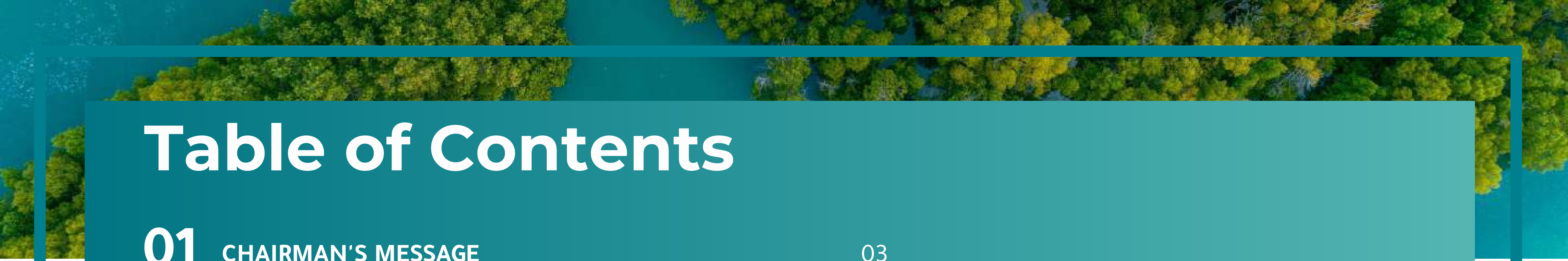
Dubai National Insurance
دبي الوطنية للتأمين

2025

INTEGRATED
REPORT



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01 Chairman's Message

CHAIRMAN'S MESSAGE

The Board of Directors of Dubai National insurance and Reinsurance is pleased to present its report together with the audited financial statements for the financial year ended 31 December 2025.

The year 2025 was characterised by evolving regional and global economic conditions, yet the UAE economy continued to demonstrate resilience and strength, supported by prudent government policies, ongoing economic diversification initiatives and sustained investments across key sectors. Within this environment, the UAE insurance sector maintained steady growth while remaining highly competitive and continue to adapt to evolving regulatory landscapes.

Throughout the year the Company remained focused on executing its strategic objectives while upholding strong underwriting discipline and sound risk management practices. Our focus remains on sustainable growth and operational stability, while creating long term value to our shareholders, policyholders, and business partners. This disciplined approach contributed to positive results, following a year of challenges resulting from the unprecedented rainfall events experienced in 2024.

The UAE insurance market continued to experience competitive conditions during 2025, particularly in key lines of business such as motor and medical insurance. Insurers across the market continue to place emphasis on underwriting profitability, strengthening operational efficiency and maintaining disciplined risk selection practices. Despite the competitive landscape, The Company remains well positioned to operate within this evolving regulatory and competitive environment, supported by its strong relationships with its customers, partners and stakeholders.

Financial Performance
The Company's financial performance for the year 2025 reflects disciplined underwriting, prudent reserving practices, and sound investment management.

Insurance Revenue
Insurance Revenue increased to AED 560.5 million during 2025, compared to AED 469.1 million for the year 2024.
Total Profit
The company recorded a total profit after tax of 53.6 million reflective of healthy insurance margin and strong investment performance.

Investments
The value of the investment portfolio rose to AED 1,182.6 million as at 31st December 2025, compared to AED 932.6 million last year.
Total Assets
The total assets recorded AED 1,677.5 million as at 31st December 2025, compared to AED 1,656.6 million as at 31st December 2024.
Shareholders' Equity
The Shareholders` Equity position increased to AED 950.9 million as at 31st December 2025, compared to AED 803.1 million as at 31st December 2024.

The Company continues to maintain a strong solvency position in line with regulatory requirements.

The Board is pleased to recommend the distribution of cash dividends amounting to 15% of the paid-up capital, equal to AED 17.325 million, reflecting the company's commitment to delivering sustainable returns to shareholders while maintaining adequate capital strength.

Looking ahead, the Company remains optimistic about the outlook for the UAE insurance market and will continue to focus on sustainable growth through enhancing underwriting profitability, strengthening digital capabilities and expanding strategic partnerships.

We would like to express our sincere appreciation to DNI's shareholders for their continued confidence, to our valued customers and business partners for their trust, to the regulators for their guidance and supervision, and finally to our employees for their dedication and hard work.

Khalaf Ahmad Al Habtoor
Chairman

"Throughout 2025 The Company remained committed to a disciplined underwriting approach with emphasis on portfolio diversification, adequate pricing and careful risk selection, while maintaining a focus on claims monitoring and control. Management continues to monitor underwriting profitability closely and, where necessary, implement corrective measures to protect long-term profitability."

02 CEO's Message

CEO'S MESSAGE

The year 2025 was another dynamic period for the UAE insurance industry, marked by evolving market conditions, regulatory developments, and increased competition. The resilience of the UAE economy continued to provide a strong foundation for the insurance sector. Government initiatives aimed at economic diversification, infrastructure development, and financial market stability have supported long-term growth opportunities across the insurance industry.

Dubai National Insurance and Reinsurance remained focused on delivering sustainable value to its stakeholders while maintaining underwriting discipline, operational excellence, and customer service; and has delivered solid financial and operational performance. We remained anchored in our strategic priorities: sustainable growth, customer-centric innovation, and prudent risk management.

In 2025, we achieved healthy premium growth across key business lines, supported by strong market demand, enhanced distribution capabilities, and deeper customer engagement. The Company reported Insurance Revenue of 560.5 million and Net Profit of AED 53.6 million, reflecting our continued focus on sustainable profitability and disciplined risk selection which translated into improved technical performance and fortified capital adequacy.

The year also saw significant momentum in digitalization, with investments in automation and customer experience platforms enabling faster service delivery. These initiatives are essential to maintaining our competitive advantage in a rapidly transforming industry.

Our employees remain the foundation of our success. Throughout the year, we continued to invest in the development of our workforce through trainings and professional development programmes. The Company also remains committed to supporting the UAE's Emiratisation strategy and continues to provide opportunities for the development of national talent within the insurance sector.

As we enter 2026, we remain optimistic about the growth potential of the UAE insurance market—supported by economic diversification, population growth, and increasing demand for insurance solutions.

Finally, I extend my sincere gratitude to our Chairman and the Board of Directors for their guidance, our employees for their dedication, and our valued customers and partners for their trust in us. Together, we will continue to build a stronger and more innovative insurance company that contributes meaningfully to the UAE's vision and economic progress.

Charbel Yazbeck
Acting Chief Executive Officer

"Our strategy focuses on expanding digital capabilities, enhancing product innovation, maintaining strong financial positions and advancing sustainability and ESG integration across our operations, and we will continue to contribute for the betterment of our society and the community."

03 Auditor's Report & Financial Statements

Dubai National Insurance & Reinsurance Co. (P.S.C.)

Financial Statements
For the year ended 31 December 2025

Dubai National Insurance & Reinsurance Co. (P.S.C.)
For the year ended 31 December 2025
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Independent Auditor's Report

To the Shareholders of Dubai National Insurance & Reinsurance Co. (P.S.C.)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Dubai National Insurance & Reinsurance Co. (P.S.C.) (the "Company"), which comprise the statement of financial position as at 31 December 2025, and the statement of profit or loss, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Company as at 31 December 2025, and of its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the *International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code")*, together with the ethical requirements that are relevant to our audit of the financial statements in the United Arab Emirates, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

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

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Independent Auditor's Report

To the Shareholders of Dubai National Insurance & Reinsurance Co. (P.S.C.) (continued)

Report on the Audit of the Financial Statements (continued)

Key Audit Matters (continued)

Key Audit Matter	How our Audit Addressed the Key Audit Matter
Valuation of Insurance Contract Liabilities and Reinsurance Contract Assets	
As at 31 December 2025, the Company's insurance contract liabilities and reinsurance contract assets are valued at AED 678.1 million and AED 421.7 million respectively as disclosed in Note 7 to the financial statements. Valuation of insurance contract liabilities and reinsurance contract assets involves significant judgements and estimates, particularly with respect to the eligibility of the measurement models and estimation of the present value of future cash flows. These cash flows primarily include determination of expected premium receipts, expected ultimate cost of claims and allocation of insurance acquisition cash flows which are within the contract boundaries. The calculation for these liabilities includes significant estimation and involvement of actuarial experts in order to ensure appropriateness of methodology, assumptions and data used to determine the estimated future cash flows and the appropriateness of the discount rates used to determine the present value of future cashflows. As a result of all the above factors, we consider valuation of insurance contract liabilities and reinsurance contract assets as a key audit matter.	We performed the following procedures in conjunction with our actuarial specialists: - Understood and evaluated the process, the design and implementation of controls in place to determine valuation of insurance contract liabilities and reinsurance contract assets; - Assessed the competence, capabilities and objectivity of the management's appointed actuary; - Tested the completeness, and on sample basis, the accuracy and relevance of data used to determine future cashflows; - Evaluated the appropriateness of the methodology, significant assumptions including risk adjustment, PAA eligibility assessment, discount rates and expenses included within the fulfilment cashflows. This included consideration of the reasonableness of assumptions against actual historical experience and the appropriateness of any judgments applied; - Independently reperformed the calculation to assess the mathematical accuracy of the insurance contract liabilities and reinsurance contract assets on selected classes of business, particularly focusing on largest and most uncertain reserves; - Evaluated and tested the calculation of the allowance for expected credit loss including the data, key assumptions and judgments used; and - Assessed the adequacy of disclosures included in financial statements against the requirements of IFRS Accounting Standards.

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Independent Auditor's Report

To the Shareholders of Dubai National Insurance & Reinsurance Co. (P.S.C.) (continued)

Report on the Audit of the Financial Statements (continued)

Key Audit Matters (continued)

Key Audit Matter	How our Audit Addressed the Key Audit Matter
Valuation of Investment Properties	
As at 31 December 2025, the Company's investment properties, measured at fair value, amounted to AED 185.8 million (2024: AED 175.6 million) as disclosed in Note 5. The determination of fair value is inherently subjective and involves significant judgement by management and the independent external valuers. The valuation process requires the use of unobservable inputs, including market-determined yields, estimated rental values, occupancy assumptions, and other property-specific considerations. Given the magnitude of the balance, the degree of judgement involved, and the sensitivity of fair values to changes in key assumptions, the valuation of investment properties was a matter of significance to our audit.	Our audit procedures, among others, included: - Obtained an understanding of the process of determining the fair value of the investment properties; - Assessed the competence, capabilities and objectivity of the management appointed independent external valuers; - Reviewed the scope of the engagement between the external valuer and the Company to determine if this was sufficient for audit purposes; - Verified the accuracy, completeness and relevance of the input data used for deriving fair values; - Evaluated the methodology and the appropriateness of key assumptions used in determining the fair value; - Involved our independent valuation expert to evaluate the methodologies applied and the reasonableness of key assumptions used by management and their external valuers in determining the fair value of investment properties; - Agreed the results of the valuations to the amounts recorded in the financial statements; and - Assessed the adequacy of disclosures included in financial statements against the requirements of IFRS Accounting Standards.

Other Information

The Board of Directors and the Chief Executive Officer is responsible for the other information. The other information comprises the information included in the *Board of Directors' Statement* and *Chief Executive Officer's Statement*, but does not include the financial statements and our auditor's report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, 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.

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Independent Auditor's Report

To the Shareholders of Dubai National Insurance & Reinsurance Co. (P.S.C.) (continued)

Report on the Audit of the Financial Statements (continued)

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS Accounting Standards as issued by International Accounting Standards Board (IASB) and their preparation in compliance with the applicable provisions of the Articles of Association of the Company, UAE Federal Decree Law No. (32) of 2021 (as amended) and Federal Decree Law No. (6) of 2025, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company'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 Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the 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 financial statements.

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

- Identify and assess the risks of material misstatement of the 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 Company's 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's 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 Company'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 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 Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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 communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

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Independent Auditor's Report

To the Shareholders of Dubai National Insurance & Reinsurance Co. (P.S.C.) (continued)

Report on the Audit of the Financial Statements (continued)

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes 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

As required by the UAE Federal Decree Law No. (32) of 2021 (as amended), we report that:

i) We have obtained all the information we considered necessary for the purposes of our audit;

ii) The financial statements have been prepared and comply, in all material respects, with the applicable provisions of the UAE Federal Decree Law No. (32) of 2021 (as amended);

iii) The Company has maintained proper books of account in accordance with established accounting principles;

iv) The financial information included in the Board of *Directors' Statement and Chief Executive Officer's Statement* is consistent with the books of account of the Company;

v) Note 6 to the financial statements discloses shares purchased during the financial year ended 31 December 2025;

vi) Note 10 to the financial statements discloses material related party transactions, and the terms under which they were conducted;

vii) The Company has not made any social contribution during the financial year ended 31 December 2025;

viii) Based on the information that has been made available to us, nothing has come to our attention which causes us to believe that the Company has contravened during the financial year ended 31 December 2025 any of the applicable provisions of the Federal Decree Law No. (32) of 2021 (as amended), or of its Articles of Association which would materially affect its activities or its financial position as at 31 December 2025;

Further, as required by the Federal Decree Law No. (6) of 2025, we report that we have obtained all the information and explanation we considered necessary for the purpose of our audit.

Furthermore, as required by the CBUAE Insurance Reporting Requirements, note 6 and note 10 to the financial statements discloses information on assets that are held by a related party for the beneficial interest of the Company.

GRANT THORNTON UAE

Dr. Osama El Bakry
Registration No: 935
Dubai, United Arab Emirates

13 March 2026

Dubai National Insurance & Reinsurance Co. (P.S.C.)

Statement of financial position
As at 31 December 2025

	Notes	2025 AED'000	2024 AED'000
Assets			
Property and equipment	4	36,216	27,393
Investment properties	5	185,778	175,605
Financial assets	6	633,996	510,702
Reinsurance contract assets	7	421,740	662,211
Statutory deposit	8	10,000	10,000
Other receivables	9	26,978	24,413
Cash and bank balances	11	362,830	246,322
Total assets		1,677,538	1,656,646
Equity and liabilities			
Equity			
Share capital	12	115,500	115,500
Statutory reserve	13	57,750	57,750
General reserve	13	180,000	180,000
Reinsurance reserve	13	7,276	5,678
Fair value reserve on financial assets at fair value through other comprehensive income (FVTOCI)		318,096	206,642
Retained earnings		272,268	237,576
Total equity		950,890	803,146
Liabilities			
Employees' end-of-service benefits	14	5,008	4,740
Insurance contract liabilities	7	678,058	814,950
Other payables	15	24,297	27,186
Income tax payable	24	2,214	1,354
Deferred tax liability	24	17,071	5,270
Total liabilities		726,648	853,500
Total equity and liabilities		1,677,538	1,656,646

These financial statements were approved by the Board of Directors on 12 March 2026 and signed on their behalf by:

Mr. Khalaf Ahmad Al Habtoor
Chairman

Mr. Mohammed Khalaf Al Habtoor
Board Member

The notes 1 to 31 form an integral part of these financial statements.

Dubai National Insurance & Reinsurance Co. (P.S.C.)

Statement of profit or loss
For the year ended 31 December 2025

	Notes	2025 AED'000	2024 AED'000
Insurance revenue	7	560,541	460,122
Insurance service expenses	16	(316,070)	(1,240,604)
Insurance service result before reinsurance contracts held		244,471	(780,482)
Allocation of reinsurance premiums		(252,818)	(204,001)
Amounts recoverable from reinsurers		16,260	982,196
Net (expenses) / income from reinsurance contracts held		(236,558)	778,195
Insurance service result		7,913	(2,287)
Income from investments	18	34,086	37,562
Income from investment properties	19	19,957	25,678
Net investment income		54,043	63,240
Insurance finance expense for insurance contracts issued	17	(22,783)	(340)
Reinsurance finance income for reinsurance contracts held	17	27,439	4,647
Net insurance finance income		4,656	4,307
Net insurance and investment result		66,612	65,260
Other operating expenses	20	(9,767)	(8,838)
Profit for the year before tax		56,845	56,422
Income tax expense	24	(3,229)	(2,878)
Profit for the year after tax		53,616	53,544
Basic and diluted earnings per share after tax	21	0.46	0.46

The notes 1 to 31 form an integral part of these financial statements.

Dubai National Insurance & Reinsurance Co. (P.S.C.)

Statement of comprehensive income
For the year ended 31 December 2025

	2025 AED'000	2024 AED'000
Profit for the year after tax	53,616	53,544
Other comprehensive income:		
Items that are or will be reclassified subsequently to profit or loss:		
Net unrealised gain on debt investments carried at FVTOCI – net of tax	1,512	1,117
Debt investment at FVTOCI – reclassified to profit or loss on maturity	884	673
Items that will not be reclassified subsequently to profit or loss		
Net unrealised gain on equity investments carried at FVTOCI – net of tax	109,058	36,707
Total other comprehensive income for the year	111,454	38,497
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	165,070	92,041

Dubai National Insurance & Reinsurance Co. (P.S.C.)

Statement of changes in equity
For the year ended 31 December 2025

	Share capital AED'000	Statutory reserve AED'000	General reserve AED'000	Reinsurance reserve AED'000	Fair value reserve on financial assets at FVTOCI AED'000	Retained earnings AED'000	Total equity AED'000
Restated balance as at 1 January 2024	115,500	57,750	180,000	4,413	168,145	196,847	722,655
Dividend declared and paid	-	-	-	-	-	(11,550)	(11,550)
Transactions with owners	-	-	-	-	-	(11,550)	(11,550)
Profit for the year after tax	-	-	-	-	-	53,544	53,544
Transfer to reinsurance reserve	-	-	-	1,265	-	(1,265)	-
Net unrealised gain on financial asset at FVTOCI – net of tax	-	-	-	-	37,824	-	37,824
Realised gain on debt investment at FVTOCI	-	-	-	-	673	-	673
Total comprehensive income for the year	-	-	-	1,265	38,497	52,279	92,041
Balance as at 31 December 2024	115,500	57,750	180,000	5,678	206,642	237,576	803,146
Balance at 1 January 2025	115,500	57,750	180,000	5,678	206,642	237,576	803,146
Dividend declared and paid	-	-	-	-	-	(17,326)	(17,326)
Transactions with owners	-	-	-	-	-	(17,326)	(17,326)
Profit for the year after tax	-	-	-	-	-	53,616	53,616
Transfer to reinsurance reserve	-	-	-	1,598	-	(1,598)	-
Net unrealised gain on financial asset at FVTOCI – net of tax	-	-	-	-	110,570	-	110,570
Realised gain on debt investment at FVTOCI	-	-	-	-	884	-	884
Total comprehensive income for the year	-	-	-	1,598	111,454	52,018	165,070
Balance as at 31 December 2025	115,500	57,750	180,000	7,276	318,096	272,268	950,890

The notes 1 to 31 form an integral part of these financial statements.

Dubai National Insurance & Reinsurance Co. (P.S.C.)

Statement of cash flows
For the year ended 31 December 2025

	Notes	2025 AED'000	2024 AED'000
Cash flows from operating activities			
Profit for the year before tax		56,845	56,422
Adjustments for:			
Depreciation on property and equipment	4	1,606	1,293
Capital work in progress written off	4	253	140
Provision for employees' end-of-service benefits	14	1,003	1,030
Gain from change in fair value of investment properties	5	(10,173)	(16,931)
Investment income		(43,870)	(46,309)
Operating cash flows before changes in working capital		5,723	(4,434)
Changes in working capital			
Other receivables		(2,565)	(188)
Reinsurance contract assets		240,471	(573,903)
Insurance contract liabilities		(136,892)	592,707
Other payables		(4,243)	339
Cash generated from operating activities		102,494	17,539
Employees' end-of-services benefits paid	14	(795)	(1,016)
Net cash generated from operating activities		101,699	16,523
Cash flows from investing activities			
Purchase of property and equipment		(10,681)	(14,933)
Capital expenditure on investment properties		-	(194)
Purchase of investment in equity securities	6	(29,993)	(191)
Proceeds from sale of financial assets		28,585	11,018
Net movement in fixed deposits		4,711	109,732
Dividend and interest income received		44,224	45,035
Net cash generated from investing activities		36,846	150,487
Cash flows from financing activity			
Dividend paid	22	(17,326)	(11,550)
Net cash used in financing activity		(17,326)	(11,550)
Net change in cash and cash equivalents		121,219	155,460
Cash and cash equivalents, beginning of year		216,497	61,037
Cash and cash equivalents, end of year	11	337,716	216,497

The notes 1 to 31 form an integral part of these financial statements.

Dubai National Insurance & Reinsurance Co. (P.S.C.)

Notes to the financial statements
For the year ended 31 December 2025

1 Legal status and activities

Dubai National Insurance & Reinsurance Co. (P.S.C) (the "Company") is a public shareholding Company listed on Dubai Financial Market and incorporated in Dubai on 6 January 1992.

The Company is engaged in insurance and reinsurance of all classes of business.

The registered address of the Company is Dubai National Insurance Building, 3rd Floor, Sheikh Zayed Road, P.O. Box 1806, Dubai, UAE.

During the year, Federal Decree Law No. (6) of 2025 ("CBUAE Law") was issued, effective 16 September 2025, repealing Federal Decree Law No. (48) of 2023. Pursuant to Article 184 of CBUAE Law, the Company has a period of one year from the effective date to align its operations and governance framework with the requirements of the new legislation. The Company is currently evaluating the impact of the CBUAE Law and will implement any necessary changes within the permitted transition period.

2 Statement of compliance with IFRS

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) promulgated by International Accounting Standards Board (IASB) and interpretations thereof issued by the International Financial Reporting Interpretation Committee and in compliance with the applicable requirements of UAE Federal Decree Law No. (32) of 2021 (as amended), relating to commercial companies, and of UAE Federal Decree Law No. (6) of 2025. These financial statements are prepared in UAE Dirhams ("AED") being the economic, functional and reporting currency, rounded to the nearest thousand.

Basis of preparation

This financial statement has been prepared on the historical cost basis, except for financial assets carried at fair value through other comprehensive income, financial assets carried at fair value through profit or loss and investment properties which are carried at fair value and the provision for employees' end of service benefits which is calculated in line with UAE labour laws.

The Company' 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, financial assets at fair value through profit or loss, other receivables, other payables and income tax payable. The following balances would generally be classified as non-current: property and equipment, investment properties and statutory deposits and employees' end of service benefits. The following balances are of mixed nature (including both current and non-current portions): financial assets at fair value through other comprehensive income, reinsurance contract assets, insurance contract assets and liabilities, fixed deposits, bank balances and deferred tax liability.

Application of new and revised International Financial Reporting Standards ("IFRS")

New and revised IFRS and interpretations applied on the financial statements

The following relevant standards, interpretations and amendments to existing standards were issued by the IASB:

Standard number	Title	Effective date
IAS 21	Amendments to IAS 21 Lack of Exchangeability	1 January 2025

These standards did not have a material impact on these financial statements.

2 Statement of compliance with IFRS (continued)

Standards issued but not yet effective

The impact of the new standards, interpretations and amendments that are issued, but not yet effective, up to the date of issuance of the Company's financial statements are disclosed below. The Company intends to adopt these standards, if applicable, when they become effective.

Standard number	Title	Effective date
IFRS 9 & IFRS 7	Amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures regarding the classification and measurement of financial instruments	1 January 2026
IFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
IFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027

3 Material accounting policy information

Standards, interpretations and amendments to existing standards

Insurance Contracts

IFRS 17 establishes principles for the recognition, measurement, presentation and disclosure of insurance contracts, reinsurance contracts and investment contracts with discretionary participation features. It introduces a model that measures groups of contracts based on the Company's estimates of the present value of future cash flows that are expected to arise as the Company fulfils the contracts, an explicit risk adjustment for non-financial risk and a contractual service margin.

Under IFRS 17, insurance revenue in each reporting period represents the changes in the liabilities for remaining coverage that relate to services for which the Company expects to receive consideration and an allocation of contributions that relate to recovering insurance acquisition cash flows. In addition, investment components are no longer included in insurance revenue and insurance service expenses.

Insurance and reinsurance contracts classification

The Company issues insurance contracts in the normal course of business, under which it accepts significant insurance risk from its policyholders. As a general guideline, the Company determines whether it has significant insurance risk, by comparing benefits payable after an insured event with benefits payable if the insured event did not occur. Insurance contracts can also transfer financial risk.

Insurance and reinsurance contracts accounting treatment

Level of aggregation

IFRS 17 requires a company to determine the level of aggregation for applying its requirements. The Company previously applied aggregation levels under IFRS 4, which were significantly higher than the level of aggregation required by IFRS 17. The level of aggregation for the Company is determined firstly by dividing the business written into portfolios. Portfolios comprise groups of contracts with similar risks which are managed together. Portfolios are further divided based on expected profitability at inception into three categories: onerous contracts, contracts with no significant risk of becoming onerous, and the remainder. This means that, for determining the level of aggregation, the Company identifies a contract as the smallest 'unit', i.e., the lowest common denominator. However, the Company makes an evaluation of whether a series of contracts need to be treated together as one unit based on reasonable and supportable information, or whether a single contract contains components that need to be separated and treated as if they were stand-alone contracts. As such, what is treated as a contract for accounting purposes may differ from what is considered as a contract for other purposes (i.e., legal or management). IFRS 17 also notes that no group for level of aggregation purposes may contain contracts issued more than one year apart.

3 Material accounting policy information (continued)

Standards, interpretations and amendments to existing standards – Impact of new IFRS (continued)

IFRS 17 Insurance Contracts (continued)

Insurance and reinsurance contracts accounting treatment (continued)

Level of aggregation (continued)

The Company has elected to group together those contracts that would fall into different groups only because law, regulation or internal policies specifically constrains its practical ability to set a different price or level of benefits for policyholders with different characteristics. The Company applied a full retrospective approach for transition to IFRS 17. The portfolios are further divided into groups of contracts by year of issue and profitability for recognition and measurement purposes. Hence, within each year of issue, portfolios of contracts are divided into three groups, as follows:

- A group of contracts that are onerous at initial recognition (if any)
- A group of contracts that, at initial recognition, have no significant possibility of becoming onerous subsequently (if any)
- A group of the remaining contracts in the portfolio (if any)

The profitability of groups of contracts is assessed by actuarial valuation models that take into consideration existing and new business. The Company assumes that no contracts in the portfolio are onerous at initial recognition unless facts and circumstances indicate otherwise. For contracts that are not onerous, the Company assesses, at initial recognition, that there is no significant possibility of becoming onerous subsequently by assessing the likelihood of changes in applicable facts and circumstances.

The Company considers facts and circumstances to identify whether a group of contracts are onerous based on:

- Evaluation of expected combined ratios;
- Pricing information;
- Results of similar contracts it has recognised; and
- Environment factors, e.g., a change in market experience or regulations.

The Company divides portfolios of reinsurance contracts held applying the same principles set out above, except that the references to onerous contracts refer to contracts on which there is a net gain on initial recognition. For some groups of reinsurance contracts held, a group can comprise a single contract.

Recognition

The Company recognises groups of insurance contracts it issues from the earliest of the following:

- The beginning of the coverage period of the group of contracts;
- The date when the first payment from a policyholder in the group is due or when the first payment is received if there is no due date; and
- For a group of onerous contracts, if facts and circumstances indicate that the group is onerous.

The Company recognises a group of reinsurance contracts held:

- If the reinsurance contracts provide proportionate coverage at the later of the beginning of the coverage period of the group, or the initial recognition of any underlying contract; and
- In all other cases, from the beginning of the coverage period of the group. The Company adds new contracts to the group when they are issued or initiated.

3 Material accounting policy information (continued)

Standards, interpretations and amendments to existing standards (continued)

IFRS 17 Insurance Contracts (continued)

Insurance and reinsurance contracts accounting treatment (continued)

Level of aggregation (continued)

Contract boundary

The Company includes in the measurement of a group of insurance contracts all the future cash flows 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 Company can compel the policyholder to pay the premiums, or in which the Company has a substantive obligation to provide the policyholder with services. A substantive obligation to provide services ends when:

- The Company 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:

- The Company 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
- The pricing of the premiums for coverage 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 is not recognised. Such amounts relate to future insurance contracts.

Measurement - Premium Allocation Approach

Insurance contracts – initial measurement

The Company applies the premium allocation approach (PAA) to all the 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 coverage arising from all premiums within the contract boundary.

Or

- For contracts longer than one year, the Company 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 Company has also considered qualitative factors such as the nature of the risk and types of its lines of business.

The Company 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. Variability in the fulfilment cash flows increases with:

- The extent of future cash flows related to any derivatives embedded in the contracts.
- The length of the coverage period of the group of contracts.

For a group of contracts that is not onerous at initial recognition, the Company measures the liability for remaining coverage as the premiums, if any, received at initial recognition, minus any insurance acquisition cash flows at that date, with the exception of contracts which are one year or less where this is expensed, plus or minus any amount arising from the derecognition at that date of the asset or liability recognised for insurance acquisition cash flows that the Company pays or receives before the group of insurance contracts is recognised. There is no allowance for time value of money as the premiums are mostly received within one year of the coverage period.

3 Material accounting policy information (continued)

Standards, interpretations and amendments to existing standards (continued)

IFRS 17 Insurance Contracts (continued)

Insurance and reinsurance contracts accounting treatment (continued)

Measurement - Premium Allocation Approach (continued)

Insurance contracts – initial measurement (continued)

The Company measures its reinsurance assets for a group of reinsurance contracts that it holds on the same basis as insurance contracts that it issues, however, 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.

Insurance contracts – subsequent measurement

The Company 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 capitalised insurance acquisition cash flows;
- Plus any amounts relating to the amortisation of the acquisition cash flows recognised as an expense in the reporting period for the group; and
- Minus the amount recognised as insurance revenue for the coverage period.

The Company 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 entity and include an explicit adjustment for non-financial risk (the risk adjustment). The Company does not adjust the future cash flows for the time value of money and the effect of financial risk for the measurement of liability for incurred claims that are expected to be paid within one year of being incurred.

Insurance acquisition cash flows are allocated on a deferment pattern basis over the period of time.

Reinsurance contracts

The subsequent measurement of reinsurance contracts held follows the same principles as those for insurance contracts issued and has been adapted to reflect the specific features of reinsurance held.

Insurance contracts – modification and derecognition

The Company 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, substantially changes the contract boundary, or requires the modified contract to be included in a different group. In such cases, the Company derecognises the initial contract and recognises the modified contract as a new contract.

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

3 Material accounting policy information (continued)

Standards, interpretations and amendments to existing standards (continued)

IFRS 17 Insurance Contracts (continued)

Insurance and reinsurance contracts accounting treatment (continued)

Presentation

The Company has presented separately, in the statement of financial position, the carrying amount of groups of insurance contracts issued that are assets, groups of insurance contracts issued that are liabilities, reinsurance contracts held that are assets and groups of reinsurance contracts held that are liabilities.

Any assets or liabilities for insurance acquisition cash flows recognised before the corresponding insurance contracts are included in the carrying amount of the related groups of insurance contracts issued.

The Company does not disaggregate the total amount recognised in the statement of profit or loss and other comprehensive income into an insurance service result, comprising insurance revenue and insurance service expense, and insurance finance income or expenses.

The Company does not disaggregate the change in risk adjustment for non-financial risk between a financial and non-financial portion which will be presented in insurance finance income or expenses and in insurance service result respectively.

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

Insurance revenue

The insurance revenue for the period is the amount of expected premium receipts (excluding any investment component) allocated to the period. The Company allocates the expected premium receipts to each period of coverage on the basis of the passage of time; but if the expected pattern of release of risk during the coverage period differs significantly from the passage of time, then on the basis of the expected timing of incurred insurance service expenses.

The Company changes the basis of allocation between the two methods above as necessary, if facts and circumstances change. The change is accounted for prospectively as a change in accounting estimate.

For the periods presented, all revenue has been recognised on the basis of the passage of time.

Loss components

The Company assumes that no contracts are onerous at initial recognition unless facts and circumstances indicate otherwise. If at any time during the coverage period, the facts and circumstances indicate that a group of insurance contracts is onerous, the Company establishes a loss component as the excess of the fulfilment cash flows that relate to the remaining coverage of the group over the carrying amount of the liability for remaining coverage of the group. Accordingly, by the end of the coverage period of the group of contracts the loss component will be zero.

Insurance finance income and expense

Insurance finance income or expenses comprise the change in the carrying amount of the group of insurance contracts arising from:

- The effect of the time value of money and changes in the time value of money; and
- The effect of financial risk and changes in financial risk.

The Company does not disaggregate insurance finance income or expenses between profit or loss and OCI. The impact of changes in market interest rates on the value of the insurance assets and liabilities are reflected in profit or loss. The Company's financial assets are also measured at FVTOCI.

Dubai National Insurance & Reinsurance Co. (P.S.C.)

Notes to the financial statements
For the year ended 31 December 2025

3 Material accounting policy information (continued)

IFRS 17 Insurance Contracts (continued)

Net income or expense from reinsurance contracts held

The Company presents separately on the face of the statement of profit or loss and other comprehensive income, the amounts expected to be recovered from reinsurers, and an allocation of the reinsurance premiums paid. The Company treats reinsurance cash flows that are contingent on claims on the underlying contracts as part of the claims that are expected to be reimbursed under the reinsurance contract held, and excludes investment components and commissions from an allocation of reinsurance premiums presented on the face of the statement of profit or loss and other comprehensive income.

Investment properties

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

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 value 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 properties are 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 properties are recognised in the statement of profit or loss in the year of retirement or disposal.

The Company determines fair value on the basis of valuation performed by two independent external valuers who holds a recognised and relevant professional qualification and has recent experience in the location and category of the investment properties being valued. The Company takes average of the value from two different valuers as a fair value in its financial statements.

Financial instruments

a) Recognition, initial measurement and derecognition

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the financial instrument and are measured initially at fair value plus transactions costs. Regular way purchases and sales of financial assets are recognised on the date on which the Company commits to purchase or sell the asset i.e. the trade date.

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and all substantial risks and rewards are transferred. A financial liability is derecognised when it is extinguished.

b) Classification and subsequent measurement of financial assets

For the purposes of subsequent measurement, the Company classifies its financial assets into the following categories:

i) Financial assets at amortised cost

Financial assets at amortised cost are those financial assets for which:

- the Company's business model is to hold them in order to collect contractual cash flows; and
- the contractual terms give rise on specific dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

After initial recognition these are measured at amortised cost using the effective interest method, less provision for impairment. Discounting is omitted where the effect of discounting is immaterial.

Financial assets at amortised cost comprise statutory deposits, cash and bank balances, amounts due from related parties and other receivables.

3 Material accounting policy information (continued)

Financial instruments (continued)

Classification and subsequent measurement of financial assets (continued)

ii) Financial assets at fair value through other comprehensive income ("FVTOCI")

Investments in equity securities are classified as FVTOCI. At initial recognition, the Company can make an irrevocable election (on an instrument-by-instrument basis) to designate investments in equity at FVTOCI. Designation at FVTOCI is not permitted if the equity investment is held for trading.

Investments in debt instruments are classified as FVTOCI when both of the following conditions are met:

- The instrument is held within a business model, the objective of which is both collecting contractual cash flows and selling financial assets.
- The contractual terms of the financial asset meet the SPPI test.

Debt instruments in this category are those that are intended to be held to collect contractual cash flows and which may be sold in response to needs for liquidity or in response to changes in market conditions.

Fair value measurement

For investments traded in organised financial markets, fair value is determined by reference to stock exchange quoted prices at the close of business on the statement of financial position date. Investments in unquoted securities are measured at fair value, considering observable market inputs and unobservable financial data of investees.

Gains or losses on subsequent measurement

Gain or loss arising from change in fair value of investments at FVTOCI is recognised in other comprehensive income and reported within the fair value reserve for investments at FVTOCI within equity. When the asset is disposed of, the cumulative gain or loss recognised in other comprehensive income is not reclassified from the equity reserve to statement of profit or loss, but is reclassified to retained earnings.

c) Classification and subsequent measurement of financial liabilities

Financial liabilities comprise amounts due to related parties and most other payables.

Financial liabilities are measured subsequently at amortised cost using the effective interest method.

d) Measurement of ECL

The Company recognises a loss for credit losses on all the financial instruments. The amount of credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

ECLs (expected credit losses) are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Company expects to receive).

The Company measures loss allowances on its insurance receivables at an amount equal to lifetime ECL, except for the following, for which they are measured as 12-month ECL:

• Debt investment securities that are determined to have low credit risk at the reporting date; and

• Other financial instruments on which credit risk has not increased significantly since their initial recognition.

Dubai National Insurance & Reinsurance Co. (P.S.C.)

Notes to the financial statements
For the year ended 31 December 2025

3 Material accounting policy information (continued)

d) Measurement of ECL (continued)

The Company considers a debt security to have low credit risk when their credit risk rating is equivalent to the globally understood definition of 'investment grade'. The Company utilises the general approach to calculate ECL against its fixed deposits with banks and for its investments in debt securities which is dependent on the rating of the banks and bonds as determined by an external credit rating agency. 12-month ECL are the portion of ECL that result from default events on a financial instrument that are possible within the 12 months after the reporting date. Lifetime ECLs are ECLs that result from all possible default events over the expected life of a financial instrument.

The key inputs into the measurement of ECL are the term structure of the following variables:

• Probability of default ("PD");

• Loss given default ("LGD");

• Exposure at default ("EAD").

These parameters are generally derived from internally developed statistical models and other historical data. They are adjusted to reflect forward-looking information.

e) Offsetting financial instruments

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

Dividend distribution

Dividend distribution to the Shareholders is recognised as a liability in the financial statements in the year in which the dividends are proposed by the Board of Directors.

Employee benefits

Short-term employee benefits

The cost of short-term employee benefits (those payable within 12 months after the service is rendered such as paid vacation leave and bonuses) is recognised in the year in which the service is rendered.

Provision for employees' end of service benefits

A provision for employees' end of service benefits is made for the full amount due to employees for their years of service up to the reporting date in accordance with the UAE Labour Law and is reported as separate line item under non-current liabilities.

The entitlement to end of service benefits is based upon the employees' salary and length of service, subject to the completion of a minimum service year as specified in the UAE Labour Law. The expected costs of these benefits are accrued over the year of employment.

Foreign currency transactions

Transactions in foreign currencies are translated to AED at the foreign exchange rate ruling at the date of the transactions. Monetary assets and liabilities denominated in foreign currencies at the statement of financial position date are translated to AED at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in the statement profit or loss.

Non-monetary items are not retranslated at year-end and are measured at historical cost (translated using the exchange rates at the transaction date), except for non-monetary items measured at fair value which are translated using the exchange rates at the date when fair value was determined.

3 Material accounting policy information (continued)

Impairment of non-financial assets

The carrying amounts of the Company's non financial assets are reviewed at each statement of financial position date or whenever there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount.

The impairment losses are recognised in the statement of profit or loss. An impairment charge is reversed if the cash-generating unit's recoverable amount exceeds its' carrying amount.

Short term operating leases

Leases where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are recognised in the statement of profit or loss on a straight-line basis over the term of the lease.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances, call deposits, current accounts and fixed deposits which have original maturities of less than 3 months and are free from lien.

Provisions, contingent liabilities and contingent assets

Provisions are recognised when present obligations as a result of a past event will probably lead to an outflow of economic resources from the Company and amounts can be estimated reliably. Timing or amount of the outflow may still be uncertain. A present obligation arises from the presence of a legal or constructive commitment that has resulted from past events.

Provisions are measured at the estimated expenditure required to settle the present obligation, based on the most reliable evidence available at the reporting date, including the risks and uncertainties associated with the present obligation. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. Provisions are discounted to their present values, where the time value of money is material.

Any reimbursement that the Company can be virtually certain to collect from a third party with respect to the obligation is recognised as a separate asset. However, this asset may not exceed the amount of the related provision.

All provisions are reviewed at each reporting date and adjusted to reflect the current best estimate.

In those cases where the possible outflow of economic resources as a result of present obligations is considered improbable or remote, no liability is recognised, unless it was assumed in the course of a business combination.

Possible inflows of economic benefits to the Company that do not yet meet the recognition criteria of an asset are considered contingent assets.

Taxation

Current

Provision of current tax is based on the taxable income for the period determined in accordance with the prevailing law for taxation of income. The charge for current tax is calculated using prevailing tax rates or tax rates expected to apply to the profit for the period.

Income tax expense is recognised in interim period based on the best estimate of the weighted average annual income tax rate expected for the full financial year. Amounts accrued for income tax expense in interim period may have to be adjusted in a subsequent interim period of that financial year if the estimate of the annual income tax rate changes.

Dubai National Insurance & Reinsurance Co. (P.S.C.)

Notes to the financial statements
For the year ended 31 December 2025

3 Material accounting policy information (continued)

Taxation (continued)

Deferred taxation

Deferred tax is accounted for in respect of all temporary differences at the balance sheet date between the tax bases and carrying amounts of assets and liabilities for financial reporting purposes. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences unused tax losses and tax credits can be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on the tax rates (and tax laws) that have been enacted or substantively enacted at the balance sheet date.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the Company's accounting policies, which are described above in these financial statements, management is required to make judgments, 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 year in which the estimate is revised if the revision affects only that year or in the year of the revision and future year if the revision affects both current and future years. The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Insurance and reinsurance contracts

The Company applies the PAA to simplify the measurement of insurance contracts. When measuring liabilities for remaining coverage, the PAA is broadly similar to the Company's previous accounting treatment under IFRS 4. However, when measuring liabilities for incurred claims, the Company now discounts cash flows that are expected to occur more than one year after the date on which the claims are incurred and includes an explicit risk adjustment for non-financial risk.

Liability for remaining coverage

For insurance acquisition cash flows, the Company is eligible and chooses to capitalise all insurance acquisition cashflows upon payments.

The effect of recognising insurance acquisition cash flows as an expense on initial recognition of group of insurance contracts is to increase the liability for remaining coverage on initial recognition and reduce the likelihood of any subsequent onerous contract loss. There would be an increased charge to profit or loss on initial recognition, due to expensing acquisition cash flows, offset by an increase in profit released over the coverage year. For groups of contracts that are onerous, the liability for remaining coverage is determined by the fulfilment cash flows.

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 Bornhuetter Ferguson methods.

The main assumption underlying these techniques is that a Company'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.

3 Material accounting policy information (continued)

Critical accounting judgements and key sources of estimation uncertainty (continued)

Liability for incurred claims (continued)

Historical claims development is mainly analysed by accident years, but can also be further analysed by geographical area, as well as by significant business lines and claim types. 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, changes in external or market factors such as public attitudes to claiming, economic conditions, levels of claims inflation, judicial decisions and legislation, 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 that present the probability weighted expected value outcome from the range of possible outcomes, taking account of all the uncertainties involved.

Other key circumstances affecting the reliability of assumptions include variation in interest rates, delays in settlement and changes in foreign currency exchange rates.

Discount rates

The Company use bottom-up approach to derive the discount rate. Under this 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 rate was derived using EIOPA rates with volatility adjustment along with the country risk premium (inclusive of the liquidity premium).

Discount rates applied for discounting of future cash flows are listed below:

	1 year		3 years		5 years		10 years		20 years	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Insurance contracts issued										
AED	4.44%	5.15%	4.35%	5.04%	4.48%	4.95%	4.85%	5.04%	5.29%	5.08%
Reinsurance contracts held										
AED	4.44%	5.15%	4.35%	5.04%	4.48%	4.95%	4.85%	5.04%	5.29%	5.08%

Risk adjustment for non-financial risk

The Company use Mack method to determine its risk adjustment for non-financial risk. The bootstrap effectively allows the Company to measure the uncertainty about the amount and timing of the cash flows that arise from non-financial risk since bootstrapping the triangles aims to illustrate the variability of the paid claims.

The risk adjustment for non-financial risk is the compensation that the Company 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 Company has estimated the risk adjustment using a confidence level (probability of sufficiency) approach at the 70th percentile. That is, the Company has assessed its indifference to uncertainty for all product lines (as an indication of the compensation that it requires for bearing non-financial risk) as being equivalent to the 70th percentile confidence level less the mean of an estimated probability distribution of the future cash flows. The Company 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 Material accounting policy information (continued)

Critical accounting judgements and key sources of estimation uncertainty (continued)

Valuation of investment properties

Fair value of investment properties is estimated by two independent professional valuers accredited with the Royal Institution of Chartered Surveyors for disclosure purposes only, considering the rental yield (income approach). This estimate was made considering market rent and average rental yield. Fair value was dependent on market factors and availability of information.

Rights and obligations of the investments

One quoted equity investment is in the name of the Chairman, however, is controlled by the Company. This investment is held for the beneficial interest of the Company. Management addresses the significant judgement over the rights and obligations by obtaining direct annual re-confirmation from the Chairman that the assets held in Chairman's name are for the Company's beneficial interest and receiving all risk and economic rewards associated with this investment.

4 Property and equipment

	Furniture and fixtures AED'000	Motor vehicles AED'000	Computer equipment AED'000	Capital work in progress AED'000	Total AED'000
2025					
Cost					
At 1 January	1,232	452	8,370	23,822	33,876
Additions	-	-	-	10,681	10,681
Transfers	1,110	-	697	(1,807)	-
Write off	-	-	-	(253)	(253)
At 31 December	2,342	452	9,067	32,443	44,304
Accumulated depreciation					
At 1 January	699	452	5,332	-	6,483
Charge for the year	378	-	1,227	-	1,605
At 31 December	1,077	452	6,559	-	8,088
Net book value					
At 31 December 2025	1,265	-	2,508	32,443	36,216
2024					
Cost					
At 1 January	1,201	452	6,509	10,930	19,092
Additions	-	-	-	14,933	14,933
Transfers	31	-	1,861	(1,892)	-
Write off	-	-	-	(149)	(149)
At 31 December	1,232	452	8,370	23,822	33,876
Accumulated depreciation					
At 1 January	489	425	4,364	-	5,278
Charge for the year	210	27	968	-	1,205
At 31 December	699	452	5,332	-	6,483
Net book value					
At 31 December 2024	533	-	3,038	23,822	27,393

Dubai National Insurance & Reinsurance Co. (P.S.C.)

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5 Investment properties

	31 December 2025 AED'000	31 December 2024 AED'000
Opening net book value	175,605	158,480
Additions during the year	-	194
Change in fair value during the year	10,173	16,931
Closing net book value	185,778	175,605

On 31 December 2025, Najmat Al Murjan Real Estate Valuation Service LLC and 34 Real Estate Advisory LLC, independent and experienced professional valuers estimated the fair value of investment property at AED 185.5 million and AED 186.1 million respectively (2024: Land Sterling Property Consultants and Real Estate X, independent and experienced professional valuers estimated the fair value of investment property at AED 173.1 million and AED 178.2 million respectively). The Company has opted the average of the two investment properties valuations. The valuers hold relevant professional qualifications and experience. Investment property is held for capital appreciation and rental purposes. The fair value is in accordance with relevant appraisal and standards issued by the Royal Institute of Chartered Surveyors (RICS) and Emirates Book Valuation standards (EBVS). The Company occupies an insignificant area of 11.5% (2024: 11.5%) in the investment property for use in its own business.

Details of the investment properties and information about the fair value hierarchy as at 31 December 2025 and 31 December 2024 are as follows:

	31 December 2025			Fair value as at 31 December 2024
	Level 1 AED'000	Level 2 AED'000	Level 3 AED'000	Level 3 AED'000
Buildings and plots of land on which such buildings are constructed	-	-	185,778	175,605

For investment properties categorised into level 3 of the fair value hierarchy, the following information is relevant:

Valuation techniques	Significant input(s)	Sensitivity
Income capitalisation approach	Capitalisation rate, taking into account the capitalisation of rental income potential, nature of properties, and prevailing market condition.	A slight increase in the capitalisation rate used would result in a significant decrease in fair value, and vice versa.
	Yearly market rent, taking into account the differences in location, and individual factors, such as frontage and size, between the comparable and the investment properties	A slight increase in the market rent used would result in a significant increase in fair value, and vice versa.

6 Financial assets

Financial assets measured at fair value in the statement of financial position are grouped into three levels of a fair value hierarchy. This grouping is determined based on the lowest level of significant inputs used in fair value measurement, as follows:

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

	Note	Level 1	Level 2	Level 3	Total
31 December 2025		**AED'000**	**AED'000**	**AED'000**	**AED'000**
Financial assets at FVTPL					
Investment in quoted equity securities	(a)	2,226	-	-	2,226
Financial assets at FVTOCI					
Investment in quoted equity securities*	(a)	592,927	-	-	592,927
Investment in debt securities	(a)	38,843	-	-	38,843
		633,996	-	-	633,996
31 December 2024					
Financial assets at FVTPL					
Investment in quoted equity securities	(a)	1,754	-	-	1,754
Financial assets at FVTOCI					
Investment in quoted equity securities*	(a)	443,091	-	-	443,091
Investment in debt securities	(a)	65,857			65,857
		510,702	-	-	510,702

* This comprises of quoted investment amounting to AED 12.3 million (2024: AED 12.8 million) which are in the name of Khalaf Ahmad Al Habtoor (Chairman) held for the beneficial interest of the Company.

(a) Fair values have been determined by reference to quoted prices at the reporting date.

Movement in financial assets grouped in level 1

The reconciliation of carrying amounts of financial instruments classified within level 1 is as follows:

	2025	2024
	AED'000	AED'000
Investments in equity securities at FVTOCI		
Balance as at 1 January	443,091	402,556
Purchases during the year	29,993	191
Increase in fair value	119,843	40,344
Balance as at 31 December	592,927	443,091

6 Financial assets (continued)

Movement in financial assets grouped in level 1 (continued)

	2025	2024
	AED'000	AED'000
Investments in equity securities at FVTPL		
Balance as at 1 January	1,754	1,773
Increase / (decrease) in fair value	472	(19)
Balance as at 31 December	2,226	1,754
Investments in debt securities at FVTOCI		
Balance as at 1 January	65,857	75,037
Redemption during the year	(28,585)	(7,226)
Increase / (decrease) in fair value	1,571	(1,954)
Balance as at 31 December	38,843	65,857

Investments in debt securities represent bonds carrying interest rate ranging from 4.3% to 6.3% per annum (2024: 4.3% to 6.3% per annum).

7 Insurance and reinsurance contracts

The breakdown of groups of insurance and reinsurance contracts issued, and reinsurance contracts held, that are in an asset position and those in a liability position is set out in the table below:

	31 December 2025			31 December 2024		
	Assets AED'000	Liabilities AED'000	Net AED'000	Assets AED'000	Liabilities AED'000	Net AED'000
Insurance contracts issued	-	(678,058)	(678,058)	-	(814,950)	(814,950)
Reinsurance contracts held	421,740	-	421,740	662,211	-	662,211

7 Insurance and reinsurance contracts (continued)

Roll-forward of net asset or liability for insurance contracts issued showing the liability for remaining coverage and the liability for incurred claims

	Liabilities for remaining coverage		Liabilities for incurred claims		
	Excluding loss component AED'000	Loss component AED'000	Estimates of the present value of future cash flows AED'000	Risk adjustment AED'000	Total AED'000
31 December 2025 (Audited)					
Insurance contract liabilities as at 1 January	(22,757)	(2,970)	(725,663)	(63,560)	(814,950)
Insurance revenue	560,541	-	-	-	560,541
Insurance service expenses	(82,597)	(7,257)	(236,318)	10,102	(316,070)
Incurred claims and other expenses	-	-	(487,558)	(17,214)	(504,772)
Amortisation of insurance acquisition cash flows	(82,597)	-	-	-	(82,597)
Losses on onerous contracts	-	(7,257)	-	-	(7,257)
Changes to liabilities for incurred claims	-	-	251,240	27,316	278,556
Insurance service result	477,944	(7,257)	(236,318)	10,102	244,471
Insurance finance expense	-	-	(22,783)	-	(22,783)
Total changes in the statement of comprehensive income/(loss)	477,944	(7,257)	(259,101)	10,102	221,688
Cash flows					
Premiums received	(633,775)	-	-	-	(633,775)
Claims and other expenses paid	-	-	463,424	-	463,424
Insurance acquisition cash flows	85,555	-	-	-	85,555
Total cash flows	(548,220)	-	463,424	-	(84,796)
Net insurance contract liabilities as at 31 December	(93,033)	(10,227)	(521,340)	(53,458)	(678,058)
31 December 2024 (Audited)					
Insurance contract liabilities as at 1 January	(14,281)	(4,542)	(185,774)	(17,646)	(222,243)
Insurance revenue	469,122	-	-	-	469,122
Insurance service expenses	(76,571)	1,572	(1,128,691)	(45,914)	(1,249,604)
Incurred claims and other expenses	-	-	(1,075,750)	(42,864)	(1,118,614)
Amortisation of insurance acquisition cash flows	(76,571)	-	-	-	(76,571)
Reversal of losses on onerous contracts	-	1,572	-	-	1,572
Changes to liabilities for incurred claims	-	-	(52,941)	(3,050)	(55,991)
Insurance service result	392,551	1,572	(1,128,691)	(45,914)	(780,482)
Insurance finance expense	-	-	(340)	-	(340)
Total changes in the statement of comprehensive income/(loss)	392,551	1,572	(1,129,031)	(45,914)	(780,822)
Cash flows					
Premiums received	(469,556)	-	-	-	(469,556)
Claims and other expenses paid	-	-	589,142	-	589,142
Insurance acquisition cash flows	68,529	-	-	-	68,529
Total cash flows	(401,027)	-	589,142	-	188,115
Net insurance contract liabilities as at 31 December	(22,757)	(2,970)	(725,663)	(63,560)	(814,950)

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7 Insurance and reinsurance contracts (continued)

Roll-forward of net asset or liability for reinsurance contracts held showing the assets for remaining coverage and the amounts recoverable on incurred claims

	Assets for remaining coverage		Amounts recoverable on incurred claims		
31 December 2025 (Audited)	Excluding loss recovery component AED'000	Loss component AED'000	Estimates of the present value of future cash flows AED'000	Risk adjustment AED'000	Total AED'000
Reinsurance contract assets as at 1 January 2025	(434,473)	1,136	1,036,032	59,516	662,211
An allocation of reinsurance premiums	(252,818)	-	-	-	(252,818)
Amounts recoverable from reinsurers	-	1,927	26,252	(11,919)	16,260
Amounts recoverable for incurred claims and other expenses	-	-	26,252	(11,919)	14,333
Loss-recovery on onerous underlying contracts and adjustments	-	1,927	-	-	1,927
Net (expense)/ income from reinsurance contracts held	(252,818)	1,927	26,252	(11,919)	(236,558)
Reinsurance finance income	-	-	27,439	-	27,439
Total changes in the statement of comprehensive (loss)/income	(252,818)	1,927	53,691	(11,919)	(209,119)
Cash flows					
Premiums paid	218,144	-	-	-	218,144
Amounts received	-	-	(249,496)	-	(249,496)
Total cash flows	218,144	-	(249,496)	-	(31,352)
Net reinsurance contract assets as at 31 December 2025	(469,147)	3,063	840,227	47,597	421,740

7 Insurance and reinsurance contracts (continued)

Roll-forward of net asset or liability for reinsurance contracts held showing the assets for remaining coverage and the amounts recoverable on incurred claims (continued)

	Assets for remaining coverage		Amounts recoverable on incurred claims		
31 December 2024 (Audited)	Excluding loss recovery component AED'000	Loss component AED'000	Estimates of the present value of future cash flows AED'000	Risk adjustment AED'000	Total AED'000
Reinsurance contract assets as at 1 January 2024	(388,445)	917	463,220	15,610	91,306
An allocation of reinsurance premiums	(204,001)	-	-	-	(204,001)
Amounts recoverable from reinsurers	-	219	938,279	43,508	982,156
Amounts recoverable for incurred claims and other expenses	-	-	938,279	43,508	981,777
Loss-recovery on onerous underlying contracts and adjustments	-	219	-	-	219
Net (expense)/income from reinsurance contracts held	(204,001)	219	938,279	43,508	778,196
Reinsurance finance income	-	-	4,647	-	4,647
Total changes in the statement of comprehensive (loss)/income	(204,001)	219	942,926	43,508	782,842
Cash flows					
Premiums paid	158,173	-	-	-	158,173
Amounts received	-	-	(370,118)	-	(370,118)
Total cash flows	158,173	-	(370,118)	-	(211,937)
Net reinsurance contract assets as at 31 December 2024	(434,273)	1,136	1,036,030	59,515	662,211

7 Insurance and reinsurance contracts (continued)

In addition to scenario testing, the development of insurance liabilities provides a measure of the Company's ability to estimate the ultimate value of claims. The top half of each table illustrates how the Company's estimate of liability for incurred claims for each accident year has changed at successive year-ends. The bottom half of the table reconciles the cumulative claims to the amount appearing in the statement of financial position. The following tables illustrate the Company's estimate of total liability for incurred claims for the years up to 2025.

Gross Insurance contract liabilities at 31 December 2025

	2021 and prior AED'000	2022 AED'000	2023 AED'000	2024 AED'000	2025 AED'000	Total AED'000
Estimates of cumulative claims						
At the end of the Underwriting Year	2,570,200	381,009	511,873	1,141,772	266,500	4,791,802
One year later	2,558,554	172,715	330,218	1,016,902	-	3,888,767
Two years later	2,505,718	203,241	319,127	-	-	3,098,086
Three years later	2,505,583	156,853	-	-	-	2,522,566
Four years later	2,500,841	-	-	-	-	2,500,841
Estimates of cumulative claims	2,500,841	156,853	319,127	1,016,902	266,000	4,220,532
Cumulative payments to date	1,508,815	190,468	303,099	788,363	197,757	3,884,443
Provision for outstanding claims	15,776	6,384	16,028	228,148	69,352	336,189
Unallocated loss adjustment expense reserve	183	74	146	2,069	804	3,089
Claims payable	6,756	2,734	6,804	97,398	29,615	142,966
Total gross undiscounted liabilities for incurred claims	22,715	9,192	23,070	325,506	99,360	484,063
Mathematical Reserve for incurred claims	1,599	809	2,091	29,302	8,794	42,686
Attributable maintenance cost outstanding - Gross	176	71	179	2,555	772	3,753
Effect of discounting - Gross	-	-	-	-	-	(9,081)
Total discounted gross reserves included in the statement of financial position						521,540
Risk Adjustment						53,458

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7 Insurance and reinsurance contracts (continued)

Gross Insurance contract liabilities at 31 December 2024

	2020 and prior AED'000	2021 AED'000	2022 AED'000	2023 AED'000	2024 AED'000	Total AED'000
Estimate of cumulative claims						
At the end of the Underwriting Year	2,197,174	180,287	201,699	311,872	1,143,773	4,034,605
One year later	2,190,764	185,785	172,713	320,219	-	2,869,479
Two years later	2,173,151	180,989	205,242	-	-	2,557,382
Three years later	2,184,725	182,107	-	-	-	2,366,830
Four years later	2,143,396	-	-	-	-	2,143,396
Estimate of cumulative claims	2,143,396	182,107	205,242	320,219	1,143,773	3,992,737
Cumulative payments to date	2,126,060	179,045	191,557	302,040	582,541	3,381,243
Provision for outstanding claims	17,336	3,062	11,685	18,179	561,232	611,494
Unallocated loss adjustment expense reserve	78	14	52	82	2,516	2,742
Claims payable	2,770	489	1,867	2,904	89,667	97,697
Total gross undiscounted liabilities for incurred claims	20,184	3,565	13,604	21,165	653,415	711,933
Mathematical Reserve for incurred claims	1,018	180	686	1,067	32,941	35,892
Attributable maintenance cost outstanding - Gross	18	3	12	19	576	628
Effect of discounting - Gross	-	-	-	-	-	(22,790)
Total discounted gross reserves included in the statement of financial position						725,663
Risk Adjustments						63,560

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8 Statutory deposit

	2025 AED'000	2024 AED'000
Held with a local bank in Dubai, UAE	10,000	10,000

Statutory deposit held with a local bank in Dubai, UAE represents deposits held under a lien in favour of the Central Bank of the United Arab Emirates ("CBUAE") in accordance with Article (92) of the Federal Decree Law No. (6) of 2025. The deposit cannot be withdrawn without prior approval from the Central Bank of the United Arab Emirates ("CBUAE").

9 Other receivables

	2025 AED'000	2024 AED'000
Rent receivables	8,692	8,426
Accrued interest	4,364	5,245
Prepayments	177	295
Other receivables	18,407	15,074
	31,640	29,040
Expected credit losses	(4,662)	(4,627)
	26,978	24,413

The Company has recognised AED 4.66 million as a provision on doubtful rent receivables (2024: AED 4.63 million).

10 Related party balances and transactions

The Company, in the normal course of business, collects premiums from and settles claims of other businesses that fall within the definition of related parties as per IAS 24. These transactions are carried out at terms mutually agreed between the parties.

At the end of the reporting period, balance with related parties are as follows:

	2025 AED'000	2024 AED'000
Key Management personnel and entities under common control		
Due from related parties	20,862	20,018
Due to related parties	14,645	56,196

The nature of significant related party transactions and amounts involved were as follows:

	2025 AED'000	2024 AED'000
Gross premiums written	180,544	130,501
Claims paid	223,823	168,759
Agency/non-agency repairs	37,792	34,283
Commission paid	3,197	3,080
Key management personnel compensation		
Short term benefits	2,602	2,523
Post-employment benefits	103	88

10 Related party balances and transactions (continued)

As at 31 December 2025, the company has paid an advance to Al Habtoor City Real Estate Development LLC amounting to AED 31.4 million (31 December 2024: AED 21.5 million) toward the property under development. Additionally, the Company has commitments towards the same property under development amounting to AED 35.4 million as at 31 December 2025 (31 December 2024: AED 45 million).

Quoted investment at FVTOCI amounting to AED 12.2 million as at 31 December 2025 (31 December 2024: quoted investment amounting to AED 12.8 million) is registered in the name of the Chairman in the beneficial interest of the Company (refer to note 6 and note 30).

In April 2024, the Company recognised a significant property claim amounting to AED 754.7 million from Al Habtoor Motors Co LLC, a related party. The claim is primarily covered by facultative reinsurance arrangements. As a result, the Company recorded a reinsurance contract asset of AED 753.3 million.

During the year ended 31 December 2025, the Company revised the insurance claim amount to AED 600 million as a result of changes in claim estimates. In the current year the Company received AED 138.7 million from reinsurers (31 December 2024: AED 168.3 million). Accordingly, the total amount received from reinsurers as at 31 December 2025 amounted to AED 367 million, and the same has been paid to Al Habtoor Motors Co. LLC. resulting in the change of insurance contract liabilities and reinsurance contract assets to AED 233 million and AED 232 million respectively.

The management of this claim involves complexities related to the damaged motor vehicles and other assets of the insured, and the losses are still being assessed. The reported figures for insurance contract liabilities and reinsurance contract assets reflect management's best estimate at the reporting date. However, given the evolving nature of the claim, the final amounts may differ from these estimates, and the Company expects these amounts to develop till the loss assessment is completed. Management continues to monitor the claim closely and will update its estimates as further information becomes available.

11 Cash and bank balances

Cash and bank balances comprise the following statement of financial position amounts:

	2025 AED'000	2024 AED'000
Cash in hand	10	10
Cash at banks	362,820	246,312
	362,830	246,322

Cash at banks includes deposits amounting to AED 249.8 million (31 December 2024: AED 185.4 million) held with local banks carrying interest ranging from 3.62% - 4.25% (31 December 2024: 2.5% - 5.27%) per annum.

As per management's assessment, expected credit loss on cash and cash equivalents is immaterial.

Cash and cash equivalents at the end of the year as shown in the statement of cash flows can be reconciled to the related items in the financial items in the statement of financial position:

	2025 AED'000	2024 AED'000
Cash and bank balances	362,830	246,322
Bank deposits with original maturity over 3 months	(25,114)	(29,825)
Cash and cash equivalents	337,716	216,497

12 Share capital

The authorised and issued share capital comprises 115,500,000 fully paid-up shares of AED 1 each:

	2025 No. of shares	2025 AED'000	2024 No. of shares	2024 AED'000
Balance as at 31 December	115,500,000	115,500	115,500,000	115,500

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13 Reserves

Statutory reserve

In accordance with the Company's Articles of Association and Article 241 of the Federal Law No. (32) of 2021 (as amended), a minimum of 10% of the Company's annual net profits must be transferred to a non-distributable statutory reserve. As per the Company's Articles of Association, such transfers are required until the balance in the statutory reserve equals 50% of the Company's paid-up share capital. No transfer to statutory reserve has been made during the year as it has already reached 50% of the paid-up share capital (31 December 2024: Nil).

General reserve

Transfers to the general reserve are made on the recommendation of the Board of Directors. This reserve may be used for such purposes as deemed appropriate by the Board of Directors. During the year, there were no transfers from or to the general reserve (31 December 2024: no transfers).

Reinsurance reserve

In accordance with Article 34 of Insurance Authority's Board of Directors Decision No. 23 of 2019, concerning instructions organising reinsurance operations, the reserve is not available for distribution and will not be disposed of without prior approval from the Central Bank of United Arab Emirates. The Company has transferred AED 1.6 million from 'Retained earnings' to the 'Reinsurance Reserve' being 0.5% of the total insurance premium ceded to reinsurers during the year ended 31 December 2025 (year ended 31 December 2024: AED 1.3 million).

14 Employees' end of service benefits

	2025 AED'000	2024 AED'000
Balance at 1 January	4,740	4,726
Charge for the year	1,063	1,030
Payments during the year	(795)	(1,016)
Balance at 31 December	5,008	4,740

15 Other payables

	2025 AED'000	2024 AED'000
Other payables	8,997	9,701
Rent advances	6,314	3,095
Directors' remuneration *	5,924	6,128
Accrued expenses	2,862	8,262
	24,297	27,186

* Directors' remuneration is an appropriation of net profit for the year in accordance with Article 171 of U.A.E Federal Law No. (32) of 2021 (as amended), and also as per the Articles of Association of the Company.

16 Insurance service expenses

	Motor AED'000	General AED'000	Medical & life AED'000	Total AED'000
2025				
Incurred claims and other expenses	187,304	130,421	187,047	504,772
Amortisation of insurance acquisition cash flows	37,526	14,233	30,775	82,597
Losses on onerous contracts	2,441	-	4,816	7,257
Changes to liabilities for incurred claims	(66,621)	(191,028)	(20,907)	(278,556)
	160,650	(46,374)	201,734	316,070

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16 Insurance service expenses (continued)

	Motor AED'000	General AED'000	Medical & life AED'000	Total AED'000
2024				
Incurred claims and other expenses	171,334	861,159	84,121	1,116,614
Amortisation of insurance acquisition cash flows	34,985	11,054	30,638	76,571
Reversals of losses on onerous contracts	(1,723)	-	151	(1,572)
Changes to liabilities for incurred claims	(26,964)	24,838	58,125	55,991
	177,632	895,947	172,025	1,249,604

17 Net insurance financial result

	Motor AED'000	General AED'000	Medical & life AED'000	Total AED'000
2025				
Interest accretion on insurance contracts using locked in rate	(1,566)	(14,917)	(908)	(17,391)
Due to changes in interest rates and other financial assumptions	(1,260)	(3,687)	(445)	(5,392)
Total insurance finance expense from insurance contracts issued	(2,826)	(18,604)	(1,353)	(22,783)
Due to changes in profit rates and other financial assumptions	1,354	19,015	7,070	27,439
Reinsurance finance income from reinsurance contracts held	1,354	19,015	7,070	27,439
2024				
Interest accretion on insurance contracts using locked-in rate	(141)	(255)	179	(217)
Change to interest rates and other financial assumptions	(1,116)	2,107	(1,114)	(123)
Total insurance finance (expense)/income from insurance contracts issued	(1,257)	1,852	(935)	(340)
Due to changes in profit rates and other financial assumptions	1,630	(1,994)	5,011	4,647
Reinsurance finance income/(expense) from reinsurance contracts held	1,630	(1,994)	5,011	4,647

18 Income from investments

	2025 AED'000	2024 AED'000
Dividend income on securities	23,293	24,341
Interest income	10,793	13,221
	34,086	37,562

19 Income from investment properties

	2025 AED'000	2024 AED'000
Gain from change in fair value of investment properties (note 5)	10,173	16,931
Net rental income	9,784	8,747
	19,957	25,678

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20 Other operating expenses

	2025 AED'000	2024 AED'000
Staff costs	1,190	1,289
Professional and legal fee	904	325
Directors' remuneration	5,924	6,128
Other operational expenses	1,749	756
	9,767	8,838

21 Earnings per share

	2025	2024
Earnings (AED'000):		
Profit for the year after tax	53,636	53,544
Number of shares (AED'000):		
Weighted average number of ordinary shares for the purpose of basic and diluted earnings per share	115,500	115,500
Earnings per share (AED):		
Basic and diluted	0.46	0.46

The Company does not have potentially diluted shares and accordingly diluted earnings per share equals basic earnings per share.

22 Dividends

The Board proposed cash dividend of 15% of paid up share capital, amounting to AED 17.33 million (AED 0.15 per share) for the year ended 31 December 2024. This was approved at the Annual General Meeting held on 24 April 2025 and distributed on 16 May 2025.

During the comparative year, the Board proposed cash dividend of 10% of paid up share capital, amounting to AED 11.55 million (AED 0.10 per share) for the year ended 31 December 2023. This was approved at the Annual General Meeting held on 25 April 2024 and distributed on 15 May 2024.

23 Segment information

The following is an analysis of the Company's assets, liabilities and equity classified by segment:

	Underwriting AED'000	Investments AED'000	Total AED'000
2025			
Total assets	466,303	1,211,035	1,677,338
Total equity	632,796	318,096	950,890
Total liabilities	717,267	9,381	726,648
2024			
Total assets	675,262	981,384	1,656,646
Total equity	596,504	206,642	803,146
Total liabilities	840,428	13,072	853,500

23 Segment information (continued)

The Company operates two main business segments: Underwriting and Investments.

Underwriting segment is further classified into General Insurance, Group life and Health Insurance. Investments segment comprises Investment Property and Financial Assets. The Group life Insurance provided by the Company is for a year of 12 months and does not include any investment portion.

	2025 Underwriting AED'000	2025 Investments AED'000	2025 Total AED'000	2024 Underwriting AED'000	2024 Investments AED'000	2024 Total AED'000
Insurance revenue	560,541	-	560,541	469,122	-	469,122
Insurance service expenses	(316,070)	-	(316,070)	(1,249,604)	-	(1,249,604)
Insurance service result before reinsurance contracts held	244,471	-	244,471	(780,482)	-	(780,482)
Allocation of reinsurance premiums	(252,818)	-	(252,818)	(204,001)	-	(204,001)
Amounts recoverable from reinsurance for incurred claims	16,260	-	16,260	982,196	-	982,196
Net (expenses)/income from reinsurance contracts held	(236,558)	-	(236,558)	778,195	-	778,195
Insurance service result	7,913	-	7,913	(2,287)	-	(2,287)
Income from investments	-	34,086	34,086	-	37,562	37,562
Income from investment properties	-	19,957	19,957	-	25,678	25,678
Net investment income	-	54,043	54,043	-	63,240	63,240
Insurance finance expense for insurance contracts issued	(22,783)	-	(22,783)	(340)	-	(340)
Reinsurance finance income for reinsurance contracts held	27,439	-	27,439	4,647	-	4,647
Net insurance finance income	4,656	-	4,656	4,307	-	4,307
Net insurance and investment result	12,569	54,043	66,612	2,020	63,240	65,260
Other operating expenses	(9,767)	-	(9,767)	(8,838)	-	(8,838)
Profit/(loss) for the year before tax	2,802	54,043	56,845	(6,818)	63,240	56,422

Dubai National Insurance & Reinsurance Co. (P.S.C.)

Notes to the financial statements
For the year ended 31 December 2025

23 Segment information (continued)

Gross written premiums

Details relating to gross written premiums are disclosed below to comply with the requirements of CBUAE and are not calculated as per the requirements of IFRS 17.

2025	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	2,450	-	238,734	333,433	574,597
Assumed business					
Foreign	-	-	-	-	-
Local	-	-	1,673	110,611	112,284
Total assumed business	-	-	1,673	110,611	112,284
Total gross written premiums	2,450	-	240,387	444,044	686,881
2024					
Direct written premiums	1,653	-	197,772	280,687	480,132
Assumed business					
Foreign	-	-	-	-	-
Local	-	-	-	62,278	62,278
Total assumed business	-	-	-	62,278	62,278
Total gross written premiums	1,653	-	197,772	342,945	542,410

24 Corporate tax

The major components of tax expense and the reconciliation of the expected tax expense based on the UAE tax rate of 9% (2024: 9%) and the reported tax expense in profit or loss is as follows:

	2025 AED'000	2024 AED'000
Statement of profit or loss		
Current tax	2,214	1,354
Deferred tax expense	1,015	1,524
Statement of comprehensive income		
Deferred tax	10,843	3,746

Relationship between tax expense and accounting profit:

	2025 AED'000	2024 AED'000
Profit for the year before taxation	56,845	56,422
Basic exemption limit	(375)	(375)
Tax applicable profit	56,470	56,047
Tax at the applicable rate of 9%	(5,082)	(5,044)
Effect of items that are not considered in determining taxable income - net		
Exempt income	1,997	2,192
Unrealised loss	(122)	(3)
Non-deductible expenses	(22)	(23)
Income tax expense	(3,229)	(2,878)
Profit for the year after taxation	53,616	53,544

25 Total investment income and net insurance result

The table below presents an analysis of total investment income and insurance finance result recognised in profit or loss and OCI in the year:

	2025 AED'000	2024 AED'000
Investment income		
Amounts recognised in the profit or loss		
Interest income	10,793	13,221
Dividend income from financial investments	23,293	24,341
Net income from investment properties	19,957	25,678
Total net investment income	54,043	63,240
Insurance finance expense from insurance contracts issued		
Interest accreted to insurance contracts using locked-in rate	(17,391)	(217)
Due to changes in interest rates and other financial assumptions	(5,392)	(123)
Total insurance finance expense from insurance contracts issued	(22,783)	(340)
Represented by:		
Amounts recognised in profit or loss	(22,783)	(340)
Amounts recognised in OCI	-	-
Reinsurance finance income from reinsurance contracts held		
Interest accreted to reinsurance contracts using locked-in rate	20,848	3,623
Due to changes in interest rates and other financial assumptions	6,591	1,024
Reinsurance finance income from reinsurance contracts held	27,439	4,647
Represented by:		
Amounts recognised in profit or loss	27,439	4,647
Amounts recognised in OCI	-	-
Total net investment income, insurance finance expense and reinsurance finance income	58,699	67,547
Represented by:		
Amounts recognised in profit or loss	58,699	67,547
Amounts recognised in OCI	-	-

26 Commitments and contingencies

	2025 AED'000	2024 AED'000
Financial guarantees	2,829	1,029

Guarantees of AED 2.83 million (2024: AED 1.03 million) issued by banks are secured by way of deposits held.

The Company is subject to litigation in the normal course of its business. Although the ultimate outcome of these claims cannot presently be determined, adequate provisions have been made for any liability that may result, based on management's best estimates.

27 Capital commitments

At the statement of financial position date, the Company has commitments towards the capital work in progress of AED 35.4 million (31 December 2024: AED 43 million).

Dubai National Insurance & Reinsurance Co. (P.S.C.)

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28 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 Company 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.

Fair value of financial instruments carried at amortised cost

Management considers that the carrying amounts of financial assets and financial liabilities recognised at amortised cost in the financial information approximate their fair values except for financial investments measured at fair value through other comprehensive income of which fair value is determined based on the quoted market prices and disclosed in Note 6 of these financial statements.

Fair value of financial instruments carried at fair value

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

The fair values of assets are determined using similar valuation techniques and assumptions as used in the audited annual financial statements for the year ended 31 December 2025.

Financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable.

The following table provides an analysis of financial and non- financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

- Level 1 the fair value of financial instruments traded in an active market is based on quoted market prices at the end of the reporting year. The quoted market price used for financial assets held by the company is the current bid price. These instruments are included in Level 1.
- Level 2 the fair value of financial instruments that are not traded in an active market is determined using valuation techniques which maximizes the use of observable market data and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are unobservable, the instrument is included in Level 2.
- Level 3 if one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

Some of the Company's financial assets are measured at fair value at the end of the reporting year. The following table gives information about how the fair values of these financial assets are determined:

Financial assets	Fair value as at 2025 AED'000	Fair value as at 2024 AED'000	Fair value Hierarchy	Valuation techniques and key inputs	Significant unobservable input	Relationship of unobservable inputs to fair value
Quoted debt securities	38,043	65,687	Level 1	Quoted bid prices in an active market	None	N/A
Quoted equity securities	595,153	644,845	Level 1	Quoted bid prices in an active market	None	N/A

There were no transfers between levels during the year. There are no financial liabilities which should be measured at fair value and accordingly no disclosure is made in the above table.

29 Risk management

Insurance risk

The risk under any one insurance contract is the possibility that the insured event occurs and the uncertainty of the amount of the resulting claim. By the nature of insurance contract, this risk is random and therefore unpredictable.

For a portfolio of insurance contracts where the theory of probability is applied to pricing and provisioning, the principal risk that the Company faces under its insurance contracts is that the actual claims and benefit payments exceed the carrying amount of the insurance liabilities. This could occur because the frequency or severity of claims and benefits are greater than estimated. Insured 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 Company 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.

The Company 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, industry and geography. Underwriting limits are in place to enforce appropriate risk selection criteria.

Frequency and severity of claims

The Company 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 company to pursue third parties for payment of some or all costs (for example, subrogation). Furthermore, the Company's strategy limits the total exposure to any one territory and the exposure to any one industry.

Property insurance contracts are underwritten by reference to the commercial replacement value of the properties and contents insured and claim payment limits are always included to cap the amount payable on occurrence of the insured event. Cost of rebuilding properties, of replacement or indemnity for contents and time taken to restart operations for business interruption are the key factors that influence the level of claims under these policies. The insurance risk arising from insurance contracts is not concentrated in any of the territories in which the company operates, and there is a balance between commercial and personal properties in the overall portfolio of insured buildings.

For motor contracts the main risks are claims for death and bodily injury and the replacement or repair of vehicles. The level of court awards for deaths and to injured parties and the replacement costs of motor vehicles are the key factors that influence the level of claims. For marine insurance the main risks are loss or damage to marine craft and accidents resulting in the total or partial loss of cargoes.

The underwriting strategy for the marine class of business is to ensure that policies are well diversified in terms of vessels and shipping routes covered. For medical insurance, the main risks are illness and related healthcare costs. For group life and personal accident, the main risks are claims from death and permanent or partial disability. The Company generally does not offer medical insurance to walk-in customers. Medical, group life and personal accident insurance are generally offered to corporate customers with large population to be covered under the policy.

29 Risk management (continued)

Sources of uncertainty in the estimation of future claim payments

Claims on insurance contracts are payable on a claims-occurrence basis. The Company 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, liability claims are settled over a long period of time and element of the claims provision includes incurred but not reported claims (IBNR). The estimation of IBNR is generally subject to a greater degree of uncertainty compared to the estimation of the cost of settling claims already notified to the Company, where information about the claim event is available. IBNR claims may not be apparent to the insurance company 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.

In estimating the liability for the cost of reported claims not yet paid, the Company 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 Company 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 likely that the final outcome will prove to be different from the original liability established.

The amount of insurance claims is particularly sensitive to the level of court awards and to the development of legal precedent on matters of contract and tort. Insurance contracts are also subject to the emergence of new types of latent claims, but no allowance is included for this at the end of reporting period.

In calculating the estimated cost of unpaid claims (both reported and not), the Company's estimation techniques are based on Actuarial calculation which can be based purely on historical development of claims or Expected Loss Ratios or a combination of both. The method and weightage are based on the merit of the line of business.

The Expected 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 historical claims inflation.

The loss ratios for the current and prior year are as follows:

	2025	2024
	Net loss ratio	Net loss ratio
General	34%	31%
Motor	74%	71%
Medical and Life	80%	82%

The Company believes that the claim liabilities under insurance contracts outstanding at the year-end are adequate. However, these amounts are not certain and actual payments may differ from the claims liabilities provided in the financial statements. The insurance claim liabilities are sensitive to the various assumptions. It has not been possible to quantify the sensitivity of specific variable such as legislative changes or uncertainty in the estimation process.

29 Risk management (continued)

Sources of uncertainty in the estimation of future claim payments (continued)

A hypothetical 1% change in the loss ratio, net of reinsurance, would impact net underwriting income / (loss) as follows:

	For the year ended 31 December	
	2025	2024
	AED'000	AED'000
Impact of change in loss ratio by +/-1%		
Motor	1,179	1,069
General	150	338
Medical and Life	843	749
	2,176	2,156

Process used to decide on assumptions

The risks associated with these insurance contracts are complex and subject to a number of variables that complicate quantitative sensitivity analysis. Internal data is derived mostly from the Company's quarterly claims reports and screening of the actual insurance contracts carried out at the reporting date to derive data for the contracts held. The Company has reviewed the individual contracts and in particular the industries 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 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.

Reinsurance risk

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

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

Sensitivities

The liability for incurred claims is sensitive to the key assumptions in the table below. It has not been possible to quantify the sensitivity of certain assumptions such as legislative changes or uncertainty in the estimation process. The following sensitivity analysis shows the impact on gross and net liabilities, net profit and equity for reasonably possible movements in key assumptions with all other assumptions held constant.

The correlation of assumptions will have a significant effect in determining the ultimate impacts, but to demonstrate the impact due to changes in each assumption, assumptions had to be changed on an individual basis.

29 Risk management (continued)

Sensitivities (continued)

It should be noted that movements in these assumptions are non-linear. The method used for deriving sensitivity information and significant assumptions did not change from the previous period.

2025	Change in assumptions	Impact on net profit (gross of reinsurance) AED'000	Impact on net profit (net of reinsurance) AED'000	Impact on equity (gross of reinsurance) AED'000	Impact on equity (net of reinsurance) AED'000
Risk Adjustment	+1%	(4,955)	(731)	4,955	731
Discount rate	+1%	2,003	1,660	(2,003)	(1,660)
Risk adjustment	-1%	4,955	731	(4,955)	(731)
Discount rate	-1%	(2,003)	(1,660)	2,003	1,660
2024					
Risk Adjustment	+1%	(6,356)	(151)	6,356	151
Discount rate	+1%	179	10	(179)	(10)
Risk Adjustment	-1%	6,356	151	(6,356)	(151)
Discount rate	-1%	(179)	(10)	179	10

29 Risk management (continued)

Financial risk

Market risk

The Company's activities expose it primarily to the financial risks of changes in foreign currency exchange rates, profit rates and equity price risk.

Foreign currency risk

There are no significant exchange rate risks as substantially all financial assets and financial liabilities are denominated in Arab Emirates Dirhams, other G.C.C. currencies or US Dollars to which the Dirham is fixed.

Credit risk

Credit risk refers to the risk that a counter party will default on its contractual obligations resulting in financial loss to the Company.

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

- reinsurance' share of insurance liabilities;
- amounts due from reinsurance in respect of claims already paid;
- amounts due from insurance contract holders; and
- amounts due from insurance intermediaries.

The Company has adopted a policy of dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults. The Company's exposure and the credit ratings of its 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.

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

The Company 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 Company.

Management information reported to the management includes details of provisions for impairment on insurance receivables and subsequent write-offs. Exposures to individual participants and groups of participants are collected within the ongoing monitoring of the controls. Where there exists significant exposure to individual participants, or homogenous groups of participants, a financial analysis equivalent to that conducted for reinsurance is carried out by the Company.

Insurance receivables consist of a large number of customers, spread across diverse industries and geographical areas. Ongoing credit evaluation is performed on the financial condition of insurance receivable.

The Company does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristic, other than insurance receivables at the end of reporting period. The Company defines counterparties as having similar characteristics if they are related entities. Concentration of credit risk did not exceed 10% of gross monetary assets at any time during the year. The credit risk on liquid funds is limited because the counterparties are banks registered in the United Arab Emirates.

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

Dubai National Insurance & Reinsurance Co. (P.S.C.)

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29 Risk management (continued)

Financial risk (continued)

Credit risk (continued)

For receivables the Company has applied the simplified approach in IFRS 9 to measure the loss allowance at lifetime ECL. The Company determines the expected credit losses on these items by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Accordingly, the credit risk profile of these assets is presented based on their past due status in terms of the provision matrix.

Insurance receivables consist of a large number of customers, spread across diverse industries and geographical areas. Ongoing credit evaluation is performed on the financial condition of insurance receivable.

At the end of the reporting year, the Company's maximum exposure to credit risk, from insurance receivables situated outside the U.A.E. were as follows:

	2025 AED'000	2024 AED'000
Other GCC and Arab countries	5,826	5,825

The Company has no significant concentration of credit risk, with exposure spread over a large number of counterparties and customers. The Company defines counterparties as having similar characteristics if they are related entities. The credit risk on liquid funds is limited because the counterparties are banks with high credit-ratings assigned by international credit rating agencies.

The table below presents an analysis of bank balances and fixed deposits by rating agency designation at the end of the reporting year based on Moody's rating or its equivalent for the main banking relationship:

	2025 AED'000	2024 AED'000
A1	57,566	54,548
A2	-	-
A3	198,631	111,725
Aa3	9,897	702
Ba1	-	-
Ba2	-	-
Baa1	96,726	78,136
Baa2	-	-
	362,820	244,711

Liquidity risk

Ultimate responsibility for liquidity risk management rests with management, which has built an appropriate liquidity risk management framework for the management of the Company's short, medium and long-term funding and liquidity management requirements. The Company manages liquidity risk by maintaining adequate reserves by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

The table below summarises the maturity profile of the Company's financial instruments. The contractual maturities of the financial instruments have been determined on the basis of the remaining period at the end of the reporting period to the contractual maturity date. The maturity profile is monitored by management to ensure adequate liquidity is maintained.

29 Risk management (continued)

Financial risk (continued)

Liquidity risk (continued)

The maturity profile of the financial assets and financial liabilities at the reporting date based on contractual repayment arrangements is given below:

2025	Less than 90 days AED'000	91-180 days AED'000	181-365 days AED'000	Above 365 days AED'000	Total AED'000
Financial assets					
At FVTOCI (note 6)	-	-	-	631,770	631,770
At FVTPL (note 6)	-	-	-	2,226	2,226
Statutory deposits	-	-	-	10,000	10,000
Reinsurance contract assets	328,034	37,913	43,191	12,602	421,740
Other receivables	18,896	4,769	3,313	-	26,978
Cash and bank balances - profit bearing	228,823	-	15,933	-	244,756
Cash and bank balances - non-profit bearing	35,235	38,927	26,112	17,800	118,074
	610,988	81,609	88,549	674,398	1,455,544
Financial liabilities					
Insurance and reinsurance contract liabilities	473,054	85,093	82,413	37,498	678,058
Other payables	14,825	1,141	8,546	1,999	26,511
	487,879	86,234	90,959	39,497	704,569

2024	Less than 90 days AED'000	91-180 days AED'000	181-365 days AED'000	Above 365 days AED'000	Total AED'000
Financial assets					
At FVTOCI (note 6)	-	-	-	508,948	508,948
At FVTPL (note 6)	-	-	-	1,754	1,754
Statutory deposits	-	-	-	10,000	10,000
Reinsurance contract assets	172,333	149,476	257,650	82,752	662,211
Other receivables	15,585	431	6,997	1,400	24,413
Cash and bank balances - profit bearing	62,357	1,724	115,759	5,602	185,442
Cash and bank balances - non-profit bearing	-	-	-	60,880	60,880
	250,275	151,631	380,406	671,336	1,453,648
Financial liabilities					
Insurance and reinsurance contract liabilities	215,015	189,138	308,542	102,255	814,950
Other payables	13,605	380	13,303	1,252	28,540
	228,620	189,518	321,845	103,507	843,490

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29 Risk management (continued)

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 Company. The Company is not significantly exposed to interest rate risk on its financial investments in debt instruments and term deposits since they carry fixed interest rates. As such, the Company's income and operating cash flows are substantially independent of changes in market interest rates.

The Company 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 Company is exposed to interest rate risk on:

(i) Liability for incurred claims; and
(ii) Asset for incurred claims.

The tables below show the impact of 1% change in risk adjustment and discounting on liability for incurred claims and assets for incurred claims:

31 December 2025	Impact on profit (gross of reinsurance) AED'000	Impact on profit (net of reinsurance) AED'000	Impact on equity (gross of reinsurance) AED'000	Impact on equity (net of reinsurance) AED'000
Risk Adjustment				
1% increase	(4,955)	(731)	4,955	731
1% decrease	2,003	1,660	(2,003)	(1,660)
Discounting				
1% increase	4,955	731	(4,955)	(731)
1% decrease	(2,003)	(1,660)	2,003	1,660
31 December 2024				
Risk Adjustment				
1% increase	(6,356)	(151)	6,356	151
1% decrease	6,356	151	(6,356)	(151)
Discounting				
1% increase	179	10	(179)	(10)
1% decrease	(179)	(10)	179	10

30 Capital risk management

The Company's objective when managing capital risks are:

1) To comply with the Insurance Capital Requirements required by the Federal Decree Law No. (6) of 2025.
2) To safeguard the Company's ability to continue as a going concern, so that it can continue to provide returns to the shareholders.
3) To provide an adequate rate of return to shareholders by pricing products and services commensurate with the level of risk.

The Company manages the capital structure and makes adjustments to it in the light of changes in economic conditions. In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to the shareholders or issue new shares.

The minimum regulatory capital for Insurance Companies which must be maintained at all times throughout the year as per the Law is AED 100,000,000 (2024: AED 100,000,000).

30 Capital risk management (continued)

There were no changes made in the objectives, capital management policies or processes during the years ended 31 December 2025 and 31 December 2024.

The table below summarises the minimum regulatory capital of the Company and the actual equity held by the Company at the end of the year:

	2025 AED'000	2024 AED'000
Cash and cash equivalents	**362,830**	246,322
Total equity held	**950,890**	803,146
Minimum regulatory capital	**100,000**	100,000

Section 2 of the Financial Regulations for Insurance Companies (the "Regulations") issued by the Central Bank of UAE 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 Company is subject to the Regulations which has been complied with during the year. The Company has incorporated in its policies and procedures the necessary tests to ensure continuous and full compliance with these Regulations.

The table on the below summarises the Minimum Capital Requirement, Minimum Guarantee Fund and Solvency Capital Requirement of the Company and the total capital held to meet these solvency margins as defined in the Regulations.

	31 December 2025 AED'000	31 December 2024 AED'000
Minimum capital requirement (MCR)	**100,000**	100,000
Solvency capital requirement (SCR)	**197,871**	204,120
Minimum guarantee fund (MGF)	**78,330**	68,040
Basic own funds	**441,270**	369,057
MCR solvency margin – surplus	**341,270**	269,057
SCR solvency margin – surplus	**243,398**	164,937
MGF solvency margin – surplus	**362,940**	301,017

The Company's financial assets include quoted investment at FVTOCI amounting to AED 12.3 million as at 31 December 2025 (31 December 2024: quoted investment amounting to AED 12.8 million) which are in the name of the Chairman held for the beneficial interest of the Company. In accordance with circular number CBUAE/BIS/2023/729 of CBUAE, it is not considered as admissible in regulatory statement of financial position by the Company.

Based on the Central Bank of UAE regulatory requirements, the minimum regulatory capital required is AED 100 million (31 December 2024: AED 100 million) against which the paid up capital of the Company is AED 115.5 million (31 December 2024: AED 115.5 million).

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

31 Comparatives

Comparative figures have been reclassified in order to conform to current year's presentation and improve the quality of information presented. However, there is no change in previously reported total assets, total liabilities, total equity and profit for the year.

04 Corporate Governance Report

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01 CORPORATE GOVERNANCE PRACTICES & FRAMEWORK.

Dubai National Insurance and Reinsurance (P.S.C.) adopts a governance model that is firmly anchored in regulatory discipline, institutional integrity, and long-term value protection.

During 2025, the Company continued to advance its governance environment in accordance with the applicable requirements of the Central Bank of the UAE (CBUAE) and the Securities and Commodities Authority (SCA), ensuring that its practices remain aligned with both regulatory expectations and the evolving landscape of the insurance sector.

The governance framework is structured to provide effective oversight and balanced authority across the Board of Directors, its Committees, and Executive Management. Defined mandates, clear reporting lines, and independent control functions collectively support sound decision-making, enhance accountability, and ensure that risks are identified, assessed, and managed in a consistent and disciplined manner.

Throughout the year, the Company introduced further refinements to its governance practices, focusing on strengthening oversight effectiveness, enhancing the reliability of internal control systems, and deepening the integration of risk management within core business activities. In parallel, continued progress was achieved in modernizing compliance and reporting processes enabling greater transparency, accuracy, and efficiency in regulatory engagement.

A strong emphasis is placed on maintaining a culture of ethical conduct and responsible business practices, supported by clear policies, ongoing awareness, and adherence to applicable laws and regulations.

The Company also continues to incorporate environmental, social, and governance (ESG) considerations into its governance approach, reinforcing its commitment to sustainability and stakeholder confidence.

Through these measures, Dubai National Insurance and Reinsurance (P.S.C.) sustains a governance framework that supports resilience, regulatory alignment, and the consistent delivery of long-term value.

02 STATEMENT FOR THE BOARD OF DIRECTORS MEMBER'S TRANSACTIONS WITH THE COMPANY

The Board Members, their spouses and children, are required to adhere to the Board-approved rules on disclosure and transparency when dealing or trading in the company's shares, in compliance with regulatory regulations and the company's Memorandum of Association.

Statement of the securities transactions of Board Members, their spouses, and children during 2025, is outlined in the following table:

Name	Title/Relationship	Shares owned as at 31.12.202	Total Sale Transactions during 2025	Total Purchase Transactions during 2025
H.E. Khalaf Ahmad Mohammed Al Habtoor	Chairman	30,061,508	n/a	n/a
Mr. Sultan Ahmad Al Habtoor	Vice Chairman	3,527,381	n/a	n/a
Mr. Ahmad Khalaf Ahmad Al Habtoor	Chairman's Son	19,404	n/a	n/a
Al Habtoor Investment (LLC)	A company owned by Mr. Khalaf Ahmad Mohammed Al Habtoor and others	32,649,636	n/a	n/a
Dubai National Investment LLC	A company owned by Mr. Sultan Ahmad Al Habtoor and otherse here	11,800,000	n/a	n/a
Sultan Ahmad Al Habtoor Investment Group LLC	A company owned by Mr. Sultan Ahmad Al Habtoor and others	8,180,314	n/a	n/a

*No trading of the company shares was made during 2025 by board members, and spouse and children or by the company's employees.

*No shares of the company are owned by any board members, and spouse and children except the mentioned in the table above.

03 BOARD OF DIRECTORS COMPOSITION

A Statement on board composition

The Board of Directors consists in the year 2025 of the following:

H.E. Khalaf Ahmad Al Habtoor Chairman Non-executive member / non–independent	Recognized as one of the UAE's most distinguished businessmen, he has earned widespread respect within the business community. His contributions to fostering intercultural understanding, supporting humanitarian initiatives, and advancing scientific research have earned him several honorary doctorates from prestigious global institutions. Notably, he received an honorary doctorate from the American University in Cairo, as well as honorary doctorates in humanities from the University of Illinois and the American University of Science and Technology in Beirut. As the founder and chairman of Al Habtoor Group, he brings over 40 years of experience in business administration and economic leadership, solidifying his influential role in the region's business landscape. Founder and board member since 1991.
Mr. Sultan Ahmad Al Habtoor Vice Chairman Non-executive member / non–independent	One of the prominent businessmen in the United Arab Emirates, he holds a bachelor's degree in business administration from a prestigious British university. He is the Chairman of Al Habtoor Motors and has over 35 years of professional experience. He has been a member of the Board of Directors since 1991.
Mr. Mohammed Khalaf Al Habtoor Board member Non-executive member / non–independent	He is the founder and chairman of several a leading UAE-based companies operating across hospitality, real estate, education, insurance, and publishing. Holds a degree in Hotel Management, with additional business certifications from the University of Surrey, University of Slough, and Cornell University. Brings extensive experience in strategic leadership, investment oversight, and executive governance. Board member since 2003.
Dr. Fatema Ahmed Al Otaiba Board member non-executive member / independent	Holds a PhD in Social Psychology and a Master's in Education and Psychology. Has extensive experience in educational management and talent development. Served as Head of the Educational Zones Management Department and Head of the Gifted and Talented Department at the Ministry of Education. Board member since 2021.
Mr. Mohammed Abdulla Al Haj Board member non-executive member / independent	Holds various qualifications in language and management from British and American academies. Has experience in management, cultural affairs, and governance oversight, with exposure to risk assessment and audit-related processes in governmental and institutional settings. He previously held prestigious positions where he was responsible for compliance and policy review. Board member since 2021.
Mr. Ghaith Ahmed Al Marri Board member non-executive member / independent	Holds an MBA and a Bachelor of Science in Air Transport Management. Has diverse experience in aviation, corporate leadership, and humanitarian work, and is a graduate of the Emirates Aviation Academy National Cadet Programme. Has experience in financial oversight and operational risk management through leadership roles in business. Board member since September 2024.
Mr. Khalfan Sultan Al Suwaidi Board member non-executive member / independent	Holds a bachelor's in finance from the Higher Colleges of Technology and a Master's in Global Financial Trade from Coventry University. Has expertise in financial security, risk management, and regulatory compliance. Currently works as a Specialist at the Economical Security Center of Dubai with a focus on financial crimes, economic risk assessment, and governance control. Appointed as Board member November 2024.

Dubai National Insurance دبي الوطنية للتأمين

B Statement of the percentage of female Directors on the Board of Directors for 2025

On April 25, 2024, Dr. Fatima Ahmed Al Otaiba was re-elected as an independent, non-executive board member. Dr. Fatima Ahmed Al-Otaiba is the first woman to win membership in the Board of Directors of Dubai National Insurance and Reinsurance Company.

C Statement of the reasons for not nominating /electing female directors on the Board of Directors

N/A

D Statement of the Remunerations of Directors.

According to the Company's memorandum of association, and pursuant to the above decision, the bonus of directors shall be determined through a proposal or recommendation submitted by the board to the General Assembly. Accordingly, the following actions were taken:

1- Remunerations of directors paid in 2024:
The total remunerations of the directors paid in 2024 was AED 6,128,509/- knowing that the directors did not receive any allowances for attending board meetings or its committees during 2024 being content with the designated bonus.

2- Total proposed Remunerations of the directors for 2025 to be presented at the Annual General Assembly Meeting for approval::
As for 2025, and in accordance with the above, the bonus of directors to be submitted to the General Assembly for approval is AED 5,000,000/-

3- Detailed statement of the attendance allowances for the meetings of the board committees held in FY 2025:
The directors did not receive any allowances for attending the meetings of the board committees during 2025.

4- Details of the additional allowances or salaries or fees received by a member of the Board of Directors, other than the allowances for attending committees, and their reasons.:
There's no received additional allowances or salaries or fees by a member of the Board of Directors.

E Board Meetings.

The board held six meetings in 2025. The following are the dates of these meetings, attended by directors as shown in the table below:

Meeting	Date	Attendance
1	Mar 20, 2025	All members
2	May 15, 2025	All members
3	Aug 14, 2025	All members
4	Sep 30, 2025	All members
5	Nov 14, 2025	All members
6	Dec 26, 2025	All members

F Number of the Board resolutions passed during the 2025 fiscal year, along with its meeting convention dates.

The board issued one board meeting by circulation dates as as shown in the table below:

Meeting	Date
1	Nov 28, 2025

Decisions

1.AUDIT COMMITTEE

A Audit Committee Chairman

Mohammed Abdulla Al Haj, as a Head of Audit Committee, acknowledges my responsibility for the committee system at the company, review of its work mechanism and ensuring its effectiveness.

B Audit Committee members, specialization and functions.

01
Mr. Mohammed Abdulla Al Haj
Board member (Independent) and Head of the Committee

02
Mr. Khalfan Sultan Mohammad Alsuwaidi
Board member (Independent
Since 30.09.2025

Dr. Fatema Ahmed Al Qtaiba
Board member (Independent)
from 2024 till 30.09.2025

03
Mr. D Nagasubramanian
Financial and accounting expert

On 30.09.2025 committee was reformed

Duration of the Committee:
The duration of the Committee, for thr above stated composition, shall be three years and until the end of FY 2026.

Committee work system:
The Audit Committee shall hold its meeting at least once every three months or whenever necessary. Moreover, the Rapporteur shall keep the minutes of its meetings and final copies thereof shall be sent to the members after being approved for keeping purpose.

Duties and obligations of the Committee:

- Develop and implement the contracting policy with the External Auditor, submit a report to the board specifying the significant findings that need an action to be taken, and recommend the steps necessary to be implemented.
- Follow-up and control the independency and objectivity of the External Auditor, in addition to discussing the nature and scope of the Audit and its effectiveness in accordance with the approved auditing standards.
- Control the integrity of the annual, semi-annual and quarterly financial statements and reports of the company and review them as a part of their regular work duties during the year and after closing the accounts in any given quarter. The Committee should focus, in particular, on the following:

1) Making any changes to the accounting policies and practices.
2) Making substantial modifications resulting from the Audit.
3) Complying with accounting standards determined by the Authority.
4) Complying with the principles of inclusion, disclosure and other legal requirements related to the preparation of financial reports.

- Coordinate with the board, Executive Management, and Chief Finance Officer, or the Acting Chief Finance Officer or Manager, to perform its duties. The Committee should hold meetings with the external auditors of the Company at least once a year.
- Review the financial control, internal control, and risk management systems of the Company.
- Discuss the internal control system with the administration and ensure that it fulfills its duty by establishing an effective internal control system.

- Consider the results of major investigations on internal control issues assigned to it by the board or through the initiative of the Committee itself and the approval of the Management.
- Review the financial and accounting policies and procedures of the Company.
- Review the statement of the external auditor's statement, its work plan and address any substantial inquiries submitted by the auditor to the Executive Management regarding accounting records, financial accounts or control systems to be rejected or approved.
- Ensure that the board responds, in a timely manner, to the requests of clarifications and material findings raised in the statement of the external Auditor.
- Ensure the application of the work regulations regarding the duties and the powers assigned to the Committee by the board.
- Submit a report to the board on the issues mentioned in this clause.
- Following-up and supervising the transactions of insiders preparing a register and submitting relevant reports.
- Consider any other issues determined by the board.

C A statement of the number and details of meetings held by the Committee during the current fiscal year:

The Audit Committee held four meetings in 2025 attended by the members as shown in the table below:

Meeting	Date	Attendance
1	Mar 13, 2025	All members
2	May 13, 2025	All members
3	Aug 11, 2025	All members
4	Nov 10, 2025	All members

Meetings

Committee

Audit

D Annual audit committee report

1- Significant matters relating to the financial statements and how they were addressed:

- During the year, the Audit Committee reviewed the financial statements, with particular attention to areas involving judgment and estimation. This included consideration of the valuation of insurance contract liabilities and reinsurance contract assets, as well as the methodologies and assumptions applied in accordance with IFRS 17, supported by actuarial input.
- The Committee also reviewed the valuation of investment properties, including the use of external valuers, key assumptions, and sensitivity to market conditions.
- The Committee engaged with management and the external auditor to assess the appropriateness of methodologies, assumptions, and disclosures. Based on this review and the auditor's feedback, the Committee was satisfied with the overall presentation of the financial statements.

2. The assessment methodology applied in evaluating the effectiveness of the external audit process and the independence of the external auditor, the approach to the appointment or reappointment of the auditor, and the tenure of the current audit firm

- The Audit Committee applies an annual assessment methodology to evaluate the effectiveness of the external audit process, including audit planning, execution, quality of deliverables, and communication with management.
- The Committee also assesses the auditor's independence by reviewing compliance with professional and regulatory requirements and confirming that no non-audit services have compromised objectivity.
- The appointment or reappointment of the external auditor is conducted in accordance with the Company's governance framework and applicable regulations.
- The tenure of the external auditor is subject to periodic review to ensure conti alignment with regulatory expectations.

3. Recommendations on the appointment, reappointment, or dismissal of the external auditor, and reasons for any Board rejection of such recommendations.

- Following its assessment of the performance and independence of the external auditor, the Audit Committee recommended to the Board of Directors the reappointment of Grant Thornton for the financial year ending 31 December 2025. This recommendation was based on the auditor's demonstrated expertise, compliance with independence requirements, and the quality of service provided during the audit cycle.
- The Board of Directors accepted the Committee's recommendation, and no instances of rejection were noted.

4. An explanation of how the independence of the external auditor is maintained when providing non-audit services to the company.

- The Company maintains a strict policy governing the engagement of the external auditor for non-audit services, ensuring that any such services do not create conflicts of interest or impair independence.
- During the year ended 31 December 2025, the external auditor did not provide any non-audit services. The Audit Committee monitored compliance with this policy and confirmed that the auditor's role remained limited to the statutory audit.
- This approach is aligned with applicable regulatory requirements and supports the continued independence and objectivity of the external auditor.

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

- During the year, the Audit Committee continued to oversee the effectiveness of internal controls and risk management through periodic reviews of reports issued by the Internal Audit and Risk Management functions. No significant control failures were identified; however, areas for enhancement were addressed through management action plans.
- Where observations were raised, the Committee ensured that corrective measures were clearly defined, assigned to responsible parties, and tracked to completion within agreed timelines.
- The Committee also maintains established escalation and follow-up mechanisms to address any potential deficiencies, with ongoing monitoring to assess the effectiveness of implemented actions and to support continuous improvement of the control environment.

6.Evidence that all internal audit reports identifying medium- and high-risk matters were reviewed to determine whether such matters arose from significant violations or material weaknesses in internal controls.

- The Audit Committee reviewed all internal audit reports highlighting medium- and high-risk matters during the year. The review focused on assessing whether such findings indicated significant violations or material control weaknesses, and appropriate follow-up actions were ensured where required.

7. Corrective action plans addressing material internal control and risk-management deficiencies.

- No material deficiencies in internal control or risk management were identified during the year. Nevertheless, the Audit Committee ensures that all audit observations are supported by appropriate corrective action plans, with clear responsibilities and defined timelines.
- Implementation of these actions is monitored by Internal Audit, with periodic updates provided to the Committee to confirm timely resolution and effectiveness.

8. Evidence of the review of all related-party transactions, including the observations or findings arising from such review, and the extent of compliance with applicable laws .

- The Audit Committee reviewed all related-party transactions conducted during the year based on reports provided by management and Internal Audit. The review confirmed that such transactions were carried out on an arm's-length basis, properly disclosed, and in compliance with applicable laws, regulations, and the Company's governance framework.
- No material observations were noted.

Annual Audit Committee Report

2. NOMINATION AND RENUMERATION COMMITTEE

A Nomination and Renumeration Committee Chairman

Dr. Fatema Ahmed Al Otaiba, as a Head of Nomination & Renumeration Committee, acknowledges my responsibility for the committee system at the company, review of its work mechanism and ensuring its effectiveness.

B Nomination and Renumeration Committee members, specialization and functions.

01 Mr. Sultan Ahmad Al Habtoor
Vice Chairman (Non-Executive)

02 Dr. Fatema Ahmed Al Qtaiba
Board member (Independent) and Head of the committee

03 Mr. Mohammed Abdulla Al Haj
Board member (Independent)

On 30.09.2025 committee was reformed

Duration of the Committee:
The duration of the Committee for the above stated composition, shall be three years and until the end of FY 2026.

Committee work system:
The Nomination and Remuneration Committee shall hold its meeting at least once during the year or whenever necessary. Moreover, the Rapporteur shall keep the minutes of its meetings and final copies thereof shall be sent to the members after being approved for keeping purpose.

Duties and obligations of the Committee:

- Ensuring the independency of its independent members on continuous basis.
- Preparing the Company's policy for bonuses, benefits, incentives and salaries, in addition to reviewing it annually.
- Identifying the key competencies needed by the Company at the level of senior executive management and staff, as well as setting the key selection criteria.
- Preparing the Company's human resources and training policy, monitoring its application, and reviewing it annually

C A statement of the number and details of meetings held by the Committee during the current fiscal year:

The Nomination and Renumeration Committee held one meetings in 2025 attended by the members as shown in the table below:

Nomination and Renumeration Committee Meeting

Meeting	Date	Attendance
1	Feb 7, 2025	All members

3. SUPERVISION AND FOLLOW-UP COMMITTEE OF INSIDERS' TRANSACTION

In 2021; the members of the Board of Directors, as stipulated in Article (33) of SCA'S Board of Directors' Decision no. (3/Chairman) of 2020, assigned the tasks and system of following up and supervising the transactions of insiders to the Audit Committee

4. OTHER COMMITTEES

I- RISK COMMITTEE

A

Risk Committee Chairman

Mr. Ghaith Ahmad Saif Alghaith Almarri, as a Head of Risk Committee, acknowledges my responsibility for the committee system at the company, review of its work mechanism and ensuring its effectiveness.

B

Risk Committee members, specialization and functions.

01
Mr. Sultan Ahmad Al Habtoor
Vice chairman - Deputy Head of the committee

02
Mr. Ghaith Ahmad Saif Alghaith Almarri
Board member (Independent) and Head of the committee
from 30.09.2025

Mr. Mohammed Abdulla Al Haj
Board member (Independent) and Head of the committee
Since 2024 till 30.09.2025

03
Dr. Fatema Ahmed Al Qtaiba
Board member (Independent)

04
Mr. A.R. Srinivasan
Chief Executive Officer of the Company
(resigned December 2025)

Duration of the Committee:

The duration of the Committee for the above stated composition, shall be three years and until the end of FY 2026.

Committee work system:

- The The committee meets once every three months or whenever the need arises, at the invitation of its chairman or his deputy in his absence.
- The meeting of the committee is legal in the presence of at least three members, and the committee takes its recommendations by a majority vote of the attendees, and in the event of a tie, the vote of the chairman shall prevail.
- The minutes of its meetings shall be kept by the Board Secretary, provided that copies of the minutes are sent to the members of the Committee after its approval to keep them with them.

Duties and obligations of the Committee:

- Develop a comprehensive risk management strategy and policies that are consistent with the nature and size of the company's activities, monitor their implementation, review and update them based on the company's internal and external changing factors.
- Develop a risk management policy and establish its own system to show the risks associated with the investment and expected for each asset, which may result in potential losses if not dealt with appropriately, with the identification of the risk and its degree and the strategy or alternative tools that can be relied upon to remedy it, deal with it or transfer it in the event its occurrence.
- Determine and maintain an acceptable level of risks that the company may face, and ensure that the company does not exceed this level.
- Overseeing the company's risk management framework and evaluating the effectiveness of the framework and mechanisms for identifying and controlling risks that threaten the company to identify areas of inadequacy and adequacy.
- Provide guides to management as needed to help it improve its risk management practices and/or mitigate specific risks, including having qualified personnel at the management level to carry out risk management activities effectively.
- Ensure the availability of adequate resources and systems to manage risks.

Duties & Obligations

Work System

Duration

C A statement of the number and details of meetings held by the Committee during the current fiscal year:

The Risk Committee held four meetings in 2025 attended by the members as shown in the table below:

Risk Committee Meeting

Meeting	Date	Attendance
1	Jan 7, 2025	All members
2	Apr 15, 2025	All members
3	Aug 12, 2025	All members
4	Nov 4, 2025	All members - except Mr. Srinivasan

II- INVETSMENT COMMITTEE

A Investment Committee Chairman

Mohammed Khalaf Al Habtoor, as a Head of Investment Committee and Managing Director, acknowledges my responsibility for the committee system at the company, review of its work mechanism and ensuring its effectivenesss.

Investment Committee

B Investment Committee members, specialization and functions.

01 Mr. Mohammed Khalaf Al Habtoor – Board Member and Head of the Committee

02 Mr. Mohammed Abdulla Al Haj – Board member (Independent) - Vice Chairman of the Committee

03 Mr. Charbel Yazbeck – Acting CEO, Since 26.12.2025

Mr. A.R. Srinivasan – Chief Executive Officer of the company (resigned December 2025)

04 Mr. Ajith Vadakkepat – Finance Manager from 26.12.2025

Mr. Ravi Ramachandran Iyer – Chief Financial Officer (resigned September 2025)

Duration of the Committee:

The duration of the Committee for the above stated composition, shall be three years and until the end of FY 2026.

Committee work system:

- The The committee meets once every three months or whenever the need arises, at the invitation of its chairman or his deputy in his absence.
- The meeting of the committee is legal in the presence of at least three members, and the committee takes its recommendations by a majority vote of the attendees, and in the event of a tie, the vote of the chairman shall prevail.
- The minutes of its meetings shall be kept by the Board Secretary, provided that copies of the minutes are sent to the members of the Committee after its approval to keep them with them.

C A statement of the number and details of meetings held by the Committee during the current fiscal year:

The INvestment Committee held two meetings in 2025 attended by the members as shown in the table below:

Meeting	Date	Attendance
1	May 9, 2025	All members
2	Sep 25, 2025	All members

05 DELAGATION OF POWERS AND RESPONSABILITIES

1- Mr. Charbel Yazbeck

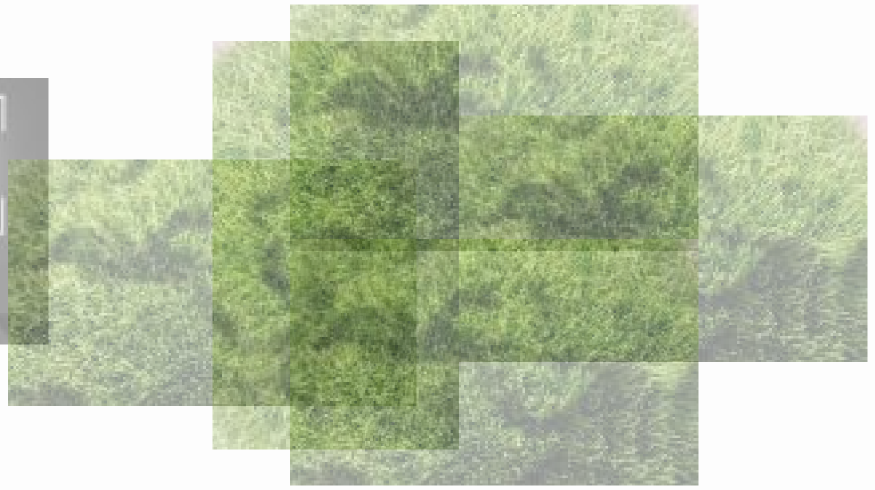
- Capacity: Acting CEO -Member of the Investment Committee & Risk Committee.
- Duties and Powers: shall be as follows: -

Powers	Period
• Key Executive Management, appointed by the board of directors. • Manages the overall operation of the company and leads it towards its objectives and to achieve its goals. • Responsible for implementing the strategies, policies and procedures set out by the board. • Responsible for oversight of the company's key business lines. • Ensuring the company's compliance with applicable laws, regulations, and corporate governance standards. • Managing the financial performance and representing the company to stakeholders • Decision making in areas such as resource allocation and partnership.	The validity of these powers shall be unlimited unless cancelled

06 RELATED PARTIES TRANSACTIONS

During 2025, the Company, as a part of its regular work duties, has collected premiums and paid compensation to other parties under the description of shareholders in accordance with International Accounting Standards. In their totality, the premiums and compensations were related to transactions involving Al Habtoor Group LLC., a company owned by the Chairman of Dubai National Insurance & Reinsurance P.S.C. and its associates providing insurance services. The details of the transactions made between shareholders are as follows:

	2025
	AED 000
Written Premiums	100,644
Paid Claims	223,823
Paid Commissions	3,197
Agency and Non-agency Repairs	37,792



07 BOARD PERFORMANCE

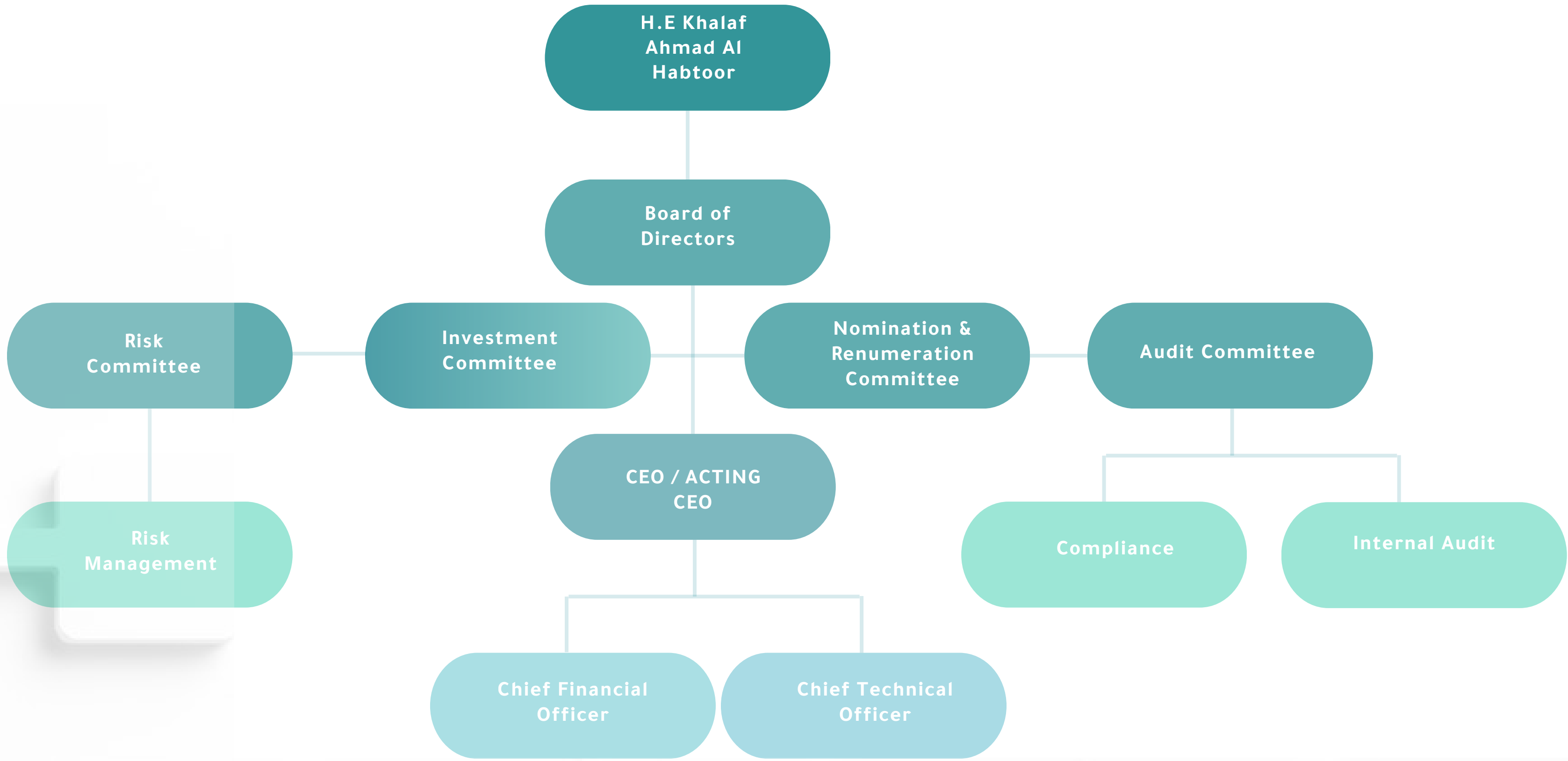
A Assessment of the board, its committees, and executive management:

In accordance with corporate governance requirements, an internal assessment of the performance of the Board of Directors, its individual members, and its committees was conducted for the year ended 31 December 2025. The evaluation was carried out under the supervision of the Nominations and Remuneration Committee, with support from the Board Secretary.

The results of the assessment were reviewed and discussed during the committee's meeting, where it was concluded that the Board and its committees continue to function effectively, demonstrating a strong commitment to governance, oversight, and strategic direction.

08 ORGANIZATIONAL STRUCTURE OF THE COMPANY

A Organizational Structure of the Company.



B Executives of the company, their titles, date of appointment, and total salaries.

The Investment Committee held four meetings in 2025 attended by the members as shown in the table below:

Title	Date of Appointment	Total salaries and allowances paid in 2025 (AED)	Total bonuses paid in 2025 (Bonuses) (AED)	Any other cash / in-kind bonuses, in 2025or due in the future
Chief Executive Officer	from 18.08.2023 till 10.12.2025	1,382,768	136,500	n/a
Chief Financial Officer	from 31.01.2024 till 30.09.2025	563,624	41,311	n/a
Chief Technical Officer	from 23.10.2023 till 23.10.2025	512,377	25,200	n/a

09 EXTERNAL AUDITOR

A About the Auditor.

Messrs. Grant Thornton International Ltd (GTIL) is an external audit firm, one of the world's leading international companies, which incorporates a number of member companies that independently provide and manage auditing, accounting and consulting services. The firm has more than 500 offices, including 14 offices in the MENA region, and 30,000 employees around the world to support corporate operations. Its clients in UAE include a wide range of entities including insurance companies, multinational companies, government institutions, non-profit organizations, and social, financial, and industrial development funds, in addition to manufacturing and energy sectors.

B Executives of the company, their titles, date of appointment, and total salaries.

Audit Firm Name	Grant Thornton International Ltd (GTIL)
Adiut Engagement Partner Name	Dr. Osama El Bakry
Numbers of years served as the Company's External Auditor	5
Numbers of years that the Auditor Partner audited the Company's financial Statements.	2
Fees for auditing financial statements of 2024 (AED)	400,000.00

*There are no other services performed by an external auditor other than the company's auditor during the year 2025.

C

The Company's Auditor has no reservations.

10 INTERNAL CONTROL SYSTEM

- Internal Control Management enjoys full independence to perform its duties. It is directly subordinate to the Board of Directors and submits its report to the Audit Committee and the Board. The report shall be annual and is submitted during the last week of December.
- Internal Control Management objectives, functions, and powers:
- ·Ensure the company and staff compliance to the provisions of laws, regulations and decisions in force to regulate the work of the company.
- Supervise the application of corporate governance principles.
- Submitting an assessment of means and procedures of the company risk management.
- Submit suggestions and recommendations to company management with regard to risk management.
- Management Control - includes the organization plan and relevant means and procedures to control and ensure accuracy, improve and raise the level of performance.
- Accounting control - all procedures designed to ensure the accuracy of data, making sure of sound treatment of accounting treatment before presenting these data on the senior management of the company.

A Responsibility for the Internal Control System:

The Board acknowledges its responsibility for the company Internal Control System as well as review and effectiveness through the Audit Committee of the Board, and in line with the decision of the Chairman of Securities and Commodities Authority Decision no. (3/Chairman) of 2020 concerning Approval of Joint Stock Companies Governance Guide.

B Manager of Internal Control System name and qualifications:

Mr. Saeed Raza Khan Internal Auditor joined the company on 06/03/2024. He holds a membership certificate from Association of Chartered & Certified Accountants (ACCA) United Kingdom, and a bachelor's degree from university of Peshawar Pakistan.

C Manager of Compliance Management name and qualifications:

Mrs. Roula Iskandar is the head of Compliance, joined the company in 2014. She holds a bachelor's degree in law from the Lebanese University Faculty of Law and Political and Administrative Sciences . She has more than 17 years experience in this field

D The Internal Control Department deals with any significant problems in the company or those disclosed in annual reports and accounts.

The Internal Control Management shall inform the Audit Committee of problems that occur, if any, and informing the joint senior management of the company of problems address them and follow up the activation of the proposed procedures by the Internal Control Management. Knowing that there are no situations or problems faced the Internal Control Management.

E Number of reports issued by the Internal Control Department to the Company's Board of Directors.

Mr. Saeed Raza Khan Internal Auditor joined the company on 06.03.2024. He holds a membership certificate from Association of Chartered & Certified Accountants (ACCA) United Kingdom, and a bachelor's degree from university of Peshawar Pakistan.

11 DETAILS OF THE VIOLATIONS COMMITTED DURING 2025

There were none, as no material violations were reported during the year 2025.

12 COMMUNITY CONTRIBUTION SERVICE

The Company continued its role in supporting the local community through the following key initiatives:

Emirates Down Syndrome Association - A visit was organized to support people of determination, raise awareness, and promote inclusion. Employees interacted with students, participated in activities creating a positive impact.

Iftar Meal Distribution at Labour Camp - During Ramadan, DNI organized an Iftar meal distribution initiative in coordination with Beit Al Khair, with employees volunteering to pack and distribute meals to labourers and low-income groups, supporting underprivileged communities and reinforcing its commitment to social responsibility

Senior Happiness Centre / Elderly Home (Dubai & Al Sharjah) - Organized visits with small gifts to bring joy and comfort to elderly residents, alongside continued support and contributions to elderly care facilities

The Emirates Society for Parents - Provided continued support for people of determination through contributions toward healthcare, rehabilitation, education, and family awareness initiatives promoting social inclusion.

Al Noor Rehabilitation & Welfare Association for People of Determination - Conducted visits to support rehabilitation and welfare programs, including participation in interactive activities, sports events, and awareness sessions organized by the Centre.

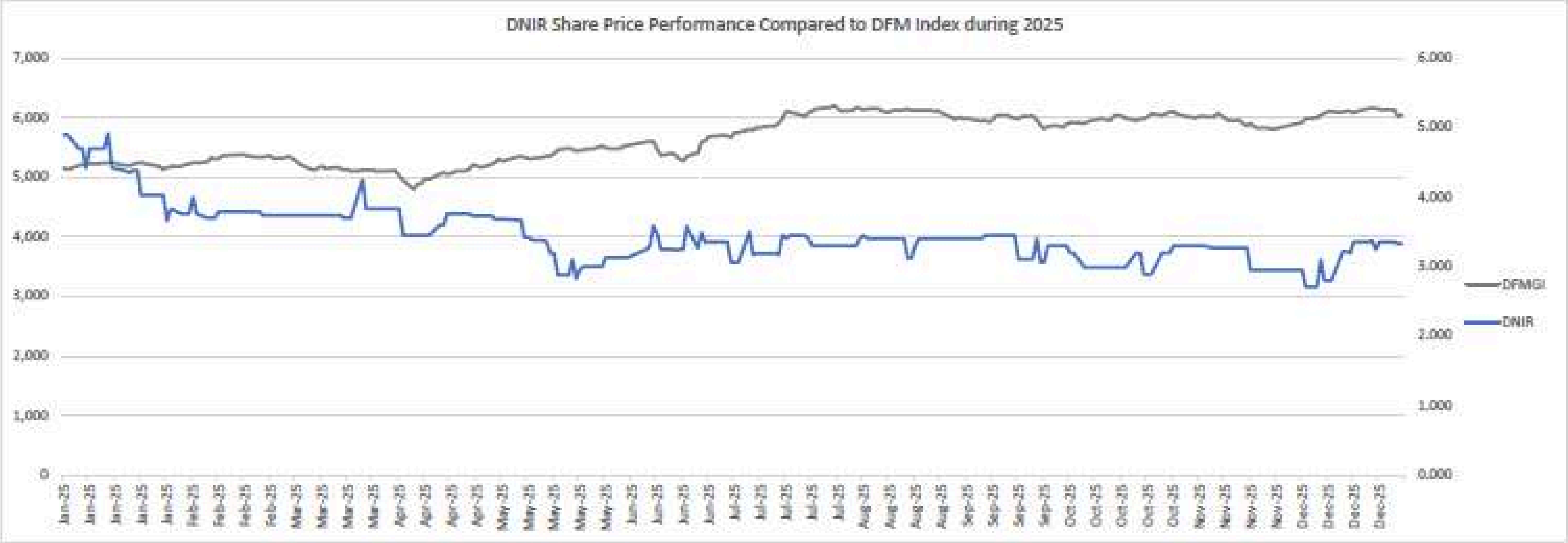
Beach Clean-Up Drive - A beach clean-up drive was organized in collaboration with Dubai Municipality to promote environmental sustainability and reduce marine pollution, with employees volunteering to collect waste, contributing to a cleaner environment and reinforcing awareness of environmental responsibility.

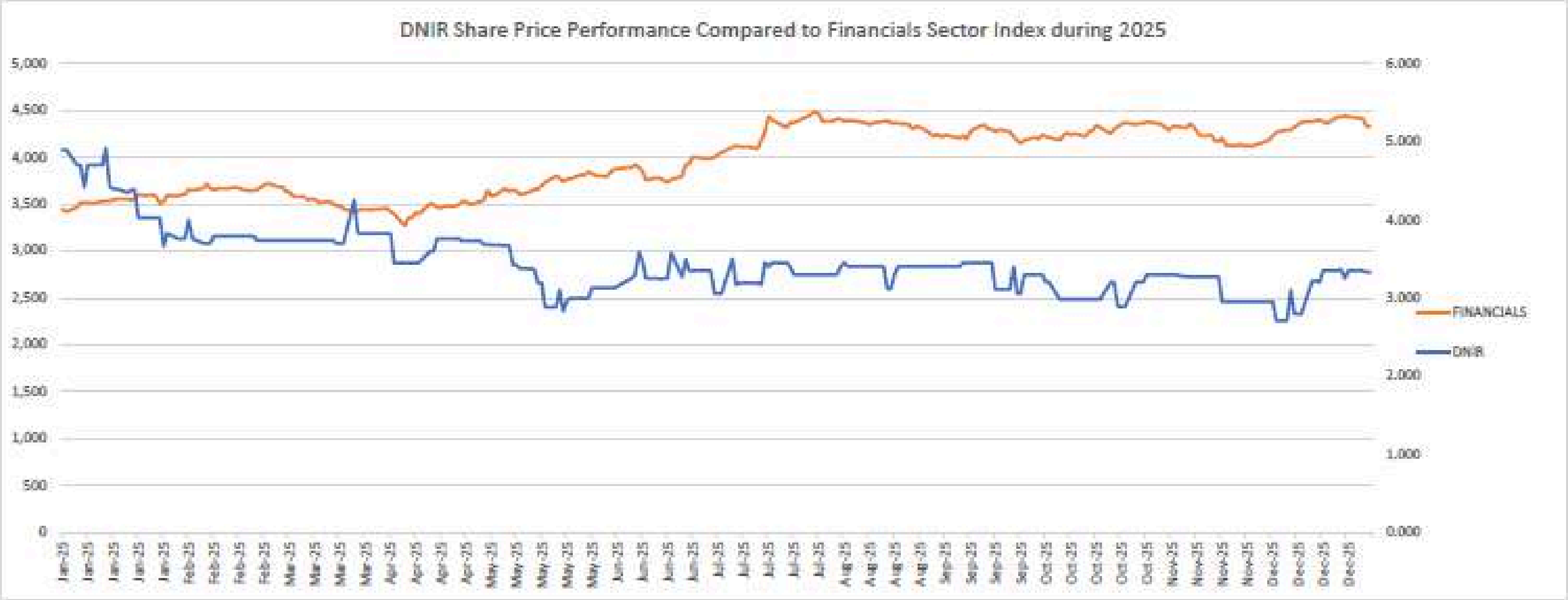
13 GENERAL INFORMATION:

A Company's share price in the market at the end of each month during Fiscal Year 2025

Name	Highest Price	lowest price	closing price
January	4.92	3.64	3.83
February	4.31	3.34	3.74
March	4.25	3.7	3.83
April	3.84	3.3	3.69
May	3.68	2.61	3.13
June	3.59	2.95	3.35
July	3.52	3.06	3.3
August	3.75	2.97	3.4
September	3.45	2.8	3.3
October	3.3	2.88	3.3
November	3.74	2.95	2.95
December	3.37	2.71	3.33

B A comparative performance statement of the company's share relative to the general market index and the sector index to which the company belongs during 2025





C Shareholders' Equity as of 31/12/2025.

Shareholders Classification	Individuals Shares %	Company Shares %	Goverment Shares %	Total %
Local	48.9352	50.4039	0.0087	0.993478
Arab	0.4094	0.1132	0	0.5226
foreign	0.1223	0.0073	0	0.1296
Total %	**49.4669**	**50.5244**	**0.0087**	**100.00%**

D Shareholders who own 5% or more of the company's capital as of 31/12/2025 according to the following table.

Name	Number of Owned Shares	Percentage of Shares
Mr. Khalaf Ahmad Mohammed Al Habtoor	30,061,508	26.03%
Messrs. Al Habtoor Investment (LLC)	32,649,636	28.27%
Messrs. Dubai National Investment (LLC)	11,800,000	10.22%
Messrs. Sultan Ahmad Al Habtoor Investment Group LLC	8,180,314	7.08%

E Statement of shareholder's distribution according to the "ownership Percentage" as of 31/12/2025 according to the following table.

Share Ownership (Share)	No. of Shareholders	No. of Owned Shares	Owned Capital Stock Ratio
Less Than 50,000	460	7,752,596	6.71%
Between 50,000 and 500,000	53	7,581,179	6.56%
Between 500,000 and 5,000,000	9	17,464,531	15.13%
Greater than 5,000,000	4	82,691,458	71.59%

F statement of actions that have been taken on Investor Relationships controls

- Ms. Roula Najeeb Iskandar is the Head of Investors Relations Department; she's also the head of the legal & Compliance department in the company. She joined the company in 2014, and she holds a Bachelor degree in Law from the Lebanese University Faculty of Law and Political and Administrative Sciences, and she has more than seventeen years of experience in this field.
- ·To communicate with Investor Relationships Department, a page for investors' inquiries was created in the section of investors' relationships on the company's website, and allocating contacts as follows:

* Phone: +971 4 5969211
* E-mail: investor@dni.ae
* Website: https://www.dni.ae/Investor-Relations/

G Statement of decisions that have been reviewed in the General Assembly held during 2025 and actions taken

There are no special decisions reviewed at the General Assembly held during 2025

H Name of the Board meeting rapporteur and date of appointment

Board Secretatry **Mr. Hadi N. El Kadi** 30/03/2021	Holds a Master Degree (LLM) in International Business Law from Paris II Pantheon-Assas University, a Master degree (MBA) in Business Administration from the American University, Dubai, UAE , a Bachelor Degree in Law from the faculty of Law and Political Science -Beirut-Lebanon, Certified In Governance, Risk and Compliance (CGRC), Certificate In Governance, Risk and Compliance (CGRC) from London School of Business and Finance LSBF, holding Certificate of Licensing and technology Transfer from Licensing Executives Society (U.S.A. and Canada), Inc, Compliance and Corporate Governance Courses from Thomson Reuters. Lawyer and Legal advisor specialized in corporate law, Joint Ventures, Mergers and Acquisitions, Hospitality, Real Estate, Construction, General Legal Consultancies, Labor law, Corporate Governance, Compliance, Family Trust, Negotiations and criminal law has more than 24 years of practical experience gained in major companies and international law firms across the Middle East where he was appointed as President, Vice President, General Counsel for Legal Affairs, Partner, Board Member and Former Secretary of a group of companies.

I Statement of significant events encountered by the company in 2025

The most important events encountered by the company in 2025:

- The gross written premiums of 2025 is AED 560.5 million.
- The company achieved net profit estimated of AED 53.6 million for 2025.
- The international rating agency "A.M. Best" has affirmed the company's financial strength rating A- (Excellent) and the Long-Term Issuer Credit Rating to "a-" (Excellent).

During the year 2025, the company was able to obtain the following awards and certificates of thanks:

- WORLD'S GREATEST BRANDS 2025 - Asia One Awards
- CX EXCELLENCE IN CUSTOMER - CENTRIC INNOVATION - Smart CX Summit & Awards 2025
- BEST COMPANY TO WORK FOR (BRONZE) - Employee Happiness Awards 2025
- BEST CUSTOMER CARE - Customer Experience Live Awards Middle East 2025
- TOKEN OF APPRECIATION on Zayed Humanitarian Day 2025- Al Tareq Rehabilitation & Autisms Center.
- TOKEN OF APPRECIATION 2025 - Emirates Down Syndrome Association.
- TOKEN OF APPRECIATION 2025 - Al Noor Training Center for Persons with Disabilities.

J Statement of the transactions that the company has made with related parties during the year 2025 that are equal to 5% or more of the company's capital

There are no special decisions reviewed at the General Assembly held during 2025

K Statement of the percentage of nationalization in the company by the end of 2023, 2024 and 2025.

The Emiratization percentage of the company at the end of the years 2023 - 2024 - 2025 as follows:

- Emiratization percentage at the end of 2023 was 12.1%. of the total number of employees in the company.
- Emiratization percentage at the end of 2024 was 19% of the total number of employees in the company.
- Emiratization percentage at the end of 2025 was 26.30% of the total number of employees in the company.

However, the company is still making efforts to attract more young nationals to raise the level of nationals' participation in the insurance sector in the UAE.

L Innovative projects and initiatives undertaken or developed by the company in 2025.

Aligned with our strategic roadmap to digitally advance the insurance sector and in response to evolving business and market needs, we continue to prioritize digital transformation. This includes the ongoing enhancement of our IT infrastructure and cybersecurity framework, as well as further development of our digital capabilities. During the year, we introduced customer-focused channels such as the WhatsApp Business platform and online portals to enhance service delivery and support our competitive position in the market

Governance Anchors Our Vision and Upholds Our Commitment

CHAIRMAN OF THE BOARD

AUDIT COMMITTEE CHAIRMAN

NOMINATION AND REMUNERATION COMMITTEE CHAIRMAN

INTERNAL AUDITOR

13.03.2026

05 Sustainability Report

TABLE OF CONTENTS

Introduction

ABOUT THE REPORT

This report provides a comprehensive view of Dubai National Insurance's (hereinafter referred to as 'DNI', 'we' or the 'company') Environmental, Social, and Governance (ESG) progress, dynamically aligned with key issues and integrated into our strategic focus areas. In this report, we share our progress on the key sustainability issues most material to our business and stakeholders, reinforcing our commitment to creating long-term value through responsible growth. We continue to emphasize integrity, economic impact, responsible operations, natural resource management, workforce development, stakeholder relationships, and community engagement.

This report highlights case studies and examples of performance across key areas, prepared with reference to Global Reporting Initiative (GRI) Standards and Dubai Financial Market (DFM) ESG Reporting Guidance. Our commitment extends beyond compliance—we proudly align disclosures with the United Nations Sustainable Development Goals (SDGs) that shape our operational priorities, driving responsible and inclusive growth integrated into corporate strategy and impact assessments. Content Indexes for each framework are included in the Appendices for accessibility.

REPORTING PERIOD AND BOUNDARY

This report presents DNI's ESG performance for the period January 1 to December 31, 2025, aligned with the company's financial reporting cycle. As DNI's fifth Integrated Report, it demonstrates our commitment to transparent disclosure and builds on prior reporting, including the 2024 integrated report published in line with DFM timelines. Reporting is conducted annually, providing stakeholders with timely updates on integrity, economic impact, and responsible operations. The reporting boundary for the ESG data covers the UAE operations including Dubai headquarters, Abu Dhabi office and operating buildings owned by DNI.

ASSURANCE

The financial data included here are derived from independently audited financial statements, verified by established audit firms. The ESG content compliance has been assured in alignment with guidelines such as GRI, CBUAE, DFM, and SCA. The ESG section was reviewed by internal stakeholders to verify its accuracy and completeness.

COMMUNICATION & FEEDBACK

For any inquiry, feedback and suggestion regarding this report, please reach out to the Investor Relationship Department at investor@dni.ae

MESSAGE FROM CEO

Dear Stakeholders,

It is my pleasure to present Dubai National Insurance's (DNI) Sustainability Report 2025. This year reflects our continued journey of embedding sustainability into the very fabric of our business. We are firmly committed to aligning our long-term strategy with the UAE's Net Zero 2050 initiative. We have strengthened our Environmental, Social, and Governance (ESG) practices, ensuring that our growth is responsible, inclusive, and aligned with both national priorities and global standards.

Over the years, we have made meaningful progress in reducing our environmental footprint through smart building technologies, digitalization, and paperless operations. At the same time, we have deepened our commitment to Emiratization programs, fostering diversity and inclusion, and supporting community initiatives through our CSR Committee. Strong governance and ethical business conduct remain the foundation of our operations, ensuring transparency and accountability in every decision.

At DNI, sustainability is embedded into our operational decision-making rather than treated as a separate initiative. This commitment is reflected in our everyday practices—ranging from digital documentation and reduced paper dependency to smart energy management, ethical procurement and supplier screening, transparent governance and complaint management systems, employee wellbeing programs, and diversity-focused HR policies. These integrated practices have enabled us to achieve significant milestones, including the expansion of our Emiratization talent development program, increased automation across business functions, and recognition through multiple awards for customer excellence and innovation. By embedding sustainability into the core of our operations, we ensure that our progress is both measurable and meaningful, reinforcing our role as a responsible and forward-looking insurer.

Over the next three years, we are focused on creating seamless customer journeys through end-to-end digital platforms, integrating AI-driven underwriting and claims processing, and expanding paperless workflows to minimize environmental impact. We are also strengthening our digital distribution channels to enhance accessibility and expand our reach. These initiatives are designed not only to improve efficiency and customer experience but also to ensure that growth is achieved responsibly, with sustainability embedded in every step. Looking ahead, we remain focused on expanding sustainable product offerings, strengthening community partnerships, and deepening ESG transparency. We firmly believe that growth and sustainability are mutually reinforcing, and through innovation, responsibility, and stakeholder engagement, DNI will continue to play a leading role in shaping a resilient and sustainable insurance industry in the UAE.

I would like to express my gratitude to our employees, whose dedication and hard work have been instrumental in DNI's continued success. I also thank our customers, partners, and stakeholders for their unwavering support Together, we will continue to build a future that is valuable, secure, and sustainable, further reinforcing our commitment to "protecting what matters".

"Our digital innovation roadmap continues to transform customer experiences, leveraging automation and AI to enhance efficiency while reducing environmental impact. In 2025, we achieved premium growth of approximately 27%, underscoring the strength of our portfolio and stakeholder trust. To broaden our reach, we expanded our geographic footprint by renovating branches in Abu Dhabi and Al Ain, strengthening our capabilities across all lines of insurance and broadening our presence across the Northern Emirates."

Charbel Yazbeck,

Acting CEO

KEY ESG HIGHLIGHTS OF 2025

E

Total Energy Consumption: 14,879.37 GJ

Total GHG Emissions: 1493.01 MtCO2e

Total Water Consumption: 15118.01 m3

Total Waste Disposal: 136.8 MT

S

Employee Headcount: 167

Gender Diversity Ratio: 50%

Emiratization: 25%

Retention Rate after Parental leave: 80%

Training and development:
Total Training 897 hrs
Avg training hrs/Employee 5.4 hrs

G

Board Independence: 28.57%

Board Gender diversity: 14.28%

Customer Privacy breach: 0

Incidents of Bribery: 0

Local Procurement: 94%

Corporate Profile

ABOUT DNI

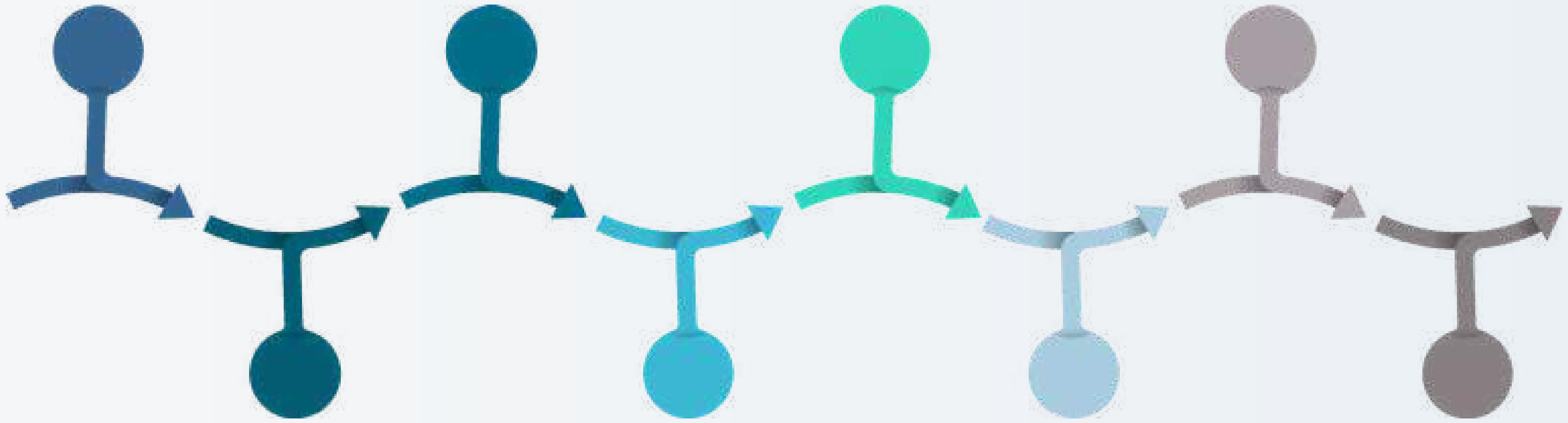
Dubai National Insurance & Reinsurance P.S.C. (DNI) is a Public Shareholding company established in the United Arab Emirates on 6th January 1992. Headquartered in Dubai with a branch in Abu Dhabi, DNI has built a legacy of over three decades as a trusted composite insurer, offering a comprehensive range of personal and commercial insurance solutions. These include Motor, Medical, Travel, Home, Property, Liability, Accident, Engineering, Marine, Group Life, and specialized lines tailored to meet evolving market needs—all in full compliance with UAE Federal Law No. 6 of 2007.

As one of the first insurance companies to be listed on the Dubai Financial Market (DFM), DNI has consistently demonstrated financial resilience and strategic foresight. Backed by prominent national shareholders, the company has maintained a cautious underwriting approach, resulting in steady growth in premium volumes and net insurance returns.

Innovation, customer-centricity, and service excellence are the pillars of DNI's strategy. The company continues to invest in advanced technologies and expand its distribution channels to deliver seamless claims services and competitive policies. Its expert team of insurance and reinsurance professionals is dedicated to anticipating client needs and providing tailored solutions that foster long-term relationships.

At DNI, sustainability is embedded in the company's ethos. By prioritizing stakeholder value, responsible business practices, and community engagement, DNI remains committed to protecting what matters most building a legacy rooted in trust, confidence, and a dedication to serve.

Company Highlights



MISSION, VISION, AND CORE VALUES

VISION

"To provide innovative and best value insurance products and services, tailored to meet the ever-changing financial risk exposures faced by our clients, while being a market focused and people centred organization that ensures a safe environment."

MISSION

"We aspire to be one of the leading insurance carriers in the region with relationships built upon trust for mutual benefits, arising out of a high level of employee competence and satisfaction, leading to value addition for our customers and adequate returns to our shareholders."

CORE VALUES

S	E	C	U	R	E
Security	**Excellence**	**Customer Service**	**Understanding**	**Reliable**	**Efficient**
of your family members and your assets	in everything we do	Customer Service is a key factor to our success	your insurance needs	Insurance partner	and hassle-free claims settlement

PRODUCT PORTFOLIO

OUR INSURANCE SOLUTIONS

At Dubai National Insurance (DNI), our diverse insurance solutions are designed to protect individuals, businesses, and communities while fostering resilience and long-term sustainability. Each product line is backed by international "A" rated reinsurers and supported by our commitment to service excellence, innovation, and regulatory compliance.

PERSONAL INSURANCE

DNI offers tailored personal insurance solutions to meet the unique needs of individuals across Dubai and Abu Dhabi. Our offerings deliver comprehensive protection for personal assets and belongings, ensuring peace of mind and financial security for our customers.

Our Product Offering Includes:

- Personal accidents
- Travel
- Home/ Home contents
- Bancassurance products
- Pedal Cycle

MEDICAL INSURANCE

DNI's medical insurance solutions provide extensive coverage, including In-patient, Out-patient, Dental, Optical and Maternity benefits, with options for regional and worldwide protection. Plans can be enhanced with optional benefits, all fully compliant with regulatory standards.

Through our broad healthcare provider network across the UAE, members enjoy convenient and reliable access to medical services, supported by round-the-clock customer care for claims and service needs to meet.

Our Product Offering Includes:

- DHA Essential Benefits Plan (EBP)
- DHA Enhanced EBP
- DOH Enhanced Plan
- NE Basic Plan
- Family Care Plan
- Global choice IPMI Plan
- Employee Group Medical Plan

MOTOR INSURANCE

Our motor insurance products protect clients against financial losses arising from accidents, third-party property damage, and bodily injury. Coverage is supported by a network of agency workshops and A-rated non-agency garages, complemented by 24/7 roadside assistance services including towing, flat-tyre repair, battery boost, lock-out support, fuel delivery, and car registration assistance.

PROPERTY INSURANCE

Our property insurance portfolio is designed to meet the diverse requirements of commercial and industrial enterprises. Coverage protects against accidental physical loss or damage caused by unforeseen events, helping businesses maintain continuity and financial stability. Flexible policy structures and tailored extensions ensure that both physical assets and profitability are safeguarded.

Our Product Offering Includes:

- Fire, Lightning and Special Perils Insurance
- Property All Risk Insurance
- Business Interruption insurance

MARINE INSURANCE

DNI offers specialized marine insurance solutions designed to protect cargo and vessels against physical loss or damage during transit, both regionally and globally.

With the expertise of seasoned cargo underwriters, we work closely with our clients to ensure appropriate and effective coverage for a wide range of cargo types, enabling businesses to manage transit risks while maintaining operational efficiency and supply chain resilience.

Our Product Offering Includes:

- Marine Cargo - Single Cover
- Marine Cargo - Open Cover
- Inland Transit
- Marine Hull - Pleasure Crafts

ENGINEERING INSURANCE

Our engineering insurance solutions help principals, contractors, and sub-contractors mitigate risks associated with construction and infrastructure projects. Tailor-made policies are designed to meet tender requirements and protect projects against unforeseen challenges, ensuring continuity and resilience in the built environment. Through technical expertise and flexible coverage, DNI supports the construction and engineering sectors in delivering projects safely, sustainably, and with confidence.

Our Product Offering Includes:

- Contractors' All Risk
- Erection all risks
- Machinery breakdown, etc.
- Consequential losses
- Deterioration of Stock

GROUP LIFE & PERSONAL ACCIDENT INSURANCE

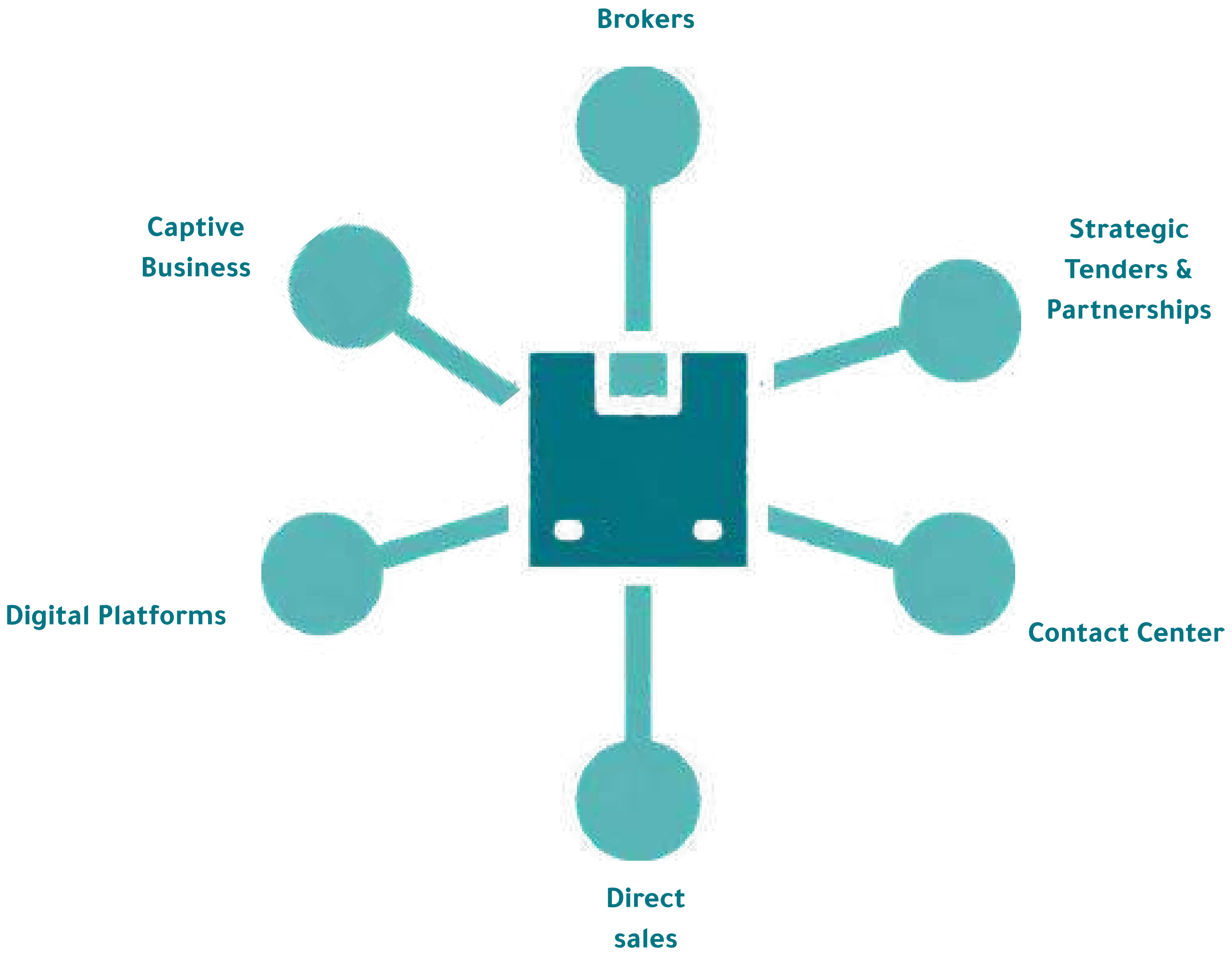
Recognizing employees as the most valuable asset of any organization, DNI provides Group Term Life Insurance cover and personal accident insurance as part of employee benefits schemes. These policies ensure financial protection for employees and their families in the event of unforeseen circumstances, reinforcing organizational resilience and employee well-being

Our Product Offering Includes:

- Employee Group Term Life Insurance
- Rider benefits
- Death Any Cause (DAC)
- Permanent total disability (PTD A/S)
- Permanent partial disability (PPD A/S)
- Temporary total disability (TTD A/S)
- Critical Illness (CI)

OUR DISTRIBUTION NETWORK

Dubai National Insurance (DNI) operates a diversified and resilient distribution network, reflecting its commitment to sustainable growth, broad market access and customer-centric service delivery. The Company reaches its customers through a multi-channel distribution framework comprising:



This integrated distribution model enables DNI to engage customers across digital interfaces, relationship led sales channels and physical service touchpoints. By combining technology enabled platforms with dedicated sales and service teams, DNI enhances market reach, strengthens customer experience and supports long term value creation for stakeholders, in alignment with its strategic and sustainability objectives.

OUR BUSINESS PARTNERS

For more than three decades, DNI has built enduring partnerships across a broad operational network, collaborating with a wide range of business partners—including brokers, aggregators, reinsurers, third-party administrators (TPAs), and healthcare providers.

By combining our capabilities with our partners, we are able to anticipate market developments and deliver solutions that not only meet but exceed the evolving needs of our clients. This collaborative strength reinforces our commitment to resilience, innovation, and sustainable industry leadership, while ensuring enhanced security, dependable protection, specialized expertise, and tailored insurance offerings.

AWARDS AND RATINGS

DNI is proud to be recognized for our dedicated client service, performance, and industry expertise, earning awards and accolades that reflect our continued commitment to excellence throughout the year.

WORLD'S GREATEST BRANDS 2025
Asia One Awards

CX EXCELLENCE IN CUSTOMER - CENTRIC INNOVATION
Smart CX Summit & Awards 2025

AM best -A Excellent 2025

BEST CUSTOMER CARE
Customer Experience Live Awards Middle East 2025

BEST COMPANY TO WORK FOR (BRONZE)
Employee Happiness Awards 2025

ESG Strategy and Integration

DNI'S ESG STRATEGY FRAMEWORK

Our ESG Strategy Framework is structured around three core pillars: Environmental Stewardship, Social Impact, and Robust Governance & Business Ethics. It is designed to address the 11 material topics we have identified as the most critical to our business and stakeholders.

Environmental Stewardship	Social Impact	Robust Governance & Business Ethics	
Water Management	Market Presence	Legal & Regulatory Compliance	Anti-Corruption
Waste Management	Employment	Board Oversight & Accountability	Ethics & Transparency
Energy use & efficiency	Training & Education	Stakeholder Engagement	Risk Management
Climate change mitigation	Diversity & Equal Opportunity	Economic Performance	General Disclosures
Biodiversity	Customer Satisfaction	Customer Privacy	Indirect Economic Impacts
	Health, Safety & Well-being	Data Privacy & Security	Sustainable Procurement
	Local Communities	Customer protection	Supplier Social Assessment
	Community Engagement		

SUSTAINABILITY APPROACH

DNI integrates sustainability into its core business strategy, recognizing its role as a leading insurance provider in the UAE by advancing resilience and long-term value creation. Our approach is anchored in aligning insurance practices with environmental, social and governance (ESG) priorities, ensuring that we not only safeguard our clients against risks but also contribute to broader sustainable development goals.

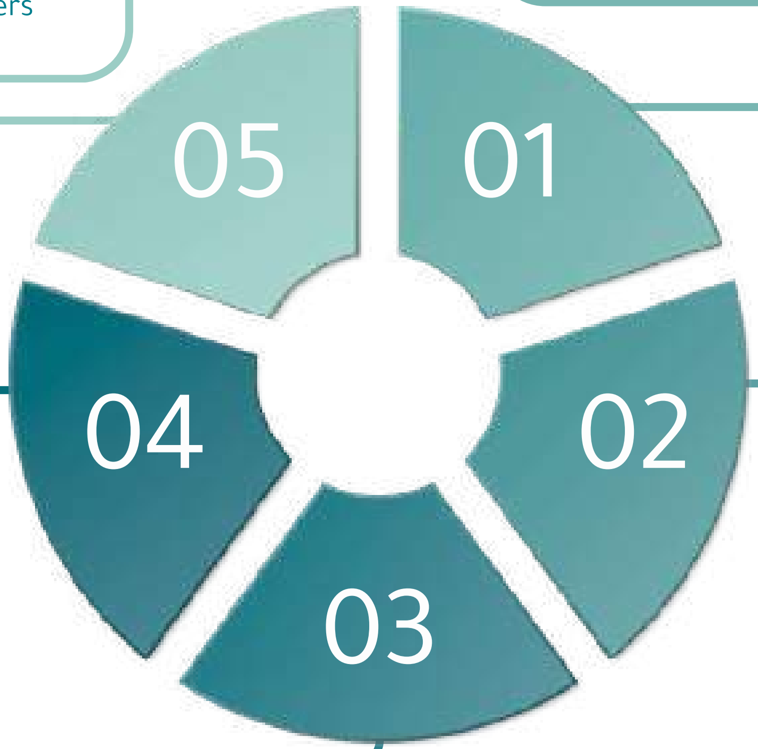
Sustainability Objectives

Protecting Risks

Driving Sustainability

Empowering Communities

Our objective is to manage financial risk while promoting sustainability, resilience, and inclusive growth, improving efficiency, making responsible investments, and ensuring transparency and accountability for the benefit of our customers, communities, and stakeholders.



Transparency & Accountability: Ensure full transparency and accountability in our operations, governance, risk management, sustainability practices, and customer interactions to build stakeholder trust and support responsible business growth.

Climate Resilience: Strengthen our underwriting, investment, and operational practices by integrating climate risk assessment and developing adaptive insurance solutions to enhance long-term resilience for our customers and communities.

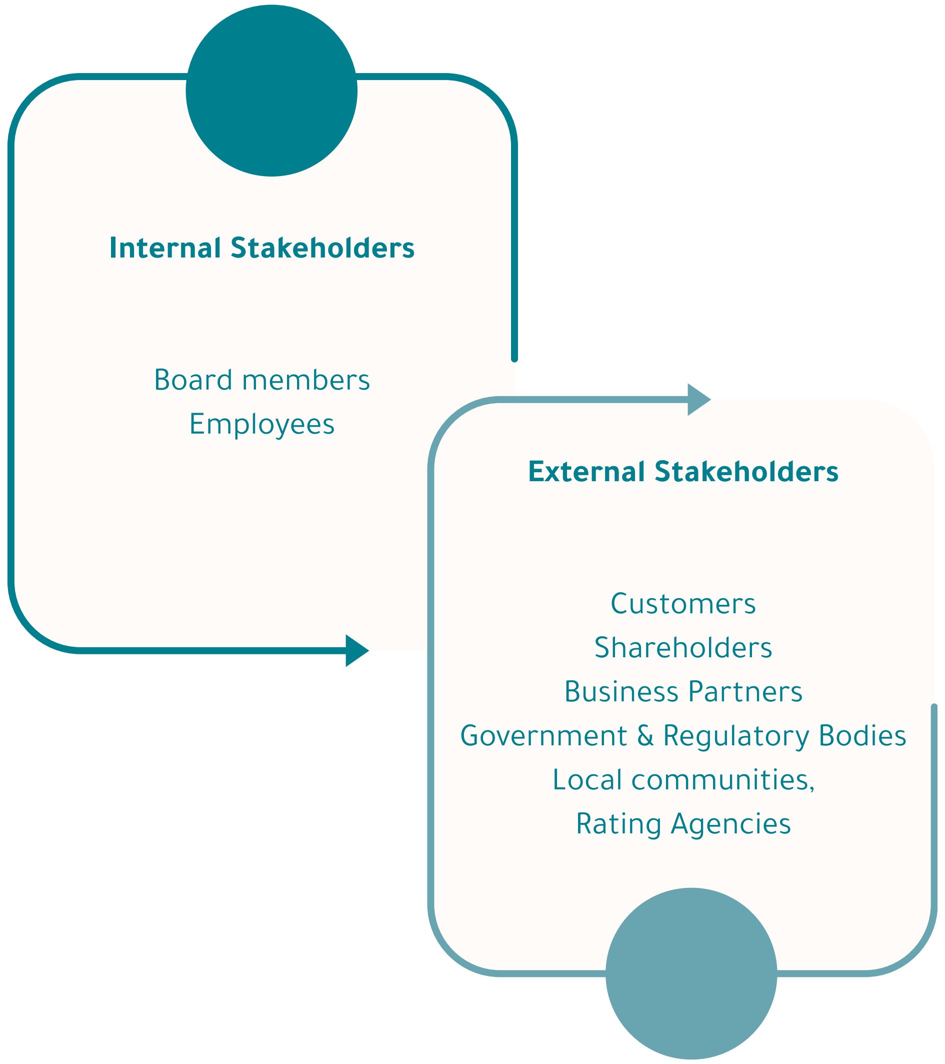
Responsible investment: Commit to making responsible investments to manage risks, achieve sustainable returns, and support economic growth.

Operational Efficiency: Improve operational efficiency by using digital tools and AI, streamlining processes, and managing resources responsibly to deliver better service and long-term performance.

Inclusive Growth: Promote fair and accessible insurance solutions by expanding coverage to all communities, supporting SMEs, and encouraging inclusive workplace and community practices.

STAKEHOLDER ENGAGEMENT

At DNI, stakeholder engagement is a strategic enabler of our ESG journey and long-term resilience. Through transparent, two-way communication aligned with global best practices, we integrate diverse stakeholder perspectives into our decision-making to ensure alignment, accountability, and shared value creation.



Our engagement framework integrates structured mechanisms with regular communications embedded in daily operations. Stakeholders can share feedback or raise concerns through multiple accessible channels, with insights systematically incorporated into strategy, initiatives, processes, and policies.

Aligned with recognized ESG reporting practices, our inclusive approach broadens engagement across stakeholder groups to capture diverse perspectives. This strengthens trust and transparency while ensuring our sustainability strategy remains relevant, credible, and responsive to evolving expectations.

Stakeholder Group	Mode of Communication	Purpose of Engagement
Employees	HR Portal Company Announcements -Emails	Training & Development Company Events Corporate communications Performance Appraisals Employee directives
Board Members	Regular Communication	Annual General Meetings Corporate Regulatory Disclosure
Customers	Online Review Contact Centre WhatsApp Complaint/ Suggestions Platform	Marketing Material Service support Service Review Complaint/ Suggestions
Business Partners	Business meetings E-mails	Interactions related to business coordination and development
Government & Regulatory Bodies	Circulars Decree Announcements Meeting and Workshops	Regulatory compliance Audits Reporting requirements
Rating Agency	Yearly interaction during rating review	Credit Rating Methodology updates
Shareholders	Annual General Meetings	Corporate Regulatory Disclosure

MATERIALITY ASSESSMENT

DNI's sustainability priorities are guided by our materiality assessment process conducted in 2023, which continues to inform our ESG strategy and actions throughout 2024 and 2025. During the year, we focused on tracking and monitoring performance across the material topics identified, while also assessing our alignment with applicable regulatory requirements. Our approach is anchored in internationally recognised sustainability frameworks, including the Global Reporting Initiative (GRI), and is complemented by adherence to local regulatory directives and guidance issued by the Dubai Financial Market (DFM), Securities and Commodities Authority (SCA), and the Central Bank of the UAE (CBUAE). The material topics identified through this assessment serve as a strategic compass for DNI's ESG agenda, highlighting the sustainability factors with the greatest impact on our business and stakeholders. These insights directly shape our approach to risk management, sustainability reporting & disclosure as well as operational excellence & performance monitoring.

To identify our priority ESG topics, we conducted a structured review of potential material issues across environmental, social, and governance dimensions. Stakeholder engagement played a central role in this process. We engaged a broad range of internal stakeholders to assess the impact of these topics on DNI's business performance as well as their significance to the external environment, society, and economic wellbeing. Feedback was gathered using the double materiality lens, considering both the impact of ESG issues on DNI and DNI's impact on the economy, environment, and society.

Identified the potential material topics across ESG parameters most relevant to DNI.

Stakeholder engagement survey conducted with internal stakeholders to collect their insights on company's ESG impacts and concerns.

Assessed the significance of the impacts of each of the identified potential material topics.

Validated the assessment by prioritizing key ESG issues according to their material importance to the company.

The insights collected were systematically analysed enabling the identification of eleven prioritised sustainability focus areas. These material topics are integrated into our ESG framework and embedded into strategic planning, risk management, and operational decision-making, ensuring that our sustainability efforts remain relevant, focused, and aligned with stakeholder expectations.

Material Topics	GRI Disclosure	DFM Disclosure
Economic Performance	GRI 201 - Economic Performance	N/A
Customer Privacy and Data Security	GRI 418 - Customer Privacy	G6. Data Security
Ethical Business Conduct	GRI 205 - Anti-Corruption GRI 2- General Disclosures	G1. Board Diversity G2. Board Independence G5. Ethics and Anti-Corruption
Digitalization	GRI 418 - Customer Privacy GRI 203 - Indirect Economic Impacts	N/A
Employment Practices	GRI 401 - Employment GRI 404 - Training & Education GRI 405 - Diversity & Equal Opportunity	S3. Breakdown with Staff S4. Employee Turnover and New Hires S5. Gender Diversity and Equality S5. Human Rights S7. Training & Development
Equal Opportunity: Diversity & Inclusion	GRI 405 - Diversity & Equal Opportunity	S5. Gender Diversity and Equality
Environmental Impact	GRI 302 - Energy GRI 303 - Water GRI 305 - Emissions GRI 306 - Waste	E1. GHG Emissions E2. Emissions Intensity E3. Energy Usage E4. Energy Intensity E5. Energy Mix E6. Water and Effluents E7. Waste E8. Environmental Management E9. Climate Risk Management & Oversight E10. Biodiversity
Emiratization	GRI 202 - Market Presence	S3. Breakdown with Staff
Community	GRI 413 - Local Communities	S8. Community Engagement
Talent Attraction and Development	GRI 404 - Training & Education	S4. Employee Turnover and New Hires S7. Training & Development
Sustainable Supply Chain	GRI 204 - Procurement Practices GRI 414 - Supplier Social Assessment	G4. Supply Chain Management

MATERIAL ISSUES AND RELEVANT SDGS

At DNI, we recognize the critical role that the United Nations Sustainable Development Goals (UN SDGs) play in addressing the global challenges. Our sustainability initiatives are closely aligned with these goals, ensuring that our actions reflect both corporate responsibility and a commitment to long-term impact. By embedding SDG principles into our strategy and principles, we strengthen our ability to contribute meaningfully to economic resilience, social progress and environmental stewardship.

The SDGs reflect core principles that can be integrated into everyday business and societal practices. To support this integration, DNI has undertaken a mapping exercise that aligns its material topics with relevant SDGs, allowing us to better understand, track, and manage our contribution to these global objectives.

By articulating our strategies in this report and holding ourselves accountable to these goals, we reinforce that sustainability at DNI is a practical, ongoing commitment. This alignment strengthens accountability, sharpens our focus on material issues, and supports long-term value creation for the environment, society, and the economy.

Material Topics	SDG Alignment
Economic Performance	SDG 8: Decent Work and Economic Growth
Customer Privacy and Data Security	SDG 16: Peace, Justice and Strong Institutions
Ethical Business Conduct	SDG 16: Peace, Justice and Strong Institutions
Digitalization	SDG 9: Industry, Innovation and Infrastructure
Employment Practices	SDG 8: Decent Work and Economic Growth
Equal Opportunity: Diversity & Inclusion	SDG 5: Gender Equality SDG 10: Reduced Inequalities
Environmental Impact	SDG 12: Responsible Consumption and Production SDG 13: Climate Action
Emiratization	SDG 8: Decent Work and Economic Growth SDG 10: Reduced Inequalities
Community	SDG 11: Sustainable Cities and Communities
Talent Attraction and Development	SDG 4: Quality Education SDG 8: Decent Work and Economic Growth
Sustainable Supply Chain	SDG 12: Responsible Consumption and Production SDG 13: Climate Action SDG 17: Partnerships for the Goals

Governance and Ethical Framework

SHAREHOLDING AND GOVERNANCE

DNI maintains a governance framework that is firmly grounded in the principles of transparency, accountability, and strategic oversight. This framework reflects the company's commitment to safeguarding stakeholder interests and ensuring sustainable long-term value creation. This structure provides a strong foundation that safeguards customer and client investments, fostering trust, security, and confidence in our operations.

Our ownership structure is a representation of our strong strategic engagement. It is predominantly driven by National shareholders (99.38%), reflecting a strong domestic foundation, with the remaining 0.62% held by Foreign investors. This stable capital base empowers us to pursue long-term strategic growth while maintaining deep alignment with our local community and stakeholders.

BOARD DIVERSITY, STRUCTURE AND INDEPENDENCE

DNI's Board of Directors is composed of seven members, structured to ensure effective governance and strategic oversight. The Board includes four independent directors and three non-independent directors, with one female director, reflecting the company's commitment to diversity, inclusivity, and balanced decision-making. This composition provides a strong foundation for objective oversight and reinforces stakeholder confidence in the company's governance practices.

The Board's wide-ranging expertise and collective decision-making capabilities reinforce stakeholder confidence in our dedication to maintaining effective and responsible corporate governance.

The Board is comprised of distinguished and highly respected business leaders with extensive experience across diverse industries. Their collective vision, expertise, and leadership guide DNI in achieving sustainable growth, operational excellence, and long-term value creation. Through their stewardship, the company continues to uphold its standards of integrity, accountability, and distinction in the market.

BOARD COMMITTEES

To strengthen governance practices and ensure effective management, the Board of Directors has established specialized committees with clearly defined mandates and delegated authority. These committees are designed to oversee critical business functions, enabling the Board to maintain robust oversight while ensuring operational efficiency and accountability. DNI's governance framework is supported by four key committees:

AUDIT COMMITTEE

Oversees internal controls, and compliance with regulatory requirements, ensuring transparency and integrity in financial management.

NOMINATION & REMUNERATION COMMITTEE

Responsible for board composition, succession planning, and executive remuneration, reinforcing fairness, meritocracy, and alignment with long-term stakeholder interests.

RISK COMMITTEE

Monitors and evaluates enterprise risks, ensuring that appropriate mitigation strategies are in place to safeguard the company's resilience and sustainability.

INVESTMENT COMMITTEE

Reviews and guides investment decisions, ensuring alignment with strategic objectives and prudent capital allocation.

Together, these committees enhance governance oversight and uphold DNI's commitment to ethical conduct, transparency, and accountability. The company's policies and procedures provide a structured system that supports effective decision-making and reinforces stakeholder confidence in its governance practices.

BUSINESS ETHICS AND COMPLIANCE

DNI is committed to the highest standards of ethics, compliance, and transparency, demonstrated through strict adherence to regulatory requirements and corporate governance. We believe ethical practices are essential to sustaining stakeholder trust and confidence. Our governance philosophy blends responsibility with compliance, strengthening transparency, risk management, and investor confidence. By embedding clarity of roles and accountability into decision-making, DNI ensures integrity remains the core value driving sustainable performance and long-term success.

WHISTLEBLOWER POLICY

DNI acknowledges that recognizing potential threats, misconduct, and risks is critical to fostering an ethical and transparent workplace. Our Whistleblower Policy reflects this commitment by providing stakeholders with clear avenues to report improper practices without fear of retaliation. Multiple secure reporting channels—including electronic forms, a confidential email, and a dedicated hotline—are available to ensure accessibility and confidentiality. Safeguards are firmly in place to protect whistleblowers from intimidation, reinforcing our culture of integrity, accountability, and responsible governance.

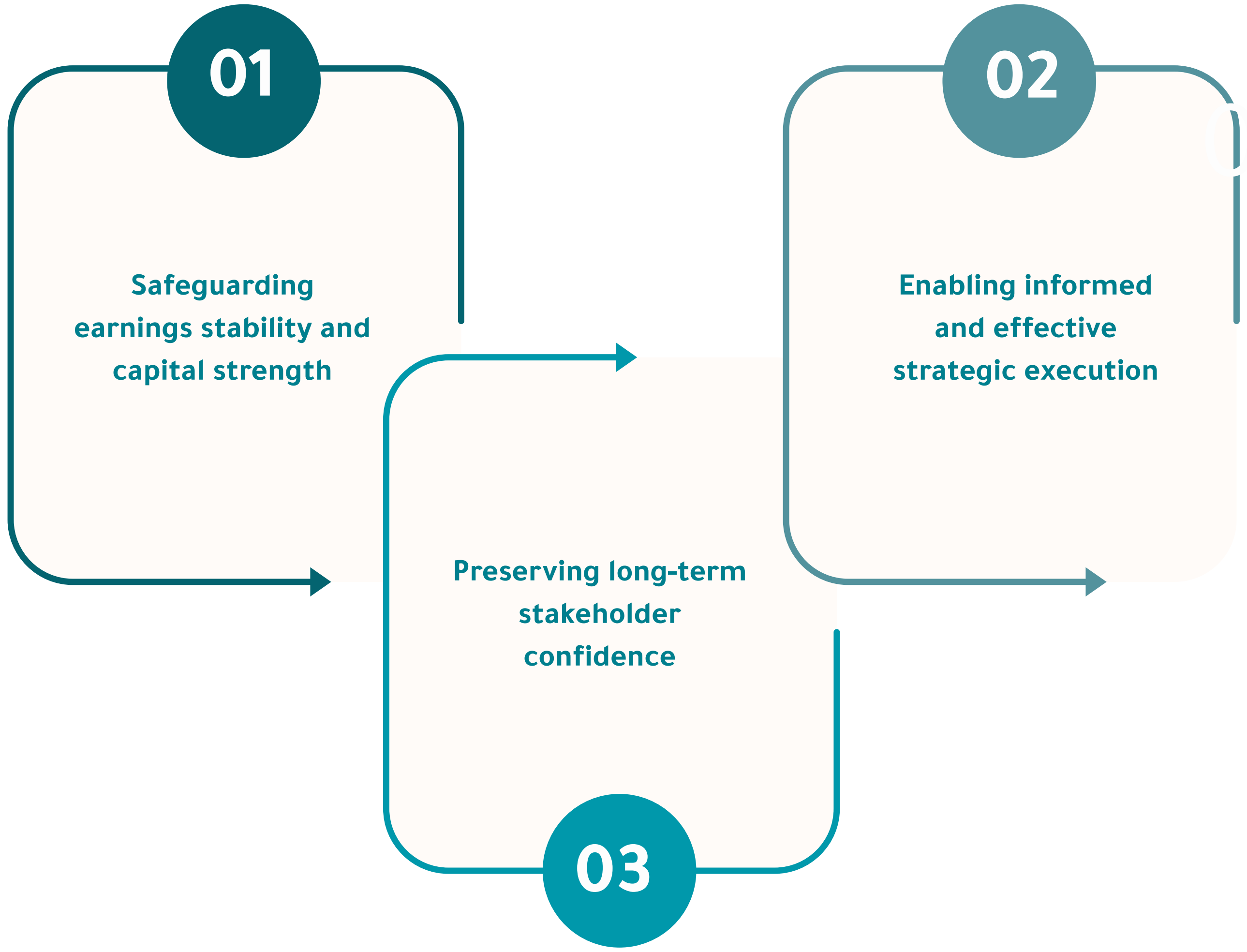
ANTI-CORRUPTION

DNI maintains a zero-tolerance stance toward corruption and bribery, underscoring our commitment to integrity and ethical conduct. During the reporting period, no instances of corruption or bribery were recorded against the Company or its employees. Our anti-corruption policies and procedures are clearly communicated across the organization, ensuring that all employees—regardless of role or region—as well as business partners, suppliers, contractors, and stakeholders adhere to the highest standards of compliance and transparency.

RISK MANAGEMENT

DNI maintains a comprehensive, enterprise-wide Risk Management Framework that underpins financial resilience, disciplined risk-taking, and sustainable value creation. The framework is fully integrated into strategic planning, operational management, and decision-making processes, ensuring alignment with regulatory obligations and clearly defined risk appetite parameters. DNI undertakes risk within established tolerance levels, proactively mitigating exposures that exceed thresholds while pursuing balanced opportunities that support sustainable returns. Diversification, prudent capital allocation, and strong liquidity management further reinforce the Company's ability to meet policyholder and stakeholder commitments.

The framework is guided by three core objectives:



To support these objectives, DNI establishes qualitative and quantitative risk parameters across earnings performance, capital adequacy, liquidity, regulatory compliance, and reputational integrity.
Robust governance structures, defined accountability, and transparent reporting mechanisms ensure that risk-taking remains measured, responsible, and aligned with long-term growth ambitions.

DNI's risk culture is central to the effectiveness of its Enterprise Risk Management (ERM) approach. Risk ownership is embedded across all levels of the organization, with leadership promoting accountability, transparency, and open dialogue regarding emerging risks and opportunities. The ERM framework facilitates the systematic identification, assessment, prioritization, management, monitoring, and reporting of material risks, considering both likelihood and potential financial impact. Through this disciplined and proactive approach, DNI strengthens operational continuity, protects policyholder interests, and enhances long-term organizational resilience in a dynamic risk environment.

ANTI-MONEY LAUNDERING / COUNTERING THE FINANCING OF TERRORISM (AML/CFT)

As part of our responsibility to safeguard businesses and communities, DNI has established a comprehensive AML/CFT framework designed to prevent the misuse of our systems for illicit activities. This framework is integral to our ongoing commitment to ethical and compliance standards and is continuously strengthened to address emerging risks. The Board of Directors, senior management, and employees collectively reinforce this policy, ensuring that risk mitigation permeates every level of the organization. Determined to adopt an industry-leading approach within the UAE's insurance sector, DNI remains steadfast in its duty to protect stakeholders and uphold trust through robust governance practices.

Business Sustainability & Economic Performance

CUSTOMER PRIVACY AND DATA SECURITY

As a trusted insurer, Dubai National Insurance treats sensitive customer data with the utmost responsibility. Aware of the heightened risks that accompany digital transformation, we have established comprehensive safeguards to protect information against cyber threats and breaches. Our data protection framework is reinforced by advanced security technologies, rigorous compliance with the UAE's Personal Data Protection Law, and continuous monitoring protocols. For the fifth consecutive year, DNI has maintained a flawless record of zero privacy breaches—demonstrating the strength and reliability of our cybersecurity strategies.

ZERO

- Complaints received from outside parties and substantiated by the organization.
- Complaints from regulatory bodies.
- Total number of identified leaks, thefts, or losses of customer data

We safeguard our operations and customer information through a resilient disaster recovery and data security framework. With dual data centres—one serving as an immediate recovery site—and a fully managed cloud-based system, business continuity is ensured within minutes of any disruption. Advanced firewalls, monitoring tools, and a multi-tiered backup strategy further reinforce protection, enabling rapid restoration and uninterrupted service delivery.

INFORMATION SECURITY AND COMPLIANCE OVERSIGHT

DNI upholds the highest standards of information security through a strong governance framework and continuous assurance practices. In 2022, the company achieved Abu Dhabi Health Information Security (ADHICS) certification, a mandatory requirement of the Department of Health. This achievement, reaffirmed through successful surveillance audits in subsequent years by independent third-party entities, reflects strict compliance with cybersecurity controls and the robustness of DNI's data management policies. To further strengthen resilience, DNI conducts regular audits, vulnerability assessments, and penetration testing. These proactive measures enable early risk identification and remediation, while continuous updates ensure evolving threats are swiftly addressed, safeguarding sensitive information and reinforcing stakeholder trust.

CYBERSECURITY AWARENESS AND MONITORING

All employees undergo mandatory cybersecurity training covering phishing, email security, and best practices, ensuring a risk-aware workforce. DNI also partners with a specialized third-party provider to operate a 24/7 Security Operations Centre (SOC), enabling continuous monitoring, timely detection, and prevention of cyber threats.

CUSTOMER AWARENESS

Recognizing the importance of digital safety, DNI regularly publishes cybersecurity awareness content on platforms such as Instagram and LinkedIn. These initiatives empower customers to protect themselves against cyber threats and fraudulent activities, reinforcing DNI's role as a trusted partner in safeguarding both financial and personal well-being.

PRODUCT QUALITY AND SAFETY

Dubai National Insurance (DNI) is committed to delivering products and services of the highest quality, continually enhancing offerings to meet evolving market needs and customer expectations. Our quality policy and objectives are implemented through the ISO 9001:2015 Quality Management System, ensuring consistency, efficiency, and accountability across business, operations and support functions.

Key directives include:

Delivering services that meet the needs of all stakeholders.

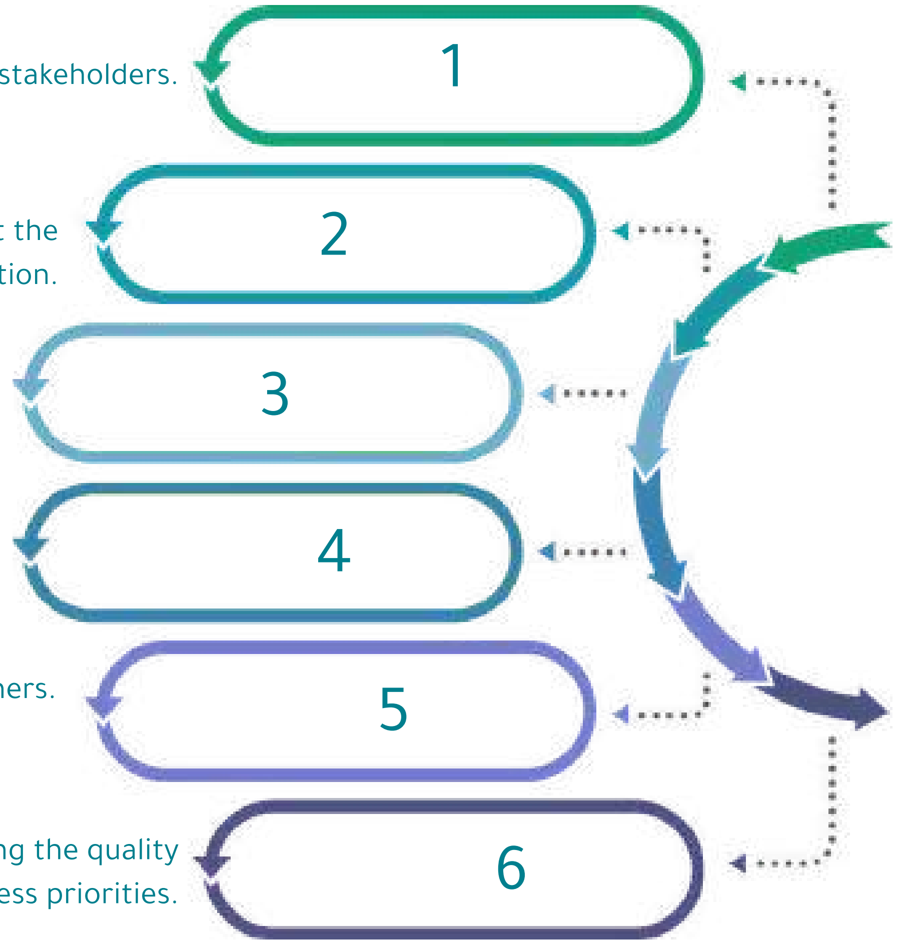
Embedding a risk-based management culture throughout the organization.

Ensuring compliance with regulations, laws, and international standards.

Providing resources to maintain efficiency and effectiveness of the quality management system, while motivating and training employees.

Adopting best practices to innovate and delight customers.

Continuously reviewing and improving the quality management system in line with business priorities.




LRQA
Certificate of Approval
DUBAI NATIONAL INSURANCE & REINSURANCE CO. (P.S.C.)

ISO 9001:2015 CERTIFICATION

During the reporting period, DNI successfully achieved recertification to the ISO 9001:2015 Quality Management System standard, awarded by LRQA following an independent external audit. This certification reaffirms our commitment to process efficiency, customer satisfaction, and continuous improvement. Maintaining ISO 9001:2015 certification strengthens our ESG objectives by embedding accountability, enhancing risk management, and ensuring consistent service quality across all operations.

CUSTOMER SERVICE EXCELLENCE

This initiative fosters a customer-centric culture across the organization, ensuring that every interaction is marked by reliability, professionalism, transparency, and accountability. By anticipating and meeting client needs efficiently, DNI continues to build trust and deliver consistent, high-quality experiences.

> **Instilling a culture of Service Excellence among all employees is of key strategic focus for DNI.**

Strategic Initiatives

To embed service excellence, DNI established a Service Excellence Committee and deployed a full-featured communication and contact centre platform. These initiatives strengthen customer engagement, enhance responsiveness, and ensure consistency across all service touchpoints.

CALL MONITORING AND PERFORMANCE MANAGEMENT

Customer calls are systematically audited through recording, tracking, and reporting mechanisms. Each call is evaluated against predefined call handling criteria, with outcomes used to assess adherence and identify training needs. Real-time dashboards and monitoring tools provide visibility into contact centre performance, while auto-routing and hunt group functionalities ensure calls are promptly answered. Automated reporting of call statistics and KPIs further supports efficient performance management.

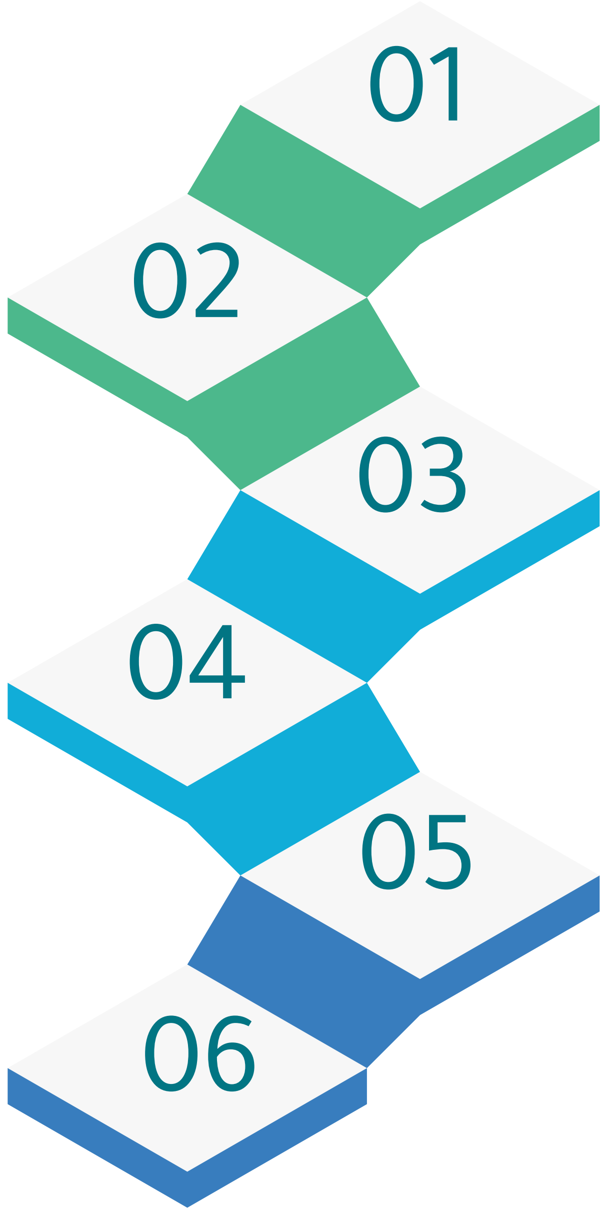
COMPLAINTS MANAGEMENT

DNI has established a comprehensive complaints management framework designed to reduce customer dissatisfaction and strengthen loyalty. Dedicated communication channels are available to customers. Every complaint is immediately registered in the system and tracked through to closure. All complaints are overseen by an appointed Complaints Manager and dedicated line-of-business teams provide personalized attention, reinforcing customer trust while adhering to policy terms and conditions. Performance is measured through key indicators such as turnaround time (TAT) and satisfaction levels at the point of closure. Member complaints submitted directly to DNI are typically resolved within five working days, while regulatory complaints are handled strictly in accordance with regulator guidelines.

COMPLAINT REGISTRATION CHANNELS

- **DNI contact centre helpline 600 5 80000**
- **DNI website (https://www.dni.ae/) complaint form**
- **Regulatory portals**
- **Email (complaints@dni.ae)**
- **Social media**
- **Walk in/in person**

Complaints are systematically analysed and reported to management, with insights driving process improvements and preventing recurrence. Oversight by line of business ensures transparency, accountability, and effective governance across operations.



01 Receive Complaint through dedicated channels

02 Category and severity classification

03 Allocation to respective LOB

04 Complaint Resolution

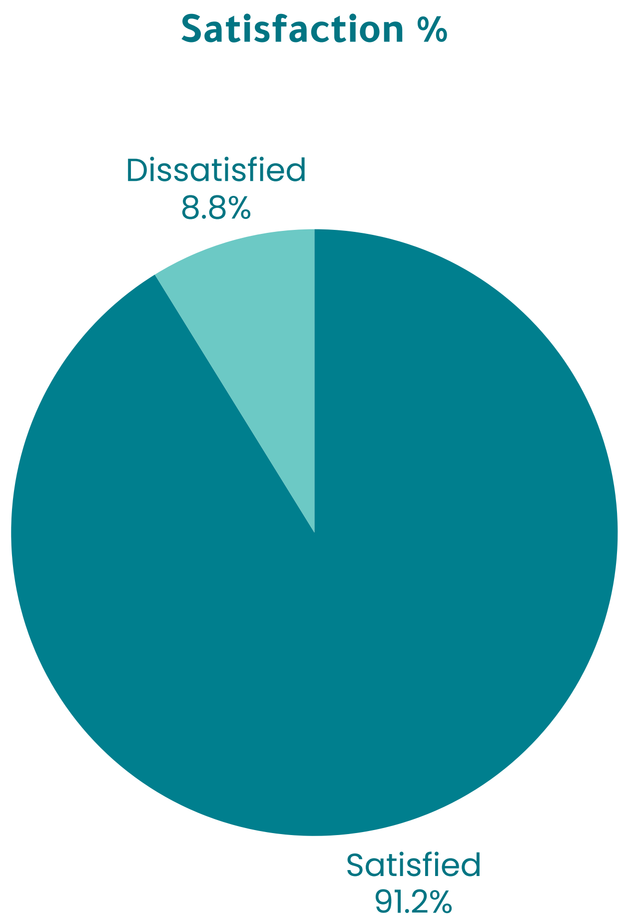
05 Feedback from complainant

06 Verification and closure by QA

CUSTOMER SATISFACTION SURVEYS

To measure and improve service quality, DNI launched satisfaction surveys across 10 key touchpoints. Using standardized methodologies, feedback is collected after service interactions and analysed to identify trends, strengths, and areas for improvement. Insights inform operational enhancements, service initiatives, and staff capability development. In 2025, DNI achieved a Net Promoter Score (NPS) of 62, with 75% of respondents identified as promoters, 12% as passives, and 13% as detractors. These results highlight strong customer loyalty and satisfaction, while providing actionable insights for further improvement.

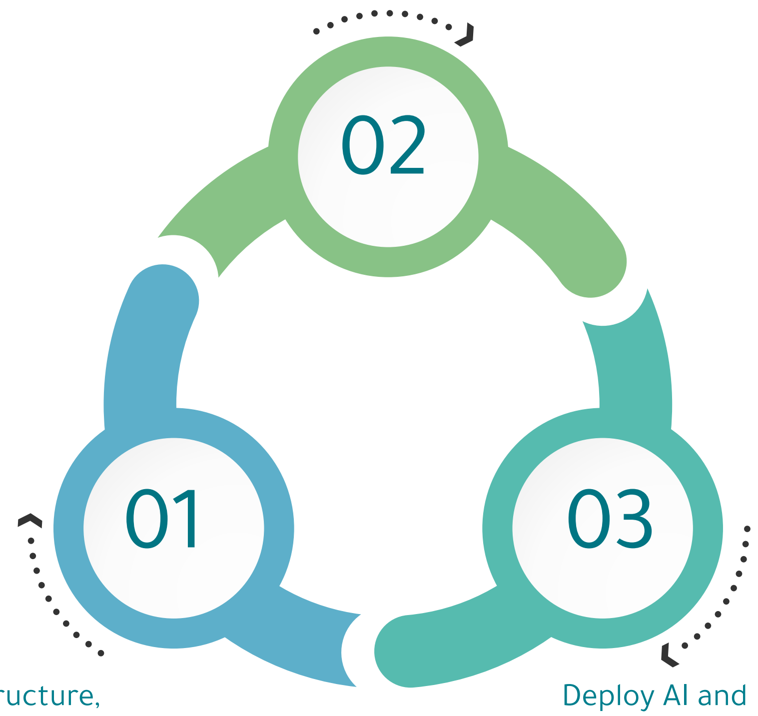
Net promoter score - 62



DIGITALIZATION AND INNOVATION

Digital transformation remains a cornerstone of DNI's three-year strategy, driving resilience, efficiency, and sustainability. The company is committed to enhancing experiences for customers, partners, and employees while optimizing operations and promoting responsible resource management.

Transition critical systems to the cloud to improve reliability, disaster recovery, and eco-friendly resource use.



Build core infrastructure, strengthen security, and launch advanced B2B and B2C portals to expand reach and engagement.

Deploy AI and robotic process automation (RPA) to streamline repetitive tasks and empower employees to focus on high-impact initiatives

STRATEGIC INNOVATION AND GROWTH

During the year, DNI advanced its digital roadmap with significant application and infrastructure upgrades that strengthened resilience, efficiency, and customer experience. Enhanced portals, payment systems, APIs, and business intelligence dashboards streamlined operations, improved compliance, and elevated convenience for customers and partners. Automation initiatives reduced manual effort, while investments in connectivity and security reinforced reliability across branches and core systems.

Application Innovations

Motor Portal Enhancements - Upgraded with new underwriting guidelines, FNOL improvements, e-commerce (car trading) platform integration, and payment gateway integrations , streamlining end-to-end motor insurance operations and improving compliance, efficiency, and user experience.

POS & Wireless Device Integration - Enabled seamless digital payments and real-time policy migration, enhancing customer convenience and operational efficiency.

Slash Data API Integration - Introduced as a backup to EVG for motor policy migration to Abu Dhabi Police systems, reducing manual effort and ensuring uninterrupted data transfer.

Enhanced Digital Payment Solutions - Added Apple Pay, Google Pay, and Click-to-Pay, alongside secure payment integration, enriching the customer journey and accelerating transaction processing.

Medical EBP Portal Enhancements - Integrated with multiple TPA's with TPA modules to optimize workflows and customer support.

Medical Policy API & AI Service - Automated medical policy issuance with AI-enabled approvals and document generation.

Motor Fleet Portal - Delivered digital claims management with OCR, chat features, and stage-wise tracking for corporate clients.

API Integration with Brokers/Aggregators - Enabled real-time data exchange for motor workflows, improving efficiency and accuracy.

UAE Pass Integration - Added secure, government-verified authentication for B2C motor portal users

Internal Process Automations - Automated reconciliation and workflows across finance and insurance functions to reduce errors.

Business Intelligence Dashboards - Introduced real-time dashboards across departments, consolidating KPIs and enabling data-driven decision-making.

With a clear three-year plan focused on steady growth, diversification, and partnerships, DNI invested AED 0.5 million in innovation. These initiatives demonstrate the company's commitment to operational excellence, sustainable growth, and leadership in modern insurance technology, while ensuring customer journeys remain seamless and secure in a rapidly evolving digital landscape.

STRATEGIC INNOVATION AND GROWTH

Aligned with market priorities, DNI's innovation strategy emphasizes lean processes, digital portals, and applications to enhance policy issuance and claims servicing. Key achievements during the year included API integrations across motor and medical portals to enable seamless policy issuance, NE individual policy issuance through BOT to accelerate turnaround and compliance, and UAE Pass integration for consent management to deliver secure, government-verified authentication.

Infrastructure Innovations

Branch IT Setups - Established secure IT infrastructure for new Al Ain and Abu Dhabi offices.

Medical Department Secure Environment - Implemented controlled access and monitoring to safeguard sensitive medical data.

Business Continuity Planning Drill - Conducted drills to validate readiness and ensure operational continuity.

Asset management platform - Rolled out centralized monitoring and asset management across devices.

Mobile Device Management (MDM) - Secured mobile devices enterprise-wide to prevent data leakage.

RAC Database Implementation - Deployed Real Application Clusters for high availability and performance.

Email Signature Automation - Standardized email signatures via Microsoft 365 integration.

Automated Patch Management - Ensured timely security updates across all endpoints.

Most Effective Anti-Ransomware Deployment - Strengthened protection against ransomware attacks.

ADHICS Regulatory Audit - Successfully completed with minimal observations, demonstrating compliance and governance excellence

ENHANCING CUSTOMER ENGAGEMENT WITH DIGITAL SERVICES

In 2025, Dubai National Insurance (DNI) continued strengthening customer and partner experiences through advanced B2B and B2C digital portals. These platforms, designed with intuitive navigation and evolving features, empower policyholders to manage policies, access information, and seek support seamlessly. Building on earlier innovations such as automated data capture, WhatsApp support, and OCR-driven validation, DNI further enhanced its motor and medical insurance platforms with API integrations, BOT-enabled policy issuance, and UAE Pass consent management, streamlining operations and improving compliance.

For business partners, the B2B portal provided efficient query resolution and transaction management, with planned API and data layer integrations to boost accuracy and speed. In line with its sustainability agenda, DNI expanded paperless operations through digital signatures, automated workflows, and real-time notifications, reducing environmental impact while improving efficiency. These advancements strengthen DNI's digital ecosystem while supporting more efficient, transparent, and environmentally responsible operations.

KPIS TO MEASURE PROGRESS IN DIGITAL TRANSFORMATION

Regular evaluations ensure alignment with the company's core objectives—efficiency, ethics, and sustainability—enabling continuous refinement and strategic adjustments.

ECONOMIC PERFORMANCE

Dubai National Insurance, continues to play a pivotal role in creating value for stakeholders and contributing to sustainable economic development. Through prudent financial management, innovative insurance solutions, employment generation, and procurement practices that support local businesses, DNI strengthens both its organizational resilience and the wider economy.

SUSTAINABLE FINANCIAL GROWTH

DNI has consistently demonstrated strong financial performance, reflecting its ability to adapt to evolving market conditions while delivering value to shareholders, policyholders, and employees. Prudent risk management and a diversified investment portfolio have enabled the company to maintain a robust capital position, ensuring its capacity to meet commitments and sustain long-term growth.

FINANCIAL STRENGTH

The company's strategy is anchored in balancing risk with profitability. A disciplined underwriting approach, supported by stable investment income, has consistently delivered positive financial results. This approach underscores DNI's financial strength, ensuring steady growth and maximizing returns for shareholders.

SUPPORTING BUSINESSES AND DRIVING VALUE

As a trusted insurer, DNI safeguards individuals and enterprises against financial uncertainties, enhancing resilience and inclusion across the economy. By offering a diverse product portfolio spanning health, motor, travel, and commercial lines, the company supports businesses in the UAE. In doing so, DNI contributes positively to national GDP, economic stability, and the sustainable growth of the communities it serves.

1.68 billion
Total Assets in 2025

560.5 million
Revenue in 2025

53.62 million
Net Profit in 2025

A- (Excellent)
AM Best Rating

RESPONSIBLE SUPPLY CHAIN

DNI is committed to building a sustainable supply chain that creates long-term value for employees, communities, and business partners. Our approach integrates responsible people practices, transparent procurement processes, and ESG considerations to strengthen resilience while advancing inclusive growth.

INVESTING IN PEOPLE AND COMMUNITY

The well-being, engagement, and long-term success of our employees remain central to DNI's strategic priorities. We cultivate a high-performance, inclusive workplace through competitive and equitable compensation practices, structured learning and development programs, and policies that promote diversity, well-being, and professional growth.

By actively recruiting and developing talent from the communities in which we operate, we contribute to national workforce development and support broader economic participation in the UAE. Our commitment extends beyond organizational boundaries through sustained financial contributions and community-focused initiatives that strengthen social cohesion and advance sustainable development.

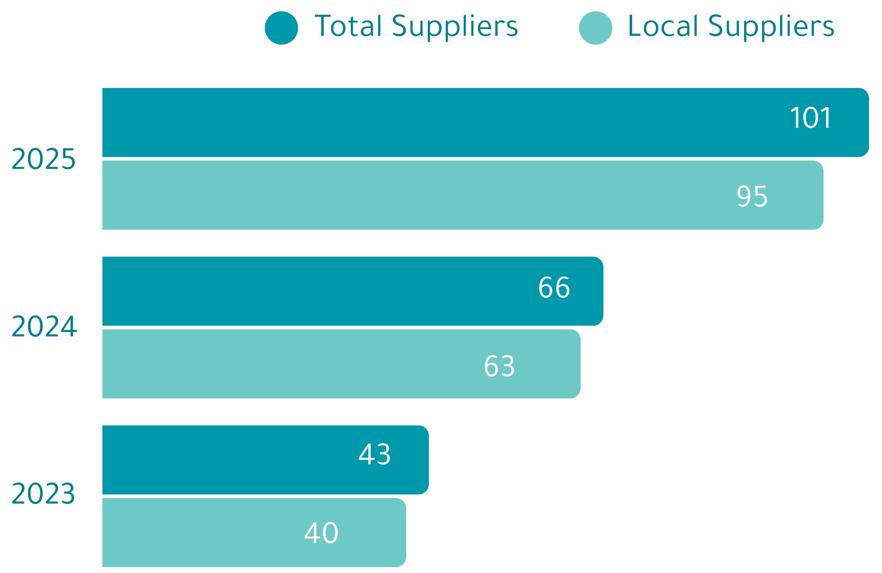
Through these efforts, DNI continues to reinforce its role as a responsible corporate citizen, creating shared value for employees, stakeholders, and the wider community while contributing meaningfully to the UAE's long-term social and economic progress.

SUSTAINABLE PROCUREMENT PRACTICES

DNI embeds sustainability and responsibility into its procurement practices, ensuring that every decision contributes to long-term resilience and community development. Guided by a structured policy framework, the procurement process from supplier onboarding to contract approvals and renewals is standardized to uphold transparency, accountability, and consistency across the supply chain.

Suppliers are evaluated through a rigorous vendor matrix that measures technical expertise, financial stability, and long-term reliability. This approach guarantees the delivery of high-quality goods and services while strengthening operational resilience.

DNI also prioritizes social responsibility by favouring local and women-owned businesses, effectively aligning commercial objectives with community development. This commitment is reflected in supplier composition that includes 94% local suppliers.



Composition of local suppliers

94% 2025

95% 2024

93% 2023

In 2025, the financial value of local procurement reached AED 6.65 million, compared to just AED 0.1 million procured globally. The addition of 32 new UAE-based suppliers, alongside three screened using social criteria, highlights DNI's expanding engagement with responsible local businesses.

LOCAL SUPPLIER ENGAGEMENT

By prioritizing partnerships with regional businesses, SMEs, and socially responsible suppliers, DNI strengthens local economies and fosters sustainable business ecosystems. This approach not only enhances resilience but also promotes inclusive growth across the communities we serve.

EMBEDDING ESG IN PROCUREMENT

DNI integrates ESG principles into every procurement decision, ensuring that responsible sourcing drives both business success and broader societal benefits. Looking ahead, we will continue to evolve supplier engagement practices to further embed sustainability across our supply chain, reinforcing our commitment to long-term value creation.

Environmental Responsibility

Dubai National Insurance integrates environmental responsibility into its operations and investment strategies, supporting companies that advance the global fight against climate change. DNI promotes sustainable practices through efficient resource use, resilient IT infrastructure, and cloud-based systems that lower energy consumption. The company also emphasizes responsible water and waste management to strengthen sustainability outcomes. These measures, combined with continuous monitoring and business continuity planning, reinforce DNI's commitment to minimizing its environmental footprint while contributing to a more sustainable future.

ENERGY & EMISSIONS MANAGEMENT

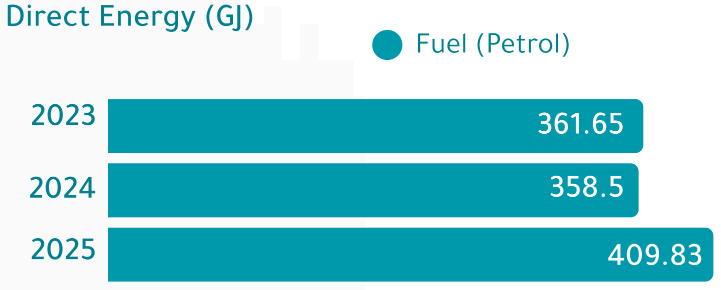
DNI recognizes the growing impact of climate disruptions on communities and economies, and the need for proactive measures to mitigate risks while seizing opportunities. Climate resilience is embedded into our business strategy, ensuring adaptability, innovation, and sustainable growth in a changing environment.

Our approach prioritizes cleaner energy use and emissions management. Key initiatives include upgrading common areas in the SZR building with motion-sensor lighting to reduce electricity consumption. We are also working on a transition plan to energy-efficient company vehicles in 2026. These actions reflect DNI's commitment to reducing its environmental footprint while strengthening resilience and contributing to long-term sustainability.

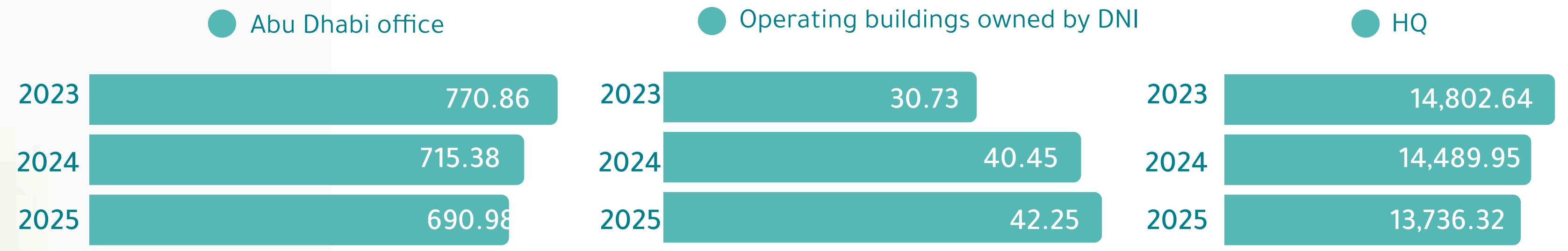
Energy Consumption

Type of Energy

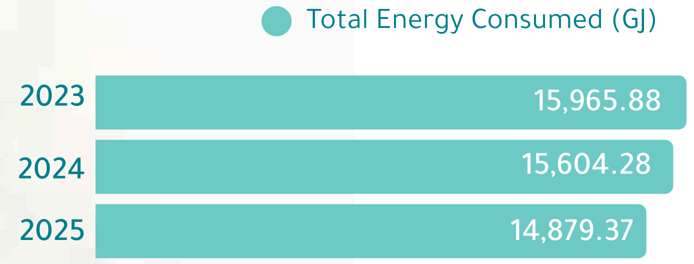
Direct Energy (GJ)



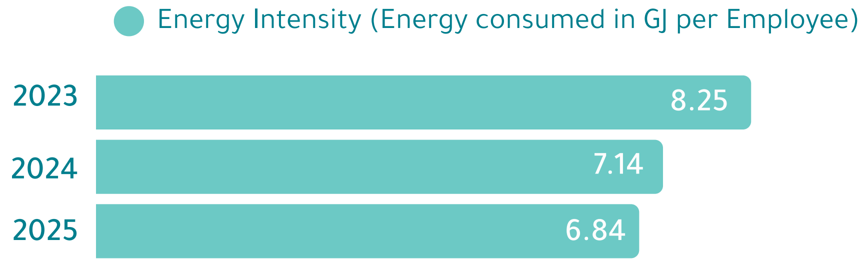
Indirect Energy (GJ): Power purchased for



Total Energy Consumed (GJ)



Energy Intensity (Energy consumed in GJ per Employee)



Energy Intensity

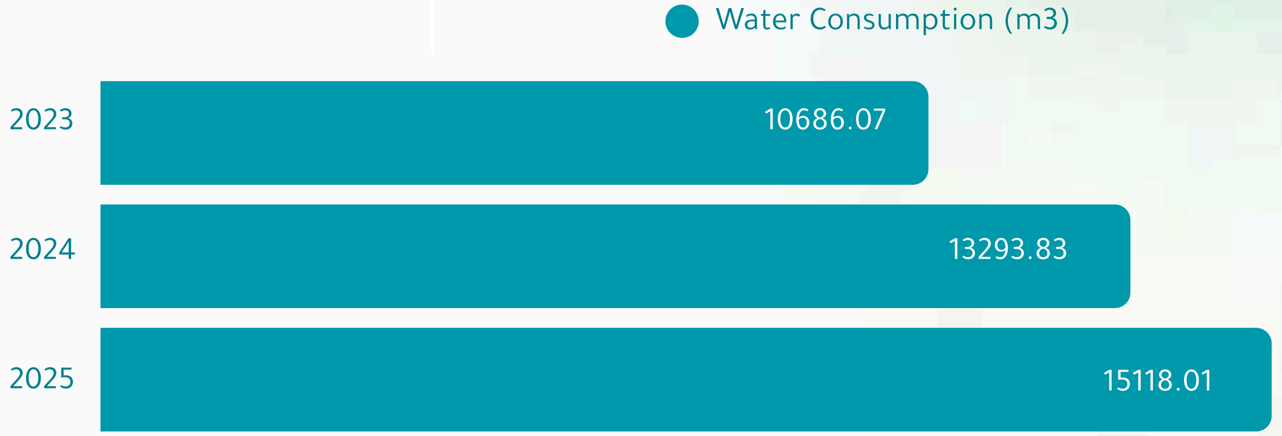
Type of Energy		2023	2024	2025
Direct Energy (GJ)	Fuel (Petrol)	2.56	2.29	2.45
Indirect Energy (GJ): Power purchased for	HQ	5.59	4.71	4.27
	Abu Dhabi office	10.24	10.11	8.45
Energy Intensity (Energy consumed in GJ per Employee)		8.25	7.14	6.84

GHG EMISSIONS

Type of Energy		2023	2024	2025
Scope 1 Emissions (MtCO2e)	Owned vehicles	25.06	25.74	28.95
Scope 2 Emissions (MtCO2e)	HQ	86.53	79.61	68.75
	Abu Dhabi office	3.45	4.54	4.2
	Operating buildings owned by DNI	1,661.60	1,610.00	1,366.76
Scope 3 Emissions (MtCO2e)		28.65	27.36	24.34
Total GHG Emissions (MtCO2e)		1,776.64	1,747.25	1,493.01
GHG Emission Intensity (MT CO2e per Employee)		1.2	0.9	0.76

WATER MANAGEMENT

Recognizing the urgency of global water scarcity, DNI places responsible water use at the core of its sustainability agenda. As an office-based organization, water consumption is largely limited to sanitation, maintenance, and drinking purposes. To reduce usage, DNI has installed drinking water filters across all offices, except Al Ain. Renovations in common areas of the SZR building, including motion-sensor installations, further enhance efficiency. Alongside these measures, employees are encouraged to adopt responsible practices, while innovative solutions for recycling and reuse are explored to strengthen long-term conservation.



** Increased building occupancy and higher density levels compared to previous years have contributed to the rise in water consumption.

WASTE MANAGEMENT

At DNI, waste management is driven by the principles of circularity and the 3R approach—reduce, reuse, and recycle. We focus on minimizing waste at its source, expanding recycling systems, and encouraging sustainable consumption across our offices.

Key practices include reducing paper use through digital-first initiatives, limiting printed materials, and eliminating individual trash bins (except for management and closed cabins) to centralize disposal. Waste generated—primarily paper, tissue, and cardboard—is managed responsibly. Employees actively embrace these initiatives, embedding eco-conscious habits into daily routines and amplifying the impact of our sustainability efforts.

Human Capital and Social Responsibility

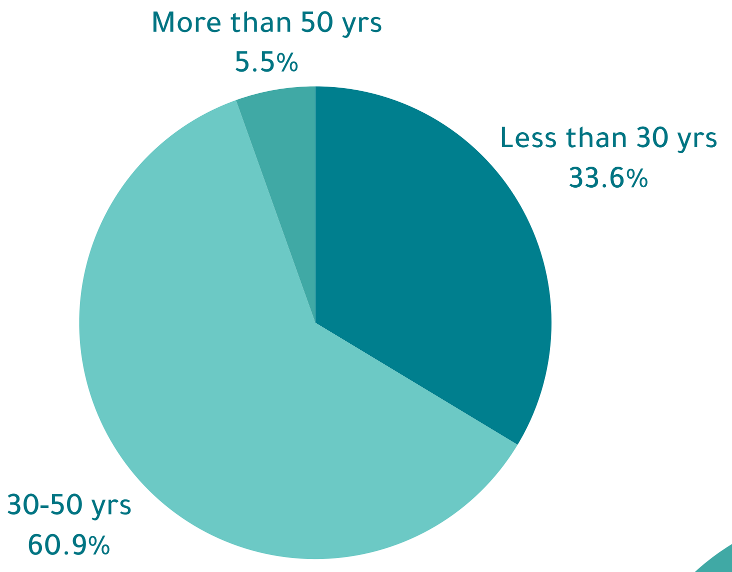
EMPLOYMENT

HUMAN RESOURCE AT DNI

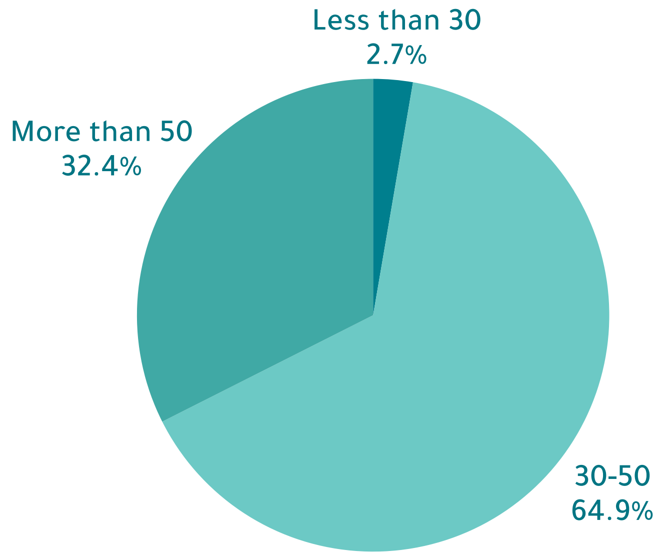
DNI maintains a diverse and talented workforce, with employees spread across entry, mid, and senior levels. In 2025, the company is 167 employees strong, supported by 53 new hires. DNI emphasizes inclusivity, with women representing a strong share of new hires, and promotes career development through structured reviews and transparent HR practices. Regular engagement, diversity initiatives, and volunteering activities further strengthen DNI's people-first culture and long-term sustainability.

Total Employees by Age Group:

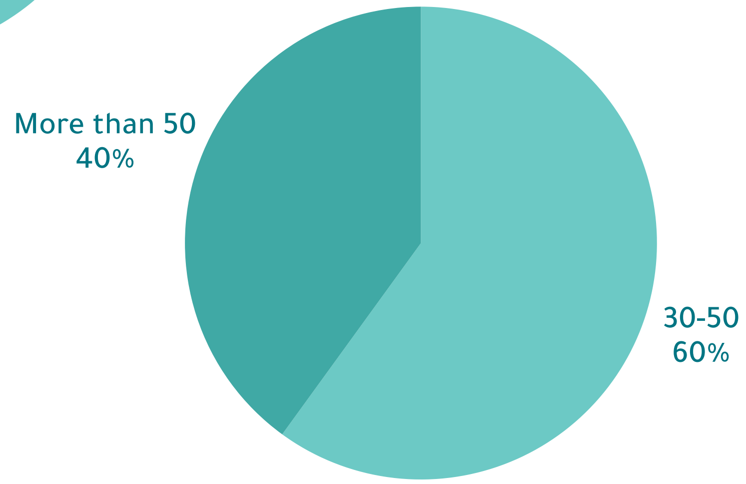
Entry-Level



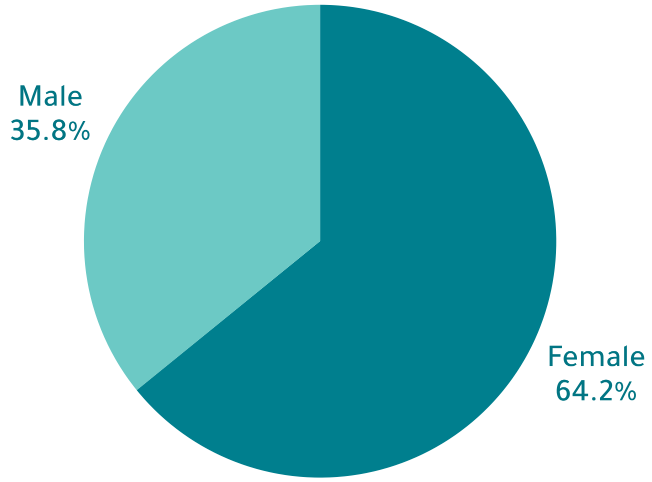
Middle-Level



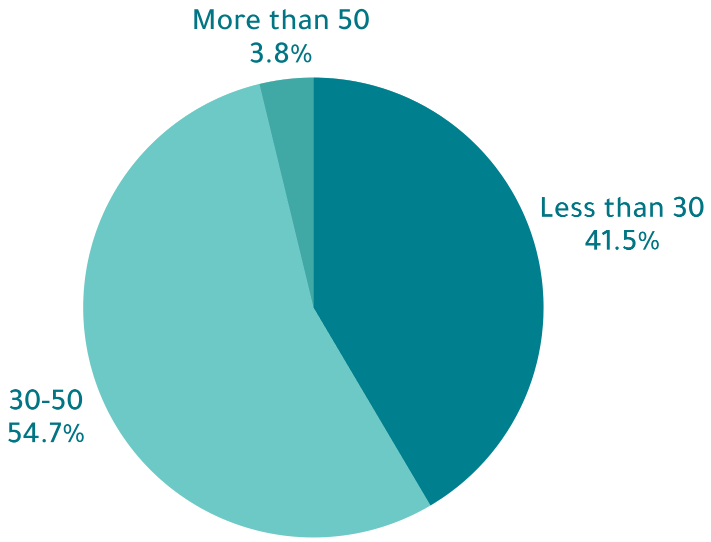
Senior Level



New Hires (by gender):



New Hires (by age):



EMPLOYEE BENEFITS & RETENTION

Parental Leave

Parental leave benefits are provided to all employees, ensuring support during critical family milestones. In 2025, DNI maintained an 80% return to work and retention rate. Male employees are entitled with 5 days of parental leave and 45 days of leave for female employees.

Number of employees

	Male	Female
Entitled to parental leave	82	85
Who availed parental leave	5	0
Returned to work after parental leave ended	5	0
Who returned to work after parental leave ended and were still employed twelve months after their return to work	3	1

PS: Employee exit after parental leave stems from pursuing an alternative career path, with no connection to parental obligations or leave.

Employee Volunteering

DNI fosters community engagement through structured monthly volunteering activities, with approximately 20 initiatives conducted each month and 2-3 employees participating in each. These efforts reflect DNI's strong commitment to social responsibility and reinforce its connection with the wider community.

Participation in Retirement Plans

Dubai National Insurance (DNI) provisions funds for social security schemes, including pensions, as part of its company budget. Contributions are made in line with the percentages defined by relevant laws, such as the General Pension and Social Security Authority (GPSSA).

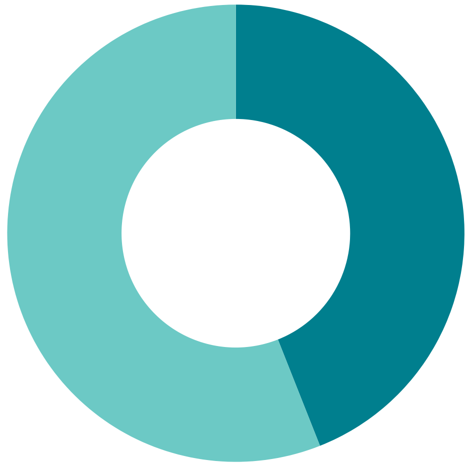
- **UAE Nationals**: Covered under the pension plan of their respective Emirate.
- **Expatriates**: Provided with a lump sum gratuity payment upon completion of one year or more of service, payable at the time of leaving employment.

If pension liabilities are not fully covered, DNI ensures provisioning within its budget framework to work towards full coverage. This reflects the company's commitment to compliance, employee welfare, and long-term financial sustainability.

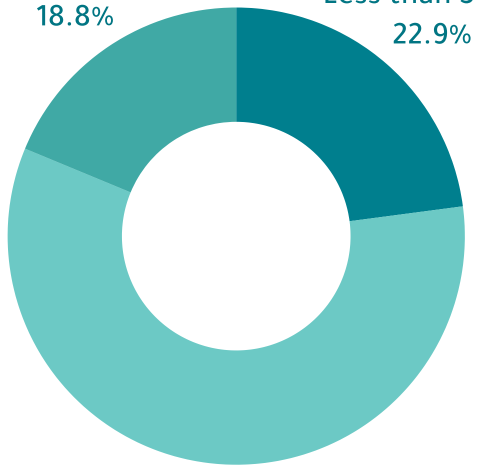
PEOPLE MANAGEMENT

DNI monitors employee engagement, benefits utilization, and retention through HR systems, reviews, and periodic assessments. While not setting rigid numerical targets, it follows internal benchmarks aligned with regulatory requirements and workforce priorities, focusing on stability, Emiratization, gender balance, skill development, and mobility. DNI is strengthening its people analytics framework to adopt measurable, outcome-driven employment targets, reinforcing its commitment to employee well-being and long-term retention.

Resigned (by gender):



Resigned (by gender):

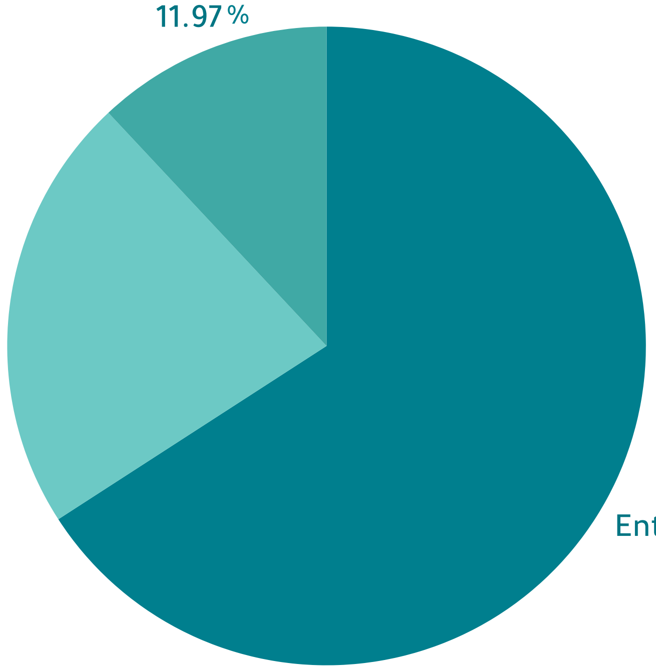


Employment matters are addressed through transparent HR policies and structured people management systems that ensure fairness, compliance, and consistency. Aligned with UAE labour laws, Central Bank regulations, and governance standards, the company emphasizes equal opportunity, merit-based decisions, open communication, and grievance redressal. Clear processes guide recruitment, onboarding, performance management, learning, engagement, and career progression, supported by regular reviews and employee feedback to adapt effectively to workforce needs.

Performance review

Performance reviews form an integral part of our employee development and career progression. At DNI, all employees undergo a review after six months, prior to probation confirmation, followed by annual evaluations. The process includes assessment by reporting authorities, departmental review, and final vetting by HR and the CEO, ensuring fairness and alignment with company standards. Annual goal setting further aligns individual objectives with organizational priorities.

Employees Receiving Regular Performance & Career Development Reviews by employee category:



EMPLOYEE ENGAGEMENT

Reflecting on our commitment to building an inclusive and engaging workplace, we foster a vibrant workplace culture through diverse employee engagement at DNI to strengthen solidarity & celebrate diversity.

Recreational	Desert Safari, Movie Evenings, Karaoke Nights, Dumb Charades, Kahoot Games
Cultural & National	Emirati Biannual Gathering, Emirati Women's Day, UAE Flag & National Day, Haq Al Laila, Onam, Pakistan & India Independence Day
Festive & Social	International Day of Happiness, Staff Birthdays, Annual Staff Party, Secret Santa
Sports & Wellness	Cricket, Chess, Foosball, Badminton, Bowling, Carrom Tournaments, Dubai Mallathon, Al Habtoor Sports Fest
Others	Joma Perfume Roadshow, Shopping Roadshow

Our employees: Our Stakeholders

DNI fosters collaboration and addresses workforce needs through multiple consultation channels, including surveys, pulse polls, performance appraisals, one-on-one discussions, training programs, workshops, team-building activities, and regular HR-manager interactions. These platforms enable ongoing dialogue, helping clarify policies, support career development, and improve workplace facilities. Concerns raised by employees are addressed promptly through structured communication, mentorship, performance reviews, and proactive HR support. This approach reflects DNI's commitment to listening, resolving issues efficiently, and continuously enhancing the workplace experience through transparent processes and timely interventions.

DIVERSITY, EQUALITY AND INCLUSION

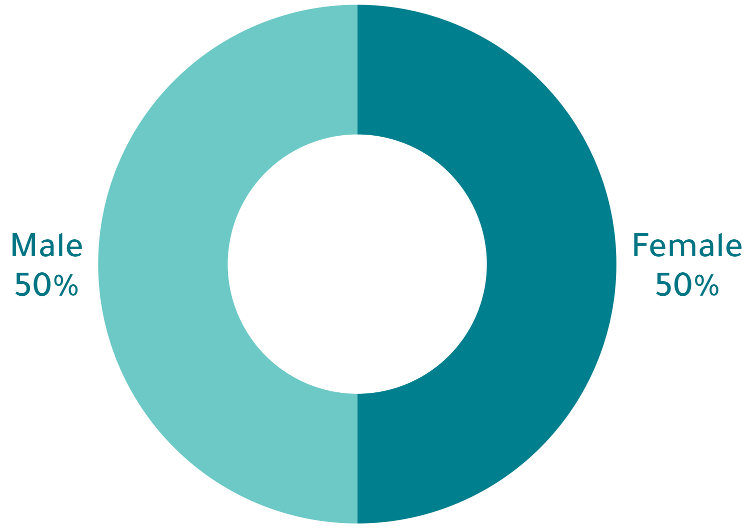
DNI actively fosters diversity, equality, and inclusion through a comprehensive approach to recruitment, retention, and talent development. From the hiring stage, strong emphasis is placed on gender balance and multicultural representation. As of 2025, DNI's workforce reflects an equal gender mix of 50% male and 50% female employees, with representation from 18 nationalities (UAE, India, Egypt, Jordan, Philippines, and others), creating a dynamic and inclusive workplace.

Inclusive Hiring and Development

Merit-based hiring remains central to DNI's people strategy, ensuring candidates are selected based on qualifications and expertise. At the same time, we actively take measures to ensure a balanced mix of nationalities and gender diversity, creating a workplace that reflects a global and inclusive outlook.

- **Targeted Diversity Programs** - Initiatives to encourage participation from underrepresented groups, ensuring equal opportunities for all candidates.
- **Women Empowerment Initiatives**- Mentorship and career development programs supporting women to take up leadership roles.
- **Cross-Cultural Integration** - Training, awareness sessions, and team-building to foster collaboration and mutual respect among employees from various nationalities.

Fair & Transparent Policies - HR framework designed to prevent bias and ensure equal growth opportunities for all employees.



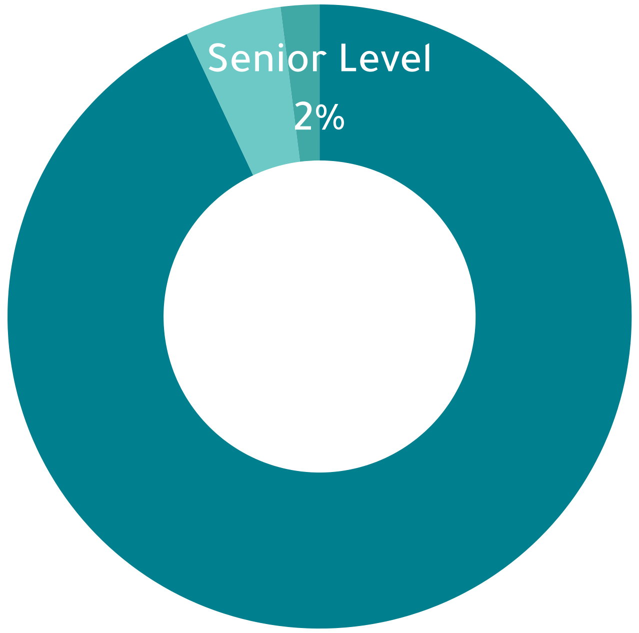
EMIRATIZATION

DNI is fully committed to advancing Emiratization in line with the guidelines issued by the Central Bank of the UAE. We proactively recruit Emirati graduates and provide them with structured training and development opportunities designed to build practical skills and exposure across various business areas, including both technical and support functions.

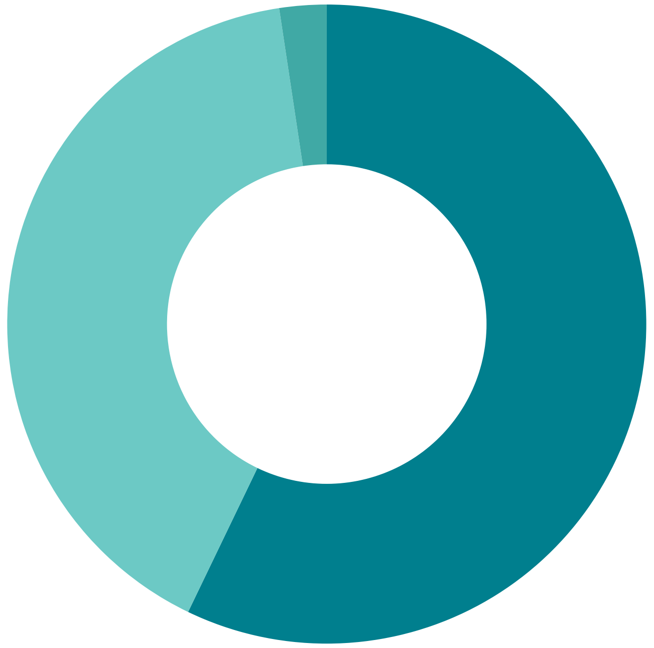
Our Emiratization strategy is guided by defined targets and measurable indicators aligned with national priorities and the company's long-term people strategy. Progress is tracked through metrics such as Emirati workforce participation, gender balance, representation across functions, retention, and involvement in structured learning programs. Regular reviews ensure compliance, continuous improvement, and meaningful inclusion.

To further enhance professional capabilities, DNI nominates eligible Emirati employees for the Ethraa Training Program conducted by the Emirates Institute of Finance. This initiative equips participants with future-ready skills, financial knowledge, and leadership competencies, for long-term success.

UAE Nationals, by Age Group



UAE Nationals, by Age



UAE Nationals, by Gender

In addition, DNI has introduced targeted Emirati engagement initiatives to foster a strong sense of belonging and cultural connection. These include regular gatherings, cultural immersion programs, mentorship interactions, and networking platforms that strengthen motivation, engagement, and career commitment. Through these measures, we not only comply with Emiratization requirements but also contribute to building a skilled, empowered, and future-ready Emirati workforce.

93% of 2025 hires are UAE nationals, reflecting our strong commitment to national workforce development.

NON-DISCRIMINATION

DNI upholds a zero-tolerance policy toward discrimination, ensuring fairness, respect, and equal opportunity across the workplace. Clear policies and fair employment practices guide recruitment, performance management, promotion, and compensation, with all decisions made on a merit-based, transparent, and objective foundation.

Employees are encouraged to raise concerns through open communication channels, with grievances handled confidentially, promptly, and impartially. Diversity and inclusion are further reinforced through Emiratization initiatives, gender-balanced hiring, and engagement programs that foster cultural understanding and a sense of belonging.

Zero incidents of discrimination reported during the reporting period.

MONITORING AND ACCOUNTABILITY

DNI employs several mechanisms to monitor progress and promote equitable treatment. These tools help identify trends, inform proactive interventions, and enhance accountability. The organization is advancing toward a structured framework with clear, measurable targets for diversity, inclusion, and non-discrimination outcomes.

- **Workforce Diversity** - Gender balance and nationality representation monitored via HRMS and other HR records.
- **Recruitment & Promotion Fairness** - Assessed through internal HR approvals and oversight.
- **Grievance Resolution** - Tracked through HR case management and reporting systems.

PAY EQUITY AND REPRESENTATION

Pay equity is a key focus area within our broader diversity and inclusion strategy, and we continuously monitor compensation structures to identify and address gaps.

In 2025, the median compensation ratio of women to men stood at 0.81:1, reflecting ongoing efforts to close pay disparities. This ratio is tracked alongside other indicators to ensure fairness across gender and nationality.

Median Compensation Ratio

Male 1 : 0.81 Female

HUMAN CAPITAL DEVELOPMENT

TRAINING

DNI places strong emphasis on continuous learning and talent development, ensuring employees remain future-ready, engaged, and equipped to meet evolving industry demands, and professional growth.

Training Programs

DNI's training framework is built around three core categories:

- **Functional Training** - Enhancing technical and role-specific skills to improve operational effectiveness.
- **Behavioural Training** - Strengthening interpersonal skills, leadership qualities, and workplace collaboration.
- **Organizational Mandate Training** - Compliance-driven programs covering internal policies, regulatory requirements, and human rights awareness. Employees are provided with structured opportunities to enhance skills and prepare for career transitions. All permanent staff undergo induction training covering human rights and internal policies, ensuring awareness and compliance. Beyond mandatory programs, employees are encouraged to take part in role rotations, cross-functional assignments, internal transfers, and career progression pathways, enriching their professional profiles. Training is delivered through internal initiatives and, when required, specialized programs conducted by reputed third-party partners, fostering future-ready capabilities and organizational resilience.

During the year, a total of 16 internal training and development sessions were conducted, equipping employees with 222.5 hours of training for male staff and 365 hours for female staff. In addition, 62 EIF training days were delivered, amounting to 310 hours of specialized sessions. These initiatives reflect our commitment to continuous learning, employee wellbeing, and structured career development, reinforcing our position as a responsible and future-focused employer.

Total training hours in the reporting year: 897 Hrs*

Average training hours per employee: 5.4 Hrs*

*The reduction in training hours in 2025, compared to previous years, is due to the cancellation of repeated EIF sessions.

ETHRAA TRAINING PROGRAMME

Under the Ethraa Program, the Central Bank of the UAE continues to advance the development of national talent by fostering a stable and supportive work environment that enhances competitiveness and productivity in the financial sector. In alignment with this vision, the Emirates Institute of Finance (EIF) has implemented initiatives to attract and prepare Emirati professionals for integration into the industry.
As part of these efforts, five female employees from DNI successfully participated in the Insurance Claim & Underwriting Pathway Program held between 20 January 2025 and 13 June 2025. The program required participants to complete five hours of training per day, equipping them with specialized knowledge and practical skills to strengthen their professional capabilities. This initiative reflects DNI's commitment to supporting Emirati talent development and contributing to the UAE's broader vision of building a resilient and future-ready financial sector.

Total number of training hours in the reporting year: 2525 Hrs
Total number of employees trained: 5 female employees

TALENT MANAGEMENT APPROACH

Employee development at DNI is driven by a structured annual appraisal process, followed by in-depth performance review discussions to identify individual growth needs. Based on these insights, tailored training plans are implemented, combining internal learning initiatives with specialized external programs to strengthen skills and support career progression. Our approach ensures:

- **Sustained capability building.**
- **Enhanced employee engagement.**
- **Long-term organizational readiness.**

- **Service Delivery Benchmarks**
- **Call-related metrics (volumes, response times, average call handling time, abandoned call rate, call back and call quality scores)**

These metrics serve as indirect indicators of training effectiveness and workforce performance. In addition, DNI monitors participation levels, post-training feedback, and learning effectiveness scores to assess impact and relevance.

Strategic Targets and Metrics

DNI has defined baseline targets for training and talent development, focusing on:

- **Number of training programs conducted annually.**
- **Participation levels across functions.**
- **Emirati-focused learning and career enhancement initiatives.**

By aligning training investments with organizational priorities and nationalization goals, DNI ensures that its workforce remains skilled, adaptable, and prepared to deliver excellence in a rapidly changing business environment.
DNI tracks talent enhancement through operational and service-quality indicators, including:

- **Turnaround Time (TAT)**
- **Net Promoter Score (NPS)**
- **Productivity Ratios**

EMPLOYEE WELLBEING

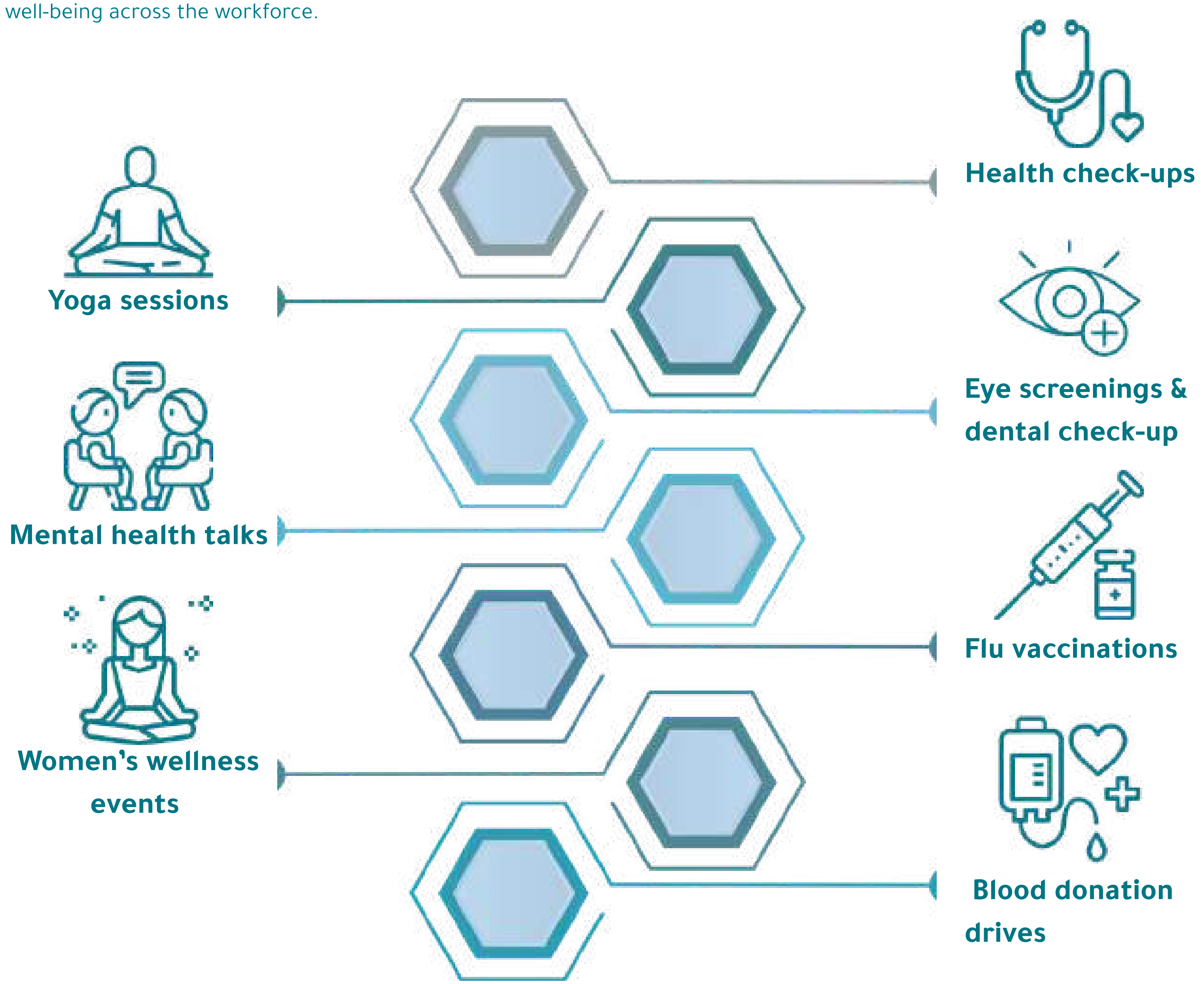
DNI is committed to promoting employee well-being through a combination of system-based monitoring, insurer reports, and managerial oversight. While a fully structured wellness metrics framework is still evolving, key indicators are tracked.

Key indicators	Monitoring mechanism
Medical claims and utilization trends	Insurer reports
Absenteeism and sick leave patterns	HRMS
Workplace safety and incident reports	Internal reporting
Participation in wellness-related initiatives (health talks, awareness sessions, engagement activities)	HR records
Employee feedback on workload, stress, and work environment	Informal check-ins, Manager interactions, and periodic discussions

These mechanisms help identify trends, risks, and areas requiring timely intervention. The organization is progressively strengthening its wellness governance and measurement framework, with the intent to establish more structured, measurable, and proactive wellness targets in line with global best practices. This approach reinforces DNI's commitment to employee health, engagement, and long-term organizational sustainability.

EMPLOYEE HEALTH & WELL-BEING INITIATIVES

DNI promotes employee health and wellness through diverse initiatives to strengthen awareness, engagement, and holistic well-being across the workforce.



Blood Donation Campaign

DNI organized a workplace blood donation drive in collaboration with the Dubai Health Authority (DHA), encouraging voluntary participation among staff and tenants. Awareness emails, online registrations, and guidance on donation care supported the initiative. Challenges like limited awareness and fear of needles were addressed through sessions, flexible timings, and small incentives. The campaign boosted participation, reinforced DNI's commitment to community health, and set the stage for expanding future drives to local communities.

Health Check-Up & Mental Health Talk

A comprehensive wellness program was launched to raise awareness on physical and mental health, reduce stigma, and provide employee support. The initiative featured workshops on stress management, mindfulness, and work-life balance, alongside confidential counselling, newsletters, and interactive challenges. Employees also underwent health check-ups covering BP, sugar, cholesterol, BMI, and vitamin levels. The program boosted participation, improved satisfaction scores, and increased counselling utilization. Future plans include monthly workshops and integrated wellness metrics to strengthen long-term employee well-being.

Breast Cancer Awareness campaign

An Awareness campaign was organised to educate employees on early detection, prevention, and support. The initiative included sessions on self-examination, talks by healthcare professionals, free screening camps, and distribution of educational brochures, supported by social media and internal newsletters during Breast Cancer Awareness Month. The campaign boosted participation and improved awareness among staff, enhancing overall well-being. Future plans include annual campaigns, NGO collaborations, follow-up screenings, and extending awareness to employees' families with survivor stories for inspiration.

COMMUNITY ENGAGEMENT

CORPORATE SOCIAL RESPONSIBILITY (CSR)

CSR Initiatives by DNI in 2025	
Event	**Description**
Zayed Humanitarian Day - Al-Tariq Center for Rehabilitation and Autism	Support for people of determination through healthcare, treatment, rehabilitation, and education. Special curricula tailored to individual abilities, family awareness programs, and training to aid integration into society.
Beach Clean Up	Environmental initiative to promote cleanliness, sustainability and community responsibility.
Emirates Down Syndrome Association	Bronze package sponsorship to provide care, resources, and support for individuals with Down syndrome and their families. Activities such as Visit to the Centre, National Day Celebrations with the students.
The Emirates Society for Parents	Ramadan support for elderly and needy families.
Senior Happiness Centre/ Elderly Home (Dubai & Al Sharjah)	Organized visit with small gifts to bring joy and comfort to elderly residents. Support visits and contributions to elderly care facilities.
Iftar Distribution @Labour Camp	Iftar Meal Distribution to labourers during Ramadan month
Al Noor Rehabilitation & Welfare Association for People of Determination	Monthly visits to support rehabilitation and welfare programs. Activities such as - Etiquettes Training by the Centre to DNI staff volunteers, Interactive Visits and Sports Day Participation with students at the Centre, Visit to Fun Fair organized by Centre

Iftar Meal Distribution at Labour Camp

During Ramadan, DNI organized an Iftar Meal Distribution initiative to support underprivileged communities and promote compassion. Employees volunteered to pack and distribute meal boxes in coordination with Beit Al Khair, reaching 1,000 labourers across camps and low-income groups. The initiative strengthened community relations, enhanced employee engagement, and improved DNI's reputation with positive visibility. Looking ahead, DNI plans to expand the program to more locations and involve additional employee volunteers, reinforcing its commitment to social responsibility.

Visit to Emirates Down Syndrome Association

A visit was organized to the Emirates Down Syndrome Association to support people of determination, raise awareness, and promote inclusion. Employees interacted with students, participated in activities, and donated essential items, creating a positive emotional impact on the children while increasing awareness among staff about inclusivity. The initiative strengthened DNI's CSR culture and reinforced its commitment to community engagement. Moving forward, DNI plans to establish regular visits and build a long-term partnership with the association.

Beach Clean-Up Drive

A Beach Clean-Up Drive was organized to promote environmental sustainability and reduce marine pollution. Employees volunteered alongside Dubai Municipality to collect plastic waste and debris, resulting in a cleaner beach area and heightened awareness of environmental responsibility. The initiative not only contributed to sustainability but also boosted employee morale and teamwork. Looking ahead, DNI plans to conduct annual clean-up drives and awareness campaigns, reinforcing its commitment to environmental stewardship and community engagement.

Appendices and Disclosures

GRI CONTENT INDEX

Statement of use: Dhabi National Insurance has reported the information cited in this GRI content index for the period 1st January 2025 to 1st December 2025 with reference to the GRI standards.

GRI 1 used: GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	About the report
	2-2 Entities included in the organization’s sustainability reporting	About the report
	2-3 Reporting period, frequency and contact point	About the report
	2-4 Restatements of information	About the report
	2-5 External assurance	About the report
	2-6 Activities, value chain and other business relationships	Corporate Overview
	2-7 Employees	Employment
	2-9 Governance structure and composition	Corporate Governance
	2-11 Chair of the highest governance body	Board Diversity and Structure
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, Stakeholder engagement
	2-13 Delegation of responsibility for managing impacts	Board committees
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance: Shareholding and Governance
	2-16 Communication of critical concerns	Grievance Redressal Mechanism
	2-17 Collective knowledge of the highest governance body	Board Diversity and Structure
	2-19 Remuneration policies	Fair and Competitive Remuneration

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	Fair and Competitive Remuneration
	2-22 Statement on sustainable development strategy	Our sustainability strategy
	2-23 Policy commitments	Business Ethics & Compliance
	2-24 Embedding policy commitments	Business Ethics & Compliance
	2-25 Processes to remediate negative impacts	Risk Management
	2-26 Mechanisms for seeking advice and raising concerns	Stakeholder Engagement, Business Ethics & Compliance
	2-27 Compliance with laws and regulations	Business Ethics and Compliance
	2-29 Approach to stakeholder engagement	Stakeholder Engagement
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment
	3-2 List of material topics	Material Issues and Relevant SDGs
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Energy & Emissions Management
	102-5 Scope 1 GHG emissions	GHG Emissions
	102-6 Scope 2 GHG emissions	GHG Emissions
	102-7 Scope 3 GHG emissions	GHG Emissions
	102-8 GHG emissions intensity	GHG Emissions

GRI STANDARD	DISCLOSURE	LOCATION
GRI 103: Energy 2025	103-2 Energy consumption and self-generation within the organization	Energy Consumption
	103-3 Upstream and downstream energy consumption	Energy Consumption
	103-4 Energy intensity	Energy Consumption
	103-5 Reduction in energy consumption	Energy & Emissions Management
	201-1 Direct economic value generated and distributed	Economic Performance
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Economic Performance
	201-3 Defined benefit plan obligations and other retirement plans	Employee Benefits & Retention
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Diversity, Equality and Inclusion
	203-1 Infrastructure investments and services supported	Digitalization and Innovation
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Digitalization and Innovation
	204-1 Proportion of spending on local suppliers	Responsible Supply Chain

GRI STANDARD	DISCLOSURE	LOCATION
GRI 204: Procurement Practices 2016	205-1 Operations assessed for risks related to corruption	Business Ethics and Compliance
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Business Ethics and Compliance
	205-3 Confirmed incidents of corruption and actions taken	Business Ethics and Compliance
	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Business Ethics and Compliance
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Consumption
	302-3 Energy intensity	Energy Consumption
	302-4 Reduction of energy consumption	Energy & Emissions Management
	302-5 Reductions in energy requirements of products and services	Energy & Emissions Management
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management
	303-5 Water consumption	Water Management
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	GHG Emissions
	305-2 Energy indirect (Scope 2) GHG emissions	GHG Emissions
	305-3 Other indirect (Scope 3) GHG emissions	GHG Emissions
	305-4 GHG emissions intensity	GHG Emissions
	305-5 Reduction of GHG emissions	Energy & Emissions Management

GRI STANDARD	DISCLOSURE	LOCATION
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management
	306-2 Management of significant waste-related impacts	Waste Management
	306-3 Waste generated	Waste Management
	306-5 Waste directed to disposal	Waste Management
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Human Resource at DNI
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employment: Employee Benefits & Retention
	401-3 Parental leave	Employee Benefits & Retention
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee Benefits & Retention
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Wellbeing
	403-3 Occupational health services	Employee Wellbeing
	403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Wellbeing
	403-5 Worker training on occupational health and safety	Human Capital Development, Stakeholder consultation with Employees
	403-6 Promotion of worker health	Human Capital Development
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Wellbeing
	403-8 Workers covered by an occupational health and safety management system	Employee Wellbeing

GRI STANDARD	DISCLOSURE	LOCATION
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Human Capital Development
	404-2 Programs for upgrading employee skills and transition assistance programs	Human Capital Development: Training
	404-3 Percentage of employees receiving regular performance and career development reviews	Employment
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Equality and Inclusion, Board Committees
	405-2 Ratio of basic salary and remuneration of women to men	Diversity, Equality and Inclusion: Non-discrimination
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Diversity, Equality and Inclusion: Non-discrimination
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community Engagement
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Product Quality & Safety
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer Privacy & Data Security

DFM INDEX

Metric	Indicator	Unit	Location
E1. GHG Emissions	E1.1) Total amount, in CO2 equivalents, for Scope 1 (if applicable)	tonCO2eq	GHG Emissions
	E1.2) Total amount, in CO2 equivalents, for Scope 2 (if applicable)	tonCO2eq	GHG Emissions
	E1.3) Total amount, in CO2 equivalents, for Scope 3 (if applicable)	tonCO2eq	GHG Emissions
E2. Emissions Intensity	E2.1) Total GHG emissions per output scaling factor	tonCO2eq/per output scaling factor	GHG Emissions
	E2.2) Total non-GHG emissions per output scaling factor	tonCO2eq/per output scaling factor	Not Disclosed
E3. Energy Usage	E3.1) Total amount of energy directly consumed	GJ or MWh	Energy Consumption
	E3.2) Total amount of energy indirectly consumed	GJ or MWh	Energy Consumption
E4. Energy Intensity	Total direct energy usage per output scaling factor	GJ or MWh/per output scaling factor	Energy Consumption
E5. Energy Mix	Percentage: Energy usage by generation type	GJ, MWh or %	Energy Consumption
E6. Water Usage	E6.1) Total amount of water consumed	m3	Water Management
	E6.2) Total amount of water reclaimed	%	Not Disclosed

Metric	Indicator	Unit	Location
E7. Environmental Operations	E7.1) Does your company follow a formal Environmental Policy? Yes, No	Yes/No	Energy &Emissions Management
	E7.2) Does your company follow specific waste, water, energy, and/or recycling policies? Yes/No	Yes/No	No
	E7.3) Does your company use a recognized energy management system? Yes/No	Yes/No	Yes
E8. Environmental Oversight	Does your Board/Management Team oversee and/or manage climate-related risks? Yes/No	Yes/No	Sustainability Approach
	Does your Board/Management Team oversee and/or manage other sustainability issues? Yes/No	Yes/No	Risk Management
E10. Climate Risk Mitigation	Total amount invested, annually, in climate-related infrastructure, resilience, and product development?	Monetary value, Reporting currency, preferably in USD	Not Disclosed
S1. CEO Pay Ratio	S1.1) Ratio: CEO total compensation to median FTE total compensation	Number	The CEO's compensation is driven by the standard practices and so is employee compensation.
	S1.2) Does your company report this metric in regulatory filings? Yes/No	Yes/No	No
S2. Gender Pay Ratio	Ratio: Median male compensation to median female compensation	Number	Pay Equity and Representation
S3. Employee Turnover	S3.1) Percentage: Year-over-year change for full-time employees	Number and %	People Management
	S3.2) Percentage: Year-over-year change for part-time employees	Number and %	Not Disclosed
	S3.3) Percentage: Year-over-year change for contractors and/or consultants	Number and %	Not Disclosed

Metric	Indicator	Unit	Location
S4. Gender Diversity	S4.1) Percentage: Total enterprise headcount held by men and women.	Number and %	Diversity, Equality and Inclusion
	S4.2) Percentage: Entry- and mid-level positions held by men and women	Number and %	Human Resource at DNI
	S4.3) Percentage: Senior- and executive-level positions held by men and women	Number and %	Human Resource at DNI
S5. Temporary Worker Ratio	S5.1) Percentage: Total enterprise headcount held by part-time employees	Number and %	Not Disclosed
	S5.2) Percentage: Total enterprise headcount held by contractors and/or consultants	Number and %	Not Disclosed
S6. Non-Discrimination	Does your company follow a sexual harassment and/or non-discrimination policy? Yes/No	Yes/No	Yes, Non-Discrimination
S7. Injury Rate	Percentage: Frequency of injury events relative to total workforce time	Number	Fully structured wellness metrics framework is still evolving; Employee Wellbeing
S8. Global Health &Safety	Does your company follow an occupational health and/or global health &safety policy? Yes/No	Yes/No	Not Available
S9. Child &Forced Labor	S9.1) Does your company follow a child and/or forced labor policy? Yes/No	Yes/No	Yes
	S9.2) If yes, does your child and/or forced labour policy also cover suppliers and vendors? Yes/No	Yes/No	Sustainable Procurement Practices
S10. Human Rights	S10.1) Does your company follow a human rights policy? Yes/No	Yes/No	Human Capital Development Training
	S10.2) If yes, does your human rights policy also cover suppliers and vendors? Yes/No	Yes/No	No

Metric	Indicator	Unit	Location
G6. Ethics &Anti-Corruption	G6.1) Does your company follow an Ethics and/or Anti-Corruption policy? Yes/No	Yes/No	Anti-Corruption
	G6.2) If yes, what percentage of your workforce has formally certified its compliance with the policy?	%	100%
G7. Data Privacy	G7.1) Does your company follow a Data Privacy policy? Yes/No	Yes/No	Customer Privacy and Data Security
	G7.2) Has your company taken steps to comply with GDPR rules? Yes/No	Yes/No	Customer Privacy and Data Security
G8. Sustainability Reporting	G8.1) Does your company publish a sustainability report? Yes/No	Yes/No	About the Report
	G8.2) Is sustainability data included in your regulatory filings? Yes/No	Yes/No	About the Report
G9. Disclosure Practices	G9.1) Does your company provide reporting frameworks? Yes/No	Yes/No	About the Report
	G9.2) Does your company focus on specific UN Sustainable Development Goals (SDGs)? Yes/No	Yes/No	Material Issues and Relevant SDGs
	G9.3) Does your company set targets and report progress on the UN SDGs? Yes/No	Yes/No	Material Issues and Relevant SDGs
G10. External Assurance	Are your sustainability disclosures assured or validated by a third party? Yes/No	Yes/No	About the Report

Dubai National Insurance
دبي الوطنية للتأمين

PROTECTING WHAT MATTERS

CONTACT DETAILS

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