JINNAH MEDICAL CONSTRUCTION COMPANY LIMITED
STATEMENT OF CORPORATE INTENT
FY 2026 - FY 2028

Contents

1. Profile and Overview of the JMC

Jinnah Medical Construction Company (JMC) is a state-owned, not-for-profit public sector company incorporated under Section 42 of the Companies Act, 2017, to serve as the Government of Pakistan's dedicated vehicle for the planning, development, and delivery of healthcare infrastructure of national importance. JMC was established on 23 December 2024 to support the Government's vision of strengthening healthcare infrastructure and expanding access to quality medical services across the country.
The Company has been entrusted with the planning and implementation of the Jinnah Medical Complex & Research Center (JMCRC), a flagship federally mandated healthcare project envisioned as a center of excellence for advanced healthcare, medical education, and research. Since its establishment,

JMC's mandate is to plan, design, construction of JMCRC and similar projects in Pakistan.

The Board of Directors is responsible for strategic oversight, performance monitoring, risk management, approval of corporate strategy and adoption of the Business Plan in accordance with Section 8 of the SOE Act, 2023. JMC has no subsidiary; accordingly, this Statement of Corporate Intent does not include subsidiary operations, subsidiary borrowings or consolidated subsidiary financial information.

1.1 Historical Context

JMC was established in response to the Government of Pakistan's decision to address the growing national demand for modern healthcare infrastructure through a professionally governed, purpose-built public-sector delivery entity. Pakistan faces a substantial shortfall in advanced healthcare infrastructure, with an estimated availability of approximately 5 hospital beds per 10,000 population, significantly below regional benchmarks. This gap is compounded by rapid population growth, aging healthcare facilities and continued migration of skilled healthcare professionals.

Islamabad, as the federal capital and a major national referral hub, has not witnessed the development of a major new public-sector tertiary care hospital in several decades, placing sustained pressure on existing facilities. JMC was therefore constituted to undertake the planning, design, construction and delivery of the Jinnah Medical Complex & Research Center (JMCRC) in Sector H-11, Islamabad, and to serve as a platform for future federally mandated healthcare infrastructure projects.

1.2 Legal Framework

JMC was incorporated on December 23, 2024 under Section 42 of the Companies Act, 2017 and is registered with the Securities and Exchange Commission of Pakistan (SECP) under CUIN # 0279295. It operates as a State-Owned Enterprise (SOE) under the State-Owned Enterprises (Governance and Operations) Act, 2023 and the State-Owned Enterprises (Ownership and Management) Policy, 2023. The Ministry of National Health Services, Regulations & Coordination is the sponsoring and coordinating Line Ministry for the Company.

2. Vision and Mission

2.1 Vision

To be Pakistan's leading public-sector healthcare infrastructure organization, delivering world-class medical facilities built to international construction and quality standards, enabled by smart, sustainable and green technologies for the benefit of present and future generations.

2.2 Mission

To plan, design and deliver high-quality healthcare infrastructure in accordance with international construction standards, integrating smart systems, sustainable and green practices and AI-enabled solutions, while upholding transparent governance, robust project management and full compliance with all applicable laws and regulations.

2.3 Purpose

JMC exists to strengthen Pakistan's healthcare system through the delivery of modern, high-quality healthcare infrastructure built in the public interest. The Company's purpose is to create durable healthcare assets that support patient care, medical education, research capacity, public health resilience and long-term social impact, consistent with the national healthcare priorities of the Government of Pakistan.

2.4 Core Values

JMC's operations are guided by a commitment to public interest, safety and quality, transparency and accountability, sustainability and alignment with international standards. These values are embedded in project planning, procurement, contract administration, construction oversight, financial management, stakeholder engagement and institutional reporting.

3. Strategic Objectives

The following strategic objectives are aligned with the Business Plan and represent the short-term to long-term goals of JMC during the SCI period FY2026 to FY2028. Each objective is framed to support the Company's primary mandate and the Government of Pakistan's healthcare infrastructure priorities.

Objective 1: Deliver the JMCRC Project On Time and Within Budget

JMC shall deliver the JMCRC project within the approved 54-month implementation timeline and the estimated capital cost of approximately PKR 212.8 billion, subject to approved revisions, funding availability and applicable regulatory approvals. The cost and timelines are tentative and will be finalized only after EPC cost is firmed up. Performance will be monitored through milestone adherence and cost variance within the approved budget control threshold.

Objective 2: Maintain Quality and Regulatory Compliance

JMC shall ensure adherence to national building codes, international healthcare infrastructure standards, environmental requirements, health and safety standards, procurement requirements and all applicable legal and statutory obligations throughout the project lifecycle. Performance will be monitored through Project Management Consultant (PMC) findings, environmental approvals, legal compliance status and regulatory reporting records.

Objective 3: Build Institutional Capacity and Governance Excellence

JMC shall strengthen internal systems, Board oversight, risk management, internal controls, compliance functions, procurement governance and performance monitoring in order to build a professional, merit-based and performance-oriented organization capable of executing complex healthcare infrastructure projects of national significance.

Objective 4: Ensure Long-Term Financial Sustainability

JMC shall ensure timely mobilization, utilization and monitoring of PSDP allocations, Government support, CSR contributions and other approved financing arrangements so that project implementation is not delayed due to non-availability of approved funds. Financial discipline, expenditure controls and milestone-based budgeting will be maintained throughout the SCI period.

Objective 5: Maximize Social Impact and Equitable Access

JMC shall deliver infrastructure that supports improved healthcare access for all segments of the population, including underserved communities across Pakistan, and contributes to medical education, research capacity, employment generation and public welfare. The JMCRC, once operational, is expected to provide equitable access to tertiary healthcare services as a national referral institution.

Objective 6: Promote Technology, Innovation and Sustainability

JMC shall integrate smart infrastructure, digital project monitoring, sustainable design practices, AI-enabled solutions and long-term healthcare asset resilience into the JMCRC project and future assigned projects, in line with Government priorities for modernization and innovation in public-sector delivery.

4. Nature and Scope of Activities to be Undertaken

JMC's activities are focused exclusively on the development and delivery of public-sector healthcare infrastructures. Its mandate is to ensure that federally assigned healthcare infrastructure projects are planned, procured, constructed, commissioned and handed over in a transparent, compliant and technically sound manner.

During the SCI period FY2026-28, the Company's principal activities shall include strategic planning and project development, procurement planning, EPC contract administration, design coordination, technical integration, construction supervision, payment certification, quality assurance, environmental monitoring, regulatory compliance, testing, commissioning and infrastructure handover. Technical integration encompasses architectural, structural, mechanical, electrical, plumbing, ICT, biomedical and specialized healthcare infrastructure systems.

JMC shall coordinate with the Ministry of National Health Services, Regulations & Coordination, Finance Division, Planning Division, Capital Development Authority (CDA), Pakistan Medical and Dental Council (PMDC), Higher Education Commission (HEC), SECP, specialized consultants, EPC contractors and other relevant stakeholders throughout the SCI period.

The scope of activities also includes oversight and delivery of multiple medical schools and a dedicated research center integrated within the JMCRC campus.

5. Summary of Strategies

JMC shall pursue the following strategies to achieve its primary objective and the Business Plan objectives during the SCI period. The strategies are presented at a level of detail sufficient to provide a stand-alone understanding of JMC's commercial and operational direction.

5.1 Project Delivery Excellence

JMC shall implement an EPC-based delivery structure supported by a centralized project management framework, project controls, milestone tracking, specialist consultants, performance obligations, schedule monitoring, quality assurance and contractual remedies. A Project Management Information System (PMIS) shall be developed and operationalized to provide real-time visibility over project progress, procurement status and cost performance across all project components.

5.2 Independent Oversight and Quality Assurance

JMC shall engage PMC, technical reviewers, environmental monitors, health, safety and environment (HSE) specialists and quality auditors to provide independent assurance over design quality, construction standards, regulatory compliance and commissioning activities. These independent oversight controls are intended to reduce execution risk, strengthen accountability and maintain stakeholder confidence in project outcomes.

5.3 Financial Discipline and Diversified Funding

JMC shall prepare annual budgets aligned with the Business Plan, monitor PSDP utilization, maintain expenditure controls, manage restricted funds and pursue approved supplementary financing arrangements where required. Approved funding sources during the SCI period include PSDP allocations from the Federal Government, Government support, CSR contributions from state-owned companies, philanthropic contributions and other approved arrangements, subject to applicable approvals from the Board, Federal Government and relevant competent authorities.

5.4 Governance and Internal Control

JMC shall maintain a governance framework based on Board oversight, committee-based review, segregation of duties, internal audit, compliance monitoring, risk reporting, a documented delegation of authority and transparent decision-making. The governance framework shall support full accountability, operational efficiency and compliance with the SOE Act, 2023, the SOE Policy, 2023 and the Companies Act, 2017.

5.5 Stakeholder Engagement

JMC has maintained structured coordination with Government ministries, regulatory and statutory authorities, consultants, contractors, civil society, community stakeholders and the public. Engagement shall support regulatory approvals, implementation coordination, public accountability and alignment with national healthcare priorities, consistent with the requirements of the applicable SOE framework.

5.6 Human Capital and Capacity Building

JMC has recruited and retain qualified technical, financial, legal, procurement, project management and administrative professionals. The Company shall invest in continuous training, knowledge transfer and institutional capacity building, with a minimum target of 20 training hours per employee per annum, including specialized technical and governance training relevant to healthcare infrastructure delivery.

5.7 Technology, Innovation and Sustainability

JMC shall integrate PMIS, digital reporting, smart healthcare infrastructure systems, sustainable design practices, Building Information Modelling (BIM) where appropriate and integrated project documentation into its operations. Environmental stewardship, energy efficiency, green construction technologies and AI-enabled monitoring solutions shall be embedded in procurement requirements and contractual obligations, consistent with JMC's sustainability commitments and the Government's modernization priorities.

6. SWOT Analysis

The following SWOT analysis sets out the key internal and external factors influencing JMC's strategic position during the SCI period. It is drawn from the Business Plan and provides the contextual foundation for the strategies and risk management approach adopted by the Company.

6.1 Strengths

JMC benefits from a clearly defined federal mandate and direct support of the Government of Pakistan, conferring strong institutional legitimacy and access to public financing instruments. Its not-for-profit Section 42 structure enables operational agility without profit-maximization constraints. The organization operates under a multi-tiered governance framework with Board-level strategic direction and project oversight mechanisms, while the flagship JMCRC project is strategically located in Islamabad and supported by an EPC delivery model and specialist advisory support.

6.2 Weaknesses

As a newly established entity, JMC faces institutional start-up challenges, including the need to build internal capacity, establish operational systems and develop institutional knowledge. Reliance on PSDP allocations as a primary funding source introduces exposure to annual budget cycle constraints. The complexity of the JMCRC project, integrating hospital, academic and research components at significant scale, requires sustained coordination across multiple government entities, contractors and technical consultants.

6.3 Opportunities

Pakistan's substantial and growing healthcare infrastructure deficit presents a long-term pipeline of opportunities for JMC beyond the initial JMCRC project. Regional demand for advanced tertiary care, including from neighboring countries and border regions, may support medical tourism and foreign exchange inflows once the completed facility is operational. Innovative financing instruments, CSR contributions and international collaboration provide opportunities to supplement government funding and strengthen healthcare infrastructure delivery.

6.4 Threats

Macroeconomic instability, inflationary pressures, currency depreciation and supply chain disruptions may affect construction costs and equipment procurement timelines. Political transitions and changes in government priorities could affect continuity of funding and institutional support. The ongoing challenge of skilled professional migration may constrain the availability of specialized human capital required for project execution and future operations, while geopolitical developments, natural disasters or public health emergencies may disrupt implementation.

7. Key Strategic Issues and Risks

JMC recognizes that the scale, complexity and public significance of the JMCRC project expose the Company to a range of strategic risks across financial, construction, regulatory, governance, human capital, environmental, reputational and external dimensions. A summary of key strategic issues and risks is provided below, consistent with the risk management approach contained in the Business Plan.

7.1 Financial and Funding Risks

Delays or shortfalls in PSDP allocations, CSR contributions or other approved financing arrangements may affect implementation timelines. Inflationary pressures, foreign exchange volatility and escalation in construction costs or imported equipment costs represent ongoing material risks to the approved project budget. JMC shall mitigate these risks through milestone-based budgeting, close financial monitoring, active Government coordination, robust expenditure controls and contingency planning.

7.2 Construction and Technical Risks

Design coordination issues, contractor underperformance, procurement bottlenecks, supply chain disruptions and systems integration complexities may adversely affect project timelines and quality standards. These risks shall be addressed through the EPC contractual structure, specialized construction supervision, monitoring reviews, engagement of technical consultants, performance securities, contractual remedies and escalation protocols.

7.3 Regulatory and Compliance Risks

Delays in obtaining required approvals, no-objection certificates, environmental clearances, construction permissions or other statutory compliance requirements may affect project progress. JMC shall manage these risks through legal oversight, maintenance of compliance registers, early engagement with regulators, documentation controls and periodic compliance reporting.

7.4 Governance and Institutional Risks

Coordination challenges, leadership transitions, decision-making delays, inadequate internal controls or insufficient performance monitoring may affect project continuity and institutional effectiveness. JMC shall maintain Board and committee oversight, a formal delegation of authority, internal audit functions, documented procedures, reporting frameworks and accountability mechanisms.

7.5 Human Capital Risks

The limited availability of specialized healthcare infrastructure, engineering, project management, legal and finance professionals in Pakistan may affect JMC's institutional capacity. The Company shall manage this through structured merit-based recruitment, ongoing training and development, succession planning, knowledge transfer and engagement of specialist technical and advisory consultants.

7.6 Environmental and Social Risks

Construction activities, environmental impacts, occupational health and safety hazards and community concerns may arise during project implementation. JMC shall apply Environmental Impact Assessment (EIA) and Environmental and Social Management Plan (ESMP) processes where required, implement HSE procedures, safety protocols, incident reporting systems, emergency response arrangements and community engagement programs.

7.7 Reputational and Stakeholder Risks

Project delays, cost escalation, perceived opacity or quality concerns may adversely affect stakeholder confidence and public trust. JMC shall mitigate these risks through transparent progress reporting, regular milestone communication, independent third-party assurance, proactive stakeholder engagement and robust Board-level governance oversight.

7.8 External and Force Majeure Risks

Natural disasters, pandemics, geopolitical disruptions, energy shortages or supply chain interruptions may affect project execution beyond JMC's direct control. JMC shall maintain contingency planning, alternative procurement strategies, business continuity procedures and emergency response arrangements to manage such events.

8. Performance Targets and Other Measures

The key performance targets and other measures by which JMC's performance shall be judged in relation to its primary objective and Business Plan objectives are set out in the table below. Targets cover financial, operational, governance, human resource and compliance dimensions and are aligned with the Business Plan for FY2026 to FY2028.

Category	Key Performance Indicator	FY2026 Baseline	FY2027 Target	FY2028 Target	FY2029 Target
Financial	Funding Utilization Rate	Inaugural period; funding initiated	At least 80% of annual PSDP allocation utilized		
Financial	Cost Variance Against Approved Budget	Project at early stage; initial costs within approved allocations	Within approved budget	Within approved budget	Within approved budget
Financial	Funding Availability (no delay attributable to fund shortfall)	Seed funding and restricted funds received; no gap reported	No project delay attributable to non-availability of approved funds	No project delay attributable to non-availability of approved funds	No project delay attributable to non-availability of approved funds
Financial	External Audit Compliance	First audited financial statements prepared for period ended 30 June 2025	External audit completed and placed before Board within statutory timeline	External audit completed on time	External audit completed on time
Operational	Milestone Adherence Rate	Initial project development; key approvals in progress	100% of approved milestones achieved on schedule	100% milestones achieved	100% milestones achieved
Operational	Environmental Impact Assessment (EIA) Completion	EIA process to be completed prior to applicable construction phase	100% completion of required EIA before relevant construction phase commences	Compliance maintained	Compliance maintained
Operational	PMIS Implementation	To be developed and implemented	PMIS implemented and fully operational	PMIS embedded in all reporting	PMIS embedded in all reporting
Governance	Board Performance Evaluation	Not applicable for first full cycle	Annual Board self-evaluation completed	Annual evaluation completed	Annual evaluation completed
Human Resource	Training Hours Per Employee Per Annum	Initial capacity-building stage	Minimum 20 hours per employee	Minimum 20 hours	Minimum 20 hours
Compliance	Regulatory Compliance (Companies Act / SOE Act / SECP)	Compliance framework established; SECP registration and SOE requirements being addressed	Full compliance with all applicable statutes and regulations	Compliance maintained	Compliance maintained

Note: All performance targets are subject to the availability of approved funding, relevant regulatory approvals and Government direction. Performance against targets will be monitored, evaluated and reported in accordance with the monitoring and reporting framework of the Business Plan and applicable SOE requirements.

9. Statement of Current and Anticipated Borrowings

JMC has no current borrowing from any financial institution. The Company's capital requirements are presently met through PSDP allocations from the Federal Government, seed funding received for initial establishment and administrative operations, restricted funds received for specific project purposes and CSR contributions from state-owned companies directed towards the JMCRC project. Accordingly, no debt service obligations exist at the date of this SCI.

JMC has no subsidiary; accordingly, there are no subsidiary borrowings to report.

10. Accounting Policies

The financial statements of JMC shall be prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB), the Companies Act, 2017, the State-Owned Enterprises (Governance and Operations) Act, 2023, the State-Owned Enterprises (Ownership and Management) Policy, 2023 and any directives issued thereunder. Where the requirements of the SOE Act, SOE Policy or applicable statutory directives differ from the Companies Act, 2017 or IFRS, the provisions of the applicable law or directive shall prevail to the extent of any such difference.

11. Summary Indicative Financial Statements

The following summary financial statements are based on the audited financial statements of Jinnah Medical Construction Company Limited, formerly Jinnah Medical Complex and Research Center, for the inaugural period from incorporation on December 05, 2024 to June 30, 2025. No comparative figures are presented as this is the first reporting period. As JMC has no subsidiary, the requirement for consolidated summary financial statements does not apply, and the financial reporting and performance metrics outlined in this SCI cover the totality of JMC's operations.

11.1 Summary Indicative Statement of Financial Position (PKR)

Particulars	FY2025 - Audited (PKR)
CURRENT ASSETS	
Accrued Interest	3,133,370
Cash and Bank Balances	3,820,850,000
Total Current Assets	**3,823,983,370**
TOTAL ASSETS	**3,823,983,370**
EQUITY AND LIABILITIES	
Share Capital and Funds	
Authorized Share Capital	100,000
Issued, Subscribed and Paid-up Capital	100,000
General Fund	2,876,696
Total Equity	**2,976,696**
Non-Current Liabilities	
Restricted Funds	3,820,150,000
Current Liabilities	
Accrued and Other Liabilities	287,500
Provision for Taxation	569,174
Total Liabilities	**3,821,006,674**
TOTAL EQUITY AND LIABILITIES	**3,823,983,370**

11.2 Summary Indicative Statement of Income and Expenditure (PKR)

Particulars	FY2025 - Audited (PKR)
INCOME	
Other Income - Markup on Bank Balances	3,133,370
Total Income	**3,133,370**
EXPENDITURE	
Expenses - Audit Fee	287,500
Total Expenditure	**287,500**
Surplus Before Levies and Taxation	**2,845,870**
Levies	-
Surplus Before Taxation	**2,845,870**
Taxation	(569,174)
NET SURPLUS FOR THE PERIOD	**2,276,696**

Note: These are the first audited financial statements of Jinnah Medical Construction Company Limited for the period from December 05, 2024 to June 30, 2025. No comparative figures are presented as this is the inaugural reporting period.

12. Dividend and Distribution Policy

JMC is incorporated under Section 42 of the Companies Act, 2017 as a not-for-profit organization. Accordingly, the Company does not engage in the declaration or distribution of dividends to its shareholders, members, sponsors or stakeholders, and no dividend is proposed for any year of the SCI period.

Any financial surplus generated by the Company shall be retained and redeployed towards approved project activities, institutional capacity building, operational readiness, financial sustainability and the long-term objectives of the organization in accordance with its not-for-profit mandate and applicable law. This policy is consistent with JMC's public-interest mission, its status as a Section 42 not-for-profit company and the requirements applicable to State-Owned Enterprises under Pakistani law and the SOE Act, 2023.

13. Public Service Obligation (PSO) Arrangements

JMC's core mandate is inherently public-service oriented. As a federally established entity, the Company is tasked with the delivery of healthcare infrastructure that addresses critical national development needs, including equitable access to tertiary healthcare capacity, medical education, research and public welfare. JMC's activities serve the public interest and constitute a form of non-commercial activity undertaken in pursuance of national healthcare policy objectives.

At present, no separate Public Service Obligation compensation agreement has been formally executed with the Company. The public service nature of JMC's activities is funded through PSDP allocations, Government support, CSR contributions, philanthropic support and other approved funding mechanisms, which collectively compensate for the non-commercial character of the Company's operations. JMC does not currently receive a separately defined PSO payment from the Federal Government distinct from its project funding.

The net cost methodology for PSO activities, consistent with the CMU guidance framework, is not separately calculable at present because JMC functions exclusively as a construction and infrastructure delivery entity and does not generate PSO-specific commercial revenue. The financial impact of JMC's public service mandate is entirely borne by Government appropriations and approved funding mechanisms. If a separate PSO agreement is formalized in future, the related financial impact, costing methodology and compensation arrangement shall be disclosed in subsequent SCI revisions in accordance with applicable requirements.

14. Additional Information and Reporting Commitments

JMC shall comply with all statutory and regulatory reporting obligations under the Companies Act, 2017, the State-Owned Enterprises (Governance and Operations) Act, 2023, the State-Owned Enterprises (Ownership and Management) Policy, 2023, SECP requirements and any applicable directives issued by the Federal Government, the Line Ministry, CMU or other competent authority. The reporting commitments applicable to JMC during the SCI period are summarized in the table below.

Reporting Requirement	Commitment / Description	Timeframe / Frequency
Business Plan	Annual Business Plan prepared in consultation with the Line Ministry, shared simultaneously with CMU, and adopted by the Board before commencement of each financial year.	Before commencement of each financial year, per Annexure-I of SOE Policy.
Statement of Corporate Intent (SCI)	SCI approved by the Board, published on JMC's website, and submitted to the Line Ministry and CMU.	Within one month of Board approval, or as otherwise required under applicable law.
Audited Financial Statements	Annual financial statements prepared in accordance with IFRS and applicable law, audited by external auditors and placed before the Board and relevant authority.	Within statutory timelines under Companies Act, 2017.
Annual Report / Performance Summary	Actual performance reported against the primary objective, Business Plan goals and KPIs contained in the SCI, published as a summary.	As required under Section 27 of the SOE Act, 2023.
Quarterly Performance Reports	Operational and financial performance monitored against approved KPIs and reported to the Board, Line Ministry and relevant stakeholders.	Quarterly, or as required by CMU / competent authority.
Risk Reporting	Risk reporting covering funding, execution, regulatory, governance, HSE, environmental, social and stakeholder risks.	Minimum quarterly to the Board or relevant committee.
CMU Electronic Database Submission	Adopted Business Plan and approved SCI submitted to CMU for inclusion in the electronic database per Section 31 of the SOE Act, 2023.	Within one month of adoption / approval.
SECP Compliance Filings	All SECP filings, annual returns and statutory corporate compliance requirements completed.	As per Companies Act, 2017 and SECP requirements.

14.1 Review and Update of SCI

This SCI shall be reviewed every year to ensure continued consistency with the adopted Business Plan, Government policy priorities, project implementation status, approved financial plans, regulatory developments and instructions of the Board or competent authority. Any material changes in strategy, funding arrangements, project scope, borrowing arrangements, PSO arrangements or performance targets shall be reflected in a revised SCI in accordance with applicable requirements.

14.2 Board Approval

This Statement of Corporate Intent has been prepared for consideration and approval by the Board of Directors of Jinnah Medical Construction Company Limited in accordance with Section 8(4) and Schedule III of the State-Owned Enterprises (Governance and Operations) Act, 2023, Annexure-I of the State-Owned Enterprises (Ownership and Management) Policy, 2023 and the CMU Guidance Framework for the Preparation of Business Plans and Statement of Corporate Intent of May 2026. It shall be published on JMC's website and submitted to the Line Ministry and the Central Monitoring Unit within one month of Board approval, in accordance with applicable requirements.