

INTEGRATED REPORT

2024



WELCOME

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VISION, MISSION AND VALUES

Vision

Our vision is to provide outstanding insurance solutions that help create and protect wealth and well-being.

Mission

Our mission is to develop superior insurance propositions that: Customers recommend to family and friends, Owners buy for their businesses, Brokers select for their clients, Employees are proud of and Shareholders seek for longterm returns.

Values

We are guided in everything we do by five core values:

- **Constant Improvement**
We are fast, agile and constantly thinking of new ways to enhance customer experience.
- **Integrity**
We keep our promises, take personal accountability and earn the trust of our customers.
- **Customer First**
We put our customers at the heart of all we do.
- **Collaboration**
We work together as one team to make a difference.
- **Excellence**
We believe quality is never an accident, it's a deliberate practice.

COMPANY AT A GLANCE

50 years

of expertise in the region

1.36 million

insured members trust us

700+ professionals

ready to serve you

5.41 billion

AED revenue in 2024

10.43 billion

AED total assets

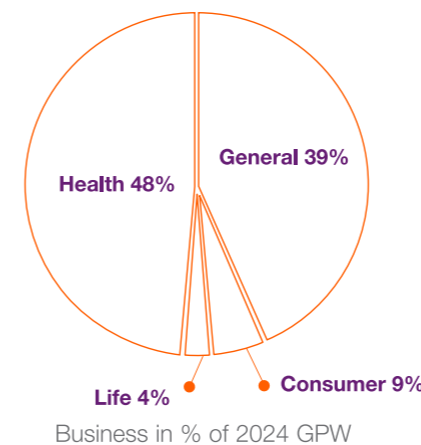
Listed

on Dubai Stock Market

291.5 million

AED Profit before tax

**Some things you plan.
Some things you don't.
We're here for you.**



5 branches
ready to welcome you

2 countries
UAE and Oman

**Syndicate
2880**
at your service

Takaful
solutions available

SWSS
now operational

A
by S&P

A2
by Moody's

Partners



Sukoon Insurance PJSC ("Sukoon") provides a wide range of comprehensive insurance solutions for individuals and commercial clients in Motor, Life, Healthcare, and General categories. If the need arises, our clients count on us to have their business up and running again as quick as possible.

CHAIRMAN'S STATEMENT

On behalf of the Board, I am delighted to present Sukoon Insurance PJSC's 2024 Integrated Report.

2024 was a year of significant progress for Sukoon, marked by strong financial performance and strategic advancements. As we celebrate 50 years of protecting the UAE, we reflect on a year of transformative initiatives that have solidified Sukoon's position as a reference in the region.

Sukoon achieved an all-time high revenue of AED 5 billion in 2024, demonstrating strong market penetration, disciplined expense management, and a well-diversified portfolio. Our net profit (before tax) surged to a record high of AED 291.5 million, reflecting strong operational performance and sustained business growth. Our robust financial position is further evidenced by a solvency capital ratio exceeding 270%, underscoring our rock-solid ability to meet policyholder obligations.



Recognised as the "Best Online Insurance Company – UAE" at the Finance Derivative Awards 2024, Sukoon remains committed to digital innovation. We prioritize seamless customer experiences through a wide range of customer and partner facing platforms such as the mySukoon app, while leveraging AI-powered solutions to further enhance our award-winning service delivery.

The rebranding of Oman Insurance Company P.S.C. and Arabian Scandinavian Insurance Company (P.L.C) Takaful to Sukoon Insurance PJSC and Sukoon Takaful, respectively, strengthened our brand identity and operational consistency across markets. The successful acquisition of Chubb's UAE life insurance portfolio further expanded our Life product offerings, enhancing our ability to serve a wider customer base.

Sukoon was also honored with prestigious awards in 2024, including "UAE Insurer" at the MENA Insurance Review Awards, "Innovation of the Year" at the World Economic Magazine Awards and "UAE's Insurance Company of the Year" at the InsureTek Golden Shield Excellence Awards. These accolades reflect our unwavering commitment to customer excellence and innovative risk management solutions.

Building upon our strong foundation, we will continue to invest in customer satisfaction, enhance our technical expertise, and drive operational profitability. I extend my sincere gratitude to our shareholders, employees, partners, and stakeholders for their invaluable support.

I am confident that together, we will navigate the future with resilience, innovation, and a steadfast commitment to delivering exceptional value to our customers.

Badr Abdulla Al Ghurair
Chairman,
Sukoon Insurance

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OMAN INSURANCE COMPANY LAUNCHED BY ABDULLA AL GHURAIR



BOARD OF DIRECTORS



Badr Abdulla Al Gurair
Chairman



Mohamad Abdel Hamid Abdel Razek
Vice Chairman



Abdul Aziz Abdulla Al Ghurair
Board Member



Nabeel Waheed Rashed Waheed
Board Member



Rashed Saif Al Jarwan
Board Member



Hazem Shish
Board Member



Hamda Moosa Abdulla Hussain Alshamali
Board Member

REPORT OF THE BOARD OF DIRECTORS

Dear Shareholders,

We have the pleasure in presenting you the financial results of **Sukoon Insurance PJSC (“Group”, “the Company”)** for the year-ended 31 December 2024.

2024 has been a remarkable year for Sukoon. We are pleased to inform you that the Group has posted a **Profit before tax of AED 291.5 million** in the year-ended 31 December 2024, a growth of 13 % year-on-year. It is a testament to our strong fundamentals and customer-centric business model as we continue to deliver sustainable profitable growth year on year. Insurance revenue has topped the AED 5 billion mark for the first time to reach AED 5.41 billion, a growth of 17% year-on-year. Net investment income has reached AED 209.1 million, a growth of 10% year-on-year. All these key financial metrics are the highest ever in our history. They are underpinned by prudent underwriting and risk selection across all business segments, a strict cost discipline, and a balanced investment portfolio. The company continues to maintain exceptional capital and solvency. The Group’s strong performance reflects the proven resilience of our business model. These achievements have been recognized by MENA Insurance Review 2024 and awarded “UAE Insurer of the Year” for two consecutive years.

In addition, several key strategic objectives have been successfully executed during the year.

- We started a new chapter in our storied history by embracing the Sukoon brand in full by completing formalities in changing our legal name. This was the final milestone of our rebranding efforts, underscoring our vision to lead the insurance industry.
- Sukoon Takaful, our Takaful subsidiary, has turned around to profitability in our first full year of reporting post-acquisition in 2023. It now forms a key pillar in our overall growth strategy as we diversify our insurance offerings to a wider clientele who are seeking sharia-compliant insurance solutions.
- Acquisition of the UAE life portfolio of Chubb Tempest Life Reinsurance Ltd accelerating the growth of our life portfolio.
- Our investments in technology and digitalization were recognized by the InsureTek Golden Shield Excellence Awards 2024 and where we were awarded the “Digital Initiative of the Year”.
- Our outstanding performance in delivering superior customer experience was recognized at the Finance Derivative Awards 2024, where we were awarded the “Most Customer-Centric Insurance Company - UAE” and “Best Online Insurance Company – UAE”.
- Divested from non-core non yielding assets and reinvested the proceeds into yielding asset classes.

2024 rain flood losses have led to hardening market rates as insurers and reinsurers continue to adjust their pricing to account for heightened risks in their portfolios coupled with inflationary pressure. The Group has been able to successfully navigate these challenges through combination of strategic actions, adaptability, and a proactive approach.

As we enter 2025, the introduction of mandatory health insurance for all people across the northern emirates of the UAE is expected to be implemented. It forms part of a comprehensive vision to expand the integrated social protection umbrella, which includes the Worker Protection Program and the Unemployment Insurance Scheme. We also welcome anticipated compulsory introduction of the alternative end-of-service benefits system known as the “Savings Scheme”, fully replacing the current end-of-service gratuity mechanism. These efforts in addition to supplementing insurance industry revenues, provides a secure, healthy environment and improving quality of life for all workers across the UAE. It is set to boost productivity and support sustainable development while advancing UAE’s global standing.

However, global geopolitical headwinds, relatively high inflationary environment coupled with unusual rain floods remains a persisting risk in 2025. Thus pricing, cost discipline and claims management are paramount across Consumer and Commercial lines. With the objective to enhance customer experience even further, digitalization and investments in technology will remain a priority to allow us to stay ahead of the curve.


We would like to put on record our sincere appreciation and gratitude towards all stakeholders of Sukoon. We continue to draw inspiration and guidance from our valued customers and partners whose trust and confidence helps us to continue the journey untiringly. We would like to thank our management and staff of Sukoon for their sincere and dedicated contribution to the successful growth of the Group.

Total assets of the Group at the end of year 2024 stood at AED 10.43 billion as against AED 8.83 billion at the end of year 2023.

Total shareholders’ equity of the Group at the end of year 2024 stood at AED 2.98 billion as against AED 2.75 billion at the end of year 2023.

May God - the Almighty - guide our steps.

On behalf of the Board,



Badr Abdulla Ahmad Al Ghurair

Chairman

28 January 2025

INDEPENDENT

AUDITOR'S REPORT

TO THE SHAREHOLDERS OF SUKOON INSURANCE P.J.S.C, DUBAI, UNITED ARAB EMIRATES (UAE)

Report on the audit of the consolidated financial statements

Opinion

We have audited the consolidated financial statements of **Sukoon Insurance P.J.S.C** (the "Company") and its subsidiaries (the "Group"), which comprise the statement of consolidated financial position as at 31 December 2024, and the consolidated statement of profit or loss, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2024, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS Accounting Standards) ('IFRSs').

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 Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the other ethical requirements that are relevant to our audit of Group's consolidated financial statements in United Arab Emirates, and we have fulfilled our other ethical responsibilities. 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 consolidated financial statements of the current year. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the key audit matter
<p>Valuation of insurance contract liabilities, insurance contract assets, reinsurance contract assets and reinsurance contract liabilities</p> <p>As at 31 December 2024, insurance contract liabilities, insurance contract assets, reinsurance contract assets and reinsurance contract liabilities amounted to AED 5,205 million, AED 5 million, AED 3,392 million and AED 13 million respectively, as detailed in note 11 and note 12 to the consolidated financial statements.</p> <p>A key element of the valuation of insurance contract liabilities, insurance contract assets, reinsurance contract assets and reinsurance contract liabilities is the Present value of future cash flows ("PVFCFs") included in the liability for incurred claims for contracts measured under the Premium Allocation Approach. As at 31 December 2024 this amounted to AED 3,787 million and AED 2,933 million for insurance contracts and reinsurance contracts respectively.</p> <p>The determination of the PVFCFs for incurred claims represents the Group's expectations regarding future payments for known and unknown claims including associated expenses and involves actuarial models and several assumptions made by management. Its accuracy is dependent on the input data being correct and requires management to apply significant judgements, make significant estimates and use actuarial models. The risk of error arises as a result of inappropriate choice of actuarial methodologies, techniques and assumptions. Management used an internal and external actuary to assist them in the aforementioned determination.</p> <p>Furthermore, another key element of the valuation of insurance contract liabilities, insurance contract assets, reinsurance contract assets and reinsurance contract liabilities are the receivables for amounts due net of the impairment allowance. The Group uses the expected credit loss model to estimate the allowance which requires management to apply significant estimates, such as the probability of default, loss given default, exposure at default and discount rate.</p> <p>As a result of all the above factors, we consider the valuation of the PVFCFs included in the liability for incurred claims for contracts measured under the Premium Allocation Approach and the calculation of the impairment allowance on receivables reflected in the valuation of insurance contract liabilities, insurance contract assets, reinsurance contract assets and reinsurance contract liabilities as a key audit matter.</p>	<p>Our audit procedures included, inter alia, the following:</p> <ul style="list-style-type: none">Assessing the key controls related to the integrity of the data used in the process of valuation of the PVFCFs concerning incurred claims to determine if they had been appropriately designed and implemented;Evaluating and testing the data used in the process of valuation of the PVFCFs concerning incurred claims;Testing samples of claims case reserves by comparing the estimated amount of the case reserve to appropriate documentation, such as reports from loss adjusters, confirmations obtained from lawyers, reinsurance contracts etc;Evaluating the objectivity, skills, qualifications and competence of the independent external actuary and reviewing the terms of the actuary's engagement with the Group to determine if the scope of his work was sufficient for audit purposes. <p>In addition, with the assistance of our internal actuarial specialists, we:</p> <ul style="list-style-type: none">Determined if the calculation methods and the model used were appropriate as at 30 September 2024;Assessed the following key assumptions as at 30 September 2024:<ul style="list-style-type: none">loss ratios;claims development factors; anddiscount rates;Determined if the estimates applied in the current period and prior year were consistent;Developed a point estimate or range based on our understanding of the Group's business and evaluated the differences between management's point estimate and our point estimate or range as at 30 September 2024. <p>Furthermore, with the assistance of our internal actuarial specialists, we:</p> <ul style="list-style-type: none">Compared the assumptions and methodologies, used to determine the 31 December 2024 amounts, to those used to determine the 30 September 2024 amounts and investigated any significant changes;Determined that the roll forward calculations from the period ended 30 September 2024 were appropriate. <p>With respect to the receivables, impairment allowance our audit procedures included the following:</p> <ul style="list-style-type: none">Evaluated and tested the data used in the impairment model calculations receivables for amounts due;Evaluated and tested the calculation of the allowance for expected credit loss allowance and the key assumptions and judgments used; andEvaluated and tested balances determined to be individually impaired. <p>We also assessed the disclosures in the consolidated financial statement relating to this matter against the requirements of IFRSs.</p>

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FIRST INDIVIDUAL LIFE INSURANCE PLAN SOLD



Key audit matter (continued)	How our audit addressed the key audit matter (continued)
<p>Valuation of investment properties</p> <p>Investment properties represented 1% of total assets as at 31 December 2024. The Group measures its investment properties at fair value and engaged external valuers to determine the fair value of all its properties.</p> <p>The determination of the fair value of investment properties were performed using the sales comparison method, income capitalization method and discounted cash flow method which requires management and the independent external valuers to make significant estimates, judgements and assumptions, as detailed in Note 7.</p> <p>The existence of significant estimation uncertainty warrants specific audit focus in this area as any bias or error in determining the fair value could lead to a material misstatement in the consolidated financial statements.</p> <p>Consequently, we have identified the valuation of investment properties as a key audit matter as the fair value is determined based on level 3 valuation methodologies which requires management and the independent external valuers to make significant estimates, which are not always observable, and apply significant judgements in determining the fair value of investment properties.</p>	<p>Our audit procedures included:</p> <ul style="list-style-type: none"> • We obtained an understanding of the process of determining the fair value of the investment properties; • We assessed the controls over the determination of the fair value of investment property to determine if they had been appropriately designed and implemented; • We assessed the competence, skills, qualifications and objectivity of the independent external valuers; • We reviewed the scope of the engagement between the external valuer and the Group to determine if this was sufficient for audit purposes; • We verified the accuracy, completeness and relevance of the input data used for deriving fair values; • We utilised our internal valuation experts, on a sample basis, to evaluate the methodology used and the appropriateness of key assumptions used in the investment property valuations; • We agreed the results of the valuations to the amounts presented in the consolidated financial statements; and • We assessed the adequacy of disclosures included in consolidated financial statements against the requirements of IFRSs.

Other Information

The Board of Directors and management is responsible for the other information, which comprises the Directors' Report which we obtained prior to the date of this auditor's report. The other information does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with IFRSs and their preparation in compliance with the applicable provisions of the articles of association of the Company, United Arab Emirates (U.A.E.) Federal Law No. 32 of 2021, Federal Decree Law No. 48 of 2023 regarding the regulation of Insurance activities, Central Bank of the UAE Board of Directors' Decision No. (25) of 2014 pertinent to the Financial Regulations for Insurance Companies, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's consolidated financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or,

if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law and regulations preclude public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.


Report on Other Legal and Regulatory Requirements

Further, as required by the UAE Federal Law No. 32 of 2021, we report that for the year ended 31 December 2024:

- i. we have obtained all the information we considered necessary for the purposes of our audit;
- ii. the consolidated financial statements have been prepared and comply, in all material respects, with the applicable provisions of the UAE Federal Law No. 32 of 2021;
- iii. the Group has maintained proper books of account;
- iv. the financial information included in the Directors' report is consistent with the books of account of the Group;
- v. as disclosed in Note 10 to the Consolidated financial statements, the Group has investment in securities as at 31 December 2024;
- vi. Note 23 to the consolidated financial statements discloses material related party transactions and balances, and the terms under which they were conducted;
- vii. based on the information that has been made available to us nothing has come to our attention which causes us to believe that the Group has, during the financial year ended 31 December 2024, contravened any of the applicable provisions of the UAE Federal Law No. 32 of 2021, or in respect of the Company, its Articles of Association, which would materially affect its activities or its consolidated financial position as at 31 December 2024; and
- viii. Note 35 to the consolidated financial statements discloses the social contributions made during the financial year ended 31 December 2024.

Further, as required by the Federal Decree Law No. 48 of 2023 and the related financial Regulations for Insurance Companies, we report that we have obtained all the information and explanations we considered necessary for the purpose of our audit.

Deloitte & Touche (M.E.)



Nurani Subramanian Sundar
Registration No. 5540
28 January 2025
Sharjah
United Arab Emirates

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	Notes	At 31 December 2024 AED'000	At 31 December 2023 AED'000
Assets			
Property and equipment	5	122,236	130,488
Intangible assets	6	44,300	44,300
Investment properties	7	151,620	515,120
Deferred tax assets	33	3,062	2,481
Statutory deposits	9	197,590	195,528
Financial investments at amortised cost	10.4	2,631,118	1,923,693
Financial investments at fair value through other comprehensive income (FVTOCI)	10.3	953,012	718,399
Financial investments at fair value through profit or loss	10.2	1,165,224	1,180,592
Insurance contract assets	11	4,867	934
Reinsurance contract assets	12	3,391,741	2,756,863
Prepayments and other receivables	13	436,417	230,375
Deposits with banks	14	992,385	969,541
Cash and cash equivalents	14	332,160	161,327
Total assets		10,425,732	8,829,641
Equity and Liabilities			
Equity			
Share capital	15	461,872	461,872
Other reserves	16	1,539,239	1,521,673
Cumulative changes in fair value of securities		(47,462)	(124,978)
Finance income and expenses reserve		11,917	13,054
Retained earnings		1,015,414	882,424
Net equity attributable to the owners of the Company		2,980,980	2,754,045
Non-controlling interests		12,676	15,006
Total equity		2,993,656	2,769,051
Liabilities			
Deferred tax liabilities	33	10,015	3,987
Employees' end-of-service benefits	17	45,425	43,978
Insurance contract liabilities	11	5,204,710	4,245,101
Reinsurance contract liabilities	12	12,593	12,589
Investment contract liabilities	19	987,347	1,095,494
Other payables	18	1,085,986	573,441
Bank borrowings	8	86,000	86,000
Total liabilities		7,432,076	6,060,590
Total equity and liabilities		10,425,732	8,829,641

To the best of our knowledge, the consolidated financial statements present fairly in all material respects the financial condition, results of operation and cashflows of the Group as of, and for, the periods presented therein.

Badr Abdulla Al Ghurair
Chairman

The accompanying notes from 1 to 37 form an integral part of these consolidated financial statements

Jean-Louis Laurent-Josi
Chief Executive Officer

1988

FOOTPRINT EXPANDED TO ALL SEVEN EMIRATES



 **SUKOON**
50 YEARS OF INSURANCE

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

For the year ended 31 December

	Notes	2024 AED'000	2023 AED'000
Insurance revenue	24.1	5,412,729	4,644,425
Insurance service expenses	11	(4,293,106)	(3,709,573)
Insurance service result before reinsurance contracts held		1,119,623	934,852
Net expense from reinsurance contracts held	12	(887,860)	(733,819)
Insurance service result		231,763	201,033
Interest income from financial assets at amortised cost		169,414	122,774
Realised gains/(losses) on sale of financial investments at amortised cost		257	(424)
Other investment income - net		39,428	67,402
Net investment income	20	209,099	189,752
Finance expenses from insurance contracts issued	20	(132,593)	(104,229)
Finance income from reinsurance contracts held	20	105,290	86,693
Net insurance finance expenses		(27,303)	(17,536)
Net insurance and investment result		413,559	373,249
General and administrative expenses	21	(114,411)	(110,407)
Board of directors' remuneration	23.3	(2,250)	(1,950)
Finance costs		(5,089)	(3,238)
Other (expense)/income - net		(318)	706
Profit before tax		291,491	258,360
Income tax expenses	33	(24,663)	(970)
Profit for the year		266,828	257,390
Attributable to:			
Owners of the Company		265,711	256,866
Non-controlling interests		1,117	524
		266,828	257,390
Earnings per share (AED)	22	0.58	0.56

The accompanying notes from 1 to 37 form an integral part of these consolidated financial statements

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December

	Notes	2024 AED'000	2023 AED'000
Profit for the year		266,828	257,390
Other comprehensive income / (loss)			
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Net fair value gains on revaluation of equity investments designated at FVTOCI - net of tax		55,518	37,288
<i>Items that may be reclassified subsequently to profit or loss</i>			
Finance (expense)/income from insurance contracts issued	20	(5,687)	6,302
Finance income/(expense) from reinsurance contracts held	20	4,550	(4,697)
Net fair value losses on revaluation of debt investments at FVTOCI		(252)	(102)
Total other comprehensive income for the year		54,129	38,791
Total comprehensive income for the year		320,957	296,181
Attributable to:			
Owners of the Company		319,870	295,664
Non-controlling interests		1,087	517
		320,957	296,181

The accompanying notes from 1 to 37 form an integral part of these consolidated financial statements

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Share capital AED'000	Other reserves AED'000	Cumulative changes in fair value of securities AED'000	Finance income & expenses reserve AED'000	Retained earnings AED'000	Net equity attributable to the owners of the Company AED'000	Non-controlling interests AED'000	Total equity AED'000
At 1 January 2023	461,872	1,507,580	(154,667)	11,449	724,521	2,550,755	-	2,550,755
Profit for the year	-	-	-	-	256,866	256,866	524	257,390
Other comprehensive income/(loss) for the year	-	-	37,193	1,605	-	38,798	(7)	38,791
Total comprehensive income for the year	-	-	37,193	1,605	256,866	296,664	517	296,181
Transfer to contingency reserve (note 16.4)	-	1,056	-	-	(1,056)	-	-	-
Transfer to reinsurance regulatory reserve (note 16.5)	-	13,037	-	-	(13,037)	-	-	-
Transfer to retained earnings on disposal of investments at FVTOCI	-	-	(7,504)	-	7,504	-	-	-
Dividend paid (note 34)	-	-	-	-	(92,374)	(92,374)	-	(92,374)
Non-controlling interests on acquisition of subsidiary (note 32)	-	-	-	-	-	-	14,489	14,489
At 31 December 2023	461,872	1,521,673	(124,978)	13,054	882,424	2,754,045	15,006	2,769,051
Profit for the year	-	-	-	-	265,711	265,711	1,117	266,828
Other comprehensive income/(loss) for the year	-	-	55,296	(1,137)	-	54,159	(30)	54,129
Total comprehensive income/(loss) for the year	-	-	55,296	(1,137)	265,711	319,870	1,087	320,957
Transfer to contingency reserve (note 16.4)	-	1,295	-	-	(1,295)	-	-	-
Transfer to reinsurance regulatory reserve (note 16.5)	-	16,271	-	-	(16,271)	-	-	-
Transfer to retained earnings on disposal of investments at FVTOCI	-	-	22,220	-	(22,220)	-	-	-
Dividend paid (note 34)	-	-	-	-	(92,374)	(92,374)	-	(92,374)
Transaction with non-controlling interest (note 32)	-	-	-	-	(561)	(561)	(3,417)	(3,978)
At 31 December 2024	461,872	1,539,239	(47,462)	11,917	1,015,414	2,980,980	12,676	2,993,656

The accompanying notes from 1 to 37 form an integral part of these consolidated financial statements

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December

	Notes	2024 AED'000	2023 AED'000
Cash flows from operating activities			
Profit for the year before tax		291,491	258,360
Adjustments for:			
Depreciation	5	25,995	24,510
Unrealised fair value gains on investment properties	7	(9,926)	(26,078)
Unrealised losses on financial investments at FVTPL (excluding unit linked investments)	20	11	-
Loss on sale of investment properties	20	20,470	2,295
Provision for employees' end of service benefits	17	6,430	6,039
Allowance/(release) of impairment of financial investments at amortised cost	10.6	516	(129)
(Release)/allowance for impairment of financial investments at FVTOCI		(2)	7
Allowance/(release) of impairment on bank balances and deposits		133	(157)
Dividend income from financial investments	20	(59,424)	(43,836)
Interest income from financial assets		(167,610)	(125,374)
Net (accretion)/amortisation of financial assets measured at amortised cost	10.5	(2,692)	1,984
Realised gains on sale of financial investments at FVTPL	20	-	(1,546)
Realised (gains)/loss on sale of financial investments at FVTOCI	20	(180)	83
Realised (gain)/loss on sale of financial investments at amortised cost	20	(257)	424
Finance costs		5,089	3,238
Interest expense on lease liability		832	863
Other investment expenses	20	22,883	17,092
Rental income from investment properties	20	(13,201)	(14,513)
Loss on disposal of property and equipment		-	24
Cash receipt on acquisition of a portfolio		8,225	-
Gain on bargain purchase of subsidiary	32	-	(7,693)
Operating cash flows before changes in working capital and payment of employees' end of service benefits and income tax		128,783	95,593
Changes in working capital			
Changes in insurance and reinsurance contact assets/liabilities		287,642	86,410
Increase in prepayment and other receivables		(202,174)	(26,890)
Increase in other payables		492,850	157,245
Decrease/(increase) in unit linked investments		35,910	(132,590)
(Decrease)/increase in investment contract liabilities	19	(108,147)	100,903
Net cash generated from operations		634,864	280,671
Employees' end of service benefits paid	17	(4,983)	(5,687)
Income tax paid		(809)	(2,369)
Net cash generated from operating activities		629,072	272,615

The accompanying notes from 1 to 37 form an integral part of these consolidated financial statements

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CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

For the year ended 31 December

	Notes	2024 AED'000	2023 AED'000
Cash flows from investing activities			
Purchases of financial investments at FVTOCI	10.5	(365,355)	(258,879)
Proceeds from sale of financial investments at FVTOCI		194,279	279,008
Purchases of financial investments at FVTPL (excluding unit linked investments)		-	(2,509)
Proceeds from sale of financial investments at FVTPL (excluding unit linked investments)		-	21,586
Proceeds from maturities of financial investments at amortised cost		284,050	93,573
Purchases of financial investments at amortised cost	10.5	(978,591)	(242,766)
Dividends received from financial investments at FVTPL and FVTOCI		57,144	44,772
Interest received from deposits and financial investments		151,187	116,556
Rental income received from investment properties		11,534	16,790
Other investment expenses paid		(20,251)	(17,187)
Purchase of property and equipment	5	(17,743)	(26,056)
Proceeds from disposal of property and equipment		-	42
Proceeds from sale of investment properties		352,956	117,376
Increase in term deposits with original maturities of more than three months		(16,793)	(307,594)
Increase in statutory deposits		(2,062)	(1,437)
Acquisition of subsidiary, net of cash acquired	32	-	(165,309)
Net cash used in investing activities		(349,645)	(332,034)
Cash flows from financing activities			
Dividend paid	34	(92,374)	(92,374)
Principal elements of lease payments		(6,249)	(4,914)
Interest elements of lease payments		(627)	(352)
Cash proceeds from borrowings		-	86,000
Finance costs paid		(5,233)	(2,545)
Transaction with non-controlling interest	32	(3,978)	-
Net cash used in financing activities		(108,461)	(14,185)
Net increase/(decrease) in cash and cash equivalents			
Cash and cash equivalents at the beginning of the year		161,475	235,079
Cash and cash equivalents at the end of the year	14	332,441	161,475

For the purpose of the consolidated statement of cash flows, the cash and cash equivalents are before the allowance for impairment as per IFRS 9 as disclosed in note 14.

During the year ended 31 December 2024, the principal non-cash transactions relate to the additions of the lease liability and right of use asset amounting to AED 584 thousand each (31 December 2023: the principal non-cash transactions relate to the additions of the lease liability and right of use asset amounting to AED 5,869 thousand each) (note 5).

The accompanying notes from 1 to 37 form an integral part of these consolidated financial statements

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2024

1. General information

Sukoon Insurance P.J.S.C. (the “Company” or “Sukoon”) (formerly known as Oman Insurance Company P.S.C.) (refer note 36 (b)) is a public joint stock company, which was established by an Amiri Decree issued by His Highness, The Ruler of Dubai. The Company is registered under the UAE Federal Law No. 32 of 2021, relating to commercial companies. The Company is subject to the regulations of the U.A.E. Federal Decree-Law No. 48 of 2023 Regarding the Regulation of Insurance Activities and is registered in the Insurance Companies Register of the Central Bank of the UAE (“CBUAE”) (formerly, the UAE Insurance Authority (“IA”)) under registration number 9. The Company is a subsidiary of Mashreq Bank (PSC) which is incorporated in the Emirate of Dubai. The Company’s registered head office is at P.O. Box 5209, Dubai, United Arab Emirates. The Group comprises Sukoon Insurance P.J.S.C. and its subsidiaries (note 32). The Company’s ordinary shares are listed on the Dubai Financial Market (“DFM”), United Arab Emirates.

On 2 October 2023, the UAE Federal Decree Law No. 48 of 2023 regarding the regulation of Insurance activities was issued and came into effect on 30 November 2023 (the “New Insurance Law”) which repealed the UAE Federal Law No. 6 of 2007. The Companies must within a period not exceeding (6) six months from the date of the enforcement of its provisions from 30 November 2023 (“the transitional period”) comply with the provisions of the UAE Federal Decree Law No 48 of 2023. The Group complies with the requirements of the New Insurance Law. The General Assembly of shareholders held on 29 February 2024 has approved amendments to its Articles of Association in order to align with the new provisions and the requirements.

The licensed activities of the Company are issuing short term and long term insurance contracts and trading in securities. The insurance contracts are issued in connection with property, engineering, energy, motor, aviation, medical, marine risks, personal accident, individual life (participating and non-participating), group life, credit life and investment linked products.

The Company also operates in the Sultanate of Oman, State of Qatar, England and Wales, the United Kingdom.

2. Application of new and revised International Financial Reporting Standards (“IFRS Accounting Standards”)

2.1 New and revised IFRS Accounting Standards adopted in the consolidated financial statement

The following new and revised IFRS Accounting Standards, which became effective for annual periods beginning on or after 1 January 2024, have been adopted in this consolidated financial statement. The application of these revised IFRS Accounting Standards, did not have any material impact on the amounts reported for the current and prior periods.

<i>New and revised IFRS Accounting Standards</i>	<i>Effective for annual periods beginning on or after</i>
Amendment to IFRS 16 Lease Liability in a Sale and Leaseback	1 January 2024
Amendments to IAS 7 and IFRS 7 Supplier Finance Arrangements	1 January 2024
Amendments to IAS 1 Non-current Liabilities with Covenants	1 January 2024
Amendments to IAS 1 Classification of liabilities as current or non-current	1 January 2024

2.2 New and revised IFRS Accounting Standards in issue but not yet effective and not early adopted

<i>New and revised IFRS Accounting Standards</i>	<i>Effective for annual periods beginning on or after</i>
Amendments to IAS 21 Lack of exchangeability Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	1 January 2025
IFRS 9 and IFRS 7— Amendment regarding the classification and measurement of financial instrument	1 January 2026, earlier application is permitted
IFRS 18 — Presentation and Disclosure in Financial Statements	1 January 2027, earlier application is permitted
IFRS 19 — Subsidiaries without Public Accountability: Disclosures	1 January 2027, earlier application is permitted
Amendments to IFRS 10 – Consolidated Financial Statements and IAS 28 – Investments in Associates and Joint Ventures (2011)	Effective date deferred indefinitely. Adoption is still permitted.

Management anticipates that these new standards, interpretations and amendments will be adopted in the Group’s consolidated financial statements as and when they are applicable and adoption of these new standards, interpretations and amendments, may have no material impact on the consolidated financial statements of the Group in the period of initial application.

3. Summary of material accounting policy information

The material accounting policies applied in the preparation of these consolidated financial statements are summarised below. These policies have been consistently applied to each of the years presented, unless otherwise stated.

3.1 Statement of compliance

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (“IFRS Accounting Standards”) and interpretation issued by the IFRS Interpretation Committee (“IFRSIC”) applicable to companies under IFRS Accounting Standards as issued by the International Accounting Standards Board (“IASB”) and the applicable requirements of the United Arab Emirates (U.A.E.) Federal Law No. 32 of 2021, the United Arab Emirates (U.A.E.) Federal Decree Law No. 48 of 2023 regarding the regulation of Insurance activities and the Insurance Authority Board of Directors’ Decision No. (25) of 2014 pertinent to the Financial Regulations for Insurance Companies. The consolidated financial statements comply with IFRS Accounting Standards.

3.2 Basis of preparation

The consolidated financial statements have been prepared on the historical cost basis, except for the revaluation of financial investments measured at fair value through profit or loss (“FVTPL”), financial investments measured at fair value through other comprehensive income (“FVTOCI”), investment properties measured at fair value.

The Group’s consolidated statement of financial position is not presented using a current / non-current classification. However, the following balances would generally be classified as current: cash and cash equivalents and bank borrowings. The following balances would generally be classified as non-current: property and equipment, intangible assets, investment properties, deferred tax assets, employees’ end of service benefits and statutory deposits. The following balances are of mixed nature (including both current and non-current portions): financial investments, prepayments and other receivables, reinsurance contract assets, reinsurance contract liabilities, insurance contract assets, insurance contract liabilities, investment contract liabilities, other payables and deposits with banks.

The consolidated financial statements are presented in Arab Emirates Dirham (“AED”) and all values are rounded to nearest thousand (“AED’000”) except when otherwise indicated.

3.3 Basis of consolidation

These consolidated financial statements incorporate the financial statements of the Company and the entities controlled by the Company, i.e. its subsidiaries.

Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power over the investee to affect the amount of the investor's returns.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Company has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally.

The Company considers all relevant facts and circumstances in assessing whether or not the Company's voting rights in an investee are sufficient to give it power, including:

- the size of the Company's holding of voting rights relative to the size and dispersion of holdings of the other voteholders;
- potential voting rights held by the Company, other vote holders or other parties;
- rights arising from other contractual arrangements; and
- any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and/or ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and consolidated statement of other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Changes in ownership interests

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, as transactions with the owners in their capacity as owners. The difference between the fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

3.4 Business combinations

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of a subsidiary comprises the:

- fair values of the assets transferred;
- liabilities incurred to the former owners of the acquired business;
- equity interests issued by the group;
- fair value of any asset or liability resulting from a contingent consideration arrangement; and
- fair value of any pre-existing equity interest in the subsidiary.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis either at fair value or at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets.

Acquisition-related costs are expensed as incurred.

The excess of the

- consideration transferred,
- amount of any non-controlling interest in the acquired entity, and
- acquisition-date fair value of any previous equity interest in the acquired entity over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised directly in the consolidated statement of profit or loss as a bargain purchase.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the entity's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value with changes in fair value recognised in the consolidated statement of profit or loss.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date. Any gains or losses arising from such remeasurement are recognised in the consolidated statement of profit or loss.

3.5 Goodwill

Goodwill arising on an acquisition of a business is carried at cost as established at the date of acquisition of the business (see note 3.4 above) less accumulated impairment losses, if any.

For the purposes of impairment testing, goodwill is allocated to each of the Group's cash-generating units (or groups of cash-generating units) that is expected to benefit from the synergies of the combination.

A cash-generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised directly in profit or loss. An impairment loss recognised for goodwill is not reversed in subsequent periods.

On disposal of the relevant cash-generating unit, the attributable amount of goodwill is included in the determination of profit or loss on disposal.

3.6 Revenue recognition

(a) Interest income and expense

Interest income and expense for all interest-bearing financial instruments is calculated by applying the effective interest rate to the gross carrying amount of the financial instrument, except for financial assets that have subsequently become credit-impaired (or stage 3), for which interest income is calculated by applying the effective interest rate to their amortised cost (i.e. net of the expected credit loss provision) and are recognised within 'interest income' in the consolidated statement of profit or loss.

(b) Dividend income

Dividend income from investments is recognised in the consolidated statement of profit or loss when the Group's right to receive dividend has been established (provided that it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably).

(c) Rental income

Rental income from investment property which are leased under operating leases are recognised on a straight-line basis over the term of the relevant lease.

3.7 Income tax

Income tax expense represents the sum of the tax currently payable and deferred tax.

3.7.1 Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from 'profit before tax' as reported in the consolidated statement of profit or loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

3.7.2 Deferred tax

Deferred tax is recognised on temporary differences between the carrying amount of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary differences arise from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. In addition, deferred tax liabilities are not recognised if the temporary differences arise from the initial recognition of goodwill.

The carrying of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset is realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

3.7.3 Current and deferred tax for the year

Current and deferred tax are recognised in the consolidated statement of profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

3.8 Foreign currencies

The individual financial statements of each group entity are presented in the currency of the primary economic environment in which the entity operates (its functional currency). For the purpose of the consolidated financial statements, the results and financial position of each group entity are expressed in United Arab Emirates Dirhams ("AED"), which is the functional currency of the Company and the presentation currency for the consolidated financial statements.

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency (foreign currencies) are recognised at the rates of exchange prevailing at the dates of the transactions. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences are recognised in the consolidated statement of profit or loss in the period in which they arise except for:

- exchange differences which relate to assets under construction for future productive use, which are included in the cost of those assets when they are regarded as an adjustment to interest costs on those foreign currency borrowings;
- exchange differences on transactions entered into in order to hedge certain foreign currency risks; and
- exchange differences on monetary items receivable from or payable to a foreign operation for which settlement is neither planned nor likely to occur which form part of the net investment in a foreign operation, and which are recognised initially in the foreign currency translation reserve and recognised in the consolidated statement of profit or loss.
- on disposal of the net investment.

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group's foreign operations are expressed in United Arab Emirates Dirhams ("AED"), using exchange rates prevailing at the end of the reporting period. Income and expense items are translated at the average exchange rates for the period, unless exchange rates fluctuated significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are recognised in the foreign currency translation reserve. Such exchange differences are recognised in the consolidated statement of profit or loss in the period in which the foreign operation is disposed.

In addition, in relation to a partial disposal of a subsidiary that does not result in the Company losing control over the subsidiary, the proportionate share of accumulated exchange differences are re-attributed to non-controlling interests and are not recognised in the consolidated statement of profit or loss. For all other partial disposals (i.e. partial disposals of associates or jointly controlled entities that does not result in the Company losing significant influence or joint control), the proportionate share of the accumulated exchange differences is reclassified to the consolidated statement of profit or loss.

Goodwill and fair value adjustments on identifiable assets and liabilities acquired arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the rate of exchange prevailing at the end of each period. Exchange differences arising are recognised in equity.

3.9 Property and equipment

Capital work in progress is carried at cost, less any recognised impairment loss. These assets are classified to the appropriate categories of property and equipment when completed and ready for their intended use. Depreciation of these assets, on the same basis as other property and equipment, commences when the assets are ready for their intended use.

Other property and equipment are stated at cost less accumulated depreciation and any identified accumulated impairment losses.

Historical cost includes expenditure that is directly attributable to the acquisition of the items. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the consolidated statement of profit or loss during the financial period in which they are incurred.

Depreciation is recognised so as to write off the cost of assets, other than capital work in progress, over their estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the consolidated statement of profit or loss.

Software are reported at cost less accumulated depreciation and identified impairment losses, if any. Depreciation is charged on a straight-line basis over their estimated useful lives. The estimated useful life and depreciation method are reviewed at the end of each annual reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Cost includes expenditures that can be reliably measured and are directly attributable to the acquisition or development of technically feasible assets management intends to complete and use. This includes the cost of software, perpetual licenses, employee costs and any other cost directly attributable to the design and testing of identifiable software. These assets are controlled by the Group and capitalized only if it will generate probable future economic benefits. Capitalised development costs are recorded as asset and amortised from the point at which asset is available for use.

The useful lives considered in the calculation of depreciation for the assets are as follows:

	Years
Furniture and equipment and leasehold improvements	3 - 9
Motor vehicles	5
Computer hardware and software	3 - 15

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3.10 Intangible assets acquired in a business combination

Intangibles acquired separately are measured on initial recognition at cost. The cost of the intangibles acquired in a business combination is at fair value as at the date of acquisition. Following initial recognition, intangibles are carried at cost less any accumulated amortisation and any accumulated impairment losses. The useful lives of intangible assets are assessed to be either finite or indefinite. Intangibles with finite lives are amortised over their respective useful lives and assessed for impairment whenever there is an indication that the intangibles may be impaired. The amortisation expense on intangibles with finite lives is recognised in the consolidated profit or loss account. Intangibles with indefinite lives assessed for impairment annually, or whenever there is an indication that the intangibles may be impaired.

The useful lives of intangible assets arising out of the acquisition of Sukoon Takaful P.J.S.C. (formerly Arabian Scandinavian Insurance Company (PLC) - Takaful) ("Sukoon Takaful"), have been estimated to be indefinite

3.11 Investment properties

Investment properties are properties held to earn rentals and/or for capital appreciation including properties under construction for such purposes. Investment properties are measured initially at cost, including transaction costs. Cost includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met; and excludes the cost of day to day servicing of an investment property.

Subsequent to initial recognition, investment properties are stated at fair value, which reflects market conditions at the reporting date. Gains or losses arising from changes in the fair values of investment properties are included in the profit or loss in the year in which they arise.

Investment properties are derecognised when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement or disposal of an investment property are recognised in the consolidated statement of profit or loss in the period of retirement or disposal.

Transfer is made to or from investment property only when there is a change in use evidenced by the end of owner-occupation or commencement of an operating lease to another party. For a transfer from investment property to owner occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property and equipment up to the date of the change in use. Fair value is determined by open market values based on valuations performed by independent surveyors and consultants or broker's quotes.

3.12 Impairment of non-financial assets

At the end of each reporting period, the Group reviews the carrying amounts of their tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified. Recoverable amount is the higher of fair value less costs to sell and value in use.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the consolidated statement of profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, such that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years.



3.13 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle that obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

3.14 Employee benefits

a. Defined contribution plan

UAE national employees of the Group are members of the Government-managed retirement pension and social security benefit scheme (the “scheme”) pursuant to U.A.E. labour law no. 7 of 1999. The Group is required to contribute 12.5% of the “contribution calculation salary” of payroll costs towards the scheme to fund the benefits. The employees and the Government contribute 5% and 2.5% of the “contribution calculation salary” respectively, to the scheme. The contributions are charged to consolidated statement of profit or loss.

b. Annual leave and leave passage

An accrual is made for the estimated liability for employees’ entitlement to annual leave and leave passage as a result of services rendered by eligible employees up to the end of the year.

c. Provision for employees’ end of service benefits

Provision is made for the full amount of end of service benefit due to non-UAE national employees in accordance with the UAE Labour Law and is based on current remuneration and their period of service at the end of the reporting period. Provisions for employees’ end of service indemnity for the employees working with the entities domiciled in other countries are made in accordance with local laws and regulations applicable in these countries

3.15 Borrowing costs

Interest expense is recognised in the consolidated statement of profit or loss as it accrues and is calculated by using the effective interest rate method.

3.16 Dividend distribution

Dividend distribution to the Shareholders is recognised as a liability in the consolidated financial statements in the period in which the dividends are approved by the Shareholders.

3.17 Financial instruments

a. Investments and other financial assets

i. Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income (“OCI”) or through profit or loss); and
- those to be measured at amortised cost.

The classification depends on the entity’s business model for managing the financial assets and the contractual terms of the cash flows. For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVTOCI). The Group reclassifies debt investments when and only when its business model for managing those assets changes.

ii. Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on the trade date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

iii. Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in profit or loss. Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Subsequent measurement of debt instruments depends on the Group’s business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

- **Amortised cost:** Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is calculated using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in ‘Net investment income’ together with foreign exchange gains and losses. Impairment losses are included within ‘Net investment income’ in the consolidated statement of profit or loss.
- **FVTOCI:** Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets’ cash flows represent solely payments of principal and interest, are measured at FVTOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in ‘Net investment income’. Interest income from these financial assets is calculated using the effective interest rate method. Foreign exchange gains and losses are presented in ‘Net investment income’.
- **FVTPL:** Assets that do not meet the criteria for amortised cost or FVTOCI are measured at FVTPL. A gain or loss on a debt investment that is subsequently measured at FVTPL is recognised in the consolidated statement of profit or loss and is presented net within ‘Net investment income’ in the period in which it arises.

The Group subsequently measures all equity investments at fair value. Where the Group’s management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss within ‘Net investment income’ when the Group’s right to receive payments is established. Changes in the fair value of financial assets at FVTPL except for unit linked investments are recognised in ‘change in fair value of financial investments at FVTPL’ included within ‘Net investment income’. Impairment losses (and reversal of impairment losses) on equity investments measured at FVTOCI are not reported separately from other changes in fair value.

iv. Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its debt instruments carried at amortised cost and FVTOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk. The Group’s financial assets are subject to the expected credit loss model.

For other receivables, the Group applies the simplified approach permitted by IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables. The expected loss rates are based on the historical credit losses experienced. Other receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, among others, the probability of insolvency or significant financial difficulties of the debtor.

Debt investment and other instruments are considered to be low credit risk when they have a low risk of default and the issuer has a strong capacity to meet its contractual cash flow obligations in the near term.

The impairment charge for debt investments at FVTOCI is recognised in profit or loss and reduces the fair value loss otherwise recognised in OCI.

b. Other receivables

Other receivables are recognised initially at fair value and subsequently are measured at amortised cost using the effective interest method, less impairment provision. The Group holds the other receivables with the objective to collect the contractual cash flows.

c. Financial liabilities

The Group recognises a financial liability when it first becomes a party to the contractual rights and obligations in the contract.

All financial liabilities are initially recognised at fair value, minus (in the case of a financial liability that is not at FVTPL) transaction costs that are directly attributable to issuing the financial liability. Financial liabilities are measured at amortised cost, unless the Group opted to measure a liability at FVTPL.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires.

All loans and borrowings are initially recognised at fair value less directly attributable transaction costs. After initial recognition, interest bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method.

Financial liabilities included in insurance and other payables are recognised initially at fair value and subsequently at amortised cost. The fair value of a non-interest bearing liability is its discounted repayment amount. If the due date of the liability is less than one year, discounting is omitted.

Offsetting of financial assets and liabilities

Financial assets and liabilities are offset and reported net in the consolidated statement of financial position only when there is a legally enforceable right to set off the recognised amounts and when the Group intends to settle on a net basis, or to realise the asset and settle the liability simultaneously.

d. Cash and cash equivalents

For the purposes of the consolidated statement of cash flows, cash and cash equivalents include cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible into known amounts of cash and which are subject to an insignificant risk of change in value.

e. Deposits with banks with original maturities of more than three months

Deposits held with banks with original maturities of more than three months are initially measured at fair value and subsequently measured at amortised cost. Deposits held with banks are within the scope of IFRS 9 expected credit loss calculation for the assessment of impairment.

3.18 Leases

Leases are recognised as a right-of-use asset, within “Property and equipment”, and a corresponding liability, within “Other payables”, at the date at which the leased asset is available for use by the Group. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset’s useful life and the lease term on a straight-line basis which ranges between 3 to 9 years.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payment that are based on an index or a rate;
- amounts expected to be payable by the lessee under residual value guarantees;
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the lessee’s incremental borrowing rate of 3.5% to 5% (2023: 3.5% to 5%) is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability; and
- any lease payments made at or before the commencement date less any lease incentives received.

Extension and termination options are included in several leases across the group. These are used to maximise operational flexibility in terms of managing the assets used in the group’s operations. The majority of extension and termination options held are exercisable through a mutual agreement between the Group and the lessor. Payments associated with short-term leases of premises are recognised on a straight-line basis as an expense in consolidated statement of profit or loss. Short-term leases are leases with a lease term of 12 months or less without a purchase option.

3.19 Insurance contracts issued and reinsurance contracts held

3.19.1 Insurance and reinsurance contracts issued classification

The Group issues insurance contracts in the normal course of business, under which it accepts significant insurance risk from its policyholders. As a general guideline, the Group determines whether it has significant insurance risk, by comparing benefits payable after an insured event with benefits payable if the insured event had not occurred. Contracts that have a legal form of insurance but do not transfer significant insurance risk and expose the Group to financial risk are classified as investment contracts and follow financial instruments accounting under IFRS 9. Some investment contracts without discretionary participation features (DPF) issued by the Group fall under this category. The Group also issues reinsurance contracts in the normal course of business to compensate other entities for claims arising from one or more insurance contracts issued by those entities.

Insurance contracts are classified as direct participating contracts or contracts without direct participation features. An insurance contract with direct participation features is defined as one which, at inception, meets the following criteria:

- the contractual terms specify that the policyholder participates in a share of a clearly identified pool of underlying items;
- the Group expects to pay to the policyholder an amount equal to a substantial share of the fair value returns on the underlying items; and
- the Group expects a substantial proportion of any change in the amounts to be paid to the policyholder to vary with the change in fair value of the underlying items.

These criteria are assessed at the individual contract level based on the Group’s expectations at the contract’s inception, and they are not reassessed in subsequent periods, unless the contract is modified.

The nature of the contracts issued by the Group, their classification and measurement model are summarized in the table below:

Nature of Contracts	Product classification	Measurement model
Property & Casualty Contracts	Insurance Contracts	PAA
Health Insurance	Insurance Contracts	PAA
Short term life insurance contracts	Insurance Contracts	PAA
Term, Endowment and Universal life insurance contracts	Insurance Contracts	GMM
Unit linked life insurance contracts	Insurance contracts with direct participation features	VFA
Investment contracts without discretionary participation features (DPF)	Financial instruments	Financial liabilities measured at FVTPL under IFRS 9

3.19.2 Level of Aggregation

The Group identifies portfolios by aggregating insurance contracts that are subject to similar risks and managed together. In grouping insurance contracts into portfolios, the Group considers the similarity of risks rather than the specific labelling of product lines. The Group has determined that all contracts within each product line, as defined for management purposes, have similar risks. Therefore, when contracts are managed together, they represent a portfolio of contracts. Each portfolio is further disaggregated into groups of contracts that are issued within a calendar year (annual cohorts) and are (i) contracts that are onerous at initial recognition; (ii) contracts that at initial recognition have no significant possibility of becoming onerous subsequently; or (iii) a group of remaining contracts. These groups represent the level of aggregation at which insurance contracts are initially recognised and measured. Such groups are not subsequently reconsidered.

For each portfolio of contracts, the Group determines the appropriate level at which reasonable and supportable information is available to assess whether these contracts are onerous at initial recognition and whether non-onerous contracts have a significant possibility of becoming onerous. This level of granularity determines sets of contracts.

3.19.3 Recognition

Groups of insurance contracts issued are initially recognised from the earliest of the following:

- › the beginning of the coverage period;
- › the date when the first payment from the policyholder is due or actually received, if there is no due date; or
- › when the Group determines that a group of contracts becomes onerous.

3.19.4 Combination of insurance contracts

Sometimes, the Group enters into two or more contracts at the same time with the same or related counterparties to achieve an overall commercial effect. The Group accounts for such a set of contracts as a single insurance contract when this reflects the substance of the contracts. When making this assessment, the Group considers whether:

- › The rights and obligations are different when looked at together compared to when looked at individually
- › The Group is unable to measure one contract without considering the other

3.19.5 Separating components from insurance and reinsurance contracts

The Group assesses its insurance and reinsurance contracts to determine whether they contain distinct components which must be accounted for under another IFRS instead of under IFRS 17. After separating any distinct components, the Group applies IFRS 17 to all remaining components of the (host) insurance contract. Currently, the Group's contracts do not include any distinct components that require separation. Some reinsurance contracts issued contain profit commission arrangements. Under these arrangements, there is a minimum guaranteed amount that the policyholder will always receive – either in the form of profit commission, or as claims, or another contractual payment irrespective of the insured event happening. The minimum guaranteed amounts have been assessed to be highly interrelated with the insurance component of the reinsurance contracts and are, therefore, non-distinct investment components which are not accounted for separately.

3.19.6 Contract boundary

The measurement of a group of insurance contracts includes all future cash flows expected to arise within the boundary of each contract in the group.

Cash flows are within the boundary of an insurance contract if they arise from substantive rights and obligations that exist during the reporting period in which the Group can compel the policyholder to pay the premiums, or in which the Group has a substantive obligation to provide the policyholder with insurance contract services. A substantive obligation to provide insurance contract services ends when:

- › The Group has the practical ability to reassess the risks of the particular policyholder and, as a result, can set a price or level of benefits that fully reflects those risks; or
- › Both of the following criteria are satisfied:
 - i. The Group has the practical ability to reassess the risks of the portfolio of insurance contracts that contain the contract and, as a result, can set a price or level of benefits that fully reflects the risk of that portfolio; and
 - ii. The pricing of the premiums up to the date when the risks are reassessed does not take into account the risks that relate to periods after the reassessment date

A liability or asset relating to expected premiums or claims outside the boundary of the insurance contract are not recognised. Such amounts relate to future insurance contracts.

3.19.7 Measurement

The following table sets out the accounting policy choices adopted by the Group:

	Measurement models the option is allowed to be applied	IFRS 17 options	Adopted approach
Insurance acquisition cash flows	PAA	Where the coverage period of each contract in the group at initial recognition is no more than one year, IFRS 17 allows an accounting policy choice of either expensing the insurance acquisition cashflows when incurred or amortizing them over the contract's coverage period.	Insurance acquisition cash flows are allocated to related groups of insurance contracts and amortised over the coverage period of the related group using a systematic and rational basis.
Liability for Remaining Coverage ("LRC") adjusted for financial risk and time value of money	PAA	Where there is no significant financing component in relation to the LRC, or where the time between providing each part of the services and the related premium due date is no more than a year, an entity is not required to make an adjustment for accretion of interest on the LRC.	For all contracts measured under the PAA, there is no allowance as the premiums are expected to be received within one year of the coverage period.
Liability for Incurred Claims ("LIC") adjusted for time value of money	PAA	Where claims are expected to be paid within a year of the date that the claim is incurred, it is not required to adjust these amounts for the time value of money.	The Group discounts the LIC for the time value of money.

The Group has elected to determine cumulative results for each interim reporting period, and estimates made by the Group in previous interim financial statements will not be considered when applying IFRS 17 in subsequent interim periods or in the annual consolidated financial statements.

3.19.7.1 Insurance contracts measured under the premium allocation approach - Initial and Subsequent Measurement

The Group applies the premium allocation approach to all the insurance contracts (other than long term individual life insurance contracts) that it issues and reinsurance contracts that it holds as:

- The coverage period of each contract in the group is one year or less, including insurance contract services arising from all premiums within the contract boundary; or
- For contracts longer than one year, the Group has modelled possible future scenarios and reasonably expects that the measurement of the liability for remaining coverage for the group containing those contracts under the PAA does not differ materially from the measurement that would be produced applying the general model. In assessing materiality, the Group has also considered qualitative factors such as the nature of the risk and types of its lines of business.

The Group does not apply the PAA if, at the inception of the group of contracts, it expects significant variability in the fulfilment cash flows that would affect the measurement of the liability for the remaining coverage during the period before a claim is incurred.

For a group of contracts that is not onerous at initial recognition, the Group measures the liability for remaining coverage as:

- The premiums, if any, received at initial recognition
- Minus any insurance acquisition cash flows at that date,
- Plus or minus any amount arising from the derecognition at that date of the asset recognised for insurance acquisition cash flows and
- Any other asset or liability previously recognised for cash flows related to the group of contracts that the Group pays or receives before the group of insurance contracts is recognised.

The Group measures the carrying amount of the liability for remaining coverage at the end of each reporting period as the liability for remaining coverage at the beginning of the period:

- Plus premiums received in the period
- Minus insurance acquisition cash flows

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- Plus any amounts relating to the amortisation of the insurance acquisition cash flows recognised as an expense in the reporting period for the group
- Plus any adjustment to the financing component, where applicable
- Minus the amount recognised as insurance revenue for the services provided in the period
- Minus any investment component paid or transferred to the liability for incurred claims

The Group does not adjust the liability for remaining coverage for any financing component as the premiums are expected to be received within one year of the coverage period. Furthermore, the contracts issued by the Group that are measured under the PAA do not contain any investment components (amounts that would be required to repay to the policyholder in all scenarios with commercial substance).

The Group estimates the liability for incurred claims as the fulfilment cash flows related to incurred claims. The fulfilment cash flows incorporate, in an unbiased way, all reasonable and supportable information available without undue cost or effort about the amount, timing and uncertainty of those future cash flows, they reflect current estimates from the perspective of the Group and include an explicit adjustment for non-financial risk (the risk adjustment).

When facts and circumstances indicate that a group of contracts has become onerous, the Group performs a test for onerousness. If the amount of the fulfilment cash flows exceeds the carrying amount of the LRC, the Group recognises the amount of the difference as a loss in profit or loss and increases the LRC for the corresponding amount.

3.19.7.2 Insurance contracts measured other than PAA - Initial and Subsequent Measurement

The Group measures a group of contracts on initial recognition as the sum of the expected fulfilment cash flows within the contract boundary and the contractual service margin representing the unearned profit in the contracts relating to services that will be provided under the contracts.

Fulfilment cash flows comprise unbiased and probability-weighted estimates of future cash flows, discounted to present value to reflect the time value of money and financial risks, plus a risk adjustment for non-financial risk. The Group's objective in estimating future cash flows is to determine the expected value, or the probability weighted mean, of the full range of possible outcomes, considering all reasonable and supportable information available at the reporting date without undue cost or effort. The Group estimates future cash flows considering a range of scenarios which have commercial substance and give a good representation of possible outcomes. The cash flows from each scenario are probability-weighted and discounted using current assumptions.

When estimating future cash flows, the Group includes all cash flows that are within the contract boundary including:

- Premiums and related cash flows
- Claims and benefits, including reported claims not yet paid and expected future claims
- Payments to policyholders resulting from embedded surrender value options
- An allocation of insurance acquisition cash flows attributable to the portfolio to which the contract belongs
- Claims handling costs
- Policy administration and maintenance costs, including recurring commissions that are expected to be paid to intermediaries
- An allocation of fixed and variable overheads directly attributable to fulfilling insurance contracts
- Transaction-based taxes
- Costs incurred for performing investment activities that enhance insurance coverage benefits for the policyholder
- Costs incurred for providing investment-related service and investment-return service to policyholders
- Other costs specifically chargeable to the policyholder under the terms of the contract

The Group updates its estimates at the end of each reporting period using all newly available information, as well as historic evidence and information about trends. The Group determines its current expectations of probabilities of future events occurring at the end of the reporting period. In developing new estimates, the Group considers the most recent experience and earlier experience, as well as other information.

The measurement of fulfilment cash flows includes insurance acquisition cash flows which are allocated as a portion of premium to profit or loss (through insurance revenue) over the period of the contract in a systematic and rational way on the basis of the passage of time.

Subsequent measurement:

The CSM at the end of the reporting period represents the profit in the group of insurance contracts that has not yet been recognised in profit or loss, because it relates to future service to be provided.

For a group of insurance contracts the carrying amount of the CSM of the group at the end of the reporting period equals the carrying amount at the beginning of the reporting period adjusted, as follows:

- The effect of any new contracts added to the group
- For contracts measured under the GMM, interest accreted on the carrying amount of the CSM during the reporting period, measured at the discount rates at initial recognition
- The changes in fulfilment cash flows relating to future service, except to the extent that:
 - Such increases in the fulfilment cash flows exceed the carrying amount of the CSM, giving rise to a loss; or
 - Such decreases in the fulfilment cash flows are allocated to the loss component of the liability for remaining coverage
- The effect of any currency exchange differences on the CSM
- The amount recognised as insurance revenue because of the transfer of insurance contract services in the period, determined by the allocation of the CSM remaining at the end of the reporting period (before any allocation) over the current and remaining coverage period

For direct participating contracts measured under the VFA, the Group adjusts the CSM for the change in the amount of the Group's share of the fair value of the underlying items and changes in fulfilment cash flows that relate to future services, except to the extent that:

- a decrease in the amount of the Group's share of the fair value of the underlying items, or an increase in the fulfilment cash flows that relate to future services, exceeds the carrying amount of the CSM, giving rise to a loss in profit or loss (included in insurance service expenses) and creating a loss component; or
- an increase in the amount of the Group's share of the fair value of the underlying items, or a decrease in the fulfilment cash flows that relate to future services, is allocated to the loss component, reversing losses previously recognised in profit or loss (included in insurance service expenses).

The Group identifies the investment component of a contract by determining the amount that it would be required to repay to the policyholder in all scenarios with commercial substance. These include circumstances in which an insured event occurs or the contract matures or is terminated without an insured event occurring. Investment components are excluded from insurance revenue and insurance service expenses.

Unit linked life and universal life insurance contracts have explicit surrender values. The investment component excluded from insurance revenue and insurance service expenses is determined as the surrender value specified in the contractual terms less any surrender charges. All the other contracts issued by the Group do not contain investment components.

The changes in fulfilment cash flows relating to future service that adjust the CSM comprise of:

- Experience adjustments that arise from the difference between the premium receipts (and any related cash flows such as insurance acquisition cash flows and insurance premium taxes) and the estimate, at the beginning of the period, of the amounts expected. Differences related to premiums received (or due) related to current or past services are recognised immediately in profit or loss while differences related to premiums received (or due) for future services are adjusted against the CSM
- Changes in estimates of the present value of future cash flows in the liability for remaining coverage. For contracts measured under the GMM these changes exclude those relating to the time value of money and changes in financial risk (recognised in the statement of profit or loss and other comprehensive income rather than adjusting the CSM)
- Differences between any investment component expected to become payable in the period and the actual investment component that becomes payable in the period. Those differences are determined by comparing (i) the actual investment component that becomes payable in the period with (ii) the payment in the period that was expected at the start of the period plus any insurance finance income or expenses related to that expected payment before it becomes payable.
- Changes in the risk adjustment for non-financial risk that relate to future service.

For direct participating contracts measured under the VFA changes in fulfilment cash flows that relate to future services and adjust the CSM are measured at current discount rates and include the changes in the effect of the time value of money and financial risks that do not arise from underlying items.

Where, during the coverage period, a group of insurance contracts becomes onerous, the Group recognises a loss in profit or loss for the net outflow, resulting in the carrying amount of the liability for the group being equal to the fulfilment cash flows. A loss component is established by the Group for the liability for remaining coverage for such onerous group depicting the losses recognised.

The Group measures the carrying amount of a group of insurance contracts at the end of each reporting period as the sum of: (i) the liability for remaining coverage comprising fulfilment cash flows related to future service allocated to the group at that date and the CSM of the group at that date; and (ii) the liability for incurred claims for the group comprising the fulfilment cash flows related to past service allocated to the group at that date.

3.19.7.3 Reinsurance contracts held

Reinsurance contracts held are accounted for applying IFRS 17 when they meet the definition of an insurance contract. This includes the condition that the contract must transfer significant insurance risk.

Reinsurance contracts transfer significant insurance risk only if they transfer to the reinsurer substantially all the insurance risk relating to the reinsured portions of the underlying insurance contracts, even if a reinsurance contract does not expose the issuer (reinsurer) to the possibility of a significant loss.

Portfolios of reinsurance contracts held are assessed for aggregation separately from portfolios of insurance contracts issued. Applying the grouping requirements to reinsurance contracts held, the Group aggregates reinsurance contracts held concluded within a calendar year (annual cohorts) into groups of (i) contracts for which there is a net gain at initial recognition, if any; (ii) contracts for which at initial recognition there is no significant possibility of a net gain arising subsequently; and (iii) remaining contracts in the portfolio, if any.

A group of reinsurance contracts held is recognised as follows:

- If the reinsurance contracts provide proportionate coverage, the date the Group initially recognizes any underlying insurance contracts (onerous or not).
- In all other cases, at the beginning of the coverage period of the group of reinsurance contracts. However, if the Group recognises an onerous group of underlying insurance contracts on an earlier date and the related reinsurance contract was entered into before that earlier date, then the group of reinsurance contracts is recognised on that earlier date.

Cash flows are within the contract boundary if they arise from substantive rights and obligations that exist during the reporting period in which the Group is compelled to pay amounts to the reinsurer or has a substantive right to receive services from the reinsurer.

A substantive right to receive services from the reinsurer shall end when the reinsurer:

- has the practical ability to reassess the risks transferred to it and can set a price or level of benefits that fully reflects those reassessed risks; or
- has a substantive right to terminate the coverage

The Group measures its reinsurance assets for a group of reinsurance contracts that it holds on the same basis as insurance contracts that it issues. However, they are adapted to reflect the features of reinsurance contracts held that differ from insurance contracts issued, for example the generation of expenses or reduction in expenses rather than revenue.

Furthermore, for the reinsurance contracts held the measurement of the cash flows includes, when determined as significant, an allowance on a probability-weighted basis for the effect of any non-performance by the reinsurers, including the effects of collateral and losses from disputes. Concerning the risk adjustment for non-financial risk the Group determines it so that it represents the amount of risk being transferred to the reinsurer. The long-term individual life reinsurance contracts held are measured using the GMM and all other reinsurance contracts held by the Group are measured using the PAA.

Where the Group recognises a loss on initial recognition of an onerous group of underlying insurance contracts or when further onerous underlying insurance contracts are added to a group, the Group establishes a loss-recovery component of the asset for remaining coverage for a group of reinsurance contracts held depicting the recovery of losses. The Group calculates the loss-recovery component by multiplying the loss recognised on the underlying insurance contracts and the percentage of claims on the underlying insurance contracts the Group expects to recover from the group of reinsurance contracts held. The Group uses a systematic and rational method to determine the portion of losses recognised on the group to insurance contracts covered by the group of reinsurance contracts held where some contracts in the underlying group are not covered by the group of reinsurance contracts held. The loss-recovery component adjusts the carrying amount of the asset for remaining coverage.

3.19.7.4 Modification and derecognition

The Group derecognises insurance contracts when:

- The rights and obligations relating to the contract are extinguished (i.e., discharged, cancelled or expired); or
- The contract is modified such that the modification results in a change in the measurement model, or the applicable standard for measuring a component of the contract. In such cases, the Group derecognises the initial contract and recognises the modified contract as a new contract

When a modification is not treated as a derecognition, the Group recognises amounts paid or received for the modification with the contract as an adjustment to the relevant liability for remaining coverage.

3.19.7.5 Insurance acquisition cash flows

The Group includes insurance acquisition cash flows in the measurement of a group of insurance contracts if they are directly attributable to either the individual contracts in a group, the group itself or the portfolio of insurance contracts to which the group belongs. The Group estimates, at a portfolio level, insurance acquisition cash flows not directly attributable to the group but directly attributable to the portfolio. The Group then allocates them to the group of newly written and renewed contracts on a systematic and rational basis.

3.19.7.6 Discount rates

The Group uses the bottom-up approach for the groups of contracts measured under PAA and GMM and the top-down approach for the groups of contracts measured under VFA to derive the discount rates.

For contracts measured under the PAA, the Group disaggregates insurance finance income or expenses for the period to include in profit or loss an amount determined by a systematic allocation of the expected total insurance finance income or expenses over the duration of the group of contracts. The Group determines the insurance finance income or expenses in profit or loss using the discount rates determined at the date of the incurred claim.

3.19.7.7 Risk adjustment for non-financial risk

The risk adjustment for non-financial risk is the compensation that the Group requires for bearing the uncertainty about the amount and timing of the cash flows of groups of insurance contracts. The risk adjustment reflects an amount that an insurer would rationally pay to remove the uncertainty that future cash flows will exceed the expected value amount.

The Group has estimated the risk adjustment using a confidence level (probability of sufficiency) approach in the range of 65th to 75th percentile, adjusted for diversification. That is, the Group has assessed its indifference to uncertainty for all groups of contracts (as an indication of the compensation that it requires for bearing non-financial risk) as being equivalent in the range of 65th to 75th percentile confidence level, adjusted for diversification, less the mean of an estimated probability distribution of the future cash flows. The Group has estimated the probability distribution of the future cash flows, and the additional amount above the expected present value of future cash flows required to meet the target percentiles.

3.19.7.8 Contractual service margin (CSM)

The CSM is a component of the asset or liability for the group of insurance contracts that represents the unearned profit the Group will recognise as it provides services in the future. An amount of the CSM for a group of insurance contracts is recognised in profit or loss as insurance revenue in each period to reflect the insurance contract services provided under the group of insurance contracts in that period. The amount is determined by:

- Identifying the coverage units in the group
- Allocating the CSM at the end of the period (before recognising any amounts in profit or loss to reflect the insurance contract services provided in the period) equally to each coverage unit provided in the current period and expected to be provided in the future

The number of coverage units in a group is the quantity of insurance contract services provided by the contracts in the group, determined by considering the quantity of the benefits provided and the expected coverage period. For groups of unit linked life insurance contracts, the coverage unit is the unit reserve while for other long term life groups of contracts, the coverage unit is the premiums. The total coverage units of each group of insurance contracts are reassessed at the end of each reporting period to adjust for the reduction of remaining coverage for claims paid, expectations of lapses and cancellation of contracts in the period. They are then allocated based on probability-weighted average duration of each coverage unit provided in the current period and expected to be provided in the future.

For reinsurance contracts issued, the number of coverage units in a group reflects the expected pattern of underwriting of the underlying contracts because the level of service provided depends on the number of underlying contracts in force. The quantity of benefit is the maximum probable loss. The remaining coverage units are reassessed at the end of each reporting period to reflect the expected pattern of service and the expectations of lapses and cancellations of contracts. The remaining coverage is allocated based on probability weighted average duration of each coverage unit provided in the current period and expected to be provided in the future.

3.19.7.9 Presentation

For presentation in the consolidated statement of financial position, the Group aggregates portfolios of insurance and reinsurance contracts issued and reinsurance contracts held and presents separately, the carrying amount of:

- Portfolios of insurance and reinsurance contracts issued that are assets
- Portfolios of reinsurance contracts held that are assets
- Portfolios of insurance contracts and reinsurance contracts issued that are liabilities
- Portfolios of reinsurance contracts held that are liabilities

The Group disaggregates the amounts recognised in the consolidated statement of profit or loss into an insurance service result, comprising insurance revenue and insurance service expenses, and insurance finance income or expenses.

The Group separately presents income or expenses from reinsurance contracts held from the expenses or income from insurance contracts issued.

The following table sets out the accounting policy choices adopted by the Group:

	Measurement models the option is allowed to be applied	IFRS 17 options	Adopted approach
Insurance finance income and expenses	All	IFRS 17 provides an accounting policy choice to recognise the impact of changes in discount rates and other financial variables in profit or loss or in OCI. The accounting policy choice (the P&L or OCI option) is applied on a portfolio basis.	For contracts measured under the PAA, the Group applies OCI option. For contracts measured under the GMM and VFA, the Group includes all insurance finance income or expenses for the period in profit or loss.
Disaggregation of risk adjustment	All	An insurer is not required to include the entire change in the risk adjustment for non-financial risk in the insurance service result. Instead, it can choose to split the amount between the insurance service result and insurance finance income or expenses.	The Group disaggregates changes in the risk adjustment for non-financial risk between insurance service result and insurance finance income or expenses.
Presentation of income / (expense) from reinsurance contracts held	All	IFRS 17 allows options in presenting income or expenses from reinsurance contracts held, other than insurance finance income or expenses. An alternative would be to gross up this single amount and present separately the amounts recovered from the reinsurer (as income) and an allocation of the premiums paid (as reinsurance expenses) in line items separate from insurance revenue and insurance service expenses.	The Group elected to present a single net amount in net expenses from reinsurance contracts held.

3.19.7.10 Transition

The Group assessed historical information available and determined that all reasonable and supportable information necessary for applying the full retrospective approach was not available for groups of contracts issued prior to the transition date. The Group elected to apply the modified retrospective approach, which was intended to achieve the closest possible outcome to the full retrospective application maximising the use of available information.

The Group has aggregated contracts issued more than one year apart for groups of contracts applying the modified retrospective approach at transition, as it did not have supportable information to aggregate contracts into groups including only contracts issued within one year.

The Group has elected to use the simplification in the modified retrospective approach for determining the CSM or loss component of the liability for remaining coverage at the transition date. The Group has used the following procedure to determine the CSM at initial recognition for these contracts:

- Estimated future cash flows at the date of initial recognition as the amount of the future cash flows at transition date, adjusted by the cash flows that have occurred between the date of initial recognition and the transition date. The cash flows that are known to have occurred include cash flows resulting from contracts that ceased to exist before the transition date.
- Estimated historical discount rates applied to some cash flows in the period prior to 2014 using an observable market interest curve based on discount rate applicable for 2014.
- Estimated the risk adjustment for non-financial risk at the date of initial recognition by adjusting the risk adjustment at transition date by the expected release of risk in the periods before transition. The expected release of risk was determined with reference to the release of risk for similar contracts that the Group has issued subsequent to the transition date.

For contracts measured under the PAA, the Group has elected to disaggregate insurance finance income or expenses between amounts included in profit or loss and amounts included in other comprehensive income and reset the cumulative amount of insurance finance income or expenses recognised in other comprehensive income at the transition date to zero.

4. Critical accounting judgements and key sources of estimation of uncertainty

In the application of the Group's accounting policies, which are described in note 3, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Significant areas where management has used estimates, assumptions or exercised judgements are as follows:

4.1 Measurement of the expected credit loss allowance

The measurement of the expected credit loss allowance for financial assets measured at amortised cost and FVTOCI is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behaviour (e.g. the likelihood of customers defaulting and the resulting losses). Explanation of the inputs, assumptions and estimation techniques used in measuring Expected Credit Loss (ECL) is further detailed in note 31 (b).

A number of significant judgements are also required in applying the accounting requirements for measuring ECL, such as:

- Determining the criteria for significant increase in credit risk;
- Determining the criteria and definition of default;
- Choosing appropriate models and assumptions for the measurement of ECL; and
- Establishing groups of similar financial assets for the purposes of measuring ECL.

4.2 Investment properties

The Group values its investment properties at fair value on the basis of market valuations prepared by independent property consultants. The valuations are based on assumptions which are mainly based on market conditions existing at each reporting date. Therefore, any future change in the market conditions could have an impact on the fair value. For further details of the judgments and assumptions made, refer to note 7.

4.3 Liability for incurred claims

The ultimate cost of outstanding claims is estimated by using a range of standard actuarial claims projection techniques, such as Chain Ladder and Bornheutter-Ferguson methods.

The main assumption underlying these techniques is that a Group's past claims development experience can be used to project future claims development and hence ultimate claims costs. These methods extrapolate the development of paid and incurred losses, average costs per claim (including claims handling costs), and claim numbers based on the observed development of earlier years and expected loss ratios. Large claims are usually separately addressed, either by being reserved at the face value of loss adjuster estimates or separately projected in order to reflect their future development. In most cases, no explicit assumptions are made regarding future rates of claims inflation or loss ratios. Instead, the assumptions used are those implicit in the historical claims development data on which the projections are based. Additional qualitative judgement is used to assess the extent to which past trends may not apply in future, (e.g., to reflect one-off occurrences as well as internal factors such as portfolio mix, policy features and claims handling procedures) in order to arrive at the estimated ultimate cost of claims. The Group also has the right to pursue third parties for payment of some or all costs. Estimates of salvage recoveries and subrogation reimbursements are considered as an allowance in the measurement of ultimate claims costs.

4.4 Assessment of significance of insurance risk

The Group applies its judgement in assessing whether a contract transfers to the issuer significant insurance risk. A contract transfers significant insurance risk only if an insured event could cause the Group to pay additional amounts that are significant in any single scenario and only if there is a scenario that has commercial substance in which the issuer has a possibility of a loss on a present value basis upon an occurrence of the insured event, regardless of whether the insured event is extremely unlikely.

4.5 Risk adjustment

The Group has used the Value at Risk (VAR) to estimate the risk adjustment using a confidence level (probability of sufficiency) approach in the range of 65th to 75th percentile, adjusted for diversification. That is, the Group has assessed its indifference to uncertainty for all groups of contracts (as an indication of the compensation that it requires for bearing non-financial risk) as being equivalent in the range of 65th to 75th percentile confidence level, adjusted for diversification, less the mean of an estimated probability distribution of the future cash flows. The Group has estimated the probability distribution of the future cash flows, and the additional amount above the expected present value of future cash flows required to meet the target percentiles.

4.6 Onerous groups

The Group uses significant judgement to determine at what level of granularity the Group has reasonable and supportable information that is sufficient to conclude that all contracts within a set are sufficiently homogeneous and will be allocated to the same group without performing an individual contract assessment.

4.7 Time value of money

The Group adjusts the carrying amount of the insurance contracts assets/liabilities and reinsurance contracts assets/liabilities to reflect the time value of money and the effect of financial risk using discount rates that reflect the characteristics of the cash flows of the group of contracts.

Under the bottom-up approach, the discount rate is determined as the risk-free yield, adjusted for differences in liquidity characteristics between the financial assets used to derive the risk-free yield and the relevant liability cash flows (known as an 'illiquidity premium'). The risk-free curve itself will either be derived by the Group from risk free assets in the market, or the Group may choose to apply a published risk-free yield curve. The Group has utilised published risk-free yield curves in setting the discount rates under the bottom-up approach. The top-down approach starts with the determination of a reference portfolio. The reference portfolio yield will be taken as the yield on the underlying items to which the liability cashflows are linked.

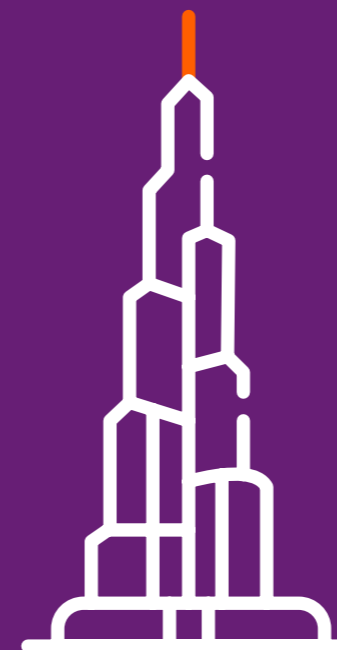
The Group used the following yield curves to discount cash flows:

2024	Currency	1 Year	5 Year	10 Year	20 Year	30 Year
Contracts under PAA	AED	5.32%	5.57%	5.85%	6.49%	5.59%
Contracts under VFA	AED	8.64%	8.88%	9.15%	9.76%	8.90%
Contracts under VFA	USD	8.03%	8.27%	8.54%	9.14%	8.29%
Contracts under GMM	AED	5.32%	5.57%	5.85%	6.49%	5.59%
Contracts under GMM	USD	4.59%	4.85%	5.13%	5.77%	4.87%
Acquired contracts	USD	4.59%	4.85%	5.13%	5.77%	4.87%

2023	Currency	1 Year	5 Year	10 Year	20 Year	30 Year
Contracts under PAA	AED	5.61%	4.72%	5.16%	6.10%	4.79%
Contracts under VFA	AED	9.99%	9.20%	9.59%	10.44%	9.26%
Contracts under VFA	USD	9.29%	8.49%	8.89%	9.73%	8.55%
Contracts under GMM	AED	5.61%	4.72%	5.16%	6.10%	4.79%
Contracts under GMM	USD	4.76%	3.87%	4.31%	5.25%	3.93%

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5. Property and equipment

	Furniture and equipment AED'000	Computer hardware & software AED'000	Motor Vehicles AED'000	Leasehold Improvements AED'000	Right-of-use assets AED'000	Capital work in progress AED'000	Total AED'000
Cost							
Balance at 1 January 2023	48,572	189,758	1,115	8,801	37,151	44,644	330,041
Additions during the year	54	281	-	244	5,869	19,608	26,056
Transfers during the year	128	12,027	-	170	-	(12,325)	-
Disposals during the year	(142)	(92)	-	-	(5,165)	-	(5,399)
Acquisition of a subsidiary	3,006	3,865	21	-	2,974	-	9,866
Balance at 31 December 2023	51,618	205,839	1,136	9,215	40,829	51,927	360,564
Additions during the year	5	235	-	6	584	16,913	17,743
Transfers during the year	2,806	10,612	113	840	-	(14,371)	-
Disposals during the year	(1,213)	(4,442)	-	-	-	-	(5,655)
Balance at 31 December 2024	53,216	212,244	1,249	10,061	41,413	54,469	372,652
Accumulated depreciation							
Balance at 1 January 2023	47,325	140,226	846	1,705	12,939	-	203,041
Charge for the year	539	17,544	73	1,120	5,234	-	24,510
Disposals during the year	(142)	(26)	-	-	(5,165)	-	(5,333)
Acquisition of a subsidiary	2,606	3,128	17	-	2,107	-	7,858
Balance at 31 December 2023	50,328	160,872	936	2,825	15,115	-	230,076
Charge for the year	858	17,320	85	1,185	6,547	-	25,995
Disposals during the year	(1,213)	(4,442)	-	-	-	-	(5,655)
Balance at 31 December 2024	49,973	173,750	1,021	4,010	21,662	-	250,416
Net carrying amount							
Balance at 31 December 2024	3,243	38,494	228	6,051	19,751	54,469	122,236
Balance at 31 December 2023	1,290	44,967	200	6,390	25,714	51,927	130,488

6. Intangible Assets

Intangible assets acquired in a business combination and recognised separately from goodwill are recognized initially at their fair value at the acquisition date with an infinite life (which is regarded as their cost). Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated impairment loss. The useful life of intangible asset amount to AED 44,300 thousand arising out of the acquisition of Sukoon Takaful on 18 May 2023 have been estimated to be indefinite.

Management has carried out an impairment test for intangible assets at the year end and has concluded that no impairment has taken place.

7. Investment properties

The Group's investment properties represents the fair value of the properties located in Dubai, UAE.

	Plots of land AED'000	Buildings AED'000	Total AED'000
<i>Fair value hierarchy</i>	<i>Level 3</i>	<i>Level 3</i>	
Fair value at 1 January 2023	348,945	115,895	464,840
Acquisition of subsidiary	4,000	139,873	143,873
Disposal during the year	(46,195)	(73,476)	(119,671)
Net increase in fair value during the year (note 20)	22,497	3,581	26,078
Fair value at 31 December 2023	329,247	185,873	515,120
Disposal during the year	(321,247)	(52,179)	(373,426)
Net increase in fair value during the year (note 20)	960	8,966	9,926
Fair value at 31 December 2024	8,960	142,660	151,620

Valuation processes

The Group has complied with the requirements of the Insurance Authority Board Decision No. (25) of 2014 with regards to the valuation of the investment properties and were accounted accordingly for the purpose of financial reporting. The Group's investment properties were valued as at 31 December 2024 by independent external professionally qualified valuers who hold recognized relevant professional qualifications and have recent experience in the locations and segments of the investment properties valued. The fair value is in accordance with relevant appraisal and valuation standards issued by the Royal Institute of Chartered Surveyors ("RICS").

Valuation techniques underlying management's estimation of fair value

Valuation of the Group's investment properties was determined using either of Discounted Cash Flow ("DCF"), Income capitalization method, and sales comparison methods based on the available inputs.

The DCF method involves forecasting future cash flows from the property based on precisely stated market-based assumptions by adopting an appropriate discount rate and capitalization rate. Income capitalization method considers a market rent that may be achieved based on the comparable evidence and deducting appropriate maintenance and vacancy rates to derive the Net Rent achievable which then capitalized at an appropriate risk yield to derive the Fair Value of the subject property. Sales comparison method considers the value of comparable properties in proximity adjusted for differences in key attributes such as property size and quality of interior fittings.

Sensitivity on the fair value of investment properties based on each methodology is as follows:

For the sales comparison method, if the prices of the comparable properties were to increase / decrease by 1% and considering all other assumptions to remain constant, the fair value would increase / decrease by AED 137 thousand (31 December 2023: the fair value would increase / decrease by AED 3,853 thousand).

For the Income capitalization method, if the capitalization rate were to decrease / increase by 1% and considering all other assumptions to remain constant, the fair value would increase / decrease by AED 20,020 thousand / AED 15,500 thousand respectively. (31 December 2023: the fair value would increase / decrease by AED 7,760 thousand / AED 7,320 thousand respectively)

For 31 December 2023, under the DCF method, if the capitalization rate were to decrease / increase by 0.25% and considering all other assumptions to remain constant, the fair value would increase / decrease by 3.3% / 3.1% respectively.

8. Bank borrowings

	2024 AED'000	2023 AED'000
Short term bank loans	86,000	86,000

Short term bank loans are secured by assignment of certain bonds in favor of financial institutions. These loans carry a fixed interest rate of 5% per annum (31 December 2023: 6.17%). Short term loans are utilised for Group's operational activities.

9. Statutory deposits

	2024 AED'000	2023 AED'000
Bank deposit maintained in accordance with Article 38 of U.A.E. Federal Law No. 48 of 2023	10,000	10,000
Statutory deposit with Central Bank of UAE on behalf of Sukoon Takaful	10,000	10,000
Amount under lien with the Capital Market Authority - Sultanate of Oman	138,547	138,554
Amounts under lien with the Qatar Central Bank	39,043	36,974
	197,590	195,528

The interest rates on statutory deposits with banks range from 2% to 5.6% (31 December 2023: 4% to 5.6%) per annum.

10. Financial investments

10.1 Composition of financial investments

The Group's financial investments at the end of reporting period are detailed below.

	2024 AED'000	2023 AED'000
At fair value through profit or loss (note 10.2)	1,165,224	1,180,592
At fair value through other comprehensive income (note 10.3)	953,012	718,399
Measured at amortised cost	2,632,542	1,924,601
Less: allowance for impairment as per IFRS 9 on investment at amortised cost (note 10.6)	(1,424)	(908)
	4,749,354	3,822,684

10.2 Financial investments at fair value through profit or loss

	Inside UAE		Outside UAE		Total	
	2024 AED'000	2023 AED'000	2024 AED'000	2023 AED'000	2024 AED'000	2023 AED'000
Quoted equity	546	557	-	-	546	557
Unit linked investments*	20,226	14,836	1,144,452	1,165,199	1,164,678	1,180,035
	20,772	15,393	1,144,452	1,165,199	1,165,224	1,180,592

* Unit linked investments of AED 1,164,678 thousand (31 December 2023: AED 1,180,035 thousand) comprises of Investment contracts without DPF and Insurance contracts with direct participation features of AED 987,347 thousand (31 December 2023: AED 1,095,494 thousand) and AED 177,331 thousand (31 December 2023: AED 84,541 thousand) respectively.

10.3 Financial investments at fair value through other comprehensive income (FVTOCI)

	Inside UAE		Outside UAE		Total	
	2024 AED'000	2023 AED'000	2024 AED'000	2023 AED'000	2024 AED'000	2023 AED'000
Quoted equity	448,883	344,558	212,352	230,802	661,235	575,360
Quoted bond	20,023	12,878	-	8,415	20,023	21,293
Quoted fund	-	-	243,418	91,330	243,418	91,330
Unquoted equity	6,309	8,932	4,921	5,245	11,230	14,177
Private equity fund	-	-	17,106	16,239	17,106	16,239
	<u>475,215</u>	<u>366,368</u>	<u>477,797</u>	<u>352,031</u>	<u>953,012</u>	<u>718,399</u>

The Group has designated all investments in equity instruments that are not held for trading as FVTOCI. For the year ended 31 December 2024, the Group sold equity investments held at fair value through other comprehensive income amounting to AED 182,340 thousand at the time of sale (31 December 2023: AED 236,460 thousand) in line with the Group's investment strategy. The Group realised losses of AED 6,448 thousand (31 December 2023: losses of AED 4,308 thousand) which were transferred to retained earnings.

10.4 Financial investments measured at amortised cost

	Inside UAE		Outside UAE		Total	
	2024 AED'000	2023 AED'000	2024 AED'000	2023 AED'000	2024 AED'000	2023 AED'000
Investments in quoted bonds	<u>1,067,077</u>	<u>819,175</u>	<u>1,564,041</u>	<u>1,104,518</u>	<u>2,631,118</u>	<u>1,923,693</u>

These bonds carry coupon rates of 0.9% to 9.4% (31 December 2023: 0.5% to 7.6%) per annum. The Group holds these investments with the objective of receiving the contractual cash flows over the instrument's life. The bonds are redeemable at par from 2025 to 2055 (31 December 2023: 2024 to 2055) based on their maturity dates.

As part of Syndicate-in-a-box initiative ("SIAB") arrangement, Sukoon on behalf of 'OIC Corporate Member Limited' has pledged certain bonds having nominal value of USD 78,280 thousand (equivalent to AED 287,483 thousand) to be held at Lloyd's deposit with the beneficial ownership remaining with Sukoon Insurance P.J.S.C. The net book value of these bonds was AED 309,534 thousand as at 31 December 2024 (31 December 2023: AED 190,589 thousand).

10.5 Movements in financial investments

The movements in financial investments are as follows:

	Fair value through profit or loss AED'000	Fair value through OCI AED'000	Amortised cost AED'000	Total AED'000
At 1 January 2023	1,064,065	643,452	1,774,819	3,482,336
Purchases	291,579	258,879	242,766	793,224
Disposals/redemptions	(398,993)	(279,091)	(4,280)	(682,364)
Maturities	-	-	(89,717)	(89,717)
Amortisation	-	-	(1,984)	(1,984)
Movement in accrued interest	-	-	1,960	1,960
Changes in fair value	222,473	37,179	-	259,652
Release of impairment	-	-	129	129
Acquisition of subsidiary	1,468	57,980	-	59,448
At 31 December 2023	1,180,592	718,399	1,923,693	3,822,684
Purchases	231,600	365,355	978,591	1,575,546
Disposals/redemptions	(499,811)	(194,099)	-	(693,910)
Maturities	-	-	(283,793)	(283,793)
Amortisation	-	-	2,692	2,692
Movement in accrued interest	-	-	10,451	10,451
Changes in fair value	232,290	60,112	-	292,402
Allowance for impairment	-	-	(516)	(516)
Transfer of a portfolio	20,553	3,245	-	23,798
At 31 December 2024	<u>1,165,224</u>	<u>953,012</u>	<u>2,631,118</u>	<u>4,749,354</u>

There were no reclassifications between financial investments categories during the year ended 31 December 2024 and 2023.

10.6 Movement in the allowance for impairment of financial investments measured at amortised cost during the year

	2024 AED'000	2023 AED'000
At the beginning of the year	908	3,240
Written off during the year	-	(2,203)
Allowance/(release) during the year	516	(129)
Balance at the end of the year	<u>1,424</u>	<u>908</u>

As of 31 December 2024 and 2023, there were no significant concentrations of credit risk for debt instruments measured at amortised cost. The carrying amount reflected above represents the Group's maximum exposure for credit risk for such assets.

11. Insurance contract assets and liabilities

Reconciliation of the liability for remaining coverage and the liability for incurred claims

	LRC for contracts under PAA		LRC for contracts not under PAA		LIC for contracts not under PAA		LIC for contracts under PAA		Total
	Excluding loss component	Loss component	Excluding loss component	Loss component	Loss component	Loss component	Present value of future cash flows	Risk adjustment for non-fin-risk	
	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000
Opening insurance contract liabilities	677,795	20,783	146,452	1,895	2,673	234,020	234,020	4,245,101	
Opening insurance contract assets	(7,366)	-	-	-	-	5,865	567	(934)	
Net balance as at 1 January 2024	670,429	20,783	146,452	1,895	2,673	234,587	234,587	4,244,167	
Insurance revenue	(5,373,315)	-	(39,414)	-	-	-	-	(5,412,729)	
Insurance service expenses									
Incurred claims and other directly attributable expenses	-	-	-	(1,294)	17,489	106,706	106,706	4,008,699	
Changes that relate to past service - adjustments to the LIC	-	-	-	-	(14)	(87,423)	(87,423)	(323,647)	
Losses on onerous contracts and reversal of those losses	-	(3,287)	-	4,525	-	-	-	1,238	
Insurance acquisition cash flows amortisation	593,061	-	13,755	-	-	-	-	606,816	
Insurance service expenses	593,061	(3,287)	13,755	3,231	17,475	3,649,588	19,283	4,293,106	
Insurance service result	(4,780,254)	(3,287)	(25,659)	3,231	17,475	3,649,588	19,283	(1,119,623)	
Finance (income)/expenses from insurance contracts issued	-	-	(1,004)	78	-	129,538	9,668	138,280	
Total amounts recognised in comprehensive income	(4,780,254)	(3,287)	(26,663)	3,309	17,475	3,779,126	28,951	(981,343)	
Investment components	-	-	(14,791)	-	14,791	-	-	-	
Consideration received for the acquisition of a portfolio (note 36 c)	-	-	28,912	-	-	-	-	28,912	
Cash flows									
Premiums received	5,582,595	-	90,148	-	-	-	-	5,672,743	
Claims and other directly attributable expenses paid	-	-	-	-	(30,157)	-	(3,159,675)	(3,189,832)	
Insurance acquisition cash flows	(562,309)	-	(12,495)	-	-	-	-	(574,804)	
Total cash flows	5,020,286	-	77,653	-	(30,157)	(3,159,675)	-	1,908,107	
Net balance as at 31 December 2024	910,461	17,496	211,563	5,204	4,782	3,786,799	263,538	5,199,843	
Closing insurance contract liabilities	950,912	17,496	211,773	5,204	4,782	3,753,235	261,308	5,204,710	
Closing insurance contract assets	(40,451)	-	(210)	-	-	33,564	2,230	(4,867)	
Net balance as at 31 December 2024	910,461	17,496	211,563	5,204	4,782	3,786,799	263,538	5,199,843	

11. Insurance contract assets and liabilities (continued)

Reconciliation of the liability for remaining coverage and the liability for incurred claims (continued)

	LRC for contracts under PAA		LRC for contracts not under PAA		LIC for contracts not under PAA		LIC for contracts under PAA		Total
	Excluding loss component	Loss component	Excluding loss component	Loss component	Loss component	Loss component	Present value of future cash flows	Risk adjustment for non-fin-risk	
	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000
Opening insurance contract liabilities	758,219	-	125,919	330	3,383	194,619	194,619	3,618,837	
Opening insurance contract assets	(1,373)	-	(514)	204	-	88	88	(716)	
Net balance as at 1 January 2023	756,846	-	125,405	534	3,383	194,707	194,707	3,618,121	
Insurance revenue	(4,620,768)	-	(23,657)	-	-	-	-	(4,644,425)	
Insurance service expenses									
Incurred claims and other directly attributable expenses	-	-	-	-	12,434	80,395	80,395	3,214,086	
Changes that relate to past service - adjustments to the LIC	-	-	-	-	(30)	(49,478)	(49,478)	(23,764)	
Losses on onerous contracts and reversal of those losses	-	(22,317)	-	1,309	-	-	-	(21,008)	
Insurance acquisition cash flows amortisation	536,639	-	3,620	-	-	-	-	540,259	
Insurance service expenses	536,639	(22,317)	3,620	1,309	12,404	3,147,001	30,917	3,709,573	
Insurance service result	(4,084,129)	(22,317)	(20,037)	1,309	12,404	3,147,001	30,917	(934,852)	
Finance (income)/expenses from insurance contracts issued	-	-	(148)	52	-	90,874	7,149	97,927	
Total amounts recognised in comprehensive income	(4,084,129)	(22,317)	(20,185)	1,361	12,404	3,237,875	38,066	(836,925)	
Investment components	-	-	(10,652)	-	10,652	-	-	-	
Acquisition of a subsidiary	50,369	43,100	-	-	-	91,356	1,814	186,639	
Cash flows									
Premiums received	4,482,979	-	62,469	-	-	-	-	4,545,448	
Claims and other directly attributable expenses paid	-	-	-	-	(23,766)	(2,699,129)	-	(2,722,895)	
Insurance acquisition cash flows	(535,636)	-	(10,585)	-	-	-	-	(546,221)	
Total cash flows	3,947,343	-	51,884	-	(23,766)	(2,699,129)	-	1,276,332	
Net balance as at 31 December 2023	670,429	20,783	146,452	1,895	2,673	3,167,348	234,587	4,244,167	
Closing insurance contract liabilities	677,795	20,783	146,452	1,895	2,673	3,161,483	234,020	4,245,101	
Closing insurance contract assets	(7,366)	-	-	-	-	5,865	567	(934)	
Net balance as at 31 December 2023	670,429	20,783	146,452	1,895	2,673	3,167,348	234,587	4,244,167	

11. Insurance contract assets and liabilities (continued)

Reconciliation of measurement component of insurance contract balances not measured under the PAA

	Present value of future cash flows	Risk adjustment for non-financial risk	CSM	Total
	AED'000	AED'000	AED'000	AED'000
Opening insurance contract liabilities	119,014	5,247	26,760	151,021
Opening insurance contract assets	-	-	-	-
Net balance as at 1 January 2024	119,014	5,247	26,760	151,021
Changes that relate to current service				
CSM recognised for the services provided	-	-	(5,546)	(5,546)
Change in the risk adjustment for non-financial risk for the risk expired	-	(986)	-	(986)
Experience adjustments-premium and associated cashflows	864	-	-	864
Experience adjustments-relating to insurance service expenses	(3,809)	-	-	(3,809)
	(2,945)	(986)	(5,546)	(9,477)
Changes that relate to future service				
Changes in estimates that adjust the CSM	14,711	468	(15,179)	-
Changes in estimates that results in onerous contract losses or reversals of such losses	4,247	(767)	-	3,480
Contracts initially recognised in the period	(6,422)	2,645	4,822	1,045
Experience adjustment - arising from premiums received in the period that relate to future service	4,706	-	(4,706)	-
	17,242	2,346	(15,063)	4,525
Insurance service result	14,297	1,360	(20,609)	(4,952)
Finance (income)/expenses from insurance contracts issued	(17,375)	180	16,268	(927)
Total amounts recognised in comprehensive income	(3,078)	1,540	(4,341)	(5,879)
Consideration received for the acquisition of a portfolio (note 36 c)	28,912	-	-	28,912
Cash flows				
Premiums received	90,147	-	-	90,147
Claims and other directly attributable expenses paid	(30,157)	-	-	(30,157)
Insurance acquisition cash flows	(12,495)	-	-	(12,495)
Total cash flows	47,495	-	-	47,495
Net balance as at 31 December 2024	192,343	6,787	22,419	221,549
Closing insurance contract liabilities	193,264	6,734	21,761	221,759
Closing insurance contract assets	(921)	53	658	(210)
Net balance as at 31 December 2024	192,343	6,787	22,419	221,549

11. Insurance contract assets and liabilities (continued)

Reconciliation of measurement component of insurance contract balances not measured under the PAA (continued)

	Present value of future cash flows	Risk adjustment for non-financial risk	CSM	Total
	AED'000	AED'000	AED'000	AED'000
Opening insurance contract liabilities	99,057	4,900	25,675	129,632
Opening insurance contract assets	(1,139)	244	586	(309)
Net balance as at 1 January 2023	97,918	5,144	26,261	129,323
Changes that relate to current service				
CSM recognised for the services provided	-	-	(3,255)	(3,255)
Change in the risk adjustment for non-financial risk for the risk expired	-	(713)	-	(713)
Experience adjustments-premium and associated cashflows	2,933	-	-	2,933
Experience adjustments-relating to insurance service expenses	(6,970)	-	-	(6,970)
	(4,037)	(713)	(3,255)	(8,005)
Changes that relate to future service				
Changes in estimates that adjust the CSM	3,511	(304)	(3,207)	-
Changes in estimates that results in onerous contract losses or reversals of such losses	1,300	32	-	1,332
Contracts initially recognised in the period	(10,861)	962	10,249	350
Experience adjustment - arising from premiums received in the period that relate to future service	10,559	-	(10,559)	-
	4,509	690	(3,517)	1,682
Insurance service result	472	(23)	(6,772)	(6,323)
Finance expenses from insurance contracts issued	(7,493)	126	7,271	(96)
Total amounts recognised in comprehensive income	(7,021)	103	499	(6,419)
Cash flows				
Premiums received	62,468	-	-	62,468
Claims and other directly attributable expenses paid	(23,766)	-	-	(23,766)
Insurance acquisition cash flows	(10,585)	-	-	(10,585)
Total cash flows	28,117	-	-	28,117
Net balance as at 31 December 2023	119,014	5,247	26,760	151,021
Closing insurance contract liabilities	119,014	5,247	26,760	151,021
Closing insurance contract assets	-	-	-	-
Net balance as at 31 December 2023	119,014	5,247	26,760	151,021

11. Insurance contract assets and liabilities (continued)

Analysis of insurance contracts initially recognised

The below table presents the analysis of insurance contracts not measured under the PAA that were recognised in the period:

For the year ended 31 December 2024	Contracts issued		Acquired contracts	Total
	Non-onerous contracts originated	Onerous contracts originated	Non-onerous contracts acquired	
	AED'000	AED'000	AED'000	AED'000
Insurance acquisition cash flows	45,147	16,777	-	61,924
Claims and other directly attributable expenses	10,020	3,481	36,940	50,441
Estimates of present value of future cash outflows	55,167	20,258	36,940	112,365
Estimates of present value of future cash inflows	(59,697)	(20,043)	(39,047)	(118,787)
Risk adjustment for non-financial risk	475	830	1,340	2,645
CSM	4,055	-	767	4,822
Increase in contract liabilities from contracts recognised during the year	-	1,045	-	1,045

For the year ended 31 December 2023	Contracts issued		Acquired contracts	Total
	Non-onerous contracts originated	Onerous contracts originated	Non-onerous contracts acquired	
	AED'000	AED'000	AED'000	AED'000
Insurance acquisition cash flows	43,524	4,919	-	48,443
Claims and other directly attributable expenses	16,492	2,395	-	18,887
Estimates of present value of future cash outflows	60,016	7,314	-	67,330
Estimates of present value of future cash inflows	(70,947)	(7,244)	-	(78,191)
Risk adjustment for non-financial risk	682	280	-	962
CSM	10,249	-	-	10,249
Increase in contract liabilities from contracts recognised during the year	-	350	-	350

Expected recognition of the contractual service margin

An analysis of the expected recognition of the CSM remaining at the end of the reporting period in profit or loss for long term individual life insurance contracts issued is provided in the following table:

Number of years until expected to be recognised	2024	2023
	AED'000	AED'000
As at 31 December		
1	3,427	1,913
2-5	10,215	11,475
>5	8,777	13,372
Total	22,419	26,760

11. Insurance contract assets and liabilities (continued)

Insurance revenue and CSM by transition method

	New contracts and contracts measured under the full retrospective approach at transition AED'000	Contracts measured under the modified retrospective approach at transition AED'000	Total AED'000
Insurance revenue	32,277	7,137	39,414
Opening CSM as at 1 January 2024	20,828	5,932	26,760
Changes that relate to current service			
CSM recognised for the services provided	(4,926)	(620)	(5,546)
Changes that relate to future service			
Changes in estimates that adjust the CSM	(7,737)	(7,442)	(15,179)
Effects of contracts initially recognised in period	4,055	-	4,055
Experience adjustments- arising from premium received in the period that relates to future service	(4,825)	119	(4,706)
	(8,507)	(7,323)	(15,830)
Finance expenses from insurance contracts issued	12,342	3,926	16,268
Total amount recognised in comprehensive income	(1,091)	(4,017)	(5,108)
Acquisition of a portfolio (note 36 c)	767	-	767
Closing CSM as at 31 December 2024	20,504	1,915	22,419

Insurance revenue and CSM by transition method

	New contracts and contracts measured under the full retrospective approach at transition AED'000	Contracts measured under the modified retrospective approach at transition AED'000	Total AED'000
Insurance revenue	16,578	7,079	23,657
Opening CSM as at 1 January 2023	18,512	7,749	26,261
Changes that relate to current service			
CSM recognised for the services provided	(2,194)	(1,061)	(3,255)
Changes that relate to future service			
Changes in estimates that adjust the CSM	(37)	(3,170)	(3,207)
Effects of contracts initially recognised in period	10,249	-	10,249
Experience adjustments- arising from premium received in the period that relates to future service	(10,160)	(399)	(10,559)
	52	(3,569)	(3,517)
Finance income from insurance contracts issued	4,458	2,813	7,271
Total amount recognised in comprehensive income	2,316	(1,817)	499
Closing CSM as at 31 December 2023	20,828	5,932	26,760

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12. Reinsurance contracts assets and liabilities

Reconciliation of changes in reinsurance contracts held by remaining coverage and incurred claims

	ARC for contracts under PAA		ARC for contracts not under PAA		Asset for incurred claims for contracts not under PAA		Asset for incurred claims for contracts under PAA		Total	
	AED'000	Loss-recovery component	Excluding loss-recovery component	Loss-recovery component	AED'000	Loss-recovery component	AED'000	Loss-recovery component	AED'000	Risk adj. for non-financial risk
Opening reinsurance contract liabilities	(25,235)	306	-	-	-	-	11,690	650	(12,589)	
Opening reinsurance contract assets	118,998	24	8,145	1,896	1,865	2,438,829	187,106	2,756,863		
Net balance as at 1 January 2024	93,763	330	8,145	1,896	1,865	2,450,519	187,756	2,744,274		
Net income/(expense) from reinsurance contracts held										
Reinsurance expenses	(3,004,228)	(330)	(8,648)	-	-	-	-	(3,013,206)		
Incurred claims recovery	-	-	-	-	4,404	2,309,884	83,932	2,398,220		
Changes that relate to past service-changes in the FCF relating to incurred claims recovery	-	-	-	-	-	(205,584)	(71,033)	(276,617)		
Income on initial recognition of onerous underlying contracts	-	-	-	1,080	-	-	-	1,080		
Reversal of a loss recovery component other than changes in FCF for RI contracts held	-	-	-	(1,106)	-	-	-	(1,106)		
Changes in the FCF of reinsurance contracts held from onerous underlying contracts	-	679	-	2,706	-	-	-	3,385		
Effect of changes in risk of reinsurers: non-performance	-	-	-	-	(3)	371	16	384		
Net (expense)/income from reinsurance contracts held	(3,004,228)	349	(8,648)	2,680	4,401	2,104,671	12,915	(887,860)		
Finance (expense)/income from reinsurance contracts held	-	-	(1,046)	110	-	102,863	7,913	109,840		
Total amounts recognised in comprehensive income	(3,004,228)	349	(9,694)	2,790	4,401	2,207,534	20,828	(778,020)		
Consideration received for the acquisition of a portfolio (note 36 c)	-	-	(3,111)	-	-	-	-	(3,111)		
Cash flows										
Premiums paid net of ceding commissions	3,135,089	-	9,064	-	-	-	-	3,144,153		
Recoveries from reinsurance	-	-	-	-	(2,593)	(1,725,555)	-	(1,728,148)		
Total cash flows	3,135,089	-	9,064	-	(2,593)	(1,725,555)	-	1,416,005		
Net balance as at 31 December 2024	224,624	679	4,404	4,686	3,673	2,932,498	208,584	3,379,148		
Closing reinsurance contract liabilities	(15,847)	-	(2,702)	35	-	5,572	349	(12,593)		
Closing reinsurance contract assets	240,471	679	7,106	4,651	3,673	2,926,926	208,235	3,391,741		
Net balance as at 31 December 2024	224,624	679	4,404	4,686	3,673	2,932,498	208,584	3,379,148		

12. Reinsurance contracts assets and liabilities (continued)

Reconciliation of changes in reinsurance contracts held by remaining coverage and incurred claims (continued)

	ARC for contracts under PAA		ARC for contracts not under PAA		Asset for incurred claims for contracts under PAA		Asset for incurred claims for contracts not under PAA		Total
	Excluding loss-recovery component	Loss-recovery component	Excluding loss-recovery component	Loss-recovery component	Present value of future cash flows	Risk adj. for non-financial risk	Present value of future cash flows	Risk adj. for non-financial risk	
Opening reinsurance contract liabilities	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000
Opening reinsurance contract assets	(11,553)	-	-	-	-	428	6,080	428	(5,045)
Net balance as at 1 January 2023	196,507	-	7,158	-	2,046	158,175	2,009,806	158,175	2,373,692
Net income/(expense) from reinsurance contracts held	184,954	-	7,158	-	2,046	158,603	2,015,886	158,603	2,368,647
Reinsurance expenses	(2,675,343)	-	(7,447)	-	-	-	-	-	(2,682,790)
Incurred claims recovery	-	-	-	-	107	66,005	1,855,599	66,005	1,921,711
Changes that relate to past service-changes in the FCF relating to incurred claims recovery	-	-	-	-	-	(43,375)	73,997	(43,375)	30,622
Income on initial recognition of onerous underlying contracts	-	-	-	350	-	-	-	-	350
Reversal of a loss recovery component other than changes in FCF for RI contracts held	-	-	-	(190)	-	-	-	-	(190)
Changes in the FCF of reinsurance contracts held from onerous underlying contracts	-	(5,267)	-	1,723	-	-	-	-	(3,544)
Effect of changes in risk of reinsurers: non-performance	-	-	-	-	-	-	22	-	22
Net (expense)/income from reinsurance contracts held	(2,675,343)	(5,267)	(7,447)	1,883	107	22,630	1,929,618	22,630	(733,819)
Finance income from reinsurance contracts held	-	-	2,970	13	-	5,845	73,168	5,845	81,996
Total amounts recognised in comprehensive income	(2,675,343)	(5,267)	(4,477)	1,896	107	28,475	2,002,786	28,475	(651,823)
Acquisition of a subsidiary	(6,786)	5,597	-	-	-	678	21,536	678	21,025
Cash flows									
Premiums paid net of ceding commissions	2,590,938	-	5,464	-	-	-	(1,589,689)	-	2,596,402
Recoveries from reinsurance	-	-	-	-	(288)	-	(1,589,689)	-	(1,589,977)
Total cash flows	2,590,938	-	5,464	-	(288)	-	(1,589,689)	-	1,006,425
Net balance as at 31 December 2023	93,763	330	8,145	1,896	1,865	187,756	2,450,519	187,756	2,744,274
Closing reinsurance contract liabilities	(25,235)	306	-	-	-	650	11,690	650	(12,589)
Closing reinsurance contract assets	118,998	24	8,145	1,896	1,865	187,106	2,438,829	187,106	2,756,863
Net balance as at 31 December 2023	93,763	330	8,145	1,896	1,865	187,756	2,450,519	187,756	2,744,274

12. Reinsurance contracts assets and liabilities (continued)

Reconciliation of measurement component of reinsurance contract balances not measured under the PAA

	Present value of future cash flows	Risk adjustment for non-financial risk	CSM	Total
	AED'000	AED'000	AED'000	AED'000
Opening reinsurance contract liabilities	-	-	-	-
Opening reinsurance contract assets	(27,704)	1,887	37,722	11,905
Net balance as at 1 January 2024	(27,704)	1,887	37,722	11,905
Changes that relate to current service				
CSM recognised in profit or loss for the services received	-	-	(3,045)	(3,045)
Change in the risk adjustment for non-financial risk for the risk expired	-	(393)	-	(393)
Experience adjustments-relating to incurred claims and other directly attributable expenses recovery	(1,914)	-	-	(1,914)
	(1,914)	(393)	(3,045)	(5,352)
Changes that relate to future service				
Changes in estimates that adjust the CSM	21,423	(173)	(21,250)	-
Contracts initially recognised in the period	(2,585)	310	2,275	-
CSM adjustment for income on initial recognition of onerous underlying contracts	-	-	1,080	1,080
Reversals of a loss-recovery component other than changes in the FCF of reinsurance contracts held	-	-	2,706	2,706
Experience adjustments – arising from ceded premiums paid in the period that relate to future service	5,200	-	(5,200)	-
	24,038	137	(20,389)	3,786
Net income/(expense) from reinsurance contracts held	22,124	(256)	(23,434)	(1,566)
Finance (expenses)/income from reinsurance contracts held	(2,546)	79	1,531	(936)
Total amounts recognised in comprehensive income	19,578	(177)	(21,903)	(2,502)
Consideration received for the acquisition of a portfolio (note 36 c)	(3,111)	-	-	(3,111)
Cash flows				
Premiums paid net of ceding commissions	9,064	-	-	9,064
Recoveries from reinsurance	(2,593)	-	-	(2,593)
Total cash flows	6,471	-	-	6,471
Net balance as at 31 December 2024	(4,766)	1,710	15,819	12,763
Closing reinsurance contract liabilities	(2,804)	(140)	277	(2,667)
Closing reinsurance contract assets	(1,962)	1,850	15,542	15,430
Net balance as at 31 December 2024	(4,766)	1,710	15,819	12,763

12. Reinsurance contracts assets and liabilities (continued)

Reconciliation of measurement component of reinsurance contract balances not measured under the PAA (continued)

	Present value of future cash flows	Risk adjustment for non-financial risk	CSM	Total
	AED'000	AED'000	AED'000	AED'000
Opening reinsurance contract liabilities	-	-	-	-
Opening reinsurance contract assets	(20,522)	1,424	28,301	9,203
Net balance as at 1 January 2023	(20,522)	1,424	28,301	9,203
Changes that relate to current service				
CSM recognised in profit or loss for the services received	-	-	(3,412)	(3,412)
Change in the risk adjustment for non-financial risk for the risk expired	-	(207)	-	(207)
Experience adjustments-relating to incurred claims and other directly attributable expenses recovery	(3,911)	-	-	(3,911)
	(3,911)	(207)	(3,412)	(7,530)
Changes that relate to future service				
Changes in estimates that adjust the CSM	(2,189)	(226)	2,415	-
Contracts initially recognised in the period	(13,899)	1,176	12,723	-
CSM adjustment for income on initial recognition of onerous underlying contracts	-	-	350	350
Reversals of a loss-recovery component other than changes in the FCF of reinsurance contracts held	-	-	1,723	1,723
Experience adjustments – arising from ceded premiums paid in the period that relate to future service	5,864	-	(5,864)	-
	(10,224)	950	11,347	2,073
Net (expense)/income from reinsurance contracts held	(14,135)	743	7,935	(5,457)
Finance income/(expenses) from reinsurance contracts held	1,777	(280)	1,486	2,983
Total amounts recognised in comprehensive income				
Cash flows	(12,358)	463	9,421	(2,474)
Premiums paid net of ceding commissions	5,464	-	-	5,464
Recoveries from reinsurance	(288)	-	-	(288)
Total cash flows	5,176	-	-	5,176
Net balance as at 31 December 2023	(27,704)	1,887	37,722	11,905
Closing reinsurance contract liabilities	-	-	-	-
Closing reinsurance contract assets	(27,704)	1,887	37,722	11,905
Net balance as at 31 December 2023	(27,704)	1,887	37,722	11,905

12. Reinsurance contracts assets and liabilities (continued)

Analysis of reinsurance contracts held initially recognised

The below table presents the analysis of reinsurance contracts held not measured under the PAA that were recognised in the period;

For the year ended 31 December 2024	Reinsurance contracts held		Acquired reinsurance contracts held		Total
	Contracts originated not in a net gain position	Contracts originated in a net gain position	Contracts acquired not in a net gain position	Contracts acquired in a net gain position	
	AED'000	AED'000	AED'000	AED'000	AED'000
Estimates of present value of future cash inflows	15,115	-	9,300	-	24,415
Estimates of present value of future cash outflows	(17,848)	-	(9,152)	-	(27,000)
Risk adjustment for non-financial risk	458	-	(148)	-	310
CSM	2,275	-	-	-	2,275
Increase in reinsurance contract assets from contracts recognised during the year	-	-	-	-	-

For the year ended 31 December 2023	Reinsurance contracts held		Acquired reinsurance contracts held		Total
	Contracts originated not in a net gain position	Contracts originated in a net gain position	Contracts acquired not in a net gain position	Contracts acquired in a net gain position	
	AED'000	AED'000	AED'000	AED'000	AED'000
Estimates of present value of future cash inflows	15,350	-	-	-	15,350
Estimates of present value of future cash outflows	(29,249)	-	-	-	(29,249)
Risk adjustment for non-financial risk	1,176	-	-	-	1,176
CSM	12,723	-	-	-	12,723
Increase in reinsurance contract assets from contracts recognised during the year	-	-	-	-	-

Expected recognition of the contractual service margin

An analysis of the expected recognition of the CSM remaining at the end of the reporting period in profit or loss for long term individual life reinsurance contracts held is provided in the following table:

	2024	2023
Number of years until expected to be recognised	AED'000	AED'000
As at 31 December		
1	2,528	5,961
2-5	6,723	14,742
>5	6,568	17,019
Total	15,819	37,722

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12. Reinsurance contracts assets and liabilities (continued)

CSM by transition method

	Modified retrospective approach at transition	Other contracts	Total	Modified retrospective approach at transition	Other contracts	Total
	2024 AED'000	2024 AED'000	2024 AED'000	2023 AED'000	2023 AED'000	2023 AED'000
Contracts measured under						
Opening CSM as at 1 January	37,722	-	37,722	28,301	-	28,301
Changes that relate to current service						
CSM recognised in the profit or loss for the services received	(3,034)	(11)	(3,045)	(3,412)	-	(3,412)
Changes that relate to future service						
Changes in estimates that adjust the CSM	(18,599)	55	(18,544)	4,138	-	4,138
Contracts initially recognised in period	3,355	-	3,355	13,073	-	13,073
Experience adjustments - arising from ceded premiums paid in the period that relate to future service	(5,432)	232	(5,200)	(5,864)	-	(5,864)
	(20,676)	287	(20,389)	11,347	-	11,347
Finance income from reinsurance contracts held	1,531	-	1,531	1,486	-	1,486
Total amount recognised in comprehensive income	(22,179)	276	(21,903)	9,421	-	9,421
Closing CSM as at 31 December	15,543	276	15,819	37,722	-	37,722

13. Prepayments and other receivables

	2024 AED'000	2023 AED'000
Accrued income	4,171	4,692
Prepayments	25,616	24,293
Staff debtors and advances	4,842	6,341
Other receivables (net of expected credit losses)	401,788	195,049
	436,417	230,375

14. Bank balances and cash

	2024 AED'000	2023 AED'000
Deposits with banks with original maturities of more than three months	992,385	969,541
Deposits with banks with original maturities within three months	213,808	98,579
Current accounts and cash	118,633	62,896
Less: Allowance for impairment as per IFRS 9	(281)	(148)
	332,160	161,327
Total bank balances and cash	1,324,545	1,130,868
Less: Deposit with banks with original maturities of more than three months	(992,385)	(969,541)
Add: Allowance for impairment as per IFRS 9	281	148
Cash and cash equivalents for the purpose of the consolidated statement of cash flows	332,441	161,475

The interest rates on fixed deposits and call accounts with banks range from 0.1% to 6% (31 December 2023: 0.3% to 6.3%) per annum. Bank balances amounting to AED 1,114,832 thousand (31 December 2023: AED 979,953 thousand) are held in banks in the United Arab Emirates.

Certain bank balances and deposits with carrying amount of AED 9,126 thousand at 31 December 2024 (31 December 2023: AED 6,093 thousand) are subject to lien in respect of guarantees.



15. Share capital

	2024 AED'000	2023 AED'000
Authorised, issued and fully paid 461,872,125 shares of AED 1 each (31 December 2023: 461,872,125 shares of AED 1 each)	<u>461,872</u>	<u>461,872</u>

16. Other reserves

	Statutory reserve	Strategic reserve	General reserve	Contingency reserve	Reinsurance regulatory reserve	Total
	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000
Balance at 1 January 2023	230,936	303,750	933,051	18,255	21,588	1,507,580
Transfer from retained earnings to contingency reserve (note 16.4)	-	-	-	1,056	-	1,056
Transfer from retained earnings to reinsurance regulatory reserve (note 16.5)	-	-	-	-	13,037	13,037
Balance at 31 December 2023	230,936	303,750	933,051	19,311	34,625	1,521,673
Transfer from retained earnings to contingency reserve (note 16.4)	-	-	-	1,295	-	1,295
Transfer from retained earnings to reinsurance regulatory reserve (note 16.5)	-	-	-	-	16,271	16,271
Balance at 31 December 2024	230,936	303,750	933,051	20,606	50,896	1,539,239

16.1 Statutory reserve

In accordance with the Commercial Companies Law of the United Arab Emirates and the Company's Articles of Association, 10% of profit for the year is required to be transferred to statutory reserve. The Company may resolve to discontinue such annual transfers when the statutory reserve is equal to 50% of the paid up share capital. The reserve is not available for distribution except in the circumstances stipulated by the law. The shareholders had resolved to discontinue the appropriation as the statutory reserve reached 50% of share capital. Accordingly, no transfer was made during the year for the Company.

16.2 Strategic reserve

The strategic reserve may be utilised for any purpose to be determined by a resolution of the Shareholders of the Company at the general assembly meeting, on the recommendation of the Board of Directors. No transfers have been made to the strategic reserve during the years 2024 and 2023.

16.3 General reserve

In accordance with the amended Articles of Association, 10% of net profit for the year is required to be transferred to a general reserve. The Company may discontinue such annual transfers by a resolution of the general assembly as recommended by the Board, or when the general reserve reaches 50% of the paid-up share capital. The Company has discontinued the appropriation as the general reserve reached 50% of paid-up share capital.

16.4 Contingency reserve – Oman Branch

In accordance with Article 10 (bis) (2) (c) and 10 (bis) (3)(b) of Regulations for Implementing Insurance Companies Law (Ministerial Order 5/80), as amended, of Sultanate of Oman, 10% of the net outstanding claims and IBNR in case of the general insurance business and 1% of the gross life assurance premiums for the year in case of life insurance business at the end of the reporting period is transferred from retained earnings to a contingency reserve until the provision is equal to RO 5 million. In case of insufficient retained earnings or accumulated loss position, the deficit in transfer will be adjusted against retained earnings of future years. The reserves shall not be used without the prior approval of the Capital Market Authority of Sultanate of Oman.

16.5 Reinsurance regulatory reserve – UAE operations

In accordance with Article 34 of the Insurance Authority Board of Directors Decision No. (23) of 2019 effective eighteen months from 15 May 2019, the Group transferred AED 16,271 thousand to the reinsurance regulatory reserve amounting for the year ended 31 December 2024 (31 December 2023: AED 13,037 thousand), being 0.5% of the total reinsurance premiums ceded by the Group in the United Arab Emirates in all classes of business. The Group shall accumulate such provision year on year and not dispose of the provision without the written approval of the Director General of the CBUAE.

17. Employees' end of service benefits

	2024 AED'000	2023 AED'000
Balance at the beginning of the year	43,978	41,290
Acquisition of a subsidiary	-	2,336
Charge for the year	6,430	6,039
Paid during the year	(4,983)	(5,687)
Balance at the end of the year	45,425	43,978

18. Other payables

	2024 AED'000	2023 AED'000
Accruals for staff costs	27,143	25,210
Lease liabilities	19,129	24,788
Other payables and accruals	1,039,714	523,443
	1,085,986	573,441

19. Investment contract liabilities

	2024 AED'000	2023 AED'000
At the beginning of the year	1,095,494	994,591
Movement during the year	(108,147)	100,903
Balance at the end of the year	987,347	1,095,494

20. Net investment income and insurance finance income/(expenses)

	2024 AED'000	2023 AED'000
<i>Interest income from financial assets at amortised cost:</i>		
Interest income from financial investments at amortised cost	95,049	71,980
Interest income from bank deposits	74,365	50,794
	<u>169,414</u>	<u>122,774</u>
Realised gain/(loss) on sale of financial investments at amortised cost	257	(424)
<i>Other investment income - net:</i>		
Dividend income from financial investments at FVTPL and FVTOCI	59,424	43,836
Interest income from financial investments at FVTOCI	888	616
Rental income from investment properties	13,201	14,513
Fair value gains on investment properties (note 7)	9,926	26,078
Fair loss on financial investments at FVTPL (excluding unit linked investments)	(11)	-
Realised gains on sale of financial investments at FVTPL	-	1,546
Realised loss on sale of investment properties	(20,470)	(2,295)
Realised gain/(loss) on sale of debt investments at FVTOCI	180	(83)
Other investment expenses	(23,065)	(17,092)
(Allowance)/release of impairment on financial investments and bank balances and deposits as per IFRS 9	(645)	283
	<u>39,428</u>	<u>67,402</u>
Net investment income	209,099	189,752
<i>Finance (expenses)/income from insurance contracts issued</i>		
Change in fair value of underlying assets of contracts measured under the VFA	396	2,656
Interest accreted	(134,283)	(107,143)
Changes in interest rates and other financial assumptions	(4,700)	6,565
Changes in FCF at current rates when CSM is unlocked at locked-in rates	307	(5)
Net finance expenses from insurance contracts issued	(138,280)	(97,927)
Finance expenses from insurance contracts issued recognised in profit or loss	(132,593)	(104,229)
Finance (expense)/income from insurance contracts issued recognised in OCI	(5,687)	6,302
Net finance expenses from insurance contracts issued	(138,280)	(97,927)
<i>Finance income/(expenses) from reinsurance contracts held</i>		
Interest accreted	106,122	84,168
Changes in interest rates and other financial assumptions	4,629	(4,159)
Changes in FCF at current rates when CSM is unlocked at locked in rates	(911)	1,987
Net finance income from reinsurance contracts held	109,840	81,996
Finance income from reinsurance contracts held recognised in profit or loss	105,290	86,693
Finance income/(expenses) from reinsurance contracts held recognised in OCI	4,550	(4,697)
Net finance income from reinsurance contracts held	109,840	81,996

21. General and administrative expenses

For the year ended 31 December 2024

	Expenses attributable to insurance acquisition cash flow	Other directly attributable expenses	Other operating expenses	Total
	AED'000	AED'000	AED'000	AED'000
Staff costs	150,426	15,281	68,000	233,707
Commission expenses	436,334	17,699	-	454,033
Depreciation	10,802	6,082	8,159	25,043
Rental costs – short-term leases	2,627	211	6	2,844
Other expenses	8,301	51,376	38,246	97,923
Adjustment for amortisation of acquisition expenses other than commissions for contracts measured under the PAA	(2,935)	-	-	(2,935)
Adjustment for amortisation of acquisition expenses for contracts not measured under the PAA	1,261	-	-	1,261
	<u>606,816</u>	<u>90,649</u>	<u>114,411</u>	<u>811,876</u>

For the year ended 31 December 2023

	Expenses attributable to insurance acquisition cash flow	Other directly attributable expenses	Other operating expenses	Total
	AED'000	AED'000	AED'000	AED'000
Staff costs	138,002	7,181	57,490	202,673
Commission expenses	381,008	4,382	-	385,390
Depreciation	11,346	5,439	7,262	24,047
Rental costs – short-term leases	3,344	305	689	4,338
Other expenses	8,906	36,892	44,966	90,764
Adjustment for amortisation of acquisition expenses other than commissions for contracts measured under the PAA	318	-	-	318
Adjustment for amortisation of acquisition expenses for contracts not measured under the PAA	(2,665)	-	-	(2,665)
	<u>540,259</u>	<u>54,199</u>	<u>110,407</u>	<u>704,865</u>

22. Earnings per share

	2024	2023
Profit for the year attributable to the owners of the Company (AED'000)	265,711	256,866
Weighted average number of shares	461,872,125	461,872,125
Basic and diluted earnings per share (AED)	0.58	0.56

Basic earnings per share are calculated by dividing the profit for the year attributable to the owners of the Company by the number of weighted average shares outstanding at the end of the reporting period. Diluted earnings per share is equivalent to basic earnings per share as the Company did not issue any new instrument that would impact earnings per share when executed.

23. Related party transactions and balances

Related parties include the Group's major Shareholders, Directors and businesses controlled by them and their families over which they exercise significant management influence as well as key management personnel.

23.1 Balances with related parties included in the consolidated statement of financial position are as follows:

	2024 AED'000	2023 AED'000
<i>Balances with Major shareholder:</i>		
Cash and bank balances	54,048	15,665
Financial investments	152,025	123,857
Statutory deposits	10,000	10,000
Bank borrowings	86,000	86,000
<i>Due from/(to) Major shareholder:</i>		
Net insurance receivables	3,863	6,592
Net insurance and other payables	(2,411)	(3,052)
<i>Due from/(to) Directors and businesses over which they exercise significant management influence:</i>		
Net insurance receivables	12,763	8,852
Net insurance and other payables	(4,840)	(3,199)

23.2 Transactions with related parties during the year are as follows:

	2024 AED'000	2023 AED'000
<i>Transactions arising from insurance contracts with Major shareholder:</i>		
Gross insurance premiums	119,581	110,485
Gross claims settled	(52,109)	(51,579)
<i>Other transactions with Major shareholder:</i>		
Interest income	950	620
Dividend income	11,207	5,452
Interest and other expenses	(7,383)	(5,849)
Rental expense	(6,884)	(6,922)
<i>Transactions arising from insurance contracts with Directors and businesses over which they exercise significant management influence:</i>		
Gross insurance premiums	41,350	35,359
Gross claims settled	(26,777)	(9,119)
<i>Other transactions with Directors and businesses over which they exercise significant management influence:</i>		
Other expenses	(6,576)	(6,630)

The Group has entered into above transactions with related parties which were made on substantially the same terms, as those prevailing at the same time for comparable transactions with third parties.

23. Related party transactions and balances (continued)

23.3 Compensation of key management personnel

	2024 AED'000	2023 AED'000
Board of directors' remuneration	(2,250)	(1,950)
Salaries and benefits	(5,315)	(5,120)
End of service benefits	(213)	(183)
	(7,778)	(7,253)

24. Segment information

For management purposes, the Group is organised into three business segments, general insurance, life insurance and investments. The general insurance segment mainly comprises property, engineering, energy, medical, motor, general accident, aviation and marine risks. The life insurance segment includes individual life (participating and non-participating), group life, credit life as well as investment linked products. Investment comprises investments (financial and non-financial), deposits with banks and cash management for the Group's own accounts.

Segmental information is presented below:

24.1 Segment insurance revenue

	For the year ended 31 December 2024			For the year ended 31 December 2023		
	Non-Life Insurance	Life Insurance	Total	Non-Life Insurance	Life Insurance	Total
	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000
Amounts relating to changes in the LRC:						
- Expected incurred claims and other directly attributable expenses	-	19,150	19,150	-	15,045	15,045
- Change in risk adjustment for non-financial risk for the risk expired	-	963	963	-	888	888
- CSM recognised for the services provided	-	5,546	5,546	-	3,255	3,255
Insurance acquisition cash flow recovery	-	13,755	13,755	-	4,469	4,469
Contracts not measured under PAA	-	39,414	39,414	-	23,657	23,657
Contracts measured under PAA	5,237,550	135,765	5,373,315	4,492,091	128,677	4,620,768
Total insurance revenue	5,237,550	175,179	5,412,729	4,492,091	152,334	4,644,425

24. Segment information (continued)

24.2 Segment results by operating segments

	For the year ended 31 December 2024			For the year ended 31 December 2023		
	Non-Life Insurance	Life Insurance	Total	Non-Life Insurance	Life Insurance	Total
	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000
Insurance service result from insurance contracts issued	1,094,799	24,824	1,119,623	882,427	52,425	934,852
Net expense from reinsurance contracts held	(880,640)	(7,220)	(887,860)	(697,757)	(36,062)	(733,819)
Insurance service result	214,159	17,604	231,763	184,670	16,363	201,033
Net investment income			209,099			189,752
Net insurance finance expenses			(27,303)			(17,536)
General and administrative expenses			(114,411)			(110,407)
Board of directors' remuneration			(2,250)			(1,950)
Finance cost			(5,089)			(3,238)
Other (expense)/income - net			(318)			706
Profit before tax			291,491			258,360
Income tax expenses			(24,663)			(970)
Profit for the year			266,828			257,390
Attributable to			265,711			256,866
Owners of the Company			1,117			524
Non-controlling interests			266,828			257,390

24.3 Segment results by geographical distribution

	For the year ended 31 December 2024			For the year ended 31 December 2023		
	GCC AED'000	Non GCC AED'000	Total AED'000	GCC AED'000	Non GCC AED'000	Total AED'000
Insurance service result from insurance contracts issued	1,086,668	32,955	1,119,623	920,878	13,974	934,852
Net expense from reinsurance contracts held	(843,333)	(44,527)	(887,860)	(721,458)	(12,361)	(733,819)
Insurance service result	243,335	(11,572)	231,763	199,420	1,613	201,033
Net investment income	205,516	3,583	209,099	189,162	590	189,752
Net insurance finance expenses	(25,172)	(2,131)	(27,303)	(16,815)	(721)	(17,536)
General and administrative expenses	(114,411)	-	(114,411)	(110,407)	-	(110,407)
Board of directors' remuneration	(2,250)	-	(2,250)	(1,950)	-	(1,950)
Finance cost	(5,089)	-	(5,089)	(3,238)	-	(3,238)
Other (expense)/income - net	1,935	(2,253)	(318)	3,299	(2,593)	706
Profit before tax	303,864	(12,373)	291,491	259,471	(1,111)	258,360
Income tax expenses	(24,663)	-	(24,663)	(970)	-	(970)
Profit for the year	279,201	(12,373)	266,828	258,501	(1,111)	257,390
Attributable to						
Owners of the Company	278,084	(12,373)	265,711	257,977	(1,111)	256,866
Non-controlling interests	1,117	-	1,117	524	-	524
	279,201	(12,373)	266,828	258,501	(1,111)	257,390

24.4 Segment assets and liabilities

	As at 31 December 2024				As at 31 December 2023			
	Non-Life Insurance	Life Insurance	Investments	Total	Non-Life Insurance	Life Insurance	Investments	Total
	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000
Segment assets	5,208,144	1,481,292	3,736,296	10,425,732	4,234,391	1,437,481	3,157,769	8,829,641
Segment liabilities	6,036,617	1,395,459	-	7,432,076	4,685,054	1,375,536	-	6,060,590

24. Segment information (continued)

24.5 Insurance and reinsurance contract assets and liabilities

The table below sets out the carrying amounts of insurance and reinsurance contract assets and liabilities at the end of reporting date, per level of aggregation:

	As at 31 December 2024			As at 31 December 2023		
	Non-Life Insurance	Life Insurance	Total	Non-Life Insurance	Life Insurance	Total
	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000
Insurance contract liabilities	4,886,281	318,429	5,204,710	4,008,813	236,288	4,245,101
Insurance contract assets	(4,657)	(210)	(4,867)	(934)	-	(934)
Net	4,881,624	318,219	5,199,843	4,007,879	236,288	4,244,167
Reinsurance contract assets	3,312,039	79,702	3,391,741	2,699,924	56,939	2,756,863
Reinsurance contract liabilities	(9,890)	(2,703)	(12,593)	(12,553)	(36)	(12,589)
Net	3,302,149	76,999	3,379,148	2,687,371	56,903	2,744,274

25. Contingent liabilities

At 31 December 2024, the Group had contingent liabilities in respect of bank guarantees and other matters arising in the ordinary course of business amounting to AED 54 million (31 December 2023: AED 49 million).

The Group, in common with the significant majority of insurers, is subject to litigation in the normal course of its business. The Group, based on independent legal advice, does not expect that the outcome of these court cases will have a material impact on the Group's consolidated financial performance or consolidated statement of financial position.

26. Commitments

26.1 Purchase commitments

	2024 AED'000	2023 AED'000
Commitments in respect of uncalled subscription of certain shares held as investments	42,556	26,302
Capital commitments towards acquisitions of property and equipment	20,220	18,898

27. Insurance risk

The Group has a robust process for managing risks in accordance with the groupwide risk appetite. The Enterprise Risk Management (ERM) department supervises the Executive Risk Committee and the Risk Management Framework. The Executive Risk Committee has been established as a second line of defense body but composed of members who holds position to take immediate executive actions to address the risk issues. The Executive Risk Committee convenes at least on a quarterly basis. The Group has an ongoing commitment to maintain an effective risk culture, as it is critical to the Group's success in maintaining and developing an effective risk management system. Accountabilities for the implementation and oversight of particular risks are aligned with individual executives. The risk owners are responsible for ensuring adequate level of review and confirmation of the risk evaluations along with the effectiveness of control.

The Group assesses the exposure to climate change risk by implementing scenario analysis and stress testing based on outcome of the modeling of natural catastrophic events exposure and by reviewing the impact on Group's profitability and solvency. The scenario analysis covers different lines of businesses, countries, perils and return period data. Overall, the outcome shows that the Group is well capitalised to reasonably absorb most of the shocks from the various scenarios included into the stress test.

Additional enhancement implemented for the Risk Management Governance is the establishment of Board Risk Committee ("BRC") in 2021, which validates Enterprise Risk management framework and Risk Appetite of the Company before submitting them to the Board, provides oversight of the management of risks within the Risk management framework and risk appetite approved by the Board.

The Executive Committee oversees the management of insurance risks through its Risk Committee, Reinsurance Committee, Reserving Committee, Large and Strategic accounts forum and Audit committee. Each of these committees have a distinct role to play within the risk governance framework.

Insurance risk is the risk arising from the uncertainty around the actual experience and/or policyholder behavior being materially different than expected at the inception of an insurance contract. These uncertainties include the amount and timing of cash flows from premiums, commissions, expenses, claims and claim settlement expenses paid or received under a contract.

For a portfolio of insurance contracts where the theory of probability is applied to pricing and provisioning, the principal risk that the Group faces under its insurance contracts is that the actual claims and benefit payments exceed the estimated amount of the insurance liabilities. This could occur because the frequency or severity of claims and benefits are greater than the estimate. Insurance events are random and the actual number and amount of claims and benefits will vary from year to year from the estimate established using statistical techniques.

Experience shows that the larger the portfolio of similar insurance contracts, the smaller the relative variability about the expected outcome will be. In addition, a more diversified portfolio is less likely to be affected across the board by a change in any subset of the portfolio. The Group has developed its insurance underwriting strategy to diversify the type of insurance risks accepted and within each of these categories to achieve a sufficiently large population of risks to reduce the variability of the expected outcome.

Factors that aggravate insurance risk include lack of risk diversification in terms of type and amount of risk, geographical location and type of industry covered

27.1 Frequency and severity of claims

The Group manages risks through its underwriting strategy, adequate reinsurance arrangements and proactive claims handling. The underwriting strategy attempts to ensure that the underwritten risks are well diversified in terms of type and amount of risk, line of business and geography. Underwriting limits are in place to enforce appropriate risk selection criteria.

The Group has the right not to renew individual policies, to re-price the risk, to impose deductibles and to reject the payment of a fraudulent claim. Insurance contracts also entitle the Group to pursue third parties for payment of some or all costs (for example, subrogation). Furthermore, the Group's strategy limits the total exposure to any one territory and the exposure to any one line of business.

The reinsurance arrangements include excess and catastrophe coverage. The effect of such reinsurance arrangements is that the Group should not suffer net insurance losses more than the limit defined in the Risk appetite statement in any one event. The Group has survey units dealing with the mitigation of risks surrounding claims. This unit investigates and recommends ways to improve risk claims. The risks are frequently reviewed individually and adjusted to reflect the latest information on the underlying facts, current law, jurisdiction, contractual terms and conditions, and other factors. The Group actively manages and pursues early settlements of claims to reduce its exposure to unpredictable developments.

27.2 Sources of uncertainty in the estimation of future claim payments

Claims on insurance contracts are payable on a claims-occurrence basis. The Group is liable for all insured events that occurred during the term of the contract, even if the loss is discovered after the end of the contract term. As a result, certain claims are settled over a long period of time and element of the claims provision include incurred but not reported claims (IBNR). The estimation of IBNR is generally subject to a greater degree of uncertainty than the estimation of the cost of settling claims already notified to the Group, where information about the claim event is available. IBNR claims may not be apparent to the insured until many years after the event that gave rise to the claims. For some insurance contracts, the IBNR proportion of the total liability is high and will typically display greater variations between initial estimates and final outcomes because of the greater degree of difficulty of estimating these liabilities and changing situation during the claim evaluation. In estimating the liability for the cost of reported claims not yet paid, the Group considers information available from loss adjusters and information on the cost of settling claims with similar characteristics in previous periods. Large claims are assessed on a case-by-case basis or projected separately in order to allow for the possible distortive effect of their development and incidence on the rest of the portfolio.

The estimated cost of claims includes direct expenses to be incurred in settling claims, net of the expected subrogation value and other recoveries. The Group takes all reasonable steps to ensure that it has appropriate information regarding its claims' exposures. However, given the uncertainty in establishing claims provisions, it is possible that the final outcome will prove to be different from the original liability established. The amount of insurance claims is in certain cases sensitive to the level of court awards and to the development of legal precedent on matters of contract and tort.

Where possible, the Group adopts multiple techniques to estimate the required level of provisions. This provides a greater understanding of the trends inherent in the experience being projected. The projections given by the various methodologies also assist in estimating the range of possible outcomes. The most appropriate estimation technique is selected taking into account the characteristics of the business class and the extent of the development of each accident year.

In calculating the estimated cost of unpaid claims (both reported and not), the Group's estimation techniques are a combination of loss-ratio-based estimates and an estimate based upon actual claims experience where greater weight is given to actual claims experience as time passes. The initial loss-ratio estimate is an important assumption in the estimation technique and is based on previous years' experience, adjusted for factors such as premium rate changes, anticipated market experience and claims inflation.

27.3 Process used to decide on assumptions

The risks associated with insurance contracts are complex and subject to several variables that complicate quantitative sensitivity analysis. The Group uses assumptions based on a mixture of internal and market data to measure its claims liabilities. Internal data is derived mostly from the Group's claims reports and screening of the actual insurance contracts carried out at the end of the reporting period to derive data for the contracts held. The Group has reviewed the individual contracts and in particular, the line of business in which the insured companies operate and the actual exposure years of claims. This information is used to develop scenarios related to the latency of claims that are used for the projections of the ultimate number of claims.

The Group uses several statistical methods and actuarial techniques to incorporate the various assumptions made to estimate the ultimate cost of claims. The five methods more commonly used are the Chain Ladder, Expected Loss Ratio, Bornhuetter-Ferguson, Trended Burning Cost and Frequency and Severity methods.

Chain Ladder Method: Chain-ladder methods may be applied to premiums, paid claims, or incurred claims (for example, paid claims plus case estimates). The basic technique involves the analysis of historical claims development factors and the selection of estimated development factors based on this historical pattern. The selected development factors are then applied to cumulative claims data for each accident year that is not yet fully developed to produce an estimated ultimate claims cost for each accident year.

Chain-ladder techniques are most appropriate for those accident years and classes of business that have reached a relatively stable development pattern. They are less suitable in cases where the insurer does not have a developed claims history for a particular class of business or involves significant changes in terms of process.

Expected Loss Ratio (ELR) Method: The ELR method is used to determine the projected amounts of claims relative to earned premiums. It is used for lines of business that lack past data, while the chain ladder method is used for stable businesses. In certain instances, such as new lines of business, the ELR method may be the only possible way to figure out the appropriate level of loss reserves required.

Bornhuetter-Ferguson Method: The Bornhuetter-Ferguson method uses a combination of a benchmark or market-based estimate and an estimate based on claims experience. The former is based on a measure of exposure such as premiums; the latter is based on the paid or incurred claims to date. The two estimates are combined using a formula that gives more weight to the experience-based estimate as time passes. This technique is used in situations where developed claims experience is not available for the projection (recent accident years or new classes of business).

Trended Burning Cost Method: The trended burning cost method projects future claims costs by adjusting the previous year's costs with a trend factor, which accounts for recent data and seasonal variations. This method helps in accurately estimating future claims, considering both trends and seasonal impacts.

Frequency and Severity Method: The frequency and severity method estimates future claims costs by analysing the number of claims (frequency) and the average cost per claim (severity). By multiplying these two factors, insurers can forecast total claims costs and set accurate ultimate claims.

The choice of selected results for each accident year of each class of business depends on an assessment of the technique that has been most appropriate to observed historical developments. In certain instances, this has meant that different techniques or combinations of techniques have been selected for individual accident years or groups of accident years within the same class of business.

The Group uses standard actuarial techniques to estimate its loss provisions as mentioned above. Actuarial techniques and/or methodologies used to estimate the loss provisions could vary based on the specific nature of the lines of business. The general excluding motor and group life business typically have a lower frequency and higher severity of claims while the medical and motor business are more attritional in nature i.e., higher frequency and lower severity. For the attritional lines, any inconsistencies in the claims processes could impact the loss development experience assumed in the technical provisions calculation and hence is one of the key assumptions in the estimation of the technical provisions. For the less attritional lines, typically the loss ratio assumptions under the Bornhuetter-Ferguson technique are a key assumption in the estimation of the technical provisions. The Group monitors closely and validates the key assumptions in the estimation of the technical provisions on a periodic basis.

27.4 Claims development process

The following tables show the estimates of cumulative incurred claims, including both claims notified and IBNR for each successive accident year at each reporting date, together with cumulative payments to date. The Group has not disclosed previously unpublished information about claims development that occurred earlier than five years before the end of the annual reporting period in which it first applies IFRS 17.

Gross claims development

Accident year	Before 2021 AED'000	2021 AED'000	2022 AED'000	2023 AED'000	2024 AED'000	Total AED'000
At the end of each reporting year						
2021		2,291,477	-	-	-	2,291,477
2022		2,253,864	2,519,440	-	-	4,773,304
2023		2,248,383	2,567,448	3,194,501	-	8,010,332
2024		2,248,165	2,509,887	2,982,970	3,610,789	11,351,811
Gross estimates of the undiscounted amount of the claims		2,248,165	2,509,887	2,982,970	3,610,789	11,351,811
Cumulative payments to date		2,001,439	2,139,387	2,286,659	2,020,421	8,447,906
Gross undiscounted liabilities for incurred claims	928,182	246,726	370,500	696,311	1,590,368	3,832,087
Effect of discounting						(208,286)
Effect of risk adjustment for non-financial risk						263,538
Others*						162,998
Total gross liabilities for incurred claims						4,050,337

* Others includes Gross Unallocated loss adjustment expenses reserve and Insurance claims payable

Net claims development

Accident year	Before 2021 AED'000	2021 AED'000	2022 AED'000	2023 AED'000	2024 AED'000	Total AED'000
At the end of each reporting year						
2021		1,159,214	-	-	-	1,159,214
2022		1,112,863	1,168,232	-	-	2,281,095
2023		1,097,770	1,175,023	1,371,599	-	3,644,392
2024		1,101,377	1,191,562	1,365,322	1,663,621	5,321,882
Net estimates of the undiscounted amount of the claims		1,101,377	1,191,562	1,365,322	1,663,621	5,321,882
Cumulative payments to date		1,017,751	1,074,194	1,149,872	1,084,896	4,326,713
Net undiscounted liabilities for incurred claims	36,968	83,626	117,368	215,450	578,725	1,032,137
Effect of discounting						(61,232)
Effect of risk adjustment for non-financial risk						54,954
Others*						(116,604)
Total net liabilities for incurred claims						909,255

* Others includes Net Unallocated loss adjustment expenses reserve, Non-performance risks and Net (re)insurance claims payable.

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27.5 Sensitivity analysis

Sensitivity analysis for contracts measured under PAA

For the year ended 31 December 2024 For the year ended 31 December 2023

	Change in profit or loss		Change in profit or loss	
	Gross AED'000	Net AED'000	Gross AED'000	Net AED'000
Ultimate claims (5% increase)	(202,517)	(45,463)	(170,097)	(38,183)
Ultimate claims (5% decrease)	202,517	45,463	170,097	38,183
Interest rates (0.25% increase)	5,265	1,715	4,838	523
Interest rates (0.25% decrease)	(5,302)	(1,712)	(4,861)	(498)

Changes in interest rates also impact the other comprehensive income for contracts measured under the PAA due to the accounting policy of the Group to disaggregate the impact of changes in discount rates and other financial variables between the profit and loss and OCI. The 0.25% increase/decrease in interest rates on 31 December 2024 would also result in net increase of AED 657 thousand and net decrease of AED 663 thousand in the OCI of the year (2023: AED 1,087 thousand and AED 1,096 thousand). Therefore, the total impact on equity from a 0.25% increase/decrease in interest rates on 31 December 2024 is AED 2,372 thousand and AED 2,375 thousand respectively (2023: AED 1,610 thousand and AED 1,594 thousand).

The impact on the present value of future cash flows of the changes in underwriting risk variables are presented in the table below on a gross and net of reinsurance basis.

Sensitivity analysis for contracts not measured under PAA

For the year ended 31 December 2024 For the year ended 31 December 2023

	Gross		Gross	
	AED'000	Net AED'000	AED'000	Net AED'000
Present value of future cash flows (LRC)	187,561	196,000	116,341	145,910
Expenses (5% increase)	188,124	196,563	116,729	146,294
Expenses (5% decrease)	186,998	195,437	115,952	145,517
Lapse rates (10% increase)	188,278	196,181	117,137	145,045
Lapse rates (10% decrease)	186,701	195,724	115,444	146,797
Mortality rates (1% increase)	188,113	196,120	116,688	145,987
Mortality rates (1% decrease)	187,009	195,880	115,992	145,823

The changes in the present value of future cash flows mainly affect the CSM to the extent that they do not give rise or relate to onerous contracts. Changes that affect the CSM would have a resulting impact in the profit or loss of the Group as a result of the change in the CSM amortisation during the period.

The impact on the present value of future cash flows of the changes in interest rates are presented in the table below on a gross and net of reinsurance basis.

Sensitivity analysis for contracts not measured under PAA

For the year ended 31 December 2024 For the year ended 31 December 2023

	Gross		Gross	
	AED'000	Net AED'000	AED'000	Net AED'000
Interest rates (0.25% increase)	186,969	195,279	115,726	145,048
Interest rates (0.25% decrease)	188,161	196,726	116,958	146,771

For non-direct participating contracts, a change in the present value of future cash flows as a result of discounting future cash flows at revised rates would impact the insurance finance income or expenses recognised in profit or loss. For direct participating contracts the impact of changes in interest rates does not directly impact the profit or loss of the Group considering that the impact is recorded through the CSM which is measured based on current market rates.

27.6 Concentration of insurance risk

The Group's underwriting business is mainly based within GCC countries.

In common with other insurance companies, in order to minimise financial exposure arising from large insurance claims, the Group, in the normal course of business, enters into arrangement with other parties for reinsurance purposes.

To minimise its exposure to significant losses from reinsurer insolvencies, the Group evaluates the financial condition of its reinsurers and monitors concentrations of credit risk arising from similar geographic regions, activities or economic characteristics of the reinsurers. Reinsurance ceded contracts do not relieve the Group from its obligations to policyholders. The Group remains liable to its policyholders for the portion reinsured to the extent that any reinsurer does not meet the obligations assumed under the reinsurance agreements.

The geographical concentration of the Group's insurance contract liabilities is noted below. The disclosure is based on the countries where the business is written:

	For the year ended 31 December 2024			For the year ended 31 December 2023		
	Non-Life	Life	Total	Non-Life	Life	Total
	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000
GCC countries:						
Insurance contract liabilities - net	4,838,916	318,219	5,157,135	3,974,378	236,288	4,210,666
Reinsurance contract assets - net	3,287,406	76,999	3,364,405	2,676,550	56,903	2,733,453
Non GCC countries:						
Insurance contract liabilities - net	42,708	-	42,708	33,501	-	33,501
Reinsurance contract assets - net	14,743	-	14,743	10,821	-	10,821

28. Capital management

The Group's objectives when managing capital are summarised as follows:

- to comply with the insurance capital requirements required by the regulators of the insurance industry where the entities within the Group operate;
- to protect its policy holders' interests;
- to safeguard the Group's ability to continue as a going concern so that it can continue to provide returns for the shareholders and benefits for other stakeholders; and
- to provide an adequate return to the shareholders by pricing insurance contracts commensurately with the level of risk.

Section 2 of the Financial Regulations for Insurance Companies (the "Regulations") issued by the CBUAE identifies the required solvency margin to be held in addition to insurance liabilities. The solvency margin must be maintained at all times throughout the year. The Group is subject to the Regulations which has been complied with during the year. The Group has incorporated in its policies and procedures the necessary tests to ensure continuous and full compliance with these Regulations.

The table below summarises the Minimum Capital Requirement, Minimum Guarantee Fund and Solvency Capital Requirement of the Group and the total capital held to meet these solvency margins as defined in the Regulations. In accordance with Circular No. CBUAE/BSN/N/2022/923 of CBUAE dated 28 February 2022, the Group has disclosed the solvency position for the immediately preceding period as the current year solvency position is not yet finalised.

	At 30 September 2024 (Unaudited)	At 31 December 2023 (Audited)
	AED'000	AED'000
Minimum Capital Requirement (MCR)	100,000	100,000
Solvency Capital Requirement (SCR)	945,246	895,154
Minimum Guarantee Fund (MGF)	597,449	507,146
Own Funds:		
Basic Own Funds	2,579,143	2,344,551
Minimum Capital Requirement Surplus (over MCR)	2,479,143	2,244,551
Minimum Capital Requirement Surplus (over SCR)	1,633,897	1,449,397
Minimum Capital Requirement Surplus (over MGF)	1,981,694	1,837,405

Based on the CBUAE regulatory requirements, the minimum regulatory capital required is AED 100 million (31 December 2023: AED 100 million) against which the paid up capital of the Company is AED 462 million (31 December 2023: AED 462 million).

The Group and its individually regulated operations have complied with all externally imposed capital requirements throughout the year. There have been no changes in the Group's management of capital during the year.

29. Classification of financial assets and liabilities

- a. The table below sets out the Group's classification of each class of financial assets and liabilities and their carrying amounts as at 31 December 2024:

	FVTPL AED'000	FVTOCI AED'000	Amortised cost AED'000	Total AED'000
Financial assets:				
Cash and cash equivalents	-	-	332,160	332,160
Deposits with banks	-	-	992,385	992,385
Statutory deposits	-	-	197,590	197,590
Financial investments measured at fair value	1,165,224	953,012	-	2,118,236
Financial investments measured at amortised cost	-	-	2,631,118	2,631,118
Other receivables (excluding prepayments)	-	-	410,801	410,801
Total	1,165,224	953,012	4,564,054	6,682,290
Financial liabilities:				
Investment contract liabilities	987,347	-	-	987,347
Other payables	-	-	1,085,986	1,085,986
Total	987,347	-	1,085,986	2,073,333

- b. The table below sets out the Group's classification of each class of financial assets and liabilities and their carrying amounts as at 31 December 2023:

	FVTPL AED'000	FVTOCI AED'000	Amortised cost AED'000	Total AED'000
Financial assets:				
Cash and cash equivalents	-	-	161,327	161,327
Deposits with banks	-	-	969,541	969,541
Statutory deposits	-	-	195,528	195,528
Financial investments measured at fair value	1,180,592	718,399	-	1,898,991
Financial investments measured at amortised cost	-	-	1,923,693	1,923,693
Other receivables (excluding prepayments)	-	-	206,082	206,082
Total	1,180,592	718,399	3,456,171	5,355,162
Financial liabilities:				
Investment contract liabilities	1,095,494	-	-	1,095,494
Other payables	-	-	573,441	573,441
Total	1,095,494	-	573,441	1,668,935

Management considers that the carrying amounts of financial assets and financial liabilities recorded in the consolidated financial statements approximate their fair values, except for the financial investments measured at amortised cost of which fair value is determined and disclosed in note 30.3 of these consolidated financial statements.

30. Fair value measurements

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

Valuation techniques and assumptions applied for the purposes of measuring fair value

The fair values of financial assets and financial liabilities are determined using similar valuation techniques and assumptions as used for the year ended 31 December 2023.

Fair value of the Group's financial assets and liabilities that are measured at fair value on recurring basis

Some of the Group's financial assets and liabilities are measured at fair value at the end of the reporting period.

30.1 The following table gives information about how the fair values of these financial assets and liabilities measured at fair value are determined:

	Fair value as at 31 December		Fair value hierarchy	Valuation techniques and key inputs	Significant unobservable input	Relationship of unobservable inputs to fair value
	2024 AED'000	2023 AED'000				
Financial assets measured at FVTPL						
Unit linked investments	1,164,678	1,180,035	Level 2	Quoted prices in secondary market	None	Not applicable
Quoted equity investments	546	557	Level 3	Net assets as per financial statements	EV/EBITDA Multiple	EV/EBITDA multiple for similar companies will directly impact the fair value calculation
Financial assets measured at FVTOCI						
Quoted equity investments	661,235	575,360	Level 1	Quoted bid prices in an active market	None	Not applicable
Quoted fund	243,418	91,330	Level 2	Quoted prices in secondary market	None	Not applicable
Quoted bonds	20,023	21,293	Level 1	Quoted bid prices in an active market	None	Not applicable
Unquoted equity and private equity fund	28,336	30,416	Level 3	Multiple based approach and net assets as per financial statements	Price to book value multiple	Price to book value multiple for similar companies will directly impact the fair value calculation.
Financial liabilities measured at FVTPL						
Investment contract liabilities	987,347	1,095,494	Level 2	Quoted prices in secondary market	None	Not applicable

There were no transfers between any of the levels during the year. There are no other financial liabilities which should be categorised under any of the levels in the above table.

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30.2 Reconciliation of Level 3 fair value measurement of financial assets measured at FVTOCI.

	2024 AED'000	2023 AED'000
At 1 January	30,416	37,559
Disposals	(1,103)	(12,429)
Changes in fair value recognised in other comprehensive income	(977)	(3,659)
Acquisition of subsidiary	-	8,945
At 31 December	28,336	30,416

30.3 Fair value of financial instruments measured at amortised cost

Except as detailed in the following table, management considers that the carrying amounts of financial assets and financial liabilities measured at amortised cost in the consolidated financial statements to approximate their fair values as these are substantially short term in nature and carry market rates of interest.

	Carrying amount AED'000	Fair Value		
		Level 1 AED'000	Level 2 AED'000	Level 3 AED'000
31 December 2024				
<i>Financial assets:</i>				
Quoted debt investments	2,631,118	2,495,876	-	-
31 December 2023				
<i>Financial assets:</i>				
Quoted debt investments	1,923,693	1,800,597	-	-

30.4 Fair value sensitivity analysis

The following table shows the sensitivity of fair values to 1% increase or decrease in market price as at 31 December 2024 and 31 December 2023 on the consolidated statement of profit or loss:

	Favourable change AED'000	Unfavourable change AED'000
31 December 2024		
<i>Financial assets:</i>		
Quoted debt investments	25,180	(25,180)
31 December 2023		
<i>Financial assets:</i>		
Quoted debt investments	18,219	(18,219)



31. Financial risk

The Group is exposed to a range of financial risks through its financial assets, financial liabilities, reinsurance assets and insurance liabilities. In particular, the key financial risk is that in the long-term its investment proceeds are not sufficient to fund the obligations arising from its insurance contracts. The most important components of this financial risk are market risk (which includes foreign currency exchange risk, price risk and cash flow and fair value interest rate risk), credit risk and liquidity risk.

These risks arise from open positions in interest rate, currency and equity products, all of which are exposed to general and specific market movements. The risks that the Group primarily faces due to the nature of its investments and liabilities are interest rate risk and equity price risk.

The Group manages these positions within an ALM framework that has been developed to achieve long-term investment returns over its obligations under insurance contracts. The principal technique of the Group's ALM is to match assets to the liabilities arising from insurance contracts with reference to the type of benefits payable to contract holders. For each distinct class of liabilities, a separate portfolio of assets is maintained. The Group has not changed the processes used to manage its risks from previous periods. The Executive Committee oversees the management of financial risks through its Investment Committee and Credit Committee.

The Group's ALM is integrated with the management of the financial risks associated with the Group's other classes of financial assets and liabilities not directly associated with insurance liabilities. The notes below explain how financial risks are managed using the categories utilised in the Group's ALM framework. In particular, the ALM Framework requires the management of interest rate risk, equity price risk and liquidity risk at the portfolio level. Foreign currency and credit risk are managed on a group-wide basis.

a. Market risk

Market risk quantifies the adverse impact due to broad, systemic movements in one or more market risk drivers. Market risk drivers include equity prices, credit spreads, foreign exchange rates and interest rates.

The Group's market risks arise from open positions in (a) foreign currencies and (b) interest bearing assets and liabilities, to the extent they are exposed to general and specific market movements. Management sets limits on the exposure to currency and interest rate risk that may be acceptable, which are monitored on a regular basis. However, the use of this approach does not prevent losses outside of these limits in the event of more significant market movements.

Sensitivities to market risks included below are based on a change in one factor while holding all other factors constant. In practice, this is unlikely to occur, and changes in some of the factors may be correlated - for example, credit spreads, changes in interest rate and changes in foreign currency rates.

i. Foreign currency exchange risk

Currency risk refers to the potential for financial instrument values to vary due to fluctuations in foreign exchange rates. The Group faces limited exchange rate risks since most of its monetary assets and monetary liabilities are denominated in either the local currencies of the countries where it operates or mainly in US Dollars, to which these local currencies are fixed.

Management considers the likelihood of significant losses from exchange rate fluctuations to be minimal. As a result, the Group has not implemented hedging strategies for its foreign currency exposure.

ii. Price risk

Equity price risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual security, or its issuer, or factors affecting all securities traded in the market. The Group is exposed to equity price risk with respect to its quoted equity investments. The Group limits equity price risk by maintaining a diversified portfolio and by continuous monitoring of developments in the market. In addition, the Group actively monitors the key factors that affect stock and market movements, including analysis of the operational and financial performance of investees.

At the end of the reporting period, if the prices of quoted equity and quoted fund investments are 1% higher / lower as per the assumptions mentioned below and all the other variables were held constant, the Group's other comprehensive income would have increased / decreased by AED 9,047 thousand (31 December 2023: AED 6,667 thousand) in the case of the financial investments at fair value through other comprehensive income and the Group's profit for the year ended 31

December 2024 would increase / decrease by AED 5 thousand (31 December 2023: AED 6 thousand) in the case of the financial investments at fair value through profit or loss.

Method and assumptions for sensitivity analysis:

- The sensitivity analysis has been done based on the exposure to equity and fund price risk as at the end of the reporting period.
- As at the end of the reporting period if equity or net asset value of the fund prices are 1% higher / lower on the market value uniformly for all equity while all other variables are held constant, the impact on other comprehensive income has been shown above.
- A 1% change in equity prices has been used to give a realistic assessment as a plausible event.

With respect to unquoted equity and private equity fund, if the net asset value were to increase / decrease by 1% and considering all other assumptions to remain constant, the fair value would increase/decrease by AED 283 thousand (31 December 2023: AED 304 thousand).

iii. Cash flow and fair value interest rate risk

Interest rate risk arises from the possibility that changes in interest rates will affect the finance income or finance cost of the Group. The Group is exposed to interest rate risk on its financial investments measured at amortised costs and term and statutory deposits that carry fixed interest rates.

The Group generally manages to minimise the interest rate risk by closely monitoring the market interest rates and investing in those financial assets in which such risk is expected to be minimal.

The sensitivity analyses below have been determined based on the exposure to interest rates for interest-bearing financial assets and liabilities assuming the amount of assets and liabilities at the end of the reporting period were outstanding for the whole year.

If interest rates had been 100 basis points higher/lower and all other variables were held constant, the Group's profit for the year ended 31 December 2024 would increase/decrease by AED 16,036 thousand (31 December 2023: AED 14,289 thousand).

b. Credit risk

Credit risk is the risk of loss arising from counterparties that has a financial obligation to the Group and is either unable or unwilling to meet its obligation in full and when it becomes due. The Group has no significant concentrations of credit risk.

Key areas where the Group is exposed to credit risk are:

- Insurance/reinsurance contract assets;
- Other receivables;
- Financial investments;
- Deposits with banks with original maturities of more than three months;
- Statutory deposits; and
- Bank balances and cash

The Group has adopted a policy of dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults. The Group's exposure and the credit ratings of their counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties. Credit exposure is controlled by counterparty limits that are reviewed and approved by the management annually. At 31 December 2024, the maximum exposure to credit risk from insurance contracts is AED 1,096,519 thousand (31 December 2023: AED 952,771 thousand), which primarily relates to premiums receivable for services that the Group has already provided.

Reinsurance is used to manage insurance risk. This does not, however, discharge the Group's liability as primary insurer. If a reinsurer fails to pay a claim for any reason, the Group remains liable for the payment to the policyholder. The creditworthiness of reinsurers is considered on an annual basis by reviewing their financial strength prior to finalisation of any contract.

The Group maintains records of the payment history for significant contract holders with whom it conducts regular business. The exposure to individual counterparties is also managed by other mechanisms, such as the right of offset where counterparties are both debtors and creditors of the Group. Management information reported to the Group includes details of expected credit losses on insurance and reinsurance receivables and subsequent write-offs. The Group

does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. The Group defines counterparties as having similar characteristics if they are related entities.

The fair value of cash and bank balances and bank deposits as at 31 December 2024 and 31 December 2023 approximates their carrying value.

The carrying amount of financial assets recorded in the consolidated financial statements, which is net of impairment losses, represents the Group's maximum exposure to credit risk.

The following financial assets of the Group are subject to the expected credit loss model:

- Debt investments carried at amortised cost;
- Deposits with banks with original maturities of more than three months;
- Statutory deposits; and
- Bank balances and cash

There is no significant concentration of credit risk with respect to cash and cash equivalents, as the Group holds cash accounts in a large number of financial institutions. The credit risk on deposits with banks with original maturities of more than three months, statutory deposits and bank balances and cash is limited because the counterparties are licensed banks with sound financial positions.

All of the entity's debt investments at amortised cost are considered to have low credit risk, and the impairment charge recognised during the year was therefore limited to 12 months' expected losses. Management considers low credit risk for listed bonds to be an investment grade credit rating with at least one major rating agency.

The reinsurance contract assets and reinsurance receivables are with highly rated reinsurers based on the Group internal Risk management framework.

The below table summarises the staging for financial assets using the general approach:

	2024			2023		
	Stage 1 AED'000	Stage 3 AED'000	Total AED'000	Stage 1 AED'000	Stage 3 AED'000	Total AED'000
Financial investments at amortised cost	2,632,542	-	2,632,542	1,924,601	-	1,924,601
Allowance for impairment	(1,424)	-	(1,424)	(908)	-	(908)
Debt instruments at FVTOCI	20,023	-	20,023	21,293	-	21,293
Allowance for impairment	(5)	-	(5)	(7)	-	(7)
Cash and bank balances, deposits with banks and statutory deposits	1,522,416	-	1,522,416	1,326,544	-	1,326,544
Allowance for impairment	(281)	-	(281)	(148)	-	(148)

c. Liquidity risk

Liquidity risk refers to the risk that an entity will encounter difficulty in meeting obligations associated with its financial liabilities at maturity date. The Group manages the liquidity risk through a risk management framework for the Group's short, medium and long-term funding and liquidity management requirements by maintaining adequate reserves, sufficient cash and cash equivalent and bank facilities, to ensure that funds are available to meet their commitments for liabilities as they fall due.

The maturity profile is monitored by management to ensure adequate liquidity is maintained. The table below summarises the maturity profile of the Group's financial assets including interest receivables, financial liabilities, unearned premiums, life assurance fund and unit linked reserves within insurance contract liabilities and reinsurance contract assets is based on remaining undiscounted contractual obligations and outstanding claims and incurred but not reported claims reserve within insurance contract liabilities and reinsurance contract assets is based on their expected cash flows.

2024	Carrying amount AED'000	Less than 1 year AED'000	1 to 5 years AED'000	Over 5 years AED'000	No maturity date AED'000	Total AED'000
Assets						
Statutory deposits	197,590	116,217	95,818	-	-	212,035
Financial investments at amortised cost	2,631,118	397,318	1,361,588	1,936,447	-	3,695,353
Financial investments at FVTOCI	953,012	973	9,906	27,238	932,989	971,106
Financial investments at fair value through profit or loss	1,165,224	148,436	429,459	586,783	546	1,165,224
Insurance contract assets	4,867	3,257	1,155	455	-	4,867
Reinsurance contract assets	3,391,741	2,626,035	743,007	22,699	-	3,391,741
Other receivables (excluding prepayments)	410,801	410,801	-	-	-	410,801
Deposits with banks	992,385	989,202	17,365	-	-	1,006,567
Cash and cash equivalents	332,160	342,885	-	-	-	342,885
Total	10,078,898	5,035,124	2,658,298	2,573,622	933,535	11,200,579
Liabilities						
Bank borrowings	86,000	88,162	-	-	-	88,162
Investment contract liabilities	987,347	125,836	364,070	497,441	-	987,347
Insurance contract liabilities	5,204,710	3,482,808	1,235,015	486,887	-	5,204,710
Reinsurance contract liabilities	12,593	9,750	2,759	84	-	12,593
Other payables (excluding lease liabilities)	1,066,857	1,066,857	-	-	-	1,066,857
Lease liabilities	19,129	5,108	14,656	-	-	19,764
Total	7,376,636	4,778,521	1,616,500	984,412	-	7,379,433

2023	Carrying amount AED'000	Less than 1 year AED'000	1 to 5 years AED'000	Over 5 years AED'000	No maturity date AED'000	Total AED'000
Assets						
Statutory deposits	195,528	166,005	44,841	-	-	210,846
Financial investments at amortised cost	1,923,693	325,806	907,083	1,224,061	-	2,456,950
Financial investments at FVTOCI	718,399	-	-	-	718,399	718,399
Financial investments at fair value through profit or loss	1,180,592	153,971	443,779	582,285	557	1,180,592
Insurance contract assets	934	580	269	85	-	934
Reinsurance contract assets	2,756,863	1,931,749	805,712	19,402	-	2,756,863
Other receivables (excluding prepayments)	206,082	206,082	-	-	-	206,082
Deposits with banks	969,541	947,337	43,972	-	-	991,309
Cash and cash equivalents	161,327	171,183	-	-	-	171,183
Total	8,112,959	3,902,713	2,245,656	1,825,833	718,956	8,693,158
Liabilities						
Bank borrowings	86,000	88,683	-	-	-	88,683
Investment contract liabilities	1,095,494	142,940	411,985	540,569	-	1,095,494
Insurance contract liabilities	4,245,101	2,639,033	1,220,634	385,434	-	4,245,101
Reinsurance contract liabilities	12,589	8,821	3,679	89	-	12,589
Other payables (excluding lease liabilities)	548,653	548,653	-	-	-	548,653
Lease liabilities	24,788	4,085	21,441	-	-	25,526
Total	6,012,625	3,432,215	1,657,739	926,092	-	6,016,046

32. Subsidiaries

Details of the Company's subsidiaries at 31 December 2024 and 2023 are as follows:

Name of subsidiary	Place of incorporation and operation	Proportion of legal ownership interest		Proportion of voting power held	Principal activity
		2024	2023		
Equator Insurance Agency L.L.C.*	Dubai - U.A.E	99.97%	99.97%	100%	Insurance agency
Synergize Services FZ L.L.C.**	Dubai - U.A.E	100%	100%	100%	Management Information technology and transaction processing
OIC Corporate Member Limited***	England and Wales - United Kingdom	100%	100%	100%	A limited liability underwriting member of Lloyd's
Oman Insurance Management Services Limited ***	Dubai - U.A.E	100%	100%	100%	Insurance management company
Sukoon Workplace Savings Solutions Limited ****	Dubai - U.A.E	100%	100%	100%	Acting as an administrator of an employee money purchase scheme
Sukoon Takaful P.J.S.C.*****	Dubai - U.A.E	94.61%	93.04%	94.61%	General and life takaful insurance

* The Company holds the remaining equity in Equator Insurance Agency L.L.C, beneficially through nominee arrangements.

** Synergize Services FZ L.L.C was incorporated on 24 January 2014 in Dubai Outsource Zone, UAE and is engaged in the business of providing management information technology and transaction processing services.

*** Sukoon has incorporated Oman Insurance Management Services Limited (the "Service company") in Dubai International Financial Centre ("DIFC") as a fully owned subsidiary of Sukoon Insurance P.J.S.C. to act on behalf of Sukoon's Syndicate 2880 under the delegated authority from the Syndicate 2880 and approval from Lloyd's of London. As part of SIAB arrangement, Sukoon has also incorporated "OIC Corporate Member Limited", a private limited company in England and Wales, United Kingdom as a fully owned subsidiary of Sukoon Insurance P.J.S.C.

**** On 13 April 2023, Sukoon has incorporated Sukoon Workplace Savings Solutions Limited ("SWSS") (formerly Oman Insurance Workplace Savings Solutions Limited) in DIFC as a fully owned subsidiary of Sukoon Insurance P.J.S.C. SWSS received its license from the DFSA on 10 July 2023.

***** On 18 May 2023 ("the acquisition date"), the Group acquired a 93.0432% of the share capital and voting interests of Sukoon Takaful for a cash consideration of AED 186,089 thousand and thereby obtaining control of Sukoon Takaful. The purchase consideration of the acquisition has been allocated to the assets acquired and liabilities assumed using their fair values at the acquisition date. The computation of the purchase consideration and its allocation to the net assets of Sukoon Takaful based on their respective fair values as of 18 May 2023 is presented below.

	18 May 2023 (Audited) AED'000
Fair value of identifiable net assets	208,271
Fair value of consideration transferred	(186,089)
Non-controlling interest on proportionate basis	(14,489)
Gain on bargain purchase	7,693

On 4 March 2024, Sukoon Takaful announced that it had received the offer document from Sukoon in regard to the purchase of the shares of the remaining shareholders of Sukoon Takaful. Pursuant to the offer on 2 April 2024, Sukoon has received acceptances for 2,411,030 shares which represent 1.5656% of the shares of Sukoon Takaful at a total purchase value of AED 3,978 thousand. Upon the purchase of additional 1.5656% of shares, Sukoon holding in Sukoon Takaful increased to 94.6089%.

Summarised financial information of Group's subsidiary - Sukoon Takaful P.J.S.C. that the Company has only non-controlling interests before intragroup elimination is as follows:

	2024 AED'000	2023 AED'000
Statement of financial position		
Total participants' assets	192,931	158,581
Total shareholders' assets	236,843	214,354
Total assets	429,774	372,935
Total participants' liabilities	192,931	158,581
Total shareholders' liabilities	42,043	39,033
Total liabilities	234,974	197,614
Net assets	194,800	175,321
Statement of comprehensive income		
Net takaful income/(loss)	32,659	(42,596)
Investment and other income	29,097	7,969
Total expenses	(40,911)	(41,903)
Profit/(loss) before tax	20,845	(76,530)
Income tax expenses	(1,858)	-
Profit/(loss) after tax	18,987	(76,530)
Other comprehensive income	492	403
Total comprehensive income/(loss)	19,479	(76,127)
Statement of cash flows		
Net cash used in operating activities	(7,136)	(49,429)
Net cash generated from/(used in) investing activities	2,570	(7,557)
Net cash used in financing activities	(526)	(526)
Net change in cash and cash equivalent	(5,092)	(57,512)

33. Corporate income tax

On 9 December 2022, the United Arab Emirates (UAE) Ministry of Finance ("MoF") released Federal Decree-Law No 47 of 2022 on the Taxation of Corporations and Businesses, Corporate Tax Law ("CT Law") to enact a new CT regime in the UAE. The new CT regime has become effective for accounting periods beginning on or after 1 June 2023. As the Group's accounting year ends on 31 December, the first tax period will be the period from 1 January 2024 to 31 December 2024, with the respective tax return to be filed on or before 30 September 2025.

On 9 December 2024, the UAE Ministry of Finance (MoF) announced further amendments to Federal Decree-Law No. 47 of 2022, including the implementation of a Domestic Minimum Top-up Tax (DMTT) and the introduction of certain tax incentives. According to the MoF, these amendments aim to enhance the UAE's business environment and promote greater compliance with global standards for transparency and fairness. Press reports indicate that the DMTT will impose a minimum effective tax rate of 15% on multinational enterprises (MNEs) with global revenues exceeding Euro 750 million in at least two of the last four financial years, effective from 1 January 2025. The MoF is expected to provide further details on the legislation.

The taxable income of the entities that are in scope for UAE CT purposes will be subject to the rate of 9% corporate tax. The Group is also subject to corporate taxes of foreign operations of the respective jurisdictions at prevailing tax rates. The corporate taxes are payable on the total income after making the adjustments for certain disallowable expenses, exempt income and investment and other allowances. During the year, the provision for corporate tax liabilities is made only for the Group's UAE operations as other foreign operating entities have incurred taxable losses.

Income tax expenses recognised in consolidated statement of comprehensive income are as follows:

	2024 AED'000	2023 AED'000
Statement of profit or loss		
Current tax:		
Charge in respect of current year	24,431	1,107
Prior year credit	(153)	-
Deferred tax:		
Charge/(credit) in respect of current year	385	(137)
Net Income tax expense recognised in the consolidate statement of profit or loss	24,663	970
Other Comprehensive Income (OCI)		
Net fair value gains and losses of investments through FVTOCI:		
Current tax	(395)	-
Deferred tax	5,061	-
Net Income tax expense recognised in other comprehensive income	4,666	-
Net Income tax expense recognised in the consolidate statement of comprehensive income	29,329	970

33. Corporate income tax (continued)

Following is the analysis of deferred tax assets/(liabilities) presented in the consolidated statement of financial position:

	2024 AED'000	2023 AED'000
Deferred tax assets	3,062	2,481
Deferred tax liabilities	(10,015)	(3,987)
Net deferred tax assets/(liabilities)	(6,953)	(1,506)

Movement in Net deferred Tax assets/(Liabilities):

	2024 AED'000	2023 AED'000
Balance at the beginning of the year	(1,506)	2,618
Provisions for expected credit loss on financial assets	507	(137)
Recognition of intangible assets upon acquisition of a subsidiary	-	(3,987)
Changes in fair value of investments	(5,954)	-
Balance at the end of the year	(6,953)	(1,506)

34. Dividends

At the Annual General Meeting held on 29 February 2024, the shareholders approved a cash dividend distribution of 20% of the share capital amounting to AED 92,374 thousand (AED 20 fils per share) for the year ended 31 December 2023 (At the Annual General Meeting held on 27 March 2023, the shareholders approved a cash dividend distribution of 20% of the share capital amounting to AED 92,374 thousand (AED 20 fils per share) for the year ended 31 December 2022).

35. Social contributions

The Group made social contributions amounting to AED 76 thousand during the year ended 31 December 2024 (31 December 2023: AED 47 thousand).

36. Other information

- The Group established operations in Qatar on 6 January 2008 through an agency agreement entered with a local sponsor valid for an indefinite period. On 25 February 2019, the Qatar Central Bank ("QCB") did not accept the Group's application to open a foreign branch. Accordingly, the Group's management has taken the decision to no longer issue new policies in the State of Qatar. The Group will continue to service the existing policies as per the applicable conditions of the underlying contracts.
- During the year ended 31 December 2024, Oman Insurance Company P.S.C. has changed its legal name to Sukoon Insurance P.J.S.C. after obtaining relevant shareholders and regulatory approvals.
- On 24 August 2023, Sukoon and Chubb Tempest Life Reinsurance Ltd. acting through its branch office in the UAE ("Chubb UAE") signed an agreement to transfer the life insurance portfolio of Chubb UAE to Sukoon. The migration of the portfolio was completed on 24 February 2024 (portfolio transfer date) after obtaining necessary approvals from the regulators (the CBUAE, Bermuda Monetary Authority and the Supreme Court of Bermuda).
- Gross insurance premium

Details of gross insurance premium are presented as per the CBUAE reporting requirements.

For the year ended 31 December 2024	Life Insurance AED '000	Fund Accumulation AED '000	Medical Insurance AED '000	Property & Liability AED '000	All types of business combined AED '000
Direct Written Premiums	198,704	122,852	2,807,400	1,146,685	4,275,641
Inward premiums (both locally and internationally)	733	-	35,982	1,650,685	1,687,400
	199,437	122,852	2,843,382	2,797,370	5,963,041

For the year ended 31 December 2023	Life Insurance AED '000	Fund Accumulation AED '000	Medical Insurance AED '000	Property & Liability AED '000	All types of business combined AED '000
Direct Written Premiums	184,354	143,033	2,355,291	934,706	3,617,384
Inward premiums (both locally and internationally)	316	-	37,439	1,100,450	1,138,205
	184,670	143,033	2,392,730	2,035,156	4,755,589

37. Approval of the consolidated financial statements

The consolidated financial statements were approved by the Board of Directors and authorised for issue on 28 January 2025.

CORPORATE GOVERNANCE

2024



CORPORATE GOVERNANCE REPORT 2024

1. Corporate Governance System at Sukoon Insurance PJSC during 2024

The Board of Directors of Sukoon Insurance PJSC (hereinafter referred to as “Sukoon” or the “Company”) believes in strong corporate governance practices. Sukoon considers Corporate Governance very important to achieve sustainable long- term growth and prosperity for the company as the Board of Directors is committed to enhance the value of shareholders’ rights while being aware of the interests of all the concerned parties, including but not limited to employees, clients, suppliers, business partners and the community where Sukoon carries on its business.

Corporate Governance in Sukoon is not only a goal but also a continuous trip towards development and excellence in business. Based on this fact, the Board of Directors has continued to improve the corporate governance standards at Sukoon during 2024 in accordance with (i) the “Chairman Resolution of Securities and Commodities Authority’s no. (3) of 2020 Concerning approval of Public Joint Stock Companies Governance Guide” and the other relevant resolutions issued from time to time by the Securities and Commodities Authority “Authority” and (ii) the Corporate Governance Regulation for Insurance Companies issued by the Central Bank of UAE. The Chief Executive Officer and the Senior Executive team work towards enhancing and strengthening the internal control system which is considered as a conclusive factor in the framework of corporate governance at Sukoon.

Sukoon has created a framework for corporate governance to conduct its business inside and outside the company and to identify the responsibilities and obligations of the Board of Directors and the Executive Management, while protecting rights of all concerned parties.

The main components of the “Corporate Governance Framework” embedded with Sukoon consists of the following:

Corporate Governance Framework at Sukoon: The Three Pillars		
Board of Directors <ul style="list-style-type: none"> Active Independent Non-executive 	Committees <ul style="list-style-type: none"> Audit Committee Remuneration and Nomination Committee Investment Committee Risk Committee 	Internal Control System <ul style="list-style-type: none"> Compliance Risk Management Internal Audit

2. Statement detailing the ownership and transactions of board members, their spouses, and their children in the company's securities during 2024 according to the following table

Purchase and Sale of the Company's shares and transactions involving our securities by directors and officers and employees are governed by the Insider Trading Policy. The following table outlines the transactions (sale/purchase) by any of the Board members, their spouses and their children, in relation to Sukoon's securities during 2024.

Board Member	Position	Shares held at 31 Dec, 2024	Total Sales Transactions	Total Purchases Transactions
Abdul Aziz Al Ghurair	Board Member	None	None	None
Ali Rashed Lootah (resigned in March 2024)	Vice-Chairman	133,428	None	None
Rashed Saif Al-Jarwan	Board Member	None	None	None
Badr Al-Ghurair	Chairman	None	None	None
Nabeel Waheed	Board Member	None	None	None
Hazem Shish	Board Member	None	None	None
Mr. Mohamad Abdel Hamid Abdel Razek (Appointed in March 2024)	Vice-Chairman	None	None	None
Hazem Shish	Board Member	None	None	None

3. Board of Directors formation

a. Board of Directors and related information

S/N	Name	Type of Directorship	Experience	Qualifications	Duration of membership from date of appointment	Other membership and positions in other PJSC	Other positions in Regulatory, GVT bodies and other significant Business entities
01	Abdul Aziz Abdulla Al Ghurair	Non-Executive/ Non-Independent	Banking and Finance	Bachelor Degree in Industrial Engineering	14 years and 6 months	<ol style="list-style-type: none"> Chairman of Mashreq Bank PJSC Vice Chairman, Sukoon Takaful PJSC 	<ol style="list-style-type: none"> Chairman - Dubai Chamber of Commerce Chairman – UAE Banks Federation Governing Council Member – Global Muslim Philanthropy Fund for Children in partnership with UNICEF and Islamic Development Bank Chairman- AbdulAziz Abdullah Al Ghurair Refugee Education Fund Chairman of Al Ghurair Investment Chairman of Abdullah Al Ghurair Education Foundation
02	Ali Rashed Lootah (Resigned in March 2024)	Non-Executive/ Non-Independent	Real Estate and Financial	Bachelor's Degree in civil engineering	14 years and 6 months	<ol style="list-style-type: none"> Chairman Osool Finance Company PJSC Vice Chairman Mashreq Al Islami Finance company PJSC 	<ol style="list-style-type: none"> Member of the UAE engineers Society Board Member at AGI

3. Board of Directors formation (continued)

a. Board of Directors and related information (continued)

S/N	Name	Type of Directorship	Experience	Qualifications	Duration of membership from date of appointment	Other membership and positions in other PJSC	Other positions in Regulatory, GVT bodies and other significant Business entities
03	Rashed Saif Al-Jarwan Al Shamsi	Non-Executive/ Non-Independent	Gas/ Petroleum	Bachelor Degree in in Petroleum and Gas Engineering	12 years and 6 months	1. Vice Chairman Dana Gas 2. Board Member Sukoon Takaful	1. Chairman Al Ghurair Holding 2. Board member Emirates General Petroleum Corporation (EMARAT)
04	Badr Al-Ghurair	Non-Executive/ Independent	Properties	Bachelor Degree in Economics	12 years and 11 months	Board Member at Sukoon Takaful	CEO - Carstaxi
05	Hamda Moosa Alshamali	Non-Executive/ Independent	Banking/HR	Bachelor's in Business	10 months	None	Mashreq: Senior Executive Vice President, Group Chief People & Intellectual Capital Officer
06	Nabeel Waheed	Non-Executive/ Independent	Banking/ Finance	Bachelor Degree in Science; Finance	10 years and 5 months	None	1. Board member at AGMelco Ltd 2. Group Head Treasury & Finance- Al Ghurair Investment LLC
07	Hazem Shish	Non-Executive/ Independent	Finance/ Banking	Master of Science in Management	2 years and 8 months	None	1. Partner at Azura 2. Board Member at Al Ghurair Investment
08	Mohamad Abdel Hamid Abdel Razek (Appointed in March 2024)	Non-Executive/ Independent	Information and Technology	Bachelor of Electrical Engineering	8 months	None	1. Group Head of Tech, Transformation and Information- Mashreq

b. Female representation percentage in the Board of Directors for 2024

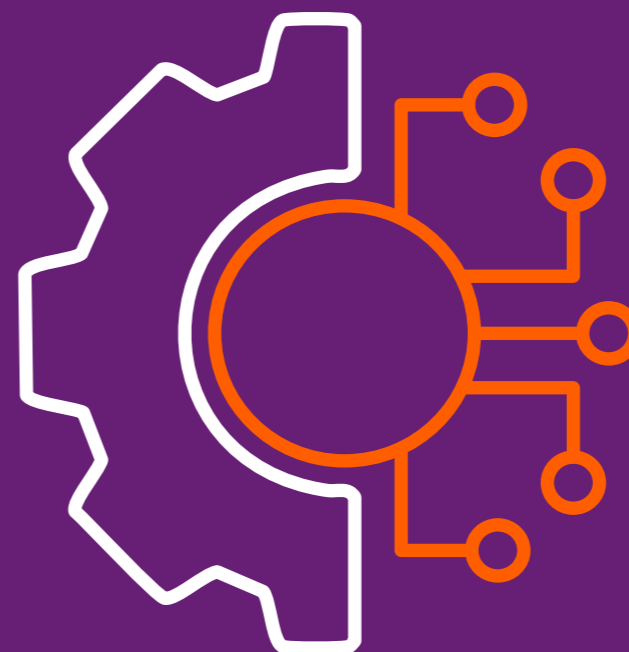
One seat amongst 7 in the Board of Director is reserved for females. Currently this seat is filled by *Hamda Moosa Alshamali*.

c. Reasons for not Nominating any Woman for the Board Membership

Not Applicable.

2020

DIGITISED MOTOR CLAIMS SYSTEM, REDUCING TIME TAKEN BY 50%



d. Remuneration

d.1 Remunerations paid to the board members for the year 2023:

Board Member Name	Amount in AED
Badr Al Ghurair	300,000
Ali Lootah	300,000
Abdul Aziz Abdulla Al Ghurair (Chairman for year 2023)	450,000
Rashid Saif Al Jarwan	300,000
Hazem Shish	300,000
Nabeel Waheed	300,000
Total Remuneration	2,250,000

d.2 Remunerations proposed for the Board Members in 2024, subject to the approval of Annual General Assembly:

Board Member Name	Amount in AED
Badr Al Ghurair	450,000
Mohamad Abdel Hamid Abdel Razek (Appointed in March 2024)	200,000
Ali Lootah (Resigned in March 2024)	100,000
Abdul Aziz Abdulla Al Ghurair	300,000
Rashid Saif Al Jarwan	300,000
Hazem Shish	300,000
Nabeel Waheed	300,000
Hamda Moosa Abdulla Hussain Alshamali (Appointed in February 2024)	250,000

d.3 Details of remunerations and allowances received by Board Members other than for attending committee meetings:

The Board to not receive any additional allowances for attending Board or Board Committee Meetings.

d.4 Details of the allowances received by Board Members for attending the Board meetings and committees emanating from the Board for the fiscal year of 2024:

Sukoon held meetings in relation to Investment Committee, Audit Committee, Nomination & Remuneration Committee and Risk Committee: The details of these meetings will be presented in the next sections. No remunerations have been paid to the Board members for the same.

d.5 Number of Board meetings held during the fiscal year 2024 and the relevant details:

Board Member	Board Meetings					
	Meeting 1 25-Jan-2024	Meeting 2 19-Mar-2024	Meeting 3 25-May-2024	Meeting 4 23-Jul-2024	Meeting 5 24-Oct-2024	Meeting 6 10-Dec-2024
Abdul Aziz Abdulla Al Ghurair	A	✓	✓	✓	✓	✓
Ali Rashed Ahmed Lootah (resigned In March 2024)	✓	AP	Resigned in March 2024			
Mohamad Abdel Hamid Abdel Razek	Appointed in March 2024		✓	✓	✓	✓
Rashed Saif Al-Jarwan Al-Shamsi	✓	AP	✓	✓	✓	✓
Badr Abdulla Al Ghurair	✓	✓	✓	✓	✓	✓
Hamda Moosa Alshamali (Appointed in February 2024)	Appointed in February 2024	✓	✓	✓	✓	A
Nabeel Waheed	✓	✓	✓	✓	✓	✓
Hazem Shish	✓	✓	✓	✓	✓	✓

✓- Present in person; A- Absent with valid reason; - AP: Appointed another board member as a Proxy to attend on his behalf

e. Statements of Board Resolutions passed by Circulation

The Board of Directors has passed the 11 Board Resolutions by circulation during 2024 for the following dates:

SN	Date of the Board resolutions by passing
1	7 February 2024
2	14 February 2024
3	23 February 2024
4	26 March 2024
5	23 April 2024
6	7 May 2024
7	29 May 2024
8	30 May 2024
9	30 September 2024
10	10 October 2024
11	25 November 2024

The above-mentioned Board Resolutions were disclosed to the Market.

f. Duties and functions of the Board of Directors carried out by the Executive Management pursuant to authorization from the Board to the Management, including the period and delegation of authority and powers

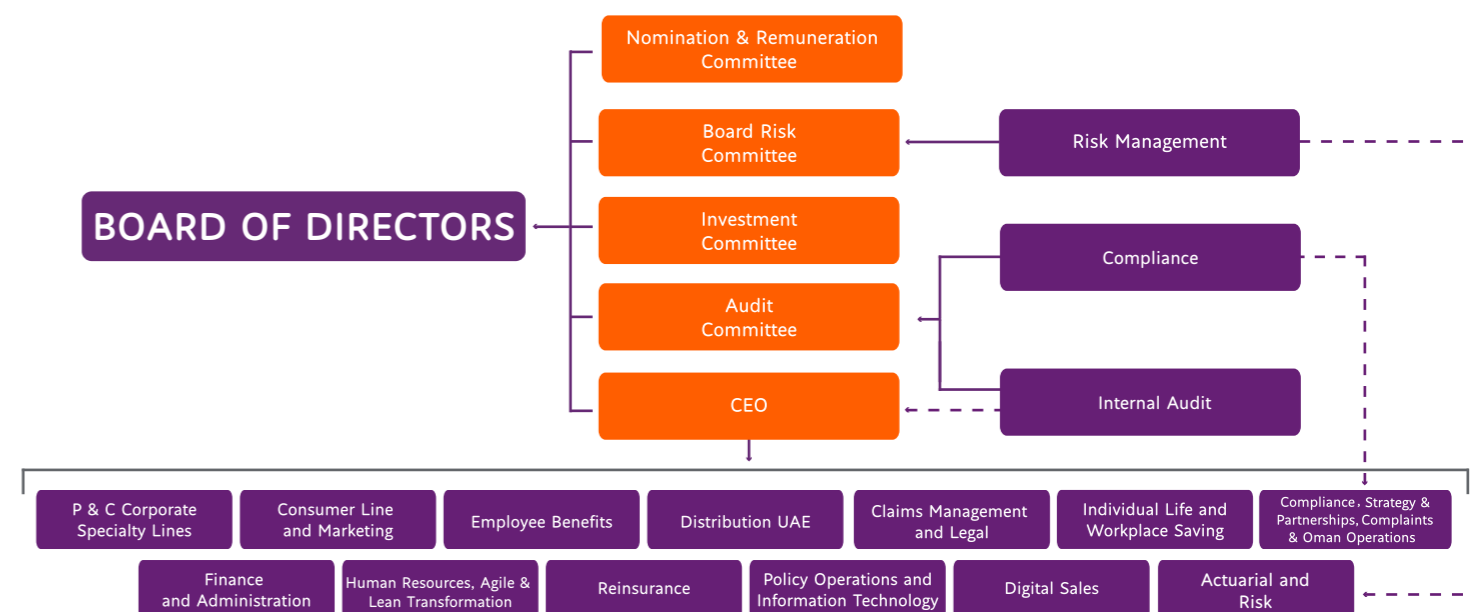
The CEO performs his duties pursuant to the authority delegated to him by the Chairman by virtue of a notarized power of Attorney. The CEO shall be supported by the Senior Executive team who are responsible for managing the day-to-day business of Sukoon, in line with the Annual Action Plan approved by the Board of Directors.

Name	Delegated authorities	Term of delegation
Jean-Louis Laurent Josi	All the management duties that form part of the daily conduct of the Company's Business and the implementation of its purposes including, but not limited to, representation of the Company before governmental, non-governmental entities and third parties, the conclusion of contracts on behalf of the Company and monitoring the annual budget.	Unlimited unless cancelled

g. Details of the transactions made with the related parties (stakeholders) showing the nature of the relationship and type of transaction

Transactions with Related Parties	Amount in AED	Total AED
Gross Insurance Premium		
Mashreq Bank & Group	119,581,009	
Al-Ghurair Group of Companies	32,091,033	
Masafi	2,984,367	
Carstaxi	484,315	
Dana Gas	1,072,562	
Sukoon Takaful	4,244,131	
Gulf Marine Services	49,342	
Badr Abdulla Ahmad Al Ghurair	24,933	
The Cobbler	45,154	
Abdul Aziz Abdulla Al-Ghurair	245,900	
Hazem Shish	97,198	
Nabeel Waheed Rashed Waheed	10,643	
Total Gross Insurance Premium		160,930,587
Gross Claims Settled		
Mashreq Bank & Group	52,108,882	
Al Ghurair Group of Companies	23,626,975	
Masafi	1,855,141	
Carstaxi	253,831	
Dana Gas	919,565	
Gulf Marine Services	16,413	
Ms. Hamda Moosa Alshamali	600	
Mr. Badr Abdulla Ahmad Al Ghurair	18,401	
Hazem Shish	25,088	
The Cobbler	61,320	
Total Gross Claims Settled		78,886,216
Other Transactions		
Interest income (Mashreq Bank)	949,803	
Dividend income (Mashreq Bank)	11,206,928	
Investment & Other General expenses (Mashreq Bank)	7,382,503	
Rental expense (Mashreq Bank)	6,883,830	
Other investment expenses (Mashreq Capital (DIFC) Limited)	6,576,317	
Total Other Transactions		32,999,381

h. Sukoon Organizational Structure



i. Details and Positions of the Chief Executive Officers and the Senior Executives of the Company

Position	Appointment Date
CEO	01-Apr-18
Head of Distribution	14-Mar-22
Head of Commercial Lines	23-Oct-23
Head of Consumer Lines	02-Jun-13
Head of Employee Benefits	31-Oct-22
Head of Life	01-Jul-14
Head of Claims and Legal	12-Mar-13
Head of HR	06-Apr-11
Head of Actuarial	02-Jul-15
Head of Finance	05-Mar-18
Head of Strategy, International & Compliance	03-Feb-13
Head of IT & Operations	15-Aug-18

Sukoon's remuneration policy is based on the principles of competitiveness, equitability, and pay for performance. It is designed to support our strategic business objectives by promoting effective risk management, enhancing employee motivation, and encouraging better performance. We follow a 'Pay for Performance' approach that is backed by our incentive-based performance management systems. We also review our compensation packages annually to ensure they are abreast with the current respective market pay practices. There is a structured Variable Pay Program long-term incentive plan for our senior management. There is also a bonus-based system in place for our non-incentivized employees. Our reward framework avoids excessive risk through clawback mechanisms - rewarding employees who in line with the company's values and encouraging ethical behaviour while ensuring that the interests of our customers, employees, and shareholders are aligned. Total salaries and benefits for the Companies Senior Management during 2024 was AED 22,692,060 (including gratuity and rewards).

j. Assessment of the Board of Directors

An internal assessment of the Board and its committees' was completed internally for the year 2024 and the results were reviewed at the Board Nomination and Compensation Committee where it was concluded that the Board continues to operate effectively while also identifying some areas for improvement.

4. External Auditor

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax and related services. Their network of member firms in more than 150 countries and territories, serves four out of five Fortune Global 500® companies. Learn how Deloitte’s approximately 457,000 people make an impact that matters at www.deloitte.com.

Deloitte Middle East (DME) is a leading professional services organization established in the Middle East region with uninterrupted presence since 1926. DME’s presence in the Middle East region is established through its affiliated independent legal entities, which are licensed to operate and to provide services under the applicable laws and regulations of the relevant country. DME’s affiliates and related entities cannot oblige each other and/or DME, and when providing services, each affiliate and related entity engages directly and independently with its own clients and shall only be liable for its own acts or omissions and not those of any other affiliate.

DME provides services through 23 offices across 15 countries with more than 7,000 partners, directors and staff. It has also received numerous awards in the last few years such as the 2022 & 2023 Great Place to Work® in the UAE, the 2023 Great Place to Work® in the KSA, and the Middle East Tax Firm of the year.

DME is independent from the Board of Directors of Sukoon and its executive management.”

External auditors confirmed their independence in each audit committee meeting held during the year.

a. Fees and Costs of the Audit or Services provided by the External Auditor

Name of the Audit Office	Deloitte & Touche (Middle East)
Number of years served as External Auditor of Sukoon	Appointed in 2023 (2 years)
Total audit and other regulatory reporting fees for the financial statements of 2024 (AED)	AED 1,458,000
Fees and costs for services other than auditing the financial statements of 2024 (AED); if there are no other fees, this shall be expressly indicated.	-
Details and nature of other services provided (if any). If there are no other services, this should be expressly indicated.	No private service other than Audit of financial statements provided by the external auditor of the company
The other services provided by another external auditor other than the Sukoon’s Auditor during 2024 (if any). If there is no other external auditor, this should be expressly indicated.	Total of AED 1,539,316 in relation to auditing and taxation services of foreign branches and subsidiaries of the Company.

b. Sukoon’s Auditor Reservations included in the Interim and Annual Financial Statements of 2024

No reservations or exceptions have been included by the external auditors within the Interim or the Annual Financial Statements of 2024.

5. Audit Committee (AC)

a. AC Chairman acknowledgment of his responsibility for the Committee system, review of its work mechanism and effectiveness

Mr. Nabeel Waheed, Chairman of the Audit Committee within Sukoon Insurance PJSC, hereby acknowledges his responsibility for the Committee system within the Company, reviewing its work mechanism and ensuring its effectiveness.

b. Names of the Audit Committee Members, and its Competencies and Duties

The Audit Committee is formed of one Non-Executive Board member and two experts in internal audit & compliance, who are not Board members:

Audit Committee Members	Position
Nabeel Waheed Rashed Waheed	Chairman
Nasser A. Paracha	Member
Hassan Ali	Member

The Audit Committee is governed by the Audit Committee Charter. The Audit Committee Charter outlines the purpose, authority, roles and responsibilities of the Audit Committee and is reviewed and updated annually. The Audit Committee Charter was reviewed, updated and approved by the Audit Committee and the Board of Directors.

c. Audit Committee Purposes

The Audit Committee is constituted as a Committee of the Board of the Company. The purpose of the Audit Committee is to assist the Board in fulfilling its oversight responsibilities, namely (a) reviewing the Internal Controls, Risk Management System, Regulatory Compliance, and integrity of the Financial Statements, (b) the External Auditors’ qualifications & Independence; and (c) the performance of the Sukoon Internal Audit Department.

d. Audit Committee responsibilities

The Board of Directors shall identify the scope of the Audit Committee responsibilities outlined in the Audit Committee Charter. The broader areas of Audit Committee responsibilities are:

- Internal Control, Risk Management System and Regulatory Compliance
- Financial Information Review
- Relations with External Auditors
- Internal Audit Department
- Compliance
- Reporting Responsibilities
- Other responsibilities as directed by the Board of Directors, including annual review of Audit Committee Charter for approval by the Board

e. Audit Committee Meetings during 2024

The Audit Committee held 4 quarterly meetings during 2024. For each meeting, the Committee received the meeting agenda along with the presentation deck. Default agenda items included Internal Audit update, Compliance update and External Auditor’s quarterly report to the audit committee on financial statements are presented. Moreover, external actuaries report on statutory reserve were presented to the audit committee two times during the year. Internal Audit presented the status of open audit issues, overdue issues if any as well as management timeline for remediation of issues. Where audit committee was not satisfied with the timeline for issue remediation, they had advised management for timely resolutions.

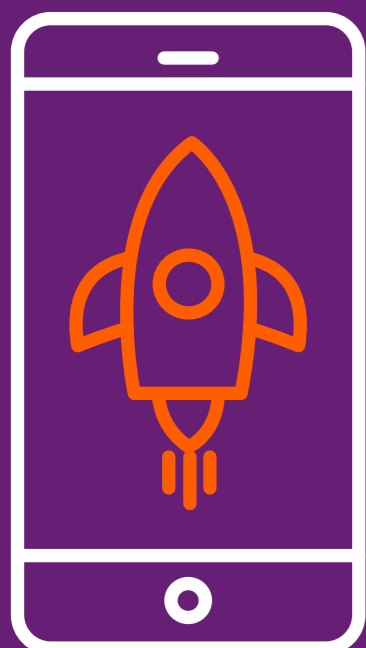
f. Relations with External Auditors and Actuarial Experts

In the March 2024 Board Audit Committee meeting, the Committee reviewed Deloitte’s (External Auditor – Sukoon Insurance) report for the 2024 financial statements. The Board Audit Committee met with representatives of Deloitte at each Board Audit Committee held in 2024. The main agenda items were to approve the financial statements, external audit plan, scope and timelines for the year 2024, and also to discuss status updates.

Furthermore, in March 2024 & December 2024, the Audit Committee reviewed the valuation of technical provisions report presented by the appointed actuary, Badri Consultancy representative to ensure adequacy of insurance reserves in the books of accounts of the Company.

2021

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Audit Committee Meetings Attendance Record for the year 2024:

Committee Member Name	Meeting 1 7-Mar-24	Meeting 2 28-May-24	Meeting 3 9-Sep-24	Meeting 4 12-Dec-24
Nabeel Waheed	✓	✓	✓	✓
Nasser Paracha	✓	✓	✓	✓
Hassan Ali	✓	✓	✓	✓

✓ Present in person – (A) Absent with valid reason

g. Actions taken or planned by the committee to address any deficiencies or weaknesses in the event of failures in internal control or risk management

Audit Committee in all meetings review issues and status of management action presented by internal audit and compliance. Any delays noted in remediating risks are adequately followed up with the management for prompt action.

h. Evidence that the committee has reviewed all internal audit reports with medium and high risks, issued from the internal audit, to determine whether they stem from significant violations or weaknesses in internal controls

Internal audit department presented the status of audit, key audit results, key audit issues and status of all open audit action items, overdue action items if any in the audit committee meetings for audit committee review. A sample report of key audit results and open action items status presented in 2024 have been provided separately.

i. Comprehensive information about the corrective action plan to address substantial deficiencies in risk management and internal control systems

Audit and Compliance identified key issues were reviewed by the audit committee in the quarterly meetings along with their management remediation plan and status of implementation of corrective action. Any overdue items are questioned by the committee for prompt action from the management.

6. Nomination and Remuneration Committee (N&RC)

a. NRC Chairman acknowledgment of his responsibility for the Committee system, review of its work mechanism and effectiveness

Mrs. Hamda Moosa Alshamali, Chairman of the NRC within Sukoon Insurance Company P.S.C, hereby acknowledges her responsibility for the Committee system within the Company, reviewing its work mechanism and ensuring its effectiveness.

b. Details of Nomination and Remuneration Committee members

Name	Position
Hamda Moosa Alshamali	Chairperson - Appointed as NRC chairperson on 25-11-2024
Hazem Shish	Board Member
Rashed Saif Saeed Al-Jarwan Al-Shamsi	Board Member

c. Nomination & Remuneration Committee responsibilities

The key tasks and responsibilities of the Nomination and Remuneration Committee are:

- Annually assess members of the Board and make recommendations regarding possible changes.
- Implement procedures for the nomination of Board Members as per regulations and the Corporate Governance Manual.
- Ensure that a minimum of one candidate for consideration for the Board to be female.
- Identify and assess fitness and propriety of candidates for the Board and Senior Management.
- Monitor the independence of Board members and ensure that the minimum independence requirements of the Board are met including the results of the "Annual Board Member Assessment" form (see appendix "A" of this manual), and document in Board meeting minutes the committee's assessment of Board Member Independence on an annual basis.
- Ensuring the existence of an appropriate and updated plan for the continuation and succession of the work of the company's Board chairs of the Board of Directors committees as well as key senior executives.
- Defining the parameters for granting remuneration, to members of the Board of Directors.
- Ensure that Senior Executive remuneration is linked with the medium- and long-term performance of the company.
- Annually review the Company's and Senior Executive Performance.
- Periodically reviewing the comprehensive remuneration policy of the Company and determining if it is appropriate.
- Periodically reviewing the comprehensive HR policy of the Company.

d. Number of meetings held by the Committee during the fiscal year and the dates of those meetings, indicating the number of times of personal attendance of all members of the Committee

One meeting was held on 19 February, 2024.

e. Attendance Record of the meetings of the Nominations and Remuneration Committee

The meeting was attended by all members of the committee and the agenda was discussed as follows:

- Reviewing of remunerations and salaries granted to the company's staff as compared to the local market.
- Discussing and approving the salaries increments and bonus pool for Sukoon's staff.
- Review of training and development plans and approve the plans.
- Reviewing and aggregating on the nomination process of one female board member.
- Reviewing and approving the remuneration of Sukoon Takaful.

Remuneration & Nomination	
Member Name	Meeting #1 (19th Feb 2024)
Ali Rashed Ali Ahmed Lootah (resigned in March 2024)	✓
Hamda Hussein AlShamali	Appointed in November 2024
Rashed Saif Al Jarwan	✓
Ali Raza Khan (resigned in November 2024)	✓
Hazem Shish	✓

✓ (present in person); (A) absent for a valid reason

Mr Jean-Louis Laurent Josi, the CEO of the Company, was also present at this meeting as a standing invitee.

7. Investment Committee (IC)

a. IC Chairman acknowledgment of his responsibility for the Committee system, review of its work mechanism and effectiveness

Mr. Rashed Al Jarwan, Chairman of the Investment Committee within Sukoon Insurance PJSC, hereby acknowledges his responsibility for the Committee system within the Company, reviewing its work mechanism and ensuring its effectiveness.

b. Details of Investment Committee members

The Investment Committee consists of four members, whose names are indicated as follows:

Name	Position
Rashid Saif Al Jarwan	Chairman
Hazem Shish	Member
Jean-Louis Laurent Josi	Member
Hammad Khan	Member

c. Responsibilities of the Investment Committee

The Investment Committee, appointed by the Board of Directors, is tasked with making investment decisions aligned with the Company's Corporate Objectives as outlined in the Board charter. The committee's key responsibilities include:

- Reviewing and endorsing the Investment Policy Statement and guidelines.
- Evaluating and approving the Asset Allocation Strategy.
- Continuously assessing the implementation of the Investment Strategy.
- Monitoring the performance of the overall investment portfolio.
- Conducting an annual review of the stress testing framework.
- Authorizing the appointment or termination of external asset managers, custodian or third parties for investment portfolio

d. Meetings of the Investment Committee during 2024 (dates and registration of attendance for each member)

Member Name	Meetings			
	Meeting 1 23-Feb-24	Meeting 2 5-Apr-24	Meeting 3 24-Sep-24	Meeting 4 9-Dec-24
Rashid Saif Al Jarwan	✓	✓	✓	✓
Hazem Shish	✓	✓	✓	✓
Ali Rashed Ali Ahmed Lootah	A	Resigned in March 2024		
Jean-Louis Laurent Josi	✓	✓	✓	✓
Hammad Khan	✓	✓	✓	✓

(A) Absent with valid reason / (✓) Personally attending

8. Committee concerned with following up and supervising transactions of the "Insiders" persons

a. Committee members

Name	Position
Louise O'Donnell	Member
Dima Fakhoury	Member

Mrs. Louise O'Donnell and Mrs. Dima Fakhoury, members of the Insiders Committee within Sukoon Insurance PJSC, hereby acknowledge their responsibility for the Committee system within the Company, reviewing its work mechanism and ensuring its effectiveness.

2022

OMAN INSURANCE COMPANY REBRANDED TO SUKOON

b. Statement of duties and responsibilities

The Insiders Committee oversees the implementation of an effective process to regularly maintain an updated register for Insiders and monitor their adherence to the Insiders' trading policy and shall have the following duties.

- Prepare a special and comprehensive register for all Insiders, who are entitled or have access to the Company's internal information prior to publication.
- Manage, monitor and supervise the transactions of Insiders and their ownerships if any and keep a special register therefor.
- Notify the Authority and the Market of the updated list of Insiders upon their request and of any amendments thereto during the financial year.
- Comply with any other requirements as determined by the Authority.

During 2024 the Committee continued to maintain and update the register of Insiders and notify to Dubai Financial Market any change in the register.

c. Meetings

The Insiders Committee meets as frequently as it determines, but at least once every year. Additional meetings may be requested by any Board member and a quorum shall consist of majority of Committee members. During the year of 2024, the yearly meeting was held on August 2 at Sukoon's head office to discuss and update the list of insider persons and disclose it on DFM within the set timeline. Both Members were present in the Meetings.

9. Risk Committee

a. BRC Chairman acknowledgment of his responsibility for the Committee system, review of its work mechanism and effectiveness

Mr. Hazem Shish, Chairman of the Board Risk Committee within Sukoon Insurance PJSC, hereby acknowledges his responsibility for the Committee system within the Company, reviewing its work mechanism and ensuring its effectiveness.

b. Details of Board Risk Committee members

The Board Risk Committee consist of four members, whose names shall be indicated as follows:

Name	Position
Hazem Shish	Chairman
Rashed Saif Al-Jarwan	Member
Anuratna Chadha	Member
Vincent Pluchet	Member

Standing Invitees of the Committee are as follows:

Name	Position
Jean-Louis Laurent Josi	Standing Invitee
Muhammad Danial Khan	Standing Invitee
Moiz Azam	Standing Invitee



c. Responsibilities of the Board Risk Committee

The main responsibilities of the Board Risk Committee are summarized below:

- Review and agree on the risk management framework including risk appetite proposed by the Executive Risk Committee in order to further submit to the Board for approval.
- Monitor the compliance of the actual risk profile against the risk management framework and risk appetite of the Company approved by the Board:
 - » Make recommendations to the Executive Risk Committee.
 - » Receive reports back from Executive Risk Committee on their actions in order to ensure that the risk profile of the Company remains within risk appetite.
- Assess the relevance and the efficiency of the defined risk management framework including risk appetite and propose amendments to the Board when needed.
- Establish, and delegate authority to Executive Risk Committee to carry out any of its responsibilities.

d. Meetings of the Board Risk Committee during 2024

Member Name	Meetings			
	Meeting 1 23-Mar-2024	Meeting 2 03-June-2024	Meeting 3 14-Oct-2024	Meeting 4 17-Dec-2024
Hazem Shish	✓	✓	✓	A
Rashed Saif Al-Jarwan	A	✓	✓	✓
Anuratna Chadha	✓	✓	✓	✓
Vincent Pluchet	✓	✓	✓	✓
Standing Invitees				
Jean-Louis Laurent Josi	✓	✓	✓	✓
Muhammad Danial Khan	✓	✓	✓	✓
Moiz Azam	✓	✓	✓	✓

(A) Absent with valid reason / (✓) Personally attending.

10. Internal Control System

The Board of Directors acknowledges its responsibility for the Company's internal control system and for checking the same and ensuring its effectiveness through the establishment of a three lines of defense structure.

a. Internal Audit

Mr. Biju Varma, appointed on 1 June 2021 as Head of Internal Audit Function, is responsible for overseeing the internal audit section. He is a Chartered Accountant, certified by the Institute of Chartered Accountants of India, and a Fellow of Life Management Institute (FLMI), certified by the Life Office Management Association (LOMA, USA) and possesses 24+ years of audit, including 15+ years of Insurance industry Internal Audit experience.

b. Compliance

Mrs. Dima Fakhoury is the Head of the Compliance. She is responsible for overseeing regulatory compliance and money laundering activities. She holds a CRMA from the Chartered Institute of Internal Auditors, an International Compliance Officer certification from the Chartered Institute for Securities and Investments, and an Insurance certificate from the Chartered Institute of Insurance. She was appointed in January 2019.

c. The Internal Control deals with critical issues

The Internal Control through its relevant structures assesses internal controls on an ongoing basis, whether they are effective or not, if they are operating as planned, and monitors whether management has taken or takes action to address any deficiencies or weaknesses that are detected. The Board monitors the activities of the Internal Control system through its governance sub-committees such as the Board Audit Committee, Board Risk Committee, Board Investment Committee and nomination and remuneration committee. The overall results are presented to the shareholders / regulators to which the Company is subject in the form of an Annual Corporate Governance report and in the form of disclosures submitted in compliance with inclusion/regulatory requirements.

In 2024, Internal Control has not faced/identified any significant control issues or non-compliance in the company.

11. Details of the violations committed during the fiscal year, the reasons and actions taken by the Company

Sukoon Insurance has not committed any serious violations or breaches during the year of 2024. In the event of any violation or breach, the company takes the corrective action(s) required to avoid the violation committed and is keen to implement the same.

12. Statement of cash and in-kind contributions made by the company during 2024 for community development and environmental conservation

During 2024, the company has contributed to community development through the below initiatives:

Organization	Charity Details	Amount (AED)
Challenge Training and Rehab Centre	Education, recreational trips, student activities and education fees	18,000
Sara Rehab Centre	Contributing for medical treatment of a 6-year-old child who holds a People of Determination card.	23,000
Total		41,000

For Oman Branch

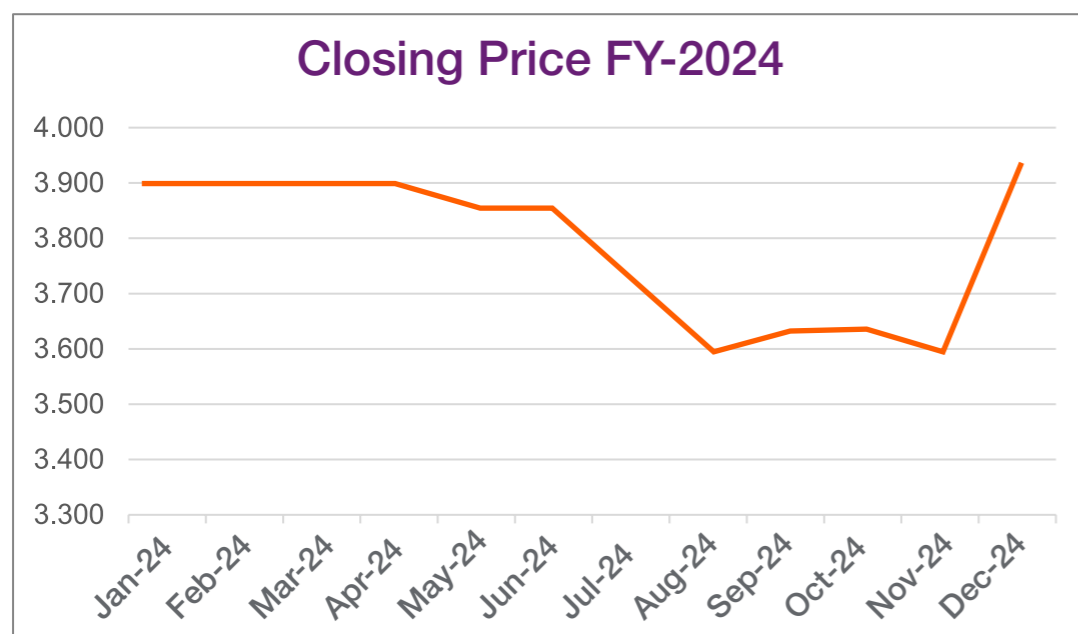
Organization	Charity Details	Amount (OMR)
Internship Training Program	Offering the interns a well-rounded experience through comprehensive training sessions combining soft and hard skills such as effective communication, teamwork, computer proficiency, as well as task assignments. These help to equip the interns with practical skills and work experience which aids to secure job opportunities.	2,390
Al Mouj Muscat Marathon	We participated in the Muscat Marathon for the 10 KM category, where a percentage from the ticket's proceeds goes to supporting local charitable organizations. The marathon also aims to promote a healthy and active lifestyle and community engagement. This aligns with our values by reinforcing the importance of wellness and social responsibility.	858.722
Breast Cancer Awareness Walkathon	We joined in the annual breast cancer walkathon hosted by the Oman Cancer Association (OCA). The theme for this year's walk, "No One Fights Alone", highlighted the shared mission to raise awareness and support for those affected by breast cancer.	28
Fundamentals of insurance training program by Murtadha Al Ajmi in collaboration with FSA	Our General Manager Murtadha Al Ajmi has been selected by the Financial Services Authority (FSA) as a lecturer to train individuals from various insurance companies on the Fundamentals of Insurance. He delivered insightful lectures across Oman, including key regions such as Nizwa, Sohar, Salalah and Ibra, equipping participants with fundamental knowledge and valuable insights.	0
Total		3,276.722

13. General Information

a. Statement of the Company's market share price (closing price, highest price, and lowest price) at the end of each month during the fiscal year 2024

Month	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024
Highest Price	3.90	3.90	3.90	3.90	3.90	3.85	3.85	3.65	3.55	3.55	3.55	4.00
Lowest Price	3.90	3.90	3.90	3.90	3.85	3.85	3.65	3.5	3.50	3.55	3.50	3.50
Closing	3.90	3.90	3.90	3.90	3.85	3.85	3.65	3.50	3.55	3.55	3.50	3.95

Share price at the end of each month during fiscal year 2024



b. Comparative performance of the company's shares with the general market index and sector index to which the company belongs (insurance sector) during 2024

Month	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024
Sukoon's Share	3.9	3.9	3.9	3.9	3.85	3.85	3.65	3.5	3.55	3.55	3.5	3.95
Dubai Financial Market Index	4169.08	4308.77	4246.27	4155.77	3977.93	4030.0	4268.05	4325.45	4503.48	4591.05	4847.34	5158.67

c. Share Performance compared to the insurance sector in the United Arab Emirates

Month	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024
Sukoon's Share	3.9	3.9	3.9	3.9	3.85	3.85	3.65	3.5	3.55	3.55	3.5	3.95
Insurance Index (DFM Financial Index)	2994.64	3177.61	2996.04	2904.37	2806.37	2892.02	3123.49	3170.42	3285.28	3278.13	3381.63	3478.95

d. Distribution of Shareholders' Equity as of 31/12/2024

Shareholder Class	Shareholding Percentage				
	Individuals	Companies	Bank	Government	Total
Local	128,722,180	3,024,645	300,125,300	0	100%
Arab	0	0	0	0	0
Foreign	0	0	0	0	0
Total	27.8696	7.1501	64.9801	0	100%

e. Statement of Shareholders holding 5% of the Company's capital as of 31/12/2024

SN	Name	No. of Shares	Percentage in Capital
01	Mashreq Bank	299,125,300	64.7637%

f. Statement of the distribution of the shareholders according to the size of their ownership as of 31/12/2024

SN	Equity (shares)	No of Shareholders	No of Shares	Percentage of share in capital
01	Less than 50,000	45	385,086	0.083%
02	From 50,000 to 500,000	34	7,133,443	1.544%
03	From 500,000 to 5,000,000	44	84,726,048	18.344%
04	More than 5,000,000	9	369,627,548	82.0281%
	Total	120	461,872,125	100%

g. Statement of actions taken with regard to investor relations controls

Name of Investor Relations Officer and his/her contact information:

Mr. Hammad Khan

hammad.khan@sukoon.com

Link to Investor Relations webpage on the Company website: www.sukoon.com/en/about-us/investor-relations

Dir: 04 2337100

h. Statement of the Special Resolutions put forward for discussion at the General Assembly meeting held in 2024 and the actions taken thereon

Special Resolutions have been passed on the 2nd of January 2024 and the Company held its Annual General Assembly during 2024 on the 29th of February. No Additional special resolutions have been passed since then.

i. Name of Corporate Secretary in charge of the Board of Directors meetings and date of appointment

Mrs. Louise O Donnell, Head of Legal and Claims, was appointed on 30 December 2022 as the Corporate Secretary in charge of the Board of Directors Meetings, she holds an Accounting & Finance degree from DKIT Ireland and is a Fellow Chartered Accountant of Ireland. She completed the Certified Board Secretary course in 2023 from the Institute of Corporate Governance "Hawkamah". Her main responsibilities and duties as the Board Secretary are as follows:

- Prepare the agenda for the Board meetings in coordination with the Chairman of the Board.
- Provide the members of the board with the material of the meetings.
- Prepare the minutes of the Board Meetings.
- Follow up with the Executive Management on the implementation of the Resolutions issued by the Board.
- Upload the disclosures related to the Board Meetings on Dubai Financial Market's website.
- Maintain the minutes of the Board Meetings and the General Assemblies of shareholders in addition to the Board Committee meetings.

j. Statement of important events during 2024

In 2024, Sukoon achieved significant milestones, including rebranding its entities for a stronger alignment to the parent brand, and introducing innovative services to enhance overall customer experience. Additionally, the Company enhanced its digital offerings, launched new subsidiary websites, and earned multiple prestigious awards, reinforcing our position as a reference in the region for customer excellence.

Here are some of our accomplishments for the year:

1. The legal names of Oman Insurance Company P.S.C. and Arabian Scandinavian Insurance Company (P.L.C) Takaful were successfully rebranded to Sukoon Insurance PJSC and Sukoon Takaful respectively.
2. Oman Insurance Workplace Savings Solutions was effectively repositioned as Sukoon Workplace Savings Solutions Ltd.
3. Our Oman branch underwent a legal name change as well as part of our continued commitment to enhance brand alignment and operational clarity across regions.
4. Sukoon successfully completed the acquisition of the UAE Life insurance portfolio from Chubb Tempest Life Reinsurance Ltd.
5. The Company signed an agreement with WAX, a renowned US-based technology company popular with high-end collectors, to launch the first collectibles insurance management app in the UAE aimed at leveraging the UAE's position as a hotspot for the luxury sector.
6. We introduced videoconferencing for life insurance, a new feature that allows customers to submit necessary medical records and get consultation for their life insurance application remotely, using a video call with a medical professional.
7. The mySukoon app was enhanced, offering motor insurance customers the ability to manage all aspects of their motor claims, handle protection of multiple vehicles insured under the same traffic file, ask for in-app benefits (like roadside assistance and courtesy car), and more.
8. We also rolled out the launch for the websites of two of our subsidiaries: Syndicate 2880 and Sukoon Workplace Savings Solutions (SWSS). Both websites are designed to enhance customer engagement and provide a seamless, user-friendly experience to customers.
9. Sukoon yet again reinforced its strong position in the UAE insurance market with several accolades, including best Life Insurer and most Customer-Centric Insurer at the World Business Outlook Awards and Brands Review Magazine Awards respectively. Sukoon also emerged as the Best Composite Insurer at the latter. In addition, we won the UAE's Best Online and Most Customer-Centric Insurance Company at the Finance Derivative Awards and were awarded the "Innovation of the Year" Award at the World Economic Magazine Awards.

k. Statement of the percentage of Emiratization at the company for the year 2024

The Emiratization rate at Sukoon Insurance during the past year is as follows:

- 2020: 14.6%
- 2021: 14.1%
- 2022: 16.2%
- 2023: 23.4%
- 2024: 22.8%

l. Statement of innovative projects and initiatives undertaken by the Company or under development in 2024

A number of initiatives were undertaken during 2024 and was a noteworthy year for Sukoon with respect to our digital innovation and transformation. We have managed to materialize significant innovative digital success stories, reaffirming the Company's vision to be a reference in the regions and contributing to winning many a coveted industry and global awards. Few initiatives delivered in 2024 are:

- Launch of the innovative 100% STP Health Plus portal for Renewal
- Launch of the innovative, first-in-the-region B2B portal for Motor leveraging universal API's on ZeroCode Platform (KUDOS)

Mr. Badr Abdulla Al Ghurair
Chairman of the Board of Directors
Signature:

Mr. Nabeel Waheed
Chairman of Audit Committee
Signature:

Mrs. Hamda Moosa Alshamali
Chairman of Nomination & Remuneration Committee
Signature:

Mr. Biju Varma
Head of Internal Audit
Signature:

Company's Official Seal



SUSTAINABILITY REPORT

2024



THE CEO'S MESSAGE

It is my honor to present the fifth edition of Sukoon Insurance PJSC's ("Sukoon") Environmental, Social, and Governance (ESG) Report for 2024. This report testifies to our relentless pursuit of excellence, showcasing the milestones, transformative initiatives, and best practices that define us. More than a mere reflection of our achievements, this report is a statement of our unwavering commitment to driving sustainable impact, creating long-term value, and living our vision of protecting the UAE every day.

2024 was a year of transformation and progress for Sukoon Insurance. We made significant strides in strengthening our position as a trusted partner to our customers and communities. Every decision and initiative taken reinforced our dedication to setting new standards in a rapidly evolving insurance landscape. From innovative solutions to operational milestones, we have consistently raised the bar. This report provides a comprehensive overview of the progress made throughout the year, highlighting how we have driven long-term value for our customers, employees, and the communities we serve.

Two years after our successful rebranding, 2024 saw us fully embrace the Sukoon brand across all entities and regions. We rebranded the legal names for Oman Insurance Company P.S.C. and Arabian Scandinavian Insurance Company (P.L.C) to Sukoon Insurance PJSC and Sukoon Takaful respectively. Oman Insurance Workplace Savings Solutions was repositioned as Sukoon Workplace Savings Solutions, and our Oman branch also underwent a legal name change. These changes demonstrate our commitment to a unified and powerful brand identity.

Our dedication to customer-centricity and innovation was recognized through numerous accolades in 2024. Sukoon secured an impressive 21 awards, including "Best Life Insurance Company – UAE" and "Most Customer-Centric Insurance Company – UAE" at the Global Business Outlook Awards. These honors reflect our unwavering commitment to delivering exceptional service and cutting-edge insurance solutions. Furthermore, our global customer satisfaction index stands at 85%, a testament to our continued investment in robust and value-driven solutions made possible through continuous customer feedback.

At Sukoon, we believe in finding strength in adversity and opportunity within risk. In times of need, our customers can trust that we will be there for them. The promise of "here for you" resonates not only in our solutions but also in the reassurance, reliability, and trust that Sukoon embodies.

As we enter 2025, Sukoon is poised for even greater achievements. With a strong financial foundation, innovative initiatives, and a steadfast focus on sustainability, we are confident in our ability to navigate the evolving insurance landscape with resilience and agility. We remain dedicated to leading the industry and delivering exceptional value to all our stakeholders.



Jean-Louis Laurent Josi
CEO, Sukoon

OUR 2024

KEY ACCOMPLISHMENTS

Customer Service

- a. Won 21 accolades in 2024
- b. Demonstrated excellence: 85% overall customer satisfaction

Employee Wellbeing

- a. Employee Coaching
- b. LivFit
- c. Women's Network

Increased Shareholder Value

- a. Highest Net Profit in the history of the company
- b. ROE ~ 9.3%
- c. Shareholder's equity increased by 8.2% to ~ AED 2.98billion

Digitalization

- a. Launch of the innovative 100% STP HealthPlus (medical product) portal for Renewal.
- b. API Gateway to onboard brokers/partners enhanced with new APIs for pricing and renewal
- c. Launch of the innovative, first-in-the-region, B2B portal for Motor Leveraging Universal API's on ZeroCode Platform (KUDOS)
- d. Launch of Motor Claims registration through mySukoon Mobile Application

SUKOON

AWARDS 2024



- UAE Insurer



- Most Customer-Centric Insurance Company – UAE
- Best Online Insurance Company – UAE



- Best Life Insurance Company – UAE
- Health Insurance Company – UAE
- Best Collectibles Insurance Management App ("WAX Collectibles") – UAE



- Best Composite Insurance Company – UAE
- Life Insurance Company of the Year – UAE
- Most Customer-Centric Insurance Company – UAE



- Best Life Insurance Company - UAE
- Best Health Insurance Company - UAE



- Most Innovative Life Insurer of the Year



- Most Customer-Centric Insurance Company
- Innovation of the Year ("WAX Collectibles")



- Commercial Insurer of the Year
- Digital Initiative of the Year



- Insurance Company of the Year – UAE
- Health Insurance Company of the Year – Dubai
- Business Fleet Insurance Company of the Year – Dubai



- Best Life Insurance Company – UAE
- Most Customer-Centric Insurance Company – UAE

OUR STRATEGIC PILLARS

We pledge to continue to be true to our mission, vision & values to bring assurance to our stakeholders' wealth & wellbeing and to be their preferred & trusted partner

Customer-centric

Reliability

Expertise

Employer-of-choice



50 Years
of expertise in the region

1.36 Million
insured members trust us

700+ Professionals
ready to serve you

5.41 Billion
AED revenue in 2024

10.43 Billion
AED total assets in 2024

Listed
on Dubai Stock Market

291.5 Million
AED Profit before tax in 2024

1. Strong Market Position

- Proven financial strength - rated A2 by Moody's, and A Stable by S&P
- Profitable franchise with significantly high solvency at >270% as of Dec 31, 2024
- Significant reinsurance business in upstream and downstream Energy and a profitable international Aviation account
- Members of Emirates Insurance Association & Gulf Insurance Federation
- First company in the UAE to have Lloyd's syndicate in the region. Syndicate 2880, under Lloyd's Syndicate-in-a-Box (SIAB) initiative, has been operational for 3 years, allowing us to serve global reinsurance, property, power, engineering, and marine protection needs.
- Among the first to offer End-of-Service Benefits Gratuity and Workplace Savings Solution with the launch of Sukoon Workplace Savings Solutions (SWSS)
- Leading the way of Sharia-Compliant solutions with Sukoon Takaful, that was acquired in 2022
- Leading positions in the UAE: Among the top 3 players in most LOBs and an undeniable household brand.
- Leading positions in the GCC: 'Engineering' among the largest in the region.

2. Robust Customer Satisfaction

- Rated as #1 insurance company
- 85% of customers being satisfied or very satisfied with our services
- Winner of 21 awards in 2024 including: "Life Insurance Company of the Year – UAE", "Commercial Insurer of the Year", and "Most Customer-Centric Insurance Company".

3. Digital Innovator

- Launch of the innovative 100% STP Health Plus portal for Renewal
- API Gateway to on-board all brokers/partners enhanced with new APIs for new businesses, renewal, and non-financial endorsements across all business lines
- Launch of the innovative, first-in-the-region B2B portal for Motor leveraging universal API's on ZeroCode Platform (KUDOS)
- Launch of Motor Claims registration through the mySukoon Mobile Application.

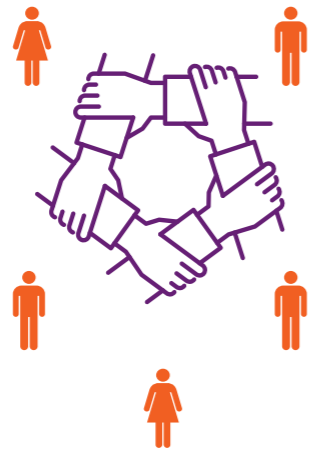


STAKEHOLDER ENGAGEMENT

We reviewed internally and externally our stakeholder's perspectives and opinions. The process identified the impact we have on each stakeholder group as well as the level of influence each stakeholder group has on our business. We communicate with our stakeholders through multiple channels, listening and seeking their feedback. We have listed below our key stakeholder groups and our engagement methods along with the frequency of engagement.

Customer

- a. Customer satisfaction surveys at key touchpoints Monitored Monthly.
- b. KPI: > 90 % satisfied customer.



Employees

- a. Employee Engagement Programmes.
- b. Intranet, Townhalls, Inhouse Trainings.
- c. KPI: EE> 4.

Shareholders & Investors

- a. Board of Directors Meetings, Market Disclosures, General Assembly, Investor Relations.
- b. KPI: Financial Performance, Minimum of 6 BOD meetings annually.

Suppliers & Business Partners

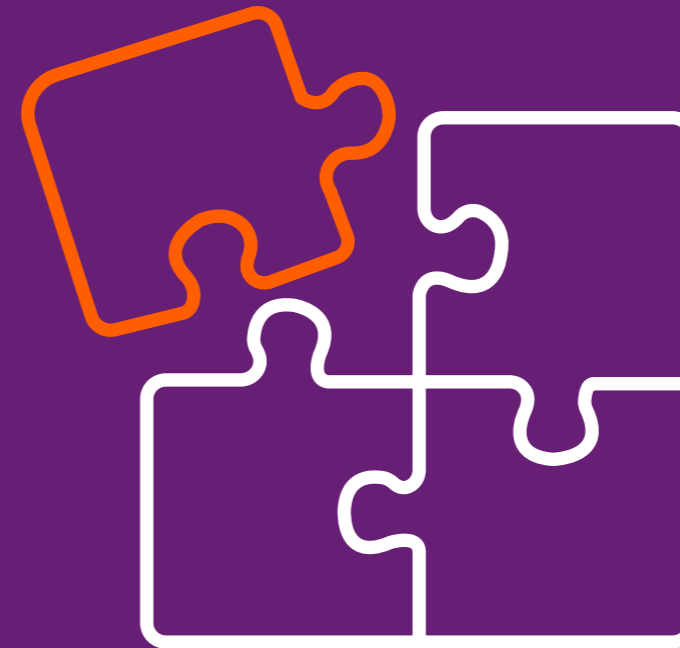
- a. Tenders & RFPs, Broker Portals, Trainings & Workshop.
- b. KPI: Fair Business Practices & Selection.

Regulators, Media & Others

- a. Regulatory Reporting to UAE Central Bank, DHA, HAAD, Communication with Regulators (DFM, SCA).
- b. KPI: Compliance to all regulations.

2023

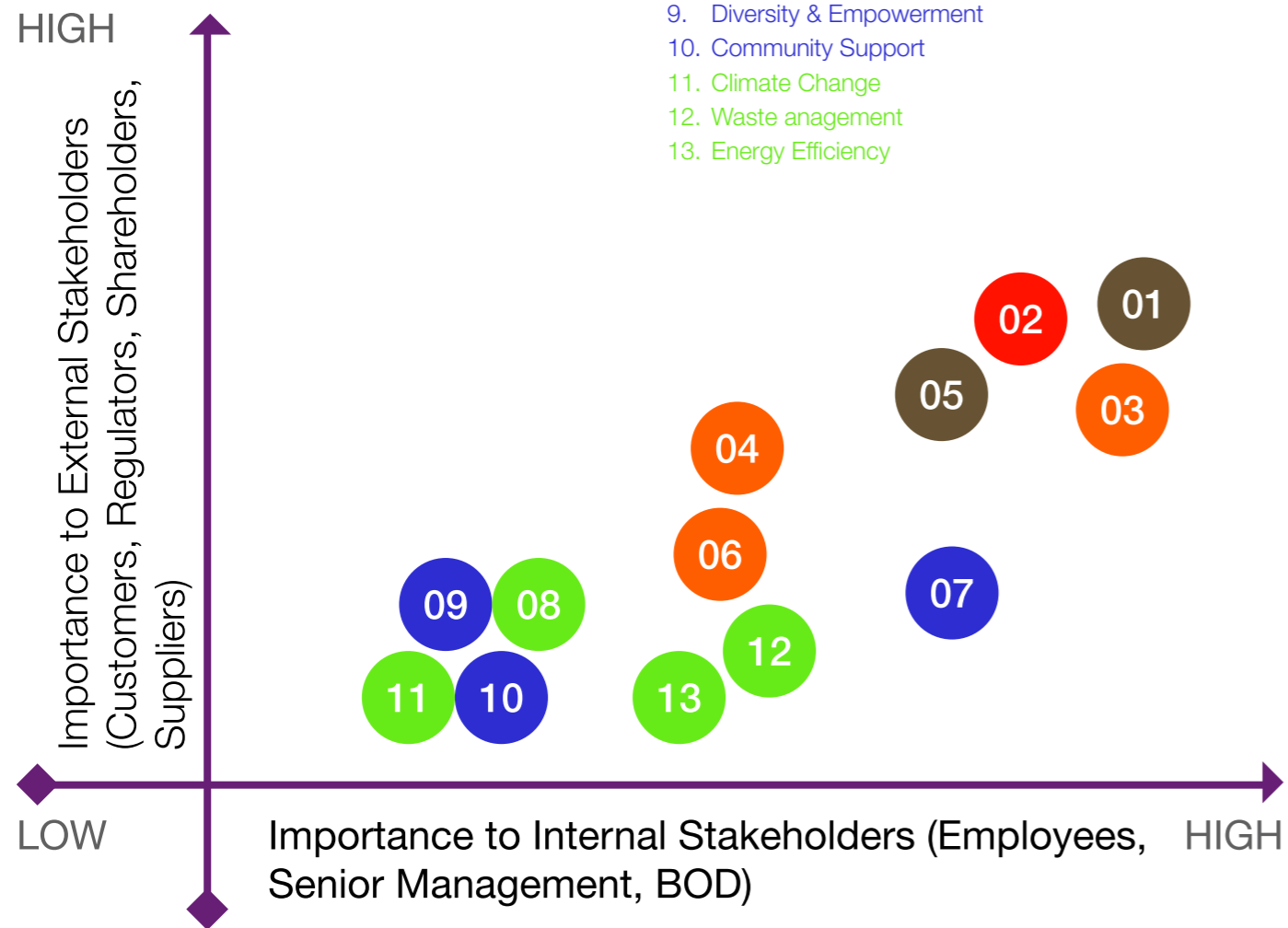
ACQUIRED SUKOON TAKAFUL & LAUNCHED SWSS



MATERIALITY

The above review helped us in understanding the correlation and the impact each has on the assessment of materiality. As a result of stakeholder engagement, we identified material topics based on the significance of economic, environmental & social influence it has on our stakeholders. By focusing on materiality, we aim to achieve our sustainable development goals which is also built into our overall strategic objectives and pillars identified for the coming years.

1. Digital Transformation & Innovation.
2. Customer Satisfaction
3. Product responsibility
4. Governance, Ethics & Compliance (Internal)
5. Data Privacy
6. Responsible Investment
7. Employee's Development
8. Utilization of resources
9. Diversity & Empowerment
10. Community Support
11. Climate Change
12. Waste anagement
13. Energy Efficiency



Assessment Process & Identification of Key ESG Issues & Impact

ESG: OUR PRIORITIES

Through our Environment, Social & Governance reports published over the years, we have showcased how the United Nations Sustainable Development Goals (SDGs) are integrated into our operational strategies. We remain dedicated to fostering sustainable business practices while striving to become a regional leader in customer service excellence.

In our continued efforts, we have adopted SDG goals in our insurance activities, aligned to our business models through digitalization, prioritizing risks and opportunities that supports the growth of sustainable business. We at Sukoon are committed to bring gains for our stakeholders in the longer run, promote wellbeing of our employees, contributing to our community and adding value to our customer experience. Based on the Global Reporting Index (GRI) reference, material issues identified were factored into our operational and governance framework.

Our mission to protect one's wealth & well-being is redefined through our many initiatives to care for our people and our community alike, through our wellness programs. Explore our LivFit program, Employee Wellness, Women's Network initiatives to know more.



We at Sukoon make conscious efforts to bring equality in our Workforce & Workplace. We are committed to improving gender representation at Senior Management & Board as well as focusing on Women's Wellness. Know more about our Diversity, Women's Network, and our Women's Leadership.



We aim to empower our employees through an array of professional courses under our Learning & Development, Diversity & Nationalization programs.



As an Industry Leader, we have been a pioneer in innovating insurance products through technology adding to our stakeholder's values as well as empowering our customers, partners, and employees to support sustainable development. See our Technology & Innovation to learn more



We aim to inculcate the culture of responsible spending for a sustainable community and social responsibility towards the growth of the community. We engage in many social activities in giving back to the community.



We are committed to investing in Corporate Governance for ensuring operational excellence and long-term gains for our stakeholders and sustainable operations. We ensure we are compliant with regulations and have high ethical standards for our employees.



GOVERNANCE AND RISK MANAGEMENT

With our strong corporate governance framework, we diligently follow local regulations and laws, while maintaining a robust corporate governance framework

Sukoon considers corporate governance as a critical element in creating a sound working environment that supports achieving the overall long-term goals for all stakeholders. Risk management & Corporate Governance is key to making us perform sustainably.

Governance structures are put well in place to reduce and manage risk in line with achieving Sukoon's strategic objectives and to contribute to building strong ESG goals and action plans. There are key policies which are outlined in the policy section which support us in operating a dynamic risk and governance framework. Furthermore, there are audits done by external and internal experts to ensure adherences to best practices.

1. Pillars of corporate governance framework

a. Board of Directors

- Active
- Independent
- Non-executive

b. Committees

- Audit Committee
- Nomination & Remuneration Committee
- Investment Committee
- Risk Committee

c. Internal Control System

- Compliance
- Risk Management
- Internal Audit

2. Board of Directors

The election of our Board Members shall take place every three years. The new board election will take place during the AGM of 2025 on the 28th of February where the shareholders will elect the new board members by way of vote.

Nomination & Election process will be duly approved by Central bank and SCA and disclosed to DFM and on the company's website.

Our Board of Directors meets at least 6 times a year. Responsibility for administrating all-risk policies and management of risk are delegated to the Executive management. The Board is appraised on a regular basis to significant risks for Sukoon and manages overall response plans. Board Member evaluation is conducted on annual basis as part of our commitment to corporate governance principles.

3. Board of Directors Committees

a. Board Risk Committee (Meets Quarterly)

The Board Risk Committee convenes quarterly and holds responsibility for shaping the company's comprehensive risk management approach and ensuring its consistent communication across the organisation. The Committee is tasked with developing and recommending the overall risk strategy, risk governance framework, and Risk Appetite Statement (RAS) for the Board's approval. Additionally, it oversees the company's adherence to the established risk governance framework, ensuring operations remain within the defined risk appetite and limits.

b. Nomination and Remuneration Committee (Meets Annually)

The committee includes three Board members (including the chairman who is an independent member of the board). Responsible for defining parameters for granting remuneration to members of the Board of Directors, annually review the Company's and Senior management performance and annually assess members of the Board and make recommendations regarding possible changes.

c. Audit Committee (Meets Quarterly)

The Audit Committee is formed of one Non-Executive Board member and two experts in internal audit & compliance, who are not Board members. This committee is Responsible for reviewing external and internal audit reports, disclosures & financial statements.

d. Investment Committee (Meets Quarterly)

The committee includes four members (inclusive of two board members). The Head of Investment, Finance & Risk attend all meetings. This committee is responsible for strategy, review & execution of company investments.

4. Management Committees

a. Executive Risk Committee (Meets Quarterly)

The ERC is deliberately designed to be a second line of defense body but composed of members who are also able to take immediate executive actions to address risk issues.

ERC is established by CEO and serves as the Senior Management level committees to assess all significant risks issues and to protect Sukoon's reputation and intrinsic value.

The ERC is structured according to its Terms of Reference and has responsibility for monitoring and reporting on all the risks faced by Sukoon (risk from all sources).

b. Executive Committee (Meets Bi-Monthly)

An executive committee is a central body composed of key leaders and executives. Its reports to the CEO and meets twice per month.

The executive committee scope includes but is not limited to the below:

- Oversees the company's strategic planning, risk management, and financial performance.
- Monitors key initiatives and projects of the company.
- Plays a crucial role in decision-making and governance.
- Ensures compliance with Central Bank regulations and all other applicable law and regulations and reports on material matters.



RISK MANAGEMENT GOVERNANCE

As Sukoon continues to be the leading insurance company in the UAE and GCC and to have a strong market position, the maintenance of a strong governance framework, ensuring the right overview and control at each level of our structure, is central to everything we do. This is achieved through Risk Management Policies & Committees steering them.

Effective governance is much more than committees: it is about ensuring the stability, consistency, and innovativeness of our business to make sure our customers' expectations are met and exceeded.

Sukoon has two levels of risk committee which comprise of the Board Risk Committee (BRC) & Executive Risk Committee (ERC). ERC's role is defined to challenge, oversee, and monitor the management of risks within Sukoon to ensure they are being managed within the risk governance requirements and risk appetite. There are four committees that further report to ERC. Validation of the ERM framework and risk appetite set by ERC is done by BRC. They also work as a channel of communication between the Board & ERC. With these committees, the Company can assess different severe (but plausible) events and scenarios to understand the financial and capital implications on the Company, proactively monitor and regulate reinsurance exposures and structures, large & unusual transactions. They also ensure that adequate and reasonable reserves are in place for insurance exposures along with the appropriateness of credit risk associated with insurance receivables/ reinsurance recoverable.

Compliance Policies

Sukoon's compliance policies are aimed to guide employees to a higher ethical standard, support the organization in its strategies, and ensuring compliance to local & international regulatory guidelines.

The compliance management system at Sukoon, comprises of three different programs that are: Compliance monitoring Plan, Regulatory Compliance program and operational policy compliance.

The Compliance monitoring plan is developed and updated every year covering several monitoring reviews where the objective is to check the adherence of the first line of defense in complying with the applicable laws and regulations.

The Regulatory compliance program aims to focus on being compliant with the relevant laws and regulations. Managing Regulatory Compliance can be achieved through combining Compliance Risk Management (Pro-active approach), Compliance Dashboard (Ongoing Approach) and Compliance Monitoring (Reactive Approach).

The operational policy compliance is achieved through the Company's Operational Policy Compliance program, in which policies and procedures interact together as the cohesive basis for efficient and effective operations within our Company. With a clear policy documentation, employees will know the accepted and unaccepted practices within the company. Clear guidance and little room for misinterpretation lead to efficient and effective operational performance

Sukoon's compliance policies are aimed to guide employees to a higher ethical standard, support the organization in its strategies, and ensuring compliance to local & international regulatory guidelines.

The compliance policies are reviewed and updated annually and/or as when needed. The key focus areas are Anti Money Laundering and counter Terrorist financing ("AML & CFT"), Trade and economic Sanctions, code of conduct, conflict of interest, Anti-Bribery and corruption and Gifts and entertainment.



TECHNOLOGY AND INNOVATION

We at Sukoon have undergone a massive digital transformation and delivered various industry-level innovative solutions resulting in winning coveted industry awards for Digital Transformation.

We strongly believe in capitalising on the digital era to bring healthy returns to our shareholders and truly empower our customers, employees, and partners. We continue to enable a traditional supply chain with digital channels and leverage the external ecosystem as part of our digital strategy.

1. Strengthening Our Foundations

a. Technologies

- Modernised and resilient IT estate resulting in 99.9% service availability over the last 66 months with 100% in the last 10 months
- Payment Gateway/API Gateway solutions for New Business, Renewal and Endorsements
- Digital workspace with 50% on Cloud (Greenfield) and remote connectivity enabled for 95% of the staff
- Launch of the innovative, first-in-the-region B2B with dynamic pricing for new business and renewals on ZeroCode platform (KUDOS)

b. Digital Channel

- 16 portals to enable self-service across the business domains
- Mobile Apps for Medical Claims, Motor Claims and Motor assistance for recovery
- Bancassurance (Mashreq & RAKbank)
- Launch of the innovative Health Plus portal for renewal

c. Analytics

- Created Golden Record and implemented Single Customer View on Cloud
- Data Lake and AI-based pricing implementation in plan

2. Key Initiatives

a. E-Commerce

- 100% STP for New Business and Renewals of B2B Motor – New Business and renewals
- 100% STP of DHA medical products and Health Plus for Renewals
- Predictive Analytics – Enable Personalization for Up-Sell/Cross-Sell (in progress)
- Rationalisation of 16 portals to one with Single Sign On (in progress)

b. E-Services

- Enabled Self-Servicing for B2B Motor Endorsements, Claims and Renewals
- Opti channel experience – API Channel for Brokers & Partners and B2B with dynamic pricing
- Digitisation of Consumer and Commercial Claims – 24/7 availability for UW, Operations, and Brokers on low-code platform

c. E-Partners

- Enabled end-to-end automation of Health Plus - new business and renewal.
- Leading and innovative Medical Ecosystem (in progress)



3. Information Security

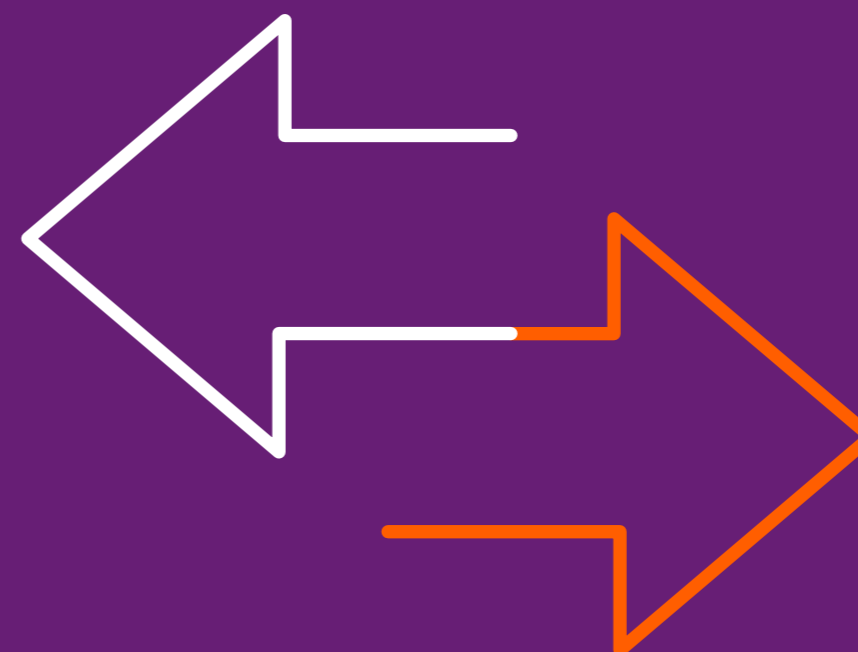
At Sukoon, security is an integral part of the architectural guidelines. In the last 5 years, we have implemented multiple security products.

a. Key Initiatives: 2024

- AAMEN Recertification by DOH: Achieved over 95% compliance with the ADHICS Standard during the DOH Surveillance Audit, demonstrating our commitment to healthcare information security through timely updates, reduced vulnerabilities, and enhanced system security.
- ISO 27001:2022 Certification: Migrated from the 2013 to the 2022 version of ISO 27001, achieving recertification with zero non-conformances in a full audit by the registrar, ensuring robust and up-to-date information security management practices.
- NESA Compliance: attained 98% compliance with UAE IA Standards during an external assessment by MBG Consultants - affirming our adherence to national cybersecurity regulations. Encryption & Backup for Data Security – Parablu for laptops and Data Encryption for the rest implemented for identified systems
- Endpoint Central Implementation: Deployed Manage Engine Endpoint Central for centralised patch management, improving IT estate monitoring and security controls.
- AD Audit Plus & File Integrity Monitoring: Implemented AD Audit Plus to monitor Active Directory and file servers, enhancing detection and response to unauthorized changes.

2024

COMPANY'S LEGAL NAME CHANGED TO SUKOON INSURANCE PJSC



CUSTOMER ENGAGEMENT

Customer-centricity is at the fore of our ambitions. We believe that customer satisfaction is not only the basis for profitable growth but also a key driver for employee engagement. It also defines design principles for digitalisation and setting a benchmark for technical excellence.

Our “Customer First” value has led us to venture digitally to provide quality, personalised and value-propositioned services. From mobile applications to digital platforms and seeking customer surveys, we are constantly in the search of the next awe-striking factor for our customers.

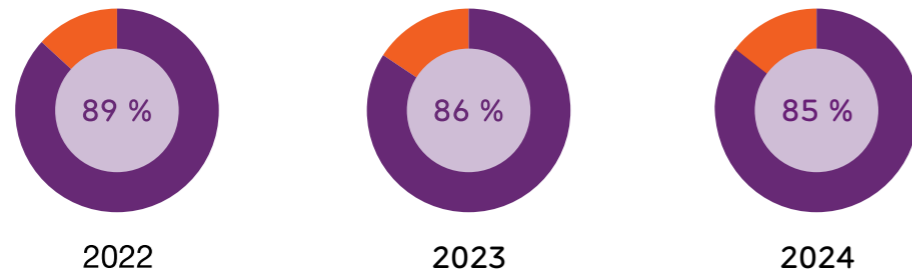
In addition to the inevitable digital world we are transitioning towards, we also boast a highly-skilled, empathetic team of insurance professionals to support our customers through well-managed call centers, email support, and Customer Service Desk and Complaints Unit for direct and intermediary channels.

1. Customer Satisfaction Survey

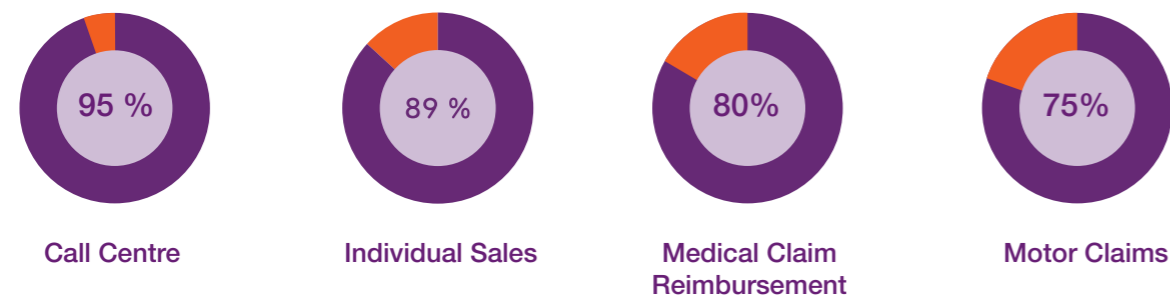
We passionately seek feedback through monthly surveys to streamline our processes and address customer concerns as timely, smoothly, and efficiently as possible. With a satisfaction score of 85% achieved in 2024, we move forward in our pursuit of ensuring a smooth experience for our customers, remaining obsessed with quality.

Indicators are reported monthly and form the base of measurement as well.

a. Global Satisfaction Index - 2022 and beyond



b. Department Indicator



CUSTOMER EMPOWERMENT

Digitally empowering customers strives to provide a seamless customer experience. We have launched a digital platform for our customers through mobile apps, online accesses, eCommerce platform which has truly changed the way traditional insurance processes run. The tedious tasks of purchasing insurance, finding the right product, seeking assistance, or submitting claims are all now a click away!

1. Individual Life

Online client portfolio platform

2. Medical Online Portal

mySukoon – an online portal to assist members with policy administration and medical claims reimbursements

3. E-Commerce

Online purchasing and renewal of insurance policies:

- Motor Insurance
- DigiTerm & Critical Illness
- DHA Plus

4. Mobile Apps

- IMC - Emergency Motor Roadside Assistance
- mySukoon – Medical Network Geo-localization & Reimbursement Claims
- mySukoon – Motor Claims registration
- LivFit – Wellness App

Customer Testimonials

We are known for our exceptional customer service. Here are a few testimonials which bear witness to our commitment to delight our customers at every turn:

“Sukoon insurance is one of the best insurance company in UAE. I got travel insurance for a year and my car insurance with sukoon insurance. Recently I renewed it through kriti and it was smooth process and quickly linked with rta and all I want to say. East and west Sukoon is best.”

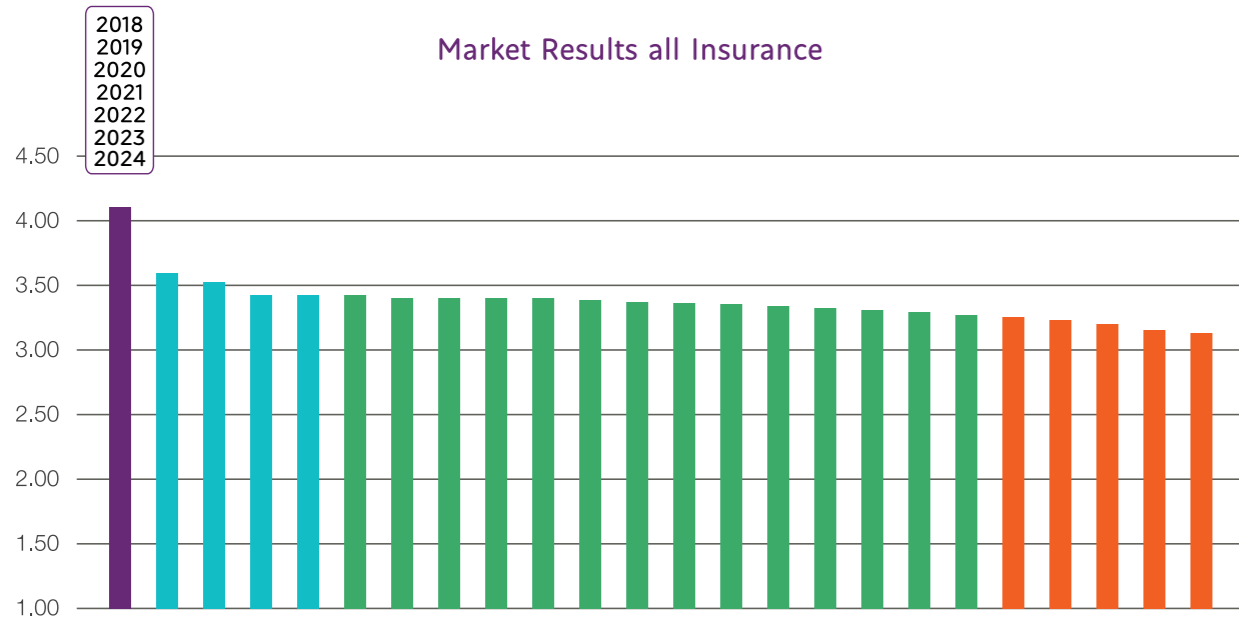
- Qasim Umar Rana (for Travel Insurance)

Sukoon has been fantastic at setting up my car insurance. Their service was speedy, effective and they were very helpful. They went above and beyond to support me through the car rego renewal process which can be a little confusing sometimes. Their price is not the cheapest, but sometimes cheap does not mean good. I totally recommend their services.

- Marnie Shillig (for Motor Insurance)

PARTNER ENGAGEMENT

We launch surveys for our brokerage channel on a regular basis which forms a significant part of our distribution channel. In 2024, we invited 2,238 individual brokers from 136 different brokerage firms to gauge their satisfaction along five streams – Sales and Underwriting, Policy Servicing, Claims, Finance, and Services – and rank the same vis-à-vis Sukoon’s competition. A high ranking across the board clearly demonstrates Sukoon’s position as UAE’s leading insurer with excellence as its non-negotiable.



In terms of digitalisation, an empowerment strategy similar to the one we have for customers has also been set in place for our partners:

- 1. SME & EBP Medical**
Online process from quotation to policy
- 2. B2B Platform**
Stabilization of the broker platform for motor policies
- 3. Self-Service Administration**
Medical member addition or deletion feature
- 4. Online Pre-Authorization Portal**
Online pre-authorization request tool for medical providers
- 5. Individual Life**
Portfolio management platform

BRAND AWARENESS

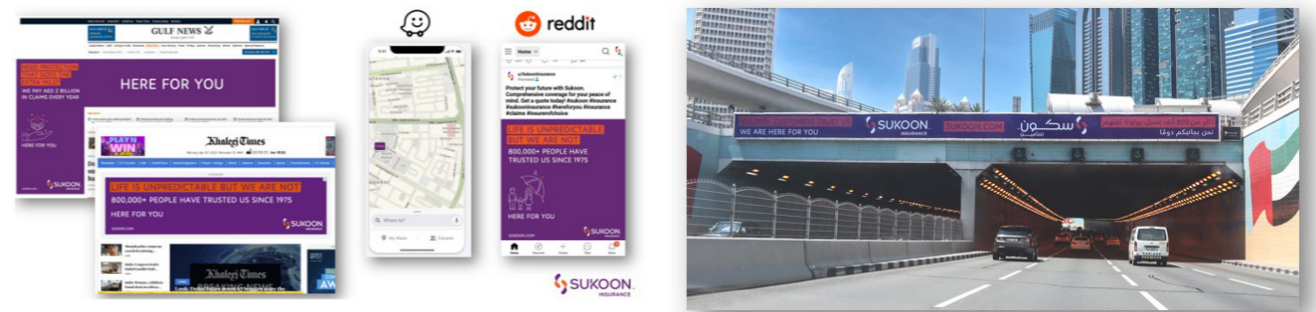
Sukoon Takaful PJSC Legal Name Rebrand

Arabian Scandinavian Insurance Company (ASCANA) was rebranded following its acquisition to operate as a Sharia-compliant insurance provider, offering a comprehensive range of Takaful solutions, including property, motor, family, marine, engineering, and general accident coverage. In 2024, the name of the subsidiary was officially changed to Sukoon Takaful PJSC. Embracing its new identity, Sukoon Takaful now shares the strong heritage, award-winning customer service standards and rock-solid financial foundation of Sukoon, backed by its 50-year expertise in providing comprehensive insurance solutions to its clients.



Sukoon Workplace Savings Solutions

In 2024, Sukoon launched Sukoon Workplace Savings Solutions (SWSS), based in the Dubai International Financial Centre (DIFC). This initiative introduced the “Go Saver” Employee Money Purchase (EMP) scheme. The Go Saver scheme offers employers a structured platform to manage end-of-service benefits and workplace savings – enhancing employee financial well-being. This strategic move not only broadens Sukoon’s service offerings but also reinforces its brand presence in the financial sector, contributing to increased brand awareness.



Oman Branch Legal Name Change

Sukoon’s Oman branch underwent a legal name change in 2024 as part of our continued commitment to enhance brand alignment and operational clarity across regions. The Sukoon brand identity continues to grow stronger and build on its promise to deliver unmatched care, trust, and commitment to our customers throughout the region.

Marketing and PR

To increase brand awareness and capitalise on the limitless potential of digital marketing and online clientele, we actively use online platforms for campaigns such as digital and social marketing and digital PR campaigns. Here are some numbers from the brand campaign we launched in 2024:

604K	Total ad clicks
166M	Total views and listen of static, video, and audio advertisements
16.4M	Total reach



HOLISTIC WELLBEING

LivFit: A Comprehensive Wellness Programme

LivFit is a wellness program that we launched to promote a healthier lifestyle. It is now a full-fledged wellness platform for our customers and employees alike.

Sessions at LivFit are aimed at health, lifestyle & awareness, and chronic disease management. In the pre-pandemic era, we held wellness workshops, visiting our employees and customer. Due to the limited social movement in the current time, we quickly adapted, and brought in our online platform to continue to care for our stakeholders and community.

1. Health



Health Risk Assessment



Health Screening



Vaccination (Flu)



Mental Wellbeing

2. Lifestyle & Awareness



Virtual Coaching



Mobile App Fitness Plan



Tobacco Cessation



Corporate Challenges



Video Workout Library



Awareness Literature



Wellness Fair/Webinars



Virtual Fitness Classes



Discount & Offers

3. Chronic Diseases Management

A Care program to manage conditions & improve quality of life:



Diabetes



Hypertension



Hyperlipidemia

4. Online Presence

LivFit videos and sessions were made available to our customers on our websites, social media platforms as well as our LivFit app.

10.8M Impressions on Facebook
5.5M Impressions on Instagram



EMPLOYEE ENGAGEMENT

As the customer is at the heart of it all, our employees are the cornerstone of Sukoon. We have done a great deal to ensure that our employees are happy, healthier, and dedicated to bringing a delightful experience to our customers. Our dynamic and diverse company culture advocates communication, transparency and accentuates employee engagement.

We aim to create a healthy, cooperative, and friendly environment, empowering employees and helping them flourish throughout their career.

Attracting, developing, and retaining the right talent is the foundation of Sukoon's approach to its people. The company continuously promotes itself as an employer of choice to acquire strong candidates.

Year	Tenor	Attrition
2024	5.80	14.7%
2023	5.53	15.8%
2022	5.85	13.5%
2021	5.89	14%
2020	5.00	8%
2019	4.00	13%
2018	4.00	15%

Sukoon has a variety of engagement initiatives to further enhance its engaged workforce:

1. Employee Reward & Recognition

- High-performing employees are awarded in quarterly award ceremonies
- Long service awards
- Leadership Development Programs
- Wellness Programs
- Professional Development Program
- Personal Development Program

2. Employee Coaching

Sukoon's internal employee coaching program has, year after year, achieved remarkable success. The program continued to thrive in 2024, with internal coaches driving career and personal growth, highlighting our commitment to team development and excellence.

3. Women's Network

Sukoon Women's Network remains steadfast in its commitment to the four core pillars it was founded on—Career Development, Mentoring, Balance for Better, and Giving. Throughout 2024, the network continued to make a meaningful impact, empowering women and fostering growth across these key areas.

The year was marked by notable celebrations, including:

- International Women's Day
- Emirati Women's Day
- Omani Women's Day
- Breast Cancer Awareness Day



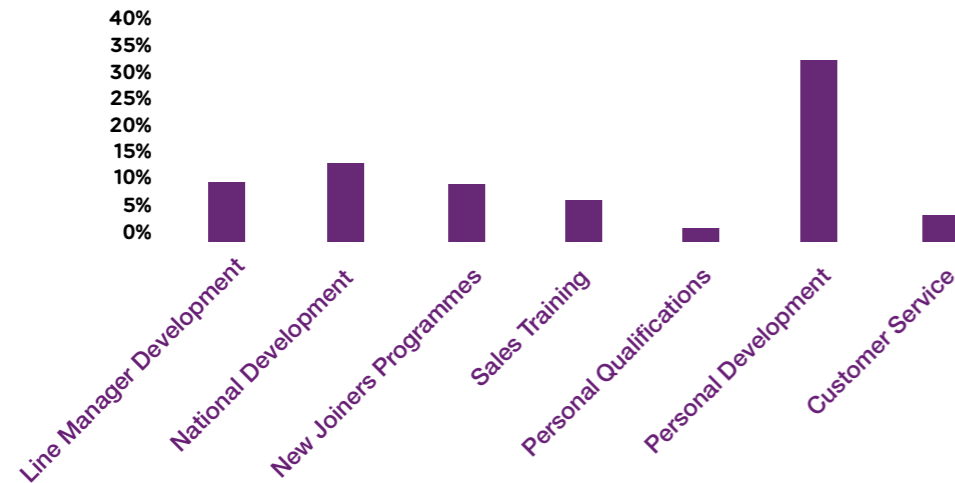
4. Learning & Development

Sukoon upheld its commitment to workforce professionalisation in 2024, striving to elevate the customer experience through continuous employee growth. At the forefront of this initiative is the Sukoon Learning Academy, a key driver in equipping employees with industry-recognised qualifications such as the Chartered Insurance Institute (CII) and Life Management Association (LOMA) certifications. These credentials are vital in ensuring the team's expertise and readiness to excel in their roles.

To further enhance learning, Sukoon invested in LinkedIn Learning, a leading platform providing access to a vast library of professional courses and industry insights. Complementing this, Sukoon introduced its own e-learning platform, Learn with Sukoon, offering a curated collection of courses and articles tailored to market needs. Together, these resources provide employees with cutting-edge knowledge and tools to stay ahead in their fields.

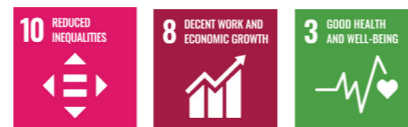
This holistic approach not only empowers employees with enhanced skills and expertise but also fosters a culture of continuous learning and improvement. By prioritising professional development, Sukoon reaffirms its dedication to superior service delivery and maintaining a highly skilled, forward-thinking workforce.

Percentage wise break up of courses in 2024



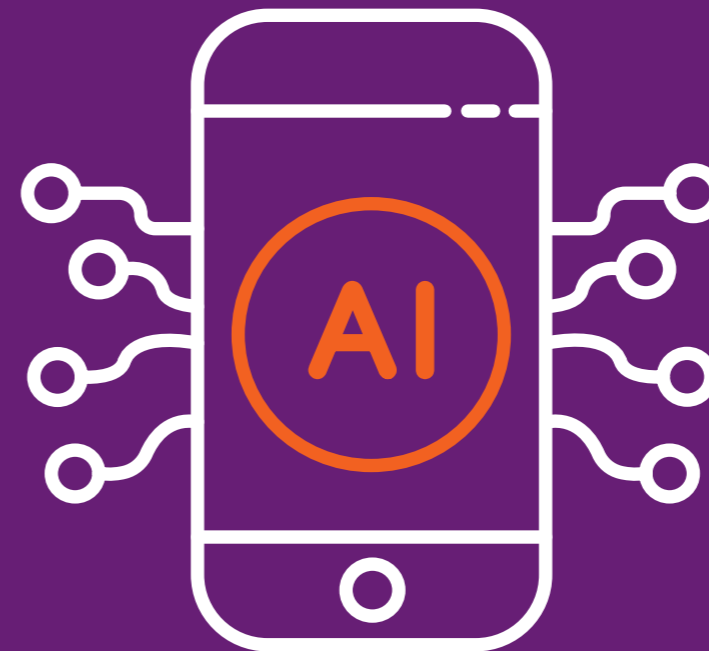
5. Professional Qualifications 2024

Sukoon supports professionalising its workforce for enhanced professional customer experience. Sukoon Learning Academy is a licensed examination center for both CII and LOMA qualifications, open for both internal and external candidates. The Company additionally invested its resources and energies in LinkedIn Learning and its own e-Learning platform, Learn with Sukoon, to ensure employees have access to all the latest offerings and articles trending in the market.



2025

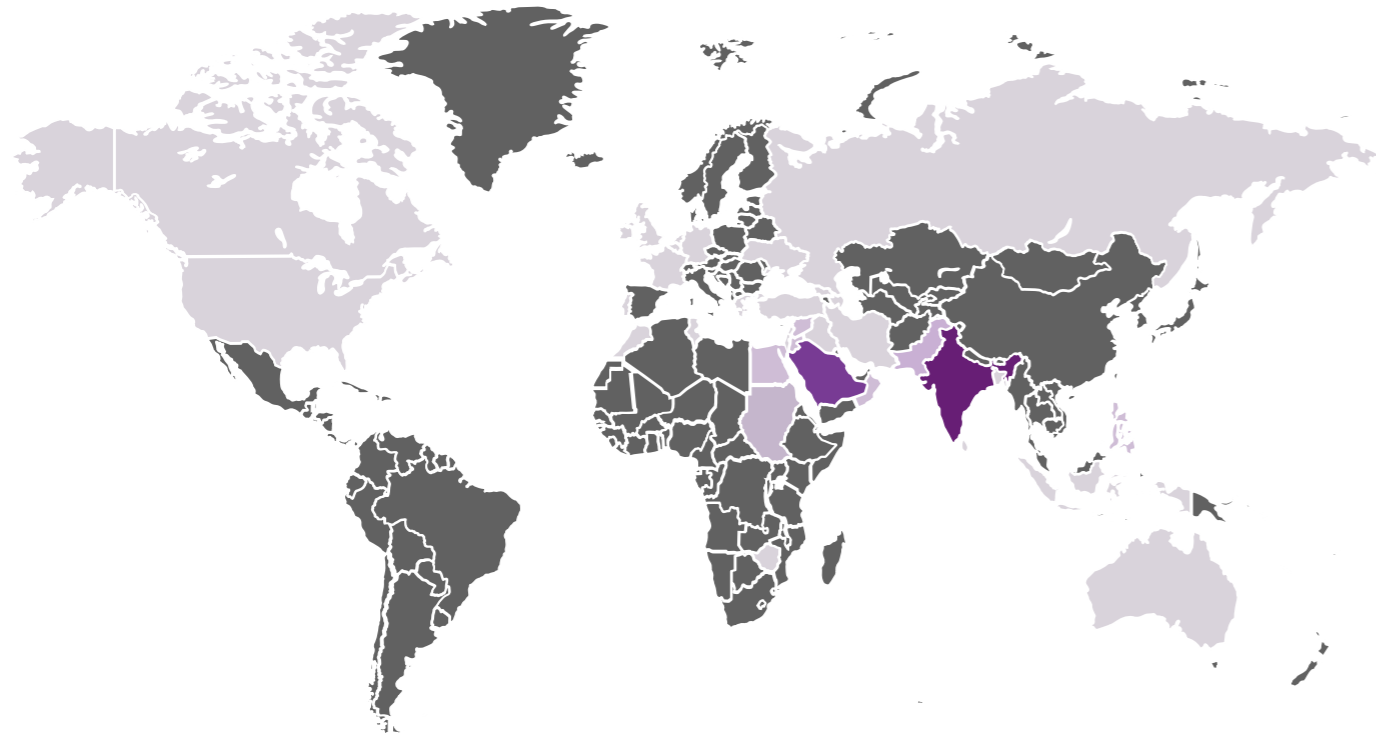
AI-POWERED FACE SCAN LAUNCHED FOR LIFE VIDEOCONFERENCING



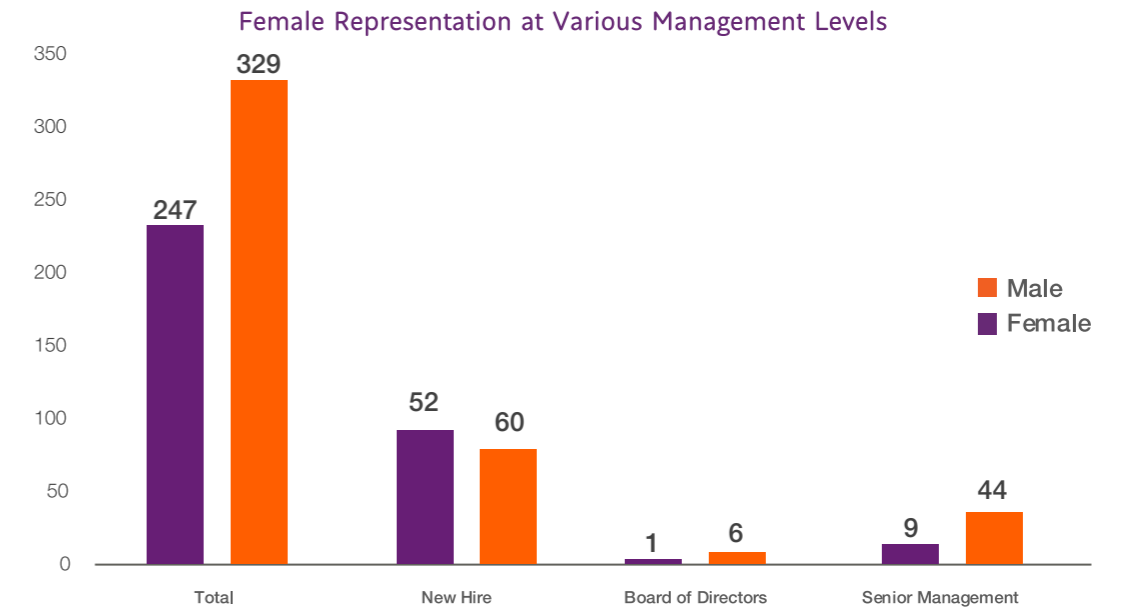
DIVERSITY

With 700+ Employees Across 34 Nationalities, Diversity is Ingrained in Sukoon's Company Culture.

We celebrate the diversity, experience, and harmony that our employees add to the spirit of the company. With 700+ employees and 34 nationalities, diversity is ingrained in Sukoon's company culture.



1. Female Representation



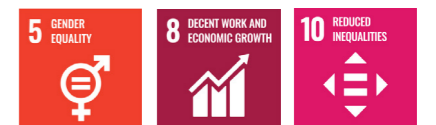
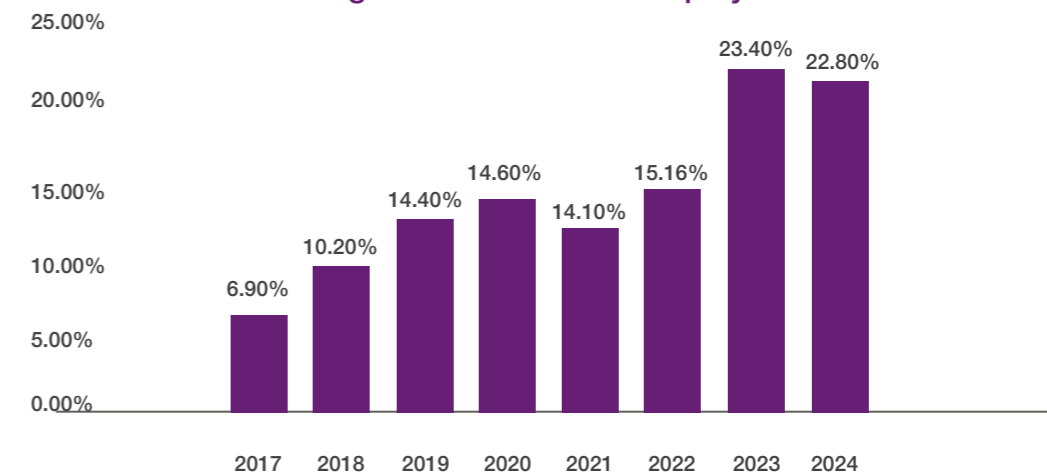
2. Diversity: Emiratization

Sukoon's strategy is to increase the number of Emirati talent and successfully integrate the national workforce to core insurance positions, thus enabling our people for a long-term career in the insurance sector.

The Company actively engages with the various pools to attract national employees. These include:

- Partnership with the Ministry of Human Resources and Emiratization
- Universities and Educational institutions
- Government accelerators
- National recruitment agencies
- Career exhibitions
- Social Media

Percentage of UAE National Employees



OUR SOCIAL RESPONSIBILITY

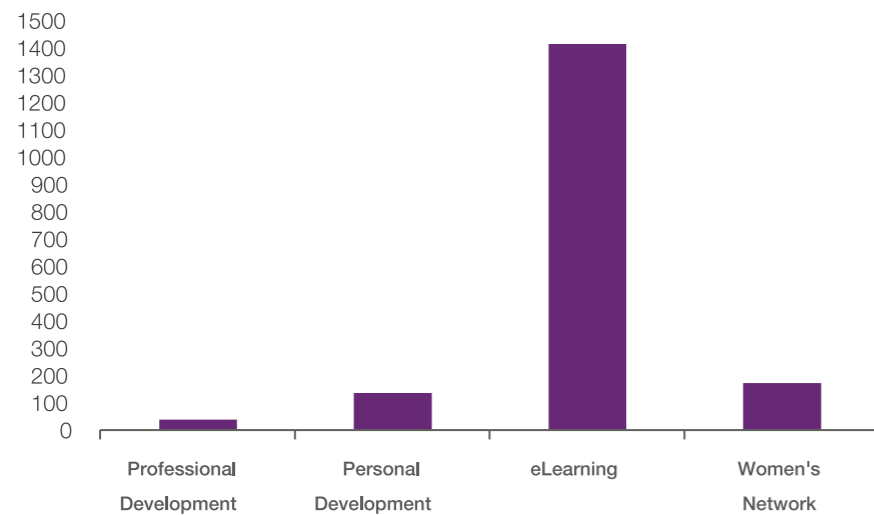
3. National Development

Sukoon's flagship program, 'Insure your Ambition,' exemplifies its steadfast commitment to nurturing the professional and personal growth of Emirati nationals. Designed with precision, the program empowers national recruits to excel in their roles, contributing not only to Sukoon's success but also to the broader community's advancement.

At its core, the program offers a robust training framework, blending essential soft skills development with professional certifications. Sukoon's partnership with the Emirates Institute of Finance reinforces this effort, delivering industry-leading training that keeps employees informed about the latest trends and best practices in the financial sector.

The tailored training under 'Insure your Ambition' addresses the unique needs of Emirati nationals, ensuring they are equipped, motivated, and inspired to realise their career aspirations. This holistic approach highlights Sukoon's dedication to cultivating a highly skilled and empowered workforce, driving both organisational excellence and national development, while fostering a culture of continuous learning and achievement.

UAE National employees spent hours in L&D events in 2024



Sukoon Insurance believes in giving back to the community it serves and places its dedication to corporate social responsibility at the highest level. In 2024, the Group contributed a total of AED 41,000 and OMR 3,276.722 (between its UAE and Oman branches respectively) to various community-focused initiatives.

In the UAE, the company partnered with the Challenge Training and Rehab Centre, allocating AED 18,000 to supporting education, recreational trips, and student activities. Sukoon aimed to create enriching experiences for students while boosting inclusivity and enhancing their learning and development with this contribution. This contribution also served to pay the educational dues for children belonging to disadvantaged backgrounds.

Furthermore, Sukoon contributed a total of AED 23,000 to the Sara Rehab Centre, facilitating the medical treatment of a six-year-old child with a People of Determination Card. This support saved a life and ensured the child received the specialised care for recovery.

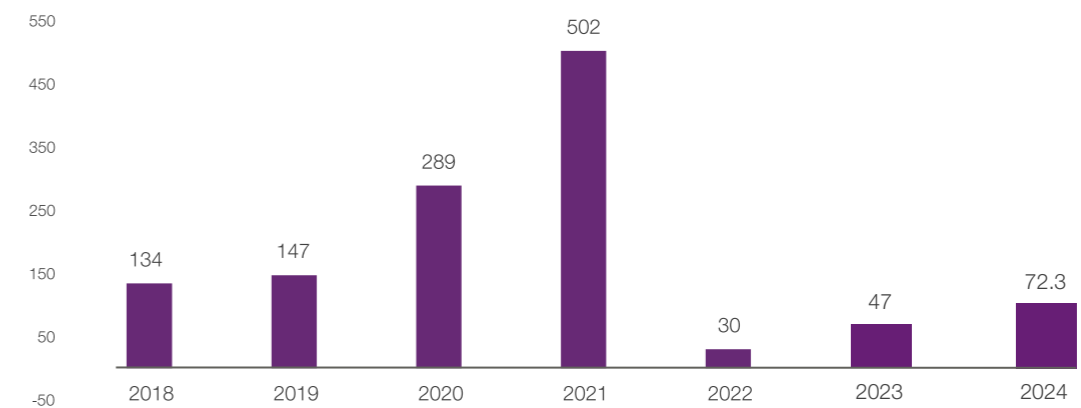
In Oman, Sukoon's Internship Training Program played a significant role in preparing the next generation of corporate professionals. With an investment of OMR 2,390, the program supported interns with garnering hands-on experience and comprehensive training. The internship program helped interns gain practical knowledge of the corporate world and improve their career prospects.

Sukoon also participated in the Al Mouj Muscat Marathon, entering the 10 KM category and contributing OMR 858.722. Furthermore, a percentage of the ticket sales from the marathon were also donated to local charitable organizations – furthering Sukoon's mission to support community welfare while promoting health and wellness.

Additionally, Sukoon took part in the Annual Breast Cancer Awareness Walkathon organised and hosted by the Oman Cancer Association (OCA), which was held under the theme "No One Fights Alone". The event aimed at highlighting the importance of breast cancer awareness and the role of support and community when it comes to fighting cancer.

Murtadha Al Aimi, the General Manager of Sukoon Oman, also collaborated with the Financial Services Authority (FSA) to launch a Fundamentals of Insurance Training Program in key regions across Oman. He delivered training sessions across Nizwa, Sohar, Salalah, and Ibra. These insightful lectures aimed to train individuals from various insurance companies and equip them with essential industry knowledge, allow them to foster professional development and contribute to the growth of the insurance sector in the region.

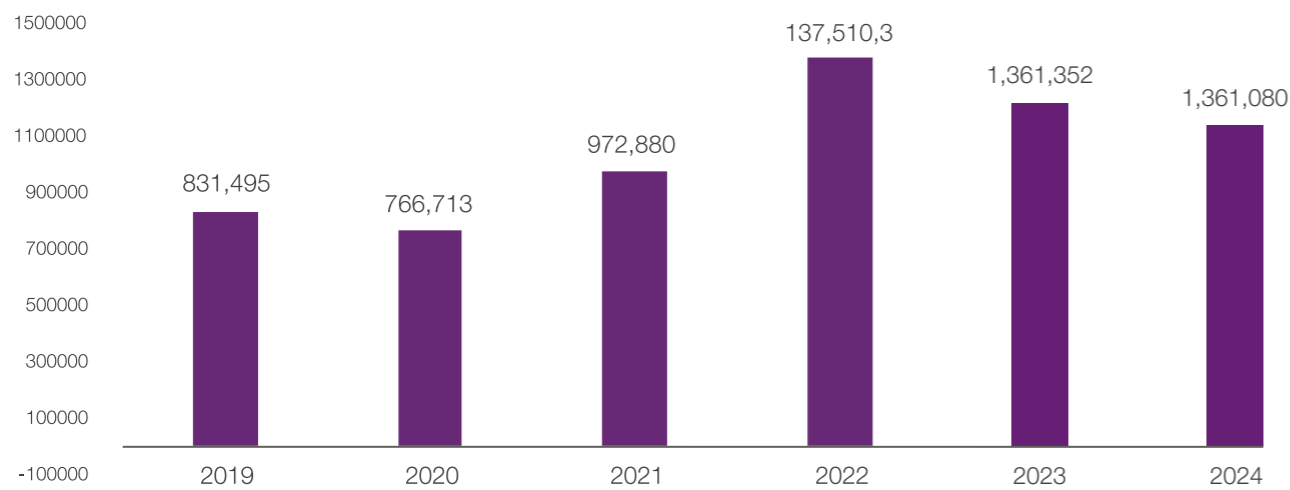
Contributions Made (AED '000)



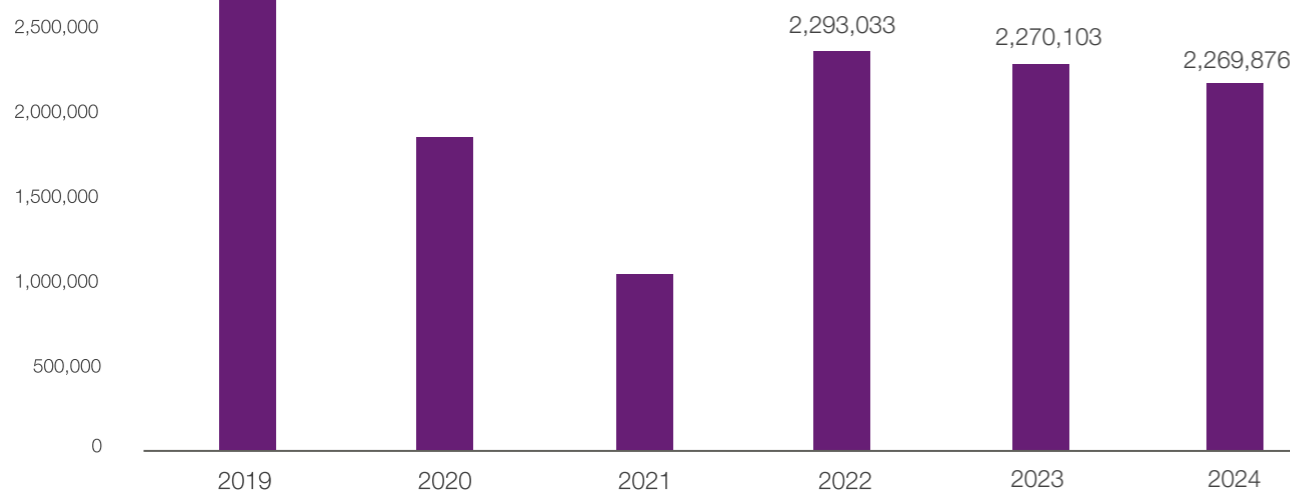
ENVIRONMENTAL RESPONSIBILITY

The key to the successful accomplishment of the environmental goal is to understand that it entails a long journey ahead with planning and awareness. We at Sukoon approach our environmental responsibility with immediate goals which focus on reducing our environmental footprints. We start at our home ground, invoking a culture of saving and economic use of resources. Our technological innovations have enabled us to move to paperless claims review for the motor insurance business.

Electricity Consumption (in kWh)



Water Consumption (Utility + Drinking in Litres)



Sukoon continues to be conscious of its water consumption and drives itself in achieving best practices to reduce the environmental impact. Since the Company shifted premises to an even larger office facility than before, water consumption proportionately increased. We have also engaged with ensuring there was a reduction and elimination of plastic water bottles in the office by replacing it with filtered water.



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MOTOR



TRAVEL



HOME



LIFE



ACCIDENT



HEALTH

02/2025

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