Exchange Commission (BSEC) and Corporate Governance Guidelines of Insurance Development and Regulatory Authority (IDRA), we need to obtain two certificates from a practicing Chartered Accountant or Chartered Secretary other than its statutory auditors on yearly basis.

Accordingly, the Board of Directors recommended for appointment of MNA Associates, Chartered Secretaries Firm and MS Khan & Co., Chartered Secretaries, CG Compliance Auditors to obtain two certificates for CG Code of BSEC and CG Guidelines of IDRA for the year 2026 with a remuneration of Taka 25,000/- each (excluding VAT & TAX), subject to the approval from the shareholders in the forthcoming AGM.

### Future Prospects

The non-life insurance sector in Bangladesh holds high future potential, driven by rapid urbanization, industrial growth, and increasing awareness of risk management. Despite low current penetration (under 1%) and a market size of BDT 5,000 crore, the industry is experiencing steady, consistent annual growth, particularly with the introduction of bancassurance and expanding agricultural/health insurance.

The sector is moving toward a more structured and technology-driven landscape, aiming for higher penetration over the next five to ten years. The top non-life insurance players include companies like Reliance Insurance PLC, Green Delta Insurance PLC, Pragati Insurance PLC and Sena Insurance PLC. The sector's long-term sustainability depends on enhancing public confidence through better service and adopting modern and transparent, practices.

### Our Future Development

Every year our income and profit have been steadily increasing. We pay the insurance claims to the customers on time, and that's why customers trust us. We want to reach people's doorsteps through new services.

We will remain a trusted risk manager at all times for our partners and at the same time add value to their investments as a sustainable financial institution. We hope that our respected shareholders, valued clients & other stakeholders will always be with us in our steady and successful journey ahead.

### Our Aim

Through the SIPLC's dedicated and inspiring team, we would like to provide specialist support to 18 crores people across Bangladesh – helping them to live happy, healthy and meaningful lives.

### Acknowledgment

The Directors take this opportunity to express their sincere

gratitude to all the valued shareholders, clients and well-wishers at home and aboard for their wholehearted cooperation and active support in the discharge of the duties assigned to the Board during the year under review.

The Directors express sincere gratitude to the Insurance Development and Regulatory Authority, Registrar of Joint Stock Companies and Firms, Bangladesh Securities and Exchange Commission, Government and Non-Government organizations, Sadharan Bima Corporation, our overseas reinsurers, Brokers, Dhaka and Chittagong Stock Exchanges, Bangladesh Insurance Association, Bangladesh Insurance Forum and all the Scheduled Banks and NBFIs for their sincere support and whole hearted cooperation.

The Directors express deep appreciation for the services and loyalty of the executives, officers and employees of the Company at all levels without which results could have not been achieved.

The Directors like to thank and express gratitude to Managing Director & CEO, Brig Gen Md Shafique Shamim, psc (Retd), MDS, MBA, CII (Cert), ABIA for his hard work, commitment and dedication to the development of the Company.

At the last but not the least certainly, the Directors express their sincerest gratitude to all clients for their loyalty and patronage over the period.

With our very best regards to all our valuable shareholders, we promise to continue the growth with your support.

Thank you all.

On behalf of the Board



**Major General Md Sajjad Hossain, SUP, ndc, afwc, psc**  
Chairman  
Sena Insurance PLC

# Directors' Meeting & Attendance

## Annexure-i

During the financial year under reporting total six (6) Board Meetings were held and the attendance of the Directors are noted below:

Name of Directors	Nominated by	Total Meetings	Meetings Attended	Changes During 2025 with the date of Board Acceptance	
				Date of Board Acceptance	
				Joining	Leaving
Maj Gen Md Sajjad Hossain, SUP, ndc, afwc, psc	Chairman (Nominated by SKS)	3	2	28-Sep-25	
Air Cdre Md Abu Rayhan, GUP, BUP, ndc, psc, M Phil	Vice- Chairman (Nominated by SKS)	2	2	28-Sep-25	
Brig Gen Mohammad Khaled Kamal, BSP, ndc, psc	Director (Nominated by SKS)	2	1	28-Sep-25	
Brig Gen Md Zubayer Hasnat, SGP, psc, lsc	Director (Nominated by SKS)	-	-	19-Dec-25	
Brig Gen Md Mahbub Hasan, BPM	Director (Nominated by SKS)	6	6		
Brig Gen Mohammad Azizur Rouf, BGBM, psc	Director (Nominated by SKS)	1	1	19-Dec-25	
Brig Gen Mohammad Mustafizur Rahman	Director (Nominated by SKS)	-	-	19-Dec-25	
Mr Kazi Ahmad Pervez	Independent Director	6	6		
Dr Shakila Yasmin	Independent Director	3	3	28-Sep-25	
Maj Gen Md Habib Ullah, SGP, SPP, ndc, afwc, psc, M phil	Immediate Past Director (Nominated by SKS)	3	3		28-Sep-25
Cdre Md Shamsul Aziz (L), NGP, psc, BN	Immediate Past Director (Nominated by SKS)	5	5		19-Dec-25
Brig Gen Md Abdur Rahim, BGBM,G+	Immediate Past Director (Nominated by SKS)	4	4		28-Sep-25
Brig Gen Tanveer Gani Chowdhury, PBGM	Immediate Past Director (Nominated by SKS)	4	4	17-Apr-25	19-Dec-25
Brig Gen Md Shaheen Iqbal, ndc, afwc, psc	Immediate Past Director (Nominated by SKS)	5	5	17-Apr-25	19-Dec-25
Brig Gen Salahuddin Ahmed, ndc, afwc, psc, M Phil	Immediate Past Director (Nominated by SKS)	1	1		17-Apr-25
Brig Gen Md Mahfuzur Rahman, PBGMS	Immediate Past Director (Nominated by SKS)	4	4		28-Sep-25
Dr Ireen Akhter	Immediate Past Independent Director	2	1		28-Sep-25

# Directors' Remuneration

## Annexure-ii

The statements of remuneration paid to the Directors during the financial year under reporting are noted below:

Name of Directors	Board		Executive Committee		Risk Management Committee		Audit Committee		Nomination & Remuneration Committee		Investment Committee		Policyholder Protection & Compliance Committee		Total Fees Paid (TK)	Change During 2025 with the date of Board Acceptance	
	Meetings Attended	Meetings Fees (TK)	Meetings Attended	Meetings Fees (TK)	Meetings Attended	Meetings Fees (TK)	Meetings Attended	Meetings Fees (TK)	Meetings Attended	Meetings Fees (TK)	Meetings Attended	Meetings Fees (TK)	Meetings Attended	Meetings Fees (TK)		Joining	Leaving
Maj Gen Md Sajjad Hossain, SUP, ndc, afwc, psc	2	16,000													16,000	28-Sep-25	
Air Cdre Md Abu Rayhan, GUP, BUP, ndc, psc, M Phil	2	8,000*									1	6,000	1	0*	14,000*	28-Sep-25	
Brig Gen Mohammad Khaled Kamal, BSP, ndc, psc	1	8,000			1	0*					1	6,000			14,000*	28-Sep-25	
Brig Gen Md Zubayer Hasnat, SGP, psc, lsc					1	0*									-	19-Dec-25	
Brig Gen Md Mahbub Hasan, BPM	6	40,000*					4	24,000	2	6,000*	4	0*			70,000*		
Brig Gen Mohammad Azizur Rouf, BGBM, psc	1	8,000													8,000	19-Dec-25	
Brig Gen Mohammad Musafizur Rahman																19-Dec-25	
Mr Kazim Ahmad Pervez	6	40,000*			6	0*	4	24,000	2	6,000*	4	0*	1	0*	70,000*		
Dr Shakila Yasmin	3	16,000*					1	6,000							22,000*	28-Sep-25	
Maj Gen Md. Habib Ullah, SGP, SPP, ndc, afwc, psc, M phil	3	24,000													24,000		28-Sep-25
Cdre Md. Shamsul Aziz (L), NGP, psc, BN	5	40,000											1	0*	40,000*		19-Dec-25
Brig Gen Md Abdur Rahim, BGBM, G+	4	32,000					2	12,000	2	6,000*	3	6,000*			56,000*		28-Sep-25
Brig Gen Tanveer Gani Chowdhury, PBGM	4	32,000			5	0*									32,000*	17-Apr-25	19-Dec-25
Brig Gen Md Shaheen Iqbal, ndc, afwc, psc	5	32,000*			3	0*	1	6,000			2	0*			38,000*	17-Apr-25	19-Dec-25
Brig Gen Salahuddin Ahmed, ndc, afwc, psc, M Phil	1	8,000					1	6,000			1	0*			14,000*		17-Apr-25
Brig Gen Md Mahfuzur Rahman, PBGM	4	32,000			2	0*									32,000*		28-Sep-25
Dr. Ireen Akhter	1	8,000					1	6,000							14,000*		28-Sep-25
<b>Total</b>		<b>344,000</b>						<b>84,000</b>		<b>18,000</b>		<b>18,000</b>		<b>00</b>	<b>464,000*</b>		

\*Due to the short duration of the meetings, the directors did not take their remunerations for a few meetings.

# Pattern of Shareholdings

As on 31st December 2025

Annexure-iii

## i. Shareholding position of Sponsor/Director:

Name	No of Share	Percent (%)
Sena Kalyan Sangstha (Sponsor)	24,000,000	60.00%
<b>Total</b>	<b>24,000,000</b>	<b>60.00%</b>

## ii. Shareholding status of Directors/CEO/CS/CFO/HIAC & their spouses & minor children:

Name of the Directors	Nominated by	No. of Share(s) held	Percent (%)
Maj Gen Md Sajjad Hossain, SUP, ndc, afwc, psc	Sena Kalyan Sangstha	0	0.00 %
Air Cdre Md Abu Rayhan, GUP, BUP, ndc, psc, M Phil	Sena Kalyan Sangstha	0	0.00 %
Brig Gen Mohammad Khaled Kamal, BSP, ndc, psc	Sena Kalyan Sangstha	0	0.00 %
Brig Gen Md Zubayer Hasnat, SGP, psc, Isc	Sena Kalyan Sangstha	0	0.00 %
Brig Gen Md Mahbub Hasan, BPM	Sena Kalyan Sangstha	0	0.00 %
Brig Gen Mohammad Azizur Rouf, BGBM, psc	Sena Kalyan Sangstha	0	0.00 %
Brig Gen Mohammad Mustafizur Rahman	Sena Kalyan Sangstha	0	0.00 %
Mr Kazi Ahmad Pervez	Independent Director	0	0.00 %
Dr Shakila Yasmin	Independent Director	0	0.00 %

Name of the Executives	Status	No. of Share(s) held	Percent (%)
Brig Gen Md Shafique Shamim, psc (Retd), MDS, MBA, CII (Cert), ABIA	Managing Director & CEO	0	0.00 %
Mr Maloy Kumar Saha	Chief Financial Officer	0	0.00 %
Mr M M Sajedul Islam, FCS	Company Secretary	0	0.00 %
Ms Lasmin Akter	Head of Internal Audit & Compliance	0	0.00 %

## iii. Top five salaried persons other than the Directors, CEO, CS, CFO & HIAC

Name of the Executives	Status	No. of Share(s) held	Percent (%)
Maj Khondker Helaluzzaman (Retd)	Assistant Managing Director	0	0.00 %
Col Md Abue Masud, PBGM (Retd)	Assistant Managing Director	0	0.00 %
Commander Iftekhar Hassan, (C), psc, BN (Retd)	Senior Executive Vice President	0	0.00 %
Mr Tajul Islam	Executive Vice President	0	0.00 %
Squadron Leader Md Mostafa Zaman (Retd)	Senior Vice President	0	0.00 %

## iv. Shareholders holding 10 % or more voting interest in the Company

Name of the Shareholders	No. of Share(s) held	Percent (%)
Sena Kalyan Sangstha	24,000,000	60.00%

# Management's Discussion and Analysis

As per condition no. 1(5) (xxv) of the Corporate Governance Code-2018 issued by BSEC, the Management's Discussion and Analysis of Sena Insurance PLC are as follows:

## A. Accounting Policies and Estimation for Preparation of Financial Statements

We have applied accounting policies regularly for all periods while preparing the financial statements. International Financial Reporting Standard (IFRS), International Accounting Standards (IAS) in preparing Financial Statements have been applied to transactions, other events or conditions to their full extent as applicable. Disclosure and rules as required by Insurance Act 2010 and the Companies Act 1994 have been complied with the preparing of Financial Statements. On the other hand, Bangladesh Securities & Exchange Commission (BSEC) Rules 1987, Listing Regulations 2015 of Dhaka Stock Exchange PLC. & Chittagong Stock Exchange PLC are complied. In the absence of International Financial Reporting Standards (IFRS) on a particular transaction, other event or condition, we have exercised our judgment in developing and applying accounting policies that are relevant and reliable to our economic decision-making needs.

## B. Changes in Accounting Policies and Estimation

We usually change an accounting policy when the change is required by International Financial Reporting Standard (IFRS)/International Accounting Standards (IAS) or results in the financial statements for providing more reliable and relevant information about the effect of transactions, other events or conditions on the financial position, financial performance and cash flows.

The Company has been following consistent policies and estimations in preparing its financial statements. There was no change to the accounting policies adopted by the Company during the year 2025.

## C. Comparative Analysis of Financial Performance or Results and Financial Position as well as Cash Flows for the Current Financial year and immediately preceding five years

The key operating and financial position and cash flows for the preceding 05 (Five) years of Sena Insurance PLC are furnished below:

*BDT in million except ratios & per share item*

Particulars	2025	2024	2023	2022	2021
Gross premium	1502.57	1,018.88	999.55	800.57	780.23
Net premium	505.66	370.64	420.90	344.45	276.46
Underwriting profit	110.83	103.33	89.85	82.29	80.99
Investment & other income	161.51	135.41	86.64	67.93	54.34
Net profit before tax	239.07	206.71	150.22	129.75	115.98
Net profit after tax	206.61	171.68	136.66	114.33	106.15
Paid-up capital	400.00	400.00	400.00	400.00	400.00
Shareholders' equity	1,143.31	1,006.38	897.06	806.67	748.37
Total assets	2,036.79	1,890.54	1,600.54	1,483.71	1,381.81
Total liability	893.48	884.15	703.48	677.04	633.44
Earnings per share	5.17	4.29	3.42	2.86	3.83
NOCFPS	5.00	7.23	5.82	4.45	8.89
NAVPS	28.58	25.16	22.43	20.17	26.99

The Financial year 2025 has been challenging with an operating environment, due to the country's current political situation, Russia's war in Ukraine, Middle East's war and dollar crisis related uncertainties. Nonetheless, we have managed to end the year with satisfactory results.

Considering our management excellence in understanding the insurance business and specialization in human capital, we are pleased with the progress of the Company.

#### D. Comparison of such Financial Performance or Results and Financial Position, as well as Cash Flows with the Peer Industry Scenario

The insurance industry is marked by high levels of competition with 46 non-life insurance companies operating in the space. Though few insurance companies were struggling throughout the year, there are good and established players in the industry that have earned good reputations and customers' trust.

However, in this section, we'll mention comparative financial performances and financial position, as well as cash flows with peer industry scenario through the unaudited third quarter (Q3) ending in 2025, with four other established general insurance companies, are as follows:

*BDT in million except ratios & per share item*

Particulars	Sena Insurance PLC (Established in 2013)	Progati Insurance PLC (Established in 1986)	Reliance Insurance PIC (Established in 1988)	Green Delta Insurance PLC (Established in 1985)	Eastland Insurance PLC (Established in 1994)
Gross premium	1,125.52	1,890.85	-	-	673.76
Net premium	333.80	976.31	-	-	258.62
Underwriting profit	102.44	96.96	686.62	738.42	30.46
Investment & other income	117.31	228.41	562.88	486.00	48.54
Net profit before tax	196.37	325.37	1249.50	602.28	61.30
Net profit after tax	171.10	249.08	836.89	363.72	57.86
Paid-up capital	400.00	788.49	1,051.61	1,001.88	-
Shareholders' equity	1,110.59	4,450.18	8,057.96	7,010.91	1,782.51
Total assets	2,019.82	6,284.62	15,277.72	16,057.33	3,620.64
Total liability	909.23	1,834.44	7219.77	9046.42	1,838.13
Earnings per share	4.28	3.16	7.96	3.63	0.69
NOCFPS	5.68	(2.62)	8.70	6.25	0.48
NAVPS	27.76	56.44	76.62	69.98	21.25

Source: Companies' website

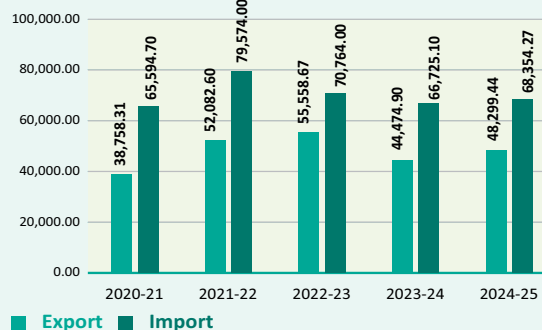
#### E. Financial and Economic Scenario of the Country and the Globe

##### Bangladesh Economy

##### Export:

Like many other third-world countries, Bangladesh relies heavily on exports to fulfil the needs of its densely populated nation. The country's export earnings witnessed 2.00 percent decreased in November, 2025 as compared to same period in the previous year, mainly driven by increased exports of agricultural products, chemical products, specialized textile, plastic products, woven garments, knitwear and frozen & live fish. On the other hand, total export earnings increased by 5.86 percent in November, 2025 (USD million 4,036.3) from the export earnings (USD million 3,812.80) of previous month October, 2025.

##### EXPORT & IMPORT OF BANGLADESH



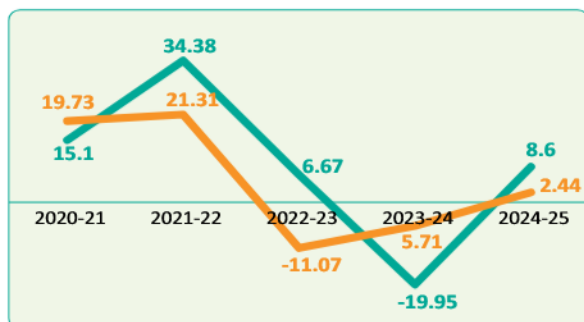
Source: Bangladesh Bank

\*Exports and Imports up to Dec'25

Growth rate represents same period of the previous year

### Import:

Generally, in developed countries, exports are greater than or closer to import payments. But in Bangladesh Exports always fall short of Import payments at a good margin. However, import payments during the month of November, 2025 in the FY 2025-26 stand higher by 7.83 percent to USD 5,799.10 million, against USD 5,377.90 million during the same month of FY 2024-25.



■ Export Growth Rate (%) ■ Import Growth Rate (%)

Source: Bangladesh Bank

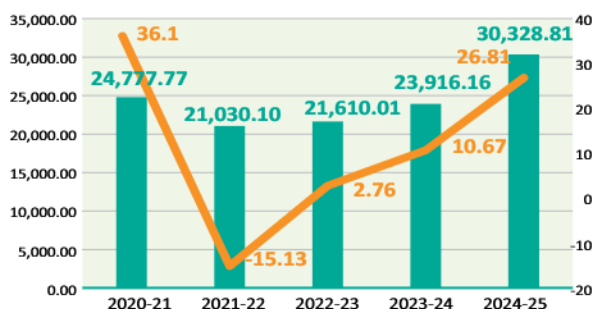
\*Exports and Imports up to Dec'25

Growth rate represents same period of the previous year

### Workers' Remittance:

Workers' remittance is the key foreign earning source of Bangladesh to fill- up the huge gap between foreign exchange earnings and expenditure. Total remittances receipts during the month of November, 2025 in the FY 2025- 26 increase by 31.34 percent to USD 2,889.49 million against USD 2,199.99 million of same month from the previous year.

#### Remittances of Bangladesh



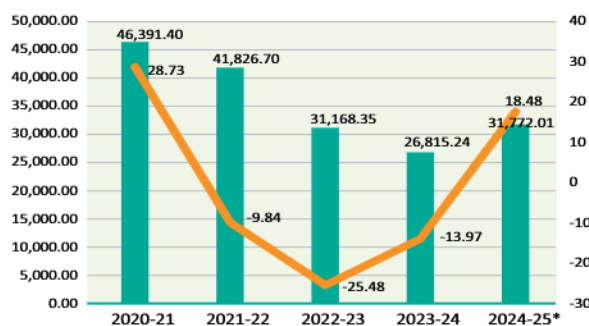
■ Remittances USD million ■ Growth Rate (%)

Source: Bangladesh Bank

\*Up to December, 2025, Growth rate represents same period of the previous year.

### Foreign Exchange Reserves:

In November, 2025 the gross foreign exchange reserves Decreased by 3.91 percent to USD 31,072.00 million against USD 32,335.24 million in October, 2025



■ FOREX reserve USD million ■ Growth Rate (%)

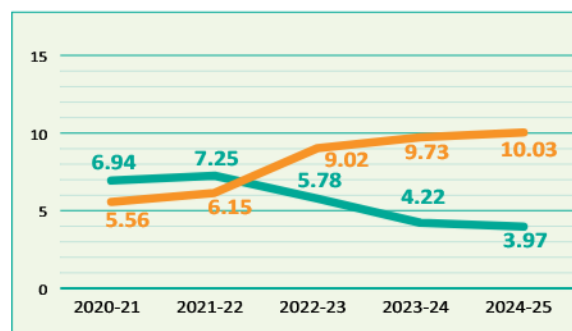
Source: Bangladesh Bank

\* As of December, 2025

### Inflation:

The average inflation in December, 2025 stood at 8.77 percent as 8.96 percent in November, 2025.

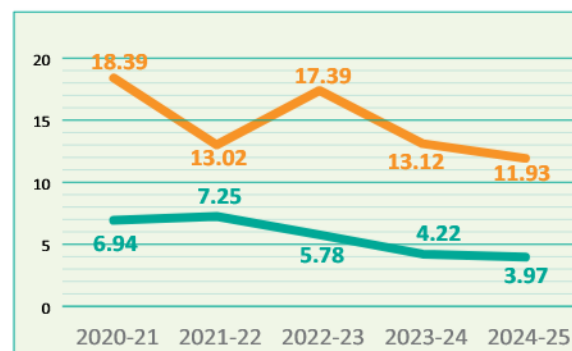
Although, Bangladesh has never experienced a negative economic growth during the last 54 years since its independence and maintained around 6% GDP growth rate for last one and half decade, the high rate of inflation always lessened the benefit of good GDP rate.



■ GDP Growth Rate ■ Inflation Rate

Source: Bangladesh Bank

\* Inflation as on December, 2025



■ GDP Growth Rate ■ Mkt. Cap. to GDP Ratio (%)

\*Mkt. cap to GDP ratio as on Jan'2026. For ratio calculation, we considered the GDP of FY 2024-25 (Provetional). Mkt. cap to GDP ratio has been increased from October, 2022 since market capital increased due to trading of Government securities.

Data Source:

<https://www.bb.org.bd/econdata/index.php>



## Economic Outlook

Item	UoM*	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
GDP at Current Market price	BDT Crore	3,971,716	4,490,842	5,002,654	5,552,753 (P)	
Annual Per Capita GDP	USD	2,687	2,643	2,625	2,671 (P)	
Annual Per Capita GNI	USD	2,793	2,749	2,738	2,820 (P)	
Domestic Savings Rate (% of GDP)	Percent	25.22	25.76	23.96	23.25 (P)	
National Savings Rate (% of GDP)	Percent	29.35	29.95	28.42	29.01 (P)	
Agricultural Growth Rate of GDP	Percent	3.05	3.37	3.30	1.79 (P)	
Services (% of GDP)	Percent	51.48	51.05	51.44	51.62 (P)	
Total Financing (% of GDP)	Percent	4.08	4.10	2.85	3.22	
FDI Inflow	USD Million	2,179.00	1,649.00	1,425.00	1,712.00	318.00
Portfolio Investment (Net)	USD Million	(158.00)	(30.00)	(343.00)	(150.00)	(42.00)
Domestic Credit	BDT Crore	1,671,748.80	1,926,769.30 (R)	2,115,535.70	2,284,036.80	2,321,166.10
Revenue Collection (NBR)	BDT Crore	301,312.41	331,502.21	382,687.20	370,874.03	9,153.00
Reserve Money	BDT Crore	347,162.10	383,585.20	413,644.60	413,179.00	380,887.40
Deposit Rate (weighted average)	Percent	3.97	4.38	5.49	6.26	6.40 (Oct)
Inflation Rate (weighted average)	Percent	6.15	9.02	9.73	10.0	8.77 (Dec)
Value of Import	USD Million	89,162.30	75,061.60	66,725.10	68,354.21	5,799.10
Value of Export	USD Million	52,082.66	55,558.77	44,474.90	44,949.29	4,036.30
Balance of Trade	USD Million	(37,079.64)	(19,502.83)	(22,250.20)	(23,404.92)	(1,762.80)
Foreign Exchange Reserve	USD Million	41,826.70	31,202.98	26,815.24	31,772.01	31,072.0 (Nov)
Remittances	USD Million	21,031.68	21,610.70	30,328.81	23,912.22	2,889.49 (Nov)

Source : Economic Trends, Annual Report of Bangladesh Bank & Website.  
Economic Review, MCCI, Ministry of Finance & Website. Bureau of Statistics Website (Base 2015-16)

## World/Global Economy

Global growth is projected to remain resilient at 3.3 percent in 2026 and at 3.2 percent in 2027: rates similar to the estimated 3.3 percent outturn in 2025. The forecast marks a small upward revision for 2026 and no change for 2027 compared with that in the October 2025 World Economic Outlook (WEO). This steady performance on the surface results from the balancing of divergent forces. Headwinds from shifting trade policies are offset by tailwinds from surging investment related to technology, including artificial intelligence (AI), more so in North America and Asia than in other regions, as well as fiscal and monetary support, broadly accommodative financial conditions, and adaptability of the private sector. Global headline inflation is expected to decline from an estimated 4.1 percent in 2025 to 3.8 percent in 2026 and further to 3.4 percent in

2027. The inflation projections are also broadly unchanged from those in October and envisage inflation returning to target more gradually in the United States than in other large economies.

Since the October 2025 WEO, trade tensions have continued to abate but remain subject to occasional flare-ups. A dispute between China and the United States involving controls on exports of semiconductors and rare earth minerals was quickly followed by a truce that reduced bilateral tariffs until November 2026 and introduced a pause on export controls. US authorities also removed, for all countries, tariffs on some agricultural products, offsetting the higher tariffs on certain sectors that were previously announced and are now in effect. This leaves the overall US effective tariff rate at about the same level as assumed in the October 2025 WEO, but the changes for specific countries can be meaningful.

	Year over Year				Difference from October 2025 WEO Projections 1/		Q4 over Q4 2/		
	2024	Estimate	Projections		2026	2027	2025	Projections	
		2025	2026	2027				2026	2027
<b>World Output</b>	3.3	3.3	3.3	3.2	0.2	0.0	2.9	3.2	3.2
<b>Advanced Economies</b>	1.8	1.7	1.8	1.7	0.2	0.0	1.4	1.9	1.7
United States	2.8	2.1	2.4	2.0	0.3	-0.1	2.2	2.1	2.1
Euro Area 3/	0.9	1.4	1.3	1.4	0.1	0.0	0.9	1.7	1.3
Germany	-0.5	0.2	1.1	1.5	0.2	0.0	0.4	1.0	1.5
France	1.1	0.8	1.0	1.2	0.1	0.0	1.0	0.9	1.3
Italy	0.7	0.5	0.7	0.7	-0.1	0.1	0.7	0.7	0.7
Spain	3.5	2.9	2.3	1.9	0.3	0.2	2.7	2.0	1.9
Japan	-0.2	1.1	0.7	0.6	0.1	0.0	0.2	1.5	0.4
United Kingdom	1.1	1.4	1.3	1.5	0.0	0.0	1.1	1.4	1.9
Canada	2.0	1.6	1.6	1.9	0.1	0.0	0.7	2.3	1.5
Other Advanced Economies 4/	2.3	1.8	2.0	2.1	0.0	0.0	1.3	2.8	2.7
<b>Emerging Market and Developing Economies</b>	<b>4.3</b>	<b>4.4</b>	<b>4.2</b>	<b>4.1</b>	<b>0.2</b>	<b>4.0</b>	<b>4.3</b>	<b>4.2</b>	<b>4.2</b>
Emerging and Developing Asia	5.3	5.4	5.0	4.8	0.3	4.9	5.0	4.8	5.1
China	5.0	5.0	4.5	4.0	0.3	4.4	4.5	4.1	4.5
India 5/	6.5	7.3	6.4	6.4	0.2	6.2	6.5	6.5	6.5
Emerging and Developing Europe	3.5	2.0	2.3	2.4	0.1	1.6	2.1	2.4	1.6
Russia	4.3	0.6	0.8	1.0	-0.2	-0.5	0.6	1.1	1.2
Latin America and the Caribbean	2.4	2.4	2.2	2.7	-0.1	1.9	2.8	2.4	2.4
Brazil	3.4	2.5	1.6	2.3	-0.3	2.2	2.3	2.2	2.3
Mexico	1.4	0.6	1.5	2.1	0.0	0.7	2.2	2.1	2.1
Middle East and Central Asia	2.7	3.7	3.9	4.0	0.1	...	...	...	...
Saudi Arabia	2.6	4.3	4.5	3.6	0.5	4.3	4.5	3.6	4.1
Sub-Saharan Africa	4.1	4.4	4.6	4.6	0.2	...	...	...	...
Nigeria	4.1	4.2	4.4	4.1	0.2	3.9	4.3	6.5	3.8
South Africa	0.5	1.3	1.4	1.5	0.2	1.8	1.2	1.7	2.2
<i>Memorandum</i>									
World Growth Based on Market Exchange Rates	2.8	2.8	2.8	2.6	0.2	2.4	2.7	2.6	2.6
European Union	1.2	1.5	1.5	1.6	0.1	1.3	1.5	1.6	1.7
ASEAN-5 6/	4.6	4.2	4.2	4.4	0.1	4.1	4.2	4.6	5.0
Middle East and North Africa	2.2	3.4	3.9	4.0	0.2	...	...	...	...
Emerging Market and Middle-Income Economies	4.4	4.3	4.1	4.1	0.2	4.0	4.2	4.1	4.2
Low-Income Developing Countries	4.2	4.6	5.1	5.1	0.1	...	...	...	...
<b>World Trade Volume (goods and services) 7/</b>	<b>3.6</b>	<b>4.1</b>	<b>2.6</b>	<b>3.1</b>	<b>0.3</b>	<b>0.0</b>	...	...	...
Advanced Economies	2.0	3.0	1.9	2.4	0.4	0.2	...	...	...
Emerging Market and Developing Economies	6.3	5.7	3.6	4.4	0.0	0.0	...	...	...
<b>Commodity Prices</b>									
Oil 8/	-1.8	-14.2	-8.5	0.1	-4.0	0.3	-14.2	-1.4	0.9
Nonfuel (average based on world commodity import weights)	3.7	9.4	7.5	0.9	3.4	0.3	13.3	0.8	0.6
<b>World Consumer Prices 9/</b>	<b>5.8</b>	<b>4.1</b>	<b>3.8</b>	<b>3.4</b>	<b>0.1</b>	<b>0.0</b>	<b>3.4</b>	<b>3.1</b>	<b>3.0</b>
Advanced Economies 10/	2.6	2.5	2.2	2.1	0.0	0.0	2.5	2.1	2.1
Emerging Market and Developing Economies 9/	7.9	5.2	4.8	4.3	0.1	0.1	4.2	3.9	3.6

Source: IMF, World Economic Outlook Update, January, 2026

#### **F. Risks and Concerns Issues Related to the Financial Statements, Explaining Such Risk and Concerns Mitigation Plan of the Company**

As Sena Insurance continues to invest in new ways to gain a better understanding of the dynamic and constantly changing risk environment, it remains at the forefront of risk and resilience, enhancing risk mitigation strategies for businesses, governments and the civil society as well as informing the public policy agenda at large.

To face the ongoing challenges of increased competition and expansion of diversified business of SIPLC, it has undertaken some principles on risk management. The risk mitigation areas are liquidity risk, market risk, operational risk, strategic risk, anti- money laundering risk (ALM), environmental risk, etc. by mitigating all risks, the Company maximizes wealth in Financial Statements. The risk identification and mitigation process are elaborately discussed on page number 307.

#### **G. Future Plan or Projection or Forecast for Company's Operation, Performance and Financial Position**

Sena Insurance believes in its strength and dynamism to provide optimum service to its clients. The Company finds new pathways for providing services. It has continuously taken diversification opportunities and is continuing with successful operations, thus securing the Company's future.

**Like last year, keeping those intentions in mind, our focus will also remain on:**

- Striving to make clients (policyholders) permanent;
- Growing sales of our products increases our revenues by providing quality services to the insured;
- Engaging more in skills development and capacity-building among our terms to enable strong functional expertise and productivity levels and also focused on capacity building;
- Optimizing our cost base through the identification of functional opportunities (downsizing costs);
- To be a trusted insurer in the insurance business; Quick claims settlement;
- To acquire larger market share in the insurance business;
- Good practices of Corporate Governance.

Though growth potential seems to be high, we intend to focus more on sustainability and we believe, our well-grounded management principles and our commitment to strong governance will aid us to achieve it.



**Brig Gen Md Shafique Shamim, psc (Retd), MDS, MBA, CII (Cert) ABIA**  
Managing Director & CEO