REGENCY ALLIANCE INSURANCE PLC
(RC 223946)

AUDITED REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2025

TAC PROFESSIONAL SERVICES
(CHARTERED ACCOUNTANTS)

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Corporate Information

Directors

• MR. Clem Baiye –	Chairman
• Mr. Olabode Oseni	Managing Director
• Mrs. Anu Shobo	ED (Corporate Services)
• Mr. Tunde Alao	ED (Finance and Cor. Plan.)
• Mr. Akin Omodele	ED (Technical Oprs)
• Mr. Matt Osayaba Aikhionbare, OON –	Non – Executive Director
• Chief Wale Taiwo, SAN	Non – Executive Director
• Mr. Donal James Etim	Independent Non - Executive Director
• Dr. Sammy Olaniyi -	Non - Executive Director
• Mr. Kehinde Oyadiran	Non - Executive Director
• HRM Oba Dr. Francis Olushola Alao	Non- Executive Director
• Dr. Mrs. Comfort Urowoli Otegbeye	Non- Executive Director

Tax Identification Number	:	01248497-0001
Registered Company Number.	:	RC 223946
Company Secretary	:	Anu Shobo FRC/2013/NBA/00000003654
Auditor	:	**TAC Professional Services** (Chartered Accountants) Plot 22, Adebisi Oguniyi Crescent. Off Oladimeji Alao Street. Lekki Phase 1 Lagos FRC/2012/ICAN/00000000325
Solicitor	:	**Wale Taiwo & Co.** (Legal Practitioners) 9B Wale Taiwo Close, Off PSSDC Road Magodo GRA Phase 2 FRC/2014/NBA/00000008128
Head Office	:	**Regency Place** 2 Ebun Street, Gbagada Expressway Gbagada, Lagos. 08053499073-74 info@regencyalliance.com www.regencyalliance.com
Bankers	:	First Bank of Nigeria Plc Sterling Bank Plc Zenith Bank Plc Access Bank Plc Eco Bank Plc GTBank Plc
Registrar	:	Meristem Registrars Limited 213 Herbert Macaulay Way Sabo, Yaba. Lagos
Re-insurers	:	African Reinsurance Corporation WAICA Reinsurance Limited Continental Reinsurance Limited
Actuary	:	O & A Hedge Actuarial Consulting FRC/2019/COY/00000012909
Group FRC no.	:	FRC/2013/0000000000598

RESULTS AT A GLANCE

REGENCY ALLIANCE INSURANCE PLC

FINANCIAL OVERVIEW

FOR THE YEAR ENDED31 DECEMBER, 2025

	THE GROUP			THE COMPANY		
STATEMENT OF FINANCIAL POSITION	**2025**	**2024**	**CHANGE**	**2025**	**2024**	**CHANGE**
	=N='000	**=N='000**	%	**=N='000**	**=N='000**	%
Assets			**=N=**			
Cash and Cash equivalents	1,843,249	2,315,714	(20)	1,712,148	2,177,990	(21)
Financial Assets	9,786,048	9,365,740	4	9,288,799	8,884,557	5
Total Assets	20,848,060	21,857,189	(5)	20,495,135	21,533,712	(5)
Insurance Contract Liabilities	3,656,964	5,027,510	(27)	3,656,964	5,027,510	(27)
Issued and Paid share capital	6,001,875	6,001,875	-	6,001,875	3,334,375	80
Shareholder Fund	14,680,115	14,044,338	5	14,574,914	13,972,237	4
STATEMENT OF COMPREHENSIVE INCOME						
Insurance Revenue	9,642,997	7,301,956	32	9,642,997	7,301,956	32
Insurance Service Result	155,108	1,799,819	(91)	155,108	1,799,819	(91)
Investment Income	1,320,432	1,189,053	11	1,294,193	1,165,039	11
Profit before tax	784,257	2,516,052	(69)	749,037	2,503,400	(70)
Profit after Taxation	637,105	2,266,578	(72)	602,677	2,254,429	(73)
Per Share Data						
Basic earnings per share (in kobo)	9.55	33.99		5.02	33.81	

Statement of the Corporate Responsibility for the Financial Statements
For the year ended 31 December 2025
Certification Pursuant to Section 405(1) of Companies and Allied Matter Act, 2020

We the undersigned hereby certify the following with regards to our Consolidated Financial Statements for the year ended December 31, 2025, that:

(a) We have reviewed the Report.

(b) To the best of our knowledge, the Report does not contain:
(i) Any untrue statement of a material fact, or
(ii) Omit to state a material fact, which would make the statements misleading in the light of the circumstances under which such statements were made.

(c) To the best of our knowledge, the financial statements and other financial information included in the report fairly present in all material respects the financial condition and results of operation of the Group as of, and for the period presented in the report.

(d) We:
(i) Are responsible for establishing and maintaining internal controls.
(ii) Have designed such internal controls to ensure that material information relating to the Group and its consolidated subsidiaries are made known to such officers by others within these entities particularly during the period in which the periodic reports are being prepared.
(iii) Have evaluated the effectiveness of the Group's internal controls, as of date within 90days prior to the report.
(iv) Have presented in the report our conclusions about the effectiveness of our internal controls based on our evaluation.

(e) We have disclosed to the auditors of the Group and its Audit Committee:
(i) All significant deficiency in the design or operation of internal controls which would adversely affect the Group's ability to record, summarize and report financial data and have identified for the Group's auditors any material weakness in internal controls, and
(ii) Any fraud, whether material or not, involves management or other employees who have significant roles in the Group's internal controls.

(f) We have identified in the report whether or not there were significant changes in internal controls or other factors that could significantly affect internal controls subsequent to the date of our evaluation, including any corrective actions with regard to significant deficiencies and material weaknesses.

....
CHIEF OLUBOWALE TAIWO, SAN
FRC/2014/NBA/00000008128
Chairman (Acting)

....
MR. TUNDE ALAO
FRC/2013/ICAN/00000003592
(Chief Finance Officer)

STATEMENT OF DIRECTORS' RESPONSIBILITIES FOR THE PREPARATION AND APPROVAL OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

The Directors of Regency Alliance Insurance Plc are responsible for the preparation of the consolidated and separate financial statements that present fairly the financial position of the Company and Group as at 31 December 2025, and the results of its operations, cash flows and changes in equity for the year then ended, in compliance with International Financial Reporting Standards ("IFRS") and in the manner required by the Companies and Allied Matters Act (CAMA),2020, Insurance Act 2003 and the Financial Reporting Council of Nigeria Act, 2011.

In preparing the financial statements, the Directors are responsible for:

properly selecting and applying accounting policies:
presenting information, including accounting policies, in a manner that provides relevant reliable, comparable and understandable information:
providing additional disclosures when compliance with the specific requirements in IFRSs are insufficient to enable users to understand the impact of particular transactions, other events and conditions on the Company and Group's financial position and financial performance; and making an assessment of the Company's and Group's ability to continue as a going concern.

The Directors are responsible for:
designing, implementing and maintaining an effective and sound system of internal controls throughout the Company and Group.
maintaining adequate accounting records that are sufficient to show and explain the Group and Group's transactions and disclose with reasonable accuracy at any time the financial position of the Group and Group, and which enable them to ensure that the financial statements of the Company and Group comply with IFRS.
maintaining statutory accounting records in compliance with the legislation of Nigeria and IFRS.
taking such steps as are reasonably available to them to safeguard the assets of the Group and Group; and preventing and detecting fraud and other irregularities.
The Directors have assessed the Group's ability to continue as a going concern and have no reason to believe the Company and Group will not remain as a going concern in the year ahead.

The consolidated and separate financial statements of the Company and Group for the year ended 31 December 2025 were approved by the Directors on 13 July 2026.

On behalf of the Directors

…………………………………	………………………………..
CHIEF OLUBOWALE TAIWO, SAN	**MR. TUNDE ALAO**
FRC/2014/NBA/00000008128	**FRC/2013/ICAN/00000003592**
Chairman (Acting)	**(Chief Finance Officer**

DATED THIS 13TH DAY JULY 2026

FUTURES & BONDS LTD.
(INVESTMENT ADVISORS & BUSINESS SYSTEMS CONSULTANTS)

SUMMARY OF BOARD EVALUATION AND OBSERVATIONS

REPORT OF THE EXTERNAL CONSULTANT ON THE PERFORMANCE ASSESSMENT OF THE BOARD OF REGENCY ALLIANCE INSURANCE PLC AND CORPORATE GOVERNANCE EVALUATION FOR THE PERIOD ENDED 31ST DECEMBER, 2025

In compliance with the requirement of the Extant Laws, The Nigerian Code of Corporate Governance 2018 (''NCCG'') issued by the Financial Reporting Council best practices for public companies, regulatory requirements under the Securities and Exchange Commission's Corporate Governance, 2020 and NAICOM'S Guidelines ("SEC and NAICOM'S Guidelines"), Futures and Bonds Limited was engaged to carry out the annual review of the Corporate Governance framework and evaluation of the performance of the Board of Directors of Regency Alliance Insurance Plc ("Regency") and its committees for the year ended 31st December, 2025. The scope of the review included an assessment of key areas of Regency's Corporate Governance framework with specific focus on the Board's structure, composition, operations and effectiveness, strategy and planning, processes, responsibilities, corporate disclosures, relationship with stakeholders, individual Director's competences and respective roles in the performance of the Board.

Our approach to the Board evaluation involved a review of the Board papers and minutes, policies and procedures, interview sessions with select members of Executive Management and the survey responses received from the Directors. The outcome of the evaluation to the best of our knowledge has shown that:

1. Regency Board comprised of twelve (12) Directors, four (4) Executives including the Managing Directors/Chief Executive Officer (MD/CEO) and eight (8) Non-Executive Directors including one (1) Independent Non-Executive Director. The Independent Non-Executive Director do not hold any shares in the Company, nor was he involved in any business relationship with the Company. The composition of the Board aligns with global best practices that encourages higher ratio of Non-Executive Directors to the Executive Directors. Members of the Board are professionals who have distinguished themselves in their various areas of expertise. The effectiveness of the Board is derived from the broad range of skills, excellent business knowledge, competencies and sufficient world view experience and exposure of the Directors. They are persons of high integrity and seasoned professionals who are proficient in their chosen careers and business. The professional background of the Directors reflects a balanced mix of skills, experience and competencies that impacts positively on the Board's activities in relation to the Company's strategic direction, performance expectations and increasing shareholder's value.

2. In accordance with the Nigeria Code of Corporate Governance, 2018 and best practices, the Board met four times during the period under review and attendance rate was impressive. Regency is dedicated to upholding high standard of Corporate Governance across all its business units to maintain the Company's long-term business sustainability

and create value for all its stakeholders. The Board operated in accordance with best Corporate Governance practices. The Board provided purpose-driven and ethical leadership by setting the tone from the top for the effective operations and management of the Company and ensured that good governance principles are enforced Company wide to achieve its corporate goals.

On the basis of our review, the Company's Corporate Governance Practices are largely in compliance with the key provisions of the Code of Corporate Governance. Specific findings, recommendations on the Company's governance practices are contained in our detailed report to the Board for implementation.

………………………………………………..
Lanre Dada
Principal Consultant
FRC/2018/NIM/000000018145

9, Kasumu Ekemode Street, Victoria Island, Lagos. Tel: 234 1 4738364
Company Registered in Nigeria No: RC 210847
Futures and Bonds is authorized and regulated by Securities and Exchange Commission

REPORT OF THE DIRECTORS

The Directors of Regency Alliance Insurance Plc, have the pleasure of presenting their Annual Report on the affairs of Regency Alliance Insurance Plc. ("the Company") together with the Financial Statements and the Auditors' Report for the year ended 31 December 2025.

1. LEGAL FORM AND PRINCIPAL ACTIVITY

Our Company was incorporated as a private limited liability Company on the 16th day of June 1993. "Regency Insurance Company Limited" as it was named then, was licensed by NAICOM to underwrite all classes of Non-Life Insurance Business. Subsequently on the 11th day of March 2005, the Company having expanded was licensed to underwrite Life Insurance Business in addition to the Non-Life Insurance Business thereby becoming a composite Insurance Company.

The Company successfully merged with three other insurance companies in 2007, in compliance with the regulatory directive requiring increased share capital for all insurance companies operating in the country. Thereafter, the Company's name was changed to Regency Alliance Insurance Plc. and was subsequently re-registered and licensed to underwrite all classes of Non-Life Insurance Business.

The Company's principal activity is the provision of General Insurance cover to institutional, corporate and individual clients.

The Company has three subsidiaries: RIC Properties & Investment Limited, RIC Microfinance Bank Limited and RIC Technologies Limited.

The information on the subsidiaries is provided in note 10 to the Audited Financial Statements and Reports.

2. OPERATING RESULTS

The following is a summary of the Company's operating results for the year ended 31st December 2025:

	THE GROUP		THE COMPANY	
	2025 =N='000	2024 =N='000	2025 =N='000	2024 =N='000
Profit Before Tax	784,257	2,516,052	749,037	2,503,400
Income Tax Expense	(147,152)	(249,475)	(146,360)	(248,971)
Profit For the year	**637,105**	**2,266,578**	**602,677**	**2,254,429**
Non Controlling Interest	(1,327)	(602)	-	-
	635,778	**2,265,976**	**602,677**	**2,254,429**
Transfer to Contingency Reserves	(309,331)	(450,886)	(309,331)	(450,886)
Other Transfers	(2,673,807)	(6,967)	(2,667,500)	-
Profit for the Year	**(2,347,359)**	**1,808,123**	**(2,374,153)**	**1,803,543**
Retained Profit Brought Forward	5,239,320	3,431,197	5,178,341	3,374,798
Dividend Paid	-	-	-	-
Retained Profit Carried Forward	**2,891,960**	**5,239,320**	**2,804,187**	**5,178,341**

REPORT OF THE DIRECTORS (cont'd)

3. DIRECTORS

3.a Directors who held office during the reporting period are listed hereunder.

• MR. Clem Baiye	Chairman
• Mr. Olabode Oseni	Managing Director (Acting)
• Mrs. Anu Shobo	ED (Corporate Services)
• Mr. Tunde Alao	ED (Finance and Cor. Planning)
• Mr. Akin Omodele	ED (Technical Oprs)
• Mr. Matt Osayaba Aikhionbare, OON	Non – Executive Director
• Chief Wale Taiwo, SAN	Non – Executive Director
• Mr. Donal James Etim	Independent Non - Executive Director
• Dr. Sammy Olaniyi	Non - Executive Director
• MR. Kehinde Oyadiran	Non - Executive Director
• HRM Oba Dr. Francis Olushola Alao	Non - Executive Director
• Dr. Mrs. Comfort Urowoli Otegbeye	Non - Executive Director

DIRECTORS' BENEFICIAL INTERESTS

The direct and indirect interest of the Directors of the Company in the share capital of the Company as recorded in the register of members as at 31 December 2025 and notified by the Directors for purpose of Sections 301 and 302 of the Companies and Allied Matters Act 2020 and the listing requirement of the Nigeria Exchange Limited (NGX) are as stated below.

S/N	DIRECTOR	DIRECT HOLDING		INDIRECT HOLDINGS	
		2024	2025	2024	2025
1	MR. CLEM BAIYE	1,000,000	1,800,000	*****	*****
2	MR. OLABODE OSENI	137,500	247,500	*****	*****
3	MRS. ANU SHOBO	53,116,973	95,610,549	*****	*****
4	MR. OLATUNDE ALAO	24,625	71,325	*****	*****
5	MR. AKINDELE OMODELE	*****	7,086	*****	*****
6	MR. MATT OSAYABA AKHIONBARE, OON	*****	*****	*****	*****
7	CHIEF WALE TAIWO, SAN	14,349,235	25,828,623	633,531,250	1,140,356,250
8	MR. DONALD JANES ETIM	*******	******	*****	******
9	DR. OLANIYI SAMMY	43,580,457	78,444,821	*****	*****
10	MR. OYADIRAN KEHINDE	9, 206,250	16,571,250	*****	*****
11	HRM OBA DR. FRANCIS OLUSHOLA ALAO	*****	*****	*****	*****
12	DR. MRS. COMFORT UROWOLI OTEGBEYE	21,833,126	39,299,626	*****	*****

REPORT OF THE DIRECTORS (cont'd)

Mr. Clem Baiye's holding is held jointly with another shareholder.

Chief Wale Taiwo's indirect interest is held on behalf of Alexander Reisse Consulting Limited

3.c. DIRECTORS' INTEREST IN CONTRACT

In compliance with Section 303 of the Companies and Allied Matters Act 2020, during the year under review, none of the Directors notified the Company of any declarable interest in any contract involving the Company.

Chief Wale Taiwo, SAN is however the Principal Partner of Wale Taiwo and Co, one of the Company's External Solicitors.

3.d. DIRECTORS' REMUNERATION

In compliance with the provisions of Section 34.5 of the Code of Corporate Governance 2018, the remuneration of the Company's Directors is disclosed as follows:

Remuneration	Description	Timing
Basic Salary	This represents part of the gross salary package for Executive Directors. This reflects the insurance industry competitive salary package and the extent to which the Company's objectives have been met for the financial year.	Paid monthly during the financial year.
13th Month Salary	This represents part of the gross salary for Executive Directors	Paid during the last month of the year.
Directors' Fees	Allowances paid to Non-Executive Directors.	Paid once during the financial year.
Sitting Allowance	Allowances paid to Non-Executive Directors only for sitting at the Board meetings and other business meetings.	Paid during the financial year.

REPORT OF THE DIRECTORS (cont'd)

4.ANALYSIS OF SHAREHOLDERS

(a) Active Shareholders Summary Position as at 31 December 2025

CERTIFICATE RANGE ANALYSIS AS AT 31/12/2025 12:00:00 AM						
RANGE			HOLDERS	%	VOLUMN	%
1	-	1000	1627	17.966	553830	0.0046
1001	-	5000	1556	17.182	4781214	0.0398
5001	-	10000	899	9.9271	7114424	0.0593
10001	-	50000	2231	24.6356	57632745	0.4801
50001	-	100000	814	8.9885	60312852	0.5025
100001	-	500000	1240	13.6926	282436785	2.3529
500001	-	1000000	257	2.8379	191881679	1.5985
1000001	-	5000000	298	3.2906	662663335	5.5205
5000001	-	10000000	48	0.53	332372161	2.7689
10000001	-	ABOVE	86	0.9496	10404000975	86.6729
TOTAL			**9056**	**100**	**12003750000**	**100**

c) Substantial Interest in Shares as at 31 December 2025

Shareholders who held 5% and above the Company's equity as at the 31 December 2025 are listed hereunder.

S/NO	NAME	UNIT	%
1	OLUBIYI OTEGBEYE	1,420,791,979	11.84%
2	ALEXANDER-REISSE CONSULTING. LTD	1,140,356,250	9.50%

5. **PROPERTY, PLANT AND EQUIPMENT**

Information relating to investment and changes in property, plant and equipment is given in note 13 of the Financial Statements. In the opinion of the Directors, the market value of the Company's assets is not less than the value shown in the Financial Statements.

REPORT OF THE DIRECTORS (cont'd)

6. DONATIONS AND CHARITABLE GIFTS

During the year under consideration, the Company made no political donations. However, as a responsible and sensitive corporate entity, the Company made monetary donations to the underlisted institutions as stated below.

Beneficiary	2025	2024
	=N='000	=N='000
The Nigeria Council of Registered Insurance Bokers	250	
Gbagada Estate Resident Association	10,631	
ICAN - Alimosho & District Society	250	
Cheretered Insurance Institute of Nigeria	285	
Nigeria Insurer Association	1,000	
Harvesters African Empowerment Foundation	500	
Little Saints Orphanage Home, Akoka Lagos		100
Modupe Cole Memorial Children		100
Wesley School for the Deaf, SuruLere,Lagos		100
Pacelli School for the Blind		100
Love Home Orphanage		100
Heritage homes		100
Professional Insurance Ladies Association		100
Chartered Insurance Istitutes of Nigeria		350
Nigeria Insurers Association		500
Total	**12,916**	**1,550**

7. 7. HUMAN RESOURCE

(a) Employment of Physically Challenged Persons

The Company employment policy is non-discriminatory. In the consideration of applications received for employment, the Company engages the most qualified applicant after necessary assessment irrespective of the applicant's physical condition, state of origin, ethnicity or religion.
In the unlikely event of any employee becoming disabled in the course of employment, the Company is well positioned to arrange appropriate medical care and training to ensure the continuity of his employment without subjecting such employee to any disadvantage in career development.

(b) Health, Safety and Welfare at Workplace

The Company is conscious of its responsibility to ensure safe working environment safe for all stakeholders and has continuously improved the work environment to safety of all stakeholders at all times. Safety rules and procedures which are reviewed regularly are strictly enforced at the workplace. Fire prevention and firefighting equipment are installed within the Company's premises and Members of staff are trained and re-trained on the use of these equipment.

To ensure the work environment is safe and friendly the Company has continued to invest in its IT infrastructure with a view to ensuring easy access to information and enabling members of staff work seamlessly both on and off site with minimum contact and reduced paperwork.

The Company continued to provide necessary facilities and relevant safety items to prevent the spread of any contagious disease and ensure the protection of all members of staff within the Head Office Complex and all Branch Office Premises.

REPORT OF THE DIRECTORS (cont'd)

The Company maintains a robust medical scheme which provides medical facilities for members of staff and their immediate families. In addition, the Company also maintains Group Personal Accident and

Life Insurance covers for all members of staff and in accordance with the Pensions Reforms Act 2004, the Company maintains a contributory pension plan for all members of staff.

(c) Training and Development

With the rapid digital development, the training and retraining of the workforce to enhance the development of the skills is considered as being directly related to the performance and profitability of the Company, as such, the Company maintains a policy of continuous Training and Development of members of staff for optimal performance. During the year under review, both internal and external trainings were employed for the training of members of staff.

d) Gender Analysis

The Company maintains a non-discriminatory gender employment policy and ensures adequate attention is given to gender parity in employing its workforce. The structure of the workforce as at 31 December 2025 is as shown below.

S/N	CATEGORY	MALE NUMBER	FEMALE NUMBER	TOTAL	MALE %	FEMALE %
1	JUNIOR STAFF	27	12	39	69	31
2	SENIOR STAFF	3	2	5	60	40
3	LOWER MANAGEMENT	3	4	7	43	57
4	SENIOR MANAGEMENT	18	12	30	60	40
5	EXECUTIVE MANAGEMENT	3	1	4	75	25
	TOTAL	54	31	85		

8. ACQUISITION OF OWN SHARES

The Company did not acquire any of its own shares during the year under review.

REPORT OF THE DIRECTORS (cont'd)

9. INCREASE IN SHARE CAPITAL

In fulfillment of the resolutions passed at the Company's 31st Annual General Meeting, the share capital of the company was increased to absorb the resultant increase as a result of the bonus issue approved at the 31st Annual General Meeting. Necessary documentation has be filed with the relevant Regulatory Authorities and eligible shareholders have been credited.

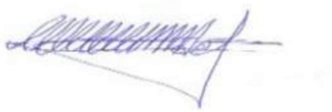
10. EVENTS AFTER THE REPORTING PERIOD

There were no events after the reporting period which could have material effects on the financial position of the Company and profit attributable to the equity shareholders.

11. AUDITORS

The Company's Auditors, Messrs. TAC Professional Services have indicated their interest in continuing to serve the Company.

BY ORDER OF THE BOARD



ANU SHOBO
COMPANY SECRETARY
FRC/2013/NBA/00000003654
LAGOS, NIGERIA
13th July 2026

CORORATE GOVERNANCE REPORT

INTRODUCTION

Regency Alliance Insurance Plc in its over 30 years of existence has incorporated the principles of Corporate Governance in all spheres of its operations to achieve its corporate goals and protect the interest of all stakeholders. The Company has also entrenched the principles of Accountability and Transparency in Financial Reporting and complied with the Extant Laws and Regulations on Corporate Governance as well as adopted international best practices.

1. BOARD OF DIRECTORS

The Board which was reconstituted early in 2004 further to the resignation of the Managing Director and Executive Directors in compliance with the regulatory directive, consists of well experienced, highly respected and reputable individuals with vast experience in their respective fields of endeavor. The Directors are well grounded in the insurance business, which is the core business of the Company, this rightly positioned them to provide broad guidance and oversight functions for the Company.

During the year under review the Board consisted of 12 Directors (Executive and Non-Executive, one of the Non – Executive Director is an Independent Director).

1.1 BOARD RESPONSIBILITIIES

The roles and responsibilities of the Company's Board of Directors amongst others included but was not limited to the following:

- Ensuring good governance of the Company
- Setting performance objectives and ensuring the right strategies are employed to achieve set objectives.
- Formulating and Managing of the Company's Risk Management Framework.
- Monitoring and evaluating Management performance and implementation of set objectives.
- Succession planning, appointment, appraisal and compensation for Board members and Senior Management staff.
- Performance appraisal and compensation of Board members and senior executives.
- Ensuring the financial and accounting integrity of the Company as well as upholding ethical standards.
- Ensuring the integrity of annual reports and accounts and all material information provided to regulators and other stakeholders.
- Overseeing the effectiveness and adequacy of internal control systems.
- Establishing the Company's risk management framework and monitoring its effectiveness, setting the Company's risk appetite, receiving and reviewing risk reports.
- Providing oversight over Information Technology governance.

CORPORATE GOVERNANCE REPORT (cont'd)

- Ensuring that appropriate checks and balances are in place in compliance with the applicable Laws.
- Ensuring that the Company's operations are conducted in a fair and transparent manner that conforms to high ethical standards.
- Ensuring effective communication with shareholders and other stakeholders of the Company.

1.1 CHAIRMAN AND CHIEF EXECUTIVE OFFICER

In compliance with the provisions of the Nigerian Code of Corporate Governance, 2018 and best practices, the person, position, role and responsibilities of the Chairman and the Managing Director/ Chief Executive Officer are separate and distinct.

THE CHAIRMAN

The Chairman of the Board having completed the approved regulatory tenure resigned as Director and Chairman of the Board of Directors with effect from 31st December 2025. To ensure continuity, Chief Wale Taiwo, SAN was appointed as Acting chairman of the Board with effect from 28th January, 2026.

The Chairman of the Board apart from presiding at Board Meetings and ensuring that the meetings are properly and seamlessly conducted is saddled with the responsibility of directing and providing leadership for the Board. He also ensures the Board functions cohesively and adequate information in respect of the operations and performance of the Company is received by all Board members as and when due. Additionally, the Chairman oversees the Annual Board evaluation process and discusses the outcome with individual Directors. He also presides over the Company's General Meetings.

THE MANAGING DIRECTOR

The Managing Director is the Chief Executive Officer and head of the Management team. He is responsible for overseeing the day-to-day administration of the Company, ensuring the Implementation of strategic and financial policies as well as ensuring compliance with relevant Regulatory Provisions and Extant Laws.

The Managing Director reported regularly to the Board.

1.3 **THE INDEPENDENT DIRECTOR**

The Independent Director was appointed in compliance with the Nigerian Code of Corporate Governance, 2018. He has no other business interests in the Company. As an Independent Director, he is responsible for the protection of the rights and interests of Shareholders.

1.4 BOARD CHANGES

The Chairman of the Board having completed the approved regulatory tenure resigned as director and Chairman of the Board of Directors with effect from 31st December 2025. To ensure

continuity, Chief Wale Taiwo, SAN was appointed as Acting chairman of the Board with effect from 28th January 2026.

Along side with the Chairman, another Director, Mr. Matt Osayaba Aikhionbare having completed the approved regulatory tenure also resigned from the Board with effect from 31st December 2025.

1.5 BOARD APPOINTMENT PROCESS

The Board Committee on Corporate Governance, Nominations and General-Purpose had the responsibility of ensuring that the Board is continuously refreshed by the injection of new directors at intervals. The Committee is charged with the responsibility of leading the process of identifying, evaluating, and nominating suitable persons to the Board for the purpose of appointing them as Board members.

The Committee considers candidates on merit against set objectives and criteria for the benefit of diversity on the Board as well as the balance and mix of appropriate skills and experience.

1.6 BOARD PERFORMANCE EVALUATION

In furtherance of the Company's commitment to sound Corporate Governance practice, the Company ensured that the Performance of individual Directors and the Board was appraised through a system of independent evaluation.

The Evaluation was undertaken by a competent external consultant, and it covered all areas of the Board operations including appointment, individual competence, contribution, and relationship with the Company.

1.7 BOARD MEETINGS

During the year under review the Board had both virtual and physical meetings. The Board held the required quarterly meetings. Through the meetings, the Board was able to provide strategic direction and leadership for attaining the Company's objectives. The Board also formulated policies, evaluated the performance of the Company through the meetings.

CORPORATE GOVERNANCE REPORT (cont'd)

RECORD OF DIRECTORS' ATTENDANCE

S/N	NAME	STATUS	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS ATTENDED
1	Mr. Clem Baiye	Chairman	4	4
2	Mr. Bode Oseni	Managing Director	4	4
3	Mrs. Anu Shobo	Executive Director (Corp. Services/Company Secretary	4	4
4	Mr. Olatunde Alao	Executive Director (Fin./Corporate Planning)	4	4
5	Mr. Akindele Omodele	Executive Director(Tech.Oprs)	4	4
6	Mr. Matt Osayaba Aikhionbare OON	Non -Executive Director	4	4
7	Chief Wale Taiwo, SAN	Non -Executive Director	4	4
8	Mr. Donald James Etim	Independent Non-Executiev Director	4	3
9	HRM Oba Dr. Francis Olusola Alao	Non -Executive Director	4	4
10	Dr. Mrs. Comfort Otegbeye	Non -Executive Director	4	4
11	Dr. Sammy Olaniyi	Non -Executive Director	4	4
12	Mr. Kehinde Oyadiran	Non -Executive Director	4	4

The Board met on the 27th Jan., 5th June, 4th Sept. and 28th October 20

CORPORATE GOVERNANCE REPORT (cont'd)

2 BOARD COMMITTEES

During the reporting period, the Board made use of Committees for its oversight functions.

The Board Committees had clearly defined terms of reference and through them the Board accomplished its oversight functions. The Committees had a mix of both Executive and Non - Executive Directors as members.

The Committees in operation during the year under review were:

(a) Finance and Investment Committee
(b) Enterprise Risk Management and Compliance Committee
(c) Corporate Governance, Nominations and General-Purpose Committee
(d) Audit Committee

2.1 FINANCE AND INVESTMENT COMMITTEE

The Committee was made up of two Non – Executive Directors. The Committee from time to time invited relevant Executive Management staff to give reports and clarifications as needed. The Committee's responsibilities included the following: -

i. Budget monitoring and control.
ii. Formulating and reviewing investment strategies.
iii. Reviewing the Company's Investment portfolio.
iv. Ensuring financial prudence and integrity of the Company.

v. Reviewing the acquisition, preservation, and disposal of assets.

The Committee met twice in the year, and the record of the Committee's meetings and attendance are as stated below:

S/N	NAME	STATUS	NUMBER OF MEETINGS HELD	NUMBER OF MEETING ATTENDED
1..	Mr. Matt Osayaba Aikhionbare, OON	Non-Executive Director/ Chairman	**2**	**2**
2.	HRM Oba Dr. Francis Alao	Non – Executive Director	2	2
3.	Mr. Kehinde Oyadiran	Non – Executive Director	2	2

The Committee met on the 17th July and 23rd Oct. 2025

CORPORATE GOVERNANCE REPORT (cont'd)

2.2 ENTERPRISE RISK MANAGEMENT AND COMPLIANCE COMMITTEE

The Committee was made up of two Non-Executive Directors and two Executive Directors and was charged with the following responsibilities:

i. Determining Risk assessment parameters for the Company

ii. Reviewing the adequacy and effectiveness of the Company's risk management policies and control. iii. Reviewing the adequacy and effectiveness of risk management and controls in the Company.

iv. Exercising oversight over the process for the identification and assessment of risks across the Company and the adequacy of prevention, detection, and reporting mechanisms.

v. Assessing the Company's risk portfolio as well as routine review of corporate risk policies.

vi. Reviewing the Company's compliance level with the existing Laws and Regulations; as well as all other matters that may specifically be referred to by the Board.

The Committee met twice during the year. Members of the Committee and their record of attendance are as stated below:

S/N	NAME	STATUS	**NUMBER OF MEETINGS HELD**	**NUMBER OF MEETINGS ATTENDED**
1.	Mr. Donald J. Etim	Independent Non – Executive Director	**2**	**2**
2.	Dr. Sammy Olaniyi	Non – Executive Director	**2**	**2**
3.	Mr. Bode Oseni	Managing Director	**2**	**2**
4.	Mr. Olatunde Alao	Executive Director	**2**	**2**

The Committee met on the 16th July and 22th October 2025

3. CORPORATE GOVERNANCE, NOMINATION AND GENERAL-PURPOSE COMMITTEE

The Committee consisted of two Non-Executive Directors, (Executive Management staff were invited by the Committee to present reports and give clarifications as the need arose.) and was charged with the responsibilities of:

- Identifying individuals suitably qualified to become Board members and making recommendations to the Board for nomination and appointment as Directors.
- Reviewing prospective candidates' qualifications and any potential conflict of interest; assessing the contribution of current Directors against their renomination suitability, and making appropriate recommendations to the Board

CORPORATE GOVERNANCE REPORT (cont'd)

- Treating all matters of Corporate Governance, staff matters as well as other concerns that may specifically be referred to it by the Board.

S/N	NAME	STATUS	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS ATTENDED
2.	Chief Wale Taiwo, SAN	Non- Executive - Director	**2**	**2**
2.	Dr. Mrs Comfort Otegbeye	Non-Executive - Director	**2**	**2**
3.	Mr. Kehinde Oyadiran	Non-Executive - Director	**2**	**2**

The Committee Met on the 22nd July and 17th October 2025

2.4 AUDIT COMMITTEE

The Committee was established in compliance with S. 404 (7) of the Companies and Allied Matters Act, 2020. The Audit Committee was made up of five members consisting of three elected Shareholders representatives and two members of the Board.

The Committee was set up to fulfill the statutory obligations as set out by the applicable Laws and NAICOM Regulations. The Committee also assisted the Board with its audit responsibilities and monitored the Company's financial integrity through an adequate internal control system. The Committee had five meetings during the year under review. Members of the Committee and their record of attendance are as stated below:

S/ N	NAME	STATUS	NUMBER OF MEETINGS HELD	NUMBER OF MEETINGS ATTENDED
1.	Chief Amos Idowu, FCA	Shareholder/Chair man	**4**	**4**
2.	Mr. Solomon Akinsanya	Shareholder	**4**	**4**
3.	Dr. Akin Oladeji, FCA	Shareholder	**4**	**4**
4.	Mr. Matt Osayaba Aikhionbare OON	Non – Executive Director	**4**	**4**
5.	Chief Wale Taiwo SAN	Non - Executive Director	**4**	**4**

The Committee met on 26th January, 3rd June, 21st August and 24th October 2025.

CORPORATE GOVERNANCE REPORT (cont'd)

2.5 EXECUTIVE COMMITTEE

The Executive Committee of the Company is made up of the Managing Director/Chief Executive Officer and the Executive Directors. The Executive Directors assisted the Managing Director in the day-to-day running of the Company. The Committee's primary responsibility was the implementation of policies approved by the Board and the Financial and Strategic policies of the Company with a view to ensuring the Company remains vibrant and profitable.

3. POLICIES AND PROCEDURES

3.1. Whistle Blowing Policy

In Pursuance of Good Corporate Governance, the Company has in place a Whistle Blowing Policy. The policy provides for all Stakeholders to disclose timeously any on - going illegitimate or suspicious activity in the Company which may affect the interest of the Company and or its Shareholders/Stakeholders. The policy makes adequate provision for the protection of the whistle blower.

During the year under review there was no whistle Blowing activity.

3.2. Anti-Corruption Policy.

The Company is committed to maintaining high ethical standards and integrity in all transactions and condemns all forms of corruption. The Company has in place a robust Anti-Corruption Policy to guide the performance of duties and the relationship of members of staff with clients and other parties with whom the Company has business dealings.

In compliance with the existing laws, on a quarterly basis, the Internal Audit Department of the Company audit and report on fraud and other malpractices if any. During the year under review, there was no record of any corrupt practice involving members of staff, its agents or others representing the Company. In addition, neither the Company nor any of its staff were penalised by any court of law or tribunal in respect of any corrupt practice.

3.3. Risk Management

As an insurance Company, Regency's basic business is the provision of general insurance covers and to underwrite Risks, the Company has in place policies and procedures to identify, evaluate and mitigate risks commonly associated with its business.

The Risk Management Policy clearly outlines the Risk appetite and procedures for identifying, evaluating, and mitigating risks.

The Enterprise Risk Management Department remained accountable to the Board for proper assessment, management, and mitigation of risks. Management reported regularly on the risk portfolio of the Company to the Enterprise Risk Management Committee of the Board.

CORPORATE GOVERNANCE REPORT (cont'd)

3.4. COMPLAINT POLICY AND PROCEDURE

The Company's basic concern is the satisfaction of its clients and other stakeholders; this is considered as critical to the success of the Company's Business. The company therefore continued to strive to ensure maximum satisfaction of its clients and stakeholders at all times in its bid to record or achieve more of customers' magic moments than moments of misery. However, in the unlikely event of any client or stakeholder being dissatisfied or having a complaint whatsoever, the Company has in place a robust complaints procedure to resolve such matters promptly and satisfactorily. The policy and procedure are expressly stated on the Company's website
www.regencyalliance.com

3.5. STAFF CODE OF CONDUCT

The Company has in place a Staff Code of Conduct which spells out the expected professional behavior of all members of staff and this code of conduct constitutes part of the welcome package upon assumption of duties. All members of staff subscribed to the Code and were guided by the Code as they went about their daily routine at work.

3.6. SECURITY TRADING POLICY & PRICE SENSITIVE INFORMATION

In compliance with the provisions of the relevant Extant Laws, the Company's Security Trading Policy forbids insider trading by Directors, Management Staff, Employees, Related Entities, Associates, Consultants, Employees of subsidiaries and related persons who along their duty lines are privy to price sensitive information.
Such persons are also precluded from passing price sensitive information to third parties for the purpose of trading in the Company's shares.
Directors and employees have the responsibility to inform the Company Secretary of every transaction in their shares and notify the Securities and Exchange Commission within 48 hours of the occurrence of the transaction.

4. CORPORATE SOCIAL RESPONSIBILITY (CSR)

At Regency Alliance Insurance Plc, we recognize that sustainable business success extends beyond financial performance. As a responsible corporate citizen, we remain committed to creating shared value by investing in initiatives that positively impact individuals, communities, and the environment.

Our Corporate Social Responsibility (CSR) strategy is anchored on the principles of sustainability, inclusion, community development, and stakeholder engagement. Through carefully selected interventions, we contribute to social and economic development while supporting the achievement of the United Nations Sustainable Development Goals (SDGs) and advancing our Environmental, Social and Governance (ESG) commitments.

CORPORATE GOVERNANCE REPORT (cont'd)

During the reporting period, the Company implemented impactful initiatives across community development, education, youth empowerment, humanitarian support, and capacity-building programmes designed to improve livelihoods and strengthen community resilience.

Our CSR Vision

To be a catalyst for sustainable social and economic development through initiatives that empower individuals, strengthen communities, and create lasting societal value.

Our CSR Mission

To deploy resources responsibly and strategically in support of programmes that promote education, community welfare, inclusion, economic empowerment, environmental responsibility, and sustainable development.

Strategic CSR Priorities

Our CSR initiatives are guided by the following objectives:

- Improve community welfare and promote social inclusion.
- Support education, skills development, and youth empowerment.
- Promote health awareness and community well-being.
- Encourage environmental sustainability and responsible citizenship.
- Enhance financial literacy and insurance awareness.
- Foster strategic partnerships that advance sustainable development.

Flagship CSR Project of the Year

Construction and Donation of Community Secretariat for Gbagada Phase 1 Residents' Association, Lagos

As part of our commitment to sustainable community development and stakeholder engagement, Regency Alliance Insurance Plc completed and formally handed over a purpose-built Secretariat to the Gbagada Phase 1 Residents' Association.

The project was initiated in response to the community's need for a functional administrative centre capable of supporting effective governance, record management, resident engagement, and operational coordination.

Prior to this intervention, the community had limited infrastructure to support administrative activities and the secure storage of community assets and operational materials.

The newly constructed facility serves a dual purpose as both an Estate Secretariat and Community Store, providing:

CORPORATE GOVERNANCE REPORT (cont'd)

- Dedicated office and administrative space.
- Meeting and stakeholder engagement facilities.
- Secure documentation and record-keeping facility
- Safe storage for community equipment and operational assets.

The commissioning of the facility was a significant milestone in the Company's community investment programme and reinforced our commitment to creating sustainable social impact beyond our core insurance operations.

Unlike one-off charitable interventions, this project represented a long-term infrastructure investment that will continue to generate value for residents for many years.

The facility stands as a lasting symbol of Regency Alliance Insurance Plc's commitment to sustainable development, community empowerment, and nation-building.

Education and Youth Development

Recognizing education as a key driver of economic growth and national development, Regency Alliance Insurance Plc continued to invest in youth development through professional exposure and capacity-building opportunities.

Through the Company's "Gown Meets Town" initiative, undergraduate and graduate students studying Insurance and Actuarial Science were provided opportunities to gain practical industry experience while pursuing their academic programmes.

Key Activities

- Internship opportunities for undergraduate and graduate students.
- Career mentorship and professional guidance sessions.
- Practical workplace exposure within a corporate environment.
- Insurance awareness and industry orientation programmes.

Impact

- Active collaboration with three tertiary institutions which offered Insurance and Actuarial Science programmes.
- Approximately ten interns were engaged per programme cycle.
- Employment opportunities were offered to outstanding participants upon completion of their academic studies.
- Improved employability and industry readiness among beneficiaries.

CORPORATE GOVERNANCE REPORT (cont'd)

Community Development and Humanitarian Support

The Company continued to support vulnerable groups and underserved communities through strategic partnerships with reputable charitable organizations and humanitarian institutions.

Guided by our belief that every individual deserves dignity, care, and opportunity, Regency Alliance Insurance Plc supported programmes focused on improving the welfare of children, vulnerable families, and displaced persons.

Key Activities

Support for Charitable Institutions

Financial and material support were provided to seven charitable organizations dedicated to caring for vulnerable children, individuals with special needs, and underserved communities.

Humanitarian Relief for Displaced Persons in Benue State

Regency Alliance Insurance Plc partnered with the Harvesters Africa Empowerment Foundation (HAEF) to support humanitarian relief efforts for internally displaced persons affected by communal crises in Benue State.

The intervention provided:

- Food supplies.
- Medical assistance.
- Clothing and relief materials.
- Emotional and psychosocial support.

Beneficiary communities included Yelewata and surrounding affected areas in Benue State.

Impact

- More than 20,000 individuals reached directly and indirectly.
- Over 1,000 families supported through relief interventions.
- Improved welfare outcomes for vulnerable populations.
- Strengthened partnerships for sustainable community impact.

Looking Ahead

In the coming year, Regency Alliance Insurance Plc will continue to strengthen its sustainability agenda by expanding community engagement initiatives, promoting financial literacy and insurance inclusion, supporting youth development, and deepening partnerships that create long-term social value.

The Company remains committed to integrating ESG principles into its business operations while delivering meaningful impact for stakeholders and contributing to sustainable national development.

CORPORATE GOVERNANCE REPORT (cont'd)

At Regency Alliance Insurance Plc, we believe that responsible business practices and sustainable community investments are fundamental to long-term success.

Our CSR initiatives reflect our commitment to creating shared value, strengthening communities, empowering individuals, and supporting inclusive economic growth.

As we continue to protect lives, livelihoods, and businesses through innovative insurance solutions, we remain equally committed to building a more resilient, prosperous, and sustainable future for all.

Together, we are creating lasting impact and advancing sustainable development.

5. SUSTAINABILITY

As a going concern, Regency Alliance Insurance Plc believes in ensuring its long-term sustainability through the adoption of sustainable practices which will curb the depletion of natural resources and maintain the ecological balance of the various areas of operations.

Sustainability implies balancing social and environmental risks and opportunities in economic decisions including impact management. Regency Alliance Insurance Plc operates to reduce any negative impact on the natural environment and enhance positive effects on stakeholders.

During the year under review, the Company:

- Implemented waste management practice aimed at the reduction of paper waste. Our focus was the reduction, reuse, and recycling of paper waste with the overall goal of reducing our carbon footprint.
- Used different IT tools for meetings and seminars to reduce business travel and carbon footprint.

Stakeholders

Both human life and business environment are characterised by risks and uncertainties. Insurance is a contract that offers the insured financial protection or reimbursement against losses on the occurrence of an insured risk subject to the payment of a fee called premium at inception of the contract. Insurance therefore plays a key role in mitigation of risks. The time and number of losses are uncertain but at the occurrence of risk, loss is suffered. Insurance restores the insured to the pre-loss position and thus protect the insured from the adverse effect of the loss.

Basically, insurance offers products and services that are germane to economic development of a nation, as it protects both the corporate and individual life and assets of the populace. Our products and services play pivotal roles in sustainability of government operations by providing continuity assurance for business entities and stability for individual life.

Our Company remains committed to managing environmental and social risk of our business and applying the appropriate standards in the review of our business operations and those of our stakeholders, as well as in our relationship with the communities in which we operate.

CORPORATE GOVERNANCE REPORT (cont'd)

During the year under review, our Company conducted its operations within the financial market by collaborating with various market actors who are the stakeholders. They included the owners, managers and employees of insurance undertakings, Agents, Insurance Brokers, Reinsurers private and institutional clients, banks.

Our Company continued to make significant contributions to socioeconomic development of the society by creating awareness through training and building the capacity of our employees on the subject of sustainability.

We sought to increase our clients' understanding of how environmental and social issues can impact their business, thereby reducing resistance to environmental and social risk management requirements and developing strong partnership for sustainability.

Diversity, Equity & Inclusion

At Regency, diversity, equity, and inclusion remain fundamental pillars of our organizational culture. We are committed to cultivating a workplace that reflects a broad spectrum of backgrounds, experiences, and perspectives. Our workforce represents diversity across:

- Gender identity
- Age
- Language
- Physical ability
- Professional expertise
- Socioeconomic background
- Educational qualifications

By embracing diversity, we drive innovation, strengthen collaboration, and enhance problem-solving capabilities. This inclusive environment contributes directly to improved productivity, stronger stakeholder relationships, and exceptional customer experiences.

- **Percentage of employees per category**

S/N	CATEGORIES	Male %	Female %	Percentage of fulltime employee	Ratio of full-time employee and contract staff positions held by women
1	JUNIOR STAFF	69	31	100%	Nil
2	SENIOR STAFF	60	40	100%	Nil
3	LOWER MANAGEMENT	43	57	100%	Nil
4	SENIOR MANAGEMENT	60	40	100%	Nil
5	EXECUTIVE MANAGEMENT	75	25	100%	Nil

CORPORATE GOVERNANCE REPORT (cont'd)

Age Group

Age Range(years)	Junior Staff	Senior Staff	Lower Management	Senior Management	Executive Management	Total
25-35	10	Nil	1	Nil	Nil	11
36-45	17	3	4	2	Nil	26
46-55	6	2	2	21	1	32
Above 55	6	Nil	Nil	7	3	16

2) Labour Practices

Throughout the reporting year, we maintained strong alignment with best-practice labour standards, reinforcing our commitment to fairness, professional growth, and employee wellbeing.

Workforce Development

Our Work force is our most valued asset; Therefore, The Company invested strategically in staff development through:

- Regular, need-based training programs
- Structured professional development initiatives
- Support for participation in industry and certification programs
- Targeted learning pathways by employee category

During the period under consideration the average annual training hours per employee was 28 hours. Our training framework ensures equitable access to growth opportunities across all levels of the organization.

Employee Benefits

Our Company provides a comprehensive benefits package designed to promote financial security, health, an d overall well-being, including:

- Comprehensive health insurance for employees and immediate family members
- Group life insurance covering temporary and permanent disability
- Group personal accident insurance (on-duty and off-duty coverage)

CORPORATE GOVERNANCE REPORT (cont'd)

- Pension contributions fully compliant with PENCOM regulations, including employermatched retirement savings contributions
- Safe drinking water and well-maintained sanitary facilities
- Support for home ownership through contributions to the Federal Mortgage Fund, enabling access to the National Housing Fund mortgage scheme

Employee Turnover

- Full-Time Employee Turnover Rate: **14.69%**
- Contract Staff Turnover Rate: **0%**

The low turnover rate reflects strong employee engagement, workplace satisfaction, and organizational stability.

Non-Discrimination Policy

Our Company maintained a strict zero-tolerance policy toward discrimination. Employment decisions — including recruitment, promotion, compensation, and career advancement — are based solely on competence, performance, and merit.

Equal opportunity is guaranteed to all employees regardless of gender, disability, religion, race, or ethnicity.

3) Occupational Health & Safety

The health, safety, and welfare of our work force remained a top priority. We have established comprehensive health and safety policies designed to promote safe working environment, prevent workplace **accidents,** and ensure regulatory compliance.

Our approach included:

- Continuous employee awareness and safety education
- Active staff participation in health and safety management
- Routine inspections and monitoring of workplace conditions
- Regular engagement with fire and safety authorities

Our facilities are designed with safety considerations, including:

- Clearly marked and accessible emergency exits
- Strategically positioned fire extinguishers
- Regular fire safety inspections and preparedness assessments

The Company recorded zero workplace injuries and zero fatalities during the reporting period.

CORPORATE GOVERNANCE REPORT (cont'd)

Our waste management practices include:

- Proper bagging and storage in covered containers
- Scheduled and controlled waste evacuation
- Reduction of waste generation at source
- Promotion of reuse and recycling initiatives

We actively encourage employees to adopt sustainable behaviors such as minimizing paper use, embracing digital processes, and recycling materials wherever possible.

Our objective was to reduce environmental impact, conserve natural resources, and contribute to long-term environmental sustainability.

4) Waste Management

We remain committed to environmentally responsible waste management practices. In collaboration with state waste management authorities and licensed private operators, we ensure safe, hygienic, and compliant waste disposal.

5) Energy Management

Energy efficiency remains a strategic priority within our operations. During the reporting year, we implemented several initiatives to optimize consumption and reduce energy waste.
Key measures include:

- Installation of energy-efficient lighting and appliances
- Deployment of inverter systems
- Use of silent generators to minimize emissions and noise pollution

Total Annual Energy Consumption: 313,916.10 kw

To address rising energy costs and reduce reliance on conventional energy sources, we have invested in a **100 KVA solar inverter system**, which we currently use, and this has strengthened our renewable energy capacity.

Our continued focus is on improving energy efficiency, lowering carbon footprint, and transitioning toward sustainable energy alternatives.

6. SHARE HOLDING AND LEGAL STRUCTURE

There was no material alteration in the shareholding structure of the Company except for the usual changes as a result of it being traded on in the Capital market during the year under review. The Company remained 100% owned by individuals and corporate organizations.

CORPORATE GOVERNANCE REPORT (cont'd)

6.1 **SHAREHOLDERS PROTECTION**

The Board has responsibility for the protection of the statutory and general rights of the Shareholders. The Board therefore ensured that all Shareholders irrespective of the volume of their holding, were treated fairly and enjoyed equal rights and access to information about the Company. The Company's report and other relevant information were made available to shareholders in plain easy to understand language and format.

7. **RETIREMENT OF DIRECTORS BY ROTATION**

In accordance with section 285 of the Companies and Allied Matters Act, 2020,

- HRM OBA DR Francis Olusola Alao
- Dr. Mrs. Comfort Otegbeye

retires by rotation, but being eligible offers themselves for re-election.

8. **COMPANY SECRETCARY**

The Company Secretary, in line with the Extant Laws, provided the support needed for the Board. The duties of the Company Secretary include:

i. Updating Board members regularly with relevant information
ii. Planning and organizing training for Directors
iii. Scheduling and arranging Board Meetings iv. Ensuring that the proceedings of the meetings were accurately recorded. The Company Secretary also acts as a link between the Audit Committee and the Board.

In addition to the support provided by the office of the Company Secretary to the Board, the Board reserved the right to seek and obtain advice as it may require from relevant independent external professionals at the Company's expense. During the year under consideration the Board did not exercise this right.

9. STATEMENT OF COMPLIANCE

Regency Alliance Insurance Plc. As a public limited liability Company with its shares quoted on the Nigerian Exchange limited is subject to the provisions of the National Code of Corporate Governance 2018 and other relevant Extant Laws and regulations. The Board of Director is charged with the responsibility of ensuring compliance with the Code of Corporate Governance and other relevant Extant Laws and Regulations. The Board hereby submits that the Company complied with the provisions of the Code and other relevant Extant Laws and Regulations during the year under review.

10. **COMPLIANCE WITH EXISTING LAWS AND REGULATION**

The Company's activities are regulated primarily by the National Insurance Commission, and as a Company quoted on the Nigerian Exchange, the Company is also responsible to The Nigerian Exchange Limited, The Securities and Exchange Commission, The Financial Reporting Council and the Corporate Affairs Commission.

CORPORATE GOVERNANCE REPORT (cont'd)

The Company reports to the Nigerian Financial Intelligence Unit of the Economic and Financial Crimes Commission on matters relating to money laundering and combating the financing of terrorism and accumulation of weapons of mass destruction.

During the year under review the Company complied with all existing relevant Laws, Regulations, Guidelines and Directives issued by Regulatory Authorities. The Company filed all relevant Statutory Reports required to be filed by the Regulators and responded to all requests for information promptly.

However, the Company paid the understated penalties during the year under review.

Late Filling of 2024 Returns-NGX	10,100,000.00
Late Filling of 2023 Audited Returns-SEC	2,850,161.25
Resubmission of 2024 Audited Financial Statements-NAICOM	2,500,161.25
Late Response to Commissions Letter-NAICOM	62,161.25

MRS. ANU SHOBO
SECRETARY
FRC/2013/NBA/00000003654

CHIEF OLUBOWALE TAIWO, SAN
CHAIRMAN (ACTING)
FRC/2014/NBA/00000008128

MANAGEMENTS DISCUSSION AND ANALYSIS

This analysis is of the Group's performance as at 31st December 2025 and should be read in conjunction with the consolidated financial statements of the Group as at 31 December 2025
.

The financial statements of the Group for the year ended 31st December 2025 comprise the financial statements of the parent Group and its subsidiaries.

Business Profile

Regency Alliance Insurance Plc. (Regency Alliance) is a Group incorporated under the Laws of the Federal Republic of Nigeria and is listed on the Nigerian Stock Exchange. It is licensed by the National Insurance Commission to carry out all forms on Non-Life Insurance business.
Regency Alliance has the following subsidiaries and associate

Name of Subsidiary	Line of Business
RIC Properties and Investment Limited	Financing Leasing
RIC Microfinance Bank	Microfinance banking
RIC Technologies Limited	Sale and Installation of vehicle trackers

Objectives and Strategies

Our objectives and strategies include:

1. The provision of innovative and quality service to our esteemed clients and customers.
2. The employment and retention of honest, diligent, professionally qualified, well trained and dedicated members of staff who are adequately remunerated.
3. To provide adequate returns to shareholders
4. To be a good corporate citizen.

Operating Results (in thousands of Nigerian Naira)

	GROUP			COMPANY		
	Dec-25	**Dec-24**	**%Change**	**Dec-25**	**Dec-24**	**%Change**
Insurance Revenue	9,642,997	7,301,956	32.06	9,642,997	7,301,956	32.06
Insurance Service Expenses	6,881,446	4,117,082	67.14	6,881,446	4,117,082	67.14
Net Expenses Reinsurance Held	2,606,443	1,385,054	88.18	2,606,443	1,385,054	88.18
Insurance Result	155,108	1,799,819	(91.38)	155,108	1,799,819	(91.38)
Investment income & Other Incom	3,184,532	1,797,572	77.16	3,061,236	1,697,377	80.35
Operating expenses	2,555,383	1,081,339	136.32	2,467,307	993,797	148.27
Profit before tax	784,257	2,516,052	(68.83)	749,037	2,503,400	(70.08)
Profit after tax	**637,105**	**2,266,578**	(71.89)	**602,677**	**2,254,429**	(73.27)

The Group increased its insurance revenue by 32.06% when compared with prior year's result, however the Group's insurance service result was reduced by 91.38%, Profit after tax of the group reduced by 71.89% While the Company reduced by 73.27%. The Group Investment and other income increased by 77.16% and while the Company increased by 80.35%

Moving Forward

The Group has a position for recapitalization in line with NAICOM recapitalization journey requirement the Group intends to expand its operation base while the subsidiaries are being repositioned to increase their contribution to the Group. Members of staff will continuously undergo internal and external training to keep them abreast of the changing environment and make them add value to the group.

REPORT OF THE AUDIT COMMITTEE

In compliance with the provisions of Section 404(7) of the Companies and Allied Matters Act ,2020, the members of the Audit Committee hereby report on the financial statements for the year ended 31st December 2025 as follows:

a) We have reviewed the scope and planning of the audit for the year ended 31st December 2025 and confirm that they were adequate.

b) The Group's reporting and accounting policies as well as the internal control systems conform to legal requirements and agreed ethical practices.

c) We are satisfied with the management's responses to the External Auditors' findings on management matters for the year ended 31st December 2025.

……………………………………
Chief Atoyebi Idowu, FCA
FRC/2013/ICAN/00000003656
CHAIRMAN OF THE AUDIT COMMITTEE
09TH JULY 2025

MEMBERS OF THE AUDIT COMMITTEE

Chief Amos Idowu FCA	Shareholder's Representative (Chairman)
Mr. Solomon Sunday Akinsanya	Shareholder's Representative (Member)
Dr. Akinwunmi Oladeji	Shareholder's Representative (Member)
Chief Wale Taiwo (SAN)	Non-Executive Director (Member)
Mr. Matt Osayaba Aikhionbare OON	Non-Executive Director (Member)

Enterprise Risk Management Declaration Statement

In accordance with the requirements of Section 2.10 of NAICOM's guidelines for developing the risk management framework of 2012, the Board of Directors of Regency Alliance Insurance Plc. hereby declares that, to the best of knowledge and belief, and having made appropriate enquiries:

a. The Company has systems in place for the purpose of ensuring compliance with the guideline.
b. The Board is satisfied with the efficacy of the processes and systems surrounding the production of financial information of the Company.
c. The Company has in place a risk management strategy, developed in accordance with the requirements of this guideline, setting out its approach to risk management; and
d. The systems that are in place for managing and monitoring risks, and the risk management framework, are appropriate to the Company, having regard to such factors as the size, business mix and complexity of the Company's operations.

……………………………….	……………………………..
CHIEF OLUBOWALE TAIWO, SAN (Acting Chairman)	**MR. TUNDE ALA (CFO)**
FRC/2014/NBA/00000008128	**FRC/2013/ICAN/00000003592**

Certification of management's assessment on internal control over financial reporting

To comply with the provisions of Section 11 of SEC Guidance on the implementation of Sections 60-63 of Investments and Securities Act 2007, I hereby make the following statements regarding the Internal Controls of Regency Alliance Insurance Plc for the year ended 31 December 2025.

I, Clem Baiye certify that:

a) I have reviewed the Report on the Effectiveness of Internal Control over Financial Reporting as of 31 December 2025 of Regency Alliance Insurance Plc ("the Company") and its subsidiaries (together "the Group");

b) Based on my knowledge, this report does not contain any untrue statement of material facts or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;

c) Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the entity as of, and for, the periods presented in this report.

d) The Group's other certifying officer and I:

1) are responsible for establishing and maintaining internal controls.

2) have designed such internal controls and procedures or caused such internal controls and procedures to be designed under our supervision, to ensure that material information relating to the Company, [and its consolidated subsidiaries, is made known to us by others within those entities,] particularly during the period in which this report is being prepared.

3) have designed such an internal control system or caused such an internal control system to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS Accounting Standards.

4) have evaluated the effectiveness of the Group's internal controls and procedures as of a date within 90 days prior to the report and presented in this report our conclusions about the effectiveness of the internal controls and procedures, as of the end of the period covered by this report based on such an evaluation.

e) The Group's other certifying officer and I have disclosed, based on our most recent evaluation of the internal control system, to the Group's auditors and the audit committee:

1) That there are no significant deficiencies or material weaknesses in the design or operation of the internal control system which are reasonably likely to adversely affect the Group's ability to record, process, summarize and report financial information; and

2) That there is no fraud, whether or not material, that involves management or other employees who have a significant role in the Group's internal control system.

f) The Group's other certifying officer and I have identified in the report whether or not there were significant changes in internal controls or other facts that could significantly affect internal controls subsequent to the date of our evaluation including any corrective actions regarding significant deficiencies and material weaknesses.

………………………………
CHIEF OLUBOWALE TAIWO, SAN (Acting Chairman)
FRC/2014/NBA/00000008128

Certification of management's assessment on internal control over financial reporting

To comply with the provisions of Section 11 of SEC Guidance on the implementation of Sections 60-63 of Investments and Securities Act 2007, I hereby make the following statements regarding the Internal Controls of Regency Alliance Insurance Plc for the year ended 31 December 2025.

I, Tunde Alao certify that:

a) I have reviewed the Report on the Effectiveness of Internal Control over Financial Reporting as of 31 December 2025 of Regency Alliance Insurance Plc ("the Company") and its subsidiaries (together "the Group");

b) Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;

c) Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the entity as of, and for, the periods presented in this report;

d) The Group's other certifying officer and I:

1) are responsible for establishing and maintaining internal controls;

2) have designed such internal controls and procedures, or caused such internal controls and procedures to be designed under our supervision, to ensure that material information relating to the Company, [and its consolidated subsidiaries, is made known to us by others within those entities,] particularly during the period in which this report is being prepared;

3) have designed such internal control system, or caused such internal control system to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with IFRS Accounting Standards;

4) have evaluated the effectiveness of the Group's internal controls and procedures as of a date within 90 days prior to the report and presented in this report our conclusions about the effectiveness of the internal controls and procedures, as of the end of the period covered by this report based on such evaluation.

e) The Group's other certifying officer and I have disclosed, based on our most recent evaluation of internal control system, to the Group's auditors and the audit committee:

1) That there are no significant deficiencies or material weaknesses in the design or operation of the internal control system which are reasonably likely to adversely affect the Group's ability to record, process, summarize and report financial information; and

2) That there is no fraud, whether or not material, that involves management or other employees who have a significant role in the Group's internal control system.

f) The Group's other certifying officer and I have identified in the report whether or not there were significant changes in internal controls or other facts that could significantly affect internal controls subsequent to the date of our evaluation including any corrective actions with regard to significant deficiencies and material weaknesses.

………………………………..

MR. TUNDE ALAO (CFO)

FRC/2013/ICAN/00000003592

Report on the Effectiveness of Internal Control over Financial Reporting as of 31 December 2025

The management of Regency Alliance Insurance Plc ("the Company") is responsible for establishing and maintaining adequate internal control over financial reporting as required by the Securities and Exchange Act, 2007 and the Financial Reporting Council (Amendment) Act, 2023

The management of Regency Alliance Insurance Plc assessed the effectiveness of our internal control over financial reporting of the Company and its subsidiaries (together "the Group") as of 31 December 2025 using the criteria set forth in Internal Control - Integrated Framework, 2013 issued by the Committee of Sponsoring Organizations of the Treadway Commission, ("the COSO Framework") and in accordance with the SEC Guidance on Implementation of Sections 60 – 63 of Investments and Securities Act, 2007

As of 31 December 2025, the management Regency Alliance Insurance Plc did not identify any material weakness in the design and the operating effectiveness of its internal control over financial reporting. As a result, management has concluded that the Group's internal control over financial reporting was effective.

The Company's independent auditor, TAC Professional Services, who audited the consolidated and separate financial statements included in this Annual Report, issued an unmodified conclusion on the effectiveness of the Group's internal control over financial reporting as of 31 December 2025 based on the limited assurance engagement performed by them. TAC Professional Services' limited assurance report appears on pages 33-35 of this Annual Report

Changes in Internal Control Over Financial Reporting

There were no changes in our internal control over financial reporting that occurred subsequent to the date of our evaluation of the effectiveness of internal control over financial reporting that significantly affected, or are reasonably likely to significantly affect, the Group's internal control over financial reporting.

………………………………	……………………………..
CHIEF OLUBOWALE TAIWO, SAN (Acting Chairman)	**MR. TUNDE ALA (CFO)**
FRC/2014/NBA/00000008128	**FRC/2013/ICAN/00000003592**

TAC Professional Services
• Chartered Accountants •

TAC Professional Services BN 2131535
TIN: 10549532-0001
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Independent Auditor's Attestation Report on Management's Assessment of Internal Control Over Financial Reporting

To the Members of Regency Alliance Insurance Plc

Attestation

We have performed a limited review assurance engagement on management's assessment of the effectiveness of internal control over financial reporting of Regency Alliance Insurance Plc (" the company") as of 31 December 2025, in accordance with the FRC Guidance on Assurance Engagement Report on Internal Control Over Financial Reporting ("the Guidance") issued by the Financial Reporting Council of Nigeria.

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Company's internal control over financial reporting as of 31 December 2025 is not effective, in compliance with the FRC Guidance on Assurance Engagement Report on Internal Control Over Financial Reporting ("the Guidance") issued by the Financial Reporting Council of Nigeria.

Basis for Attestation

We conducted a limited review assurance engagement on management's assessment of the effectiveness of internal control over financial reporting of Regency Alliance Insurance Plc as of 31 December 2025, based on FRC Guidance on Assurance Engagement Report on Internal Control Over Financial Reporting ("the Guidance") issued by the Financial Reporting Council of Nigeria.

Our responsibilities under those sections and the guidance are further described in the Auditors Responsibilities for the Audit of the internal control procedures over financial reporting section of our report.

We are independent of the Company in accordance with the requirements of 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 internal control procedures over financial reporting in Nigeria.

We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and other ethical requirements that are relevant to our audit of Internal control procedures over financial reporting in Nigeria.

Responsibilities of the Directors and Those Charged with Governance for Maintaining Effective Internal Control over Financial Reporting

The Directors are responsible for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting, in compliance with the FRC Guidance on Assurance Engagement Report on Internal Contral Over. Financial Reporting ("the Guidance) issued by the Financial Reporting Council of Nigeria.

Auditor's responsibilities for the audit of the internal control procedures over financial reporting

Our responsibility is to express an opinion on the management's assessment of the effectiveness of the Company's internal control over financial reporting based on our limited review.

We conducted our limited review assurance engagement in accordance with "the Guidance", which requires that we planned and performed the assurance engagement and provide a limited assurance report on the entity's internal control over financial reporting based on our assurance engagement.

As prescribed in the Guidance, the procedures we performed included:

- obtaining an understanding of Internal Control over Financial Reporting,
- assessed the risks that a material weakness may exists, and
- evaluated the result of the test of design and operating effectiveness of internal control based on the assessed risks. Our engagement also included performing such other procedures as we considered necessary in the circumstances. We believe the procedures performed provide a basis for our report on the internal control put in place by management over financial reporting.

Definition and Limitations of Internal Control Over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that:

1. Pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company.

2. Provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company.

3. Provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

A MEMBER
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•Audit •Forensic •Taxation •Financial • Business Advisory

Limitations of Internal Control over Financial Reporting

Because of its inherent limitations, internal control over financial reporting may not prevent or detect all misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate. The major limitations are:

a) Internal Control over Financial Reporting cannot provide absolute assurance due to its inherent limitations
b) it is a process that involves human diligence and compliance and is subject to lapses in judgment and breakdowns resulting from human failures
c) It can be circumvented by collusion or improper management override

Other Matter We also have audited, in accordance with the International Standards on Auditing, the financial statements for the year ended 31 December 2025 of Regency Alliance Insurance Plc and our report dated 13th July 2026, is expressed as an Unqualified Opinion.

INSTITUTE OF CHARTERED ACCOUNTANTS OF NIGERIA
ICAN
0139768

TUNDE FANIYI
FRC/2012/PRO/ICAN/004/00000000325
For: TAC Professional Services
(Chartered Accountants)

Lagos, Nigeria.
13 **July, 2026**

TAC Professional Services
• Chartered Accountants •

TAC Professional Services BN 2131535
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INDEPENDENT AUDITORS REPORT

TO THE MEMBERS OF REGENCY ALLIANCE INSURANCE PLC

Report on the Audited Financial Statements

Opinion

We have audited the consolidated financial statements **of Regency Alliance Insurance Plc ("the Company") and its subsidiaries (together "the Group")** which comprise the consolidated and separate statements of financial position as at 31 December 2025, and the consolidated and separate statements of profit or loss and other comprehensive income, the consolidated and separate statement of changes in equity and the consolidated and separate statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

In our opinion, these financial statements present fairly, in all material respects, the financial position of **Regency Alliance Insurance Plc ("the Company") and its subsidiaries (together "the Group")** as at 31 December 2025, and of the consolidated financial performance and consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs), and the requirements of the Companies and Allied Matters Act of Nigeria, Cap C20 LFN 2020, the Financial Reporting Council of Nigeria Amended Act 2023, the Nigerian Insurance Industry Reform Act, 2025 (NIIRA 2025) and relevant National Insurance Commission (NAICOM) guidelines and circulars.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the consolidated Financial Statements section of our report. We are independent of the group in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of Regency Alliance Insurance Plc in Nigeria, 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 judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key Audit Matter	How the matter was addressed in the audit
Actuarial valuation of insurance contract liabilities The Company has material insurance contract liabilities of ₦3.656billion (2024: ₦5.027billion) representing 59% (2024: 64%) of the Company's total liabilities. Actuarial valuation of these insurance contract liabilities, including reinsurance contract assets is an area that involves significant assumptions and judgment over uncertain future outcomes and therefore was an area of significance to our audit. Economic assumptions such as discount rates, time value of money, risk adjustment for non-financial risk involve significant judgement which are applied in setting these assumptions and small changes in a number of these key assumptions could have a material impact on the calculation of the liabilities. Insurance contract liabilities, related accounting policies and significant judgments and assumptions are disclosed in Notes 8 (Reinsurance contract assets and Insurance contract liabilities), 16 (Insurance contracts and insurance contract liabilities) and 5 (financial instruments) respectively to the financial statements.	**Our audit procedures included the following:** • We gained an understanding of the Company's IFRS 17 implementation process including the approach for classification of insurance contracts for the purpose of measuring insurance contract liabilities • Tested underlying support documentation for the inputs into the valuation of insurance contract liabilities. • We considered the appropriateness of the methodology and assumptions used in the valuation of the insurance contracts liabilities with reference to the Company's policies and the requirements of the relevant accounting standard. • We reviewed the qualitative and quantitative disclosures for appropriateness and reasonableness to ensure conformity with required guidelines of National Insurance Commission (NAICOM) and IFRS 17.

Going Concern

The consolidated financial statements have been prepared using the going concern basis of accounting. The use of this basis of accounting is appropriate unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so. As part of our audit of the consolidated financial statements, we have concluded that management's use of the going concern basis of accounting in the preparation of the consolidated financial statements is appropriate.

Management has not identified a material uncertainty that may cast significant doubt on the Group's ability to continue as a going concern, and accordingly none is disclosed in the consolidated financial statements. Based on our audit of the consolidated financial statements, we also have not identified such a material uncertainty. However, neither management nor the auditor can guarantee the Group's ability to continue as going concern.

Information Other than the Financial Statements and Audit Report thereon

The Directors are responsible for the other information. The other information comprises the information included in [the directors' report, chairman's statement, audit committee report, Value added statement and financial summary but does not include the consolidated financial statements and our audit report thereon.

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

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

The company's directors are responsible for the preparation and fair presentation of the consolidated financial statemens in accordance with International Financial Reporting Standards, and requirements of the Companies and Allied Matters Act of Nigeria, Cap C20 LFN 2020, the Financial Reporting Council of Nigeria Amendment Act, 2023, the Nigerian Insurance Industry Reform Act, 2025 (NIIRA 2025), and relevant National Insurance Commission (NAICOM) guidelines and circulars and for such internal control as the directors determine is necessary to enable the preparation of the consolidated financial statements that are free from material misstatements, whether due to fraud or error.

In preparing the consolidated financial statements, the directors are responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend 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 Consolidated Financial Statements

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Contravention of laws and regulations

As stated in note 48 of these financial statements, the company paid the sum of N15,512,000 (Fifteen Million, Five Hundred and Twelve Thousand naira only to National Insurance Commission (NAICOM), Nigerian stock Exchange (NGX) and Securities and exchange commissions during the year.

Report on Other Legal and Regulatory Requirements

As required by the Companies and Allied Matters Act of Nigeria, Cap C20 LFN 2020 we report to you, based on our audit, that:

1. we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
2. in our opinion proper books of account have been kept by the company, so far as appears from our examination of those books; and
3. The group's statement of financial position and profit and loss account are in agreement with the books of account.
4. The group financial statement is in compliance with the Nigerian Insurance Industry Reform Act, 2025 (NIIRA 2025).

INSTITUTE OF CHARTERED ACCOUNTANTS OF NIGERIA
ICAN
0139769

TUNDE FANIYI
FRC/2012/PRO/ICAN/004/00000000325
For: TAC Professional Services
(Chartered Accountants)

Lagos, Nigeria.
13 July, 2026

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

The following are the material accounting policies adopted by the Group in the preparation of these financial statements. These accounting policies have been consistently applied for all the years presented.

1.0 GENERAL INFORMATION

1.1 Reporting Entity

Regency Alliance Insurance Plc (''the Company'') was incorporated in Nigeria under the Companies and Allied Matters Decree 1990 as Regency Insurance Company Limited on the 16th day of June 1993 and was licensed by the National Insurance Commission (NAICOM) to underwrite all classes of Non-Life insurance business. On the 11th day of March 2005, the Group obtained license to underwrite Life Insurance business in addition to the Non-Life Insurance business thereby becoming a composite insurance Group. However, after a successful merger with three other companies in 2007, the Group's name was changed to Regency Alliance Insurance Plc.

The Group, which is listed on the Nigerian Stock Exchange, was registered and now licensed to underwrite all classes of Non-Life Insurance business risk associated with accident, fire, marine and oil and gas among others. The registered address of the Group is at 2, Ebun Street, Gbagada Lagos, Nigeria.

1.2 Going Concern

The financial statements of Regency Alliance Insurance Plc and its subsidiaries have been prepared on a going concern basis. The directors of the Group have a reasonable expectation that the group and the Group have adequate resources to continue in operational existence for the foreseeable future. The annual financial statement of the group for the year ended 31 December 2025 comprises the parent Group and its subsidiaries.

1.3 Principal Activities

Regency Alliance Insurance Plc. and its subsidiaries (the Group) are engaged in various business lines ranging from general accident insurance, oil/gas insurance, property leasing and investment and banking business.

The underwriting strategy adopted by the group attempts to ensure that the underwritten risks are well diversified in terms of type, amount of risk and industry.

The Group's principal activity continues to include risk management and claims advisory services to corporate and retail customers in Nigeria. The Group's insurance claims received prompt and effective services to all numerous clients and the Group takes all reasonable steps to ensure that it has appropriate information regarding its claims exposures. The investment portfolio of the Group ranges from financial instruments and subsidiaries.

1.4 Key Regulatory Reforms

(i) Nigerian Insurance Industry Reform Act (NIIRA)

The Nigerian Insurance Industry Reform Act (NIIRA) was enacted to strengthen the regulatory framework of the insurance sector in Nigeria, enhance policyholder protection, promote market stability, and improve transparency and corporate governance within the industry. The Act empowers the National Insurance Commission (NAICOM) to supervise and regulate insurance and reinsurance businesses, set prudential guidelines, enforce solvency and capital adequacy requirements, and ensure compliance with industry standards.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

Under the NIIRA Act, insurance companies are required to maintain adequate capital and solvency margins, comply with risk management and corporate governance provisions, and submit periodic statutory returns and financial statements to NAICOM. The Act specifies that effective 31 July 2026, the minimum capital for insurance companies be as follows: Non-life N15bn, Life N10bn, Reinsurance N35bn. The Act also provides for intervention measures, including sanctions and corrective actions, where insurers fail to meet regulatory requirements.

The Company has complied with the relevant provisions of the NIIRA Act during the reporting period and continues to monitor regulatory developments to ensure ongoing compliance.

(ii) Nigerian Tax Act (NTA)
During the reporting period, the Nigeria Tax Act, 2025 (“the Act”) was signed into law as part of a comprehensive tax reform package intended to modernise and unify the Nigerian tax framework and broaden the tax base. The Act consolidates and repeals several existing tax statutes, introduces new tax concepts and incentives, expands tax administration requirements, and is effective from 1 January 2026.

Management has assessed the potential impact of the new tax legislation on the measurement of current and deferred tax balances in accordance with IAS 12 Income Taxes. Where applicable, the effects of the legislation have been considered in the recognition and measurement of tax assets and liabilities. The Company continues to monitor the implementation of the Act and associated guidance to ensure ongoing compliance with Nigerian tax Laws

1.5 Authorisation For Issue

The consolidated financial statements, including the assets and liabilities of the Group and its Subsidiaries, and were approved for issue by the Board on 13th July 2026.

2.0. <u>Basis of Preparation</u>

2.1 Statement of Compliance with International Financial Reporting Standards

The consolidated and separate financial statements of the group have been prepared in accordance with and comply with International Financial Reporting Standards (IFRSs), as issued by the International Accounting Standards Board (IASB) and adopted by the Financial Reporting Council of Nigeria.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

Statement of compliance

The consolidated and separate financial statement of the group comply with, International Financial Reporting Standards (IFRS), Companies and Allied Matters Act CAP C20 LFN 2004, Financial Reporting Council Act 2011, Investment and Securities Act 2007, Nigerian Insurance Industry Reform Act 2025, relevant National Insurance Commission (NAICOM) guidelines and circulars, the Bank's and Other Financial Institutions Act of Nigeria, and relevant Central Bank of Nigeria circulars to the extent that these laws are not in conflict with the requirement of IFRS.

This is the first set of the Group's annual financial statements in which IFRS 17 Insurance Contracts and IFRS 9 Financial Instruments have been applied. The related changes to material accounting policies are described in note 2.4

2.2 Basis of Measurement

These financial statements have been prepared on the historical cost basic except for the following:

- non-derivative financial instruments designated at fair value through profit or loss.
- Financial assets are measured at fair value in line with IFRS 9
- Land and building (included in property and equipment) which are measured at fair value through other comprehensive income;
- Investment properties which are measured at fair value.
- Insurance liabilities measured at present value of future cashflows
- Financial Liabilities are measured at amortised cost

2.1 Critical Accounting Judgment, Estimates and Assumptions

The preparation of financial statements requires directors to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

These estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances.

The results of which forms the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates under different assumptions and conditions.
The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised, if their revision affects only that period or if their revision affects both current and future periods.
The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur. The Group disaggregates information to disclose major product lines namely, marine, property, personal accident insurance and liability reinsurance issued. This disaggregation has been determined based on how the Group is managed.

(a) Income tax

Significant estimates are required in determining the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain. The Group recognizes liabilities for anticipated tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions

(b) **Fair Valuation of Investment Properties**

The fair value of investment properties is based on the nature, location and condition of the specific asset. The fair value is determined by reference to observable market prices. The fair value of investment property does not reflect the related future benefits from this future expenditure. These valuations are performed annually by external appraisers. Assumptions are made about expected future cash flows and the discounting rates.

(c)Liability for remaining coverage (LRC) and Liability for Incurred claims (LIC)

The measurement of group's liability resulting from the insurance contracts that it issues requires a significant use of estimates and judgements. The group estimates the liability for future insurance contract obligations, taking into account the expected cash flows for fulfilling these contracts. This involves making assumptions about future claim payments, premium income, and discount rates. See note 3.30.8 for how the group recognises and measures these liabilities.

(c) Reinsurance contracts

The group assesses the impact of the reinsurance contracts that it holds on its financial statements, including estimating the expected recoveries from reinsurers. This involves evaluating the terms of reinsurance agreements, the creditworthiness of reinsurers, and the effect on the measurement of re-insurance contract assets and
liabilities. See note 3.30.14 for how the group recognises and measures reinsurance contracts.

(e,) Fulfillment Cash Flows

In estimating its liabilities and assets as it relates to insurance and reinsurance contracts, the group makes significant assumptions relating to the future cash flows that will arise from fulfilling insurance contracts considering variables such as claims experience, lapses, and policyholder behaviour. These estimates require judgment and are influenced by historical data and actuarial projections.

The group incorporates, in an unbiased way, all reasonable and supportable information that is available without undue cost or effort at the reporting date. This information includes both

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

internal and external historical data about claims and other experience, updated to reflect current expectations of future events. The estimates of future cash flows reflect the Group's view of current conditions at the reporting date, using market variables consistent with observable market prices, where applicable.

(a) Risk adjustment

In the measurement of risk adjustment, the group makes use of significant judgements including estimations, actuarial projections and historical data in determining a reasonable compensation for bearing non-financial risks as it relates to insurance contracts that its issues. It also employs similar assumptions and methodologies in
estimating the expected reinsurance portion or recoverable as it relates to risk adjustment. See note 3.30.10 for the company's policy regarding the determination and measurement of risk adjustment.

(b) Discount rates

The determination of appropriate discount rates to value future cash flows is critical in the application of IFRS 17. The group considers factors such as the time value of money, credit risks and illiquidity premiums in selecting its discount rates. Significant judgement is used by the group to ensure that the selected rates reflects the characteristics of the cashflows and the risks associated with insurance contracts. See note 3.30.9 for the Group's policy regarding discount rates used in assessing insurance and reinsurance contracts.

2.4 Changes in material accounting policies and disclosures

2.4.1 Material accounting policy information

These policies have been consistently applied by the Group to all years presented unless otherwise stated. Other accounting policies are presented as part of the respective note disclosures The Group and Company does not have changes in material accounting policies in the current annual reporting period.

2.4.2 New standards, interpretations and amendments effective from 1 January 2025

there are new or revised IFRS Accounting Standards and Interpretations in issue that are effective as at 1 January 2025. The directors have considered all of these IFRS Accounting Standards and Interpretations and found none to materially impact the Group's accounting policy and therefore do not expect any impact on the financial statements.

2.4.3 New standards, amendments and interpretations issued but not yet effective

There are new or revised IFRS Accounting Standards and Interpretations in issue that are not yet effective. The directors have considered all of these IFRS Accounting Standards and Interpretations and found none to be applicable to the business of the entity except for IFRS 18.

IFRS 18 will replace IAS 1 Presentation of Financial Statements and applies for annual periods beginning on or after 1 January 2027. The new accounting standard introduces the following key new requirements.

• Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

• Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
• Enhanced guidance is provided on how to group information in the financial statements.
In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.
The Group is still in the process of assessing the impact of the new accounting standard, particularly with respect to the structure of the Group's statement of profit or loss, the statement of cash flows and the additional disclosures required for MPMs. The Group is also assessing the impact on how information is grouped in the financial statements, including for items currently labelled as 'other

3.0 Material Accounting Policies

Material accounting policies are defined as those that are reflective of significant judgements and uncertainties and potentially give rise to different results under different assumptions and conditions.
The accounting policies set out below have been consistently applied to all periods presented in these financial statements.

3.1 Basis Of Consolidation

3.1.1 Business Combination

The Group accounts for business combinations using the acquisition method when control is transferred to the Group. In determining whether an acquired set of activities and assets is a business, the Group assesses whether the acquired set includes, at a minimum, an input and a substantive process that together significantly contribute to the ability to create outputs. The consideration transferred in the acquisition is generally measured at fair value, as are the identifiable net assets acquired. Any gain on a bargain purchase is recognised in profit or loss immediately. Transaction costs are expensed as they are incurred, unless they are related to the issue of debt or equity securities. The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in profit or loss.

Any contingent consideration is measured at fair value at the date of acquisition. If an obligation to pay contingent consideration that meets the definition of a financial instrument is classified as equity, then it is not remeasured and settlement is accounted for within equity. Other contingent considerations are measured at fair value at each reporting date and subsequent changes in the fair value of the contingent consideration are recognised in profit or loss.
If share-based payment awards (replacement awards) are required to be exchanged for awards held by the acquiree’s employees (acquiree’s awards), then all or a portion of the amount of the acquirer’s replacement awards is included in measuring the consideration transferred in the business combination. This determination is based on the market-based measure of the replacement awards compared with the market-based measure of the acquiree’s awards and the extent to which the replacement awards relate to pre-combination service.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

3.1.2 Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.
Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions (transactions with owners). Any difference between the amount by which the non- controlling interest is adjusted and the fair value of the consideration paid or received is recognized directly in equity and attributed to the Group
Inter- company transactions, balances and unrealized gains on transactions between Companies within the Group are eliminated on consolidation.

Unrealized losses are also eliminated in the same manner as unrealized gains, but only to the extent that there is no evidence of impairment. Accounting policies of the subsidiary has been changed where necessary to ensure consistency with the policies adopted by the Group. Investment in the subsidiary in the separate financial statements of the Company entity is measured at cost.

Acquisition - related costs are expensed as incurred
If the business combination is achieved in stages, fair value of the acquirer's previously held equity interest in the acquiree is re- measured to fair value at the acquisition date through profit or loss.

3.1.3 Disposal of subsidiaries

On loss of control, the Group derecognizes the assets and liabilities of the subsidiary, any controlling interests and the other components of equity related to the subsidiary. Any surplus or deficit arising on the loss of control is recognized in profit or loss. If the Group retains any interest in the previous subsidiary, then such interest is measured at fair value at the date that control is lost. Subsequently, that retained interest is accounted for as an equity, accounted investment or as a financial asset under the Amortized Cost or Fair Value Through Other Comprehensive Income category depending on business model intended and the level of influence retained.

3.1.4 Non-controlling interests (NCI)

NCI are initially measured at their proportionate share of the acquiree’s identifiable net assets at the date of acquisition. Changes in the Group’s interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

3.2 Foreign Currency Translation

The Nigerian Naira is the Group's functional and reporting currency. Foreign currency transactions are translated at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the exchange rate ruling at the reporting sheet date; the resulting foreign exchange gain or loss is recognized in profit or loss.
Unrealized exchange differences on non-monetary financial assets (investments in equity instruments) are a component of the change in their entire fair value and are recognised in equity **(translation reserve**). For a non-monetary financial asset held for trading or designated at fair value through profit or loss, unrealized exchange differences are recognized in profit or loss. For non-monetary financial investments available-for-sale, unrealized exchange differences are recorded in other comprehensive income and transfer to equity when the asset is sold or becomes impaired.

3.3 Cash and Cash Equivalents

Cash and cash equivalents include cash on hand and at bank, call deposits and short term highly liquid financial assets (including money market funds) with original maturities of less than three months, which are subject to insignificant risk of changes in their fair value, and are used by the Group in the management of its short-term commitments.
Cash and cash equivalents are carried at amortised cost in the statement of financial position. The carrying value is the cost of the deposit and accrued interest. The fair value of fixed interest bearing deposits is estimated using discounted cash flow techniques. Expected cash flows are discounted at current market rates for similar instruments at the reporting date.

IFRS 9 - Financial Instruments

(a) Initial recognition and measurement

Financial instruments are recognised initially when the Company becomes a party to the contractual provisions of the instrument.

All financial instruments are measured initially at their fair value plus transaction costs, except in the case of financial assets and financial liabilities recorded at fair value through profit or loss where transaction cost are expensed in the income statement.

The Group classifies financial instruments or their components parts, on initial recognition as a financial asset, a financial liability or an equity instrument in accordance with the substance of the contractual agreement. Classification depends on the purpose for which the financial instruments were obtained or incurred and takes place at initial recognition. Classification is re-assessed on annual basis.

Regular-way purchases and sales of financial assets are recognised on settlement date which is the date on which the Company commits to purchase or sell the asset. Financial instruments are initially measured at fair value plus transaction costs for all financial assets not carried at fair value through profit and loss. These transaction costs are expensed in the income statement.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

(c) Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date; for financial guarantee contracts, the exposure includes the amount drawn down as at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Bank's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Bank in accordance with the contract and all the cash flows that the Bank expects to receive, discounted at the original effective interest rate. For a lease receivable, the cash flows used for determining the expected credit losses is consistent with the cash flows used in measuring the lease receivable in accordance with IAS 17 Leases.

For a financial guarantee contract, as the Bank is required to make payments only in the event of a default by the debtor in accordance with the terms of the instrument that is guaranteed, the expected loss allowance is the expected payments to reimburse the holder for a credit loss that it incurs less any amounts that the Bank expects to receive from the holder, the debtor or any other party. If the Bank has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Bank measures the loss allowance at an amount equal to 12-month ECL at the current reporting date, except for assets for which simplified approach was used.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at FVTOCI, for which the loss allowance is recognised in other comprehensive income and accumulated in the investment revaluation reserve, and does not reduce the carrying amount of the financial asset in the statement of financial position

(c,) Derecognition of financial instruments

Previously recognised financial assets are derecognised when either the contractual rights to receive the cash flows from these assets have ceased to exist or the assets expire, or the Company transfers the assets such that the transfer qualifies for derecognition. The decision as to whether a transfer qualifies for derecognition is made by appllying a combination of risks, rewards and control tests.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

Collateral (shares and bonds) furnished by the Company under standard repurchase agreements and securities lending and borrowing transactions is not derecognised because the Company retains substantially all the risks and rewards on the basis of the predetermined repurchase price, and the criteria for derecognition are therefore not met.

Financial assets that are transferred to a third party but do not qualify for derecognition are presented in the statement of financial position as pledged assets, if the transferee has the right to sell or repledge them.

Derecognition of a financial liability occurs only when the obligation is extinguished. A financial liability is said to be extinguished when the obligation is discharged, cancelled or expired.

(d) Offsetting financial instruments

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

Hedge Accounting

The new general hedge accounting requirements retain the three types of hedge accounting mechanisms currently available in IAS 39. Under IFRS 9, greater flexibility has been introduced to the types of transactions eligible for hedge accounting, specifically broadening the types of instruments that qualify for hedging instruments and the types of risk components of non-financial items that are eligible for hedge accounting. In addition, the effectiveness test has been overhauled and replaced with the principle of an ‘economic relationship’. Retrospective assessment of hedge effectiveness is also no longer required. Enhanced disclosure requirements about a Company’s risk management activities have also been introduced.

(e) Financial assets

a) Classification and subsequent measurement

For the purpose of measuring a financial asset after initial recognition, IFRS 9 classifies financial assets into the following categories: at fair value through profit or loss; at fair value through other comprehensive income and at amortised cost.

The classification is based on the results of the Company’s business model test and the contractual cashflow characteristics of the financial assets. The category relevant to the Company as at 31 December 2025 are fair value through profit or loss; at fair value through other comprehensive income and at amortised cost. At initial recognition all assets are measured at Fair Value.

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i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are financial assets held for trading and those designated by the Company as at fair value through profit or loss upon initial recognition. Financial assets classified as held through profit or loss are those that have been acquired principally for the purpose of selling in the short term or repurchasing in the near term or held as part of a portfolio that is managed together for short-term profit.

Financial instruments included in this category are recognised initially at fair value; transaction costs are taken directly to profit or loss. Gains and losses arising from changes in fair value are included directly in profit or loss and are reported as 'Net gains/(losses) on financial assets classified as held for trading'. Interest income and expense and dividend income on financial assets held for trading are included in 'Discount and similar income' or 'Other operating income', respectively. Fair value changes relating to financial assets designated at fair value through profit or loss are recognised in 'Net gains from financial assets held for trading'.

ii) Amortised Cost

Except for financial assets that are designated at initial recognition as at fair value through profit or loss a financial asset is measured at amortised cost only if both of the following conditions are met:

a. the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows (the business model test) and

b. the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding (the contractual cash flows characteristics test).

If a financial asset satisfies both of these conditions, it is required to be measured at amortised cost unless it is designated as at fair value through profit or loss (FVTPL) on initial recognition

iii) Fair Value through other comprehensive income (FVTOCI)

Except for financial assets that are designated at initial recognition as at fair value through profit or loss, a financial asset is measured at fair value through other comprehensive income (FVTOCI) if both of the following conditions are met:

a. the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets (the business model test); and

b. the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding (the contractual cash flows characteristics test).

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

b) Impairment of financial assets

The impairment model under IFRS 9 reflects expected credit losses, as opposed to incurred credit losses under IAS 39. Under the impairment approach in IFRS 9, it is no longer necessary for a credit event to have occurred before credit losses are recognised. Instead, a Company always accounts for expected credit losses and changes in those expected credit losses. The amount of expected credit losses should be updated at each reporting date to reflect changes in credit risk since initial recognition.

The Company recognizes loss allowances for Expected Credit Losses (ECL) on the following financial instruments that are not measured at FVTPL:

Financial assets that are debt instruments, Lease receivables, Loan and advances to customers, Other Loans and receivables, Financial guarantee contracts issued; and Loan commitments issued. The Company measures expected credit losses and recognises interest income on risk assets based on the following stages:

Stage 1: Assets that are performing. If credit risk is low as of the reporting date or the credit risk has not increased significantly since initial recognition, the Company recognize a loss allowance at an amount equal to 12-month expected credit losses. This amount of credit losses is intended to represent lifetime expected credit losses that will result if a default occurs in the 12 months after the reporting date, weighted by the probability of that default occurring.

Stage 2: Assets that have significant increases in credit risk. In instances where credit risk has increased significantly since initial recognition, the Company measures a loss allowance at an amount equal to full lifetime expected credit losses. That is, the expected credit losses that result from all possible default events over the life of the financial instrument. For these debt instruments, interest income recognition will be based on the effective interest rate(EIR) multiplied by the gross carrying amount.

Stage 3: Credit impaired. For debt instruments that have both a significant increase in credit risk plus observable evidence of impairment

The Company's process to assess changes in credit risk is multi-factor and has three main elements;

I. Quantitative element, a quantitative comparison of PD at the reporting date and PD at initial recognition

II. Qualitative elements

III. Backstop indicators

For individually significant exposures such as corporate and commercial risk assets, the assessment is driven by the internal credit rating of the exposure and a combination of forward-looking information that is specific to the individual borrower and forward-looking information on the macro economy, commercial sector (to the extent such information has not been already reflected in the rating process). For other exposures, significant increases

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

in credit risk is made on a collective basis that incorporates all relevant credit information, including forward-looking macroeconomic information. For this purpose, the Company groups its exposures on the basis of shared credit risk characteristics.

Significant increase in credit risk: The Company decision on whether expected credit losses are based on 12-month expected credit losses or lifetime expected credit losses depends on whether there has been a significant increase in credit risk since initial recognition. An assessment of whether credit risk has increased significantly is made at each reporting date. When making the assessment, the Company uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses. This forms the basis of stage 1, 2 and 3 classification and subsequent migration. The Company applies qualitative and quantitative criteria for stage classification and for its forward and backward migration

i) Assets carried at amortised cost

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognised in income statement. If a financial instrument has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

The calculation of the present value of the estimated future cash flows of a collateralised financial asset reflects the cash flows that may result from disposal less costs for obtaining and selling the collateral, whether or not disposal is probable.

For the purposes of a collective evaluation of impairment, financial assets are grouped on the basis of similar credit risk characteristics (i.e. on the basis of the Company's grading process that considers asset type, industry, geographical location, collateral type, past-due status and other relevant factors). Those characteristics are relevant to the estimation of future cash flows for groups of such assets by being indicative of the debtors' ability to pay all amounts due according to the contractual terms of the assets being evaluated.

Future cash flows in a group of financial assets that are collectively evaluated for impairment are estimated on the basis of the contractual cash flows of the assets in the group and historical loss experience for assets with credit risk characteristics similar to those in the group. Historical loss experience is adjusted on the basis of current observable data to reflect the effects of current conditions that did not affect the period on which the historical loss experience is based and to remove the effects of conditions in the historical period that do not currently exist.

Estimates of changes in future cash flows for groups of assets are reflected and directionally consistent with changes in related observable data from period to period (for example, changes in employment rates, property prices, payment status, or other factors

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indicative of changes in the probability of losses in the group and their magnitude). The methodology and assumptions used for estimating future cash flows are reviewed regularly by the Company to reduce any differences between loss estimates and actual loss experience.

When a loan is uncollectible, it is written off against the related allowance for loan impairment. Such loans are written off after all the necessary procedures have been completed and the amount of the loss has been determined. Impairment charges relating to loans and advances to banks and loans and advances to customers are classified in 'impairment charge for credit losses' whilst impairment charges relating to investment securities (loans and receivables categories) are classified in 'Net gains/ (losses) on investment securities'.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor’s credit rating),

the previously recognised impairment loss is reversed by adjusting the allowance account. The amount of the reversal is recognised in profit or loss.

c) Reclassification of financial assets

Financial liabilities

Classification and subsequent measurement

The Company's holding in financial liabilities represents mainly 'due to banks', 'deposit from customers' and 'other liabilities'. These are all classified as financial liabilities measured at amortised cost. These financial liabilities are initially recognised at fair value and subsequently measured at amortised cost. Any difference between the proceeds net of transaction costs and the redemption value is recognised in the income statement over the period of the borrowing using the effective interest rate method.

Fees paid on the establishment of the liabilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalized as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

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The classification of the Company's financial instruments has been summarised in the table below:

<table>
<tr><th colspan="2">Category</th><th>Classes as Determine by the Group</th><th>Subclasses</th></tr>
<tr><td rowspan="13">Financial Assets</td><td>Financial Assets at fair value through profit or loss</td><td>Listed Securities</td><td>Quoted Equity</td></tr>
<tr><td rowspan="12">Amortized cost</td><td rowspan="4">Cash and bank balances/deposit with CBN</td><td>Cash</td></tr>
<tr><td>Statutory deposit with CBN</td></tr>
<tr><td>Current account</td></tr>
<tr><td>Bank Placement</td></tr>
<tr><td rowspan="3">Investment securities</td><td>FGN Treasury Bills</td></tr>
<tr><td>Corporate bonds</td></tr>
<tr><td>Tenor Deposit</td></tr>
<tr><td>Loan and advances</td><td>Staff loans/others loans</td></tr>
<tr><td rowspan="3">Other assets</td><td>Fees receivables</td></tr>
<tr><td>Intercompany</td></tr>
<tr><td>Other Receivables</td></tr>
<tr></tr>
<tr><td rowspan="4">Financial Liabilities</td><td rowspan="4">Financial liabilities at armotised cost</td><td rowspan="2">Insurance contract Liabilities</td><td>LIC</td></tr>
<tr><td>LRC</td></tr>
<tr><td>Trade payables</td><td>Other Creditors</td></tr>
<tr><td>Other liabilities</td><td>Accruals/Other Payables</td></tr>
</table>

Measurements

All financial instruments are measured initially at their fair value plus transaction costs, except in the case of financial assets and financial liabilities recorded at fair value through profit or loss where transaction costs are expensed in the income statement.

Amortised cost measurement

The amortised cost of a financial asset or liability is the amount at which the financial asset or liability is measured at initial recognition, minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between the initial amount recognised and the maturity amount, minus any reduction for impairment.

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Fair value measurement

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

At initial recognition, the best evidence of the fair value of a financial instrument is the transaction price (i.e. the fair value of the consideration paid or received), unless the fair value of that instrument is evidenced by comparison with other observable current market transactions in the same instrument, without modification or repackaging, or based on valuation techniques such as discounted cash flow models and option pricing models whose variables include only data from observable markets.

Subsequent to initial recognition, for financial instruments traded in active markets, the determination of fair values of financial assets and financial liabilities is based on quoted market prices or dealer price quotations. This includes listed equity securities and quoted debt instruments on major exchanges (for example, Nigerian Exchange Group (NGX) and Financial Markets Dealers Quotation (FMDQ)).

A financial instrument is regarded as quoted in an active market if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. If the above criteria are not met, the market is regarded as being inactive. Indications that a market is inactive are when there is a wide bid-offer spread or significant increase in the bid-offer spread or there are few recent transactions.

For all other financial instruments, fair value is determined using valuation techniques. In these techniques, fair values are estimated from observable data in respect of similar financial instruments, using models to estimate the present value of expected future cash flows or other valuation techniques, using inputs existing at the dates of the statement of financial position.

Forward-Looking Information

In the context of IFRS 9, is an enhanced information set that includes credit information pertaining to future developments (including for example macroeconomic developments).

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3.0 IFRS 17 Insurance Contracts

3.0.1 Key types of insurance contracts issued, and reinsurance contracts held

Non-Life Business - The Group issues non-life insurance to individuals and commercial businesses. Non-life insurance products offered include Motor, Property, Marine & Aviation, Bond, Engineering, Oil and Gas, fire and General Accident. These products offer financial protection to policyholder's assets and indemnification of other parties against financial loss prompted by the action of the policyholder.

The Group accounts for these contracts applying the principles underlying International Financial Reporting Standard (IFRS17) Insurance Contracts and other relevant International Account Standards(IAS). The Group also holds appropriate types of reinsurance contracts to mitigate risk exposure, including proportional and non-proportional facultative arrangements.

3.0.2 Definition and Classification of Insurance Contract

Products sold by the Group are classified as insurance contracts when the Group accepts significant insurance risk from a policyholder by agreeing to compensate the policyholder if a specified uncertain future event adversely affects the policyholder's finances.

The Group's accounting and financial assessment are made on a cohort basis and on a contract-by-contract basis at the contract issue date. In making this assessment, the Group considers all its substantive rights and obligations, whether they arise from contract, law or regulation.

The Group determines whether a contract contains significant insurance risk by assessing if an insured event could cause the Group to pay to the policyholder additional amounts that are significant in any single scenario with commercial substance even if the insured event is extremely unlikely or the expected present value of the contingent cash flows is a small proportion of the expected present value of the remaining cash flows from the insurance contract.

The Group does not issue any pure life insurance contracts or any life insurance contracts with direct participating features or any contract of insurance with investment component. The Group issues only non-life(General Business) insurance to individuals and commercial businesses.

3.0.3 Separating components from insurance and reinsurance contracts

The Group assesses its insurance and reinsurance products to determine whether they contain components which must be accounted for under another applicable IFRS rather than IFRS 17 (distinct non- insurance components). After separating any distinct components, the Group applies IFRS 17 to all remaining components of the (host) insurance contract on a cohort basis right from initial recognition and subsequent recognition until expiration of insurance service on the contract.

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Currently, the Group's products do not include distinct non insurance components such as investment components, goods and services, embedded derivatives that require separation.

3.0.4 Level of aggregation

Under IFRS 17 the Group determines a granular grouping of individual contracts for the purpose of measuring insurance contract liability and in the recognition of profitability. The Group identifies portfolios by aggregating insurance contracts that are subject to similar risks and managed together. In grouping insurance contracts into portfolios, the Group considers the similarity of risks rather than the specific labelling of product lines. The Group has determined that all contracts within each product line, as defined for management purposes, have similar risks. Therefore, when contracts are managed together, they represent a portfolio of contracts. The Group's insurance contracts portfolios are disaggregated into annual cohorts or cohorts of periods that are not more than one year apart. Limiting groups to contracts issued within one year or less apart improves the transparency of profitability to be reported in the Group's set of financial statements.

Each portfolio is subdivided into groups of contracts to which the recognition and measurement requirements of IFRS 17 are applied.

At initial recognition, the Group segregates contracts based on when they were issued. A cohort contains all contracts that were issued within a 12-month period. Each cohort is then further disaggregated into three groups of contracts:

• Contracts that are onerous on initial recognition

• Contracts that, on initial recognition, have no significant possibility of becoming onerous subsequently

• Any remaining contracts

For short term contracts accounted for applying the PAA, the Group determines that its contracts are not onerous on initial recognition, unless there are facts and circumstances indicating otherwise. As IFRS 17 does not define what "facts/circumstances" entail; the following are considered on their impact on expected cashflows and resulting profitability

- Significant changes in external conditions including economic or regulatory changes.

- Changes to the organization or processes

- Changes in underwriting and pricing strategies

- Trends in experience and expected variability in cashflows

All the Group's short-term contracts currently held have been assessed as having no possibility of becoming onerous. In subsequent periods, non-onerous contracts are re-assessed based on the likelihood of prevailing facts and circumstances leading to significant possibility of becoming onerous.

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3.0.5 Reinsurance contracts held

Reinsurance contracts held(loss-occurring reinsurance contracts) are for one year or less. For Risk-attaching reinsurance contracts, the Group reasonably expects that the resulting measurement of the assets for remaining coverage would not differ materially from the result of applying the accounting policies that are the same as the underlying the measurement model for the insurance contracts they protect. Reinsurance contracts are assessed for aggregation on an individual contract basis and are assessed separately from insurance contracts. The smallest unit of account is a reinsurance contract, even where this contract covers more than one type of insurance product. However, there are cases where a reinsurance contract covers separate and identifiable product lines which are only included in the same legal document for administrative convenience. These contracts have been separated into its different components.

3.0.6 Recognition of Insurance Contracts

An insurance contract issued by the Group is recognised from the earliest of:

- the beginning of its coverage period (i.e. the period during which the Group provides services in respect of any premiums within the boundary of the contract);
- when the first payment from the policyholder becomes due or, if there is no contractual due date, when it is received from the policyholder; and
- when facts and circumstances indicate that the contract is onerous.

3.0.7 Contract Boundaries

The Group 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 Group can compel the policyholder to pay the premiums, or in which the Group has a substantive obligation to provide the policyholder with insurance contract services. A substantive obligation to provide insurance contract services ends when:

• The Group has the practical ability to reassess the risks of the particular policyholder and, as a result, can set a price or level of benefits that fully reflects those risks Or;

Both of the following criteria are satisfied:

• The Group has the practical ability to reassess the risks of the portfolio of insurance contracts that contain the contract and, as a result, can set a price or level of benefits that fully reflects the risk of that portfolio.

• The pricing of the premiums up to the date when the risks are reassessed does not take into account the risks that relate to periods after the reassessment date

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

3.0.8 Measurement of insurance contracts issued.

a Initial Measurement- Premium Allocation Approach (PAA)

At initial recognition, the Group measures the carrying amount of the liability for remaining coverage (LRC) as the premiums received on initial recognition minus any insurance acquisition cashflows allocated to the group of contracts at that date and adjusted for any amount arising from derecognition of any assets or liabilities previously recognized for cash flows related to the group(including assets for insurance acquisition cashflows). The Group has not chosen to expense insurance acquisition cashflows when they are incurred.

Subsequently , the carrying amount of the LRC is increased by any premiums received and the amortization of insurance acquisition cashflows recognized as expenses and decreased by amount recognized as insurance revenue for services provided and any additional insurance acquisition cashflows allocated after initial recognition. On initial recognition the Group expects that the time between providing part of the services, and the related premium due date is not more than a year.

b Subsequent Measurement-Premium Allocation Approach (PAA)

In estimating the total future fulfilment cash flows, the Group distinguishes between those relating to already incurred claims and those relating to future service.

At the end of each reporting period, the carrying amount of the group of insurance contracts will reflect a current estimate of the liability for remaining coverage (LRC) as at that date and a current estimate of the liability for incurred claims (LIC).

(i) Liability for Remaining Coverage

The LRC represents the Group’s obligation to investigate and pay valid claims under existing contracts for insured events that have not yet occurred, amounts that relate to other insurance contract services not yet provided (i.e. provision of investment-return and investment-related services) and investment components and other amounts not related to insurance contract services that have not yet been transferred to the LIC.

When applying the PAA, the Group does not discount the liability for remaining coverage to reflect the time value of money and financial risk for its non-life policies with a coverage period of one year or less.

The Group measures the liability for remaining coverage at each subsequent reporting date as follows: Sum of:

(a) Previous carrying amount,

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(b) Premium received in the period

(c) Amortization of insurance acquisition cashflows

Less:

(d)Capitalized insurance acquisition cashflows

(e)insurance revenue recognized and

(f) investment paid or transferred to the liability for incurred claims

(ii) Liability for Incurred claims (LIC)

The LIC includes the Group's liability to pay valid claims for insured events that have already incurred, other incurred insurance expenses arising from past coverage service and the liability for claims incurred but not yet reported. It also includes the Group's liability to pay amounts the Group is obliged to pay the policyholder under the contract. This includes repayment of investment components, when a contract is derecognized. The current estimate of LIC comprises the fulfilment cash flows related to current and past service allocated to the group at the reporting date.

For those claims that the Group expects to be paid within one year or less from the date of occurrence, the Group does not adjust future cash flows for the time value of money and the effects of financial risks.

However, claims expected to take more than one year to settle are discounted applying the discount rate at the time the incurred claim is initially recognized.

3.0.9 Discount Rate

In line with IFRS17(59) (B), IAS8(36) the Group adjusts the measurement of the liability for incurred claims(LIC) for the impact of the time value of money and other financial risk of the claims not settled within 12 months, time value of money is measured separately from expected future cash flows with changes in financial risks recognized in profit or loss at the end of each reporting period and the Group has elected an accounting policy to present the time value of money separately in profit or loss and other comprehensive income. The Group measures the time value of money using discount rates that reflect the liquidity characteristics of the insurance contracts and the characteristics of the cash flows, consistent with observable current market prices. They exclude the effect of factors that influence such observable market prices but do not affect the future cash flows of the insurance contracts (e.g., credit risk). "

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For all insurance contracts the Group agrees to adopt the Premium allocation approach in which determined interest rate (locked in rate) is used to calculate the present value of future cashflows at the date of initial recognition of the group of insurance contracts in line with IFRS17 Para B72b. The locked -in interest rates is used for accreting interest rate accruing

on the value of the contracts at initial recognition and loss components changes because of changes in Fulfilment Cashflow (FCF) that relate to future years' service.

To derive the current discount rates which are judged to be used for the contracts cashflows, the Group uses the bootstrap approach' to estimate discount rates starting from a risk-free rate of assets (high quality bonds) with similar characteristics as the underlining liability cashflows plus an illiquidity premium where applicable. Risk free rates are determined by reference to the yield highly liquid FGN Bonds.

Average fixed locked-in rate is used for the group of insurance contracts issued over the 12 months cohort period, where the average fixed locked in rate is taken to be the simple arithmetic mean or geometric mean. The illiquidity premium is determined by reference to observable market rates, including sovereign debt, corporate debt and market swap rates. The Group shall adopt the Nigeria Actuarial Society committee discount rates as published on its website or on the NAICOM website whenever available.

3.0.10 Risk adjustment (RA) for non-financial risk

The risk adjustment measures the compensation the Group would require for bearing the uncertainty about the amount and timing of cash flows arising from insurance contracts, other than those relating to financial risk. The Group chooses a technique which aligns with the principles of risk adjustment and disclose significant judgement which has been made in determining the risk adjustment and the equivalent confidence level utilized, REGENCY has SLA that enhances prompt claim settlement except when circumstances warranted such delay. Amount recoverable from risk adjustment is recognised in the financial statement.

For the purpose of the financials bootstrap approach was adopted in determining the risk adjustment margin. A confidence level of the 75th percentile was adopted to be 7.94%.

3.0.11 PAA Eligibility Calculation and Materiality

The Group determine that its businesses satisfy the criteria for adopting the use of the simplified measurement model(PAA) as follows:

(a) That such simplification would produce a measurement of the liability for remaining coverage that would not differ materially from that produced applying the General Model; or

(b) That the coverage period of each contract in the group is one year or less.

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In determining the level of materiality, the Group has taken a view that if the total volume of premiums in a cohort of contracts with coverage period of more than one year is less than 10%, then this would be deemed as immaterial to the justification of using the implied measurement model PAA- statistically insignificant in line with paragraph 5.2.2 of Guidance note on IFRS17 issued by NAICOM.

The Group has opted to test the PAA eligibility for the entire group (population) of contracts instead of just a sample within the population of insurance contracts, using a quantitative assessment approach involving application of simplified mathematical approach.

Eligibility Test Results for the year 2025 by cohort and line of homogenous businesses

	Count		Premium	
Class of Business	**Count <=365**	**Count >365**	**Premium <=365**	**Premium >365**
Motor	99.75%	0.25%	99.69%	0.31%
Gen Accident	99.44%	0.56%	99.80%	0.20%
Fire	93.72%	6.28%	98.91%	1.09%
Engineering	95.94%	4.06%	97.62%	2.38%
Marine	98.33%	1.67%	99.05%	0.95%
Oil & Gas	95.42%	4.58%	88.39%	11.61%
Bond	81.08%	18.92%	93.29%	6.71%
Aviation	99.65%	0.35%	99.57%	0.43%
Employee Liability	100.00%	0.00%	100.00%	0.00%
Total	**97.81%**	**2.19%**	**95.52%**	**4.48%**

The total proportion of premium volume and count for contracts issued with coverage periods more than one year in 2024 was about 2.25% and 3.92% respectively, whilst over 96.08% of premium volume were for contracts issued for coverage periods of one year or less. One class Oil & Gas class has about 10% of the total gross premium written for that class constitutes a relatively not too significant amount to the company's total portfolio volume of premium exposure of NGN7.23bn to be for coverage period of one year or more. The contribution of the liabilities to the one class is less than 10% of the discounted portfolio liability on PAA approach.

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3.0.12 Insurance acquisition cash flows

In line with IFRS17(59)(a), 97(c) the Group chooses to amortize acquisition cashflows over the contracts' coverage period, provided that the coverage period of each contract in the group at initial recognition is no more than one year. The Group includes insurance acquisition cash flows in the measurement of a group of insurance contracts if they are directly attributable to either the individual contracts in a group, the group itself or the portfolio of insurance contracts to which the group belongs.

The Group estimates, at a portfolio level, insurance acquisition cash flows not directly attributable to the group but directly attributable to the portfolio. The Group then allocates them to the group of newly written and renewed contracts on a systematic and rational basis

The Group applies judgement in determining the inputs used in the methodology to systematically and rationally allocate insurance acquisition cash flows to groups of insurance contracts. This includes judgements about whether insurance contracts are expected to arise from renewals of existing insurance contracts and, where applicable, the amount to be allocated to groups including future renewals and the volume of expected renewals from new contracts issued in the period.

In the current and prior years, the Group did not allocate any insurance acquisition cash flows to future groups of insurance contracts, as it did not expect any renewal contracts to arise from new contracts issued in the period.

In the current and prior year, the Group did not identify any facts and circumstances indicating that the assets may be impaired.

3.0.13 Changes in fulfilment cash flows

At the end of each reporting period, the Group updates the fulfilment cash flows for both LIC and LRC to reflect the current estimates of the amounts, timing and uncertainty of future cash flows, as well as discount rates and other financial variable.

The Group has an accounting policy choice which calculates changes in fulfilment cash flows at the end of a reporting period for changes in non-financial assumptions, changes in discount rates and financial assumptions. The Group first calculates the changes in discount rates and financial assumptions on the fulfilment cash flows (as expected at the beginning of the period) and then calculate changes on those cash flows from the change in non-financial assumptions.

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Experience adjustments are the difference between:

- The expected cash flow estimates at the beginning of the period and the actual cash flows for premiums received in the period (and any related cash flows paid such as insurance acquisition cash flows and insurance premium taxes)
- The expected cash flow estimates at the beginning of the period and the actual incurred amounts of insurance service expenses in the period (excluding insurance acquisition expenses).

Experience adjustments relating to current or past service are recognized in profit or loss. For incurred claims (including incurred but not reported) and other incurred insurance service expenses, experience adjustments always relate to current or past service. They are included in profit or loss as part of insurance service expenses.

3.0.14 Onerous Contracts

If at any time during the coverage period, facts and circumstances indicate that a group of insurance contracts is onerous, then the Group determines the loss component and recognizes the loss immediately. The Group considers an insurance contract to be onerous if the expected fulfilment cash flows allocated to the contract, less any previously recognized acquisition cash flows and any cash flows arising from the contract at the date of initial recognition in total result in a net cash outflow.

The Group conducts the onerosity assessment on a portfolio level by assessing future expected cash flows on a probability-weighted basis including a risk adjustment for non-financial risk. Contracts expected on initial recognition to be loss-making are grouped together and such groups are measured and presented separately.

Once contracts are allocated to a group, they are not re-allocated to another group, unless they are substantively modified. For contracts that are measured under PAA, the assumption is that there are no onerous contracts at initial recognition, unless facts and circumstances indicate otherwise. If the measurement of the LIC results in a loss-making group, this does not translate to the LRC being onerous. In this case, the group will be assessed as to whether its LRC will be similar to the incurred experience and hence considered to be onerous. For

example, actions taken to improve profitability on the motor portfolio which is loss-making (in 2024) may indicate that the LRC will have a different loss experience.

If facts and circumstances indicate that a group of contracts is onerous during the coverage period, the onerous liability is calculated as the difference between:

(a) the carrying amount of the liability for remaining coverage; and

(b) the FCF that relates to remaining coverage similar to what is needed under the GMM.

This difference is recognized as a loss and shall increase the liability for remaining coverage.

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3.0.14 Measurement of Reinsurance Contracts Held

(a)Recognition

Proportional reinsurance contracts held will be first recognized on the later of the beginning of the coverage period of the reinsurance contract or the date that the first underlying insurance contract in the treaty is initially recognized.

For example, if we enter a surplus fire reinsurance contract on 1 January 2024 and the first fire insurance policy in the treaty is written in February 2024, then the date of recognition of the surplus reinsurance contract will be February 2024. Though the contract agreement is in place in January, cashflows on the contract don't start until February.

Non-Proportionate reinsurance coverage will be recognized at the beginning of the coverage period of the contract.

(b)Reinsurance contracts held measured under the PAA.

The Group applies the same accounting policies to measure its group of reinsurance contracts, adapted where necessary to reflect features that differ from those of insurance contracts. Reinsurance contracts held are generally assets, rather than liabilities. They are separate from underlying insurance contracts; however, they correspond with them. To ensure that the impact of reinsurance is smoothened out over the period of the underlying contracts, the Group has a policy to recognizing reinsurance contract held over the coverage period as each underlying contract is recognized. If a loss-recovery component is created for a group of reinsurance contracts measured under the PAA, then the Group adjusts the carrying amount of asset for remaining coverage instead of adjusting CSM (irrelevant under PAA).

All reinsurance contracts with contract boundaries not exceeding one year are automatically considered to meet PAA eligibility. Most of the Group's Surplus reinsurance contracts are immediately eligible for PAA as they are written on a clean-cut basis. At the end of the period, the reinsurer withdraws from the contract, and the reinsurance held portfolio (including outstanding recoveries and ceded portion of unexpired premiums) is transferred to a new reinsurer.

A smaller number of surplus reinsurance contracts and all Facultative contracts are written on an underwriting year basis. This basis extends the contract boundary beyond one year as coverage of contracts ceded to the treaty may continue even after the underwriting year has ended.

The Group incurs incremental administrative costs that are insurance services expenses, namely cashflows that relate directly to the fulfilment of the underlying insurance contracts issued and are to be included in the measurement of the reinsurance contracts assets. The Group treats the actual incurred cost as insurance service expense. Where the reinsurance contracts held covers a group of onerous underlying insurance contracts, the Group adjusts

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the carrying amount of the asset for remaining coverage and recognizes a gain when, in the same period, it reports a loss on initial recognition of an onerous group of underlying insurance contracts or on addition of onerous underlying insurance contracts to a group. The recognition of this gain results in the recognition for the loss recovery component of the asset for the remaining coverage of a group of reinsurance contracts held.

(c). Methods of Presenting Reinsurance Premiums and Recoveries from Reinsurance Contracts Held

For reinsurance contracts held, in line with IFRS17.86, the company has accounting policy of presenting income or expenses from reinsurance contracts held (other than insurance finance income or expenses) as separate amounts: the amounts recovered from the reinsurer and allocation of the premiums paid. Both the recovered amount and the allocated premiums paid together should give a net amount equal to the equivalent single amount option. The allocation of premium paid is not used as a reduction to premium revenue for the reinsurance contracts held.

(d)Accounting for Fixed Commissions by the Reinsurer

The Group treats ceding commission that are not contingent on claims as a reduction in premiums. Reinsurance Contracts may include fixed ceding commission payable to the Group.

3.0.15 Modification and Derecognition

The Group derecognizes the original contract and recognizes the modified contract as a new contract, if the terms of insurance contracts are modified and the following conditions are met:

- If the modified terms were included at contract inception and the Group would have concluded that the modified contract:
- Is outside of the scope of IFRS 17
- Results in a different insurance contract due to separating components from the host contract
- Results in a substantially different contract boundary
- Would be included in a different group of contracts.
- The original contract met the definition of an insurance contract with direct participating features, but the modified contract no longer meets the definition.
- The original contract was accounted for applying the PAA, but the modified contract no longer meets the PAA eligibility criteria for that approach.

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If the contract modification meets any of the conditions, the company performs all assessments applicable at initial recognition, derecognizes the original contract and recognizes the new modified contract as if it was entered for the first time.

If the contract modification does not meet any of the conditions, the Group treats the effect of the modification as changes in the estimates of fulfilment cash flows.

For insurance contracts accounted for applying the PAA, the Group adjusts insurance revenue prospectively from the time of the contract modification.

The Group derecognizes an insurance contract when, and only when the contract is:

- Extinguished (when the obligation specified in the insurance contract expires or is discharged or cancelled)
- Modified and the derecognition criteria are met.

When the Group derecognizes an insurance contract from within a group of contracts, it:

- Adjusts the fulfilment cash flows allocated to the group to eliminate the present value of the future cash flows and risk adjustment for non-financial risk relating to the rights and obligations that have been derecognized from the group.

When the Group transfers an insurance contract to a third party and that results in derecognition, the Group adjusts the CSM of the group from which the contract has been derecognized for the difference between the change in the carrying amount of the group caused by the derecognized fulfilment cash flows and the premium charged by the third party for the transfer.

When the Group derecognizes an insurance contract due to modification, it derecognizes the original insurance contract and recognizes a new one.

3.0.16 Presentation

The Group has presented separately in the Group's statement of financial position the carrying amount of portfolios of insurance contracts that are assets and those that are liabilities, and the portfolios of reinsurance contracts held that are assets and those that are liabilities.

The Group disaggregates the amounts recognized in the consolidated statement of profit or loss and other comprehensive income into an insurance service result sub-total that comprises insurance revenue and insurance service expenses and, separately from the insurance service result, the 'net insurance finance income or expenses' sub-total. The Group has voluntarily included the net insurance finance income or expenses line in another sub- total: net insurance and investment result, which also includes the income from all the assets backing the Group's insurance liabilities.

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The Group includes any assets for insurance acquisition cash flows recognized before the corresponding groups of insurance contracts are recognized in the carrying amount of the related portfolios of insurance contracts issued.

3.0.17 Insurance Revenue

When applying the PAA, the Group recognizes insurance revenue for the period based on the passage of time by allocating expected premium receipts including premium experience adjustments to each period of service.

At the end of each reporting period, the Group considers whether there was a change in facts and circumstances indicating a need to change, on a prospective basis, the premium receipt allocation due to changes in the expected pattern of claim occurrence.

3.0.18 Insurance service expenses

Insurance service expenses arising from insurance contracts issued are recognized in the profit or loss generally as they are incurred. The company's insurance expenses comprise:

- Incurred claims and other insurance service expenses Changes in the LIC related to claims and expenses incurred in the period excluding repayment of investment components. (if any)
- Changes in the LIC related to claims and expenses incurred in prior periods (related to past service)
- Other directly attributable insurance service expenses incurred in the period. This includes technical salaries and wages and 30% of other administrative expenses.
- Insurance acquisition cash flows, which is recognized when incurred.
- Loss component of onerous groups of contracts initially recognized in the period.

3.0.19 Net expenses from reinsurance contracts held.

The Group presents income or expenses from a group of reinsurance contracts held and reinsurance finance income or expenses in profit or loss for the period separately. Income or expenses from reinsurance contracts held are split into the following two amounts:

- Amount recovered from reinsurers.
- An allocation of the premiums paid.

The Group presents cash flows that are contingent on claims as part of the amount recovered from reinsurers. Ceding commissions that are not contingent on claims of the underlying contracts are presented as a deduction in the premiums to be paid to the reinsurer which is then allocated to profit or loss.

The Group establishes a loss recovery component of the asset for the remaining coverage for a group of reinsurance contracts held. This depicts the recovery of losses recognized on the initial recognition of an onerous group of underlying insurance contracts or on addition of

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onerous underlying insurance contracts to a group the loss recovery component is then adjusted to reflect:

• Reversals of loss recovery component to the extent those reversals are not changes in the fulfilment cash flows of the group of reinsurance contracts held.

• Allocations of the loss recovery component against the amounts recovered from reinsurers reported in line with the associated reinsured incurred claims or expenses.

3.0.20 Insurance finance income and expenses

Insurance finance income or expenses present the effect of the time value of money and the change in the time value of money, together with the effect of financial risk and changes in financial risk of a group of insurance contracts and a group of reinsurance contracts held.

3.0.21 Presentation for insurance finance income and expenses

The Group has an accounting policy choice to present all the period's insurance finance income or expenses in profit or loss or to split the amount between profit or loss and other comprehensive income (OCI). When considering the choice of presentation of insurance finance income or expenses, the Group examines the assets held for that portfolio and how they are accounted for. Currently the Group present all the period 's insurance finance income and expenses in profit or loss. The Group does not write participating contracts and does need to reassess its accounting policy choice in respect of such policies.

The inclusion of forward-looking information along with traditional past due (realized, historical) information is considered to produce comprehensive credit risk information.

The inclusion of forward-looking information is a distinctive feature of an IFRS 9 ECL model. Incorporating economically stressed states of the world and their potential impact on credit performance is critical for the timely recognition of credit losses.

3.5 Trade Receivable

Trade, reinsurance and other receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Discounting is omitted where the effect of discounting is immaterial.

Individually significant receivables are considered for impairment when they are past due or when other objective evidence is received that a specific counterparty will default. Trade receivables arising from insurance contracts are stated after deducting allowance made for specific debts considered doubtful of recovery. Impairment of trade receivables are presented within other operating expenses.

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Trade and Other receivables amounts are short-term. The net carrying value of trade receivables is considered a reasonable approximation of fair value. Trade receivables are reviewed at every reporting period for impairment.

Trade receivables on insurance contract include amount due from agents, brokers, and co-insurance and insurance contract holders.

The Group adopts the 'No Premium, No Cover' policy in respect of Insurance Contract. Insurance covers are only granted on receipt of full premium in advance or full premium notification (credit note) from a licensed Insurance Broker. Full premium notification (credit note) shall subsist for a period of 30days.

Any premium not received, in respect of premium notification, after 30days is fully impaired and the cover cancelled. Hence no impairment was recognized

3.6 Other Receivables and Prepayments

Other receivable and prepayment are stated after deductions of amount considered impairment losses. These are loans and receivables other than investment securities, insurance trade receivables and reinsurance assets. When a debt is deemed not collectable, it is written off against the related impairment or directly to profit or loss account to the extent not previously provided for. Any subsequent recovery of written –off impairment is credited to profit or loss.
Prepayments represent prepaid expenses and are carried at cost less amortisation expenses in profit or loss.

3.7 Investment in Subsidiary

In the separate financial statements of Regency Alliance Insurance Plc, investment in subsidiary is accounted for at cost less impairment.

The financial statements of subsidiaries are consolidated from the date the Group acquires control, up to the date that such effective control ceases. For the purpose of these financial statements, subsidiaries are entities over which the Group, directly or indirectly, has the power to govern the financial and operating policies so as to obtain benefits from their activities. Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions (transactions with owners). Any difference between the amount by which the non-controlling interest is adjusted and the fair value of the consideration paid or received is recognized directly in equity and attributed to the Group

Inter-company transactions, balances and unrealized gains on transactions between Companies within the Group are eliminated on consolidation. Unrealized losses are also eliminated in the same manner as unrealized gains, but only to the extent that there is no evidence of impairment.

On loss of control, the Group de-recognizes the assets and liabilities of the subsidiary, any controlling interests and the other components of equity related to the subsidiary. Any surplus or deficit arising from the loss of control is recognized in income statement.

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If the Group retains any interest in the previous subsidiary, then such interest is measured at fair value at the date that control is lost. Subsequently, that retained interest is accounted for as an equity-accounted investee or as fair value through other comprehensive income financial asset depending on the level of influence retained.

3.8 Inventory

Inventories are stock of tracker devices used to track down vehicles that are held for sale in the ordinary course of business of the group. They are initially recognized at cost. The cost comprises of actual purchase price and cost of freight.
The group uses First in First Out (FIFO) method for valuation purpose.

3.8.1 Measurement

In line with IAS 2, the group has elected to measure inventories at the lower of cost and net realizable value. The cost include purchase cost net of trade discounts received, costs of conversion other costs incurred in bringing the inventories to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of conversion and selling expenses. Allowance is made for obsolete, slow moving or defective items where appropriate.

3.9 Intangible Assets

3.9.1 Goodwill

Goodwill is measure at cost less recognised impairment.
Goodwill arises on the acquisition of a subsidiary Group or the acquisition of a business. It represents the excess of the cost of an acquisition over the Group's share of the fair value of the identifiable net assets of the subsidiary or business at the date of acquisition. Goodwill is not amortised. But tested annually for impairment. The gain or loss on the disposal of a subsidiary or business includes the carrying amount of goodwill attribute to the entity or business sold.
Goodwill is not recognised when an interest in an existing subsidiary is increased. The difference between the cost of the acquisition and the minority interest acquired is accounted for directly in equity. When an interest in an existing subsidiary is decreased without a loss of control, the difference between the proceeds received and the share of the net assets disposed of, including an appropriate portion of the related goodwill is accounted for directly in equity.
For impairment purposes, the carrying amount of goodwill is allocated to cash generating units (CGU), reviewed annually for impairment and written down where this is considered necessary. The carrying value of the CGU containing the goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs of disposal. Any impairment is recognised immediately as an expense in the statement of comprehensive income and is not subsequently reversed.
Goodwill in respect of associates and joint ventures is included in the carrying amount of investments in associates and joint ventures. For impairment purposes each investment is tested for impairment individually and goodwill is not tested separately from the investment in associates and joint ventures, nor is any impairment allocated to any underlying assets.

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3.9.2 Purchased and Developed Computer Software

The Group recognises computer software acquired as intangible asset.
Software acquired by the Group is stated at cost less accumulated amortisation and accumulated impairment losses. Acquired intangible assets are recognised at cost on

acquisition date and are to be amortised for the period of five years using straight-line method.
Subsequent to initial recognition, these assets are carried at cost less accumulated amortization and impairment losses in value, where appropriate.

Subsequent expenditure on software assets is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is expensed as incurred.

Amortisation is recognised in the statement of profit or loss and other comprehensive income on a straight-line basis over the estimated useful life of the software, from the date that it is available for use since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. Cost of Computer software recognized as assets are amortized over their estimated useful lives not exceeding 5 years. Amortisation methods and useful lives are reviewed at each financial year-end and adjusted if appropriate.

Intangible assets are derecognised at disposal date or at the date when they are permanently withdrawn from use without the ability to be disposed of. The differences between the carrying amounts at the date of de-recognition and any disposal proceeds, as applicable, is recognised in the statement of comprehensive income.

Expenditure on internally developed software is recognised as an asset when the Group is able to demonstrate its intention and ability to complete the development and use the software in a manner that will generate future economic benefits and can reliably measure the costs to complete the development. The capitalised cost of internally developed software include all cost directly attributable to developing the software and capitalised borrowing costs and are amortised over its useful life. Internally developed software is stated at capitalised cost less accumulated amortisation and impairment.

However, the Group does not have internally developed software at the date of reporting.

3.9.3 Trademarks and licenses

No value is attributed to internally developed trademarks, patents and similar rights. Costs incurred on in renewing its operating licenses annually with both NAICOM and CBN are recognized in profit or loss as incurred. Expenditure on the development and marketing of the Group’s brands is also recognized in profit or loss as incurred.

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3.10 Property, Plant and Equipment

(i) Recognition and measurement

Property, plant and equipment are initially recorded at cost. Land is subsequently carried at revalued amount being the fair value at the date of revaluation, while buildings are subsequently carried at revalued amount being the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity such that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period. The Group revalues its land and building every three years in line with relevant provisions of International Accounting Standard (IAS) 16.

Own use property is defined as property plant and equipment held by the group for use in the supply of services or for administrative purposes. Land and buildings comprise mainly outlets and offices occupied by the Group. Land is measured at cost less accumulative impairment loss. Land is not depreciated.

Property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses. The cost of certain items of property, plant and equipment at 1 January 2011, the Group's date of transition to IFRS, was determined with reference to its fair value at that date.

Cost includes expenditure that is directly attributable to the acquisition of the asset. Items of property, plant and equipment under construction are disclosed as capital work-in-progress. The cost of construction recognized includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and borrowing costs on qualifying assets.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of the equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognised in profit or loss.

Subsequent costs

Costs that are subsequently incurred are included in the asset’s related carrying amount or are recognised as a separate asset, as appropriate, only when it is probable that future economic benefits will flow to the Group and the cost of the item can be measured reliably. Expenditure, which does not meet these criteria, is recognised in profit or loss as incurred.

Depreciation:

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment.

Depreciation begins when an asset is available for use and ceases at the earlier of the date that the asset is derecognised or classified as held for sale in accordance with IFRS 5 Non-current Assets Held for Sale and Discontinued Operations.

Capital work-in-progress is not depreciated. The attributable cost of each asset is transferred to the relevant asset category immediately the asset is available for use and depreciated accordingly.

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The estimated useful lives for the current and comparative period are as follows:

- Motor vehicles - 4 years
- Furniture and fixtures - 5 years
- Office equipment - 5 years
- Plant and machinery - 5 years
- Library Books - 5 years
- Building - 50 years
- Building Under Construction - Nil
- Leasehold Land - Nil

Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the carrying value of the asset exceeds its expected recoverable amount. The recoverable amount is the higher of fair value less costs to sell and value-in-use. Assets are grouped on cash generating unit (CGU) level if the recoverable amount cannot be separately determined.

De-recognition
An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognized in profit or loss.

3.10.1 Assets Held for Sale

Non-current assets held for sale and discontinued operations
Non-current assets (and disposal groups) classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell.

Non-current assets and disposal groups are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset (or disposal group) is available for immediate sale in its present condition. Management must be committed to the sale which should be expected to qualify for recognition as a completed sale within one year from the date of classification.
Impairment losses on initial classification as held for sale and subsequent gains or losses on measurement are recognized in profit or loss. Gains are not recognized in excess of any cumulative impairment loss
In the statement of comprehensive income of the reporting period, and of the comparable period, income and expenses from discontinued operations are reported separately from income and expenses from continuing operations, down to the level of profit after taxes. In the statement of financial position, non-current assets held for sale are usually separately identified.
Property, plant and equipment and intangible assets once classified as held for sale are not depreciated or amortized. However, the decision to sell and actual sales take place within the year.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

3.11 Investment properties

Investment property comprises investment in land or buildings held primarily to earn rentals or capital appreciation or both (Including property under construction for such purposes).
Investment property is measured initially at its cost, including transaction costs. The cost of a purchased investment property comprises its purchase price and any directly attributable expenditure. Directly attributable expenditure includes, for example, professional fees for legal services, property transfer taxes and other transaction costs.
Investment property is subsequently measured at fair value. The fair value is determined annually by independent valuation experts on the highest and best-use basis. Gains or losses arising from changes in the fair values of investment properties are included in the profit or loss as "Fair value gains/loss on investment properties" in the year in which they arise.
Property located on land that is held under an operating lease is classified as investment property as long as it is held for long-term rental yields.

The initial cost of the property is the lower of the fair value of the property and the present value of the minimum lease payments. The property is carried at fair value after initial recognition. If an item of property, plant and equipment becomes an investment property because its use has changed, any difference arising between the carrying amount and the fair value of this item at the date of transfer is recognised in revaluation reserves

Investment properties are derecognised either when they have been disposed of, or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses together with exchange gain or losses on the retirement or disposal of an investment property are recognised in the other comprehensive income as a revaluation of property, plant and equipment. However, if a fair value gain reverses a previous impairment loss, the gain is recognised in profit or loss. Upon the disposal of such investment property, any surplus previously recorded in equity is transferred to retained earnings; the transfer is not made through profit or loss.

3.12 Lease

Leases are divided into finance and operation lease. The determination of whether an arrangement is a lease contains a lease, is based on the substance of the arrangement at the inception date and requires an assessment of whether the fulfillment of the arrangement is dependent on the uses of a specific asset or assets and the arrangement conveys a right to use the asset, even if that right is not explicitly specified in an arrangement.

(i)Operating lease

Leases in which a significant portion of the risks and rewards of ownership are retained by another party, the lessor, are classified as operating leases. Payments, including prepayments, made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease. When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period in which termination takes place.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

(ii)Finance lease

Leases of assets where the Group has substantially all the risks and rewards of ownership are classified as finance leases

Finance leases are capitalised at the lease's commencement at the lower of the fair value of the leased property and the present value of the minimum lease payments. Each lease payment is allocated between the liability and finance charges so as to achieve a constant rate on the finance balance outstanding. The corresponding rental obligations, net of finance charges, are included in deposits from banks or deposits from customers depending on the counterparty. The interest element of the finance cost is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

(b)The Group is the lessor

(i) Operating lease

When assets are subject to an operating lease, the assets continue to be recognised as property and equipment based on the nature of the asset. Lease income is recognised on a straight line basis.

(ii) Finance lease

When assets are held subject to a finance lease, the related asset is derecognised and the present value of the lease payments (discounted at the interest rate implicit in the lease) is recognised as a receivable. The difference between the gross receivable and the present value of the receivable is recognised as unearned finance income. Lease income is recognised over the term of the lease using the net investment method (before tax), which reflects constant periodic rate of return.

The subsidiary Ric Properties and Investment engaged in finance lease.

3.13 Impairment of Other Non-Financial Assets

Assets that have an indefinite useful life–for example, land are not subject to amortization and are tested annually for impairment. Assets that are subject to amortization are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount.

The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

3.14 Statutory Deposit

3.14.1 Statutory Deposit (Insurance)

These deposits represent bank balances required by the insurance regulators of the Group to be placed with relevant central banks of the Group's operating jurisdictions. The deposits are not available for day to day use and are stated at amortised cost.

3.14.2 Statutory Reserves (Microfinance Bank)

Central bank of Nigeria requires all Microfinance Banks to make an annual appropriation to a statutory reserve. As stipulated in Section 18.1.7 of the revised regulatory and supervisory guidelines for Microfinance banks in Nigeria

- An appropriation of 50% of profit after tax is made if the statutory reserve is less than the paid-up share capital,
- 25% of profit after tax if the reserve is 50% or more and greater than the paid-up share capital.

3.14.3 Statutory Credit Reserve.

In compliance with the Prudential Guidelines for licensed Microfinance Institutions, the microfinance bank assesses qualifying financial assets using the guidance under the Prudential Guidelines. The guidelines apply objective and subjective criteria towards providing for losses in risk assets. Risk assets are classed with attendants provision as per the table below based on objective criteria.

Classification	Provision requirement	Basis
Performing	1%	Interest / Principal not due
Pass and Watch	5%	Interest / Principal overdue by 1 day but less than 30 days
Substandard	20%	Interest / Principal overdue by 31 days but less than 60days
Doubtful	50%	Interest / Principal overdue by 61 days but less than 90 days
Lost	100%	Interest / Principal overdue by 91 days and above

A more accelerated provision may be done using the subjective criteria. A 1% provision is taken on all risk assets that are not specifically provisioned.
The results of the application of the Prudential guidelines and the impairment determined for these assets under IFRS 9 are compared. The IFRS 9-determined impairment charge is always included in the statement of profit or loss in all cases.

Where the Prudential guidelines' provision for doubtful balances is greater, the difference is appropriated from retained earnings and included in a non-distributable risk reserve (NDRR).

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

Where the IFRS-computed impairment is greater and there is no credit balance in the SCR, no appropriation is made and the IFRS- computed amount is recognised in the statement of profit or loss. Where there is a credit balance in the SCR, a transfer is made to the retained earnings to the extent of the difference between IFRS impairments and CBN's provision.

3.14.4 Collateral

The microfinance bank obtains collateral where appropriate, from customers to manage their credit risk exposure to the customer. The collateral normally takes the form of a lien over the customer's assets and gives the Group a claim on these assets for both existing and future customer in the event that the customer defaults.

Collateral received in the form of securities is not recorded on the statement of financial position. Collateral received in the form of cash is recorded on the statement of financial position with a corresponding liability. These items are assigned to deposits received from bank or other counterparties. Any interest payable or receivable arising is recorded as interest expense or interest income respectively.

3.15 Borrowings

Borrowings are recognized initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortized cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognized in the income statement over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognized as transaction cost of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent there is no evidence that it's probable that some or all of the facility will be drawn down, the fees capitalised as a prepayment for liquidity service and amortised over the period of the facility to which it related.

Borrowings are classified as non-current liabilities under where the group has an unconditional right to defer settlement for at least 12 months after the date of the statement of financial position.

3.16 Trade Payables

Trade payables are recognised initially at fair value and subsequently measure at amortised cost using effective interest method. The value of a non-interest bearing liability is its discounted repayment amount. If the effect of discounting is immaterial, discounting is omitted.

3.17 Provisions, Contingent Liabilities, Commitments and Financial Guarantees

Provisions, contingent liabilities, commitments and financial guarantees are recognized when the Group has a present obligation (legal or constructive) as a result of a past event, it is more likely than not that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of such an obligation. Provisions are discounted when the effect of the time value of money is considered material.

Restructuring provisions comprise employee termination costs and costs related to onerous contracts. Restructuring provisions are recognized when the group has a present obligation as a result of a detailed formal plan, which has been announced to those affected and the amount can be reasonably estimated.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

3.18 Other payable

Other payables are initially recognised at fair value and subsequently measured at armotised cost.

3.18.1 **Other Technical Liabilities:** Other technical liabilities (2023; Trade payable) refers to financial obligations arising from the group's insurance business that are basically outside the scope of the definition of insurance contracts. The group consistently evaluates these liabilities and measures them at fair value at each reporting date

3.19 Employee Benefits

***a).* Pension obligation**
The group operates a defined contributory pension scheme for eligible employees. Employees and the Group contribute 8% and 10% respectively of the qualifying staff's salary in line with the provision of Pension Reform Act 2014. Under the defined contributory scheme, the group pays fixed contributions to a separate entity – Pension Fund Administrators; employees also pay a fixed percentage to the same entity. Once the contributions have been paid, the Group retains no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to finance benefits accruing under the retirement benefit plan.

The Group's obligations are recognized in the profit or loss as employee benefit expenses when they are due.

b). *Short-term benefits*
Short-term employee benefit obligations include wages, salaries and other benefits which the Group has a present obligation to pay, as a result of employees' services provided up to the reporting sheet date. The accrual is calculated on an undiscounted basis, using current salary rates. A provision is recognized for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

c). Termination Benefits
Termination benefits are payable whenever an employee's employment is terminated before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognizes termination benefits when it is demonstrably committed either to terminate the employment of current employees according to a detailed formal plan without possibility of withdrawal, or to provide termination benefits as a result of an offer made to encourage voluntarily redundancy if it is probable that the offer will be accepted and the number of acceptances can be estimated. Benefits falling due more than 12 months after balance sheet date are discounted to present value.

3.20 Current and Deferred Income Tax
current tax comprises the expected tax payable on the taxable income or loss for the year and any adjustment to the tax payable in respect of previous years. The amount of current tax payable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any. Current tax also includes any tax arising from dividend.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

The tertiary education tax as imposed on every Nigerian Group at the rate of 2.5% (as amended in the 2021 Finance Act) of the assessable profit for each year of assessment. The information technology levy at rate 1% payable on profit before tax. The Police Trust Fund levy of 0.005% on the net profit of companies.

Current tax is recognised as an expense for the year and adjustments to past years except to the extent that current tax related to items that are charged or credited in OCI or directly to equity Nigerian tax laws mandates a minimum tax assessment for companies having no taxable profits for the year or where the tax on profits is below the minimum tax.

Minimum tax is computed at flat rate of 0.25% of turnover less franked investment.

Further, the Nigerian tax laws mandates that where a dividend is paid out of profit on which no tax is payable due to either: (a) no total profit; or (b) the total profit is less than the amount of dividend paid, the Group paying the dividend will be subjected to tax at 30% of the dividends paid, as if the dividend is the total profits of the Group for the year of assessment to which the accounts, out of which the dividends paid relates.

When applicable, minimum tax is recorded under current income tax in profit or loss.

Deferred income taxes are recognized using the asset and liability method. Deferred income taxes are recorded for temporary differences, which are based on the difference between financial statement carrying amounts and income tax bases of assets and liabilities using enacted income tax rates and laws. Losses for tax purposes are treated as deferred tax assets to the extent it is probable that they can be utilized against future taxable income in the respective jurisdictions.

Current and deferred tax assets and liabilities are offset when the income taxes are levied by the same taxation authority and when there is a legally enforceable right to offset them.

Taxes payable by either the parent Group or its subsidiaries on expected distributions to the parent Group of the profits of subsidiaries are not recognized as deferred income taxes unless a distribution of those profits is intended in the foreseeable future.

3.21 Equity

(i)**Share Capital**

Ordinary shares are classified as equity. The Group classifies ordinary shares and share premium as equity when there is no obligation to transfer cash or other assets. Incremental costs directly attributable to issue of shares are recognized as deductions from equity net of any tax effects.

(II)Dividend on ordinary shares

Dividends on the Group’s ordinary shares are recognised in equity in the period in which they are paid or, if earlier, approved by the Group’s shareholders.

(iii)Earnings per share

Basic earnings per share is calculated by dividing net income

available to ordinary shareholders by the weighted average number of ordinary shares in issue during the year, excluding the weighted average number of ordinary shares purchased by the Group and held as Treasury shares.

Earnings per share has also been calculated on the adjusted operating profit before impairment of goodwill and other adjusting items, after tax, attributable to ordinary shareholders, as the directors believe this figure provides a better indication of operating performance.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

For the diluted earnings per share, the weighted average number of ordinary shares in issue is adjusted to assume conversion of all dilutive potential ordinary shares, such as convertible debt and share options granted to employees. Potential or contingent share issuances are treated as dilutive when their conversion to shares would decrease net earnings per share.

3.22 Contingency Reserve

The Group maintains contingency reserves in accordance with the provisions of the Section 21(2) of Insurance Act 2003 to cover fluctuations in securities and variations in statistical estimates at the rate equal to the higher of 3% of total premium or 20% of the net profit after tax until the reserve reaches the greater of minimum paid up capital or 50% of net premium for general business.

3.23 Asset Revaluation Reserves

When the Group's land and building are revalued by independent professional valuer, surpluses arising on the revaluation of these assets are credited to the asset revaluation reserve account. When assets previously revalued are disposed off, any revaluation surplus relating to the disposed assets is transferred to retained earnings.

3.24 Retained Earnings

Retained earnings are the amount of retained profit not apportioned to any specified reserve and which is available for distribution to shareholders. Retained earnings are carried at book value. This account accumulates net profits or losses from operations.

3.25 Fair Value and Other Reserves

Fair value reserve represents unrealized gains/losses resulted from the valuation of available-for-sale and held for trading financial assets based on current market prices and other reserves represent foreign exchange difference resulted from translation of foreign subsidiary operation at year end.

Foreign Currency Translation

(a) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entities operate (the ‘functional currency’). The consolidated financial statements are presented in Nigerian Naira (N), which is the Group's presentation currency.

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-ends exchange rates of monetary assets and liabilities denominated in foreign currencies. are recognized in the statement of profit or loss.

Foreign exchange gains and losses relating to financial assets are presented in the income statement within ‘Net foreign exchange gain’. All other foreign exchange gains and losses are presented in the income statement within ‘Other operating income’ or ‘ Other operating expenses’.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Groups of insurance and reinsurance contracts that generate cash flows in a foreign currency are treated as monetary items. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value is determined. Non-monetary items that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction.

3.26 Other Revenue and Expense Recognition

b) Interest
Interest income and expense are recognised in profit or loss using the effective interest method. The effective interest rate is the rate that exactly discounts the estimated future cash payments and receipts through the expected life of the financial asset or liability (or, where appropriate, a shorter period) to the carrying amount of the financial asset or liability. When calculating the effective interest rate, the Group estimates future cash flows considering all contractual terms of the financial instrument, but not future credit losses.
The calculation of the effective interest rate includes all transaction costs and fees and points paid or received that are an integral part of the effective interest rate. Transaction costs include incremental costs that are directly attributable to the acquisition or issue of a financial asset or liability.

Interest income and expense presented in the statement of profit or loss include interest on financial assets and financial liabilities measured at amortised cost calculated on an effective interest basis. Interest income and expense on all trading assets and liabilities are considered to be incidental to the Group trading operations and are presented together with all other changes in the fair value.

c) Net interest income
Net interest income includes interest on loan and advances earned and interest expenses incurred.

d) Net Trading Income
Net trading income includes income received on sale of goods and has been recognized in line with IAS 18 ‘revenue recognition’ criteria and related cost incurred.

e) Investment and other operating income
Investment and other operating income comprise interest income earned on short-term deposits, rental income and dividends and foreign exchange differences. Investment income, other than interest income, is recognized at fair value and on an accrual basis.

Interest income is recognized in the statement of profit or loss as it accrues and is calculated using the effective interest rate method.

Investment expenses consist of costs relating to investment management services and operating expenses for real estate held for investment. These expenses are recognized on an accrual basis. Rental income is recognized on an accrual basis.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

f) Dividend income

Dividend income is recognized when the right to receive payment is established, the right to receive dividend is established when the dividend has been duly declared.

g) Management and other operating expenses

Management and other operating expenses are expenses other than claims and underwriting expenses. They include depreciation expenses, employee benefit and other operating expenses. They are accounted for on an accrual basis and recognized in the income statement upon utilization of the service or at the date of origination.

h) Borrowing Cost

These are interest and other cost that the group incurred in connection with the borrowing of funds. The cost include rate calculated using the effective interest rate method. The costs are recognized as an expense in the period in which they are incurred.

3.27 Segment Reporting

A reporting segment is an operating segment or aggregations of operating segments that meet specified criteria. Operating segments are components of an entity which separate financial information is available that is evaluated regularly by the chief operating decision maker in deciding how to allocate resources and in assessing performance.

This financial information is reported on the basis as used internally for evaluating operating segment performance and deciding how to allocate resources to operating segment. For the Group the Chief operating decision maker is the Executive Management Team

The Group’s primary format for segment reporting is based on business/subsidiaries segments. Significant geographical regions have been identified as the secondary basis of reporting.

3.28 Dividends

Dividend distribution to the Group's shareholders is recognized as a liability in the financial statements in the period in which the dividends are approved by the Group's shareholders. Dividends that are proposed but not yet declared are disclosed in the notes to the financial statements.

3.29 Cash Flows Method

IAS 7 permits a number of options in the presentation of cash flow from operating activities as either direct or indirect method. However, where statement of cash flow is prepared using the indirect method, the Group shall be required to reconcile the net cash flows from operating activities to the direct method. The Group has presented its cash flow from operating activities using direct method.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

3.30 Judgment, Estimate and Assumptions

The preparation of financial statements requires directors to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

These estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances.

The results of which forms the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates under different assumptions and conditions.
The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised, if their revision affects only that period or if their revision affects both current and future periods.
The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared.

Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur. The
Group disaggregates information to disclose major product lines namely, marine, property, personal accident insurance and liability reinsurance issued. This disaggregation has been determined based on how the Group is managed.

(d) Income tax

Significant estimates are required in determining the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain. The Group recognizes liabilities for anticipated tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these
matters are different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions

(e) **Fair Valuation of Investment Properties**

The fair value of investment properties is based on the nature, location and condition of the specific asset. The fair value is determined by reference to observable market prices. The fair value of investment property does not reflect the related future benefits from this future expenditure. These valuations are performed annually by external appraisers. Assumptions are made about expected future cash flows and the discounting rates.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

(c)Liability for remaining coverage (LRC) and Liability for Incurred claims (LIC)

The measurement of group's liability resulting from the insurance contracts that it issues requires a significant use of estimates and judgements. The group estimates the liability for future insurance contract obligations, taking into account the expected cash flows for fulfilling these contracts. This involves making assumptions about future
claim payments, premium income, and discount rates. See note 3.30.8 for how the group recognises and measures these liabilities.

(f) Reinsurance contracts

The group assesses the impact of the reinsurance contracts that it holds on its financial statements, including estimating the expected recoveries from reinsurers. This involves evaluating the terms of reinsurance agreements, the creditworthiness of reinsurers, and the effect on the measurement of re-insurance contract assets and
liabilities. See note 3.30.14 for how the group recognises and measures reinsurance contracts.

(e,) Fulfillment Cash Flows

In estimating its liabilities and assets as it relates to insurance and reinsurance contracts, the group makes significant assumptions relating to the future cash flows that will arise from fulfilling insurance contracts considering variables such as claims experience, lapses, and policyholder behaviour. These estimates require judgment and are influenced by historical data and actuarial projections.
The group incorporates, in an unbiased way, all reasonable and supportable information that is available without undue cost or effort at the reporting date. This information includes both internal and external historical data about claims and other experience, updated to reflect current expectations of future events. The estimates of
future cash flows reflect the Group's view of current conditions at the reporting date, using market variables consistent with observable market prices, where applicable.

(f) Risk adjustment

In the measurement of risk adjustment, the group makes use of significant judgements including estimations, actuarial projections and historical data in determining a reasonable compensation for bearing non-financial risks as it relates to insurance contracts that its issues. It also employs similar assumptions and methodologies in estimating the expected reinsurance portion or recoverable as it relates to risk adjustment. See note 3.30.10 for the company's policy regarding the determination and measurement of risk adjustment.

(g) Discount rates

The determination of appropriate discount rates to value future cash flows is critical in the application of IFRS 17. The group considers factors such as the time value of money, credit risks and illiquidity premiums in selecting its discount rates. Significant judgement is used by the group to ensure that the selected rates reflects the characteristics of the cashflows and the risks associated with insurance contracts. See note 3.30.9 for the Group's policy regarding discount rates used in assessing insurance and reinsurance contracts.

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025

	Note	GROUP		COMPANY	
		31-Dec-25	**31-Dec-24**	**31-Dec-25**	**31-Dec-24**
		=N='000	**=N='000**	**=N='000**	**=N='000**
ASSETS					
Cash and Cash Equivalents	4	1,843,249	2,315,714	1,712,148	2,177,990
Financial Assets	5	9,786,048	9,365,740	9,288,799	8,884,557
Insurance Receivables	6	39,927	49,354	39,927	49,354
Reinsurance Contract Assets	7	1,601,896	2,450,746	1,601,896	2,450,746
Other Receivables and Prepayments	8	298,126	298,181	36,741	57,051
Inventory	9	9,849	6,024	-	-
Investment in Subsidiaries	10	-	-	694,616	694,616
Intangible Assets	11	76,688	87,540	68,127	76,839
Investment Properties	12	1,345,547	1,295,547	1,220,000	1,170,000
Property, Plant and Equipment	13	5,546,730	5,688,343	5,532,881	5,672,558
Statutory Deposits	14	300,000	300,000	300,000	300,000
Total Assets		**20,848,060**	**21,857,189**	**20,495,135**	**21,533,712**
LIABILITIES					
Insurance Contract Liabilities	15	3,656,964	5,027,510	3,656,964	5,027,510
Provision and Other Payables	16	538,487	697,721	331,590	485,052
Retirement Benefit Obligation	17	-	4,795	-	4,795
Provision for Current Income Tax Liabilities	18	110,903	309,499	94,250	293,638
Deferred Income Tax Liabilities	19	1,592,418	1,505,478	1,592,418	1,505,478
Deposit for shares	20	245,000	245,000	245,000	245,000
Total Liabilities		**6,143,771**	**7,790,003**	**5,920,221**	**7,561,474**
EQUITY					
Total equity attributable to owners of the parent:					
Issued and Paid up Share Capital	21	6,001,875	3,334,375	6,001,875	3,334,375
Contingency Reserve	22	2,933,955	2,624,625	2,933,955	2,624,625
Retained Earnings	23	2,891,961	5,239,320	2,804,188	5,178,341
Asset Revaluation Reserve	24	2,834,896	2,834,896	2,834,896	2,834,896
Other Reserves-Translation Reserve	25	17,429	11,122	-	-
Total		**14,680,115**	**14,044,338**	**14,574,914**	**13,972,237**
Non-controlling Interest in Equity:		-			
Non-controlling Interest in Equity		24,173	22,846		
Equity and Liabilities		**20,848,060**	**21,857,189**	**20,495,135**	**21,533,712**

The financial statements were approved by the board of directors on July 13, 2026 and signed on behalf of the board of diirectors by the directors listed below:

....	....	....
CHIEF WALE TAIWO	**MR. KEHINDE OYADIRAN**	**MR TUNDE ALAO**
FRC/2014/NBA/00000008128	**FRC/2013/ICAN/00000003559**	**FRC/2013/ICAN/00000003592**
(Acting Chairman)	**Director**	**(Chief Finance Officer)**

The statement of significant accounting policies and accompany notes form an integral part of these financial statements.

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	GROUP		COMPANY	
		31-Dec-25 =N='000	31-Dec-24 =N='000	31-Dec-25 =N='000	31-Dec-24 =N='000
Insurance Revenue	26	9,642,997	7,301,956	9,642,997	7,301,956
Insurance Service Expenses	27	(6,881,446)	(4,117,082)	(6,881,446)	(4,117,082)
Net Expenses from Reinsurance Contracts Held	28	(2,606,443)	(1,385,054)	(2,606,443)	(1,385,054)
Insurance Service Result		**155,108**	**1,799,819**	**155,108**	**1,799,819**
Interest on Revenue Calculated Using the Effective Interest Method	29	1,320,432	1,189,053	1,294,193	1,165,039
Fair value Gain on Investment Properties	12	50,000	170,000	50,000	170,000
Net Gain/(loss) on Financial Assets	30	1,241,335	414,000	1,238,381	412,103
(Impairment)/Writeback on Financial Assets	31	(12,415)	(16,521)	(6,792)	(9,088)
Net Investment Income		**2,599,351**	**1,756,533**	**2,575,783**	**1,738,053**
Finance Expenses From Insurance Contract Issued	32	(1,002,668)	92,096	(1,002,668)	92,096
Reinsurance Finance Income From Reinsurance Contract held	32	464,429	(75,865)	464,429	(75,865)
Net Insurance Finance Income/(Expenses)		**(538,240)**	**16,231**	**(538,240)**	**16,231**
Net Insurance and Financial Result		**2,216,219**	**3,572,583**	**2,192,651**	**3,554,104**
Interest Income	33	18,096	12,467	-	-
Interest Expense	34	(3,153)	(2,549)	-	-
Net Trading Income	35	16,132	14,362	-	-
Finance Income	36	54,185	41,332	-	-
Finance Cost	37	(4,699)	(4,255)	-	-
Other Operating Income	38	19,924	32,222	14,233	26,101
Employee benefit expense	39	(380,618)	(369,855)	(348,681)	(337,732)
Other Operating Expenses	40	(1,148,515)	(778,535)	(1,109,166)	(739,073)
Impairment on Receivables	41	(3,315)	(1,719)	-	-
Profit Before Tax		**784,257**	**2,516,052**	**749,037**	**2,503,400**
Income Tax Expense	18	(147,152)	(249,475)	(146,360)	(248,971)
Profit For the year		**637,105**	**2,266,578**	**602,677**	**2,254,429**
Items that may be subsequently reclassified		-			
to the profit or loss account:		-			
items within OCI that will not be reclasified to the profit or loss:		-	-	-	-
Gain on revaluation of properties		-	-	-	-
Insurance Finance Income/(Expenses) from Insurance Contract Issued		-	-	-	-
Foreign exchange translation difference		-	-	-	-
Income tax relating to component of other comprehensive income		-	-	-	-
Total other comprehensive income net of tax		**-**	**-**	**-**	**-**
Total comprehensive income for the Year		**637,105**	**2,266,578**	**602,677**	**2,254,429**
Profit After Taxation					
Atributable:					
to Owner's of parent		635,778	2,265,976	602,677	2,254,429
to Non Controlling Interest		1,327	602	-	-
		637,105	**2,266,578**	**602,677**	**2,254,429**
Total comprehensive income for the Year					
Atributable:					
to Owner's of parent		635,778	2,265,976	602,677	2,254,429
to Non Controlling Interest		1,327	602		
		637,105	**2,266,578**	**602,677**	**2,254,429**
Earnings per share					
Basic and diluted earnings per shares (in kobo)		9.55	33.99	5.02	33.81

GROUP

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025

	Share Capital	Contingency Reserve	Retained Earnings	Assets Revaluation reserves	Other Reserves-Non-distributory Regulatory Reserves	Parent Total	Non Controlling Interest	Total
Changes in equity for 2024	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000	=N=
At 1 January 2024	**3,334,375**	**2,173,739**	**3,431,197**	**2,834,896**	**4,155**	11,778,361	**22,245**	11,800,606
Profit after tax for the Year	-	-	2,265,976	-		2,265,976	**602**	2,266,578
Transfer to Contingency Reserves	-	450,886	(450,886)	-	-	-		-
Other comprehensive income						-		-
Transfer adjustment on NDRR			(6,967)		6,967	-	-	-
	-	**450,886**	**1,808,123**	**-**	**6,967**	**2,265,976**	**602**	**2,266,578**
Income tax relating to component of other comprehensive income				-		-	-	-
Exchange Difference		-	-	-		-	-	-
Total comprehensive income for the Year net of tax	-	-	-	-	-	-	-	-
Transaction with owner's of equity, recorded directly in equity							-	-
distribution to owners	**-**	**450,886**	**1,808,123**	**-**	**6,967**	**2,265,976**	**602**	**2,266,578**
Other Transfers		-	-	-		-	-	-
Deposit For Shares			-			-	-	-
At 31 DECEMBER 2024	**3,334,375**	**2,624,625**	**5,239,320**	**2,834,896**	**11,122**	**14,044,338**	**22,846**	**14,067,184**
Changes in equity for 2025						-	-	-
Profit after tax for the Year	-	-	635,778	-		635,778	1,327	637,105
Transfer to Contingency Reserves		309,331	(309,331)			-	-	-
Transfer adjustment on NDRR			(6,307)		6,307			
	-	**309,331**	**320,141**	**-**	**6,307**	**635,778**	**1,327**	**637,105**
Other comprehensive income							-	-
Revaluation Gain						-	-	-
Change in the value of Unquoted investment	-	-	-	-		-	-	-
Income tax relating to component of other comprehensive income				-		-	-	-
Revaluation Gain		-	-	-		-	-	-
Total comprehensive income for the Year net of tax	**-**	**309,331**	**320,141**	**-**	**6,307**	**635,778**	**1,327**	**637,105**
Transaction with owner's of equity, recorded directly in equity								-
distribution to owners						-	-	-
Transfer from Bonus Issue	2,667,500	-	(2,667,500)	-		-	-	-
Deposit For Shares			-			-	-	-
			-	-		-	-	-
	2,667,500	-	(2,667,500)	-	-	-	-	-
At 31 DECEMBER 2025	**6,001,875**	**2,933,955**	**2,891,961**	**2,834,896**	**17,429**	**14,680,115**	**24,173**	**14,704,288**

THE COMPANY

REGENCY ALLIANCE INSURANCE PLC
STATEMENT OF CHANGES IN EQUITY
FOR THE Year ENDED 31 DECEMBER 2025

	Share Capital	Contingency Reserve	Retained Earnings	Assets Revaluation reserves		Total
	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000
At 1 January 2024	**3,334,375**	**2,173,739**	**3,374,798**	**2,834,896**		**11,717,808**
Total comprehensive income for the year						
Profit/Loss after tax for the year			2,254,429			**2,254,429**
Transfer to Contingency Reserves		450,886	(450,886)			**-**
	-	**450,886**	**1,803,543**	**-**		**2,254,429**
Other comprehensive income						
Total comprehensive income for the year net of tax	**-**	**450,886**	**1,803,543**	**-**		**2,254,429**
Transaction with owner's of equity, recorded directly in equity distribution to owners			-	-		**-**
Total Transaction with owners	**-**	**-**	**-**	**-**	**-**	**-**
At 31 December 2024	**3,334,375**	**2,624,625**	**5,178,341**	**2,834,896**	**-**	**13,972,237**
Total comprehensive income for the year						
Profit/Loss after tax for the year			602,677			**602,677**
Transfer to Contingency Reserves		309,331	(309,331)			**-**
	-	**309,331**	**293,347**	**-**	**-**	**602,677**
Other comprehensive income						
Total comprehensive income for the year net of tax	**-**	**309,331**	**293,347**	**-**	**-**	**602,677**
Transaction with owner's of equity, recorded directly in equity distribution to owners						
Transfer Between Equity-Bonus Issue	2,667,500		(2,667,500)			**-**
				-		**-**
Total Transaction with owners	**2,667,500**	**-**	**(2,667,500)**	**-**	**-**	**-**
At 31 December 2025	**6,001,875**	**2,933,955**	**2,804,188**	**2,834,896**	**-**	**14,574,914**

At the 30th annual general meeting of the Company, it was approved that the sum of of N2,667,500,000.00 from the Retained Earnings Account be capitalised and set free for distribution amongst holders of ordinary Shares of the Company on the register of members at the close of business on Friday the 4th day of October 2024 in proportion to the share held by them respectively on that day.
On condition that the same be not paid in cash but be applied in paying up in full at par for 5,335,000,000 units of ordinary shares of 50kobo each to be allotted, distributed and credited as fully paid up to and amongst the said holders of ordinary Shares in proportion of 4 (four) ordinary Shares of 50kobo each
However, this was approved by security and exchange Commission (SEC) in year 2025 financial year

STATEMENT OF CASH FLOWS

		THE GROUP		THE COMPANY	
	Notes	2025	2024	31-Dec-25	31-Dec-24
Cash Flow From Operating Activities					
		=N='000	=N='000	=N='000	=N='000
Premium Received	6	10,320,453	7,261,789	10,320,453	7,261,789
Paid Claim	15(i)	(7,480,244)	(1,970,144)	(7,480,244)	(1,970,144)
Other Direct Atributable Expenses	15(i)	(842,008)	(564,933)	(842,008)	(564,933)
Insurance acquisition expenses paid	15(i)	(1,609,864)	(990,551)	(1,609,864)	(990,551)
Reinsurance premiums paid	7(i)	(4,512,463)	(4,137,672)	(4,512,463)	(4,137,672)
Amounts received from reinsurance	7(i)	3,219,298	1,298,402	3,219,298	1,298,402
Other Intrest Received (net of expenses)		33,412	9,918	-	-
Cash Received From Customers		58,209	61,723	-	-
Cash Paid to Suppliers/Creditors		(31,347)	(51,347)	-	-
Cash Paid to and On behalf of Employees		(841,339)	(705,428)	(837,492)	(673,304)
Cash Payments for Other Operating Expenses		(1,777,421)	(1,466,535)	(1,698,437)	(1,310,547)
Tax Paid	18	(258,809)	(41,859)	(258,809)	(41,859)
Net Cash Generated From Operating Activities		**(3,722,125)**	**(1,296,639)**	**(3,699,567)**	**(1,128,820)**
Cash Flow From Investing Activities					
Purchase of Financial Asset at Amortised Cost	5.2(a)	-	(2,235,597)	-	(2,225,097)
Proceeds From Disposal of Financial Assets at Amortised Cost	5.2(b)	1,487,032	3,739,836	1,487,032	3,739,836
Purchase of Financial Asset-FVTPOL	5.1(a)	-	(2,910)	-	(2,910)
Receipt From Repayment Of Loan & Advances	5.2d(i)	11,297	3,047	11,297	3,047
Additional to Staff Loan & Advances	5.2d(i)	(5,932)	(9,287)	(5,932)	(9,287)
Receipt From Repayment of Bank Loan & Advances	5.2d(ii)	136,635	62,741	-	-
Addition to Bank Loan & Advances	5.2d(ii)	(149,491)	(91,491)	-	-
Investment Income Received	29	1,320,432	1,189,053	1,294,193	1,165,039
Other Operating Income Received	38	6,259	6,032	1,237	406
Acquisition of Property, Plant & Equipment/Capital work in Progress	13	(40,779)	(698,624)	(39,579)	(691,984)
Proceeds From Disposal of Property, Plant & Equipment		3,413	18,579	3,413	18,579
Rental Income Received	38	10,253	7,611	9,583	7,117
Acquisition of Intangible Asset	11	(3,798)	(34,189)	(3,798)	(23,489)
Share Issue/Deposit for Shares in Subsidiaries	10b	-	-	-	(141,500)
Net Cash Generated From Investing Activities		**2,775,321**	**1,954,802**	**2,757,447**	**1,839,756**
Cash Flow From Financing Activities					
Deposit for Shares		-		-	
Net Cash Generated From Financing Activities		**-**	**-**	**-**	**-**
Net Increase/(Decrease) In Cash and Cash Equivalents		(946,804)	658,163	(942,120)	710,936
Effect of Movement in Exchange Rate on Cash and Cash Equivalents		484,706	339,227	484,706	339,227
Net Increase/(Decrease) In Cash and Cash Equivalents during the year		**(462,098)**	**997,390**	**(457,414)**	**1,050,162**
Cash and Cash Equivalents as at 1 January		2,315,714	1,328,316	2,177,990	1,136,517
Expected Credit loss provision	4.1	(10,369)	(9,992)	(8,430)	(8,691)
Cash and Cash Equivalent as at the end of the period		**1,843,247**	**2,315,714**	**1,712,147**	**2,177,990**

NOTES TO THE ACCOUNTS

	GROUP Dec-25 N'000	Dec-24 N'000	COMPANY Dec-25 N'000	Dec-24 N'000
4 Cash and Cash Equivalents				
Cash in Hand	5,755	7,244	5,404	6,858
Bank Balances-Current Account	1,168,462	1,612,956	1,153,186	1,600,428
Shortterm placements:	-	-	-	-
Fixed Deposit	679,402	705,506	561,989	579,395
	1,853,618	2,325,706	**1,720,578**	**2,186,681**
ecl	(10,369)	(9,992)	(8,430)	(8,691)
Total	**1,843,249**	**2,315,714**	**1,712,148**	**2,177,990**

The carrying amounts disclosed above reasonably approximate fair value at the reporting date.

For the purpose of the cashflow statement, cash and cash equivalent comprise of the following balances with less than 3 months maturity from the date of acquisition.

The Group does not have significant restriction on its ability to access or use its assets and settle its liabilities other than those resulting from the supervisory frame work within which the group operate. The supervisory framework require the insurance subsidiaries to keep certain levels of regulatory capital and liquid asset.

	GROUP Dec-25 N'000	Dec-24 N'000	COMPANY Dec-25 N'000	Dec-24 N'000
Impairment Allowance on Cash and Cash Equivalients				
At the Beginning of the year	9,992	6,925	8,691	5,693
Movement During the year	378	3,067	(261)	2,998
Balance as at 31 December	10,369	**9,992**	**8,430**	**8,691**

	GROUP Dec-25 N'000	Dec-24 N'000	COMPANY Dec-25 N'000	Dec-24 N'000
5 Financial Assets				
The financial assets are summarised below by measurement category:				
Fair Value through Profit or Loss - quoted Investment - (note 5.1)	1,440,379	683,750	1,431,440	677,766
Financial Assets at Armotised Cost (note 5.2)	8,345,670	8,681,990	7,857,359	8,206,792
	9,786,048	**9,365,740**	**9,288,799**	**8,884,557**
Current	9,786,048	9,365,740	9,288,799	8,884,557
Non- Current	-		-	

	GROUP Dec-25 N'000	Dec-24 N'000	COMPANY Dec-25 N'000	Dec-24 N'000
5.1 **Analysis of quoted financial assets FVTPOL are shown:**				
a. Quoted Investments				
At the beginning of the year	683,750	606,067	677,766	601,980
Addition during the year	-	2,910	-	2,910
Disposal/(Repayment) During the Year	-	-	-	-
Fair Valua Gain/(Loss)	756,628	74,774	753,675	72,876
Market value as at 31 December	**1,440,379**	**683,750**	**1,431,440**	**677,766**

The group's equity securities comprises of shares and stock holdings of listed companies. Management valued the Company's quoted investments at market value which is a reasonable measurement of fair value since the prices of the shares are quoted in an active market. The instruments are measured and evaluated on a fair value basis and fair value is determined by reference to published price quotations in an active market - classified as level 1 in the fair value hierarchy

A 5% basis point movement in market rates will result in addition/reduction in the value of the assets by; Group of =N=72Milliom(2024,=N=34.1m) and Company =N=71.5Million(2024,=N=33.8

	GROUP Dec-25 N'000	Dec-24 N'000	COMPANY Dec-25 N'000	Dec-24 N'000
5.2 Financial Assets at armotised cost				
Treasury Bill with Maturity period >90 days (note 5.2a)	4,761,596	4,667,099	4,751,148	4,656,625
Government of Nigeria Bond (note 5.2 b)	2,193,660	2,767,359	2,193,660	2,767,359
Deposit with Corporate Institution with Maturity period >90 day (note 5.2c)	1,028,007	955,431	907,291	772,905
Loans and Receivables (note 5.2d)	362,407	292,102	5,260	9,903
	8,345,670	**8,681,990**	**7,857,359**	**8,206,792**

Financial assets at amortised cost relates to Federal government treasury bill, Federal Government 13%,15.4% & 18.5% coupon rate Bond payable Yearly/half yearly and fixed deposit with maturity Year above 90 days. Management have opted to measure its treasury bills, bonds and other deposit with maturity Year above 90 days at amortised cost in accordance with IFRS 9 with subsequent ECL provisions made in accordance with the standard. None of these investment securities have been pledge to third party as collateral.

Fixed Deposit represent placement with financial institutions above 90 days depending on the immediate cash requirements of the Group. All deposits are subject to subject to impairment test. The carrying amounts disclosed above reasonably approximate fair value at the reporting date

None of these of this Deposit with corporate institution have been pledge to third party as collateral.

NOTES TO THE ACCOUNTS (CONT'D)

		GROUP		COMPANY	
		Dec-25	Dec-24	Dec-25	Dec-24
5.2a	**Treasury bills:**	**N'000**	**N'000**	**N'000**	**N'000**
	At the beginning of the year	**4,690,524**	**2,144,817**	**4,680,024**	**2,144,817**
	Addition during the year	-	2,235,597	-	**2,225,097**
	Disposal/(Repayment) During the Year	(526,813)	-	(526,544)	**-**
	Accrued Interest	621,812	310,110	621,812	**310,110**
	Market Value as at 31 December	**4,785,523**	**4,690,524**	**4,775,023**	**4,680,024**
	Less Alowance for impairment	**(23,927)**	**(23,425)**	(23,875)	(23,398)
	Carrying value	**4,761,596**	**4,667,099**	**4,751,148**	**4,656,625**
5.2a(i)	**Movement on Impairement Allowance on Treasury Bills**				
	At the Beginning of the year	23,425	9,393	23,398	9,393
	Movement During the year	502	14,031	**476**	14,005
	Balance as at 31 December	**23,927**	**23,425**	**23,875**	**23,398**
5.2b	**Federal Government Bonds:**				
	At the beginning of the year	**2,781,265**	**5,721,618**	**2,781,265**	**5,721,618**
	Addition during the year	-	-	-	-
	Disposal/(Repayment) During the Year	(942,620)	(3,739,836)	(942,620) -	3,739,836
	Accrued Interest	372,263	799,483	372,263	799,483
	Market Value as at 31 December	**2,210,909**	**2,781,265**	**2,210,909**	**2,781,265**
	Less Alowance for impairment	**(17,249)**	**(13,906)**	(17,249)	(13,906)
	Carrying value	**2,193,660**	**2,767,359**	**2,193,660**	**2,767,359**
5.2b(i)	**Movement on Impairement Allowance on on FGN Bond**				
	At the Beginning of the year	13,906	29,839	13,906	29,839
	Movement During the year	3,342 -	15,933	3,343	(15,933)
	Balance as at 31 December	**17,249**	**13,906**	**17,249**	**13,906**
5.2c	**Fixed Deposit (with maturity above 90 days):**				
	At the beginning of the year	**967,658**	**750,569**	**784,675**	**750,569**
	Addition during the year	-	182,983	-	-
	Disposal/(Repayment) During the Year	(79,714)	-	(17,869)	-
	Accrued Interest	155,489	34,106	155,489	34,106
	Market Value as at 31 December	**1,043,432**	**967,658**	**922,295**	**784,675**
	Less Alowance for impairment	**(15,426)**	**(12,228)**	**(15,004)**	**(11,770)**
	Carrying value	**1,028,007**	**955,431**	**907,291**	**772,905**
5.2c(i)	**Movement on Impairement Allowance on on Fixed Deposit**				
	At the Beginning of the year	12,228	3,753	11,770	3,753
	Movement During the year	3,198	8,475	3,234	8,017
	Balance as at 31 December	**15,426**	**12,228**	**15,004**	**11,770**

NOTES TO THE ACCOUNTS (CONT'D)

			GROUP		COMPANY	
			Dec-25	Dec-24	Dec-25	Dec-24
			N'000	N'000	N'000	N'000
5.2d	**Bank and Staff Loan comprise as shown below:**					
	Staff Loan (note 5.2d(i)		5,260	9,903	5,260	9,903
	Loans and Advances_Ric Microfinance Bank (note 5.2d(ii))		357,147	282,198	-	-
			362,407	**292,102**	**5,260**	**9,903**
	52d(i)Staff Loan and Advances					
	Balance as at the beginning of the year		9,904	3,458	9,903	3,456
	Addition during the Year		5,932	9,287	5,932	9,287
	Repayment During the Year		(11,297)	(3,047)	(11,297)	(3,047)
	Accrued Interest		722	207	722	207
			5,260	**9,904**	**5,260**	**9,903**

Staff loans and advances are measured at amortised cost using effective interest rate,the effective inerest rate for the purpose of staff loan valuation is the applicable interest rate at the time of availment Loan granted to staff at below market rate are fair valued by reference to expected future cashflows and current market interest rates for instruments in a comparable or similar risk class and the difference between the historical cost and fair value is accounted for as employee benefits under staff costs where these are considered material.

52d'(ii) Bank Loan and Advances					
Balance as at the beginning of the year		310,797	282,047	-	
Addition during the Year		149,491	91,491	-	
Repayment During the Year		(136,635)	(62,741)	-	
		390,643	310,797		
Allowance for Credit Loss		**(33,495)**	**(28,599)**	**-**	
Balance as at 31 December		**357,148**	**282,198**	**-**	
(a) Loan and Advances-Maturity Profile					
Under 1 month		296,888	236,206	-	
1-3 months		42,971	34,188	-	
3-6 months		27,345	21,756	-	
6-12 months		13,672	10,878	-	
Over 12 months		9,766	7,770	-	
		390,643	**310,797**	**-**	
Allowance for impairment on loan and Advances		**(33,495)**	**(28,599)**	**-**	
		357,147	**282,198**	**-**	
Current		357,147	282,198	5,260	9,903
Non-Current					

(b) Provision for impairment on loan and advances to Customers

Classification	Percent	Principal				
Performing		296,888	2,969	2,362	-	
Non - Performing:			-	-		
Pass and Watch	5	42,971	2,149	1,709	-	
Sub Standard		27,345	5,469	4,351	-	
Doubtful		13,672	6,836	5,439	-	
Lost		9,766	9,766	7,770	-	
		390,643	**27,189**	**21,631**	**-**	

(c)Movement on Reconciliation of impairments on Loan and Advances to customers in line with CBN Prudential guidelines

Balance as at the beginning of the year	21,631	17,562	-	
Otherwise Unsecured	5,557	4,069	-	
Balance as at 31 December	**27,188**	**21,631**	**-**	

(d)Reconciliation of impairments on Loan and Advances to customers in line with IFRS

Balance as at the beginning of the year	28,599	21,718		
Movement during the year	4,897	6,881		
Balance as at 31 December	**33,495**	**28,599**		

(e). Impairment Allowance Analysis

Secured	32,825	**21,450**		
Otherwise Unsecured	670	**7,148**		
Transfer to Statement of Profit or loss & Other Comprehensive Inco	**33,495**	**28,598**		

NOTES TO THE ACCOUNTS (CONT'D)

	GROUP		COMPANY	
	Dec-25	Dec-24	Dec-25	Dec-24
	N'000	N'000	N'000	N'000
6 Premium Receivables				
a Due from Brokers and Other Intermidaries	39,927	49,354	39,927	49,354
	39,927	**49,354**	**39,927**	**49,354**
Current	39,927	49,354	39,927	49,354
Non-Current	-			
(b) Analysis of premium received during the Year				
Balance as at 1 January	**49,354**	**81,188**	**49,354**	**81,188**
Gross written Premium Receivable	10,311,025	7,229,956	10,311,025	7,229,956
Premium Received during the Year	(10,320,453)	(7,261,789)	(10,320,453)	(7,261,789)
Balance as at 31 December	**39,927**	**49,354**	**39,927**	**49,354**
(c) Analysis of premium received by Counterparty				
Brokers	**39,927**	**49,354**	39,927	49,354
Co-insurances	-	-	-	-
Reinsurances	-	-	-	-
Agent	**-**	**-**	**-**	**-**
	39,927	**49,354**	**39,927**	**49,354**
(d). Age Analysis - Premium Debtor				
Due Within 30 Days	**39,927**	**49,354**	**39,927**	**49,354**
Due After more than 30 days	**-**	**-**	-	-
	39,927	**49,354**	**39,927**	**49,354**
(e) Premium receivables by products				
General Accident	-	47,505	-	47,505
Oil & Gas	1,785	-	1,785	-
Fire	-	16	-	**16**
Motor	8,808	1,673	8,808	**1,673**
Aviation	3,825	-	3,825	-
Bond	-	-	-	-
Engineering	13,749	-	13,749	-
Marine	11,760	160	11,760	160
Emp/Liability	-	-	-	
Total	**39,927**	**49,354**	**39,927**	**49,354**

The premium receivables were not impaired, this is in line with Group policy on 'No Premium No Cover'. The Group only recognised receivables from broker and intermediaries, however such premium receivable should not exceed a period of 30 days.

NOTES TO THE ACCOUNTS (CONT'D)

	GROUP		COMPANY	
	Dec-25	Dec-24	Dec-25	Dec-24
	N'000	N'000	N'000	N'000
7 Reinsurance Contract Assets				
Asset for Remaining Coverage note-7(i)	1,194,275	942,657	1,194,275	942,657
Asset for Incured Claim note-7(ii)	407,622	1,508,088	407,622	1,508,088
	1,601,896	**2,450,746**	**1,601,896**	**2,450,746**
Current	1,601,896	2,450,746	1,601,896	2,450,746
Non-Current	-		-	-

The insurance contract Asset of the Company were based on independent actuaries valuation report authorised by Abraham Layemo with FRC registration no-(FRC/2016/NAS/00000015764) on behalf of O&A Hedge Actuary Consulting. A Professional actuary registered in Nigeria with the Financial Reporting Council of Nigeria with registration no-(FRC number 'FRC/2019/COY/00000012909')

7(i) Reconciliation of Reinsurance Contract Held as at 31 December 2025

Goup	Assets for remaining coverage		Assets for incurred claim		
Total			Incurred Claim	Risk Adjustment	Total
Roll forward reinsurance contracts held	N'000	N'000	N'000	N'000	N'000
Reinsurance contract assets as at begin of period	942,657	-	1,355,781	152,307	2,450,746
Adjustment to the opening reinsurance contract assets	-		-		-
Net reinsurance contract assets/(liabilities) as at beginning of the p	**942,657**	**-**	**1,355,781**	**152,307**	**2,450,746**
An allocation of reinsurance premiums	(4,260,845)				(4,260,845)
Amounts recoverable from reinsurers for incurred claims:	-	-			-
Amounts recoverable for Incurred claims and other expenses	-	-	2,701,089	(114,273)	2,586,816
Changes to amounts recoverable for incurred claims	-	-	(925,210)	(7,203)	(932,413)
Reinsurance investment components	-	-	-		-
Net income or (expense) from reinsurance contracts held	**(4,260,845)**	**-**	**1,775,879**	**(121,477)**	**(2,606,443)**
Reinsurance finance expenses	**-**		464,429		464,429
Total changes in the statement of comprehensive income	**(4,260,845)**	**-**	**2,240,307**	**(121,477)**	**(2,142,015)**
Cash flows					
Reinsurance premiums paid	4,512,463				4,512,463
Amounts received from reinsurance contract held			(3,219,298)		(3,219,298)
Total cash flows	**4,512,463**	**-**	**(3,219,298)**	**-**	**1,293,166**
Non-cashflow					**-**
Other Movement	-				**-**
Net reinsurance contract assets/(liabilities) as at end of the Period	**1,194,275**	**-**	**376,791**	**30,831**	**1,601,896**
Reinsurance contract assets as at end of period	1,194,275	-	376,791	30,831	1,601,896
Reinsurance contract liabilities as at end of period	-		-		-
Net reinsurance contract assets/(liabilities) as at end	**1,194,275**	**-**	**376,791**	**30,831**	**1,601,896**

7(i) Reconciliation of Reinsurance Contract Held as at 31 December 2024

Goup	Assets for remaining coverage		Assets for incurred claim		
Total			Incurred Claim	Risk Adjustment	Total
Roll forward reinsurance contracts held	N'000	N'000	N'000	N'000	N'000
Reinsurance contract assets as at begin of period	754,501		361,718	32,340	1,148,560
Adjustment to the opening reinsurance contract assets	(6,783)		-		(6,783)
Net reinsurance contract assets/(liabilities) as at beginning of the p	**747,718**	**-**	**361,718**	**32,340**	**1,141,777**
An allocation of reinsurance premiums	(3,873,351)				(3,873,351)
Amounts recoverable from reinsurers for incurred claims:	-	-	-	-	-
Amounts recoverable for Incurred claims and other expenses	-	-	2,383,720	139,537	2,523,257
Changes to amounts recoverable for incurred claims	-	-	(15,390)	(19,570)	(34,960)
Reinsurance investment components	-	-	-		-
Net income or (expense) from reinsurance contracts held	**(3,873,351)**	**-**	**2,368,330**	**119,967**	**(1,385,054)**
Reinsurance finance expenses	**-**		(75,865)		(75,865)
Total changes in the statement of comprehensive income	**(3,873,351)**	**-**	**2,292,465**	**119,967**	**(1,460,919)**
Cash flows					
Reinsurance premiums paid	4,137,672				4,137,672
Amounts received from reinsurance contract held			(1,298,402)		(1,298,402)
Total cash flows	**4,137,672**	**-**	**(1,298,402)**	**-**	**2,839,270**
Non-cashflow					**-**
Other Movement	(69,383)				**(69,383)**
Net reinsurance contract assets/(liabilities) as at end of the Period	**942,656**	**-**	**1,355,781**	**152,307**	**2,450,746**
Reinsurance contract assets as at end of period	942,656	-	1,355,781	152,307	2,450,746
Reinsurance contract liabilities as at end of period	-		-		-
Net reinsurance contract assets/(liabilities) as at end	**942,657**	**-**	**1,355,781**	**152,307**	**2,450,746**

NOTES TO THE ACCOUNTS (CONT'D)

7(i) Reconciliation of Reinsurance Contract Held as at 31 December 2025

Company	Assets for remaining coverage		Assets for incurred claim		
Total			**Incurred Claim**	**Risk Adjustment**	**Total**
Roll forward reinsurance contracts held	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**
Reinsurance contract assets as at begin of period	942,657	-	1,355,781	152,307	2,450,746
Adjustment to the opening reinsurance contract assets	-	-	-	-	-
Net reinsurance contract assets/(liabilities) as at beginning of the p	**942,657**	**-**	**1,355,781**	**152,307**	**2,450,746**
An allocation of reinsurance premiums	(4,260,845)	-	-	-	(4,260,845)
Amounts recoverable from reinsurers for incurred claims:	-	-	-	-	-
Amounts recoverable for Incurred claims and other expenses	-	-	2,701,089	(114,273)	2,586,816
Changes to amounts recoverable for incurred claims	-	-	(925,210)	(7,203)	(932,413)
Reinsurance investment components	-	-	-		-
Net income or (expense) from reinsurance contracts held	**(4,260,845)**	**-**	**1,775,879**	**(121,477)**	**(2,606,443)**
Reinsurance finance expenses	**-**		464,429		464,429
Total changes in the statement of comprehensive income	**(4,260,845)**	**-**	**2,240,307**	**(121,477)**	**(2,142,015)**
Cash flows					
Reinsurance premiums paid	4,512,463	-	-	-	4,512,463
Amounts received from reinsurance contract held	-	-	(3,219,298)	-	(3,219,298)
Total cash flows	**4,512,463**	**-**	**(3,219,298)**	**-**	**1,293,166**
Non-cashflow					**-**
Reinsurance premium payable	-				**-**
Net reinsurance contract assets/(liabilities) as at end of the Period	**1,194,275**	**-**	**376,791**	**30,831**	**1,601,896**
Reinsurance contract assets as at end of period	1,194,275	-	376,791	30,831	1,601,896
Reinsurance contract liabilities as at end of period	-		-		-
Net reinsurance contract assets/(liabilities) as at end	**1,194,275**	**-**	**376,791**	**30,831**	**1,601,896**

7(i) Reconciliation of Reinsurance Contract Held as at 31 December 2024

Company	Assets for remaining coverage		Assets for incurred claim		
Total			**Incurred Claim**	**Risk Adjustment**	**Total**
Roll forward reinsurance contracts held	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**
Reinsurance contract assets as at begin of period	754,501		361,718	32,340	1,148,560
Adjustment to the opening reinsurance contract assets	(6,783)		-		(6,783)
Net reinsurance contract assets/(liabilities) as at beginning of the p	**747,718**	**-**	**361,718**	**32,340**	**1,141,777**
An allocation of reinsurance premiums	(3,873,351)				(3,873,351)
Amounts recoverable from reinsurers for incurred claims:	-	-	-	-	-
Amounts recoverable for Incurred claims and other expenses	-	-	2,383,720	139,537	2,523,257
Changes to amounts recoverable for incurred claims	-	-	(15,390)	(19,570)	(34,960)
Reinsurance investment components	-	-	-		-
Net income or (expense) from reinsurance contracts held	**(3,873,351)**	**-**	**2,368,330**	**119,967**	**(1,385,054)**
Reinsurance finance expenses	**-**		(75,865)		(75,865)
Total changes in the statement of comprehensive income	**(3,873,351)**	**-**	**2,292,465**	**119,967**	**(1,460,919)**
Cash flows					
Reinsurance premiums paid	4,137,672				4,137,672
Amounts received from reinsurance contract held			(1,298,402)		(1,298,402)
Total cash flows	**4,137,672**	**-**	**(1,298,402)**	**-**	**2,839,270**
Non-cashflow					**-**
Reinsurance premium payable	(69,383)				**(69,383)**
Net reinsurance contract assets/(liabilities) as at end of the Period	**942,656**	**-**	**1,355,781**	**152,307**	**2,450,746**
Reinsurance contract assets as at end of period	942,656	-	1,355,781	152,307	2,450,746
Reinsurance contract liabilities as at end of period	-		-		-
Net reinsurance contract assets/(liabilities) as at end	**942,657**	**-**	**1,355,781**	**152,307**	**2,450,746**

	8 Other Receivables and Prepayments	**GROUP**		**COMPANY**	
a	Receivables from Finance Lease rental	207,507	192,500		-
b	Receivables From Sales of Tracker	16,807	14,313		-
c	Other Prepayments:	73,813	91,368	36,741	57,051
		298,126	**298,181**	**36,741**	**57,051**

(8a) Analysis of due from Finance Lease Rental				
Under One Year	217,825	200,521	-	**-**
1 - 5 Year	11,464	10,554	-	**-**
5 Years and Above	-	-	-	**-**
	229,289	**211,074**		
Impairment on finance lease rental(8a.i)	(21,782)	**(18,575)**	-	0
	207,507	**192,500**	-	**-**

NOTES TO THE ACCOUNTS (CONT'D)

	GROUP Dec-25 N'000	Dec-24 N'000	COMPANY Dec-25 N'000	Dec-24 N'000
8a(i) Movement on impairment of lease Rental				
At the beginning of year	18,575	17,022	-	-
Allowance made during the year	3,208	1,552	-	-
Balance as at 31 December	**21,782**	**18,575**	-	**-**

Receivables from Lease Rental represent the Subsidiary's (RIC Properties and Investment Ltd) gross investment in minimum lease payments receivables as at reporting date.
All lease agreement is for period of one year.
The allowance for impairment on finance lease represents accumulated allowance for uncollectable lease payment receivable.
RIC Properties and Investment Ltd provides finance lease for corporate body as well as individual, in the area of household equipment, motor cars, office and household furniture and real estate.

	GROUP Dec-25 N'000	Dec-24 N'000	COMPANY Dec-25 N'000	Dec-24 N'000
(8b) Due from Sale of Tracker				
Under One Year	14,020	14,925		
Above one year	3,505			
	17,525	14,925	-	-
Impairment on Due From Tracker	(719)	(612)		
	16,807	**14,313**		
8b(i) Movement on impairment of Trackers Receivables				
At the beginning of year	612	446	**-**	**-**
Movement during the year	107	166	**-**	**-**
At the end of the year	**719**	**612**	**-**	**-**

Due from sales of tracker represent Subsidiary's (RIC Technologies Ltd) receivables from sale of tracking devices installed for customers.

		GROUP Dec-25 N'000	Dec-24 N'000	COMPANY Dec-25 N'000	Dec-24 N'000
8	**Other Receivables and Prepayments**				
a	Prepaid Insurance premium on Group Asset	28,868	30,746	26,497	30,253
b	Prepaid rent	23,757	25,997	5,452	7,331
c	Other Prepayments:	21,188	34,625	4,792	19,467
		73,813	**91,368**	**36,741**	**57,051**
	Current	73,813	91,368	36,741	57,051
	Non-Current				
a	**Prepaid Insurance premium on Group Asset**				
	At beginning of the year	30,746	14,718	30,253	10,690
	Addition during the year	50,193	54,970	45,316	52,247
	Charge to income statement	(52,071)	(34,915)	(49,071)	(32,684)
	Balance as at 31 December	**28,868**	**30,746**	**26,497**	**30,253**

Prepaid insurance premium on group asset represents insurance premium paid in advance to provide insurance cover for the Property,Plant and equipment of the Group and life insurance policy cover for the sfaff.

		GROUP Dec-25 N'000	Dec-24 N'000	COMPANY Dec-25 N'000	Dec-24 N'000
b	**Prepaid rent**				
	At beginning of the year	25,997	11,594	7,331	5,861
	Addition during the Year	10,011	27,412	7,122	12,404
	Charge to income statement	(12,251)	(13,009)	(9,001)	(10,934)
	Balance as at 31 December	**23,757**	**25,997**	**5,452**	**7,331**
c	**Sundry Receivable & Prepayment**				
	At beginning of the year	34,625	23,022	19,467	4,995
	Movement	(13,438)	11,603	(14,676)	1,012
	At end of the year	**21,188**	**34,625**	**4,792**	**6,007**

Sundry receivable & Prepayment represent subsidiary's, Ric Microfinance Bank' receivables on ATM account, stock of cheque book,SMS alert, prepayment on 3years antivirus licence for the company.

		GROUP Dec-25 N'000	Dec-24 N'000	COMPANY Dec-25 N'000	Dec-24 N'000
9	**Inventory**				
	Opening balance as at 1 January	6,024	4,240	-	-
	Purchases during the Year	7,500	6,182	-	-
	Issued out	(3,675)	(4,398)	-	-
	Balance as at 31 December	**9,849**	**6,024**	**-**	
	Current	9,849	6,024		
	Non-Current				

All Inventory above are carried at lower of cost or net realisable value at all the periods reported. The Group's inventory have not been pledged as security for borrowing.
Inventory represents stock of trackers held by RIC Technologies Limited as at the reporting date

NOTES TO THE ACCOUNTS (CONT'D)

	GROUP Dec-25 N'000	GROUP Dec-24 N'000	COMPANY Dec-25 N'000	COMPANY Dec-24 N'000
10 Investment in Subsidiaries				
a RIC Properties & Investment Ltd	-	-	300,000	300,000
b RIC Microfinance Bank Limited	-	-	382,896	382,896
c RIC Technologies Limited	-	-	11,720	11,720
Total (a+b+c+d)	**-**	**-**	**694,616**	**694,616**
Current				
Non-Current	-	-	694,616	694,616
a RIC Properties & Investment Ltd				
Opening balance as at 1 January	-		300,000	300,000
Addition during the year	-		-	-
Balance as at 31 December	**-**		**300,000**	**300,000**
b RIC Microfinance Bank Limited				
Opening balance as at 1 January	-		382,896	241,396
Addition during the year	-		-	141,500
Balance as at 31 December	**-**		**382,896**	**382,896**
c RIC Technologies Limited				
Opening balance as at 1 January	-		11,720	11,720
Addition during the year	-		-	-
Balance as at 31 December	**-**		**11,720**	**11,720**

Regency Alliance is the Parent Company with significant interest in the subsidiary Companies as at 31 December 2025 were as follows:

Subsidiary	Activity	Effective Entity holding %	Place of Incorporation	Date of incorporation /Acquisition
Domestic / non-Insurance subsidiaries:				
RIC Microfinance Bank Limited	Banking operation	96	Nigeria	17th December, 2008
RIC Technologies Limited	Sale of vehicle trackers	90	Nigeria	18th April, 2009
RIC Properties and Investment	Property leasing and investment	97	Nigeria	4th January, 2005

Significant restrictions

The Group does not have significant restriction on its ability to access or use its assets and settle its liabilities other than those resulting from the supervisory frame work within which the group operate. The supervisory framework requires the insurance subsidiaries to keep certain levels of regulatory capital and liquid asset.

NOTES TO THE ACCOUNTS (CONT'D)

	GROUP Dec-25 N'000	Dec-24	COMPANY Dec-25 N'000	Dec-24 N'000
11 Intangible Assets				
Intangible Assets- Computer Software				
COST				
Opening balance as at the beginning of the Year	197,594	163,405	186,614	163,125
ADDITIONS	3,798	34,189	3,798	23,489
Balance as at 31 December	**201,392**	**197,594**	**190,412**	**186,614**
Accumulated Amortisation				
Opening balance as at the beginning of the Year	110,054	100,883	109,776	100,621
Charge for the year	14,649	9,172	12,509	9,155
Balance as at 31 December	**124,704**	**110,054**	**122,285**	**109,776**
Carrying Amount as at the end of the year	**76,688**	**87,540**	**68,127**	**76,839**
Current				
Non-Current	76,688	87,540	68,127	76,839

The intangible assets of the group comprise the computer software with life span of five years. The computer softwares are accounted for using the cost model i.e cost less accumulated armortisation and less accumulated impairment. The amortization is charged to the statement of profit or loss and other comprehensive income on straight line method in line with the Company's policy.
The computer software has been assesed for Impairment, there were no indication of impairment on the intangible asset, hence no impairment was recognised.

	GROUP Dec-25	Dec-24	COMPANY Dec-25	Dec-24
12 Investment Properties/Capital work-in-progress				
Opening balance as at 1 January	1,295,547	1,125,547	1,170,000	1,000,000
Addition during the year	-	-	-	
Disposal	-	-	-	
Fair value Gain	50,000	170,000	50,000	170,000
Balance as at 31 December	**1,345,547**	**1,295,547**	**1,220,000**	**1,170,000**
Current				
Non-Current	1,345,547		1,220,000	1,170,000

(a).Below is a breakdown of investment properties showing movement during the year;

	01-Jan-24	Disposal	fair value gain	31-Dec-25
No-21, Point Road, Apapa Lagos	1,170,000	-	50,000	1,220,000
		-	-	-
	1,170,000	**-**	**50,000**	**1,220,000**

(b). List of the Investment Properties and carrying amount

Laocation	Date of Acquisition	Carrying Amount	Nature of Title
No-21, Point Road, Apapa Lagos	2007	1,220,000	Consent granted by Federal Government of Nigeria and all

Investment Properties represent the Group/Company's investment in land and Buildings for the purpose of capital appreciation. The Company's Investment properties are stated at fair value, which has been determined based on valuations performed by Tunji Ologbon Partnership (Estate Surveyor and Valuer), a professional firm of Estate Surveyors and Valuer registered with Financial Reporting Council of Nigerial (FRC)with registration NO-FRC/2012/NIESV/00000000097. The valuation was based on open market value, Comparism method was adopted to arive at the worth of the land.This involves the analysis of recent sales and available listing of similar properties for sales within the neighborhood allowing for a difference in the location, condition,time,quality of the infrastructures and other enviromental factors that are likely influence the value of the land in its undeveloped state.

Details of the Valuer

The investment properties were independently valued as at 31 December 2022 by Tunji Ologbon Partnership (an estate surveyor& valuer) duly registered with the Financial Reporting Council of Nigeria. The Valuer, which is located at N0. 14, Oladipo Kuku Street, Off Alen Avenue,Ikeja Lagos, is a qualified member of the Nigerian Institution of Estate Surveyors and Valuers with FRC No.FRC/2012/NIESV00000000097.

The subsidiary's Capital Work in Progress (RIC Properties and Investment Ltd) represent blocks of hostel under development, the group applied cost model in its valuation The fair value can not be readily determined as they were still under construction.

There are no restrictions on the realisability of investment property or the remittance of income and proceeds of disposal. The Group has no contractual obligations to purchase,construct or develop investment property or for repairs or enhancement.

The Group had no capital commitment as at reporting date and no Group Investment Property was pledged as a security for liabilities
The decision to dispose the Group Investment property was made during the year and effected before year end. This did not give room for classification as held for sale on the face of statement of Financial Position
Kindly note that Tunji Ologbon Partnership has not effect FRC Rule 2(b)

The fair value disclosure on investment properties is as follows:

	Fair value measurement using Quoted price in active market	Significant Unobservable Input
Group	**Level 1**	**Level 3**
Date of valuation - 31 December 2025	**N'000**	**N'000**
Investment Properties	**-**	**1,345,547**

	Fair value measurement using Quoted price in active market	Significant Unobservable Input
Company	**Level 1**	**Level 3**
Date of valuation - 31 December 2025	**N'000**	**N'000**
Investment Properties	**-**	**1,220,000**

NOTES TO THE ACCOUNTS (CONT'D)

13
THE GROUP 2025

PROPERTY, PLANT AND EQUIPMENT

	LEASEHOLD LAND =N='000	BUILDING =N='000	MOTOR VEHICLE =N='000	OFFICE EQUIPMENT =N='000	FURNITURE AND FITTINGS =N='000	PLANTS AND MACHINERY =N='000	LIBRARY =N='000	=N='000	TOTAL
COST/VALUATION									
Opening Balance as at January 1 2024	**2,600,000**	**2,504,979**	**443,256**	**219,645**	**117,280**	**36,378**	**241**		**5,921,781**
Addition/Capital Work in Progress	(0)	91,252	422,932	150,616	33,630	193	-		698,624
Revaluation	-	-	-	-	-	-	-		-
Disposal	-	-	(57,977)	(13,767)	(1,700)	-	-		(73,444)
Closing Balance as at December 31, 2024	**2,600,000**	**2,596,231**	**808,211**	**356,494**	**149,210**	**36,571**	**241**		**6,546,961**
Addition/Capital Work in Progress	-	5,358	0	30,771	1,780	2,870	-		**40,779**
Revaluation	-	-	-	-	-	-	-		**-**
Disposal	-	-	(72,584)	(135)	(1,651)	-	-		**(74,370)**
Closing Balance as at 31 December 2025	**2,600,000**	**2,601,589**	**735,627**	**387,130**	**149,338**	**39,441**	**241**		**6,513,370**
ACCUMULATED DEPRECIATION									-
Opening Balance as at January 1 2024	**-**	**85,418**	**429,277**	**210,539**	**67,906**	**35,124**	**240**		**828,504**
Charged for the Year	-	5,262	60,251	19,199	18,243	604	-		**103,558**
Disposal	-	-	(57,977)	(13,767)	(1,700)	-	-		**(73,444)**
Closing Balance as at December 31, 2024	**-**	**90,680**	**431,551**	**215,971**	**84,449**	**35,728**	**240**		**858,618**
Charged for the Year	-	13,689	107,654	38,253	21,879	916	-		182,392
Disposal	-	-	(72,584)	(135)	(1,651)	-	-		(74,370)
Closing Balance as at 31 December 2025	**-**	**104,369**	**466,621**	**254,090**	**104,676**	**36,644**	**240**		**966,640**
Carrying Amount as at 31 December , 2024	**2,600,000**	**2,505,552**	**376,663**	**140,523**	**64,763**	**843**	**1**		**5,688,343**
Carrying Amount as at 31 December , 2025	**2,600,000**	**2,497,220**	**269,006**	**133,041**	**44,662**	**2,797**	**1**		**5,546,730**

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COMPANY 2025

PROPERTY, PLANT AND EQUIPMENT

	LEASEHOLD LAND =N='000	BUILDING =N='000	MOTOR VEHICLE =N='000	OFFICE EQUIPMENT =N='000	FURNITURE AND FITTINGS =N='000	PLANTS AND MACHINERY =N='000	LIBRARY =N='000	TOTAL =N='000
COST/VALUATION								**-**
Opening Balance as at January 1 2024	**2,600,000**	**2,500,000**	**405,696**	**174,645**	**113,837**	**27,522**	**241**	**5,821,941**
Addition/Capital Work in Progress	-	91,252	422,932	143,976	33,630	193	-	691,984
Revaluation			-	-	-	-	-	-
Disposal	-	-	(57,977)	(13,767)	(1,700)	-	-	(73,444)
Closing Balance as at December 31, 2024	**2,600,000**	**2,591,252**	**770,651**	**304,854**	**145,767**	**27,715**	**241**	**6,440,481**
Addition/Capital Work in Progress	-	5,358	0	29,571	1,780	2,870	-	39,579
Revaluation	-	-	-	-	-	-	-	-
Disposal	-	-	(72,584)	(135)	(1,651)	-	-	(74,370)
Closing Balance as at 31 December 2025	**2,600,000**	**2,596,611**	**698,067**	**334,290**	**145,896**	**30,585**	**241**	**6,405,690**
Additions								
ACCUMULATED DEPRECIATION								
Opening Balance as at January 1 2024	**-**	**84,188**	**396,820**	**168,254**	**64,619**	**26,954**	**240**	741,075
Charged for the Year	-	5,020	58,097	18,524	18,096	556	-	100,294
Revaluation								-
Disposal	-	-	(57,977)	(13,767)	(1,700)	-	-	(73,444)
Closing Balance as at December 31, 2024	**-**	**89,207**	**396,940**	**173,010**	**81,016**	**27,510**	**240**	**767,924**
Charged for the Year	-	13,447	105,733	37,339	21,869	868	-	179,256
Revaluation	-	-						-
Less:Disposal	-	-	(72,584)	(135)	(1,651)	-	-	(74,370)
Closing Balance as at 31 December 2025	**-**	**102,654**	**430,090**	**210,214**	**101,233**	**28,379**	**240**	**872,810**
Carrying Amount as at 31 December , 2024	**2,600,000**	**2,502,045**	**373,710**	**131,844**	**64,752**	**205**	**1**	**5,672,558**
Carrying Amount as at 31 December , 2025	**2,600,000**	**2,493,956**	**267,977**	**124,076**	**44,663**	**2,207**	**1**	**5,532,881**

i. There are no other lease asset included in the Group's property,plants and equipments apart from leasehold land as at 31 December 2025 (2024 Nil)
ii. The Group had no capital commitment as at reporting date, there was no restriction on the title of Group asset and no Group asset was pledged as a security for liabilities (2024 Nil)
iii. The Group asset has been assessed for impairment and there was no indication of impairment on the asset, hence no impairment was recorgnised (2024 nil)
iv. The decision to dispose the Group asset was made during the year and effected before year end. This did not give room for classification as held for sale on the face of statement of Financial Position (2024 Nil)
v. The company has no legal obligation relating to dismantling/restoration cost in the locations it is situated. (2024: Nil)
v. The disposed asset of the Group were scrap asset with no carrying value
(vi).The latest independent valuation of the Interest in land and building to ascertain the open market value of the land and building was carried out by Tunji Ologbon Partnership Estate Surveyor and Valuers (FRC /2012/NIESV/00000000097) professional estate surveyors and valuers, as at 31 December 2023. The valuation was carried out in line with the Company's policy which is to to carry-out valuations of its land and building at least once within three financial years.

Name of the Property	**Date of Purchase**	**Location**	**COST**	**Carrying value as as 31 December 2024**	**Current Year Movement**	**Fair value gain**	**Carrying Value as at December 2025**	**Steps taken for perfection of documents**
-		-	-	N'000	N'000	N'000	N'000	-
Land and building	18/03/2008	2, Ebun Street Gbaga	157,504	1,150,000	-	-	1,150,000	Documents processed and title confirmed.
Land and building	08/02/2008	176, Gbagada Expres	549,411	2,602,045	5,358	-	2,602,045	Processing on going (awaiting governor's consent).
Land and building	23/11/2007	9, Kasumu Ekemode	356,626	1,350,000	-	-	1,350,000	Awaiting consent from Federal Ministry of Housing and Urban Developments,all necessary fees has been
Total	**-**	**-**	**1,063,542**	**5,102,045**	**5,358**	**-**	**5,102,045**	-

NOTES TO THE ACCOUNTS (CONT'D)

	GROUP		COMPANY	
	Dec-25 N'000		Dec-25 N'000	Dec-24 -
14 Statutory Deposits				
Openning balance	300,000	300,000	300,000	300,000
Movement	-		-	-
Carrying Amount as at the end of the year	**300,000**	**300,000**	**300,000**	**300,000**
Current				
Non-Current	300,000	300,000	300,000	300,000

The Statutory Deposit represents amount deposited with the Central Bank of Nigeria(CBN) pursuant to Section 10(3) of the Insurance Act,2003. The deposits are not available for use by the Group on a normal course of day to day business.The Company has statutory deposit of =N=300,000,000.00 with (CBN) in line with Insurance Act,2003 .

15 Insurance Contract Liabilities				
Liability on incured Claims:				
Liabilities for Remaining Coverage (LRC) note -15(a)	2,201,278	1,650,581	2,201,278	1,650,581
Liabilities for Incurred claims (LIC) note 15(b)	1,455,687	3,376,929	1,455,687	3,376,929
	-		-	-
	3,656,964	**5,027,510**	**3,656,964**	**5,027,510**
Current	**3,656,964**	**5,027,510**	**3,656,964**	**5,027,510**
Non-Current	**-**		**-**	**-**

The insurance contract liabilities of the Company were based on independent actuaries valuation report authorised by Abraham Layemo with FRC registration no-(FRC/2016/NAS/00000015764) on behalf of O&A Hedge Actuary Consulting. A Professional actuary registered in Nigeria with the Financial Reporting Council of Nigeria with registration no-(FRC number 'FRC/2019/COY/00000012909')

15(a) **Analuysis of Insurance Contract Liabilities**				
Insurance contract liabilities (excuding insurance acquisition cashflow)	3,978,962	5,232,177	3,978,962	5,232,177
Insurance Acquisition Cash Flow assets	(321,998)	(204,667)	(321,998)	(204,667)
Insurance Contract Liabilities	**3,656,964**	**5,027,510**	**3,656,964**	**5,027,510**

15b.(i). Reconciliation of Insurance Contract Issue as at 31 December 2025

Goup	**Liabilities for remaining coverage**		**Liabilities for incurred claim**		
Roll forward insurance contracts issued	**Non-loss component N'000**	**Loss Component N'000**	**Est. of PV CFs N'000**	**Risk Adjustment N'000**	**Total N'000**
Insurance contract liabilities as at begin of period	**1,650,581**	**-**	**3,032,611**	**344,319**	**5,027,510**
Insurance contract assets as at begin of period	-		-		-
Net insurance contract (assets)/liabilities as at begin	**1,650,581**	**-**	**3,032,611**	**344,319**	**5,027,510**
Insurance revenue	(9,642,997)				(9,642,997)
Insurance service expenses:	-			-	-
Incurred claims expenses	-	-	5,033,869	(178,611)	4,855,258
Other directly atributable expenses	-	-	842,008	-	842,008
Amortisation of insurance acquisition cash flows	1,483,105	-	-	-	1,483,105
Losses on onerous contracts and reversals of those losses	-	-	-	-	-
Changes to liabilities for incurred claims	-	-	(238,690)	(60,235)	(298,924)
Investment components	-	-	-	-	-
Total Insurance service expenses	**1,483,105**	**-**	**5,637,186**	**(238,845)**	**6,881,446**
Insurance service result before reinsurance contract held	**(8,159,892)**	**-**	**5,637,186**	**(238,845)**	**(2,761,551)**
Insurance finance expenses	-	-	1,002,668		1,002,668
Total changes in the statement of comprehensive income	**(8,159,892)**	**-**	**6,639,855**	**(238,845)**	**(1,758,883)**
Cash flows					
Premiums received	10,320,453	-	-	-	10,320,453
Claims paid	-		(7,480,244)	-	(7,480,244)
Other directly atributable expenses	-	-	(842,008)	-	(842,008)
Insurance acquisition cash flows	(1,609,864)		-	-	(1,609,864)
Total cash flows	**8,710,589**	**-**	**(8,322,252)**	**-**	**388,337**
Other movements	-		-		-
Net insurance contract (assets)/liabilities as at end	**2,201,278**	**-**	**1,350,213**	**105,473**	**3,656,964**
Insurance contract liabilities as at end of period	2,201,278	-	1,350,213	105,473	3,656,964
Insurance contract assets as at end of period	-		-		-
Net insurance contract (assets)/liabilities as at end	**2,201,278**	**-**	**1,350,213**	**105,473**	**3,656,964**

15b.(i). Reconciliation of Insurance Contract Issue as at 31 December 2024

Company	**Liabilities for remaining coverage**		**Liabilities for incurred claim**		
Roll forward insurance contracts issued	**Non-loss component N'000**	**Loss Component N'000**	**Est. of PV CFs N'000**	**Risk Adjustment N'000**	**Total N'000**
Insurance contract liabilities as at begin of period	1,927,248	-	2,443,298	229,605	4,600,152
Insurance contract assets as at begin of period	-	-	-	-	-
Net insurance contract (assets)/liabilities as at begin	**1,927,248**	**-**	**2,443,298**	**229,605**	**4,600,152**
Insurance revenue	(7,301,956)	-	-	-	(7,301,956)
Insurance service expenses:	**-**	**-**	**-**	**-**	**-**
Incurred claims expenses	-	-	2,171,405	234,607	2,406,012
Other directly atributable expenses	-	-	564,933	-	564,933
Amortisation of insurance acquisition cash flows	785,883	-	-	-	785,883
Losses on onerous contracts and reversals of those losses	-	-	-	-	-
Changes to liabilities for incurred claims	-	-	480,147	(119,894)	360,253
Investment components	-	-	-	-	-
Total Insurance service expenses	**785,883**	**-**	**3,216,486**	**114,713**	**4,117,082**
Insurance service result before reinsurance contract held	**(6,516,072)**	**-**	**3,216,486**	**114,713**	**(3,184,874)**
Insurance finance expenses	-	-	(92,096)	-	(92,096)
Total changes in the statement of comprehensive income	**(6,516,072)**	**-**	**3,124,390**	**114,713**	**(3,276,969)**
Cash flows	**-**	**-**	**-**	**-**	**-**
Premiums received	7,261,789	-	-	-	7,261,789
Claims paid	-	-	(1,970,144)	-	(1,970,144)
Other directly atributable expenses	-	-	(564,933)	-	(564,933)
Insurance acquisition cash flows	(990,551)	-	-	-	(990,551)
Total cash flows	**6,271,239**	**-**	**(2,535,077)**	**-**	**3,736,161**
Other movements	(31,833)	-	-	-	(31,833)
Net insurance contract (assets)/liabilities as at end	1,650,581	-	3,032,611	344,319	5,027,510
Insurance contract liabilities as at end of period	**1,650,581**	**-**	**3,032,611**	**344,319**	**5,027,510**
Insurance contract assets as at end of period	-	-	-	-	-
Net insurance contract (assets)/liabilities as at end	**1,650,581**	**-**	**3,032,611**	**344,319**	**5,027,510**

NOTES TO THE ACCOUNTS (CONT'D)

15b.(i). Reconciliation of Insurance Contract Issue as at 31 December 2025

Goup	**Liabilities for remaining coverage**		**Liabilities for incurred claim**		
Roll forward insurance contracts issued	**Non-loss component N'000**	**Loss Component N'000**	**Est. of PV CFs N'000**	**Risk Adjustment N'000**	**Total N'000**
Insurance contract liabilities as at begin of period	**1,650,581**	**-**	**3,032,611**	**344,319**	**5,027,510**
Insurance contract assets as at begin of period	**-**	**-**	**-**	**-**	**-**
Net insurance contract (assets)/liabilities as at begin	**1,650,581**	**-**	**3,032,611**	**344,319**	**5,027,510**
Insurance revenue	(9,642,997)	-	-	-	(9,642,997)
Insurance service expenses:	-	-	-	-	-
Incurred claims expenses	-	-	5,033,869	(178,611)	4,855,258
Other directly atributable expenses	-	-	842,008	-	842,008
Amortisation of insurance acquisition cash flows	1,483,105	-	-	-	1,483,105
Losses on onerous contracts and reversals of those losses	-	-	-	-	-
Changes to liabilities for incurred claims	-	-	(238,690)	(60,235)	(298,924)
Investment components	-	-	-	-	-
Total Insurance service expenses	**1,483,105**	**-**	**5,637,186**	**(238,845)**	**6,881,446**
Insurance service result before reinsurance contract held	**(8,159,892)**	**-**	**5,637,186**	**(238,845)**	**(2,761,551)**
Insurance finance expenses	-	-	1,002,668		1,002,668
Total changes in the statement of comprehensive income	**(8,159,892)**	**-**	**6,639,855**	**(238,845)**	**(1,758,883)**
Cash flows					
Premiums received	10,320,453	-	-	-	10,320,453
Claims paid	-		(7,480,244)	-	(7,480,244)
Other directly atributable expenses	-	-	(842,008)	-	(842,008)
Insurance acquisition cash flows	(1,609,864)	-	-	-	(1,609,864)
Total cash flows	**8,710,589**	**-**	**(8,322,252)**	**-**	**388,337**
Other movements	-		-		-
Net insurance contract (assets)/liabilities as at end	**2,201,278**	**-**	**1,350,213**	**105,473**	**3,656,964**
Insurance contract liabilities as at end of period	2,201,278	-	1,350,213	105,473	3,656,964
Insurance contract assets as at end of period	-		-		-
Net insurance contract (assets)/liabilities as at end	**2,201,278**	**-**	**1,350,213**	**105,473**	**3,656,964**

15b.(i). Reconciliation of Insurance Contract Issue as at 31 December 2024

Company	**Liabilities for remaining coverage**		**Liabilities for incurred claim**		
Roll forward insurance contracts issued	**Non-loss component N'000**	**Loss Component N'000**	**Est. of PV CFs N'000**	**Risk Adjustment N'000**	**Total N'000**
	N'000	N'000	N'000	N'000	N'000
Insurance contract liabilities as at begin of period	**1,927,248**	**-**	**2,443,298**	**229,605**	**4,600,152**
Insurance contract assets as at begin of period	**-**	**-**	**-**	**-**	**-**
Net insurance contract (assets)/liabilities as at begin	**1,927,248**	**-**	**2,443,298**	**229,605**	**4,600,152**
Insurance revenue	(7,301,956)	-	-	-	(7,301,956)
Insurance service expenses:	-	-	-	-	-
Incurred claims expenses	-	-	2,171,405	234,607	2,406,012
Other directly atributable expenses	-	-	564,933	-	564,933
Amortisation of insurance acquisition cash flows	785,883	-	-	-	785,883
Losses on onerous contracts and reversals of those losses	-	-	-	-	-
Changes to liabilities for incurred claims	-	-	480,147	(119,894)	360,253
Investment components	**-**	**-**	**-**	**-**	**-**
Total Insurance service expenses	**785,883**	**-**	**3,216,486**	**114,713**	**4,117,082**
Insurance service result before reinsurance contract held	(6,516,072)	-	3,216,486	114,713	(3,184,874)
Insurance finance expenses	**-**	**-**	**(92,096)**	**-**	**(92,096)**
Total changes in the statement of comprehensive income	**(6,516,072)**	**-**	**3,124,390**	**114,713**	**(3,276,969)**
Cash flows	-	-	-	-	-
Premiums received	7,261,789	-	-	-	7,261,789
Claims paid	-	-	(1,970,144)	-	(1,970,144)
Other directly atributable expenses	-	-	(564,933)	-	-
Insurance acquisition cash flows	(990,551)	-	-	-	(990,551)
Total cash flows	**6,271,239**	**-**	**(2,535,077)**	**-**	**3,736,161**
Other movements	(31,833)	-	-	-	(31,833)
Insurance contract liabilities as at end of period	**1,650,581**	**-**	**3,032,611**	**344,319**	**5,027,510**
Insurance contract assets as at end of period					
Net insurance contract (assets)/liabilities as at end	**1,650,581**	**-**	**3,032,611**	**344,319**	**5,027,510**

15.c Allocation of Asset To Policy holders fund

Cash and Cash Equivalients	1,712,148	2,177,990	1,712,148	2,177,990
Reinsurance asset	1,601,896	2,450,746	1,601,896	2,450,746
FGN Treasury bills/bond	342,920	398,774	342,920	398,774
	3,656,964	**5,027,510**	**3,656,964**	**5,027,510**

NOTES TO THE ACCOUNTS (CONT'D)

The Group

15.d(i)The Age Analysis of Outstanding Claims in thousands of Nigerian Naira as at 31 December 2025 is as follows:

OUSTANDING CLAIM

0-90 DAYS	156	111,395
91-180 DAYS	93	111,438
181-270 DAYS	111	88,285
271-365 DAYS	115	22,542
365 DAYS +	2,035	181,962
TOTAL	**2,510**	**515,621**

The Company

15.d(ii) Age analysis of Outstanding Claim Year 2024

OUSTANDING CLAIM

	NO. OF CLAIMS	2024 N'000
0-90 DAYS	242	74,636
91-180 DAYS	148	43,926
181-270 DAYS	133	268,992
271-365 DAYS	141	33,070
365 DAYS +	1,991	250,745
TOTAL	**2,655**	**671,370**

The Company

15.e(i) Age analysis of Outstanding Claim Year 2025

	Reasons	0-90 DAYS		91-180 DAYS		181-270 DAYS		271-365 DAYS		365 DAYS +		TOTAL	
S/N		QTY	N'000	QTY	N'000	QTY	N'000	QTY	N'000	QTY	N'000	QTY	N'000
1	Discharge Voucher signed and retu	14	80,711	-	-	-	-	-	-	-	-	14	80,711
2	Discharge Vouchers Not yet signed	-	-	-	-	-	-	-	-	-	-	-	-
3	Claims reported but incomplete do	133	1,570	76	1,233	103	2,445	104	1,346	1,946	56,364	2,362	62,957
4	Claims reported but being Adjuste	1	507	6	100,807	1	1,252	2	8,900	20	26,976	30	138,443
5	Claims repudiated	-	-	-	-	-	-	-	-	-	-	-	-
6	Awaiting Adjusters final report	8	28,607	11	9,397	7	84,588	9	12,297	69	98,622	104	233,510
7	Litigation awarded	-	-	-	-	-	-	-	-	-	-	-	-
8	Awiating Lead Insurer's instruction	-	-	-	-	-	-	-	-	-	-	-	-
9	Third party liability outstanding	-	-	-	-	-	-	-	-	-	-	-	-
10	Adjuster's fee payable	-	-	-	-	-	-	-	-	-	-	-	-
11	Etc	-	-	-	-	-	-	-	-	-	-	-	-
						-	-	-	-	-	-	-	-
	GRAND TOTAL	**156**	**111,395**	**93**	**111,438**	**111**	**88,285**	**115**	**22,542**	**2,035**	**181,962**	**2,510**	**515,621**

15.e(ii) Age analysis of Outstanding Claim Year 2024

	Reasons	0-90 DAYS		91-180 DAYS		181-270 DAYS		271-365 DAYS		365 DAYS +		TOTAL	
S/N		QTY	N'000	QTY	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'001	N'000
1	Discharge Voucher signed and ret	15	8,197	-	-	-	-	-	-	-	-	15	8,197
2	Discharge Vouchers Not yet signe	-	-	-	-	-	-	-	-	-	-	-	-
3	Claims reported but incomplete d	209	3,122	135	3,820	123	251,411	130	5,111	1,756	128,819	2,353	392,283
4	Claims reported but being Adjuste	4	62,890	4	3,460	2	150	5	27,794	74	77,640	89	171,933
5	Claims repudiated	-	-	-	-	-	-	-	-	-	-	-	-
6	Awaiting Adjusters final report	14	428	9	36,646	8	17,431	6	165	161	44,286	198	98,956
7	Litigation awarded	-	-	-	-	-	-	-	-	-	-	-	-
8	Awiating Lead Insurer's instructio	-	-	-	-	-	-	-	-	-	-	-	-
9	Third party liability outstanding	-	-	-	-	-	-	-	-	-	-	-	-
10	Adjuster's fee payable	-	-	-	-	-	-	-	-	-	-	-	-
11	Etc	-	-	-	-	-	-	-	-	-	-	-	-
			-		-								
	GRAND TOTAL	**242**	**74,636**	**148**	**43,926**	**133**	**268,992**	**141**	**33,070**	**1,991**	**250,745**	**2,655**	**671,370**

NOTES TO THE ACCOUNTS (CONT'D)

	GROUP		COMPANY	
	Dec-25 N'000	Dec-24	Dec-25 N'000	Dec-24
16 Provision and Other Payables				
a Depositor and Other Account-(Ric Microfinsnce Bank)	38,881	22,018		
b CBN MSME Dev't Fund	11,000	11,000	-	-
c (b). Others Provision and Payable	488,606	664,703	331,590	485,052
	538,487	**697,721**	**331,590**	**485,052**
Current	**527,487**	**11,000**	**331,590**	**485,052**
Non-Current	**11,000**	**686,721**	**-**	**-**

CBN MSME Dev't Fund belong to the Subsidiary (Ric Microfinance Bank Limited)

Micro Small and Medium Enterprises Development Fund is an intervention fund Given By Central Bank of Nigeria to Nigerian Microfinance Bank to boost small and medium scale enterprises The carrying amounts disclosed above approximate the fair value at the reporting date.

	GROUP Dec-25	GROUP Dec-24	COMPANY Dec-25	COMPANY Dec-24
a.(i) Summary of deposit and other account:				
Current Deposit Account	7,618	6,912		
Savings Deposit Account	13,716	4,469		
Fixed Deposit Account	17,547	10,637		
	38,881	**22,018**	-	
(ii)Maturity profile:				
Under 1 Month	20,428	12,213		
1-3 months	7,113	4,407		
Above 6Months	11,340	5,398		
	38,881	**22,018**	-	
CBN MSME Dev't Fund				
Balance as at the beginning of the year	**11,000**	**21,380**		
Movement during the year	-	(10,380)		
Balance as at 31 December	**11,000**	**11,000**		
16(b).Analysis of Other Provision and Paybles				
Accrued Rental Income	1,333	2,667	1,333	2,667
Accrued Expenses	300,599	435,959	287,889	422,529
Other trade payable	144,306	166,220	-	-
Unclaimed Dividend	42,368	59,857	42,368	59,857
	488,606	**664,703**	**331,590**	**489,052**

NOTES TO THE ACCOUNTS (CONT'D)

	GROUP		COMPANY	
	Dec-25		Dec-25	Dec-24
	N'000		N'000	
17 Pension Benefits Obligations				
Balance as at the beginning of the year	4,795	1,940	4,795	1,940
Charge to Income Statement	26,362	38,428	26,362	38,428
	31,157	**40,368**	**31,157**	**40,368**
Benefit Paid During the Year	(31,157)	(35,573)	(31,157)	(35,573)
Balance as at 31 December	-	4,795	**-**	**4,795**
	-			
Current	-		-	4,795
Non-Current				

The Company runs a defined contributory plan in accordance with the Pensions Reform Act where contributions are made to approved pension fund administrator.

	GROUP Dec-25	GROUP	COMPANY Dec-25	COMPANY Dec-24
18 Income Tax Liabilities				
a Per Statement of Profit or Loss and Comprehensive Income				
Income Tax Expense for the year				
Income Tax, based on current results	51,676	158,020	51,040	157,621
Education Tax	672	466	516	361
	52,348	**158,486**	**51,555**	**157,982**
National Fiscal Stabilisation Levy	-		-	
Information Technology Levy	7,490	21,471	7,490	21,471
Police trust fund levy	375	1,074	375	1,074
Charged for the year	**60,213**	**181,030**	**59,420**	**180,526**
Deferred Income Tax movement (note 19)	86,940	68,445	86,940	68,445
	147,152	**249,475**	**146,360**	**248,971**
b Per Statement of Financial Position				
The movement on tax payable account during the period is as follows:				
Balance as at 1 January	309,499	180,063	293,638	154,971
Charge for the year	60,213	181,030	59,420	180,526
Tax Paid	(258,809)	(41,859)	(258,809)	(41,859)
	110,903	**309,499**	**94,250**	**293,638**
Current	110,903	309,499	94,250	293,638
Non-Current				

Current income tax is the amount of income tax payable on the taxable profit for the year determined in line with the relevant tax legislation.
information technology tax at 1% of the Profit before tax

The tax on the Company's profit before tax differs from the theoretical amount as follows:

	GROUP Dec-25	GROUP	COMPANY Dec-25	COMPANY Dec-24
Profit before income tax	300,780	2,160,143	304,062	2,147,075
Tax calculated at the tax rate of 30% (Nigeria)	90,234	648,043	91,219	644,122
Effect of:	-	-	-	-
- Changes in tax rates	-	-		
- Income not subject to tax	(388,258)	(349,512)	(388,258)	(349,512)
- Expenses not deductible for tax purposes	570,564	70,611	568,940	74,129
Expenses deductible for tax purposes	(220,489)	(211,122)	(220,486)	(211,118)
Education Tax	672	466	516	361
Information Technology Tax	7,490	21,471	7,490	21,471
Police TrustFund	-	1,074	-	1,074
Deferred tax	86,940	68,445	86,940	68,445
	147,152	249,475	146,360	248,971

	GROUP Dec-25	GROUP	COMPANY Dec-25	COMPANY Dec-24
19 Deferred Tax Liabilities				
Balance as at 1 January	1,505,478	1,437,033	1,505,478	1,437,033
Movement during the year	86,940	68,445	86,940	68,445
Balance as at 31 December	**1,592,418**	**1,505,478**	**1,592,418**	**1,505,478**

19(a)Group **Movement in deferred tax Liabilities**	**Balance as at 31 December 2024**	**Charge/(credit) to income statement**	**Charge/(credit) to other comprhensive income**	**Balance as at 31 December 2025**
Property and equipment	1,130,166	(284,575)	-	**845,592**
Unrealised fair value gain/(loss)	139,433	226,102	-	**365,535**
Unrealised Gain/(Loss) on foreign currency translation	235,880	145,412	-	**381,292**
	1,505,478	**86,940**	**-**	**1,592,418**

Company **Movement in deferred tax Liabilities**	**Balance as at 31 December 2024**	**Charge/(credit) to income statement**	**Charge/(credit to other comprhensive income**	**Balance as at 31 December 2025**
Property and equipment	**1,130,166**	**(284,575)**	-	**845,592**
Unrealised fair value gain/(loss)	**139,433**	**226,102**	-	**365,535**
Unrealised Gain/(Loss) on foreign currency translation	**235,880**	**145,412**	-	**381,292**
	1,505,478	**86,940**	**-**	**1,592,418**

Deferred tax asset and liabilities are offset when there is legally enforceable right to offset current tax asset against current tax liabilities and when the deferred income taxes asset and liabilities relate to income taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on net basis.

NOTES TO THE ACCOUNTS (CONT'D)

	GROUP		COMPANY	
	Dec-25	Dec-24	Dec-25	Dec-24
	N'000	N'000	N'000	N'000
20 Deposit For Shares				
Balance as at 1 January	**245,000**	**245,000**	245,000	245,000
Addition during the Year	-		-	-
Balance as at 31 December	**245,000**	**245,000**	**245,000**	**245,000**

This represent the private placement received by the company in preperation for it's recapitalisation excercises in line with requlatory requirement .

21 Share Capital				
Share capital comprises:				
Issued and fully Paid Share Capital				
12,003,750,000 Ordinary shares of 50k each				
Balance as at 1 January	3,334,375	3,334,375	3,334,375	3,334,375
Transfer from Retained Earnings - Bonus Issue Capitalised	2,667,500	-	2,667,500	-
Balance as at 31 December	**6,001,875**	**3,334,375**	**6,001,875**	**3,334,375**

At the 30th annual general meeting of the Company, it was approved that the sum of of N2,667,500,000.00 from the Retained Earnings Account be capitalised and set free for distribution amongst holders of ordinary Shares of the Company on the register of members at the close of business on Friday the 4th day of October 2024 in proportion to the share held by them respectively on that day.
On condition that the same be not paid in cash but be applied in paying up in full at par for 5,335,000,000 units of ordinary shares of 50kobo each to be allotted, distributed and credited as fully paid up to and amongst the said holders of ordinary Shares in proportion of 4 (four) ordinary Shares of 50kobo each
However, this was approved by security and exchange Commission (SEC) in year 2025 financial year

22 Contigency Reserves				
Balance as at 1 January	2,624,625	2,173,739	2,624,625	2,173,739
Transfer from retained earnings	309,331	450,886	309,331	450,886
Balance as at 31 December	**2,933,955**	**2,624,625**	**2,933,955**	**2,624,625**
Group				
22(b). Analysis of Parent's Contigency Reserve				
Gross Premium Written	10,311,025	3%	309,331	216,899
Net Profit (Profit After Tax)	637,105	20%	127,421	450,886
Company				
22(a). Analysis of Contigency Reserve				
Gross Premium Written	10,311,025	3%	309,331	216,899
Net Profit (Profit After Tax	602,677	20%	120,535	450,886

In compliance with Section 21 (1) of Insurance Act 2003, the contingency reserve for non-life insurance business is credited with the greater of 3% of total premiums, or 20% of the profit. This shall accumulate until it reaches the amount of greater of mininum paid up capital or 50% of net premium.

23 Retained Earnings				
Balance as at 1 January	5,239,320	3,431,197	5,178,341	3,374,798
The movement in this account was as follows:				
Transfer from Statement of profit or loss	635,778	2,265,976	602,677	2,254,429
Transfer to contigency reserve	(309,331)	(450,886)	(309,331)	(450,886)
Transfer to Share Capital- Bonus Issue Capitalised	(2,667,500)	-	(2,667,500)	
Transfer Adjustment on NDRR	(6,307)	(6,967)	-	
Balance as at 31 December	**2,891,961**	**5,239,320**	**2,804,188**	**5,178,341**
24 Assets Revaluation reserves				
Balance as at 1 January	2,834,896	2,834,896	2,834,896	2,834,896
Addation During the Year	-	-	-	0
Income tax relating to component of revaluation gain	-	-	-	-
Balance as at 31 December	**2,834,896**	**2,834,896**	**2,834,896**	**2,834,896**
25 Other Reserves-Non Distributable Risk Reserves				
Balance as at 31 December	11,122	4,155	-	-
Movement	6,307	6,967	-	-
In previous year translation difference was included in contigency r	**17,429**	**11,122**	-	

NOTES TO THE ACCOUNTS (CONT'D)

	GROUP		COMPANY	
	Dec-25	Dec-24	Dec-25	Dec-24
	N'000	N'000	N'000	N'000
26 Insurance Revenue				
Insurance Revenue from Contract measured under the PAA	9,642,997	7,301,956	9,642,997	7,301,956
Insurance Revenue from Contract not measured under the PAA	-	-	-	-
	9,642,997	**7,301,956**	**9,642,997**	**7,301,956**
a Analysis by product line				
Accident	1,312,707	1,228,075	1,312,707	1,228,075
Aviation	1,389,099	981,557	1,389,099	981,557
Bond	10,438	7,123	10,438	7,123
Eng	1,219,421	963,495	1,219,421	963,495
Oil/Gas	3,178,458	2,277,001	3,178,458	2,277,001
Fire	348,007	230,172	348,007	230,172
Marine	704,061	600,839	704,061	600,839
Motor	1,471,419	1,006,970	1,471,419	1,006,970
Empl/Liab	9,388	6,724	9,388	6,724
Total	**9,642,997**	**7,301,956**	**9,642,997**	**7,301,956**
27 Insurance Service Expenses				
Incurred claims expenses	4,855,258	2,406,012	4,855,258	2,406,012
Other directly atributable expenses	842,008	564,933	842,008	564,933
Amortisation of insurance acquisition cash flows	1,483,105	785,883	1,483,105	785,883
Losses on onerous contracts and reversals of those losses	-	-	-	-
Changes to liabilities for incurred claims	(298,924)	360,253	(298,924)	360,253
	6,881,446	**4,117,082**	**6,881,446**	**4,117,082**

27(a) Analysis of insurance service expenses by class -2025	**Accident**	**Aviation**	**Bond**	**Eng**	**Oil/Gas**	**Fire**	**Marine**	**Motor**	**Empl/Liab**	**Total**
Group	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**
Incurred claims expenses	(71,752)	529,323	(14,878)	206,837	3,882,232	159,431	189,849	(25,144)	(640)	**4,855,258**
Other directly atributable expenses	244,843	116,600	212	72,950	205,673	27,469	67,085	106,867	307	**842,008**
Amortisation of insurance acquisition cash flows	257,124	206,721	2,084	246,946	367,829	67,245	142,979	190,276	1,900	**1,483,105**
Losses on onerous contracts and reversals of those losses	-	-	-	-	-	-	-	-	-	**-**
Changes to liabilities for incurred claims	149,212	(172,526)	15,613	(102,406)	(298,629)	2,318	44,587	60,340	2,568	**(298,924)**
	579,427	**680,118**	**3,030**	**424,328**	**4,157,105**	**256,463**	**444,500**	**332,339**	**4,135**	**6,881,446**

27(a) Analysis of insurance service expenses by class -2024	**Accident**	**Aviation**	**Bond**	**Eng**	**Oil/Gas**	**Fire**	**Marine**	**Motor**	**Empl/Liab**	Total
Group	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	N'000
Incurred claims expenses	(150,511)	381,762	(27,677)	304,179	1,980,734	63,947	(146,962)	3,661	(3,120)	**2,406,013**
Other directly atributable expenses	130,772	49,313	246	42,710	164,766	22,941	116,765	37,152	269	**564,933**
Amortisation of insurance acquisition cash flows	189,090	115,684	1,349	137,495	175,936	33,109	36,771	95,197	1,251	**785,883**
Losses on onerous contracts and reversals of those losses	-	-	-	-	-	-	-	-	-	**-**
Changes to liabilities for incurred claims	119,940	50,264	3,603	35,668	(140,399)	104,547	55,361	130,510	761	**360,253**
	289,291	**597,022**	**(22,479)**	**520,053**	**2,181,037**	**224,543**	**61,935**	**266,520**	**(839)**	**4,117,082**

27(a) Analysis of insurance service expenses by class -2025	**Accident**	**Aviation**	**Bond**	**Eng**	**Oil/Gas**	**Fire**	**Marine**	**Motor**	**Empl/Liab**	Total
Company	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	N'000
Incurred claims expenses	(71,752)	529,323	(14,878)	206,837	3,882,232	159,431	189,849	(25,144)	(640)	**4,855,258**
Other directly atributable expenses	244,843	116,600	212	72,950	205,673	27,469	67,085	106,867	307	**842,008**
Amortisation of insurance acquisition cash flows	257,124	206,721	2,084	246,946	367,829	67,245	142,979	190,276	1,900	**1,483,105**
Losses on onerous contracts and reversals of those losses	-	-	-	-	-	-	-	-	-	**-**
Changes to liabilities for incurred claims	149,212	(172,526)	15,613	(102,406)	(298,629)	2,318	44,587	60,340	2,568	**(298,924)**
0	-	-	-	-	-	-	-	-	-	**-**
	579,427	**680,118**	**3,030**	**424,328**	**4,157,105**	**256,463**	**444,500**	**332,339**	**4,135**	**6,881,446**

27(a) Analysis of insurance service expenses by class -2024	**Accident**	**Aviation**	**Bond**	**Eng**	**Oil/Gas**	**Fire**	**Marine**	**Motor**	**Empl/Liab**	Total
Company	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	N'000
Incurred claims expenses	(150,511)	381,762	(27,677)	304,179	1,980,734	63,947	(146,962)	**3,661**	**-3,120**	2,406,013
Other directly atributable expenses	130,772	49,313	246	42,710	164,766	22,941	116,765	**37,152**	**269**	564,933
Amortisation of insurance acquisition cash flows	189,090	115,684	1,349	137,495	175,936	33,109	36,771	**95,197**	**1,251**	785,883
Losses on onerous contracts and reversals of those losses	-	-	-	-	-	-	-	**-**	**0**	-
Changes to liabilities for incurred claims	119,940	50,264	3,603	35,668	(140,399)	104,547	55,361	**130,510**	**761**	360,253
	289,291	**597,022**	**(22,479)**	**520,053**	**2,181,037**	**224,543**	**61,935**	**266,520**	**(839)**	**4,117,082**

NOTES TO THE ACCOUNTS (CONT'D)

	GROUP		COMPANY	
	Dec-25	Dec-24	Dec-25	Dec-24
	N'000	N'000	N'000	N'000
28 Net Expenses from Reinsurance Contracts Held				
Allocation of reinsurance premium (Note 7.i)	4,260,845	3,873,351	4,260,845	3,873,351
Amounts recoverable from reinsurers (Note 7.i)	(2,586,816)	(2,523,257)	(2,586,816)	(2,523,257)
Changes in asset for remaining coverage and loss component(Note7.i)	932,413	34,960	932,413	34,960
Net Income or Expenses From Reinsurance Contracts Held	**2,606,443**	**1,385,054**	**2,606,443**	**1,385,054**
29 Interest on Revenue Calculated Using the Effective Interest Method				
Income from statutory Deposit	61,775	37,995	61,775	37,995
Income from cash and cash equivalents	106,120	66,029	79,882	42,014
Income financial assets measured at amortised costs	1,149,564	1,083,299	1,149,564	1,083,299
Dividend Received	2,972	1,731	2,972	1,731
	1,320,432	**1,189,053**	**1,294,193**	**1,165,039**
29.(a)Analysis of Investment Income				
(i) Investment Income Attributable to Policyholders' Fund	217,264	260,881	217,264	260,881
(ii) Investment Income Attributable to Shareholders'Fund	1,103,168	928,172	1,076,929	904,158
	1,320,432	**1,189,053**	**1,294,193**	**1,165,039**

In line with NAICOM Prudential Guldline: Portion of Investment Income attributable to policyholder's fund and those attributable to Shareholders' Fund shall be presented as a sub-note under the Note on Investment Income

	GROUP Dec-25 N'000	GROUP Dec-24 N'000	COMPANY Dec-25 N'000	COMPANY Dec-24 N'000
30 Net gain 0r (Loss) in Financial Assets				
Exchange gain or (Loss)	484,706	339,227	484,706	339,227
Unrealised fair value gain/(loss) on quoted equity (Note 5.1)	756,628	74,774	753,675	72,876
Balance at the end of the year	**1,241,335**	**414,000**	**1,238,381**	**412,103**
31 (Impairment)/Writtenback on Financial Assets				
Allowance for Credit loss on Cash and Cash Equivalients(see note 4.1)	378	3,067	(261)	2,998
Impairment Allowance on Traesury Bills (see note 5.2(a)	502	14,031	476	14,005
Impairment Allowance on Bonds (see note 5.2(b)	3,342	(15,933)	3,342	(15,933)
Impairment Allowance on Deposit (Above 90 days) (see note 5.2(c)	3,296	8,501	3,234	8,017
Impairment on bank loan (Note 5.2(d))	4,897	6,881	-	-
	12,415	**16,521**	**6,792**	**9,088**
32 (a) Finance Expenses from Insurance Contracts Issued				
From change in interest rate on Insurance Contract Issued	(1,002,668)	92,096	(1,002,668)	92,096
	(1,002,668)	**92,096**	**(1,002,668)**	**92,096**
32 (b)Finance Income from Reinsurance Contracts Held				
From change in interest rate on reinsurance assets held	464,429	(75,865)	464,429	(75,865)
	464,429	**(75,865)**	**464,429**	**(75,865)**

Insurance finance income or expenses present the effect of the time value of money and the change in the time value of money, together with the effect of financial risk and changes in financial risk of a group of insurance contracts and a group of reinsurance contracts held

NOTES TO THE ACCOUNTS (CONT'D)

	GROUP		COMPANY	
	Dec-25	Dec-24	Dec-25	Dec-24
	N'000	N'000	N'000	N'000
33 Interest Income				
Interest on loan & advances	16,611	10,799		
Interest on Fixed Deposit	1,276	1,433		
Management Fees	209	235		
	18,096	**12,467**	-	
34 Interest Expense				
Fixed Deposit	3,108	2,507		
Savings Account	45	42		
	3,153	**2,549**		
35 Net Trading Income				
Turnover	21,524	18,760		
Cost of sales	(5,392)	(4,398)		
	16,132	**14,362**		

This represents net trading income on sale of vehicle tracker by subsidiary 'Ric Technologies Limited.

36 Finance Income-(Finance Lease Rental Income)	**54,185**	**41,332**	**-**	**-**

This represents income from finance lease of subsidiary (Ric Properties and Investment Limited), the Company provides finance lease for corporate body as well as individual, all lease agreement are for Year of one year.

37 Finance Cost	**4,699**	**4,255**	-	-

This represents cost incurred on finance lease by the subsidiary's Ric Properties and Investment Limited

38 Other operating Income				
Rental Income	10,253	7,611	9,583	7,117
Interest Income (Staff Loan)	722	207	722	207
Sundry Income	5,537	5,826	515	199
Realised gain/(Loss) on PPE	3,413	18,579	3,413	18,579
	19,924	**32,222**	**14,233**	**26,101**

NOTES TO THE ACCOUNTS (CONT'D)

	Dec-25 N'000	Dec-24 N'000	Dec-25 N'000	Dec-24 N'000
39 Employee Benefit Expenses				
Salaries and Wages	252,158	267,668	227,186	241,381
Medical Expenses	59,582	33,337	58,336	32,391
Staff Training	17,963	19,495	15,433	17,225
Pension contribution cost	32,460	39,531	31,157	38,428
Staff Welfare	18,455	9,825	16,569	8,307
	380,618	**369,855**	**348,681**	**337,732**
40 Other Operating Expenses				
Motor Running Expenses	89,752	71,167	86,417	66,329
Depreciation & Amortization	196,041	112,763	191,765	109,449
Advert/Marketing Expenses	65,977	53,504	65,730	53,333
Office Repairs & Maintenance Expenses	96,883	42,477	92,644	36,873
Professional fees	37,771	29,786	35,805	28,006
Subscription & Fees	84,795	32,466	81,661	28,959
Director's Emolument	54,891	30,665	53,525	30,090
Auditor's Remuneration	7,962	8,549	7,262	7,149
Electricity/Generator Maintenance	98,619	71,409	94,262	67,333
Transport & Travelling	86,569	72,809	81,303	67,260
Printing & stationery	43,247	34,937	41,499	33,384
Statutory Annual Dues and Levies	98,269	87,153	98,269	87,153
Rent	12,251	13,009	9,001	10,934
Insurance Expenses	51,739	35,040	49,071	32,684
Telephone Expenses	14,085	11,733	13,760	11,556
Postages	7,877	6,348	7,877	6,348
Contract Service Expenses	31,133	24,921	29,963	23,877
Bank charges	35,014	20,670	33,964	19,669
Newspaper & Periodicals	2,994	1,546	2,919	1,479
Board & AGM Expenses	17,845	14,518	17,845	14,518
Entertainment Expenses	1,886	1,515	1,710	1,140
Donations	12,916	1,550	12,916	1,550
	1,148,515	**778,535**	**1,109,166**	**739,073**
				-
40.(i) Depreciation (note 12)	181,392	103,591	179,256	100,294
40.(ii) Amortisation (note 11)	14,649	9,172	12,509	9,155
	196,041	**112,763**	**191,765**	**109,449**
41 Impairment on Receivables				
Impairment on Lease Receivables note - 8a(i)	3,208	1,552	-	-
Impairment on Receivable from Tracking note-8b(i)	**107**	**166**	**-**	**-**
	3,315	1,719		-

NOTES TO THE ACCOUNTS (CONT'D)

	THE GROUP		THE COMPANY	
	Dec-25	Dec-24	Dec-25	Dec-24
	N'000	N'000	N'000	N'000
42 PROFIT BEFORE TAX				
This is stated after charging:				
Depreciation & Amortization	196,041	112,763	191,765	109,449
Director's Emolument	54,891	30,665	53,525	30,090
Auditor's Remuneration	7,962	8,549	7,262	7,149

The Group Auditor did not engage in any other Professional services apart from audit work,hence no auditor's fees was included in professional fees.

43 BASIC & DILUTED EARNINGS PER SHARE

Basic Earnings per share (calculated by dividing profit after tax attributable to ordinary equity holders of parent for the year), are based on the weighted average number of shares held during the year.
Adjusted earnings per share is determined by dividing the profit or loss attributable to ordinary shareholders by the weighted average number of ordinary shares adjusted for the bonus shares issued.

	Group Dec-25	Group Dec-24	Company Dec-25	Company Dec-24
Profit for the Year	637,105	2,266,578	602,677	2,254,429
Weighted average number of ordinary shares in issue	12,003,750	6,668,750	12,003,750	6,668,750
Basic earnings per share (in kobo)	5.31	33.99	5.02	33.81

The caculation of basic earning per share as at 31 December 2025 was based on the profit artributable to ordinary shareholders of =N=637,105million and =N=602,677million for the Group and the company respectively and waighted average number of ordinary shares outstanding of 12,003,750,000.The Group and the Company had no diluted instruments as at 31 December 2025. Hence the basic and diluted earnings per share are equal.

44 DIRECTORS AND EMPLOYEES

i The average number of full time persons employed during the year were as follows:

	Group Dec-25	Group Dec-24	Company Dec-25	Company Dec-24
	Number		Number	
Senior Management	41	41	34	35
Lower Management	7	9	7	9
Senior Staff	14	11	5	5
Junior Staff	62	54	39	40
	124	**115**	**85**	**89**

ii Directors' remuneration paid during the year is analysed as follows:

	Group Dec-25	Group Dec-24	Company Dec-25	Company Dec-24
Directors fees	2,210	735	1,910	1,560
Directors other entitlements	52,681	29,930	51,615	28,530
Directors emolument	**54,891**	**30,665**	**53,525**	**30,090**

iii The directors remuneration shown above includes:
The Chairman and 6 directors.
The numbers of Directors who received fees and other emolument (excluding pension contribution) during the year were in the following ranges:

	Group Dec-25	Group Dec-24	Company Dec-25	Company Dec-24
	7	7	7	

iv Employee cost during the year amounted to:

	Group Dec-25	Group Dec-24	Company Dec-25	Company Dec-24
Staff Cost	**380,618**	**369,855**	**348,681**	

v Employees of the group,other than directors, whose duties were wholly or mainly discharge in Nigeria, received renumeration (excluding pension costs and certain benefits)
in the following ranges:

₦	₦	Group Dec-25	Group Dec-24	Company Dec-25	Company Dec-24
		Number		Number	Number
50,000	100,000	15	12	11	11
100,000	200,000	24	23	22	20
200,001	300,000	25	20	20	18
300,001	400,000	14	15	9	9
400,001	500,000	11	11	9	9
500,001	600,000	12	11	10	5
600,001	700,000	8	8	4	4
700,001	800,000	7	7	5	5
800,001	900,000	4	4	4	4
900,001	1,000,000	3	3	3	3
Above 1,000,000		1	1	1	1
		124	**115**	**98**	**89**

NOTES TO THE ACCOUNTS (CONT'D)

45 Contigencies (Litigation and Claim)

As at 31 December 2025, the Group in its ordinary course of business is presently involved in four (2024:4) litigation suits in the ordinary course of business. The total amount claimed in the cases against the Group is estimated at N101.5 million (31 December 2024: N101.5million). The actions are being contested vigorously and the Directors are of the opinion that none of theaforementioned cases is likely to have a material adverse effect on the Group and are not aware of any other pending or threatened claims and litigations.In arriving at this conclusion, the Group has relied on evidence and recommendations from its Company Secretary/Legal Adviser Anu Shobowith Financial Reporting Council number FRC/2013/NBA/00000003654

46 CAPITAL EXPENDITURE COMMITMENT

There are no material capital expenditure commitment at the end of the reporting date

47 Related party transactions

(a) Parent:

Regency Alliance Insurance Plc (incorporated in Nigeria) is the ultimate parent company of the Group.

Subsidiaries:

In the normal course of business, insurance policies are sold to related parties at terms and conditions similar to those offered to major clients.

All intergroup transaction between the parent and its subsidiaries has been eliminated on consolidation.The Group's effective interests and investment in the subsidiaries as at 31 December 2022 are shown below:

Entity	Activity	Effective Entity holding %	AMOUNT =N= '000	Date of incorporation /Acquisition
Domestic / non-Insurance subsidiaries:				
RIC Microfinance Bank Limited	Banking operation	98	382,896	17th December, 2008
RIC Technologies Limited	Sale of vehicle trackers	90	11,720	18th April, 2009
RIC Properties and Investment Limited	Property leasing and investmer	97	300,000	4th January, 2005

(b) Transaction between Regency Alliance Insurance Plc and its sunsidiaries which has been elimilated on consolidation were shown below;

(i) Due from subsidiaries

	Dec-25 N'000	Dec-24 N'000	Dec-25 =N='000	Dec-24 N'000
Ric Microfinance bank Limited	42,075	55,617	-	
Ric Properties and Investment Limited	28,705	-	-	
Ric Technologies Limited	3,585	3,027	-	
Total	**74,364**	**58,644**	**-**	

(ii) Due to Subsidiaries

Ric Microfinance bank Limited	-	-		
Regency Alliance Insurance Limited Ghana	-	-	-	
Ric Properties and Investment Limited	-	10,837	-	
Ric Technologies Limited	-	-	-	
Total	**-**	**10,837**	**-**	

(C)Transaction with Key management personnel

Key Management Personnel (KMP) are members of the leadership team who have the authority and responsibility for planning, directing and controlling the activities of the consolidated entity of Regency Group either directly or indirectly. They include all Directors of the Board (executive and non-executive). the Group.

(i)Key management Personel compensation

The Compensation to key management personnel comprised the following:

	THE GROUP		THE COMPANY	
	Dec-25 =N='000	Dec-24 N'000	Dec-25 =N='000	Dec-24 N'000
Short Term benefit	54,891	30,665	53,525	30,665
Total	**54,891**	**30,665**	**53,525**	**30,665**

(ii) Key Management Personel and Director Transactions

Key management Personel engaged in the following transactions with the Company during the Year;

Directors	Transactions	Transaction Values for the year ended 31/12/2025 N'000	Transaction Values for the year ended 31/12/2024 N'000	Transaction Values for the year ended 31/12/2025 N'000	Transaction Values for the year ended 45657 N'000
Chief Wale Taiwo	Retainership fee	**750**	**360**	750	**360**

NOTES TO THE ACCOUNTS (CONT'D)

48 Contraventions and penalties	Dec-25	Dec-24	Dec-25	Dec-24
	=N='000	N'000	=N='000	N'000
During the year, The Company paid penalties to regulatory bodies for the following contraventions:				
Late Filling of 2024 Returns-NGX	10,100		10,100	
Late Filling of 2023 Audited Returns-SEC	2,850		2,850	
Resubmission of 2024 Audite Financial Statements-NAICOM	2,500		2,500	
Late Response to Commissions Letter-NAICOM	62		62	
Late Filling of 2023 Audited Returns- NGX Regulatory Ltd		7,800		7,800
Penalty on violation of market conduct-NAICOM		7,250		7,250
Non-Upload of data/failure to submit Board resolution on Aviation-NAICOM		500		500
Dealing with unapproved Managing Director-NAICOM		500		500

49 Comparative

Where necessary, comparative figures have been adjusted to comform with changes in presentation in the current year.

50 Security Trading Policy

The Company has a Security Trading Policy. The Policy prohibits insider trading by Directors and guides the Directors in their trading in the Company's Shares.
The Policy also precludes them from passing any price sensitive information to third parties for the purpose of trading in the Company's Shares
We have enquired from our Directors and from the information received, there was no contravention during the period under consideration.

Shareholding Structure/Free Float Status

Directors	Direct/Indirect Dec-25 N'000	Dec-25	Direct/Indirect Dec-24 Units(in thousands)	% Unit Dec-24
Issued Share Capital	12,003,750	100%	6,668,750	100%
Substantial Shareholding (5% and above)				
ALEXANDER-REISSE CONSULTING LTD	1,140,356	9.50%	633,531	32%
MR.BIYI OTEGBEYE	1,420,792	11.84%	789,329	40%
Total Substantial Shareholdings	**2,561,148**	**21.34%**	**1,422,860**	**22%**
Directors' shareholdings (Direct)				
MR. CLIEM BAIYE	**1,800**	**0.01%**	1,000	0.05%
DR. SAMMY OLANIYI	**78,445**	**0.65%**	43,580	2.21%
MR. KEHINDE OYADIRAN	**16,571**	**0.14%**	9,206	0.47%
MATT OSAYABA AKHIONBARE	**-**		-	0.00%
CHIEF WALE TAIWO, SAN	**25,829**	**0.22%**	14,349	0.73%
MR. DONALD JAMES ETIM	**-**		-	0.00%
Mr. CHARLES OLABODE OSENI	**248**		138	0.01%
MR. ANTHONY OLATUNDE ALAO	**71**	**0.00%**	25	0.00%
MR. AKINDELE OMODELE	**7**	**0.00%**	-	0.00%
MRS. COMFORT OTEGBEYE	**39,300**	**0.33%**	21,833	1.11%
HRM. OBA DR. FRANCIS OLUSOLA ALAO	**-**		-	0.00%
MRS. ANU SHOBO	**95,611**	**0.80%**	53,117	2.70%
Total Directors' Shareholdings	**257,881**	**2.15%**	**143,248**	**2.1%**
Other Influential Shareholdings:			-	
Free Floats in Units and Percentage	**9,184,968**	**76.52%**	**5,177,754**	**76%**
Free Floats in Value (N)	**10,470,864**		**1,967,546**	

Declaration

Regency Alliance Insurance Plc with a free float value of N10,470,864,079.74 (76.52%) as at December 31, 2026 is compliant with the Nigerian Exchange Limited's free float requirements for companies listed on the Premium Board.

51 Event After Reporting Period

The director are not aware of any event which occurred since 31 December 2025 which may have material effect on the financial statements.

52 Dividend

No dividend has been recommended in respect of year 2025 account.

NOTES TO THE ACCOUNTS (CONT'D)

55. ENTERPRISE RISK MANAGEMENT

Introduction and Review

The insurance industry just like the global economy suffered from various political and economic fallouts and pressures that affected economic activities in Nigeria, the year was a challenging year in risk management. Having an effective capital and risk management has been a key fundamental to our business activities of Regency Alliance insurance Plc. ("the Group").

We deploy the best risk management practices applicable in our operating environment with a view to identifying, measuring, monitoring, controlling, reporting and updating on emerging risks that are material to our operations and such prevailing in our business operation. The Group's ERM framework is in line with Committee of Sponsoring Organizations of the Treadway Commission (COSO) as approved by the insurance industry regulator (NAICOM), to identify, assess, manage and monitor the risks inherent in our operations.

Principles

- The Group will accept only the risks that fall within the risk appetite.
- The Group's ERM risk principles will not be compromised; rather it shall identify, evaluate, manage, control and communicate as possible all risks within the organization.
- The Group will build and entrench an enduring risk culture, which shall pervade the entire organization.
- The Group will always comply with all government regulations and uphold international best practice.

ERM Strategy

ENTERPRISE RISK MANAGEMENT (CONT'D)

Internal Environment: considers how the Group's history, culture, values, organizational structure, strategy, policies and procedures affects its risk culture. It forms the foundation for defining the Group's risk approach appetite.

Objective Setting: This involves setting of strategic objectives for the Group through its risk strategy. The Group's risk tolerance and the alignment between its risk appetite and its objectives form part of the overall Group strategy.
The risk appetite is determined, while risk tolerance, the acceptable level of variation around the objectives, is aligned with risk appetite.

Event Identification: describes those developments either internal or external to the Group that could significantly affect its ability to meet its strategic objectives, either positively or negatively. In order to ensure that the full scope of the Group is considered, event and trend identification is done broadly engaging a cross-section of Group staff.

Risk Assessment: Describes the extent to which potential events and trends might affect the Group's objectives. Events and trends are assessed by two criteria – impact and likelihood. Risk assessments can be done by qualitative and/or quantitative methods. Inherent and residual risk assessments are employed. Both positive and negative impacts and likelihoods are evaluated. A catalogue of the full spectrum of risks, with impacts and likelihoods evaluated, form the Group's risk register.

Risk Response: Identifies and evaluates possible responses to risk, assesses options in relation to the Group's risk appetite, cost vs benefit of potential risk responses, and degree to which a response will reduce impact and/or likelihood. Such proposed responses are selected and executed based on evaluation of the portfolio of risks and responses.

Control Activities: include policies and procedures that help ensure that the risk responses, as well as other Group directives to mitigate risks to the achievement of strategic objectives are carried out. This is enterprise wide.

Information and Communication: Management identifies, captures, and communicates pertinent information in a form and timeframe that enables people to carry out their responsibilities. Communication occurs in a broader sense, flowing down, across, and up the organization.
Monitoring: Effectiveness of the other ERM components is monitored through ongoing monitoring activities and separate evaluations, and a combination of both.

Our approach
Our ERM strategy is the approach to achieving the **vision and mission** of the Group ; it is based on the implementation of an effective ERM Framework which supports the delivery of sound business operations and long - term growth reckoning the constantly changing business climate. This incorporates new knowledge of global and local challenges to stability and profitability.
As part of the risk strategy, the Group's risk management ensures the identification, treatment and quantification of all key risks, establish control on key threats and continue monitoring to keep aversive threshold within residual level as spelled out in the appetite. Its objective is to add maximum sustainable value to all the activities of the organization. It aids the understanding of the potential upside and downside of all those factors, which can affect the organization. It increases the probability of success; reduces both the probability of failure and the uncertainty of achieving the organization's overall objectives

ENTERPRISE RISK MANAGEMENT (CONT'D)

Philosophy

The Group's risk philosophies are as stated below:

- We shall employ the best risk management practices applicable in our operating environment with a view to identifying, measuring, monitoring, controlling and reporting every material risk prevailing in our business operation in order to maximize our value to stakeholders.
- We would not avoid risk but manage it. Risk controls would not constitute an impediment to the achievement of our strategic goals.
- We would continually review our activities to determine the level of risks inherent in them in order to adopt appropriate risk response at all times.
- We would continue to adopt a holistic and integrated approach to risk management and, therefore, brings all risks together under one or a limited number of oversight functions.

Our decisions would be based on careful analysis of the implications of such risk to our strategic goals and operating environment.

53.2 ENTERPRISE RISK MANAGEMENT FRAMEWORK

The Risk Management Framework (RMF) approved by the Board defines how managing risk is a part of our day-to-day management of the Group, it is inherent within the strong working practices and incorporates the Governance Framework, Risk Profiling Process, Risk Appetite, Reporting Processes, Culture and Communications. This has been updated in the face of the new global realities and shifts in technological deployment, issues around the environment, safety and health.

Governance Framework

The key components of the Group's governance framework involve understanding our lines of defence, visibility of key functions, ensuring that each strategic staff is a fit & proper person, defining various roles and responsibilities and clearly defined policies, procedures with effective internal control systems in the organisation. The ERM framework and other formal risk policies are part of the governance process for running the business and in doing so, it will maintain core business critical high-risk functions in house, outsourcing where appropriate from a commercial and risk perspective.

The Group's three Lines of Defence

The Group recognise the three lines of defence as integral to the control environment as detailed below:

First line (1st line) – Business Management and Risk Owners

The Board, Management and Risk Owners are the primary line of defence, identifying risks, implementing a control structure that is operated continually through a Risk Control and SELF Assessment that enables understanding the risk climate across different units to identify /prevent errors and if errors occur, to rectify the current event and to ensure lessons are learnt and a similar incident is prevented in future. They ensure that all risks are contained within appetite and that appropriate information is received to monitor adherence. In some instances, other departments act as in intermediate line of defence for errors that take place in other parts of the business. Such functions include, but are not limited to Finance, Underwriting and Claims.

ENTERPRISE RISK MANAGEMENT (CONT'D)

Second line (2nd line) – Non-independent Functions who provide challenge

Functions which operate in this area tend to be independent from the business lines and provide review and challenge over the effectiveness of the control environment in place to manage the risks identified, in some cases conducting ad-hoc checks. These functions are assurance providers to the Board and include Compliance and Risk Management Functions.

Third line (3rd line) – Independent Assurance

Internal Audit act as the third line of defence and their primary responsibility is to provide assurance to the Audit, Risk Committee and Board that the controls in place to manage risks identified are operating as intended and that there are no control gaps in place. Internal Audit has a direct reporting line to the Audit and Risk Committee.

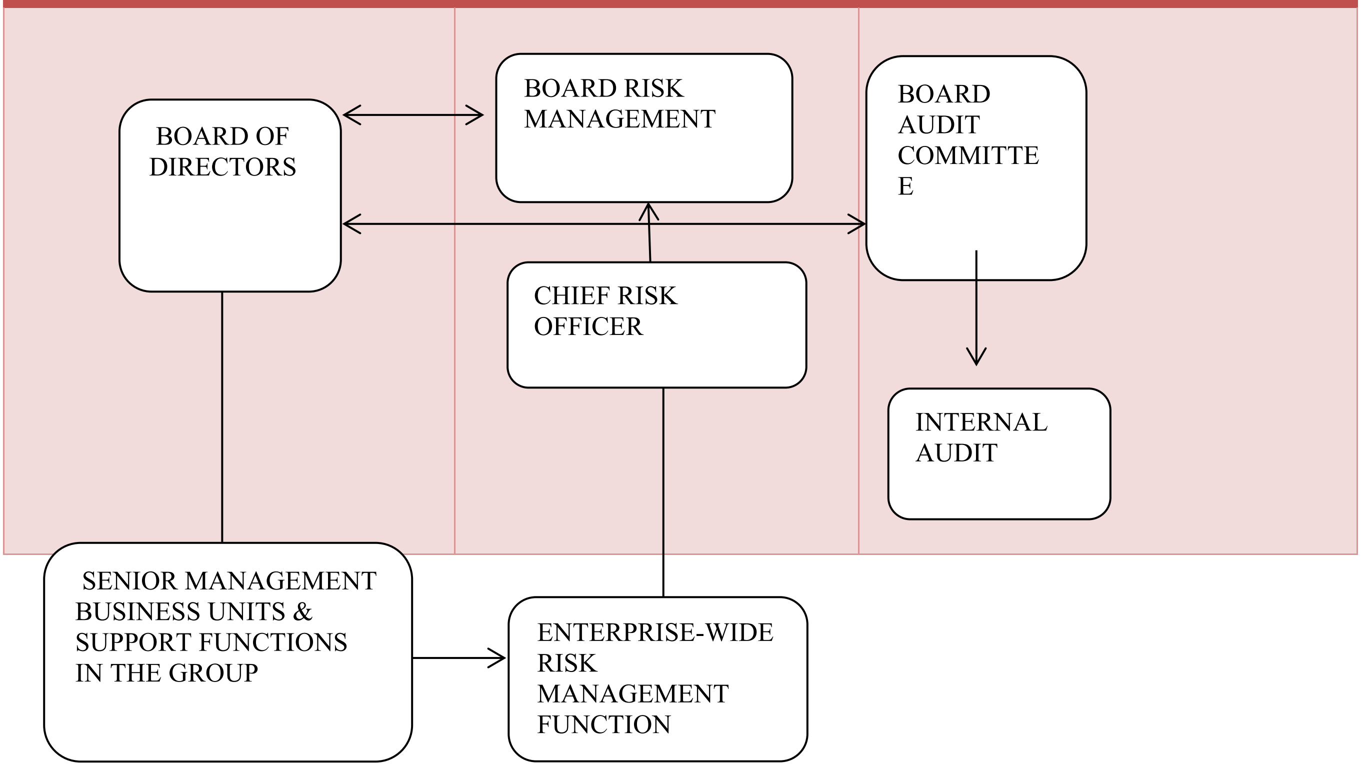
ENTERPRISE RISK MANAGEMENT (CONT'D)

Third Line (3rd Line) – Independent Assurance

Internal Audit act as the third line of defence and their primary responsibility is to provide assurance to the Finance, Investment and General Purpose; Enterprise Risk Management and Governance; and Audit and Compliance Committees of the Board and the Board that controls in place to manage risk identified are operating as intended and that there are no control gaps. Internal Audit has a direct reporting line to the Audit and Risk Management Committee, Enterprise Risk Management and Governance Committee of the Board.

ERM Governance Structure

<u>FIRST LINE</u> (1ST LINE)	<u>SECOND LINE</u> (2ND LINE)	<u>THIRD LINE</u> (3RD LINE)
POLICY DIRECTION (BOARD) & DAY TO DAY RISK MANAGEMENT & CONTROLS	RISK OVERSIGHT, POLICY AND METHODOLOGIES	INDEPENDENT ASSURANCE



ENTERPRISE RISK MANAGEMENT (CONT'D)

Board Committees	Functions
Board Audit Committee	▪ **Oversight of financial reporting and accounting.** ▪ **Oversight of external Auditor** ▪ **Oversight of regulatory compliance** ▪ **Monitoring the internal control process** ▪ **Oversight of enterprise risk management**
Board Risk Management	▪ Ensuring an adequate Risk Management Framework ▪ Defining the Group's risk appetite in line with the Group's financial resources, business strategies, management expertise and overall willingness to take risk. ▪ Reviewing and approving the Risk Management policies and procedures. ▪ Re-evaluating the framework and risk appetite at least annually, considering changes in the risk profile of the business. ▪ Ensuring that the Risk Management Framework is regularly audited by appropriately trained and competent personnel that are operationally independent of the risk management activities. ▪ Advising the Board on the Group's risk profile and risk appetite in setting its future strategy, the current financial situation of the Group and its capacity to manage and control risks within the Group's strategy; ▪ Reviewing the work and reports prepared by the Chief Risk Officer ("CRO") and overseeing the effectiveness of the CRO's role.
Chief Risk Officer	▪ Develops risk management strategy, principles, framework and policy ▪ Implements appropriate risk management processes and methodologies ▪ Advises and coaches management and business units on risk management ▪ Monitors the application and effectiveness of risk management processes ▪ Coordinates appropriate and timely delivery of risk management information

Enterprise-wide risk management function	▪ Drafts risk policies and risk management standards ▪ Develops and implements the risk framework ▪ Develops and distributes tools, techniques, methodologies, common risk language, risk framework, analysis, reporting, communication and training ▪ Coordination, aggregation, facilitation and enabling function ▪ Monitors the overall risk profile, including accumulations of risk, trends, and risks from internal and external market changes ▪ Escalates high priority issues to senior management and Board ▪ Collates, challenges and reports on aggregate risk profile, control effectiveness and actions taken to risk committee and Board
Business units	▪ own risks and controls ▪ Assess risks and the effectiveness of controls in line with documented risk policy ▪ Design, operate and monitor a suitable system of control ▪ Manage and review risks as part of day to day business activity
Internal audit	▪ Monitors effectiveness of the risk management processes ▪ Tests controls ▪ Validates risk information and risk reporting ▪ Identifies corrective actions ▪ liaises with the risk management department ▪ Reports to the audit committee and Board

ENTERPRISE RISK MANAGEMENT (CONT'D)

Risk Culture

"Culture clarifies the kind of behaviour acceptable within the group. Corporate failures occurred mainly because the written principles were simply like the good gospel preached and not practiced" – *McKinsey & Co.* Our risk culture where effective risk management is an integral and natural part of the way most people work – embedding risk management - is a long-term aim for RAIP.

The Group adopted the following approach;

- The Board and management consciously promote a responsible approach to risk and ensure that the long-term survival and reputation of the Group are not jeopardized while expanding the market share.
- Building awareness by communicating risk updates and using role models in the organisation.
- Changing behaviour by helping staff to see risk management as important, by achieving a healthy attitude to "well-managed risk taking, by recognising and working with different perspectives on risk, by making the "risk thermostat" work well and avoiding "bottom loop" bias and by encouraging risk-based decision making.
- Taking the opportunities for culture change by taking advantage of central initiatives and by using crises and failures.
- Supporting and nurturing the new culture.
- Measuring how well change is being delivered and sustained.

Risk Appetite

Our risk appetite which is "the degree of risk, on a broad-based level, that reflects the extent of our risk opportunities and aversiveness as we pursue profitability.

The Group's Risk appetite reckoned all risks across the business in an integrated manner both quantitative and qualitative and is aligned with our business and capital strategy. Quantitatively, our risk appetite framework is designed such that we are able to monitor and manage both total risk and fulfilment of our risk appetite within a set of pre-defined set of "hard" and "soft" boundaries or risk limits.

The Risk appetite framework is aligned with our risk policies.

Our high-level risk appetite summary is as follows:

- We expect our counterparty exposure to be no greater than 1 years' profit and seek to balance reinsurance quality and diversification.
- We expect to be able to meet normal working liabilities immediately as they fall due
- We do not expect any material compliance failures or breaches with regulatory requirements
- We do not expect any system or infrastructure failures which cause significant business disruption.
- We will not incentivise people to engage in risk taking activities that fall outside our targets and appetites.

ENTERPRISE RISK MANAGEMENT (CONT'D

The risk appetite is set by the Board of Directors annually, at a level that minimizes erosion of earnings or capital due to avoidable losses in the Group, or from frauds or operational inefficiencies. The Group's appetite for risk is governed by the following:

(i) Exception reporting by internal control officers, auditors, regulators and external rating agencies;
(ii) Adverse publicity in local and international press;
(iii) Frequent litigations;
(iv) Payment of fines and other regulatory penalties; and
(v) Above average level of staff and customer attrition.

The Group will not compromise its reputation through unethical, illegal and unprofessional conduct.

Regency Alliance Insurance Plc issues contracts that transfer insurance risk or financial risk or both. This section summarizes these risks and the way the Company manages them.

54.1 Insurance risk

The risk, under any insurance contract, is the possibility that the insured event occurs and the uncertainty of the amount of the resulting claim. By the very nature of an insurance contract, this risk is random and therefore unpredictable. The Company manages its insurance risk by means of established internal procedures that include underwriting authority levels, pricing policy, approved reinsurers list and monitoring.

Regency Alliance is exposed to underwriting risk through the insurance contracts that are underwritten. The risks within the underwriting risk category are associated with both the perils covered by the specific lines of insurance including General Accident, Motor, Fire, Marine and Aviation, Oil and Gas and Miscellaneous insurance, as well as the specific processes associated with the conduct of the insurance business. The various subsets of underwriting risks are listed below;

i **Underwriting Process Risk:** risk from exposure to financial losses related to the selection and acceptance of risks to be insured.

ii **Mispricing Risk:** risk that insurance premiums will be too low to cover the Company's expenses related to underwriting, claims, claims handling and administration.

iii **Individual risk:** This includes the identification of the risk inherent in an insured property (movable or unmovable), we shall ensure surveys are

ENTERPRISE RISK MANAGEMENT (CONT'D

performed and reviewed as at when due and that risks are adequately priced.

iv **Claims Risk (for each peril):** Risk that many more claims occur than expected or that some claims that occur are much larger than expected claims resulting in unexpected losses to the Company. The underwriting risk assessment shall also determine the likelihood of a claim arising from an insured risk by considering various factors and probabilities, determined by information obtained from the insured party,
historical information on similar risks and available external data.

v **Concentration risk (including geographical risk):** This includes identification of the concentration of risks insured by REGENCY. REGENCY utilizes data analysis, software and market knowledge to determine the concentration of its risks by insurance class, geographic location, exposure to a client or business. The assessment of the concentration risk is consistent with the overall risk appetite as established by the Company.

Underwriting Risk Appetite

- The following statements amongst others, shall underpin REGENCY's underwriting risk appetite:
- We do not underwrite risks which we do not understand;
- We are cautious in underwriting unquantifiable risks;
- We are extremely cautious in underwriting risk observed to poorly managed at proposal state e.g. those with low safety standards, shoddy construction or businesses with excessively high risk profile;
- We carefully evaluate businesses or opportunities that could create systemic risk exposures i.e. incidents of multiple claims occurring from one event e.g. natural catastrophe risks, and risks dependent on the macroeconomic environment);
- We consider all applicable regulatory guidelines while carrying out our underwriting activities;
- We established and adhere to internal standards for co-insurance, reinsurance transactions;
- We exercise extreme caution when underwriting discrete (one-off) risks, particularly where we do not have the requisite experience or know-how;
- Where the broker has inadequate knowledge of the trade of the client or the class of business, we exercise caution in taking on such risks into our books;
- We exercise extreme prudence and caution when dealing with clients with financial difficulties or poor payment records; and with transient clients who change insurers regularly; and
- We ensure compliance with NAICOM's guideline on KYC for consistency.

ENTERPRISE RISK MANAGEMENT (CONT'D

54.2 Underwriting Strategy

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. Any risks exceeding the underwriting limits require Head Office approval. Factors that aggravate insurance risk include lack of risk diversification in terms of type and amount of risk, geographical location and type of industry covered. The Company manages these risks through its underwriting strategy, adequate reinsurance arrangements and proactive claims handling. Underwriting limits are in place to enforce appropriate risk selection criteria. For example, the Company has the right not to renew individual policies, it can impose deductibles and it has the right 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).

54.3 Products and Services

REGENCY Insurance Plc is presently operating as a non-life insurance company and we have a wide range of insurance products and services that are tailored to meet the specific needs of the company's clients. Insurance contracts are issued on an annual contract either directly to the customer or through accredited insurance brokers and agents. Premiums from brokers and agents are payable within 30 days, whereas from direct customers immediately. The following is a broad spectrum of the products and services the company is offering:

Fire/Extraneous Perils Policy
This type of policy will provide indemnity to the insured in the event of loss or damage to property covered under it as a direct result of fire outbreak, lightning or explosion. Other extraneous perils such as social disturbances like strike and riot, and natural disasters like storm damage, flood and earthquake can also be covered by an extension of the standard scope of the cover. The items to be insured are usually made up of the following:

a) Buildings
b) Office Furniture, Electrical & Electronic Equipment c) Plant and Machinery
d) Stock of Raw Materials and finished goods
e) Loss of Annual Rent for alternative accommodation.

The policy also contains various other extensions that are granted at no extra cost to the policyholder. The replacement cost of the items to be insured will have to be supplied to us for assessment to facilitate quotation of the premium payable.

ENTERPRISE RISK MANAGEMENT (CONT'D

Consequential Loss Policy

This type of policy, often referred to as "business interruption insurance" is designed to indemnify the insured against loss of productive capacity or future earning power which may occur as a result of loss or damage to the premises and property insured under the Fire/Extraneous Perils in 1 above. This policy is normally taken out in conjunction with the Fire Policy so that when the latter pays for the material damage to property insured under it, this will pick up the intangible loss that will flow from the primary loss of the Fire perils. The items usually covered under this policy are as follows:

a)Gross Profit b)Salary and Wages c)Auditor's fees

The sum insured to be indicated against the items of Gross Profit should represent the difference in turnover and the total of standing and variable charges. The sum insured on Salary and Wages will be that which is required to maintain some key staff pending resumption of business while the sum insured on Auditor's Fees will represent charges that any firm of accountants will make in preparing papers for insurance claim.

Burglary/Housebreaking Policy

This type of policy is designed to indemnify the insured against loss or damage resulting from theft or attempted theft which is accompanied by actual forcible or violent entry into or out of the premises or any attempt theft. The items usually covered under this policy are similar to those under the Fire/Extraneous Perils policy above with the exception of Buildings and Loss of Rent. The replacement cost of the relative items would have to be supplied to enable us submit our quotation.

Fidelity Guarantee Policy

This is a form of policy that protects an organization against loss of money or valuable stock as a result of dishonesty or fraudulent activity of employees. It is possible to grant cover on named basis, positions basis or on a blanket basis. In any of these cases, the number of persons and the limit of guarantee any one loss would be advised as well as aggregate amount of guarantee in a given year. Once we have this information, we would be in a position to quote for premium payable.

Public Liability Policy

This policy also covers the insured against legal liability to third party for cost and expenses incurred in respect of accidental death, bodily injury and accidental damage to property occurring within the insured's premises or at work-away premises. The vicarious liability of the insured's employee can also be covered provided it arose in the course of carrying out his official duties. The Company usually require the insured to indicate the limit of cover required to enable her advice the premium payable.

Money Policy

This is another type of All Risks policy which is designed to cover any fortuitous event that could result in the loss of cash while in the course of transit either to or from the bank. The cover will also operate while the money is on the premises of the insured and while in a securely locked safe. The policy can also be extended to cover cash in the personal custody of selected management staff.

ENTERPRISE RISK MANAGEMENT (CONT'D

Goods in Transit Policy

This is also an "All Risks" policy covering goods being carried from one location to another. Any loss not specifically excluded under the policy is covered and the insurance is suitable for any organization that is engaged in movement of goods either by road or rail and the cover will operate when the goods are being conveyed by the insured's owned or hired vehicles. Losses arising from Fire and Theft are covered under this policy.

Group Personal Accident Policy

This type of policy is designed to foster the welfare of employees as well as reduce the financial constrain that an organization could undergo in the event of death or bodily injury to a member of staff arising as a result of any injury sustained through accidental, violent, external and visible means. The policy provides a world-wide cover on 24 hours basis and benefits payable in respect of Death and Permanent Disability are usually expressed as multiple of salaries. Cover also extends to pay weekly benefit in the event of temporary total disability resulting from bodily injury to the insured person as well as certain allowance for expenses incurred on medical treatment as a result of accidental injury. Death or injuries from natural causes are however not covered.

Motor Insurance Policy

This class of insurance is made compulsory by Government through the legislation known as the Motor Vehicle (Third Party) Insurance Act of 1945. Third Party Only cover which is the minimum type of insurance legislated upon provides indemnity to policyholder against legal liability to Third Parties for death, bodily injury and property damage.

The most popular type of cover under this policy is comprehensive insurance which, in addition to the cover provided under the Third Party Only, will also indemnify the policyholder for loss or damage to the vehicle resulting from road accident, fire and theft. The premium payable for the various forms of cover under this policy is regulated by a statistical table of rate known as "tariff" which is approved by Government.

Marine Policies

CARGO: The policy issued here is to provide indemnity for loss or damage to imported goods being conveyed by sea or air. The All Risks type of cover known as Clauses "A" provides indemnity to the insured in the event of total or partial loss of the goods while the restricted cover known as Clauses "C" would provide indemnity in the event of total loss only. To enable us determine the premium payable in this regard, we would require information on the nature and value of goods being imported as well as the type of cover required.

HULL: This type of policy is issued on vessels and yachts to provide indemnity for any loss, damage or liability that may arise from their use. The scope of cover provided is either an "all risks" or "total loss only" while the policy usually carries a deductible of about 10% of the value of the vessel or yacht.

ENTERPRISE RISK MANAGEMENT (CONT'D

Aviation Policy

This policy provides comprehensive cover against loss or damage to insured aircraft while operating anywhere in the world. Cover also extends to include the operator's legal liability to Third Parties for death, bodily injury and property damage. Liability to passengers is also covered up to a certain limit selected. In order to ensure full protection for our clients, we reinsure as much as 90% of this type of risk in the London Aviation Market through one of our overseas associates. The essence of this arrangement is to obviate the problem of absorption in the Nigerian Market which has limited capacity for Aviation Insurance and also to afford our clients the opportunity of having a dollar/sterling based insurance policy.

Machinery Breakdown Policy

This policy is designed to cover any damage to a plant or equipment while working or at rest, or being dismantled for the purpose of cleaning, repairing or overhauling. In the same vein, boiler and pressure vessels can be covered under a separate but similar policy.

Electronic Equipment Policy

This policy is designed to cover any loss or damage that could result while any computer and equipment insured is working or at rest. The cover under this policy also extends to include loss or damage to external data media such as diskettes and tapes containing processed information while such are kept within the premises. The increase in cost of working, as a result of damage to the main computer equipment, is also covered and indemnity is provided for alternative means of carrying on operation. With payment of an
additional premium, this policy can be extended to cover the risk of theft.

Energy Risks

The policies on offer in this area have been specifically developed to take advantage of the insurance opportunities created by the Nigerian Content Policy. The Nigerian content policy is aimed at utilizing Nigerian human and material resources in creating values in the country through all contracts awarded in the Oil and Gas industry and the Power sector of the economy. REGENCY Insurance Plc has carved a niche as the Leader in provision of Oil & Gas and Energy Insurance in Nigeria.

● Our focus is on the following areas:
● Upstream Risks which includes Construction/Erection All Risks, Operators Extra Expense Insurance, Property
Insurance and General Third Party Liability Insurance.
● Downstream Risks which include the downstream properties (Refineries and Petrochemical plants, Onshore pipelines, Oil tank farm, Gas processing plants, Pumping and Metering stations, Gas turbines and Boilers, Damage to Asset and other related downstream sector risks.
● Power, Solid Mineral and Other special products.

The above products have been packaged for marketing to the public sector as well as various manufacturing, industrial and commercial concerns. Financial institutions such as banks, mortgage and stock broking firms are also being offered these products. Our Company is innovative in approach and we specialize in

ENTERPRISE RISK MANAGEMENT (CONT'D

packaging policies in line with the needs of the various segments of the economy. REGENCY Insurance Plc also provides comprehensive risk management services. The Company carries out various risk surveys and make appropriate recommendations towards risk improvement and minimization of loss impacts.

Approach to Management of Underwriting Risks

The Company's underwriting risk shall be managed by adhering to policies, principles and guidelines spelt out in the Annual Underwriting Plan.

Where the broker has inadequate knowledge of the trade of the client or the class of business and the client not willing to disclose such information, the Company shall exercise caution in taking on such risks.

The Company shall exercise extreme prudence and caution when dealing with clients with financial difficulties or poor payment records; and with transient clients who change insurers regularly; and The Company shall ensure compliance with the National Insurance Commission's guidelines on "Know Your Customer" (KYC) requirement to get enough information about the transaction.

The Company carries out timely pre-loss inspection/survey exercise of risks, preferably before commencement of cover but not later than 48 hours after commencement of risks.

We limit acceptance of risks to a more convenient value/share while spreading excess through co-insurance or facultative basis. We ensure application/introduction/review of policy terms and conditions including clauses/warranties that will deal with areas of concern which will at the end of the day make the risk worthy of being in the Company's portfolio.

Risk Acceptance Rules

The Company shall follow the provisions (terms and conditions) of the reinsurance treaties that were arranged for the classes of insurance that any risk offered for insurance falls under in deciding whether to accept the risk or not. This shall be the case on all cases where the sum insured of the risk is more than the Company's retention as contained and evidenced by the treaty cover notes.

For any risk that Reinsurance Treaty could not be arranged for, acceptance of such risks shall be limited to any limit set by the Company for such risks at the beginning of each year and shown in the underwriting plan.

Marine Insurance Risks

No Marine insurance risk (Hull or Cargo), Marine Cargo or any other special risks of different nature but relating to Marine Insurance e.g. Marine Cargo Insurance export, shall be accepted without clarification from the Heads of Technical, Energy and Branch Operations Departments. The Company shall not accept Marine Cargo business in respect of fish head risks whether as import or export. Where it must be covered for any reason, cover shall be limited to ICC "C" and on rate of premium of a minimum of 0.20%

ENTERPRISE RISK MANAGEMENT (CONT'D

Aviation Risks

No Aviation risk, Marine Hull risk, Marine Cargo export and any other special risks of different nature shall be accepted without clarification from the Heads of Technical, Energy and Branch Operations Departments.

49.4 Approaches to Risk Mitigation

Generally, we shall apply any of the following four (4) approaches to risk mitigations:

a) Risk Termination (Avoidance)

Under the risk termination approach, we will take measures to avoid risks that are outside our risk appetite, not aligned to our strategy or offer rewards that are unattractive when compared to the risk undertaken. Specifically, we will discontinue activities that generate these risks, such as divesting from certain geographical markets, product lines or businesses. Generally, we will utilise this approach for high-risk events that remain unacceptably high even after we have applied controls.

b) Risk Treatment (Reduction)

Under the risk treatment approach, we would accept the risks inherent in our transactions, but shall take measures, through our system of internal controls, to reduce the likelihood and/or impact of these risks. Generally, we would utilise this approach for risks that occur frequently and have low impact. Some of the measures we shall take under this approach may include formulating or enhancing policies, defining boundaries and authority limits, assigning accountabilities and measuring performance, improving processes, strengthening existing controls or implementing new controls and continuing education and training.

c) Risk Transfer (Sharing)

Under the risk transfer approach, we would accept the risks inherent in our transactions, but shall take measures to transfer whole or portions of the risk to an independent counterparty. Specifically, we shall transfer our risks to an independent counterparty such as co-insurance and reinsurance companies by utilising contracts and arrangements. We will retain accountability for the outsourced risk and that outsourcing does not eliminate risk but only changes our risk profile. The relevant business units shall be responsible for identifying and incorporating the risks arising from such risk transfer arrangements in their risk registers. The business units shall also be responsible for managing the resultant risks and reviewing the risk transfer arrangement to ensure that it is still capable of mitigating the initial risk.

d) Risk Tolerance (Acceptance)

Under the risk tolerance approach, we would accept the risks inherent in our transactions and would not take any action to change the likelihood and/or impact of the risks. We shall adopt this approach where the risk is low and the cost of further managing the risk exceeds the potential benefit should the risk crystallize.

e) Reinsurance Treaty Cover

We have arranged very adequate reinsurance treaties to enable us accommodate risks with high necessary support in the event of large claims. Our treaties are arranged by ARCH RE and placed with a consortium of reputable reinsurance companies.

ENTERPRISE RISK MANAGEMENT (CONT'D

The types of re-insurance on REGENCY Treaty are:
1) Quota share
2) Surplus
3) Excess of loss

1. Quota share
This is the simplest type of Re-insurance whereby a Reinsurer agrees to reinsure a fixed proportion of every risk accepted by the ceding Company, sharing proportionately in all losses and receiving in the same proportion of all direct net premium, less the agreed reinsurance commission.
2. Surplus
Under this arrangement the ceding Company can retain a risk up to the level of its agreed Retention amount. The proportion of the risk which is beyond the Retention amount is then ceded into the Surplus treaty and reinsurer receives a proportionate share of the premium, less reinsurance commission.

3. Excess of Loss
This arrangement protects the ceding Company against a loss where the ceding Company's claims liability exceeds its retention.

Concentration of insurance risk
The Company monitors concentrations of insurance risk by product and sector. An analysis of concentrations of insurance risk at 31 December 2025 and 2024 for insurance revenue is set out below:

	GROUP		COMPANY	
By product	**2025**	**2024**	**2025**	**2024**
	N'000	**N'000**	**N'000**	**N'000**
Accident	1,312,707	1,228,075	1,312,707	1,228,075
Aviation	1,389,099	981,557	1,389,099	981,557
Bond	10,438	7,123	10,438	7,123
Eng	1,219,421	963,495	1,219,421	963,495
Oil/Gas	3,178,458	2,277,001	3,178,458	2,277,001
Fire	348,007	230,172	348,007	230,172
Marine	704,061	600,839	704,061	600,839
Motor	1,471,419	1,006,970	1,471,419	1,006,970
Empl/Liab	9,388	6,724	9,388	6,724
	9,642,997	**7,301,956**	**9,642,997**	**7,301,956**

Financial risk management
Regency Insurance Plc operates in a highly complex and competitive environment driven by the need to meet all claim obligations, maximize returns to shareholders and comply with all statutory and regulatory requirements. The Company is in the business of managing risks for public and private entities as well as individuals. In the ordinary course of its business activities, the Company is exposed to a variety of financial risks, including currency risk, liquidity risk, credit risk, country risk and market risk as well as operational and compliance risks.

ENTERPRISE RISK MANAGEMENT (CONT'D

Risk is the level of exposure to opportunity, threat and uncertainty – that should be identified, understood, measured and effectively managed, in the course of executing the Company's business strategies. In terms of opportunity, we see risk in relation to returns in that the greater the risk, the greater the potential return. We therefore manage risk by using several methods to maximize the positive aspects within the constraints of our risk appetite and business environment.

In terms of threat, we see risk as the potential for the occurrence of negative events such as financial loss, fraud, damage to reputation or public image and loss of competitive advantage. We therefore manage risk in this context by introducing risk management techniques to reduce the probability of these negative events occurring without incurring excessive costs or stifling the initiative, innovation, and entrepreneurial flair of our staff.

In terms of uncertainty, we see risk as the distribution of all possible outcomes both positive and negative. In this context, we manage uncertainty by seeking to reduce the variance between anticipated outcomes and actual results.

Our risk management philosophy and culture consist of our shared beliefs, values, attitudes and practices with respect to how we consider risk in everything we do, from strategy development and implementation to every aspect of our day-to-day activities.

"We shall underwrite all profitable transactions that we consider prudent and meets our risk appetite and profile. We shall take calculated and informed risk while seeking to maximize returns and shareholders' value. We shall continuously evaluate the risk and rewards inherent in our business transactions, from strategy development and implementation to our day-to-day activities. We believe that to achieve this objective would require a good understanding of the risks we are taking and the effective management of these risks both at the individual and enterprise levels".

We therefore manage and control risk by introducing new risk management techniques, enhancing existing risk management practices and placing a greater emphasis on cooperation among departments to comprehensively manage the Company's full range of risks as a whole. The Company proactively formulates strategies and plans that enable the identification and management of events/factors/occurrences that impact our ability to attain our business and strategic objectives.

(a) Risk Management Strategy

The Company adopts the following strategy for managing risks:

i. Establish a clearly defined risk management process for identifying, measuring, controlling, monitoring and reporting risks.
ii. Entrench and incorporate risk management principles in all functions across the Company. iii. Comprehensive implementation and maintenance of our risk management framework.
iv. Ensure good corporate governance practices.
v. Board and senior management support to promote sound risk management. vi. Zero tolerance for non-compliance with risk and control procedures.
vii. Avoid concentration of risk to any industry, market, sector or individual entity.

ENTERPRISE RISK MANAGEMENT (CONT'D

i. Deploy a risk management systems to facilitate the effective management of risks.

Market risk
The Group undertakes activities which give rise to a considerable level of market risks exposures (i.e. the risk that the fair value of future cash flows of our trading and investment positions or other financial instrument, will fluctuate because of changes in market prices). Market risks can arise from adverse changes in interest rates, foreign exchange rates, equity prices, commodity prices and other relevant factors such as market volatilities. The objective of market risk management activities is to continually manage and control market risk exposure within acceptable parameters, while optimizing the return on risks taken.

Management of market risk
The Group has an independent Risk Management unit which assesses, monitors, manages and reports on market risk taking activities across the group. We have continued to enhance our Risk Management Framework.

The Group's market risk objectives, policies and processes are aimed at instituting a model that objectively identifies, measures and manages market risks in the Group and ensure that:

1. The individuals who take or manage risk clearly understand it.
2. The Group's risk exposure is within established limits.
3. Risk taking decisions are in line with business strategy and objectives set by the Board of Directors.
4. The expected payoffs compensate for the risks taken.
5. Sufficient capital, as a buffer, is available to take risk.

(i) Interest Rate Risk
The Group is exposed to a considerable level of interest rate risk-especially on the Investment contracts (i.e. the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates). Similar to the last financial year, interest rate was fairly volatile. These changes could have a negative impact on the Net Interest Income, if not properly managed. The Group, however, has all of its financial instruments in non-rate sensitive assets and liabilities. This greatly assists it in managing its exposure to interest rate risks.

ENTERPRISE RISK MANAGEMENT (CONT'D

Exposure to fixed and variable interest rate risk
Group

December 31 2025	**Fixed**	**Floating**	**Non-interest bearing**	**Total**
	N'000	**N'000**	**N'000**	**N'000**
Cash and cash equivalents	1,843,249	-	-	1,843,249
Financial assets:		-	-	
At fair value through profit or loss	-	-	1,440,379	1,440,379
At fair value through OCI	-	-	-	-
At amortised cost	8,345,670	-	-	8,345,670
Other receivables	-	-	-	73,813
Total	**10,188,919**	**-**	**1,440,379**	**11,703,110**

Exposure to fixed and variable interest rate risk
Group

December 31 2024	**Fixed**	**Floating**	**Non-interest bearing**	**Total**
	N'000	**N'000**	**N'000**	**N'000**
Cash and cash equivalents	705,506	-	1,610,208	2,315,714
Financial assets	-	-	-	
At fair value through profit or loss	-	-	683,750	683,750
At fair value through OCI	-	-	-	-
At amortised cost	8,681,990	-	-	8,681,990
Other receivables	-	-	91,368	91,368
Total	**9,387,495**	**-**	**2,385,326**	**11,772,822**

Exposure to fixed and variable interest rate risk
Company

December 31 2025	**Fixed**	**Floating**	**Non-interest bearing**	**Total**
	N'000	**N'000**	**N'000**	**N'000**
Cash and cash equivalents	561,989	-	1,150,159	1,712,148
Financial assets			-	
At fair value through profit or loss	-	-	1,431,440	1,431,440
At fair value through OCI	-	-	-	-
At amortised cost	7,857,359	-	-	7,857,359
Other receivables	-	-	36,741	36,741
Total	**8,419,347**	**-**	**2,618,341**	**11,037,688**

Exposure to fixed and variable interest rate risk
Company

December 31 2024	**Fixed**	**Floating**	**Non-interest bearing**	**Total**
	N'000	**N'000**	**N'000**	**N'000**
Cash and cash equivalents	579,395	-	1,598,594	2,177,990
Financial assets		-	-	
At fair value through profit or loss	-	-	677,766	677,766
At fair value through OCI	-	-	-	-
At amortised cost	8,206,792	-	-	8,206,792
Other receivables	-	-	57,051	57,051
Total	**8,786,187**	**-**	**2,333,411**	**11,119,599**

Sensitivity analysis - interest-rate risk

The sensitivity analysis below is based on a change in one assumption while holding all other assumptions constant. In practice this is unlikely to occur, and changes in some of the assumptions may be correlated - for example, change in interest rate and change in market values.

ENTERPRISE RISK MANAGEMENT (CONT'D)

Exposure to fixed and variable interest rate risk
Group

December 31 2025	**Corrying amount**	**Fixed rate**	**Floating rate**	**Impact 100 basispoint increase in interest rate**	**Impact 100 basispoint decrease in**
Assets	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**
Cash and cash equivalents	1,843,249	1,843,249	-	1,843	(1,843)
At amortised cost	8,345,670	8,345,670	-	8,346	(8,346)
Loan and other receivables	-	-	-	-	-
	10,188,919	**10,188,919**	**-**	**10,189**	**(10,189)**
Liabilities				-	-
Borrowings	-	-	-	-	-
	-	-	-	-	-
Net increase/(decrease)				**10,189**	**(10,189)**

Exposure to fixed and variable interest rate risk
Group

December 31 2024	**Corrying amount**	**Fixed rate**	**Floating rate**	**Impact 100 basispoint increase in interest rate**	**Impact 100 basispoint decrease in interest rate**
Assets	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**
Cash and cash equivalents	2,315,714	2,315,714	-	2,316	(2,316)
At amortised cost	8,681,990	8,681,990	-	8,682	(8,682)
Loan and other receivables	-	-	-	-	-
	10,997,704	**10,997,704**	**-**	**10,998**	**(10,998)**
Liabilities				-	-
Borrowings	-	-	-		
	-	-	-	-	-
Net increase/(decrease)				**10,998**	**(10,998)**

Exposure to fixed and variable interest rate risk
Company

December 31 2025	**Corrying amount**	**Fixed rate**	**Floating rate**	**Impact 100 basispoint increase in interest rate**	**Impact 100 basispoint decrease in**
Assets	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**
Cash and cash equivalents	1,712,148	1,712,148	-	1,712	(1,712)
At amortised cost	7,857,359	7,857,359	-	7,857	(7,857)
Loan and other receivables	-	-	-	-	-
	9,569,507	**9,569,507**	**-**	**9,570**	**(9,570)**
Liabilities					
Borrowings	-	-	-	-	-
	-	**-**	**-**	**-**	**-**
Net increase/(decrease)				**9,570**	**(9,570)**

Exposure to fixed and variable interest rate risk

Company

December 31 2024	**Corrying amount**	**Fixed rate**	**Floating rate**	**Impact 100 basispoint increase in interest rate**	**Impact 100 basispoint decrease in interest rate**
Assets	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**
Cash and cash equivalents	2,177,990	2,177,990	-	2,178	(2,178)
At amortised cost	8,206,792	8,206,792	-	8,207	(8,207)
Loan and other receivables	-	-	-	-	-
	10,384,781	**10,384,781**	**-**	**10,385**	**(10,385)**
Liabilities					
Borrowings	-	-		-	-
	-	**-**	**-**	**-**	**-**
Net increase/(decrease)				**10,385**	**(10,385)**

The impact on the Company's profit before tax if interest rates on financial instruments held at amortized cost or at fair value had increased or decreased by 100 basis points, with all other variables held constant are considered insignificant. This is due to the short term and fixed interest nature of the majority of the financial assets measured at amortized cost.

ENTERPRISE RISK MANAGEMENT (CONT'D)

(ii) Foreign exchange risk
Foreign exchange risk is the exposure of the Group's financial condition to the changes in foreign exchange rates. The Company is exposed to exchange rate risk as a result of cash balances denominated in currencies other than Naira.

The table below summaries the Group's financial instruments at carrying amount, categorised by currency:

Group

December 31 2025	**Total N'000**	**Naira N'000**	**US Dollar N'000**	**Euro N'000**	**Pound N'000**
Cash and cash equivalents	1,843,249	1,268,017	522,327	36,129	16,776
Financial assets					
At fair value through profit or loss	1,440,379	1,440,379	-	-	-
At fair value through other compr. Income	-	-	-	-	-
At amortised cost	8,345,670	8,345,670	-	-	-
Other Receivables(excluding non financial assets)	-	-	-	-	-
Reinsurance contract assets	1,601,896	827,209	774,686	-	-
Statutory deposit	300,000	300,000	-	-	-
Total financial assets	**13,531,193**	**12,181,275**	**1,297,013**	**36,129**	**16,776**
Liabilities					
Other payable(excluding non-financial liabilities)	2,762,493	2,762,493	-	-	-
Total Financial liabilities	**2,762,493**	**2,762,493**	**-**	**-**	**-**
Net financial assets/liabilities	**10,768,699**	**9,418,781**	**1,297,013**	**36,129**	**16,776**
Insurance contract liabilities	5,027,510	3,117,821	1,909,689	-	-
Net policyholders' assets	**5,741,190**	**6,300,960**	**(612,676)**	**36,129**	**16,776**

Group

December 31 2024	**Total N'000**	**Naira N'000**	**US Dollar N'000**	**Euro N'000**	**Pound N'000**
Cash and cash equivalents	2,315,714	1,038,563	1,122,981	128,391	25,779
Financial assets		-		-	-
At fair value through profit or loss	683,750	683,750	-	-	-
At fair value through other compr. Income		-	-	-	-
At amortised cost	8,681,990	8,681,990	-	-	-
Other Receivables(excluding non financial assets)		-	-	-	-
Reinsurance contract assets	2,450,747	773,493	1,677,254	-	-
Statutory deposit	300,000	300,000	-	-	-
Total financial assets	**14,432,201**	**11,477,796**	**2,800,235**	**128,391**	**25,779**
Liabilities					
Other payable(excluding non-financial liabilities)	2,789,262	2,789,262	-	-	
Total Financial liabilities	**2,789,262**	**2,789,262**	**-**	**-**	**-**
Net financial assets/liabilities	**11,642,939**	**8,688,534**	**2,800,235**	**128,391**	**25,779**
Insurance contract liabilities	5,027,510	1,480,434	3,547,076	-	-
Net policyholders' assets	**6,615,429**	**7,208,100**	**(746,841)**	**128,391**	**25,779**

The table below summaries the Company financial instruments at carrying amount, categorised by currency:

Company

December 31 2025	**Total N'000**	**Naira N'000**	**US Dollar N'000**	**Euro N'000**	**Pound N'000**
Cash and cash equivalents	1,712,148	1,136,916	522,327	36,129	16,776
Financial assets					
At fair value through profit or loss	1,431,440	1,431,440	-	-	-
At fair value through other compr. Income		-	-	-	-
At amortised cost	7,857,359	7,857,359	-	-	-
Other Receivables(excluding non financial assets)		-	-	-	-
Reinsurance contract assets	3,656,964	2,882,277	774,686	-	-
Statutory deposit	300,000	300,000	-	-	-
Total financial assets	**14,957,910**	**13,607,992**	**1,297,013**	**36,129**	**16,776**
Liabilities					
Other payable(excluding non-financial liabilities)	2,486,808	2,486,808	-	-	-
Total Financial liabilities	**2,486,808**	**2,486,808**	**-**	**-**	**-**
Net financial assets/liabilities	**12,471,103**	**11,121,184**	**1,297,013**	**36,129**	**16,776**
Insurance contract liabilities	5,027,510	3,117,821	1,909,689	-	-
Net policyholders' assets	**7,443,593**	**8,003,363**	**(612,676)**	**36,129**	**16,776**

December 31 2024	**Total N'000**	**Naira N'000**	**US Dollar N'000**	**Euro N'000**	**Pound N'000**
Cash and cash equivalents	2,177,990	900,839	1,122,981	128,391	25,779
Financial assets		-			
At fair value through profit or loss	677,766	677,766	-	-	-
At fair value through other compr. Income	-	-	-	-	-
At amortised cost	8,206,792	8,206,792	-	-	-
Other Receivables(excluding non financial assets)		-	-	-	-
Reinsurance contract assets	3,656,964	1,979,710	1,677,254	-	-
Statutory deposit	300,000	300,000	-	-	-
Total financial assets	**15,019,511**	**12,065,106**	**2,800,235**	**128,391**	**25,779**
Liabilities					
Other payable(excluding non-financial liabilities)	2,486,808	2,486,808	-	-	-
Total Financial liabilities	**2,486,808**	**2,486,808**	**-**	**-**	**-**
Net financial assets/liabilities	**12,532,703**	**9,578,298**	**2,800,235**	**128,391**	**25,779**
Insurance contract liabilities	5,027,510	1,480,434	3,547,076	-	-
Net policyholders' assets	**7,505,193**	**8,097,864**	**(746,841)**	**128,391**	**25,779**

ENTERPRISE RISK MANAGEMENT (CONT'D

Equity risk

The Group is exposed to equity price risk by holding investments quoted on the Stock Exchange. Equity securities quoted on the Stock Exchange is exposed to movement based on the general movement of the all share index and movement in prices of specific securities held by the Group.

Sensitivity analysis - equity risk

The sensitivity analysis for equity price risk illustrates how changes in the fair value of equity securities will fluctuate because of changes in market prices, whether those changes are caused by factors specific to the individual equity issuer, or factors affecting all similar equity securities traded in the market.

Management monitors movements of financial assets and equity price risk movements by assessing the expected changes in the different portfolios due to parallel movements of a 10% increase or decrease in the Nigeria All share index with all other variables held constant and all the Company's equity instruments in that particular index moving proportionally.

(c) Credit Risk

The Company's assets are exposed to credit risk, which is the risk that a counterparty will be unable to pay amounts in full when due. The Company's maximum exposure to credit risk is reflected in the carrying amounts of financial assets on the statement of financial position. The main sources of the Company's incoming cash flows are the amounts of receivables from brokers and reinsurers. The Company manages the credit risk arising from such sources by aging and monitoring the receivables. The Company conducts the review of current and non-current receivables on a monthly basis and monitors the progress in the process of collection of the premiums in accordance with the procedure stated in the Company's internal control policy. The non-current receivables are checked and assessed for impairment.

The overdue premiums are considered by the Company on case by case basis. If an overdue premium is recognized by the Company as uncollectible, a notification is sent to the broker and the insurance agreement is cancelled from the date of notification. The premium related to the period from the beginning of insurance cover until the date of cancellation of the insurance agreement is considered a bad debt, and further steps right up to legal actions are planned with regard to that bad debt.

Other areas where the Company is exposed to credit risk are:
• amounts due from reinsurers for the insurance risks ceded;
• amounts due from insurance intermediaries.
• amounts of deposits held in banks and correspondent accounts

REGENCY is exposed to the following categories of credit risk;

Direct Default Risk - risk that REGENCY will not receive the cash flows or assets to which it is entitled because brokers, clients and other debtors which REGENCY has a bilateral contract default on their obligations.

ENTERPRISE RISK MANAGEMENT (CONT'D

Concentration Risk – is the exposure to losses due to excessive concentration of business activities to individual counterparties, groups of individual counterparties or related entities, counterparties in specific geographical locations, industry sectors, specific products, etc.

Counterparty Risk - the risk that a counterparty is not able or willing to meet its financial obligations to the Company as they fall due.

(i) Credit Risk Principles

The following principles underpin the Company's credit risk management policies:

● Individuals who create the credit risk and those who manage the risk clearly understand the nature of the risk;

● The Company's credit risk exposure is within the limits as approved by the Board;

● Credit decisions are clear and explicit and in line with the business strategy and objectives as approved by the Board;

● Credit risk exposures shall be within the defined limits to ensure there is no excessive concentration and that credit control procedures for managing large exposures and related counterparties are adhered to;

● Appropriate classification of credit risk through periodic evaluation of the collectability of risk assets; and

● Adequate loan loss provisioning to ensure that provisions or allowances are made to absorb anticipated losses.

● The expected payoffs more than compensate for the credit risks taken by the Company;

● Credit risk taking decisions are explicit and clear;

● There shall be clear delegated authorization limits for transactions;

● Sufficient capital as a buffer is available to take credit risk;

The Company's credit risk appetite shall be in line with its strategic objectives, available resources and the provisions of NAICOM Operational Guidelines. In setting this appetite/tolerance limits, REGENCY takes into consideration its corporate solvency level, risk capital and liquidity level , credit ratings, level of investments, reinsurance and coinsurance arrangements, and nature and categories of its clients. The company's credit risk is subsequently analysed as follows.

ENTERPRISE RISK MANAGEMENT (CONT'D)

Group	DECEMBER 31 2025				DECEMBER 31 2024			
Cash and Cash Equivalents	**Stage 1**	**Stage 2**	**Stage 3**	**Total**	**Stage 1**	**Stage 2**	**Stage 3**	**Total**
	Gross amount	**Gross amount**	**Gross amount**		**Gross amount**	**Gross amount**	**Gross amount**	
External rating Grade	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**
AAA	-	-	-	-	-	-	-	-
AA- AA+	-	-	-	-	-	-	-	-
A- to A+	-	-	-	-	751,366	-	-	751,366
B- to B+	1,843,249	-	-	1,843,249	1,564,348	-	-	1,564,348
Not Rated	-	-	-	-	-	-	-	-
Internal rating Grade	-	-		-	-	-		-
Grade 1	1,791,465	-	-	1,791,465	2,219,941	-	-	2,219,941
Grade 2	51,784	-	-	51,784	95,774	-	-	95,774
						-	-	

Group	DECEMBER 31 2025				DECEMBER 31 2024			
Financial assets - at amortised cost	**Stage 1**	**Stage 2**	**Stage 3**	**Total**	**Stage 1**	**Stage 2**	**Stage 3**	**Total**
	Gross amount	**Gross amount**	**Gross amount**		**Gross amount**	**Gross amount**	**Gross amount**	
External rating Grade	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**
AAA	-	-	-	-	-	-	-	-
AA- AA+	-	-	-	-	-	-	-	-
A- to A+	901,295	-	-	901,295	1,220,969	-	-	1,220,969
B- to B+	8,345,670	-	-	8,345,670	7,461,021	-	-	7,461,021
Not Rated	-	-	-	-	-	-	-	-
Internal rating Grade	-	-		-	-	-		-
Grade 1	8,884,557	-	-	8,884,557	8,681,990	-	-	8,681,990
Grade 2	362,407	-	-	362,407	-	-	-	-

Group	DECEMBER 31 2025				DECEMBER 31 2024			
Reinsurance Assets	**Stage 1**	**Stage 2**	**Stage 3**	**Total**	**Stage 1**	**Stage 2**	**Stage 3**	**Total**
	Gross amount	**Gross amount**	**Gross amount**		**Gross amount**	**Gross amount**	**Gross amount**	
External rating Grade	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**
AAA	-	-	-	-	-	-	-	-
AA- AA+	-	-	-	-	-	-	-	-
A- to A+	1,081,280	-	-	1,081,280	1,347,911	-	-	1,347,911
B- to B+	520,616	-	-	520,616	1,102,836	-	-	1,102,836
Not Rated	-	-	-	-	-	-	-	-
Internal rating Grade		-		-		-		-
Grade 1	1,601,896	-	-	1,601,896	2,450,747	-	-	2,450,747
Grade 2	-	-	-	-	-	-	-	-
	1,601,896					-	-	

Group	DECEMBER 31 2025				DECEMBER 31 2024			
Statutory Depisit	**Stage 1**	**Stage 2**	**Stage 3**	**Total**	**Stage 1**	**Stage 2**	**Stage 3**	**Total**
	Gross amount	**Gross amount**	**Gross amount**		**Gross amount**	**Gross amount**	**Gross amount**	
External rating Grade	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**
AAA	-	-	-	-	-	-	-	-
AA- AA+	-	-	-	-	-	-	-	-
A- to A+	-	-	-	-	-	-	-	-
B	300,000	-	-	300,000	300,000	-	-	300,000
B-	-	-	-	-	-	-	-	-
Internal rating Grade		-	-	-		-	-	-
Grade 1	300,000	-	-	300,000	300,000	-	-	300,000
Grade 2	-	-	-	-	-	-	-	-
						-	-	

ENTERPRISE RISK MANAGEMENT (CONT'D)

Group	DECEMBER 31 2025				DECEMBER 31 2024			
Other Receivables(excluding non financial assets)	Stage 1	Stage 2	Stage 3	Total	Stage 1	Stage 2	Stage 3	Total
	Gross amount	Gross amount	Gross amount		Gross amount	Gross amount	Gross amount	
External rating Grade	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
AAA	-	-	-	-	-	-	-	-
AA- AA+	-	-	-	-	-	-	-	-
A- to A+	-	-	-	-	-	-	-	-
B- to B+		-	-	-		-	-	-
Not Rated	298,126	-	-	-	298,181	-	-	298,181
Internal rating Grade		-		-		-		-
Grade 1	-	-	-	-	298,181	-	-	298,181
Grade 2	-	-	-	-	-	-	-	-
						-	-	

Company	DECEMBER 31 2025				DECEMBER 31 2024			
Cash and Cash Equivalents	Stage 1	Stage 2	Stage 3	Total	Stage 1	Stage 2	Stage 3	Total
	Gross amount	Gross amount	Gross amount		Gross amount	Gross amount	Gross amount	
External rating Grade	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
AAA	-	-	-	-	-	-	-	-
AA- AA+	-	-	-	-	-	-	-	-
A- to A+	-	-	-	-	613,642	-	-	613,642
B- to B+	1,712,148	-	-	1,712,148	1,564,348	-	-	1,564,348
Not Rated	-	-	-	-	-	-	-	-
Internal rating Grade	-	-		-	-	-		-
Grade 1	1,660,364	-	-	1,660,364	2,082,216	-	-	2,082,216
Grade 2	51,784	-	-	51,784	95,774	-	-	95,774
						-	-	

Company	DECEMBER 31 2025				DECEMBER 31 2024			
Financial assets - at amortised cost	Stage 1	Stage 2	Stage 3	Total	Stage 1	Stage 2	Stage 3	Total
	Gross amount	Gross amount	Gross amount		Gross amount	Gross amount	Gross amount	
External rating Grade	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
AAA	-	-	-	-	-	-	-	-
AA- AA+	-	-	-	-	-	-	-	-
A- to A+	1,431,440	-	-	1,431,440	745,771	-	-	745,771
B- to B+	6,415,399	-	-	6,415,399	7,461,021	-	-	7,461,021
Not Rated	-	-	-	-	-	-	-	-
Internal rating Grade	-	-		-	-	-		-
Grade 1	7,852,099	-	-	7,852,099	8,206,792	-	-	8,206,792
Grade 2	5,260	-	-	5,260	-	-	-	-
						-	-	

Company	DECEMBER 31 2025				DECEMBER 31 2024			
Reinsurance Assets	Stage 1	Stage 2	Stage 3	Total	Stage 1	Stage 2	Stage 3	Total
	Gross amount	Gross amount	Gross amount		Gross amount	Gross amount	Gross amount	
External rating Grade	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
AAA	-	-	-	-	-	-	-	-
AA- AA+	-	-	-	-	-	-	-	-
A- to A+	1,081,280	-	-	-	1,347,911	-	-	1,347,911
B- to B+	520,616	-	-	520,616	1,102,836	-	-	1,102,836
Not Rated	-	-	-	-	-	-	-	-
Internal rating Grade		-		-		-		-
Grade 1	1,601,896	-	-	1,601,896	2,450,747	-	-	2,450,747
Grade 2	-	-	-	-	-	-	-	-
						-	-	

ENTERPRISE RISK MANAGEMENT (CONT'D

Company	DECEMBER 31 2025				DECEMBER 31 2024			
Statutory Depisit	**Stage 1**	**Stage 2**	**Stage 3**	**Total**	**Stage 1**	**Stage 2**	**Stage 3**	**Total**
	Gross amount	**Gross amount**	**Gross amount**		**Gross amount**	**Gross amount**	**Gross amount**	
External rating Grade	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**
AAA	-	-	-	-	-	-	-	-
AA- AA+	-	-	-	-	-	-	-	-
A- to A+	-	-	-	-	-	-	-	-
B- to B+	300,000	-	-	300,000	300,000	-	-	300,000
Not Rated	-	-	-	-	-	-	-	-
Internal rating Grade		-		-		-	-	-
Grade 1	300,000	-	-	300,000	300,000	-	-	300,000
Grade 2	-	-	-	-	-	-	-	-
						-	-	

Company	DECEMBER 31 2025				DECEMBER 31 2023			
Other Receivables(excluding non financial assets)	**Stage 1**	**Stage 2**	**Stage 3**	**Total**	**Stage 1**	**Stage 2**	**Stage 3**	**Total**
	Gross amount	**Gross amount**	**Gross amount**		**Gross amount**	**Gross amount**	**Gross amount**	
External rating Grade	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**
AAA	-	-	-	-	-	-	-	-
AA- AA+	-	-	-	-	-	-	-	-
A- to A+	-	-	-	-	-	-	-	-
B	-	-	-	-	-	-	-	-
Not Rated	36,741	-	-	36,741	57,051	-	-	57,051.4918
Internal rating Grade		-		-		-	-	-
Grade 1	36,741	-	-	36,741	57,051	-	-	57,051.4918
Grade 2	-	-	-	-	-	-	-	-
						-	-	

Amount arising from ECL on financial assets

Group	DECEMBER 31 2025				DECEMBER 31 2024			
Other Receivables(excluding non financial assets)	**Stage 1**	**Stage 2**	**Stage 3**	**Total**	**Stage 1**	**Stage 2**	**Stage 3**	**Total**
	Gross amount	**Gross amount**	**Gross amount**		**Gross amount**	**Gross amount**	**Gross amount**	
External rating Grade	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**
Cash and cash equivalents	10,369	-		-	9,992	-		9,992
Financial assets		-	-	-		-	-	-
At fair value through other compr. Income	-	-	-	-	-	-	-	-
At amortised cost	90,096	-	-	90,096	78,158	-	-	78,158
Reinsurance contract assets	-	-	-	-	-	-	-	-
Statutory deposit	-	-		-	-	-		-
Other Receivables(excluding non financial assets)		-	22,501	22,501		-	19,187	19,187
	100,465	**-**	**22,501**	**112,597**	**88,150**	**-**	**19,187**	**107,337**

Amount arising from ECL on financial assets

Company	DECEMBER 31 2025				DECEMBER 31 2024			
	Stage 1	**Stage 2**	**Stage 3**	**Total**	**Stage 1**	**Stage 2**	**Stage 3**	**Total**
	Gross amount	**Gross amount**	**Gross amount**		**Gross amount**	**Gross amount**	**Gross amount**	
	N'000	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**	**N'000**
Cash and cash equivalents	8,430	-	-	-	5,693	-	-	5,693
Financial assets	-	-	-	-	-	-	-	-
At fair value through other compr. Income	-	-	-	-	-	-	-	-
At amortised cost	56,128	-	-	56,128	42,985	-	-	42,985
Reinsurance contract assets	-	-	-	-	-	-	-	-
Statutory deposit	-	-		-		-	-	-
	64,558	-	-	56,128	48,678	-	-	48,678

ENTERPRISE RISK MANAGEMENT (CONT'D

Concentration of credit risk

This is the exposure to losses due to excessive concentration of business activities to individual counterparties, groups of individual counterparties or related entities,counterparties in specific geographical locations, industry sectors, specific products, etc.
An analysis of the carrying amounts of financial invetsments is shown below;

By sector

Group

December 31, 2025	Corporate N'000	Commercial N'000	Bank N'000	Government N'000	Others N'000	Total N'000
Cash and cash equivalents	51,784	-	1,791,465	-	-	**1,843,249**
Financial assets	-	-	-	-	-	**-**
- At fair value through profit or loss	1,219,580	-	220,799	-	-	**1,440,379**
At fair value through other compr. Income	-	-	-	-	-	**-**
- At amortised cost	-	-	8,345,670	-	-	**8,345,670**
Loan and other receivables	-	-	-	-	-	**-**
	1,271,364	**-**	**10,357,933**	**-**	**-**	**11,629,297**

Group

December 31, 2024	Corporate N'000	Commercial N'000	Bank N'000	Government N'000	Others N'000	Total N'000
Cash and cash equivalents	92,847	-	2,315,714	-	-	**2,315,714**
Financial assets	-	-	-	-	-	**-**
- At fair value through profit or loss	91,889	-	683,750	-	-	**683,750**
At fair value through other compr. Income	-	-	-	-	-	**-**
- At amortised cost	-	-	8,681,990	-	-	**8,681,990**
Loan and other receivables	-	-	-	-	-	**-**
	184,736	**-**	**11,681,454**	**-**	**-**	**11,681,454**

Company

December 31, 2025	Corporate N'000	Commercial N'000	Bank N'000	Government N'000	Others N'000	Total N'000
Cash and cash equivalents	51,784	-	1,660,364	-	-	**1,712,148**
Financial assets	-	-	-	-	-	**-**
- At fair value through profit or loss	1,219,580	-	211,860	-	-	**1,431,440**
At fair value through other compr. Income	-	-	-	-	-	**-**
- At amortised cost	-	-	9,288,799	-	-	**9,288,799**
Loan and other receivables			-			**-**
	1,271,364	**-**	**11,161,023**	**-**	**-**	**12,432,387**

Company

December 31, 2024	Corporate N'000	Commercial N'000	Bank N'000	Government N'000	Others N'000	Total N'000
Cash and cash equivalents	92,847	-	2,085,143	-	-	**2,177,990**
Financial assets	-	-	-	-	-	**-**
- At fair value through profit or loss	91,889	-	585,877	-	-	**677,766**
At fair value through other compr. Income	-	-	-	-	-	**-**
- At amortised cost	-	-	8,206,792	-	-	**8,206,792**
Loan and other receivables	-	-	-	-	-	**-**
	184,736	**-**	**10,877,811**	**-**	**-**	**11,062,547**

ENTERPRISE RISK MANAGEMENT (CONT'D

By Geography
Group

December 31, 2025	Nigeria N'000	Rest of Africa N'000	Europe N'000	Others N'000	Total N'000
Cash and cash equivalents	1,843,249	-	-	-	**1,843,249**
Financial assets	-	-	-	-	**-**
- At fair value through profit or loss	1,440,379	-	-	-	**1,440,379**
At fair value through other compr. Income	-	-	-	-	**-**
- At amortised cost	8,345,670	-	-	-	**8,345,670**
Loan and other receivables	-	-	-	-	**-**
	11,629,297	**-**	**-**	**-**	**11,629,297**

By Geography
Group

December 31, 2024	Nigeria N'000	Rest of Africa N'000	Europe N'000	Others N'000	Total N'000
Cash and cash equivalents	2,315,714	-	-	-	**2,315,714**
Financial assets	-	-	-	-	**-**
- At fair value through profit or loss	683,750	-	-	-	**683,750**
At fair value through other compr. Income	-	-	-	-	**-**
- At amortised cost	8,681,990	-	-	-	**8,681,990**
Loan and other receivables	-	-	-	-	**-**
	11,681,454	**-**	**-**	**-**	**11,681,454**

By Geography
Company

December 31, 2025	Nigeria N'000	Rest of Africa N'000	Europe N'000	Others N'000	Total N'000
Cash and cash equivalents	1,712,148	-	-	-	**1,712,148**
Financial assets	-	-	-	-	**-**
- At fair value through profit or loss	1,431,440	-	-	-	**1,431,440**
At fair value through other compr. Income	-	-	-	-	**-**
- At amortised cost	9,288,799	-	-	-	**9,288,799**
Loan and other receivables	-	-	-	-	**-**
	12,432,387	**-**	**-**	**-**	**12,432,387**

By Geography
Company

December 31, 2024	Nigeria N'000	Rest of Africa N'000	Europe N'000	Others N'000	Total N'000
Cash and cash equivalents	2,177,990	-	-	-	**2,177,990**
Financial assets	-	-	-	-	**-**
- At fair value through profit or loss	677,766	-	-	-	**677,766**
At fair value through other compr. Income	-	-	-	-	**-**
- At amortised cost	8,206,792	-	-	-	**8,206,792**
Loan and other receivables	-	-	-	-	**-**
	11,062,547	**-**	**-**	**-**	**11,062,547**

ENTERPRISE RISK MANAGEMENT (CONT'D

Business Risk Management

Business risk is managed by Management Underwriting & Investment Committee through consistent monitoring of product lines' profitability, stakeholder engagement to ensure positive outcomes from external factors beyond the Group's control and prompt response to changes in the external environment.

Reputational Risk Management

Regency Alliance Insurance Plc norms and values set a tone for acceptable behaviors required for all staff members, and provide structure and
guidance for non-quantifiable decision making, thereby assisting in the management of the group's reputation.

The Group identifies, assesses and manages reputational risks predominately within its business processes. Management of reputational risks is based on the Group's risk governance framework. In addition, Company-wide risks are identified and assessed qualitatively as part of the annual risk & control self-assessment. The Group's risk functions analyses the overall risk profile and regularly informs management about the current profile and potential exposures to the risk. Risk functions' presentation of potential reputational risk guides management decisions in executing business operations and strategies.

The Group has laid great emphasis on effective management of its exposure to credit risk especially premium related debts. The Group defines credit risk as the risk of counterparty's failure to meet its contractual obligations. Credit risk arises from insurance cover granted to parties with payment instruments or payments plan issued by stating or implying the terms of contractual agreement. Credit risk exposure to direct business is low as the Group requires debtors to provide payment plans before inception of insurance policies. The Group's exposure to credit risk arising from brokerage business is relatively moderate and the risk is managed by the Group's internal rating model for brokers. Our credit risk internal rating model is guided by several weighted parameters which determine the categorization of brokers the Group transacts businesses with.

The Group credit risk originates from reinsurance recoverable transactions, retail clients, corporate clients, brokers and agents.

Management of credit risk due to outstanding premium
Credit Rating

We constantly review brokers' contribution to ensure that adequate attention is paid to high premium contributing brokers while others are explored for possible potentials.
Receivables are reviewed and categorized into grade A, B, C and D on the basis of:
a) Previous year contribution b) Payment mode
c) Outstanding as at December of the previous year d) Future prospect
e) Recommendation

ENTERPRISE RISK MANAGEMENT (CONT'D

The Group credit risk is constantly reviewed and approved during the weekly Management Operations meeting. The monthly Group management meeting is responsible for the assessment and continual review of the Group premium debt and direct appropriate actions in respect of delinquent ones. It also ensured that adequate provisions are taken in line with the regulatory guidelines. Other credit risk management includes:

a) Formulating credit policies with strategic business units, underwriters, brokers covering, brokers grading, reporting, assessment, legal procedures and compliance with regulatory and statutory bodies.
b) Identification of credit risk drivers within the Group in order to coordinate and monitor the probability of default that could have an unfortunate impact.
c) Developing and monitoring credit limits. The Group is responsible for setting credit limits through grading in order to categorize risk exposures according to the degree of financial loss and the level of priority expected from management.

d) Assessment of credit risk. All firsthand assessment and review of credit exposures in excess of credit limits, prior to granting insurance cover are subject to review process and approval given during management meeting.
e) Continuous reviewing of compliance and processes in order to maintain credit risk exposure within acceptable parameters. In measuring credit risk, the Group considers three models:
a) The Probability of Default(PD), the likelihood that the insured will fail to make full and timely payment of financial obligations

b)The Exposure at Default (EAD) is derived from the Group's expected value of debt at the time of default

c)The Loss Given Default (LGD) which states the amount of the loss if there is a default, expressed as a percentage of the (EAD).

Impairment Model

Premium debtors, which technically falls under receivables is recognized at a fair value and subsequently measured at amortized cost, less provision for impaired receivables. Under IFRS, an asset is impaired if the carrying amount is greater than the recoverable amount. The Group adopts simplified provisional matrix for calculating expected losses on premium receivables as a practical expedient in line with IFRS 9. The provision matrix is based on the Group's historical default rates over the expected life of the trade receivables which is adjusted for forward-looking estimates.

Credit quality
The Group loan and receivables have no collateral as security and other credit enhancements; thus the Group has no loan or receivables that are past due but not impaired. Insurance receivables are to be settled on demand and the carrying amount is not significantly different from the fair value.

ENTERPRISE RISK MANAGEMENT (CONT'D

The Group further manages its exposure to credit risk through deduction of transactions at source and investment in blue-chip companies quoted on Stock Exchange. The exposure to credit risk associated with other receivables is low.

Operational Risk Management

A summary of the analytical tools that the Group employed in operational risk management are discussed below:

Issue tracking report/action plan report:
Issues can surface from the internal self-assessment process, an audit, or regulators requirements. A key result of the self- assessment process is an action plan with assigned responsibilities. This report contains a recap of major issues, the status of the action plan, and an aging of overdue tasks.

Risk control and self-assessment (RCSA): The business areas perform self-assessments semi- annually and results are aggregated to provide a qualitative and quantitative profile of risk across the organization and related action items. Severity of the risks identified is compared with previous RCSA risk severity and a trend is ascertained. The register summarizes findings into list of risks facing the institution. These summary results are accompanied by descriptions of the significant gaps and trends, suggested mitigants, and process owners and timeline for each risk.

The profile of risks across the organization is an integral input for the Group's internal audit whilst preparing audit plans. Areas with high-risk exposures are thoroughly audited and performance of recommended controls tested by the Group's internal control function to ascertain that risks are properly managed.

Risk Maps: Risk maps typically are graphs on which impact of each risk is plotted against probability of occurrence. Risk maps are designed either to show inherent or residual risk categories by line of business. Risks in the upper right are very severe and need to be monitored closely to reduce the Group's exposure. High-frequency/low-severity risks create the basis for expected losses and are often subject to detailed analysis focused on reducing the level of losses.

Key risk indicators dashboard: These are numerous measures of actual risks in the business and support functions, such as error rates and control breaks. Summary indicators, related escalation criteria, explanations of any excesses, and identified trends are all important aspects that are tracked. Many indicators are specific to each business unit or process, but some may be common and reported in a consolidated fashion. Threshold is set by management for each key risk indicators and escalation of indicators above such levels triggers a mitigation response.

Loss events report: The ERM team developed a database for loss event collation named Loss Event Register. This register allows staff to report actual and near-miss (an unplanned event that did not result in injury, illness, or damage – but had the potential to do so) loss events. Summary statistics from the loss event database are

ENTERPRISE RISK MANAGEMENT (CONT'D

used to show trends of total losses and mean average loss, with analysis by type of loss and business line.

Business continuity plan: A critical tool in managing our operational risk is the Business Continuity Plan (BCP) that documents the procedures to be executed by relevant teams in the event of a disaster.

Liquidity Risk Management

Liquidity risk is the risk that cash may not be available to pay obligations when due at a reasonable cost. The Group mitigates this risk by monitoring cash activities and expected outflows. The Group's current liabilities arise as claims are made and clients request for termination of their investment-linked products. The Group has no material commitments for capital expenditures and there is no need for such expenditures in the normal course of business. Claims payments are funded by current operating cash flows including investment income. The Group has no tolerance for liquidity risk and is committed to meeting all liabilities as they fall due.

Expected Credit Loss Impairment Model for financial assets

The Group's allowance for credit losses calculations are outputs of models with a number of underlying assumptions regarding the choice of variable inputs and their interdependencies. The expected credit loss impairment model reflects the present value of all cash shortfalls related to default events either over the following twelve months or over the expected life of a financial instrument depending on credit deterioration from inception. The allowance for credit losses reflects an unbiased, probability-weighted
outcome which considers multiple scenarios based on reasonable and supportable forecasts.

The Group adopts a three-stage approach for impairment assessment based on changes in credit quality since initial recognition.

• Stage 1 – Where there has not been a significant increase in credit risk (SICR) since initial recognition of a financial instrument, an amount equal to 12 months expected credit loss is recorded. The expected credit loss is computed using the probability of default occurring over the next 12 months. For those instruments with a remaining maturity of less than 12 months, a probability of default corresponding to remaining term to maturity is used.

• Stage 2 – When a financial instrument experiences a SICR subsequent to origination but is not considered to be in default, it is included in Stage 2. This requires the computation of expected credit loss based on the probability of default over the remaining estimated life of the financial instrument.

• Stage 3 – Financial instruments that are considered to be in default are included in this stage. Similar to Stage 2, the allowance for credit losses captures the lifetime expected credit losses.

The guiding principle for ECL model is to reflect the general pattern of deterioration or improvement in the credit quality of financial instruments since initial recognition. The ECL allowance is based on credit losses expected to arise over the life of the asset (lifetime expected credit loss), unless there has been no significant increase in credit

ENTERPRISE RISK MANAGEMENT (CONT'D

risk since origination. Examples of financial assets with low credit risk (no significant increase in credit risk) include Risk free and gilt edged debt investment securities that are determined to have low credit risk at the reporting date; and Other financial instruments (other than lease receivables) on which credit risk has not increased significantly since their initial recognition.

Measurement of Expected credit losses

The probability of default (PD), exposure at default (EAD), and loss given default (LGD) inputs used to estimate expected credit losses are modelled based on macroeconomic variables that are most closely related with credit losses in the relevant portfolio.

The Group employs the usage of international rating agencies PD factors which was modified by factors specific to the Nigerian Economy such as inflation rate, unemployment rate, GDP and so on.
Using the probabilities of default (PD) as provided by Standard & Poor's, our model employs Nigeria-centric forward-looking macro- economic factors which have been determined to be statistically significant, to adjust the PDs. Country-specific factors are also applied to the LGD factors which originate from Basel recommendations and are thereby adjusted to our specific circumstances. Base, optimistic and pessimistic scenarios are employed and projected cash flows are discounted to present value at using the effective rates of interest. The resulting ECL computations are therefore appropriately probability-weighted and consider relevant forward-looking information as well as the time value of money.

Details of these statistical parameters/inputs are as follows:
• PD – The probability of default is an estimate of the likelihood of default over a given time horizon. A default may only happen at a certain time over the remaining estimated life, if the facility has not been previously derecognized and is still in the portfolio.
1. 12-month PDs – This is the estimated probability of default occurring within the next 12 months (or over) the remaining life of the financial instrument if that is less than 12 months). This is used to calculate 12-month ECLs.

2. Lifetime PDs – This is the estimated probability of default occurring over the remaining life of the financial instrument. This is used to calculate lifetime ECLs for 'stage 2' and 'stage 3' exposures. PDs are limited to the maximum period of exposure required by IFRS 9.

• EAD – The exposure at default is an estimate of the exposure at a future default date, taking into account expected changes in the exposure after the reporting date, including repayments of principal and interest, whether scheduled by contract or otherwise, expected drawdowns on committed facilities, and accrued interest from missed payments.

• LGD – The loss given default is an estimate of the loss arising in the case where a default occurs at a given time. Basically, It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, including

ENTERPRISE RISK MANAGEMENT (CONT'D

from the realization of any collateral. It is usually expressed as a percentage of the EAD. However, the Group makes use of the combination of the following in establishing its LGD:

1) Fixed LGD ratios prescribed by the Bank for International Settlements (BIS) under the foundation approach

2) Recovery rates on insolvencies in Nigeria as published by the World bank

Forward-looking information

The measurement of expected credit losses for each stage and the assessment of significant increases in credit risk considers information about past events and current conditions as well as reasonable and supportable forecasts of future events and economic conditions. The estimation and application of forward-looking information requires significant judgement.

Macroeconomic factors

The Group relies on a broad range of forward looking information such as economic inputs, such as: GDP growth, unemployment rates, central bank base rates, crude oil prices, inflation rates and foreign exchange rates. The inputs and models used for calculating expected credit losses may not always capture all characteristics of the market at the date of the financial statements. To reflect this, qualitative adjustments or overlays may be made as temporary adjustments using expert credit judgement.

Multiple forward-looking scenarios

The Group determines allowance for credit losses using probability-weighted forward looking scenarios.

The Group considers both internal and external sources of information in order to achieve an unbiased measure of the scenarios used. The Group prepares the scenarios using forecasts generated by credible sources such as Business Monitor International (BMI), International Monetary Fund (IMF), Nigeria Bureau of Statistics (NBS), World Bank, Central Bank of Nigeria (CBN), Financial Markets Dealers Quotation (FMDQ) and Trading Economics.

The Group estimates three scenarios for each risk parameter (LGD, EAD, CCF and PD) – Normal, Upturn and Downturn, which in turn are used in the estimation of the multiple scenario ECLs. The normal case represents the most likely outcome and is aligned with information used by the Group for other purposes such as strategic planning and budgeting. The other scenarios represent more optimistic and more pessimistic outcomes. The Group has identified and documented key drivers of credit risk and credit losses for each portfolio of financial instruments and, using an analysis of historical data, has estimated relationships between macro-economic variables, credit risk and credit losses.

Assessment of significant increase in credit risk (SICR)

At each reporting date, the Group assesses whether there has been a significant increase in credit risk for exposures since initial recognition by comparing the risk of default occurring over the remaining expected life from the reporting date and the date

ENTERPRISE RISK MANAGEMENT (CONT'D

of initial recognition. The assessment considers specific quantitative and qualitative information about the issuer without consideration of collateral, and the impact of forward-looking macroeconomic factors. The common assessments for SICR on retail and non-retail portfolios include macroeconomic outlook, management judgement, and delinquency and monitoring. Forward looking macroeconomic factors are a key component of the macroeconomic outlook. The importance and relevance of each specific macroeconomic factor depend on the type of product, characteristics of the financial instruments and the issuer and the geographical region.

The Group adopts a multi factor approach in assessing changes in credit risk. This approach considers:

Quantitative (primary), Qualitative (secondary) and Back stop indicators which are critical in allocating financial assets into stages.

i Quantitative elements
The quantitative element is the primary indicator of significant increases in credit risk, with the qualitative element playing a secondary role. The quantitative element is calculated based on the change in lifetime PDs by comparing:
• the remaining lifetime PD as at the reporting date; with
• the remaining lifetime PD for this point in time that was estimated based on facts and circumstances at the time of initial recognition of the exposure (adjusted where relevant for changes in prepayment expectations)
ii Qualitative elements
In general, qualitative factors that are indicative of an increase in credit risk are reflected in PD models on a timely basis and thus are included in the quantitative assessment and not in a separate qualitative assessment. However, if it is not possible to include all current information about such qualitative factors in the quantitative assessment, they are considered separately in a qualitative assessment as to whether there has been a significant increase in credit risk. If there are qualitative factors that indicate an increase in credit risk that have not been included in the calculation of PDs used in the quantitative assessment, the Group recalibrates the PD or otherwise adjusts its estimate when calculating ECLs.

iii Backstop indicators
Instruments which are more than 30 days past due or have been granted forbearance are generally regarded as having significantly increased in credit risk and may be credit-impaired. There is a rebuttable presumption that the credit risk has increased significantly if contractual payments are more than 30 days past due; this presumption is applied unless the Group has reasonable
and supportable information demonstrating that the credit risk has not increased significantly since initial recognition.

Definition of Default and Credit Impaired Financial Assets
At each reporting date, the Group assesses whether financial assets carried at amortized cost and debt financial assets carried at FVOCI are credit-impaired. A financial asset is 'credit impaired' when one or more events that have a detrimental impact on the estimated future cashflows of the financial asset have occurred.

ENTERPRISE RISK MANAGEMENT (CONT'D

Evidence that a financial asset is credit-impaired includes the following observable data:

(i) Significant financial difficulty of the borrower or issuer; (ii) A breach of contract such as a default or past due event;
(iii) It is becoming probable that the issuer will enter bankruptcy or other financial reorganization; or

(iv)The disappearance of an active market for a security because of financial difficulties.

(v)The purchase or origination of a financial asset at a deep discount that reflects the incurred credit loss

An asset that has been renegotiated due to a deterioration in the issuer's condition is usually considered to be credit-impaired unless there is evidence that the risk of not receiving contractual cash flows has reduced significantly and there are no other indicators of impairment.

In making an assessment of whether an investment in sovereign debt is credit-impaired, the Group considers the following factors:

The market's assessment of creditworthiness as reflected in the bond yields.
● The rating agencies' assessments of creditworthiness.
● The Country's ability to access the capital markets for new debt issuance.
● The probability of debt being restructured, resulting in holders suffering losses through voluntary or mandatory debt forgiveness.
● The international support mechanisms in place to provide the necessary support as 'lender of last resort'
to that Country, as well as the intention, reflected in public statements, of governments and agencies to use those mechanisms. This includes an assessment of the depth of those mechanisms and, irrespective of the political intent, whether there is the capacity to fulfil the required criteria.

Presentation of allowance for ECL in the statement of financial position
The Company assesses the possible default events within 12 months for the calculation of the 12month ECL and lifetime for the calculation of Life Time ECL. Given the investment policy, the probability of default for new instruments acquired is generally determined to be minimal and the expected loss given default ratio varies for different instruments. In cases where a lifetime ECL is required to be calculated, the probability of default is estimated based on economic scenarios.

Loan allowances for ECL are presented in the statement of financial position as follows:
● Financial assets measured at amortised cost: as a deduction from the gross carrying amount of the assets:
● Financial assets measured at FVOCI: loss allowance shall be recognized in the statement of financial position because the carrying amount of these assets shall be

ENTERPRISE RISK MANAGEMENT (CONT'D

their fair value. However, the loss allowance shall be disclosed and recognized in the fair value reserve.

Inputs, assumptions and techniques used for estimating impairment
When determining whether the credit risk(i.e. Risk of default) on a financial instrument has increased significantly since initial recognition, the Company considers reasonable and supportable information that is relevant and available without undue cost of effort, This includes both qualitative and quantitative information analysis based on the Group's experience, expert credit assessment and forward looking information.

The Group primarily identifies whether a significant increase in credit risk has occurred for an exposure by using days past due and assessing other information obtained externally. Whenever available, the Group monitors changes in credit risk by tracking published external credit ratings. To determine whether published ratings remain up to date and to assess whether there has been a significant increase in credit risk at the reporting date that has not been reflected in the published rating, the Group also reviews changes in Bond yields together with available press and regulatory information about issuers.

Where external credit ratings are not available, the Group allocates each exposure to a credit risk grade based on data that is determined to predictive of the risk of default(including but not limited to the audited financial statements, management accounts and cash flows projections, available regulatory and press information about the borrowers and apply experienced credit judgement. Credit risk grades are defined by using qualitative and quantitative factors that are indicative of the risk of default and are aligned with the external credit rating definition from Moody's and Standards and Poor.
The Group has assumed that the credit risk of a financial asset has not increased significantly since the initial recognition if the financial asset has low credit risk at reporting date. The Group considers a financial asset to have low credit risk when its credit risk rating is equivalent to the globally understood definition of "investment grade". The Group considers this to be Baa3 or higher based on the Moody rating.
As a back stop, the Group considers that a significant increase in credit risk occurs no later than when the asset is more than 30 days past due. Days past due are determined by counting the numbers of days since the earliest elapsed due date in respect of which full payments has not been received. Due dates are determined without considering any grace period that might be available to the borrower.

The Group monitors the effectiveness of the criteria used to identify significant increase in credit risk by regular reviews to confirm that:
- The criteria are capable of identifying significant increase in credit risk before an exposure is in default;

The criteria do not align with the point in time when the asset becomes 30 days past due;
- The average time between the identification of a significant increase in credit risk and default appears reasonable

ENTERPRISE RISK MANAGEMENT (CONT'D

- Exposures are not generally transferred from 12- month ECL measurement to credit impaired and
- There is no unwarranted volatility in loss allowance from transfers between 12-month ECL and Lifetime ECL measurement.

Modified financial assets

The contractual terms of a financial asset may be modified for a number of reasons, including changing market conditions and other factors not related to a current or potential credit deterioration of the borrower. An existing financial asset whose terms have been modified may be derecognized and the renegotiated asset recognized as a new financial asset at fair value in accordance with the accounting policies. When the terms of a financial asset are modified and the modification does not result in derecognition, the determination of whether the asset's credit risk has increased significantly reflects a comparison of:

- Its risk of default occurring at the reporting date based on the modified term; with
- The risk of default occurring estimated based on Data on initial recognition and the original contractual terms.

Liquidity Risk

Liquidity risk is the inability of a Group to meet obligations on a timely basis. It is also the inability of a Group to take advantage of business opportunities and sustain the growth target in its business strategy due to liquidity constraints or difficulty in obtaining funding at a reasonable cost. Our liquidity risk exposure is strongly related to our credit and investment risk profile. The Group is exposed to daily calls on its available cash resources from claims to be paid.

At 31 December 2025, management does not believe the current maturity profile of the Group lends itself to any material liquidity risk, taking into account the level of cash and deposits and the nature of its securities portfolio at year end, as well as the reinsurance structure of the Group's insurance portfolio. The Group's bank deposits and trading securities are able to be released at short notice when and if required. The possible payments of significant insurance claims are secured by the reinsurance contracts' clause that allows a cash call from the reinsurers for the losses exceeding a certain amount based online of business.

Sources of Liquidity Risk

Our liquidity risk exposure depends on the occurrence of other risks. Some of the factors that could lead to liquidity risks are:

- Reputational loss or rating downgrade, leading to inability to generate funds;
- Failure of insurance brokers and clients to meet their premium payment obligation as and when due;
- Lack of timely communication between Finance &Investment Division and Claims Department resulting in mismatch of funds;
- Investment in volatile securities; and
- Frequency and severity of major and catastrophic claims.

ENTERPRISE RISK MANAGEMENT (CONT'D

Liquidity Risk Management Strategy
The Group's strategy for managing liquidity risks are as follows:
● Maintain a good and optimum balance between having sufficient stock of liquid assets, profitability and investment needs;
● Ensure strict credit control and an effective management of account receivables;
● Ensure unrestricted access to financial markets to raise funds;
● Develop and continuously update the contingency funding plan;
● Adhere to the liquidity risk control limits; and
● Communicate to all relevant staff on the liquidity risk management objectives and control limits.

Liquidity Risk Appetite/Tolerance
Our liquidity risk appetite is defined using the following parameters:
● Liquidity gap limits;
● Scenario and Sensitivity Analysis

Liquidity Ratios such as:
- Claims ratio
- Cash ratio
- Quick ratio
● Receivable to capital ratio

● Technical provision to capital ratio
● Maximum exposure for single risk to capital ratio
● Maximum exposure for a single event to capital ratio
● Retention rate
● Re-insurance receipts to ceded premium ratio
● Solvency margin

Short-term insurance contracts
For short-term insurance contracts, the Company funds the insurance liabilities with a portfolio of equity and debt securities exposed to liquidity risk. The following tables indicate the contractual timing of cash flows arising from assets and liabilities included in the Company's ALM framework for management of short-term insurance contracts

ENTERPRISE RISK MANAGEMENT (CONT'D

The table below sets out the classification of each class of financial assets and liabilities, and their maturity profiles:
Group

December 31, 2025

	Note N'000	Carrying amount N'000	1 - 3 months N'000	3 - 6 months N'000	6 - 12 months N'000	above 120months N'000	Total N'000
							-
Cash & cash equivalent	4	1,843,249	1,843,249	-	-	-	**1,843,249**
Financial assets		-	-	-	-	-	-
		-	-	-	-	-	-
- At fair value through profit or loss	5	1,440,379	1,440,379	-	-	-	**1,440,379**
At fair value through other compr. Income		-	-	-	-	-	-
- At amortised cost	5	8,345,670	-	922,295	3,460,060	3,963,315	**8,345,670**
Loans and receivables		-	-	-	-	-	-
Other Receivables		-	-	-	-	-	-
		11,629,297	**3,283,628**	**922,295**	**3,460,060**	**3,963,315**	**11,629,297**
Accruals and other payables(excluding non-financial liabilities)	17-22	2,486,808	649,390	-	-	1,837,418	2,486,808
Liquidity Gap		**9,142,489**	**2,634,237**	**922,295**	**3,460,060**	**2,125,897**	**9,142,489**

Group

December 31, 2024

	Note N'000	Carrying amount N'000	1 - 3 months N'000	3 - 6 months N'000	6 - 12 months N'000	above 120months N'000	Total N'000
Financial assets				-	-	-	-
Cash & cash equivalent	4	2,315,714	2,315,714	-	-	-	**2,315,714**
Financial assets		-	-	-	-	-	-
- At fair value through profit or loss	5	683,750	683,750	-	-	-	**683,750**
At fair value through other compr. Income		-	-	-	-	-	-
- At amortised cost	5	8,681,990	-	247,468	2,144,817	6,289,705	**8,681,990**
Loans and receivables		-	-	-	-	-	-
Other Receivables		-	-	-	-	-	-
		11,681,454	**2,999,464**	**247,468**	**2,144,817**	**6,289,705**	**11,681,454**
Accruals and other payables(excluding non-financial liabilities)	17-22	2,454,196	1,012,015	-	-	1,442,181	4,908,392
Liquidity Gap		**9,227,258**	**1,987,449**	**247,468**	**2,144,817**	**4,847,524**	**6,773,062**

The table below sets out the classification of each class of financial assets and liabilities, and their maturity profiles:
Company

December 31, 2025

	Note N'000	Carrying amount N'000	1 - 3 months N'000	3 - 6 months N'000	6 - 12 months N'000	above 120months N'000	Total N'000
Cash & cash equivalent	4	1,712,148	1,712,148	-	-	-	**1,712,148**
Financial assets		-	-	-	-	-	-
		-	-	-	-	-	-
- At fair value through profit or loss	5	1,431,440	1,431,440	-	-	-	**1,431,440**
- At fair value through other		-	-	-	-	-	-
At fair value through other compr. Income		-	-	-	-	-	-
- At amortised cost	5	9,288,799		922,295	3,460,060	**4,906,444**	**9,288,799**
Loans and receivables							-
Other Receivables							-
		12,432,387	**3,143,588**	**922,295**	**3,460,060**	**4,906,444**	**12,432,387**
Accruals and other payables(excluding non-financial liabilities)	17-22	2,263,258	425,840	-	-	1,837,418	2,263,258
Liquidity Gap		**10,169,129**	**2,717,748**	**922,295**	**3,460,060**	**3,069,026**	**10,169,129**

Company

December 31, 2024

	Note N'000	Carrying amount N'000	1 - 3 months N'000	3 - 6 months N'000	6 - 12 months N'000	above 120months N'000	Total N'000
							0
Cash & cash equivalent	4	2,177,990	2,177,990	-	-	-	**2,177,990**
Financial assets		-	-	-	-	-	-
		-	-	-	-	-	-
- At fair value through profit or loss	5	677,766	601,980	-	-	-	**601,980**
At fair value through other compr. Income		-	-	-	-	-	-
- At amortised cost	5	-	-	-	-	-	-
Loans and receivables		8,206,792		247,468	2,144,817	6,289,705	**8,681,990**
Other Receivables							-
		11,062,547	**2,779,970**	**247,468**	**2,144,817**	**6,289,705**	**11,461,960**
Accruals and other payables(excluding non-financial liabilities)	17-22	2,533,964	783,486	-	-	1,750,478	2,533,964
Liquidity Gap		**8,528,583**	**1,996,484**	**247,468**	**2,144,817**	**4,539,227**	**8,927,996**

ENTERPRISE RISK MANAGEMENT (CONT'D

Financial instruments measured at fair value

IFRS 13 specifies a hierarchy of valuation techniques based on whether the inputs to those valuation techniques are observable or unobservable. Observable input reflects market data obtained from independent sources; unobservable inputs reflect the Group's market assumptions. These two types of inputs have created the following fair value hierarchy:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.

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)

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs)

This hierarchy requires the use of observable market data when available. The Group considers relevant and observable market prices in its valuations where possible.

(c) Fair valuation methods and assumptions

(i) Cash and bank balances

Cash and bank balances represent cash held with other banks. The fair value of these balances is their carrying amounts.

(ii) Equity securities

The fair values of quoted equity securities are determined by reference to quoted prices (unadjusted) in active markets for identical assets.

(iii) Debt securities

Treasury bills represent short-term instruments issued by the Central bank of the jurisdiction where the Group operates. The fair value of treasury bills and bonds at fair value are determined with reference to quoted prices (unadjusted) in active markets for identical assets. The estimated fair value of bonds (asset or liability) at amortised cost represents the discounted amount of estimated future cash flow expected to be received. Expected cash flows are discounted at current market rates to determine fair value.

(iv) Other assets

Other assets represent monetary assets which usually have a short recycle period and as such the fair values of these balances approximate their carrying amount.

Fair value measurement

Accounting classification measurement basis and fair values

The table below sets out the classification of each class of financial assets and liabilities, and their fair values

ENTERPRISE RISK MANAGEMENT (CONT'D

Fair value measurement

Accounting classification measurement basis and fair values

The table below sets out the classification of each class of financial assets and liabilities, and their fair values.

Group

December 31, 2025

	Financial assets designated as FVTPL N'000	Financial assets measured at amortized cost N'000	Financial assets measured at FVOCI N'000	Financial liabilities measure at amortised cost N'000	Total carrying N'000	Fair Value N'000
Financial assets						
Cash & cash equivalent	-	1,843,249	-	-	1,843,249	1,843,249
Financial assets	-	-	-	-	-	-
	-	-	-	-	-	-
- At fair value through profit or loss	1,440,379		-	-	1,440,379	1,440,379
At fair value through other compr. Income	-	-	-	-	-	-
- At amortised cost	-	8,345,670	-	-	8,345,670	8,345,670
Other Receivables	-	-	-	-	-	-
Total Assets	**1,440,379**	**10,188,919**	**-**	**-**	**11,629,297**	**11,629,297**
Borrowing	-	-	-	-	-	-
Other liabilities	-	-	-	2,486,808	2,486,808	2,486,808
lease liabilities	-	-	-		-	-
Total Liabilities	**-**	**-**	**-**	**2,486,808**	**2,486,808**	**2,486,808**

Group

December 31, 2024

	Financial assets designated as FVTPL N'000	Financial assets measured at amortized cost N'000	Financial assets measured at FVOCI N'000	Financial liabilities measure at amortised cost N'000	Total carrying N'000	Fair Value N'000
Financial assets						
Cash & cash equivalent	-	2,315,714	-	-	2,315,714	2,315,714
Financial assets	-	-	-	-	-	-
	-	-	-	-	-	-
- At fair value through profit or loss	683,750	-	-	-	683,750	683,750
At fair value through other compr. Income	-	-	-	-	-	-
- At amortised cost	-	8,681,990	-	-	8,681,990	8,681,990
Loans and receivables	-	-	-	-	-	-
Other Receivables	-	-	-	-	-	-
Total Assets	**683,750**	**10,997,704**	**-**	**-**	**11,681,454**	**11,681,454**
Borrowing	-	-	-	-	-	
Other liabilities	-	-	-	2,533,964	2,533,964	2,533,964
lease liabilities	-	-	-			
Total Liabilities	**-**	**-**	**-**	**2,533,964**	**2,533,964**	**2,533,964**

Company

December 31, 2025

	Financial assets designated as FVTPL N'000	Financial assets measured at amortized cost N'000	Financial assets measured at FVOCI N'000	Financial liabilities measure at amortised cost N'000	Total carrying N'000	Fair Value N'000
Financial assets					-	-
Cash & cash equivalent	-	1,712,148	-	-	1,712,148	1,712,148
Financial assets	-	-	-	-	-	-
	-	-	-	-	-	-
- At fair value through profit or loss	1,431,440	-	-	-	1,431,440	1,431,440
At fair value through other compr. Income	-	-	-	-	-	-
- At amortised cost	-	9,288,799	-	-	9,288,799	9,288,799
Loans and receivables	-	-	-	-	-	-
Other Receivables	-	-	-	-	-	-
Total Assets	**1,431,440**	**11,000,947**	**-**	**-**	**12,432,387**	**12,432,387**
Borrowing	-	-	-	-		-
Other liabilities	-	-	-	2,263,258	2,263,258	2,263,258
lease liabilities	-	-	-	-	-	-
Total Liabilities	**-**	**-**	**-**	**2,263,258**	**2,263,258**	**2,263,258**

Company

December 31, 2024

	Financial assets designated as FVTPL N'000	Financial assets measured at amortized cost N'000	Financial assets measured at FVOCI N'000	Financial liabilities measure at amortised cost N'000	Total carrying N'000	Fair Value N'000
Financial assets						
Cash & cash equivalent	-	2,177,990	-	-	2,177,990	2,177,990
Financial assets	-	-	-	-	-	-
	-	-	-	-	-	-
- At fair value through profit or loss	601,980	-	-	-	601,980	601,980
At fair value through other compr. Income	-	-	-	-	-	-
- At amortised cost	-	-	-	-	-	-
Loans and receivables	-	-	-	-	-	-
Other Receivables	-	-	-	-	-	-
Total Assets	**601,980**	**2,177,990**	**-**	**-**	**2,779,970**	**2,779,970**
Borrowing	-	-	-	-	-	-
Other liabilities	-	-	-	2,533,964	2,533,964	2,533,964
lease liabilities	-	-	-	-	-	-
Total Liabilities	**-**	**-**	**-**	**2,533,964**	**2,533,964**	**2,533,964**

55 ASSET/LIABILITY MANAGEMENT
Capital Management

55.1 Capital management objectives, policies and approach
The Group has established the following capital management objectives, policies and approach to managing the risks that affect its capital position:

- To maintain the required level of stability of the Group thereby providing a degree of security to policyholders
- To allocate capital efficiently and support the development of business by ensuring that returns on capital employed meet the requirements of its capital providers and shareholders
- To retain financial flexibility by maintaining strong liquidity and access to a range of capital markets
- To align the profile of assets and liabilities, taking account of risks inherent in the business
- To maintain financial strength to support new business growth and to satisfy the requirements of the policyholders, regulators and stakeholders
- To maintain strong credit ratings and healthy capital ratios in order to support its business objectives and maximise shareholders' value.

The Group is also subject to regulatory requirements within the jurisdictions in which it operates. Such regulations not only prescribe approval and monitoring of activities, but also impose certain restrictive provisions (e.g., capital adequacy) to minimise the risk of default and insolvency on the part of the insurance companies to meet unforeseeable liabilities as they arise.

The Group has met all of these requirements throughout the financial year.
These regulatory capital tests are based upon required levels of solvency, capital and a series of prudent assumptions in respect of the type of business written.

The Group's capital management policy is to hold sufficient capital to cover the statutory requirements, including any additional amounts required by the regulator.
In determining groups of contracts, the Group has elected to include in the same group contracts where the Group's ability to set prices or levels of benefits for policyholders with different characteristics is constrained by regulation

Approach to capital management

The Group seeks to optimise the structure and sources of capital to ensure that it consistently maximises returns to the shareholders.
The Group's approach to managing capital involves managing assets, liabilities and risks in a coordinated way, assessing shortfalls between reported and required capital levels on a regular basis and taking appropriate actions to influence the capital position of the Group in the light of changes in economic conditions and risk characteristics. An important aspect of the Group's overall capital management process is the setting of target risk adjusted rates of return, which are aligned to performance objectives and ensure that the Group is focused on the creation of value for shareholders.

ASSET/LIABILITY MANAGEMENT (CONT'D)

The primary source of capital used by the Group is total equity. The Group also uses, where it is efficient to do so, sources of capital such as reinsurance, in addition to more traditional sources of funding

The capital requirements are routinely forecast on a periodic basis and assessed against both the forecast available capital and the expected internal rate of return, including risk and sensitivity analyses. The process is ultimately subject to approval by the Board.

The Group has developed an Individual Capital Assessment (ICA) framework to identify the risks and quantify their impact on the economic capital. The ICA estimates how much capital is required to reduce the risk of insolvency to a remote degree of probability. The ICA has also been considered in assessing the capital requirements.

The Group has made no significant changes, from previous years to its policies and processes for its capital structure.

The Federal Government of Nigeria, by Federal Republic of Nigeria Official Gazette, dated 18th January, 2022, amended the Finance Act, 2021. The Finance Act 2021 (Part IX – Insurance Act) in Sections 33, 34, and 35 contains provisions which amended Sections 9, 10 and 102 of Insurance Act, 2003, as previously related to paid up share capital. The Sections of the Act amended the Insurance Act by substituting the words "paid-up share capital", with the words "Capital requirement" and wherever they appear in the Insurance Act 2003. The words "Capital requirement" was introduced and inserted in Section 102 of the Insurance Act. By the provision of section 35, "Capital Requirement" means –

a) in the case of existing Group -
(i) the excess of admissible assets over liabilities, less the amount of own shares held by the Group,
(ii) subordinated liabilities subject to approval by the Commission, and
(iii) any other financial instrument as prescribed by the Commission.

For this purpose, Admissible Assets are defined as:
Share Capital, Share Premium, Retained Earnings, Contingency Reserves, and any other admissible assets subject to the approval of the Commission;

As an existing Group, our capital requirement is as shown below:

Capital Management

	2025	2024
	N'000	N'000
Issued and Paid up Share Capital	6,001,875	3,334,375
Contingency Reserve	2,933,955	2,624,625
Retained Earnings	2,804,188	5,178,341
	11,740,018	**11,137,341**
Subordinated liabilities subject to approval by the Commission	-	-
Any other financeial instrumentsas prescibed by the Commission	-	-
Capital Requirements	**11,740,018**	**11,137,341**

ASSET/LIABILITY MANAGEMENT (CONT'D)

55.2 Capital Base

Insurance industry regulator measures the financial strength of Non-life insurers using a solvency margin model, NAICOM generally expect non-life insurers to comply with this capital adequacy requirement.

Section 24 of the Insurance Act 2003 define Solvency Margin of a Non-life insurer as the difference between the admissible assets and liabilities and this shall not be less than 15% of Net Premium Income (Gross Premium Income less Re-insurance premium paid) or the minimum capital base (3 billion) whichever is higher.
This test compares insurer's capital against the risk profile. The regulator indicated that insurers should produce a minimum solvency margin of 100%.
During the year, the Group has consistently exceeded this minimum. The regulator has the authority to request more extensive reporting and can place restrictions on the Group's operations if the Group falls below this requirement.

REGENCY ALLIANCE INSURANCE PLC
computation of solvency margin ratio

	THE COMPANY					
	TOTAL Dec-25	ADMISSIBLE Dec-25	INADMISSIBLE Dec-25	TOTAL Dec-24	ADMISSIBLE Dec-24	INADMISSIBLE Dec-24
ASSETS:	=N=000	=N=000	=N=000	=N=000	=N=000	=N=000
Cash and cash equivalent	1,712,148	1,712,148	-	2,177,990	2,177,990	-
Treasury Bills	4,751,148	4,751,148	-	4,656,625	4,656,625	-
Placement with Financial Institutions	907,291	907,291	-	772,905	772,905	-
Federal Government Bonds	2,193,660	2,193,660	-	2,767,359	2,767,359	-
Quoted Shares	1,431,440	1,431,440	-	677,766	677,766	-
Loan to Staff	5,260	5,260	-	9,903	9,903	-
Premium Receivables	39,927	39,927	-	49,354	49,354	-
Other Receivables and Prepayments	36,741	-	36,741	57,051	-	57,051
Reinsurance Contract Assets	1,601,896	1,601,896	-	2,450,747	2,450,747	-
Investment in subsidiaries	694,616	694,616	-	694,616	694,616	-
Investment Properties/Land & Buildings	6,313,956	1,000,000	5,313,956	6,272,045	1,000,000	5,272,045
Property, Plant & Equipment ;Excluding Land&building	438,924	438,924	-	570,513	570,513	-
Statutory Deposit	300,000	300,000	-	300,000	300,000	-
Other Aseets (Intangible Asset)	68,127	-	68,127	76,839	-	76,839
TOTAL ASSETS:	**20,495,134**	**15,076,310**	**5,418,824**	**21,533,712**	**16,127,777**	**5,405,935**
LIABILITIES:						
Insurance Contracty Liability	3,656,964	3,656,964	-	5,027,510	5,027,510	-
Other Technical Libilities	(0)	(0)	-	-	-	-
Provision and other payables	331,590	331,590	-	485,052	485,052	-
Retirement benefit obligation	-	-	-	4,795	4,795	-
Tax Payable	94,250	94,250	-	293,638	293,638	-
Deposit for shares	245,000	245,000	-	245,000	245,000	-
Other Liabilities(Deferred Tax)	1,592,418	-	1,592,418	1,505,478	-	1,505,478
TOTAL LIABILITIES	**5,920,221**	**4,327,804**	**1,592,418**	**7,561,473**	**6,055,996**	**1,505,478**
Available Solvency Margin (Total Admisible Assets Minus Admisible Liabilities)		**10,748,507**	**3,826,407**		**10,071,781**	**3,900,457**
Required Solvency Margin: Higher of;						
a. Higher of 15% of Net Premium		742,756			491,221	
b. Minimum Capital Required	3,000,000	3,000,000		3,000,000	3,000,000	
Surplus		**7,748,507**			**7,071,781**	
Level of Solvency (Available Solvency/Required Solvency*100)		**358**			**336**	

The Company's capital requirement ratio and Solvency margin are above the requirements of the Insurance Act CAP I17, LFN 2003.
Based on the level of solvency computed, the company has a "Level 1" rating in accordance with NAICOM Solvency provisions and guidelines.

Minimum Capital requirement

In accordance with Section 15(1)(a) of the Nigerian Insurance Industry Reform Act 2025 and regulations issued by the National Insurance Commission (NAICOM), an insurer shall not carry on insurance business in Nigeria unless it maintains the prescribed minimum capital. The Act provides that, in the case of non-life insurance business, the insurer shall maintain a minimum capital of the higher of ₦15,000,000,000 or the risk-based capital determined by the Commission.

Although this provision is slated to commence on or before 30 July 2026, management has commenced the monitoring of the Company's capital position on an ongoing basis to ensure compliance with these statutory requirements. As at the reporting date, the Company complied with the applicable minimum capital requirement as illustrated below.

Minimum Capital requirement as at 31 December 2025			
Description of Line Items	**CarryingAmount**	**Inadmissible**	**Admissible**
Assets:	**₦000**	**₦000**	**₦000**
1. Cash and Bank balances	1,712,148		1,712,148
2. Tenored Deposit with Financial Institutions	907,291		907,291
3. Government Bonds	2,193,660		2,193,660
4. Treasury Bills	4,751,148		4,751,148
5. Corporate Bonds (Quoted)			-
7. Commercial Papers			-
8. Quoted equities	1,431,440		1,431,440
11. Loans to Policyholders			-
12. Loans to Agents			-
13. Reinsurance Contract Assets	1,601,896		1,601,896
14. Premium Receivables (certified as received by External Auditors)	39,927		39,927
15. Investment Properties (at lower of cost or fair value and not more than 20% of MCR)	1,170,000	50,000	1,120,000
16. Statutory Deposit	300,000		300,000
17. Others (list the categories)	6,387,625	6,387,625	-
Total Assets (a)	**20,495,134**	**6,437,625**	**14,057,510**
	CarryingAmount	**Inadmissible**	**Admissible**
Liabilities:	**₦000**	**₦000**	**₦000**
1. Insurance contract liabilities	3,656,964		3,656,964
2. Reinsurance contract liabilities			-
3. Investment contract liabilities			-
4. Other technical liabilities			-
5. Trade payables			-
6. Borrowings			-
7. Lease liabilities			-
8. Provisions, Other payables and accruals	331,590		331,590
9. Fixed income liabilities			-
10. Current income tax payable	94,250	-	94,250
11. Deferred tax liabilities	1,592,418		1,592,418
12. Others (list the categories)	245,000		245,000
Total Liabilities (b)	**5,920,221**	**-**	**5,920,221**
Minimum Capital Requirement (MCR) = (a) – (b) i.e. Admissible Assets less Admissible Liabilities	**14,574,913**	**-**	**8,137,288**
Minimum Capital base			**15,000,000**
Deficiency			**6,862,712**

ASSET/LIABILITY MANAGEMENT (CONT'D)

Asset and Liability Management

The Group is exposed to a range of financial risks through its financial assets, financial liabilities, reinsurance assets and insurance liabilities.

Asset and Liability management (ALM) attempts to address financial risks the group is exposed to which include interest rate risks, foreign currency risks, equity price risks and credit risks. The major financial risk is that in the long term its investment proceeds are not sufficient to fund the obligations arising from its insurance and investment contracts. ALM ensures that specific assets of the group is allocated to cover reinsurance and liabilities of the Group.

The Group manages these positions within an ALM framework that has been developed to achieve long-term investment returns in excess of its obligations under insurance contracts. The notes below show how the Group has managed its financial risks.

55.4 Company Hypothecation Table as at 31 December 2025

Company Hypthetication Table as at 31 December 2025

	2025			2024		
	Policyholder's fund	Shareholder's fund	Total	Policyholder's fund	Shareholder 's fund	Total
ASSETS	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000
Cash and Cash equivalents	1,712,148	-	1,712,148	2,177,990	-	2,177,990
Financial Assets:	6,944,808	2,343,990	9,288,799	7,423,984	1,460,573	8,884,557
Trade Receivables	-	39,927	39,927	-	49,354	49,354
Reinsurance Contract Assets	1,601,896	-	1,601,896	2,450,747	-	2,450,747
Other Receivables and prepayments	-	36,741	36,741	-	57,051	57,051
Investment Properties	-	1,220,000	1,220,000	-	1,170,000	1,170,000
Investment in subsidiaries	-	694,616	694,616	-	694,616	694,616
Goodwill and Intangible Assets	-	68,127	68,127	-	76,839	76,839
Property, Plant and Equipment	-	5,532,881	5,532,881	-	5,672,558	5,672,558
Statutory Deposits	-	300,000	300,000	-	300,000	300,000
Total Assets	**10,258,852**	**10,236,283**	**20,495,135**	**12,052,720**	**9,480,992**	**21,533,712**
LIABILITIES						
Insurance Contract Liabilities	3,656,964	-	3,656,964	5,027,510	-	5,027,510
Trade Payables	-	-	-	-	-	-
Provisions & Other Trade Payables	-	331,590	331,590	-	485,052	485,052
Retirement benefit obligation	-	-	-	-	4,795	4,795
Provision for Current Income Tax Liabilities	-	94,250	94,250	-	293,638	293,638
Deferred income tax liabilities	-	1,592,418	1,592,418	-	1,505,478	1,505,478
Deposit for shares	-	245,000	245,000	-	245,000	245,000
Total Liabilities	**3,656,964**	**2,263,258**	**5,920,221**	**5,027,510**	**2,533,964**	**7,561,473**
GAP	**6,601,888**	**7,973,025**	**14,574,914**	**7,025,211**	**6,947,028**	**13,972,239**

The main objectives of the Parent when managing capital are:
to ensure that the Minimum Capital Requirement as required by the Nigerian Insurance Industry Reform Act 2025 is always maintained.

This is a risk-based capital method of measuring the minimum amount appropriate for an insurance company to support its overall business operations in consideration of its size and risk profile. The calculation is based on applying capital factors to amongst others, the Parent's assets, outstanding claims, unearned premium reserve and assets above a certain concentration limit.

56 Segment Information

Following the management approach of IFRS 8, the Group is organised into four operating segments. These segments distribute their products through various forms. Management identifies its reportable operating segments by product line. These segments and their respective operations are as follows:

Non-life/General business
The protection of customers' assets (particularly their properties, both for personal and commercial business) and the indemnification of other parties that have suffered damage as a result of customers' accidents. All contracts in this segment are over a short contractual term. Revenue in this segment is derived primarily from insurance revenue, investment income, net realized gains on financial assets, and net fair value gains on financial assets at fair value through profit or loss.

Properties & Investment
This segment undertakes real estate development projects and offers finance lease facilities to meet the needs of individuals and corporate bodies. Revenue from this segment is derived primarily from finance lease income, investment income, net realised gain on financial assets.

Retail and Microfinance Banking
This segment provides financial services in retail and microfinance banking. Revenue from this segment is primarily derived from interest income, fees and commission.

Vehicle Tracking Services
This segment provides quality and dependable automatic vehicle tracking and location solutions. It provides and installs vehicle tracking and fleet management products on daily basis. Revenue in this segment is derived primarily from trading income and investment income

The segment information provided by Management for the reporting segments for the year ended 31 December 2025

56 *Following the management approach of IFRS 8, the Group is organised into four operating segments. These segments distribute their* products through various forms of brokers, agencies, and direct marketing programs. Management identifies its reportable operating segments by *product line. These segments and their respective operations are as follows:*

Non-life/General business
The protection of customers' assets (particularly their properties, both for personal and commercial business) and indemnification of other parties that have suffered damage as a result of customers' accidents. All contracts in this segment are over a short contractual term. Revenue in this segment is derived primarily from insurance premium, investment income, net realized gains on financial assets, and net fair value gains on financial assets at fair value through profit or loss.

Properties & Investment
This segment undertakes real estate development projects and offers finance lease facilities to meet the needs of individuals and coporate bodies. Revenue from this segment is derived primarily from fee income,investment income, net realised gain on finacial assets.

Retail and Microfinance Banking
This segement provides financial services in retail and microfinance banking. Revenue from this segment is primarily derived from interest income, fees and commission.

Vehicle Tracking Services
This segment provides quality and dependable automatic vehicle tracking and location solutions.It provides and installs vehicle tracking and fleet management products on daily basis. Revenue in this segment is derived primarily from trading income and investment income

The segment information provided by Management for the reporting segments for the year ended 31 December 2022

	Regency Alliance Nigeria 2025	Ric prop.&Invest Nigeria 2025	Ric Microfinance Bank Nigeria 2025	Ric Tecnologies Nigeria 2025
	Non life	Prop.& invest.	Microfinance bank	Vehicle Tracking
	₦'000	₦'000	₦'000	₦'000
Insurance Result revenue	155,108	-	-	-
Net Insurance Finance Income	(538,240)	-	-	-
	(383,132)	-	-	-
Net trading income	-	-	-	11,149
Interest Income	-	-	34,692	
Interest expense	-	-	(4,792)	-
Lease rental	-	42,242	-	-
Investment income	1,294,193	8,563	-	1,080
Other operating income	14,233	1,031	4,660	
Fair value Gain on Investment Properties	50,000	-	-	-
Net Income	975,295	51,835	34,560	12,229
Reportable segment profit	975,295	51,835	34,560	12,229
Profit before tax after charging the following:	749,037	22,953	7,147	5,119
Management expenses	1,457,847	38,447	24,067	2,327
Net realised gain/(loss) on financial assets	1,238,381	2,954	-	-
Impairment loss	-	(3,208)	-	-
(Impairment)/written back on financial assets	(6,792)	-	-	-
Income tax expenses	146,360	104	689	-
Total assets	20,495,135	235,744,443	-	158,243,692
Total Liabilities	5,920,221	160,044,782	-	135,118,565
Net assets	14,574,914	75,699,661	-	23,125,126

Reconciliation of segment results of operations to financial results of operations

	Regency Alliance Nigeria 2025	Ric prop.&Invest Nigeria 2025	Ric Microfinance Nigeria 2025	Ric Tecnologies Nigeria 2025
	Non life	Prop.& invest.	Microfinance bank	Vehicle Tracking
	₦'000	₦'000	₦'000	₦'000
At 31 December				
Insurance Result revenue	155,108	-	-	-
Net Insurance Finance Income	(538,240)			
Fee Income	-	-	-	-
Net trading income	-	-	-	11,149
Interest Income	-	-	34,692	-
Interest expenses		-	(4,792)	
Lease rental	-	42,242	-	-
Investment returns	1,294,193	8,563	-	1,080
Other operating income	14,233	1,031	4,660	-
Fair value Gain on Investment Properties	50,000	-	-	-
Management and Other expenses	(1,457,847)	(38,447)	(24,067)	(2,327)
Net realise (loss) on financial asset	1,238,381	2,954	4,985	
Impairment on trade receivables	-	(1,130)	-	-
Operating profit	749,037	15,213	15,478	9,902

56.2 For management purposes, the Company is organised into business units based on their products and services and reportable operating segments as follows

For management purposes, the Company is organised into business units based on their products and services and reportable operating segments as follows

Segments Report – Insurance Service Result per product-2025

	Accident	Aviation	Bond	Eng	Oil/Gas	Fire	Marine	Motor	Empl/Liab	2024
	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000
wrt insurance revenue										
Liabilities for remaining coverage bop	126,115	185,093	1,303	220,673	626,436	75,406	69,694	345,229	631	**1,650,581**
Liabilities for remaining coverage eop	105,296	152,413	4,756	213,732	911,829	72,734	122,813	613,335	4,369	**2,201,278**
	20,819	32,679	(3,453)	6,941	(285,393)	2,672	(53,120)	(268,106)	(3,737)	**(550,697)**
Interest accreted (incl. change of rates) to insurance contr	-	-	-	-	-	-	-	-	-	-
Investment component	-	-	-	-	-	-	-	-	-	-
Elimination of Loss component in movement of liabilities	-	-	-	-	-	-	-	-	-	-
Effect of moving exchange rates	-	-	-	-	-	-	-	-	-	-
Premiums received	1,294,940	1,362,779	14,758	1,211,757	3,522,167	347,291	769,847	1,773,418	14,070	**10,311,025**
Amortisation of insurance acq. cash flows	257,124	206,721	2,084	246,946	367,829	67,245	142,979	190,276	1,900	**1,483,105**
Insurance acquisition cash flows	(260,177)	(213,080)	(2,952)	(246,223)	(426,144)	(69,201)	(155,646)	(224,169)	(2,844)	**(1,600,436)**
Insurance revenue	1,312,707	1,389,099	10,438	1,219,421	3,178,458	348,007	704,061	1,471,419	9,388	**9,642,997**
wrt insurance service expense										
Liabilities for incurred claims bop	53,304	390,378	916	343,448	2,337,970	77,138	3,287	170,182	306	**3,376,929**
Liabilities for incurred claims eop	40,432	642,844	2,028	126,267	202,603	183,545	133,789	122,861	1,316	**1,455,686**
	12,872	(252,466)	(1,112)	217,180	2,135,367	(106,407)	(130,502)	47,322	(1,010)	**1,921,243**
Interest accreted (incl. change of rates) to insurance contracts	14,929	143,465	378	103,548	644,739	34,884	11,686	48,804	234	**1,002,668**
Investment component	-	-	-	-	-	-	-	-	-	-
Elimination of Loss component in movement of liabilities	-	-	-	-	-	-	-	-	-	-
Effect of moving exchange rates	-	-	-	-	-	-	-	-	-	-
Amortisation of insurance acq. cash flows	(257,124)	(206,721)	(2,084)	(246,946)	(367,829)	(67,245)	(142,979)	(190,276)	(1,900)	**(1,483,105)**
Claims and other expenses paid	(350,105)	(364,396)	(212)	(498,109)	(6,569,382)	(117,695)	(182,705)	(238,189)	(1,459)	**(8,322,252)**
Insurance service expense subtotal	**(579,427)**	**(680,118)**	**(3,030)**	**(424,328)**	**(4,157,105)**	**(256,463)**	**(444,500)**	**(332,339)**	**(4,135)**	**(6,881,446)**
Acquisition cash flows recognised when incurred	-	-	-	-	-	-	-	-	-	-
Insurance service result before reinsurance contracts held	**733,279**	**708,981**	**7,407**	**795,093**	**(978,647)**	**91,544**	**259,560**	**1,139,079**	**5,253**	**2,761,551**
wrt insurance revenue										
Reinsurance assets for remaining coverage bop	93,368	117,189	943	181,694	329,604	40,979	51,085	127,598	196	**942,657**
Reinsurance assets for remaining coverage eop	108,752	69,413	292	98,285	530,161	31,742	60,425	295,205	-	**1,194,275**
	(15,384)	47,776	650	83,410	(200,557)	9,237	(9,340)	(167,607)	196	**(251,618)**
Interest accreted	-	-	-	-	-	-	-	-	-	-
Investment component										-
Effect of moving exchange rates	-	-	-	-	-	-	-	-	-	-
Premiums paid	507,011	535,904	617	392,197	1,855,455	163,534	292,773	764,972	-	**4,512,463**
										-
Allocation of reinsurance premium	**491,627**	**583,680**	**1,267**	**475,607**	**1,654,899**	**172,771**	**283,433**	**597,365**	**196**	**4,260,845**
										-
wrt insurance service expense										-
Reinsurance aasets on incurred claims bop	32,615	23,196	257	160,887	1,209,046	60,846	2,609	18,628	4	**1,508,088**
Reinsurance aasets on incurred claims eop	14,796	70,339	568	59,150	104,773	38,323	106,207	13,448	17	**407,622**
	17,819	(47,143)	(311)	101,738	1,104,273	22,523	(103,598)	5,180	(13)	**1,100,467**
Interest accreted	8,249	12,924	140	48,507	333,417	10,631	9,277	5,342	35,941	**464,429**
Investment component										-
Effect of changes in non-performance risk of reinsurers	-	-	-	-	-	-	-	-	-	-
Effect of moving exchange rates	-	-	-	-	-	-	-	-	-	-
Amounts received	(53,161)	-	-	(178,377)	(2,899,922)	(52,365)	(35,472)	-	-	**(3,219,298)**
Amounts recoverable from reinsurers	**(27,093)**	**(34,219)**	**(171)**	**(28,133)**	**(1,462,233)**	**(19,210)**	**(129,792)**	**10,522**	**35,928**	**(1,654,402)**
										-
Net income from reinsurance contracts held	**464,534**	**549,461**	**1,096**	**447,474**	**192,666**	**153,561**	**153,640**	**607,887**	**36,124**	**2,606,443**

For management purposes, the Company is organised into business units based on their products and services and reportable operating segments as follows

Segments Report – Insurance Service Result per product-2025

	Accident	Aviation	Bond	Eng	Oil/Gas	Fire	Marine	Motor	Empl/Liab	2024
	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000
wrt insurance revenue										
Liabilities for remaining coverage bop	126,115	185,093	1,303	220,673	626,436	75,406	69,694	345,229	631	**1,650,581**
Liabilities for remaining coverage eop	105,296	152,413	4,756	213,732	911,829	72,734	122,813	613,335	4,369	**2,201,278**
	20,819	32,679	(3,453)	6,941	(285,393)	2,672	(53,120)	(268,106)	(3,737)	**(550,697)**
Interest accreted (incl. change of rates) to insurance contr	-	-	-	-	-	-	-	-	-	-
Investment component	-	-	-	-	-	-	-	-	-	-
Elimination of Loss component in movement of liabilities	-	-	-	-	-	-	-	-	-	-
Effect of moving exchange rates	-	-	-	-	-	-	-	-	-	-
Premiums received	1,294,940	1,362,779	14,758	1,211,757	3,522,167	347,291	769,847	1,773,418	14,070	**10,311,025**
Amortisation of insurance acq. cash flows	257,124	206,721	2,084	246,946	367,829	67,245	142,979	190,276	1,900	**1,483,105**
Insurance acquisition cash flows	(260,177)	(213,080)	(2,952)	(246,223)	(426,144)	(69,201)	(155,646)	(224,169)	(2,844)	**(1,600,436)**
Insurance revenue	1,312,707	1,389,099	10,438	1,219,421	3,178,458	348,007	704,061	1,471,419	9,388	**9,642,997**
wrt insurance service expense										
Liabilities for incurred claims bop	53,304	390,378	916	343,448	2,337,970	77,138	3,287	170,182	306	**3,376,929**
Liabilities for incurred claims eop	40,432	642,844	2,028	126,267	202,603	183,545	133,789	122,861	1,316	**1,455,686**
	12,872	(252,466)	(1,112)	217,180	2,135,367	(106,407)	(130,502)	47,322	(1,010)	**1,921,243**
Interest accreted (incl. change of rates) to insurance contracts	14,929	143,465	378	103,548	644,739	34,884	11,686	48,804	234	**1,002,668**
Investment component	-	-	-	-	-	-	-	-	-	-
Elimination of Loss component in movement of liabilities	-	-	-	-	-	-	-	-	-	-
Effect of moving exchange rates	-	-	-	-	-	-	-	-	-	-
Amortisation of insurance acq. cash flows	(257,124)	(206,721)	(2,084)	(246,946)	(367,829)	(67,245)	(142,979)	(190,276)	(1,900)	**(1,483,105)**
Claims and other expenses paid	(350,105)	(364,396)	(212)	(498,109)	(6,569,382)	(117,695)	(182,705)	(238,189)	(1,459)	**(8,322,252)**
Insurance service expense subtotal	**(579,427)**	**(680,118)**	**(3,030)**	**(424,328)**	**(4,157,105)**	**(256,463)**	**(444,500)**	**(332,339)**	**(4,135)**	**(6,881,446)**
Acquisition cash flows recognised when incurred	-	-	-	-	-	-	-	-	-	-
Insurance service result before reinsurance contracts held	**733,279**	**708,981**	**7,407**	**795,093**	**(978,647)**	**91,544**	**259,560**	**1,139,079**	**5,253**	**2,761,551**
wrt insurance revenue										
Reinsurance assets for remaining coverage bop	93,368	117,189	943	181,694	329,604	40,979	51,085	127,598	196	**942,657**
Reinsurance assets for remaining coverage eop	108,752	69,413	292	98,285	530,161	31,742	60,425	295,205	-	**1,194,275**
	(15,384)	47,776	650	83,410	(200,557)	9,237	(9,340)	(167,607)	196	**(251,618)**
Interest accreted	-	-	-	-	-	-	-	-	-	-
Investment component										-
Effect of moving exchange rates	-	-	-	-	-	-	-	-	-	-
Premiums paid	507,011	535,904	617	392,197	1,855,455	163,534	292,773	764,972	-	**4,512,463**
										-
Allocation of reinsurance premium	**491,627**	**583,680**	**1,267**	**475,607**	**1,654,899**	**172,771**	**283,433**	**597,365**	**196**	**4,260,845**
										-
wrt insurance service expense										-
Reinsurance aasets on incurred claims bop	32,615	23,196	257	160,887	1,209,046	60,846	2,609	18,628	4	**1,508,088**
Reinsurance aasets on incurred claims eop	14,796	70,339	568	59,150	104,773	38,323	106,207	13,448	17	**407,622**
	17,819	(47,143)	(311)	101,738	1,104,273	22,523	(103,598)	5,180	(13)	**1,100,467**
Interest accreted	8,249	12,924	140	48,507	333,417	10,631	9,277	5,342	35,941	**464,429**
Investment component										-
Effect of changes in non-performance risk of reinsurers	-	-	-	-	-	-	-	-	-	-
Effect of moving exchange rates	-	-	-	-	-	-	-	-	-	-
Amounts received	(53,161)	-	-	(178,377)	(2,899,922)	(52,365)	(35,472)	-	-	(3,219,298)
Amounts recoverable from reinsurers	**(27,093)**	**(34,219)**	**(171)**	**(28,133)**	**(1,462,233)**	**(19,210)**	**(129,792)**	**10,522**	**35,928**	**(1,654,402)**
										-
Net income from reinsurance contracts held	**464,534**	**549,461**	**1,096**	**447,474**	**192,666**	**153,561**	**153,640**	**607,887**	**36,124**	**2,606,443**
Insurance Service Result	**268,745**	**159,520**	**6,311**	**347,619**	**(1,171,313)**	**(62,017)**	**105,920**	**531,193**	**(30,871)**	**155,108**

Inurance Revenue	General Accident	Aviation	Bond	Engineeri ng	Oil & Gas	Fire	Marine	Motor	Employer's Liability	2023
Liabilities for remaining coverage bop	337,733	35,066	525	378,957	422,506	45,493	673,040	334,550	337	**2,228,208**
Liabilities for remaining coverage eop	289,883	88,659	509	287,272	661,202	58,279	437,586	277,215	556	**2,101,162**
Change in LRC	47,849	(53,593)	16	91,685	(238,696)	(12,786)	235,454	57,336	(219)	**127,046**
Elimination of Loss component in movement of liabilities	-	-	-	(42,460)	-	(1,832)	-	-	-	**(44,292)**
Premiums received	677,453	529,051	1,096	732,252	1,905,444	392,770	1,126,764	631,123	4,648	**6,000,601**
Insurance revenue	**725,302**	**475,459**	**1,112**	**781,478**	**1,666,748**	**378,151**	**1,362,218**	**688,459**	**4,429**	**6,083,355**
	-	-	-	-	-	-	-	-	-	-
Insurance service expense	-	-	-	-	-	-	-	-	-	-
Incurred claims and other expenses	113,392	165,519	(3,048)	100,412	2,124,404	(137,841)	78,943	(32,181)	434	**2,410,036**
Amortisation of insurance acquisition cash flows	125,348	77,535	369	134,056	149,984	89,258	145,196	108,228	939	**830,912**
Losses on onerous contracts and reversals of those losses	-	-	-	(42,460)	-	(1,832)	-	-	-	**(44,292)**
Changes to liabilities for incurred claims	62,572	(3,502)	(1,803)	2,661	(573,048)	82,658	20,813	25,661	64	**(383,925)**
	-	-	-	-	-	-	-	-	-	-
Insurance service expense subtotal	**301,312**	**239,552**	**(4,482)**	**194,669**	**1,701,340**	**32,243**	**244,952**	**101,708**	**1,437**	**2,812,731**
Acquisition cash flows recognised when incurred										
Insurance service result before reinsurance contracts h	**423,991**	**235,907**	**5,594**	**586,808**	**(34,591)**	**345,908**	**1,117,266**	**586,751**	**2,992**	**3,270,624**
Net Expenses from Reinsurance Contracts Held	-	-	-	-	-	-	-	-	-	-
Assets for remaining coverage bop	128,122	10,467	42	128,653	197,546	19,495	297,642	9,000	95	**791,061**
Assets for remaining coverage eop	94,805	26,143	144	97,050	279,811	25,424	212,864	18,261	-	**754,502**
Change in ARC	33,317	(15,676)	(101)	31,603	(82,265)	(5,929)	84,778	(9,262)	95	**36,559**
Interest accreted	-	-	-	-	-	-	-	-	-	-
Investment component	-	-	-	-	-	-	-	-	-	-
Effect of moving exchange rates	-	-	-	-	-	-	-	-	-	-
Premiums paid	187,436	156,000	470	250,508	811,784	103,612	541,575	41,576	-	**2,092,961**
	-	-	-	-	-	-	-	-	-	-
Allocation of reinsurance premium	220,753	140,324	369	282,111	729,519	97,683	626,353	32,314	95	**2,129,520**
Assets recoverable on incurred claims bop	85,508	5,573	12,669	13,373	160,985	12,041	35,960	59,752	45	**385,907**
Assets recoverable for incurred claims eop	59,247	5,275	6,899	12,018	235,409	4,499	24,515	46,154	42	**394,058**
Change in AIC	26,261	298	5,770	1,355	(74,424)	7,543	11,445	13,598	4	**(8,151)**
Interest accreted	3,157	303	566	548	11,728	404	1,823	2,573	2	**21,104**
Investment component	-	-	-	-	-	-	-	-	-	-
Effect of changes in non-performance risk of reinsurers	-	-	-	-	-	-	-	-	-	-
Effect of moving exchange rates	-	-	-	-	-	-	-	-	-	-
Amounts received	(29,144)	-	-	(25,785)	(208,157)	(2,408)	(2,009)	(2,615)	-	**(270,119)**
Amounts recoverable from reinsurers	274	602	6,336	(23,882)	(270,854)	5,539	11,259	13,556	6	**(257,166)**
Net income from reinsurance contracts held	**221,026**	**140,926**	**6,705**	**258,228**	**458,666**	**103,221**	**637,612**	**45,870**	**100**	**1,872,354**
	-	-	-	-	-	-	-	-	-	-
Insurance Service Result	**202,964**	**94,981**	**(1,111)**	**328,580**	**(493,257)**	**242,686**	**479,654**	**540,881**	**2,891**	**1,398,270**

56 ***General Accident***	2025					2024				
Roll forward insurance contracts issued	Liabilities for remaining covera		Liabilities for incurred claims		Total	Liabilities for remaining coverag		Liabilities for incurred claims		Total
	excluding loss comp.	loss component	estimates of PV CFs	risk adjustment		excluding loss comp.	loss component	estimates of PV CFs	risk adjustment	
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Insurance contract liabilities as at begin of period	126,166	-	51,524	1,780	179,470	275,015	-	175,204	18,415	468,634
Insurance contract assets as at begin of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at begin	**126,166**	**-**	**51,524**	**1,780**	**179,470**	**275,015**	**-**	**175,204**	**18,415**	**468,634**
Insurance revenue	(1,312,707)				(1,312,707)	(1,228,075)				(1,228,075)
Insurance service expenses					-					-
Incurred claims expenses		-	(74,665)	2,913	(71,752)		-	(160,178)	9,667	(150,511)
Other directly atributable expenses			244,843		244,843			130,772		130,772
Amortisation of insurance acquisition cash flows	257,124				257,124	189,090				189,090
Losses on onerous contracts and reversals of those losses		-			-		-			-
Changes to liabilities for incurred claims			153,499	(4,286)	149,212			146,241	(26,301)	119,940
Investment components	-		-		-	-		-		-
Total Insurance service expenses	**257,124**	**-**	**323,676**	**(1,373)**	**579,427**	**189,090**	**-**	**116,835**	**(16,635)**	**289,290**
Insurance service result	**(1,055,582)**	**-**	**323,676**	**(1,373)**	**(733,279)**	**(1,038,985)**	**-**	**116,835**	**(16,635)**	**(938,785)**
Insurance finance expenses	-	-	14,929		14,929	-	-	1,797		1,797
Effect of movements in exchange rates	-		-		-	-		-		-
	(1,055,582)	**-**	**338,606**	**(1,373)**	**(718,350)**	**(1,038,985)**	**-**	**118,631**	**(16,635)**	**(936,988)**
Cash flows										
Premiums received	1,294,889		-		1,294,889	1,102,659				1,102,659
Claims paid			(594,947)		(594,947)			(86,159)		(86,159)
Other directly atributable expenses			244,843		244,844			(156,152)		(156,151)
Insurance acquisition cash flows	(260,177)				(260,177)	(212,522)				(212,522)
Total cash flows	**1,034,712**	**-**	**(350,105)**	**-**	**684,609**	**890,136**	**-**	**(242,311)**	**-**	**647,826**
Other movements					-					-
Net insurance contract (assets)/liabilities as at end	**105,296**	**-**	**40,025**	**407**	**145,729**	**126,166**	**-**	**51,524**	**1,780**	**179,471**
Insurance contract liabilities as at end of period	105,296	-	40,025	407	145,729	126,166	-	51,524	1,780	179,471
Insurance contract assets as at end of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at end	**105,296**	**-**	**40,025**	**407**	**145,729**	**126,166**	**-**	**51,524**	**1,780**	**179,471**

Aviation	2025					2024				
Roll forward insurance contracts issued	Liabilities for remaining covera		Liabilities for incurred claims		Total	Liabilities for remaining coverag		Liabilities for incurred claims		Total
	excluding loss comp.	loss component	estimates of PV CFs	risk adjustment		excluding loss comp.	loss component	estimates of PV CFs	risk adjustment	
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Insurance contract liabilities as at begin of period	184,788	-	345,490	44,888	575,165	77,726	-	80,578	8,194	166,499
Insurance contract assets as at begin of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at begin	**184,788**	**-**	**345,490**	**44,888**	**575,165**	**77,726**	**-**	**80,578**	**8,194**	**166,499**
Insurance revenue	(1,389,099)				(1,389,099)	(981,557)				(981,557)
Insurance service expenses					-					-
Incurred claims expenses		-	557,338	(28,015)	529,323		-	337,991	43,771	381,762
Other directly atributable expenses			116,600		116,600			49,313		49,313
Amortisation of insurance acquisition cash flows	206,721				206,721	115,684				115,684
Losses on onerous contracts and reversals of those losses		-			-		-			-
Changes to liabilities for incurred claims			(193,388)	20,863	(172,526)			57,341	(7,078)	50,264
Investment components	-		-		-	-		-		-
Total Insurance service expenses	**206,721**	**-**	**480,549**	**(7,153)**	**680,118**	**115,684**	**-**	**444,646**	**36,693**	**597,023**
Insurance service result	**(1,182,378)**	**-**	**480,549**	**(7,153)**	**(708,981)**	**(865,873)**	**-**	**444,646**	**36,693**	**(384,534)**
Insurance finance expenses	-	-	143,465		143,465	-	-	(21,015)		(21,015)
Effect of movements in exchange rates	-		-		-	-		-		-
	(1,182,378)	**-**	**624,015**	**(7,153)**	**(565,516)**	**(865,873)**	**-**	**423,631**	**36,693**	**(405,549)**
Cash flows										
Premiums received	1,363,084				1,363,084	1,105,881				1,105,881
Claims paid			(480,996)		(480,996)			(72,307)		(72,307)
Other directly atributable expenses			116,600		116,600			(86,412)		(86,412)
Insurance acquisition cash flows	(213,080)				(213,080)	(132,946)				(132,946)
Total cash flows	**1,150,004**	**-**	**(364,396)**	**-**	**785,607**	**972,934**	**-**	**(158,719)**	**-**	**814,215**
Other movements					-					-
Net insurance contract (assets)/liabilities as at end	**152,413**	**-**	**605,108**	**37,735**	**795,256**	**184,788**	**-**	**345,490**	**44,888**	**575,165**
Insurance contract liabilities as at end of period	152,413	-	605,108	37,735	795,256	184,788	-	345,490	44,888	575,165
Insurance contract assets as at end of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at end	**152,413**	**-**	**605,108**	**37,735**	**795,256**	**184,788**	**-**	**345,490**	**44,888**	**575,165**

Bond **Roll forward insurance contracts issued**	**2025** Liabilities for remaining covera		Liabilities for incurred claims		Total	**2024** Liabilities for remaining coverag		Liabilities for incurred claims		Total
	excluding loss comp.	loss component	estimates of PV CFs	risk adjustment		excluding loss comp.	loss component	estimates of PV CFs	risk adjustment	
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Insurance contract liabilities as at begin of period	1,311	-	751	166	2,228	407	-	20,133	4,509	25,049
Insurance contract assets as at begin of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at begin	**1,311**	**-**	**751**	**166**	**2,228**	**407**	**-**	**20,133**	**4,509**	**25,049**
Insurance revenue	(10,438)				(10,438)	(7,123)				(7,123)
Insurance service expenses					-					-
Incurred claims expenses		-	(15,792)	913	(14,878)		-	(25,668)	(2,009)	(27,677)
Other directly atributable expenses			212		212			246		246
Amortisation of insurance acquisition cash flows	2,084				2,084	1,349				1,349
Losses on onerous contracts and reversals of those losses		-			-		-			-
Changes to liabilities for incurred claims			16,621	(1,008)	15,613			5,937	(2,334)	3,603
Investment components	-		-		-	-		-		-
Total Insurance service expenses	**2,084**	**-**	**1,041**	**(95)**	**3,030**	**1,349**	**-**	**(19,485)**	**(4,343)**	**(22,479)**
Insurance service result	**(8,354)**	**-**	**1,041**	**(95)**	**(7,407)**	**(5,774)**	**-**	**(19,485)**	**(4,343)**	**(29,602)**
Insurance finance expenses	-	-	378		378	-	-	755		755
Effect of movements in exchange rates	-		-		-	-		-		-
	(8,354)	**-**	**1,420**	**(95)**	**(7,029)**	**(5,774)**	**-**	**(18,730)**	**(4,343)**	**(28,848)**
Cash flows										
Premiums received	14,750				14,750	8,341				8,341
Claims paid			(425)		(425)			(652)		(652)
Other directly atributable expenses			212		212					-
Insurance acquisition cash flows	(2,952)				(2,952)	(1,663)				(1,663)
Total cash flows	**11,798**	**-**	**(212)**	**-**	**11,586**	**6,678**	**-**	**(652)**	**-**	**6,026**
Other movements					-					-
Net insurance contract (assets)/liabilities as at end	**4,756**	**-**	**1,958**	**71**	**6,785**	**1,311**	**-**	**751**	**166**	**2,228**
Insurance contract liabilities as at end of period	4,756	-	1,958	71	6,785	1,311	-	751	166	2,228
Insurance contract assets as at end of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at end	**4,756**	**-**	**1,958**	**71**	**6,785**	**1,311**	**-**	**751**	**166**	**2,228**

Engineering **Roll forward insurance contracts issued**	**2025** Liabilities for remaining covera		Liabilities for incurred claims		Total	**2024** Liabilities for remaining coverag		Liabilities for incurred claims		Total
	excluding loss comp.	loss component	estimates of PV CFs	risk adjustment		excluding loss comp.	loss component	estimates of PV CFs	risk adjustment	
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Insurance contract liabilities as at begin of period	218,149	-	289,299	54,148	561,596	251,331	-	130,315	18,056	399,703
Insurance contract assets as at begin of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at begin	**218,149**	**-**	**289,299**	**54,148**	**561,596**	**251,331**	**-**	**130,315**	**18,056**	**399,703**
Insurance revenue	(1,219,421)				(1,219,421)	(963,495)				(963,495)
Insurance service expenses					-					-
Incurred claims expenses		-	238,794	(31,957)	206,837		-	255,445	48,734	304,179
Other directly atributable expenses			72,950		72,950			42,710		42,710
Amortisation of insurance acquisition cash flows	246,946				246,946	137,495				137,495
Losses on onerous contracts and reversals of those losses		-			-		-			-
Changes to liabilities for incurred claims			(92,988)	(9,418)	(102,406)			48,310	(12,642)	35,668
Investment components	-		-		-	-		-		-
Total Insurance service expenses	**246,946**	**-**	**218,756**	**(41,375)**	**424,328**	**137,495**	**-**	**346,465**	**36,092**	**520,053**
Insurance service result	**(972,474)**	**-**	**218,756**	**(41,375)**	**(795,093)**	**(826,000)**	**-**	**346,465**	**36,092**	**(443,442)**
Insurance finance expenses	-	-	103,548		103,548	-	-	(18,210)		(18,210)
Effect of movements in exchange rates	-		-		-	-		-		-
	(972,474)	**-**	**322,304**	**(41,375)**	**(691,545)**	**(826,000)**	**-**	**328,255**	**36,092**	**(461,653)**
Cash flows										
Premiums received	1,214,281				1,214,281	984,156				984,156
Claims paid			(571,060)		(571,060)			(92,223)		(92,223)
Other directly atributable expenses			72,950		72,950			(77,048)		(77,048)
Insurance acquisition cash flows	(246,223)				(246,223)	(191,339)				(191,339)
Total cash flows	968,058	-	(498,109)	-	469,948	792,817	-	(169,271)	-	623,546
Other movements					-					-
Net insurance contract (assets)/liabilities as at end	**213,732**	**-**	**113,493**	**12,774**	**339,999**	**218,149**	**-**	**289,299**	**54,148**	**561,596**
Insurance contract liabilities as at end of period	213,732	-	113,493	12,774	339,999	218,149	-	289,299	54,148	561,596
Insurance contract assets as at end of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at end	**213,732**	**-**	**113,493**	**12,774**	**339,999**	**218,149**	**-**	**289,299**	**54,148**	**561,596**

	2025					2024				
Oil&Gas	Liabilities for remaining covera		Liabilities for incurred claims		Total	Liabilities for remaining coverag		Liabilities for incurred claims		Total
Roll forward insurance contracts issued	excluding loss comp.	loss component	estimates of PV CFs	risk adjustment		excluding loss comp.	loss component	estimates of PV CFs	risk adjustment	
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Insurance contract liabilities as at begin of period	633,941	-	2,106,318	231,652	2,971,910	617,086	-	1,750,103	168,391	2,535,580
Insurance contract assets as at begin of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at begin	**633,941**	**-**	**2,106,318**	**231,652**	**2,971,910**	**617,086**	**-**	**1,750,103**	**168,391**	**2,535,580**
Insurance revenue	(3,178,458)				(3,178,458)	(2,277,001)				(2,277,001)
Insurance service expenses					-					-
Incurred claims expenses		-	4,031,104	(148,872)	3,882,232		-	1,861,131	119,603	1,980,734
Other directly atributable expenses			205,673		205,673			164,766		164,766
Amortisation of insurance acquisition cash flows	367,829				367,829	175,936				175,936
Losses on onerous contracts and reversals of those losses		-			-		-			-
Changes to liabilities for incurred claims			(241,132)	(57,498)	(298,629)			(84,057)	(56,342)	(140,399)
Investment components	-		-		-	-		-		-
Total Insurance service expenses	**367,829**	**-**	**3,995,646**	**(206,370)**	**4,157,105**	**175,936**	**-**	**1,941,840**	**63,261**	**2,181,037**
Insurance service result	**(2,810,630)**	**-**	**3,995,646**	**(206,370)**	**978,647**	**(2,101,064)**	**-**	**1,941,840**	**63,261**	**(95,963)**
Insurance finance expenses	-	-	644,739		644,739	-	-	(58,370)		(58,370)
Effect of movements in exchange rates	-		-		-	-		-		-
	(2,810,630)	**-**	**4,640,386**	**(206,370)**	**1,623,386**	**(2,101,064)**	**-**	**1,883,470**	**63,261**	**(154,333)**
Cash flows										
Premiums received	3,514,663		-		3,514,663	2,317,354		-		2,317,354
Claims paid			(6,775,056)		(6,775,056)			(1,325,127)		(1,325,127)
Other directly atributable expenses			205,673		205,673			(202,129)		(202,129)
Insurance acquisition cash flows	(426,144)				(426,144)	(199,434)				(199,434)
Total cash flows	**3,088,519**	**-**	**(6,569,382)**	**-**	**(3,480,864)**	**2,117,920**	**-**	**(1,527,256)**	**-**	**590,664**
Other movements					-					-
Net insurance contract (assets)/liabilities as at end	**911,829**	**-**	**177,321**	**25,282**	**1,114,432**	**633,941**	**-**	**2,106,318**	**231,652**	**2,971,910**
Insurance contract liabilities as at end of period	911,829	-	177,321	25,282	1,114,432	633,941	-	2,106,318	231,652	2,971,910
Insurance contract assets as at end of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at end	**911,829**	**-**	**177,321**	**25,282**	**1,114,432**	**633,941**	**-**	**2,106,318**	**231,652**	**2,971,910**

	2025					2024				
Fire	Liabilities for remaining covera		Liabilities for incurred claims		Total	Liabilities for remaining coverag		Liabilities for incurred claims		Total
Roll forward insurance contracts issued	excluding loss comp.	loss component	estimates of PV CFs	risk adjustment		excluding loss comp.	loss component	estimates of PV CFs	risk adjustment	
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Insurance contract liabilities as at begin of period	71,774	-	74,277	2,861	148,912	46,909	-	53,951	5,151	106,010
Insurance contract assets as at begin of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at begin	**71,774**	**-**	**74,277**	**2,861**	**148,912**	**46,909**	**-**	**53,951**	**5,151**	**106,010**
Insurance revenue	(348,007)				(348,007)	(230,172)				(230,172)
Insurance service expenses					-					-
Incurred claims expenses		-	140,710	18,721	159,431		-	60,544	3,403	63,947
Other directly atributable expenses			27,469		27,469			22,941		22,941
Amortisation of insurance acquisition cash flows	67,245				67,245	33,109				33,109
Losses on onerous contracts and reversals of those losses		-			-		-			-
Changes to liabilities for incurred claims			6,833	(4,516)	2,318			110,239	(5,693)	104,547
Investment components	-		-		-	-		-		-
Total Insurance service expenses	**67,245**	**-**	**175,013**	**14,205**	**256,463**	**33,109**	**-**	**193,724**	**(2,290)**	**224,543**
Insurance service result	**(280,762)**	**-**	**175,013**	**14,205**	**(91,544)**	**(197,063)**	**-**	**193,724**	**(2,290)**	**(5,629)**
Insurance finance expenses	-	-	34,884		34,884	-	-	964		964
Effect of movements in exchange rates	-		-		-	-		-		-
	(280,762)	**-**	**209,897**	**14,205**	**(56,659)**	**(197,063)**	**-**	**194,689**	**(2,290)**	**(4,664)**
Cash flows										
Premiums received	350,923				350,923	273,205				273,205
Claims paid			(145,164)		(145,164)			(150,887)		(150,887)
Other directly atributable expenses			27,469		27,469			(23,476)		(23,476)
Insurance acquisition cash flows	(69,201)				(69,201)	(51,276)				(51,276)
Total cash flows	**281,722**	**-**	**(117,695)**	**-**	**164,027**	**221,929**	**-**	**(174,363)**	**-**	**47,566**
Other movements					-					-
Net insurance contract (assets)/liabilities as at end	**72,734**	**-**	**166,479**	**17,066**	**256,279**	**71,774**	**-**	**74,277**	**2,861**	**148,912**
Insurance contract liabilities as at end of period	72,734	-	166,479	17,066	256,279	71,774	-	74,277	2,861	148,912
Insurance contract assets as at end of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at end	**72,734**	**-**	**166,479**	**17,066**	**256,279**	**71,774**	**-**	**74,277**	**2,861**	**148,912**

Marine **Roll forward insurance contracts issued**	**2025** Liabilities for remaining coverage excluding loss comp.	loss component	Liabilities for incurred claims estimates of PV CFs	risk adjustment	Total	**2024** Liabilities for remaining coverage excluding loss comp.	loss component	Liabilities for incurred claims estimates of PV CFs	risk adjustment	Total
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Insurance contract liabilities as at begin of period	69,532	-	3,100	186	72,819	415,837	-	50,674	3,702	470,213
Insurance contract assets as at begin of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at begin	**69,532**	**-**	**3,100**	**186**	**72,819**	**415,837**	**-**	**50,674**	**3,702**	**470,213**
Insurance revenue	(704,061)				(704,061)	(600,839)				(600,839)
Insurance service expenses					-					-
Incurred claims expenses		-	187,474	2,374	189,849		-	(147,840)	878	(146,962)
Other directly atributable expenses			67,085		67,085			116,765		116,765
Amortisation of insurance acquisition cash flows	142,979				142,979	36,771				36,771
Losses on onerous contracts and reversals of those losses		-			-		-			-
Changes to liabilities for incurred claims			43,368	1,219	44,587			59,754	(4,393)	55,361
Investment components	-		-		-	-		-		-
Total Insurance service expenses	**142,979**	**-**	**297,927**	**3,593**	**444,500**	**36,771**	**-**	**28,680**	**(3,516)**	**61,935**
Insurance service result	**(561,081)**	**-**	**297,927**	**3,593**	**(259,560)**	**(564,068)**	**-**	**28,680**	**(3,516)**	**(538,904)**
Insurance finance expenses	-	-	11,686		11,686	-	-	2,938		2,938
Effect of movements in exchange rates	-		-		-	-		-		-
	(561,081)	**-**	**309,614**	**3,593**	**(247,874)**	**(564,068)**	**-**	**31,617**	**(3,516)**	**(535,966)**
Cash flows										
Premiums received	770,009				770,009	272,267				272,267
Claims paid			(249,790)		(249,790)			(57,916)		(57,916)
Other directly atributable expenses			67,085		67,085			(21,275)		(21,275)
Insurance acquisition cash flows	(155,646)				(155,646)	(54,504)				(54,504)
Total cash flows	**614,363**	**-**	**(182,705)**	**-**	**431,658**	**217,762**	**-**	**(79,191)**	**-**	**138,571**
Other movements					-					-
Net insurance contract (assets)/liabilities as at end	**122,814**	**-**	**130,009**	**3,780**	**256,603**	**69,532**	**-**	**3,100**	**186**	**72,819**
Insurance contract liabilities as at end of period	122,814	-	130,009	3,780	256,603	69,532	-	3,100	186	72,819
Insurance contract assets as at end of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at end	**122,814**	**-**	**130,009**	**3,780**	**256,603**	**69,532**	**-**	**3,100**	**186**	**72,819**

Motor **Roll forward insurance contracts issued**	**2025** Liabilities for remaining coverage excluding loss comp.	loss component	Liabilities for incurred claims estimates of PV CFs	risk adjustment	Total	**2024** Liabilities for remaining coverage excluding loss comp.	loss component	Liabilities for incurred claims estimates of PV CFs	risk adjustment	Total
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Insurance contract liabilities as at begin of period	344,290	-	161,607	8,576	514,473	242,490	-	179,293	3,032	424,815
Insurance contract assets as at begin of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at begin	**344,290**	**-**	**161,607**	**8,576**	**514,473**	**242,490**	**-**	**179,293**	**3,032**	**424,815**
Insurance revenue	(1,471,419)				(1,471,419)	(1,006,970)				(1,006,970)
Insurance service expenses					-					-
Incurred claims expenses		-	(30,176)	5,033	(25,144)		-	(6,920)	10,580	3,660
Other directly atributable expenses			106,867		106,867			37,152		37,152
Amortisation of insurance acquisition cash flows	190,276				190,276	95,197				95,197
Losses on onerous contracts and reversals of those losses		-			-		-			-
Changes to liabilities for incurred claims			65,624	(5,285)	60,340			135,546	(5,036)	130,510
Investment components	-		-		-	-		-		-
Total Insurance service expenses	**190,276**	**-**	**142,315**	**(252)**	**332,339**	**95,197**	**-**	**165,778**	**5,544**	**266,520**
Insurance service result	**(1,281,143)**	**-**	**142,315**	**(252)**	**(1,139,079)**	**(911,772)**	**-**	**165,778**	**5,544**	**(740,450)**
Insurance finance expenses	-	-	48,804		48,804	-	-	(917)		(917)
Effect of movements in exchange rates	-		-		-	-		-		-
	(1,281,143)	**-**	**191,119**	**(252)**	**(1,090,276)**	**(911,772)**	**-**	**164,861**	**5,544**	**(741,368)**
Cash flows										
Premiums received	1,774,357				1,774,357	1,159,031				1,159,031
Claims paid			(345,056)		(345,056)			(91,983)		(91,983)
Other directly atributable expenses			106,867		106,867			(90,564)		(90,564)
Insurance acquisition cash flows	(224,169)				(224,169)	(145,458)				(145,458)
Total cash flows	**1,550,188**	**-**	**(238,189)**	**-**	**1,311,999**	**1,013,573**	**-**	**(182,547)**	**-**	**831,026**
Other movements					-					-
Net insurance contract (assets)/liabilities as at end	**613,335**	**-**	**114,537**	**8,324**	**736,196**	**344,290**	**-**	**161,607**	**8,576**	**514,473**
Insurance contract liabilities as at end of period	613,335	-	114,537	8,324	736,196	344,290	-	161,607	8,576	514,473
Insurance contract assets as at end of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at end	**613,335**	**-**	**114,537**	**8,324**	**736,196**	**344,290**	**-**	**161,607**	**8,576**	**514,473**

Employers Liability **Roll forward insurance contracts issued**	2025 Liabilities for remaining coverage excluding loss comp.	2025 Liabilities for remaining coverage loss component	2025 Liabilities for incurred claims estimates of PV CFs	2025 Liabilities for incurred claims risk adjustment	2025 Total	2024 Liabilities for remaining coverage excluding loss comp.	2024 Liabilities for remaining coverage loss component	2024 Liabilities for incurred claims estimates of PV CFs	2024 Liabilities for incurred claims risk adjustment	2024 Total
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Insurance contract liabilities as at begin of period	629	-	243	63	935	447	-	3,046	157	3,649
Insurance contract assets as at begin of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at begin	**629**	**-**	**243**	**63**	**935**	**447**	**-**	**3,046**	**157**	**3,649**
Insurance revenue	(9,388)				(9,388)	(6,724)				(6,724)
Insurance service expenses					-					-
Incurred claims expenses		-	(919)	279	(640)		-	(3,101)	(20)	(3,120)
Other directly atributable expenses			307		307			269		269
Amortisation of insurance acquisition cash flows	1,900				1,900	1,251				1,251
Losses on onerous contracts and reversals of those losses		-			-		-			-
Changes to liabilities for incurred claims			2,874	(306)	2,568			835	(74)	761
Investment components	-		-		-	-		-		-
Total Insurance service expenses	**1,900**	**-**	**2,262**	**(26)**	**4,135**	**1,251**	**-**	**(1,996)**	**(94)**	**(840)**
Insurance service result	**(7,488)**	**-**	**2,262**	**(26)**	**(5,253)**	**(5,473)**	**-**	**(1,996)**	**(94)**	**(7,564)**
Insurance finance expenses	-	-	234		234	-	-	(37)		(37)
Effect of movements in exchange rates	-		-		-	-		-		-
	(7,488)	**-**	**2,496**	**(26)**	**(5,019)**	**(5,473)**	**-**	**(2,033)**	**(94)**	**(7,600)**
Cash flows										
Premiums received	14,072				14,072	7,063				7,063
Claims paid			(907)		(907)			(217)		(217)
Other directly atributable expenses			(552)		(552)			(552)		(552)
Insurance acquisition cash flows	(2,844)				(2,844)	(1,408)				(1,408)
Total cash flows	**11,227**	**-**	**(1,459)**	**-**	**9,769**	**5,655**	**-**	**(769)**	**-**	**4,886**
Other movements					-					-
Net insurance contract (assets)/liabilities as at end	**4,368**	**-**	**1,280**	**36**	**5,685**	**629**	**-**	**243**	**63**	**935**
Insurance contract liabilities as at end of period	4,368	-	1,280	36	5,685	629	-	243	63	935
Insurance contract assets as at end of period	-		-		-	-		-		-
Net insurance contract (assets)/liabilities as at end	**4,368**	**-**	**1,280**	**36**	**5,685**	**629**	**-**	**243**	**63**	**935**

General Accident **Roll forward reinsurance contracts held**	2025 Assets for remaining coverage	2025 Assets for remaining coverage	2025 Assets for incurred claims estimates of PV CFs	2025 Assets for incurred claims risk adjustment	2025 Total	2024 Assets for remaining coverage	2024 Assets for remaining coverage	2024 Assets for incurred claims estimates of PV CFs	2024 Assets for incurred claims risk adjustment	2024 Total
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Reinsurance contract assets as at begin of period	92,763	-	31,526	1,089	125,379	94,805		53,612	5,635	154,052
Adjustment to the opening reinsurance contract assets			-		-	(852)		-		(852)
Net reinsurance contract assets/(liabilities) as at begin	**92,763**	**-**	**31,526**	**1,089**	**125,379**	**93,953**	**-**	**53,612**	**5,635**	**153,200**
An allocation of reinsurance premiums	(491,627)				(491,627)	(822,490)				(822,490)
Amounts recoverable from reinsurers for incurred claims	**-**				**-**	**-**				**-**
Amounts recoverable for Incurred claims and other expenses			(34,453)	1,089	(33,364)			35,451	2,459	37,911
Changes to amounts recoverable for incurred claims			62,487	(2,029)	60,458			43,954	(7,005)	36,948
Reinsurance investment components	-		-		-	-		-		-
Net income or expense from reinsurance contracts held	(491,627)	-	28,034	(940)	(464,534)	(822,490)	-	79,405	(4,546)	(747,631)
Reinsurance finance income	-		8,249		8,249	-		363		363
Effect of changes in non-performance risk of reinsurers	-		-		-	-		-		-
Effect of movements in exchange rates	-		-		-	-		-		-
	(491,627)	**-**	**36,282**	**(940)**	**(456,285)**	**(822,490)**	**-**	**79,768**	**(4,546)**	**(747,268)**
Cash flows										
Premiums paid	507,616				507,616	832,291				832,291
Amounts received			(53,161)		(53,161)			(101,854)		(101,854)
Total cash flows	**507,616**	**-**	**(53,161)**	**-**	**454,455**	**832,291**	**-**	**(101,854)**	**-**	**730,437**
Reinsurance premium payable	-				-	(10,990)				(10,990)
Net reinsurance contract assets/(liabilities) as at end	**108,752**	**-**	**14,647**	**149**	**123,548**	**92,764**	**-**	**31,526**	**1,089**	**125,380**
Reinsurance contract assets as at end of period	108,752	-	14,647	149	123,548	92,764	-	31,526	1,089	125,380
Reinsurance contract liabilities as at end of period	-		-		-	-		-		-
Net reinsurance contract assets/(liabilities) as at end	**108,751**	**-**	**14,647**	**149**	**123,548**	**92,763**	**-**	**31,526**	**1,089**	**125,380**

Aviation **Roll forward reinsurance contracts held**	**2025** Assets for remaining coverage		Assets for incurred claims: estimates of PV CFs	Assets for incurred claims: risk adjustment	Total	**2024** Assets for remaining coverage		Assets for incurred claims: estimates of PV CFs	Assets for incurred claims: risk adjustment	Total
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Reinsurance contract assets as at begin of period	116,607	-	20,529	2,667	139,803	26,143		4,788	487	31,418
Adjustment to the opening reinsurance contract assets			-		-	(235)		-		(235)
Net reinsurance contract assets/(liabilities) as at begin	**116,607**	**-**	**20,529**	**2,667**	**139,803**	**25,908**	**-**	**4,788**	**487**	**31,183**
An allocation of reinsurance premiums	(583,680)				(583,680)	(549,698)				(549,698)
Amounts recoverable from reinsurers for incurred claims	-				-	-				-
Amounts recoverable for Incurred claims and other expenses			42,543	(1,578)	40,965			13,819	2,594	16,413
Changes to amounts recoverable for incurred claims			(9,786)	3,040	(6,746)			3,170	(413)	2,757
Reinsurance investment components	-		-		-	-		-		-
Net income or expense from reinsurance contracts held	**(583,680)**	**-**	**32,757**	**1,462**	(549,461)	**(549,698)**	**-**	**16,989**	**2,180**	(530,528)
Reinsurance finance income	-		12,924		12,924	-		(1,249)		(1,249)
Effect of changes in non-performance risk of reinsurers	-		-		-	-		-		-
Effect of movements in exchange rates	-		-		-	-		-		-
	(583,680)	**-**	**45,682**	**1,462**	**(536,537)**	**(549,698)**	**-**	**15,741**	**2,180**	**(531,777)**
Cash flows										
Premiums paid	536,486				536,486	640,979				640,979
Amounts received			-		-			-		-
Total cash flows	**536,486**	**-**	**-**	**-**	536,486	**640,979**	**-**	**-**	**-**	640,979
Reinsurance premium payable	-				-	(582)				(582)
Net reinsurance contract assets/(liabilities) as at end	**69,414**	**-**	**66,210**	**4,129**	**139,753**	**116,607**	**-**	**20,529**	**2,667**	**139,803**
Reinsurance contract assets as at end of period	69,414	-	66,210	4,129	139,753	116,607	-	20,529	2,667	139,803
Reinsurance contract liabilities as at end of period	-		-		-	-		-		-
Net reinsurance contract assets/(liabilities) as at end	**69,414**	**-**	**66,210**	**4,129**	**139,753**	**116,607**	**-**	**20,529**	**2,667**	**139,803**

Bond **Roll forward reinsurance contracts held**	**2025** Assets for remaining coverage		Assets for incurred claims: estimates of PV CFs	Assets for incurred claims: risk adjustment	Total	**2024** Assets for remaining coverage		Assets for incurred claims: estimates of PV CFs	Assets for incurred claims: risk adjustment	Total
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Reinsurance contract assets as at begin of period	938	-	210	46	1,195	144		5,637	1,262	7,044
Adjustment to the opening reinsurance contract assets	-		-		-	(1)		-		(1)
Net reinsurance contract assets/(liabilities) as at begin	**938**	**-**	**210**	**46**	**1,195**	**143**	**-**	**5,637**	**1,262**	**7,043**
An allocation of reinsurance premiums	(1,267)				(1,267)	(4,205)				(4,205)
Amounts recoverable from reinsurers for incurred claims	-				-	-				-
Amounts recoverable for Incurred claims and other expenses			(7,619)	460	(7,159)			13,602	(44)	13,558
Changes to amounts recoverable for incurred claims			7,816	(486)	7,330			7,455	(1,172)	6,282
Reinsurance investment components	-		-		-	-		-		-
Net income or expense from reinsurance contracts held	**(1,267)**	**-**	**198**	**(27)**	**(1,096)**	**(4,205)**	**-**	**21,056**	**(1,216)**	**15,635**
Reinsurance finance income	-		140		140	-		(26,483)		(26,483)
Effect of changes in non-performance risk of reinsurers	-		-		-	-		-		-
Effect of movements in exchange rates	-		-		-	-		-		-
	(1,267)	**-**	**338**	**(27)**	**(956)**	**(4,205)**	**-**	**(5,427)**	**(1,216)**	**(10,849)**
Cash flows										
Premiums paid	622				622	5,008				5,008
Amounts received			-		-			-		-
Total cash flows	**622**	**-**	**-**	**-**	**622**	**5,008**	**-**	**-**	**-**	**5,008**
Reinsurance premium payable	-				-	(8)				(8)
Net reinsurance contract assets/(liabilities) as at end	**293**	**-**	**548**	**20**	**861**	**938**	**-**	**210**	**46**	**1,195**
Reinsurance contract assets as at end of period	293	-	548	20	861	938	-	210	46	1,195
Reinsurance contract liabilities as at end of period	-		-		-	-		-		-
Net reinsurance contract assets/(liabilities) as at end	**293**	**-**	**548**	**20**	**861**	**938**	**-**	**210**	**46**	**1,195**

	2025					2024				
Engineering	Assets for remaining coverage		Assets for incurred claims		Total	Assets for remaining coverage		Assets for incurred claims		Total
Roll forward reinsurance contracts held			estimates of PV CFs	risk adjustment				estimates of PV CFs	risk adjustment	
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Reinsurance contract assets as at begin of period	181,110	-	135,522	25,366	341,997	97,050		10,555	1,463	109,068
Adjustment to the opening reinsurance contract assets	-		-		-	(873)		-		(873)
Net reinsurance contract assets/(liabilities) as at begin	**181,110**	**-**	**135,522**	**25,366**	**341,997**	**96,177**	**-**	**10,555**	**1,463**	**108,195**
An allocation of reinsurance premiums	(475,607)				(475,607)	(521,447)				(521,447)
Amounts recoverable from reinsurers for incurred claims	-					-				
Amounts recoverable for Incurred claims and other expenses			139,807	(18,008)	121,799			188,227	26,705	214,932
Changes to amounts recoverable for incurred claims			(92,292)	(1,374)	(93,666)			3,980	(2,802)	1,178
Reinsurance investment components	-		-		-	-		-		-
Net income or expense from reinsurance contracts held	**(475,607)**	**-**	**47,515**	**(19,382)**	**(447,474)**	**(521,447)**	**-**	**192,207**	**23,903**	**(305,337)**
Reinsurance finance income	-		48,507		48,507	-		(7,697)		(7,697)
Effect of changes in non-performance risk of reinsurers	-		-		-	-		-		-
Effect of movements in exchange rates	-		-		-	-		-		-
	(475,607)	**-**	**96,022**	**(19,382)**	**(398,967)**	**(521,447)**	**-**	**184,510**	**23,903**	**(313,034)**
Cash flows										
Premiums paid	392,782				392,782	628,537				628,537
Amounts received			(178,377)		(178,377)			(59,543)		(59,543)
Total cash flows	**392,782**	**-**	**(178,377)**	**-**	**214,405**	**628,537**	**-**	**(59,543)**	**-**	**568,993**
Reinsurance premium payable	-				-	(22,157)				(22,157)
Net reinsurance contract assets/(liabilities) as at end	**98,285**	**-**	**53,166**	**5,984**	**157,435**	**181,110**	**-**	**135,522**	**25,366**	**341,997**
Reinsurance contract assets as at end of period	98,285	-	53,166	5,984	157,435	181,110	-	135,522	25,366	341,997
Reinsurance contract liabilities as at end of period	-		-		-	-		-		-
Net reinsurance contract assets/(liabilities) as at end	**98,285**	**-**	**53,166**	**5,984**	**157,435**	**181,110**	**-**	**135,522**	**25,366**	**341,997**

	2025					2024				
Oil&Gas	Assets for remaining coverage		Assets for incurred claims		Total	Assets for remaining coverage		Assets for incurred claims		Total
Roll forward reinsurance contracts held			estimates of PV CFs	risk adjustment				estimates of PV CFs	risk adjustment	
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Reinsurance contract assets as at begin of period	328,406	-	1,089,250	119,795	1,537,451	279,811		214,747	20,662	515,220
Adjustment to the opening reinsurance contract assets	-		-		-	(2,516)		-		(2,516)
Net reinsurance contract assets/(liabilities) as at begin	**328,406**	**-**	**1,089,250**	**119,795**	**1,537,451**	**277,295**	**-**	**214,747**	**20,662**	**512,704**
An allocation of reinsurance premiums	(1,654,899)				(1,654,899)	(1,132,427)				(1,132,427)
Amounts recoverable from reinsurers for incurred claims	-					-				
Amounts recoverable for Incurred claims and other expenses			2,521,932	(101,820)	2,420,112			2,051,663	105,929	2,157,593
Changes to amounts recoverable for incurred claims			(952,979)	(4,901)	(957,879)			(133,224)	(6,797)	(140,020)
Reinsurance investment components	-		-		-	-		-		-
Net income or expense from reinsurance contracts held	**(1,654,899)**	**-**	**1,568,954**	**(106,721)**	**(192,666)**	**(1,132,427)**	**-**	**1,918,440**	**99,133**	**885,146**
Reinsurance finance income	-		333,417		333,417	-		(34,497)		(34,497)
Effect of changes in non-performance risk of reinsurers	-		-		-	-		-		-
Effect of movements in exchange rates	-		-		-	-		-		-
	(1,654,899)	**-**	**1,902,371**	**(106,721)**	**140,751**	**(1,132,427)**	**-**	**1,883,943**	**99,133**	**850,649**
Cash flows										
Premiums paid	1,856,653				1,856,653	1,184,736				1,184,736
Amounts received			(2,899,922)		(2,899,922)			(1,009,440)		(1,009,440)
Total cash flows	**1,856,653**	**-**	**(2,899,922)**	**-**	**(1,043,269)**	**1,184,736**	**-**	**(1,009,440)**	**-**	**175,296**
Reinsurance premium payable	-				-	(1,199)				(1,199)
Net reinsurance contract assets/(liabilities) as at end	**530,160**	**-**	**91,699**	**13,074**	**634,934**	**328,405**	**-**	**1,089,250**	**119,795**	**1,537,450**
Reinsurance contract assets as at end of period	530,160	-	91,699	13,074	634,934	328,405	-	1,089,250	119,795	1,537,450
Reinsurance contract liabilities as at end of period	-		-		-	-		-		-
Net reinsurance contract assets/(liabilities) as at end	**530,161**	**-**	**91,699**	**13,074**	**634,934**	**328,406**	**-**	**1,089,250**	**119,795**	**1,537,451**

Fire **Roll forward reinsurance contracts held**	2025 Assets for remaining coverage		2025 Assets for incurred claims estimates of PV CFs	risk adjustment	Total	2024 Assets for remaining coverage		2024 Assets for incurred claims estimates of PV CFs	risk adjustment	Total
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Reinsurance contract assets as at begin of period	41,414	-	58,590	2,256	102,260	25,424		4,107	392	29,923
Adjustment to the opening reinsurance contract assets	-		2,256		2,256	(229)		-		(229)
Net reinsurance contract assets/(liabilities) as at begin	**41,414**	**-**	**60,846**	**2,256**	**104,516**	**25,195**	**-**	**4,107**	**392**	**29,694**
An allocation of reinsurance premiums	(172,771)				(172,771)	(133,060)				(133,060)
Amounts recoverable from reinsurers for incurred claims	-				-	-				-
Amounts recoverable for Incurred claims and other expenses			32,841	2,587	35,428			180,756	482	181,238
Changes to amounts recoverable for incurred claims			(14,937)	(1,280)	(16,217)			1,731	1,383	3,114
Reinsurance investment components	-		-		-	-		-		-
Net income or expense from reinsurance contracts held	**(172,771)**	**-**	**17,904**	**1,307**	**(153,561)**	**(133,060)**	**-**	**182,487**	**1,864**	**51,292**
Reinsurance finance income	-		10,631		10,631	-		(8,126)		(8,126)
Effect of changes in non-performance risk of reinsurers	-		-		-	-		-		-
Effect of movements in exchange rates	-		-		-	-		-		-
	(172,771)	**-**	**28,535**	**1,307**	**(142,929)**	**(133,060)**	**-**	**174,362**	**1,864**	**43,166**
Cash flows										
Premiums paid	163,099				163,099	165,917				165,917
Amounts received			(52,365)		(52,365)			(119,879)		(119,879)
Total cash flows	**163,099**	**-**	**(52,365)**	**-**	**110,734**	**165,917**	**-**	**(119,879)**	**-**	**46,039**
Reinsurance premium payable	-		(2,256)		(2,256)	(16,639)				(16,639)
Net reinsurance contract assets/(liabilities) as at end	**31,741**	**-**	**34,760**	**3,563**	**70,065**	**41,414**	**-**	**58,590**	**2,256**	**102,260**
Reinsurance contract assets as at end of period	31,741	-	34,760	3,563	70,065	41,414	-	58,590	2,256	102,260
Reinsurance contract liabilities as at end of period	-		-		-	-		-		-
Net reinsurance contract assets/(liabilities) as at end	**31,741**	**-**	**34,760**	**3,563**	**70,065**	**41,414**	**-**	**58,590**	**2,256**	**102,260**

Marine **Roll forward reinsurance contracts held**	2025 Assets for remaining coverage		2025 Assets for incurred claims estimates of PV CFs	risk adjustment	Total	2024 Assets for remaining coverage		2024 Assets for incurred claims estimates of PV CFs	risk adjustment	Total
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Reinsurance contract assets as at begin of period	50,682	-	2,461	148	53,292	212,864		22,845	1,669	237,379
Adjustment to the opening reinsurance contract assets	-		-		-	(1,914)		-		(1,914)
Net reinsurance contract assets/(liabilities) as at begin	**50,682**	**-**	**2,461**	**148**	**53,292**	**210,950**	**-**	**22,845**	**1,669**	**235,465**
An allocation of reinsurance premiums	(283,433)				(283,433)	(351,890)				(351,890)
Amounts recoverable from reinsurers for incurred claims	-				-	-				-
Amounts recoverable for Incurred claims and other expenses			94,647	1,758	96,406			(45,094)	354	(44,740)
Changes to amounts recoverable for incurred claims			32,292	1,094	33,387			24,494	(1,876)	22,618
Reinsurance investment components	-		-		-	-		-		-
Net income or expense from reinsurance contracts held	**(283,433)**	**-**	**126,940**	**2,853**	**(153,640)**	**(351,890)**	**-**	**(20,600)**	**(1,522)**	**(374,012)**
Reinsurance finance income	-		9,277		9,277	-		1,310		1,310
Effect of changes in non-performance risk of reinsurers	-		-		-	-		-		-
Effect of movements in exchange rates	-		-		-	-		-		-
	(283,433)	**-**	**136,217**	**2,853**	**(144,363)**	**(351,890)**	**-**	**(19,291)**	**(1,522)**	**(372,702)**
Cash flows										
Premiums paid	293,175				293,175	201,395				201,395
Amounts received			(35,472)		(35,472)			(1,093)		(1,093)
Total cash flows	**293,175**	**-**	**(35,472)**	**-**	**257,703**	**201,395**	**-**	**(1,093)**	**-**	**200,302**
Reinsurance premium payable	-				-	(9,773)				(9,773)
Net reinsurance contract assets/(liabilities) as at end	**60,425**	**-**	**103,207**	**3,000**	**166,632**	**50,682**	**-**	**2,461**	**148**	**53,291**
Reinsurance contract assets as at end of period	60,425	-	103,207	3,000	166,632	50,682	-	2,461	148	53,291
Reinsurance contract liabilities as at end of period	-		-		-	-		-		-
Net reinsurance contract assets/(liabilities) as at end	**60,425**	**-**	**103,207**	**3,000**	**166,633**	**50,682**	**-**	**2,461**	**148**	**53,292**

Motor **Roll forward reinsurance contracts held**	2025 Assets for remaining coverage		Assets for incurred claims estimates of PV CFs	risk adjustment	Total	2024 Assets for remaining coverage		Assets for incurred claims estimates of PV CFs	risk adjustment	Total
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Reinsurance contract assets as at begin of period	130,545	-	17,690	939	149,173	18,261		45,387	767	64,415
Adjustment to the opening reinsurance contract assets	-		-		-	(164)		-		(164)
Net reinsurance contract assets/(liabilities) as at begin	**130,545**	**-**	**17,690**	**939**	**149,173**	**18,097**	**-**	**45,387**	**767**	**64,251**
An allocation of reinsurance premiums	(597,365)				(597,365)	(353,387)				(353,387)
Amounts recoverable from reinsurers for incurred claims	-				-	-				-
Amounts recoverable for Incurred claims and other expenses			(52,646)	1,236	(51,410)			(54,594)	1,058	(53,537)
Changes to amounts recoverable for incurred claims			42,152	(1,264)	40,888			33,040	(887)	32,153
Reinsurance investment components	-		-		-	-		-		-
Net income or expense from reinsurance contracts held	**(597,365)**	**-**	**(10,494)**	**(28)**	**(607,887)**	**(353,387)**	**-**	**(21,554)**	**171**	**(374,770)**
Reinsurance finance income	-		5,342		5,342	-		451		451
Effect of changes in non-performance risk of reinsurers	-		-		-	-		-		-
Effect of movements in exchange rates	-		-		-	-		-		-
	(597,365)	**-**	**(5,152)**	**(28)**	**(602,544)**	**(353,387)**	**-**	**(21,104)**	**171**	**(374,319)**
Cash flows										
Premiums paid	762,025				762,025	473,866				473,866
Amounts received			-		-			(6,594)		(6,594)
Total cash flows	**762,025**	**-**	**-**	**-**	**762,025**	**473,866**	**-**	**(6,594)**	**-**	**467,273**
Reinsurance premium payable	-				-	(8,031)				(8,031)
Net reinsurance contract assets/(liabilities) as at end	**295,205**	**-**	**12,537**	**911**	**308,654**	**130,545**	**-**	**17,690**	**939**	**149,173**
Reinsurance contract assets as at end of period	295,205	-	12,537	911	308,654	130,545	-	17,690	939	149,173
Reinsurance contract liabilities as at end of period	-		-		-	-		-		-
Net reinsurance contract assets/(liabilities) as at end	**295,205**	**-**	**12,537**	**911**	**308,655**	**130,545**	**-**	**17,690**	**939**	**149,174**

Employers Liability **Roll forward reinsurance contracts held**	2025 Assets for remaining coverage		Assets for incurred claims estimates of PV CFs	risk adjustment	Total	2024 Assets for remaining coverage		Assets for incurred claims estimates of PV CFs	risk adjustment	Total
	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000	N'000
Reinsurance contract assets as at begin of period	191		3	1	195	-		40	2	42
Adjustment to the opening reinsurance contract assets	-		-		-	-		-		-
Net reinsurance contract assets/(liabilities) as at begin	**191**	**-**	**3**	**1**	**195**	**-**	**-**	**40**	**2**	**42**
An allocation of reinsurance premiums	(191)				(191)	(4,747)				(4,747)
Amounts recoverable from reinsurers for incurred claims	-				-	-				-
Amounts recoverable for Incurred claims and other expenses			(35,964)	4	(35,960)			(47)	(0)	(47)
Changes to amounts recoverable for incurred claims			37	(4)	33			11	(1)	10
Reinsurance investment components	-		-		-	-		-		-
Net income or expense from reinsurance contracts held	**(191)**	**-**	**(35,927)**	**(0)**	**(36,119)**	**(4,747)**	**-**	**(36)**	**(1)**	**(4,785)**
Reinsurance finance income	-		35,941		35,941	-		(1)		(1)
Effect of changes in non-performance risk of reinsurers	-		-		-	-		-		-
Effect of movements in exchange rates	-		-		-	-		-		-
	(191)	**-**	**14**	**(0)**	**(178)**	**(4,747)**	**-**	**(36)**	**(1)**	**(4,785)**
Cash flows										
Premiums paid	-				-	4,944				4,944
Amounts received			-		-			-		-
Total cash flows	**-**	**-**	**-**	**-**	**-**	**4,944**	**-**	**-**	**-**	**4,944**
Reinsurance premium payable	-				-	(5)				(5)
Net reinsurance contract assets/(liabilities) as at end	**(0)**	**-**	**17**	**0**	**17**	**191**	**-**	**3**	**1**	**195**
Reinsurance contract assets as at end of period	(0)	-	17	0	17	191	-	3	1	195
Reinsurance contract liabilities as at end of period	-		-		-	-		-		-
Net reinsurance contract assets/(liabilities) as at end	**(0)**	**-**	**17**	**0**	**17**	**191**	**-**	**3**	**1**	**195**

VALUE ADDED STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2025

	GROUP				COMPANY			
	2025		**2024**		**2025**		**2024**	
	=N='000	**%**	**=N='000**	**%**	**=N='000**	**%**	**=N='000**	**%**
Insurance revenue	9,642,997		7,301,956		9,642,997		7,301,956	
Insurance Service Expenses	(6,881,446)		(4,117,082)		(6,881,446)		(4,117,082)	
Net Expenses From Reinsurance Held	(2,606,443)		(1,385,054)		(2,606,443)		(1,385,054)	
Investment and Other Income	1,515,139		1,650,339		1,443,706		1,601,647	
Value Added	1,670,246	100.00	3,450,159	100.00	1,598,814	100.00	3,401,467	100.00
APPLIED AS FOLLOWS								
IN PAYMENT TO EMPLOYEES								
Salaries, Wages and other benefits	380,618	22.79	369,855	10.72	348,681	21.81	337,732	9.93
IN PAYMENT TO PROVIDERS OF CAPITAL								
Dividend	-				-		-	
IN PAYMENT TO GOVERNMENT								
Taxation	147,152	8.81	249,475	7.23	146,360	9.15	248,971	7.32
RETAINED FOR REPLACEMENT OF ASSETS AND EXPANSION OF THE BUSINESS								
Depreciation	181,392	10.86	103,591	3.00	179,256	11.21	100,294	2.95
Armotisation of Intangible Asset	14,649	0.88	9,172	0.27	12,509	0.78	9,155	0.27
Contingency reserve	309,331	18.52	450,886	13.07	309,331	19.35	450,886	13.26
Retained Profit	635,778	38.06	2,266,578	65.69	602,677	37.70	2,254,429	66.28
Non Controlling Interest	1,327		602	0.02				
	1,670,246	100	3,450,159	100	1,598,814	100	3,401,467	100.00

FIVE YEAR FINANCIAL SUMMARY

TATEMENT OF COMPREHENSIVE INCOME	The Group					The Company				
	2025	2024	2023	2022	2021	2025	2024	2023	2022	2021
	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000	=N='000
Insurance Revenue	9,642,997	7,301,956	6,083,355	5,023,340	-	9,642,997	7,301,956	6,083,355	5,023,340	
Insurance Service Result	155,108	1,799,819	1,398,270	714,871	-	155,108	1,799,819	1,398,270	714,871	
Gross Premium Written	-	-	-	-	5,118,468	-	-	3,209,903	3,878,536	5,118,468
Gross Premium Income	-	-	-	-	4,657,792	-	-	1,398,270	714,871	1,314,730
Profit before tax	784,256.86	2,516,052	2,108,291	626,154	1,004,708	749,037	2,503,400	2,095,007	617,691	838,548
Income Tax Expense	- 147,152.31	(249,475)	(164,535)	(23,243)	(288,319)	(146,360)	(248,971)	(164,345)	(23,107)	(188,954)
Profit after Taxation	637,104.54	2,266,578	1,943,756	602,911	716,389	602,677	2,254,429	1,930,663	594,584	649,594
Transfer to Contingency Reserve	309,330.76	450,886	386,133	167,174	188,244	309,331	450,886	386,133	167,174	129,919
STATEMENT OF FINANCIAL POSITION										
Assets										
Cash and Cash equivalents	1843248.915	2,315,714	1,843,249	1,583,844	2,256,131	1,712,148	2,177,990	1,136,517	1,312,755	2,089,860
Financial Assets:	9786048.254	9,365,740	9,443,872	7,482,034	5,202,699	9,288,799	8,884,557	9,179,455	7,253,332	5,001,045
Trade Receivables	39,926.91	49,354	81,188	64,203	16,011	39,927	49,354	81,188	64,203	16,011
Reinsurance assets	-	-	-	-	2,350,950	-	-	-	-	2,350,950
Reinsurance Contract Assets	1,601,895.60	2,450,747	1,148,560	1,176,968	-	1,601,896	2,450,747	1,148,560	1,176,968	-
Other Receivables and prepayments	298,125.90	298,181	267,431	264,699	254,260	36,741	57,051	22,558	21,355	18,917
Inventory	9,849.29	6,024	4,240	3,657	4,725	-	-	-	-	-
Intangible Assets	76,688.01	87,540	62,522	20,879	21,595	68,127	76,839	62,505	20,845	21,560
Investment properties	1,345,546.81	1,295,547	1,125,547	647,047	635,547	1,220,000	1,170,000	1,000,000	521,500	510,000
Property, Plant and Equipment	5,546,729.94	5,688,343	5,093,276	887,116	805,114	5,532,881	5,672,558	5,080,867	873,051	796,625
Statutory Deposits	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Total Assets	**20,848,060**	**21,857,189**	**19,369,886**	**12,430,446**	**11,847,032**		**21,533,712**	**18,564,767**	**12,097,125**	**11,578,084**
LIABILITIES										
Insurance Contract Liabilities	3,656,963.63	5,027,510	4,600,152	4,432,746	4,624,156	3,656,964	5,027,510	4,600,152	4,432,746	4,624,156
Trade Payables	-	-	6,783	15,452	4,552	-	-	6,783	15,452	4,552
Other Trade Payables	538,487.17	724,489	583,377	385,418	294,191	331,590	485,052	401,080	205,725	112,645
Retirement benefit obligation	-	4,795	1,940	3,454	2,774	-	4,795	1,940	3,454	2,774
Provision for Current Income Tax Liabilities	110902.9687	309,499	180,063	166,471	142,848	94,250	293,638	154,971	141,570	127,817
Deferred income tax liabilities	1592417.695	1,505,478	1,437,033	100,930	103,475	1,592,418	1,505,478	1,437,033	100,930	103,475
Deposit for shares	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000
Total Liabilities	**6,143,771**	**7,816,771**	**7,054,348**	**5,349,471**	**5,416,996**	**5,920,221**	**7,561,472**	**6,846,959**	**5,379,748**	**5,220,419**
EQUITY										
Total equity attributable to owners of the parent:										
Issued and Paid up share capital	6,001,875.00	3,334,375	3,334,375	3,334,375	3,334,375	6,001,875	3,334,375	3,334,375	3,334,375	3,334,375
Contingency Reserve	2,933,955.21	2,624,625	2,173,739	1,787,606	1,620,433	2,933,955	2,624,625	2,173,739	1,787,606	1,620,433
Retained Earnings	2891960.625	5,239,320	3,431,177	1,878,332	1,442,737	2,804,188	5,178,341	3,374,798	1,830,268	1,402,858
Fair Value Reserves	2834895.945	2,834,896	2,834,896	-	-	2,834,896	2,834,896	2,834,896	-	-
Other reserves	17428.70886	11,122	4,155	-	-		-	-	-	-
Subtotal	14,680,115	14,044,337	11,778,342	7,000,313	6,397,545	14,574,914	13,972,236	11,717,808	7,178,426	6,357,666
Non-controlling Interest in Equity	24172.88754	22,846	22,265	21,642	21,500	-	-	-	-	-
Equity and Liability	**20,848,059**	**21,883,954**	**18,854,953**	**12,371,424**	**11,836,040**	**20,495,134**	**21,533,707**	**18,564,766**	**12,558,172**	**11,578,084**
Basic and diluted Earnings per share (in kobo	5.31	33.99	29.15	9.04	10.74	5.02	33.81	28.95	8.92	9.74