

गिरीजा सुब्रमण्यन

अध्यक्ष-सह-प्रबंध निदेशक

GIRIJA SUBRAMANIAN

Chairman-Cum-Managing Director



दि न्यू इन्डिया एश्योरन्स कंपनी लिमिटेड

पंजीकृत एवं प्रधान कार्यालय :

87, महात्मा गांधी मार्ग, फोर्ट, मुंबई - 400 001.

THE NEW INDIA ASSURANCE CO. LTD.

Regd. & Head Office :

87, Mahatma Gandhi Road, Fort, Mumbai - 400 001.

CIN : L66000MH1919GOI000526

My Dear New Indians,

As we approach the close of calendar year 2025, I take this opportunity to write to you with a deep sense of pride, gratitude, and responsibility. I would like to place on record my heartfelt THANKS to each one of our employees, agents, partners, and stakeholders for your commitment, resilience, and unwavering dedication to our great organization.

Your collective efforts have ensured that New India continues to perform steadily and responsibly till the end of December 2025. With immense pride, I would like to convey that we have clocked Rs. 35000Crores+ GWP as of today with an impressive growth rate that exceeds market performance. This would not have been possible without your hard work and untiring efforts . I thank each one of you from the bottom of my heart for this contribution .

At the same time, we must acknowledge with humility that there was scope to do more, both qualitatively and quantitatively. Our shortfall in meeting our well thought out targets and certain uncleaned balances are reflective of this. Whilst I am proud of what benchmarks we have collectively as a team created like setting up of new targets around new to New India and New to insurance business, declaring this year as the “ Year of SME” , cleaning up many age old balances ,putting strong SOPs in place , a lot more self regimentation work remains to be done. Our A M Best credit rating score which has been upgraded from a “Stable” Outlook to a “Positive” one is a reward for these initiatives and we have to aim to get the rating upgraded to A-(Excellent) from current level of B++ within a year. I believe this honest self-reflection is one of our greatest strengths which has enabled New India re-engineer itself many times to endure, adapt, and lead for over a century.



Friends, we need to adapt to change and transform to keep leading in this sector and keep the legacy on for the NextGen.

We are operating in times of epic transformation in the insurance ecosystem. Regulatory reforms, heightened customer expectations, technological disruption, and intense competition are redefining how insurance is written, serviced, and delivered. To continue leading this space and to serve the Indian population seamlessly, we must adapt faster to change, think deeper, and act with greater discipline , purpose and with innovation.

What truly sets New India apart—our enduring USP—is the deep, emotional commitment and bond of our employees and stakeholders with New India. New Indians take pride in belonging to an institution that has always led from the front and has created leaders for the industry. This spirit must not only be preserved but strengthened as we recommit ourselves to rebuilding a New India that stays ahead of competition while remaining rooted in trust, integrity, and service. As proud PSU employees, I would strongly urge you to remain personally and professionally committed to walk the path of inclusive growth and join hands with our government in creating a developed economy and Insurance for All by 2047.

As we prepare for 2026, quality will define our future. The evolving regulatory environment and IFRS-driven frameworks demand that quality of business underwritten and customer service remain at the very core of our existence. Let us resolve to make trust and excellence in customer service our differentiators. This should remain our DNA – the DNA of our 10,000+ strong human resource strength.

Our Vision for the Future rests on Four Pillars:

First, Values and Outcomes.

Everything we do must emanate from our cherished values and culminate in superior outcomes—sound risk selection, prudent



underwriting, robust reinsurance, seamless servicing, and uncompromised customer experience. These outcomes will determine our financial strength, our credibility in an IFRS ecosystem, and the trust our customers repose in us.

Second, Processes.

We must become an organization where clearly defined, standardized operating processes guide our work uniformly across the country. Deviations must be rare, approved, and transparent. Strong processes provide our people the confidence to perform professionally without fear, while reinforcing governance, accountability, and customer trust.

Third, Infrastructure.

Infrastructure today goes beyond buildings. It includes physical, digital, and human infrastructure. Our offices must reflect a consistent corporate identity, with our white and royal blue colours becoming synonymous with New India across every corner of the country. Digital technology, Automation using AI /ML , and analytics must become our backbone—enhancing customer comfort, attracting younger demographics, and enabling smarter decision-making. Equally important is human infrastructure with appropriate recruitment and continuous merit-based training that translates into real capability and performance on the field.

Fourth, Leadership.

New India is true to its timeless ethos—“Born to Lead” and “Leadership and Beyond” are the taglines we have adopted . Leadership is not about designation; it is about mindset. I urge each one of you to be leaders in your space, not managers—leaders who build teams, foster



collaboration, and inspire excellence. No individual succeeds alone; it is always the team that wins.

Friends, we have ambitious goals ahead and only a few months left in the current financial year. I urge you to unleash the giant within you and reach for the stars to meet our agreed targets. Aim high, push boundaries, and let New India's flag fly even higher in the years to come. The future of this great institution will be shaped by you and me, together , within timelines that destiny has set for us..

As part of our inclusive culture, I invite your ideas, suggestions, and perspectives—especially from our younger New Indians—as we continue to build a resilient company - age old in values and modern in service - that we are all proud to belong to , so that this rich legacy will pass on to future generations more enriched.

I am confident in your abilities, inspired by your dedication, humbled by your love for New India and optimistic about our journey ahead which has many more milestones to achieve.

Dear friends , let us bid adieu to 2025 and welcome 2026.....with optimism and our resolve to make this year promising in many ways for New India .

I wish you and your families a very Happy New Year. May 2026 bring good health, happiness, peace and a bright future for each one of you.

Warmest personal regards,

Girija Subramanian