

**AMAR**<sup>®</sup>  
INSURANCE

20  
25

ANNUAL  
REPORT



ISO/IEC 27001:2022



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## OUR MISSION

Our mission is to uphold the highest standards of professional ethics and deliver expert, innovative insurance services that are positive, straightforward, and efficient. By safeguarding our client's future from risk, we contribute to a secure and prosperous tomorrow through lasting value and sustainable growth.

## OUR VISION

We strive to be an insurance company that upholds the universal values of humanity and prioritizes a people-centered approach grounded in professional ethics.

## OUR VALUES

**Unity** – From the moment a risk is insured, it becomes a shared concern not only for the insured but for Amar Insurance and all its stakeholders. This unity to protect one another from risk is our most important value.

**Trust** – The confidence and responsibility entrusted to us by our policyholders to protect them from future risks form the very foundation of our company's existence.

**Partnership** – We are not merely a company that compensates losses after they occur; we are a committed partner and an advisor who helps policyholders select the most beneficial insurance options and continuously supports them in managing their risks effectively.

**Innovation** – We constantly seek and strive to implement technological advances and innovative solutions that bring greater benefits and positive change to our operations.

**Sustainability** – We value not only business profitability but also the positive social impact of our activities. Therefore, we prioritize long-term goals and collective growth over short-term gains.



## *Dear Valued Clients and Partners,*

On behalf of Amar Insurance LLC, I would like to express my sincere appreciation for the trust and partnership you continue to place in our Company.

For Amar Insurance, 2025 was a year of stable growth, solid performance, and sustainable value creation. With your continued confidence and collaboration, we strengthened our financial position while providing reliable protection against risk. During the year, we served approximately 60,000 clients, generated MNT 24.9 billion in gross written premiums, and honored our commitments by settling claims for nearly 8,000 clients affected by unforeseen events.

Our capital adequacy ratio reached 287% in 2025, and our solvency position fully complied with the requirements of the Financial Regulatory Commission. These results reaffirm our standing as a stable and dependable insurer and reflect effective cooperation built on mutual trust with our employees, partners, representatives, and reinsurers.

We also continued to enhance corporate governance, transparency, and responsible management practices while progressively integrating internationally aligned Environmental, Social, and Governance (ESG) principles into our operations. As part of our environmental commitment, we expanded green office initiatives, reduced paper consumption, and improved access to digital services. We also support initiatives addressing climate change and desertification, recognizing our responsibility to contribute to sustainable development.

Within the social dimension, we prioritize employee development, continuous professional training, and a safe and sustainable working environment, while maintaining a strong customer-focused culture as a core organizational value.

During 2025, we successfully implemented the ISO/IEC 27001:2022 international information security standard, further strengthening our information security management system and safeguarding the confidentiality of client information.

Looking ahead, we remain committed to reinforcing stakeholder confidence, maintaining financial stability, and achieving sustainable growth while contributing positively to society, the economy, and the environment.

Thank you once again for your continued trust and partnership. We look forward to our continued cooperation in the years ahead.

With respect,

A stylized, handwritten signature in black ink, appearing to read 'Khishigtur Batdelger'.

**Chief Executive Officer**

**Khishigtur Batdelger**



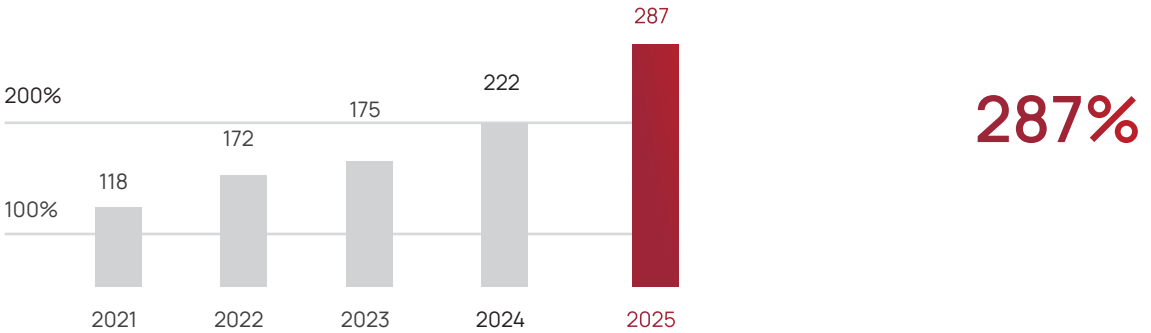
BUSINESS OPERATIONS  
REPORT

# RISK-BASED CAPITAL

The Financial Regulatory Commission (FRC) has introduced a revised supervisory approach under which an insurer's solvency is assessed based on the Risk-Based Capital adequacy ratio. In line with international practice, elements of the Solvency II framework have been incorporated into insurance market supervision, whereby solvency is evaluated through a combination of quantitative and qualitative indicators. Depending on a company's profile, scale of operations, and risk management framework, insurers are classified into five solvency categories.

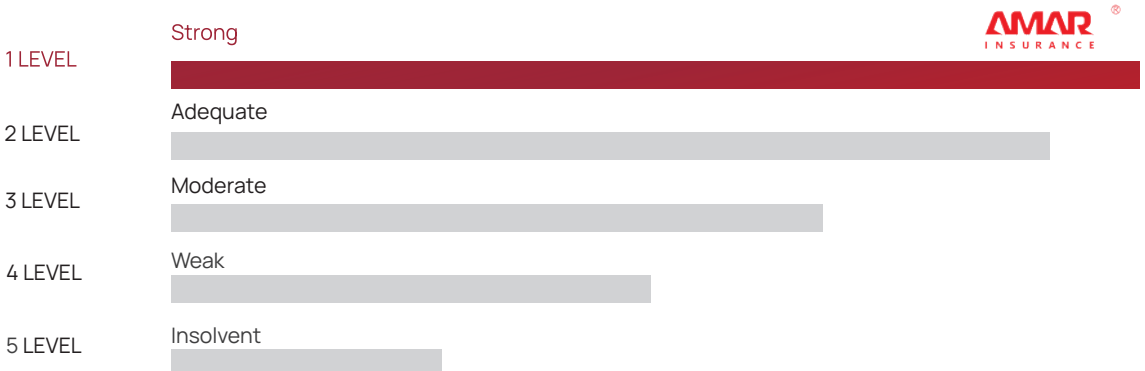
## Capital Adequacy Ratio by percentage

Under the revised regulation, the minimum required capital adequacy ratio for insurers has been set at 122%. In 2025, Amar Insurance LLC reported an robust ratio of 287%, representing an increase of 65 percentage points compared with the previous year.



Furthermore, since the introduction of the new regulatory framework, Amar Insurance LLC has consistently met the criteria for the highest solvency level classification (Level 1 – Strong).

## Solvency Level Classification

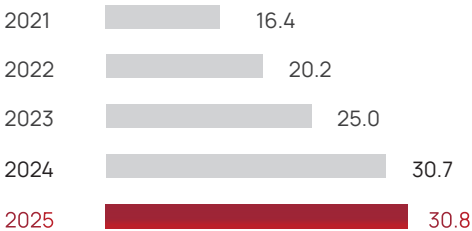


# TOTAL ASSETS

The total assets of Amar Insurance LLC increased from MNT 30.7 billion in 2024 to MNT 30.8 billion in 2025, representing a growth of 0.3%. The increase was primarily attributable to the expansion of investment assets, which rose by MNT 2.4 billion during the year.

As at 31 December 2025, the composition of the Company's total assets comprised 6.8% cash and cash equivalents, 8.9% insurance premium receivables, 69.3% investments, and 1.4% property, equipment, and software assets.

## Total assets in billion MNT



**30.8**  
billion MNT

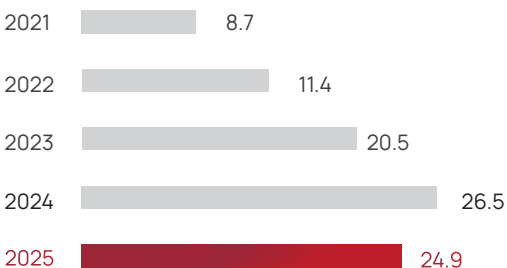
# GROSS WRITTEN PREMIUM (GWP)

In 2025, Amar Insurance LLC generated Gross Written Premium of MNT 24.9 billion, while Net Written Premium amounted to MNT 20.6 billion after reinsurance. Net premium income increased by 27.9% year-on-year, reflecting continued growth in underwriting activity and portfolio expansion.

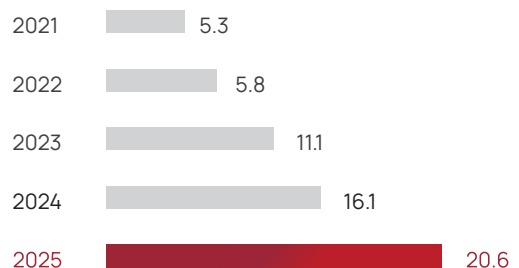
During the reporting period, the Company maintained a customer-centric underwriting approach. We strengthened our customer care framework and further enhanced our customer relationship management (CRM) system. Post-inception policy services were made clearer and more accessible to policyholders, and risk advisory services were introduced to support loss prevention and risk mitigation. In addition, claims management procedures were improved to ensure the prompt and efficient settlement of claims.

These initiatives strengthened long-term policyholder confidence, expanded the insured base, and supported premium growth. In terms of business mix, the Company offered 44 insurance products in 2025, broadening both coverage and market reach. As a result, concentration risk in any single line of business was reduced and underwriting portfolio diversification improved, supporting the Company's sustainable growth.

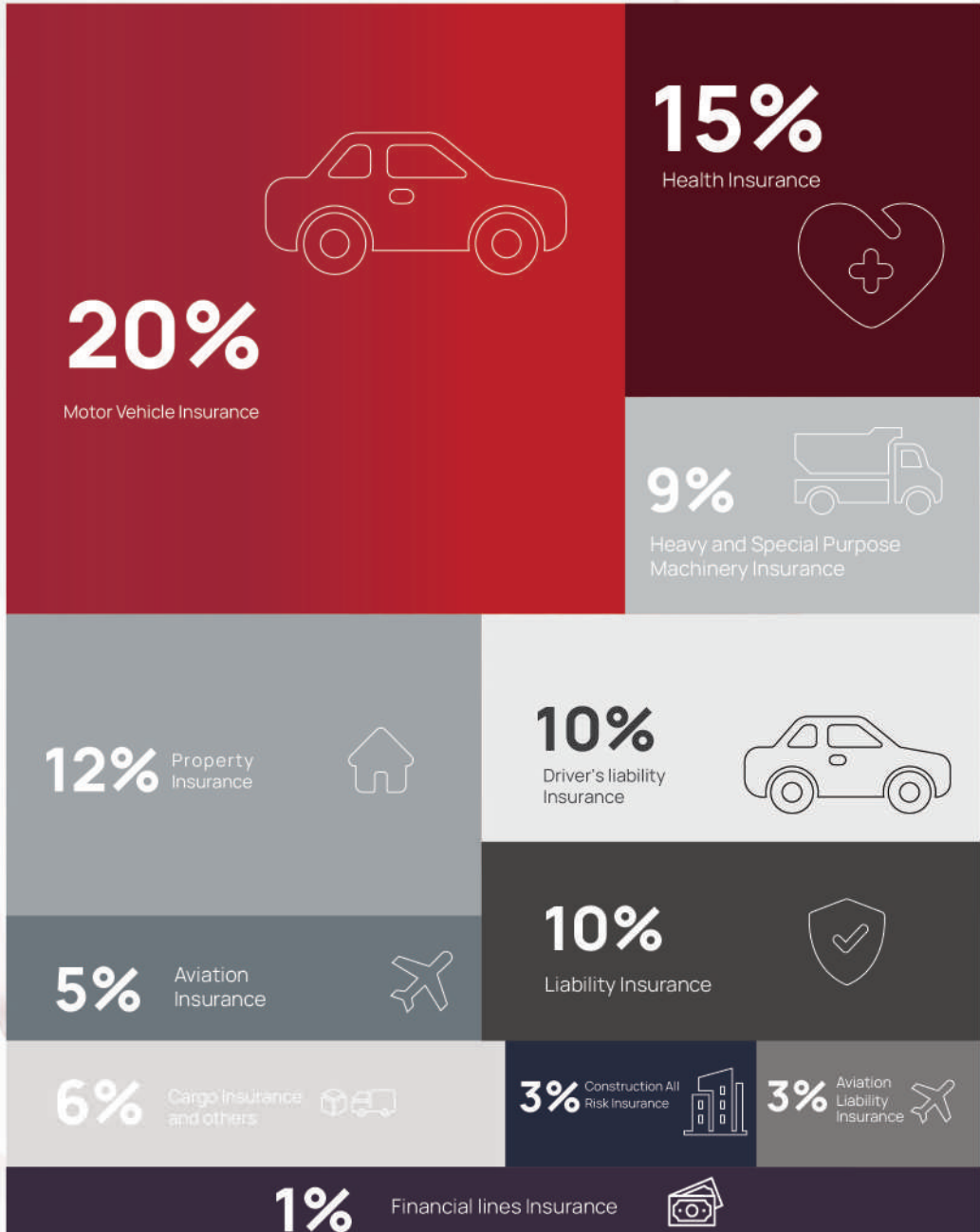
## GROSS WRITTEN PREMIUM in billion MNT



## NET PREMIUM in billion MNT



# Breakdown of Gross Premium Income by Product



# CLAIMS PAID

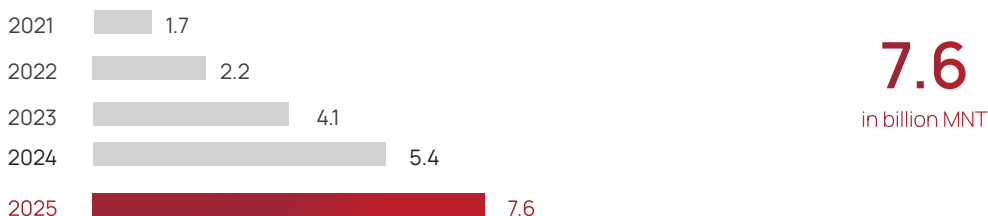
As part of its risk management strategy, Amar Insurance allocated the majority of premiums collected from clients to the international reinsurance market. This approach has significantly enhanced the company's risk-bearing capacity and ensured the reliability of claims payments. By transferring risk to well-rated global reinsurers, this policy plays a vital role in safeguarding the company's financial stability and protecting the interests of policyholders.

In 2025, Amar Insurance LLC paid claims totaling MNT 7.6 billion to 7,907 policyholders, providing financial protection upon the occurrence of insured events.

During the year, the Company received 8,464 claims notifications across 23 classes of insurance, of which 8,262 claims were settled, representing a claims settlement ratio of 97.6%.

The average claims settlement period was 4.1 days. Total claims payments increased from MNT 5.4 billion in 2024 to MNT 7.6 billion in 2025, representing growth of 46.3%. The increase was primarily attributable to an expansion in the insured portfolio and higher average claim severity, driven in particular by rising motor repair and spare parts costs, as well as increasing medical service tariffs.

## Total claims paid in billion MNT



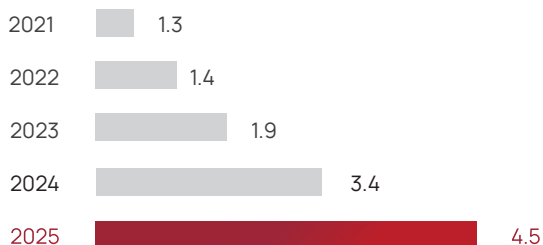
# OPERATING EXPENSES

In 2025, Amar Insurance LLC incurred direct acquisition costs related to underwriting and policy issuance totaling MNT 4.5 billion, representing an increase of 32% compared with the previous year. The increase was primarily attributable to growth in the number of policies written and the expansion of the policyholder base.

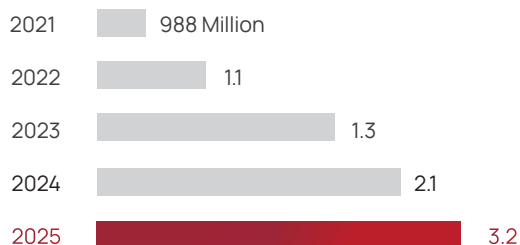
The continued development of brokerage and distribution channels also contributed to higher premium inflows from partner institutions, resulting in a corresponding increase in commission expenses and other acquisition costs.

Administrative and operating expenses amounted to MNT 3.2 billion, increasing by 52% year-on-year, primarily reflecting business expansion and investments in human capital following the implementation of a revised compensation and incentive framework.

## Policy Acquisition Costs in billion MNT



## Operating Expenses in billion MNT



# INVESTMENT

Amar Insurance manages its investment portfolio with a strong focus on risk control and return optimization. Daily monitoring ensures informed decision-making and a balanced approach between risk and return.

In 2025, the Company's investment portfolio reached MNT 21.3 billion, representing a 12% increase year-on-year. Investment income totaled MNT 3.4 billion, resulting in a portfolio yield of 16.7% for the reporting period.

## INVESTMENT PORTFOLIO

**MNT 21.3 billion**

2025

**12%**

Year-on-year growth

## RETURN ON INVESTMENT

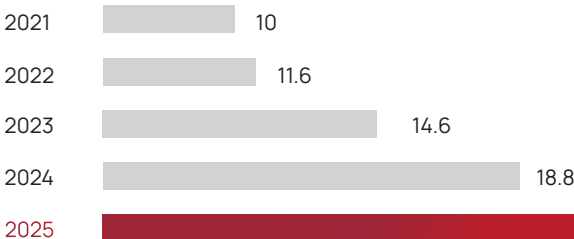
**MNT 3.4 billion**

2025

**16.7%**

Return of investment portfolio

## Investment Portfolio in billion MNT



**21.3**  
in billion MNT

# GUARANTEE INSURANCE

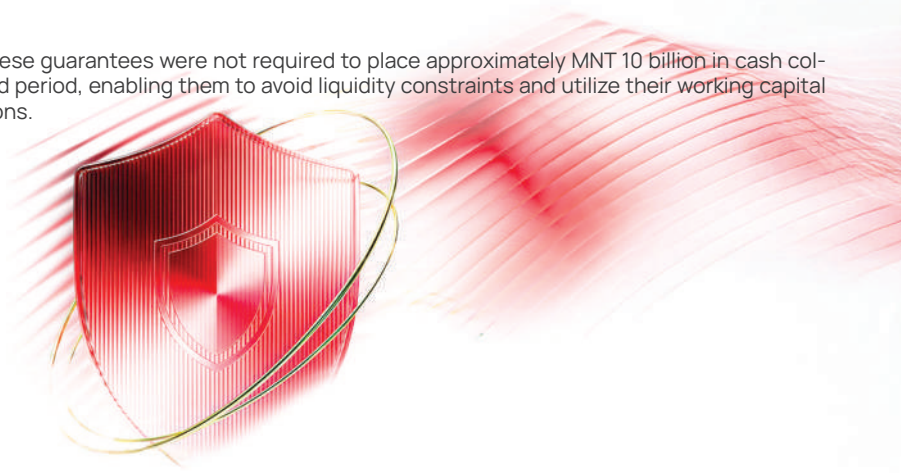
The State Great Khural (Parliament) amended the Law on Insurance and the Law on Procurement of Goods, Works, and Services with State and Local Funds, enabling insurance companies to issue four types of guarantees and surety bonds.

To ensure proper implementation of the amended laws, the Financial Regulatory Commission approved and enforced the Procedure for Insurers to Issue Guarantees. In line with this, insurance companies established a Joint Risk Guarantee Fund under the Mongolian National Reinsurance JSC, along with a centralized guarantee information system, operational rules, and guarantee rate structure.

In 2025, in accordance with applicable laws and regulations, Amar Insurance LLC issued bid bonds, advance payment guarantees, and performance guarantees totaling approximately MNT 10 billion to more than 100 corporate clients on a cumulative basis.

As a result, clients obtaining these guarantees were not required to place approximately MNT 10 billion in cash collateral with banks for a specified period, enabling them to avoid liquidity constraints and utilize their working capital more efficiently in their operations.

**10**  
in billion MNT

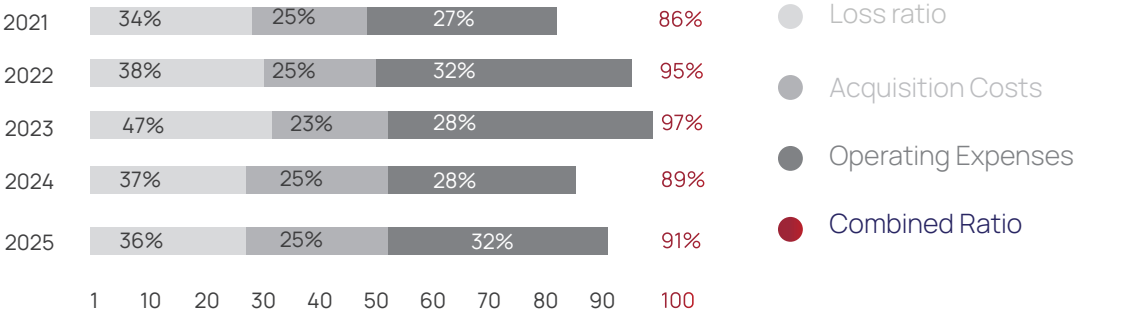


## COMBINED RATIO

One of the key indicators of an insurance company's operational stability is the combined ratio, which measures the relationship between claims paid, policy acquisition costs, and operating expenses against earned premium income.

In 2025, Amar Insurance LLC reported a combined ratio of 91%, demonstrating the effectiveness of the Company's underwriting discipline and risk management, as well as the benefits of investments made to enhance operational efficiency and cost control.

### COMBINED RATIO by percentage

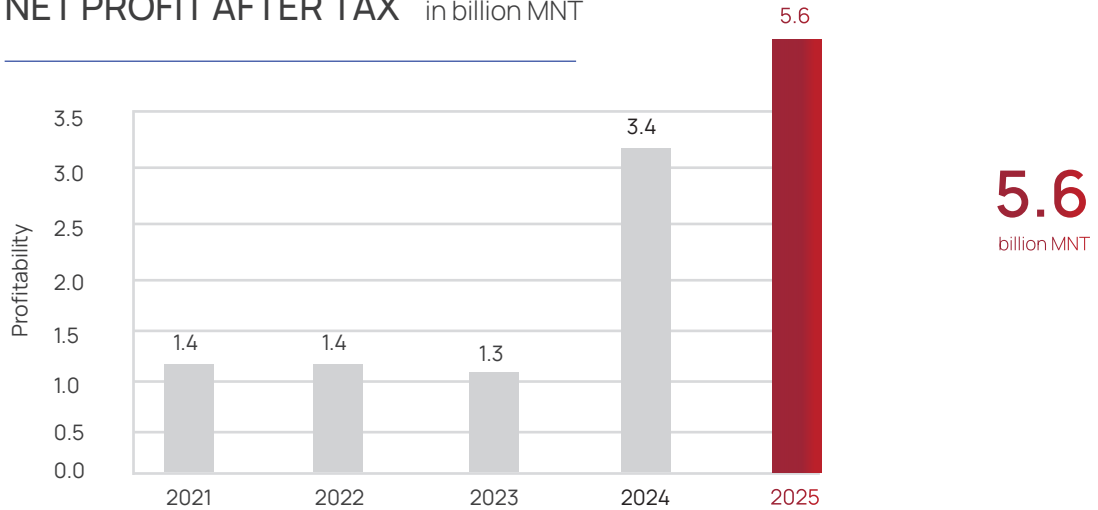


# Profitability

In 2025, Amar Insurance LLC increased its net profit after tax by 67.5% year-on-year to MNT 5.6 billion, demonstrating strong growth in profitability. The improvement was primarily driven by higher net earned premium income and commission income generated from international reinsurance business.

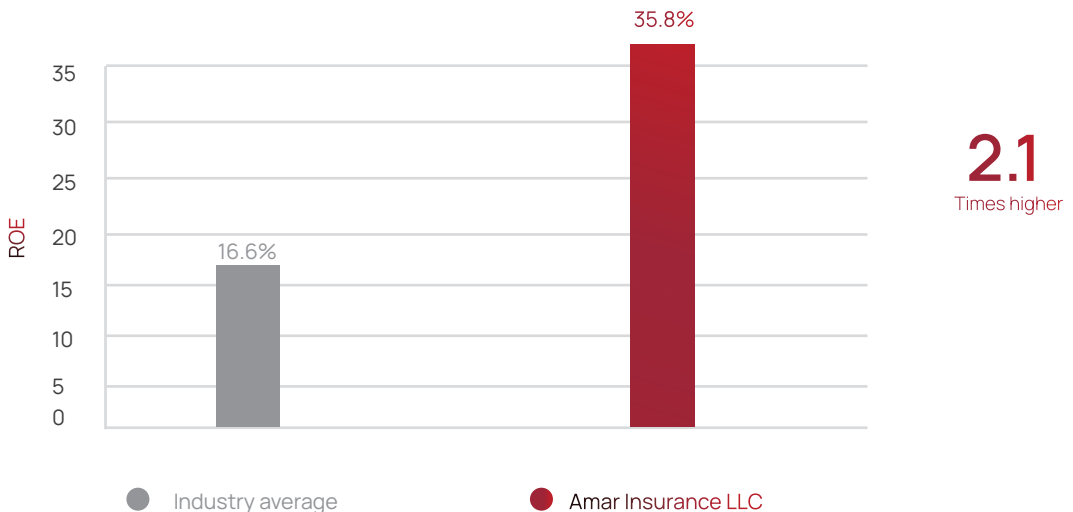
Additionally, the Company's management team implemented sound operational strategies, maintained cost discipline, and expanded the investment portfolio, all of which contributed significantly to this positive financial performance.

## NET PROFIT AFTER TAX in billion MNT



In 2025, Amar Insurance LLC achieved a return on equity (ROE) of 35.8%, reflecting strong profitability and efficient utilization of shareholders' equity. This represents a level 2.1 times above the insurance industry average.

## RETURN ON EQUITY by percentage




# UNDERWRITING RISK

Amar Insurance LLC applies a structured underwriting framework to enhance risk assessment by coding the risk characteristics of each insurance product and calculating net underwriting risk on a quarterly basis. This approach enables the Company to apply underwriting terms and coverage conditions aligned with the risk profile of each policyholder. As part of this framework, risk coding and underwriting analysis have been introduced across the Company's most actively distributed products.

In particular, the AmarCare health insurance product has been integrated with the International Classification of Diseases (ICD) coding system and a standardized healthcare service schedule. This integration has strengthened the Company's ability to classify medical risk exposure, assess underwriting risk, refine policy conditions, and develop healthcare coverage structures appropriate to each policyholder's risk profile.

Based on detailed analysis of customer behavior, the Company identified market demand and customer expectations and developed new products accordingly. The Company also enhanced its research and analytical approaches to better reflect insured risk characteristics, risk assessment results, and customer segmentation. As a result, product design, pricing, and policy terms and conditions were comprehensively improved.





ENVIRONMENTAL, SOCIAL AND  
GOVERNANCE (ESG) REPORT



# Environmental, Social and Governance (ESG)

We are progressively embedding an Environmental, Social and Governance (ESG) framework into our operations, aligning our business practices with Mongolia's Vision 2050 policy objectives and the United Nations Sustainable Development Goals (SDGs).

Through the adoption of internationally aligned ESG policies, standards, and guidelines, ESG considerations are being systematically integrated into our risk assessment, underwriting, and investment decision-making processes.

This approach:

- Enhances our ability to identify and mitigate insurance risks through more comprehensive and accurate risk assessment
- Supports the development of products and services that incorporate climate-related, environmental, and social risk considerations.
- Strengthens the resilience of the investment portfolio and supports sustainable long-term returns.
- Reinforces confidence among clients, reinsurers, and investors

In summary, ESG-based management serves not only as a safeguard for the financial stability of the insurance sector but also as a strategic instrument for creating long-term value.

As part of our environmental initiatives, and in cooperation with TML Plastic LLC, we implemented the “You Can Recycle Too” awareness campaign across public secondary schools in Ulaanbaatar. The program aimed to promote responsible plastic waste management practices and increase environmental awareness among students.



# Paperless Office – Reducing CO<sub>2</sub> Emissions

Through the implementation of digital operational solutions, Amar Insurance LLC processed 4,800 claims electronically in 2025, significantly reducing paper consumption and supporting environmentally responsible business practices.

Based on standard estimates that a mature pine tree yields approximately 10,000–15,000 sheets of paper, the Company's digital transition saved about 67,200 sheets of paper, equivalent to preserving approximately 5–7 trees. Through the implementation of digital solutions, the Company reduced paper consumption by 93.3%, demonstrating measurable progress toward environmentally responsible operations, strengthened social responsibility, and improved governance practices.



**67,200**

Paper saved

**93.3%**

Reduction in paper usage

## Innovation and Infrastructure Development

### Information Security

To align the quality and security of its operations with international best practices, the Company initiated the implementation of the ISO/IEC 27001:2022 Information Security Management System (ISMS).

This standard establishes a comprehensive management framework to ensure the confidentiality, integrity, and availability of information and sets out internationally recognized requirements for the systematic identification, assessment, mitigation, and monitoring of information security risks.

Through the implementation of ISO/IEC 27001:2022, Amar Insurance LLC is establishing a robust foundation to protect the information of clients and partner organizations, reduce cyber risk exposure, strengthen internal controls and governance, and ensure compliance with applicable legal and regulatory requirements. The Company will continue to promote an organization-wide information security culture and implement phased measures toward full adoption of an internationally aligned management system.



**ISO/IEC 27001:2022**

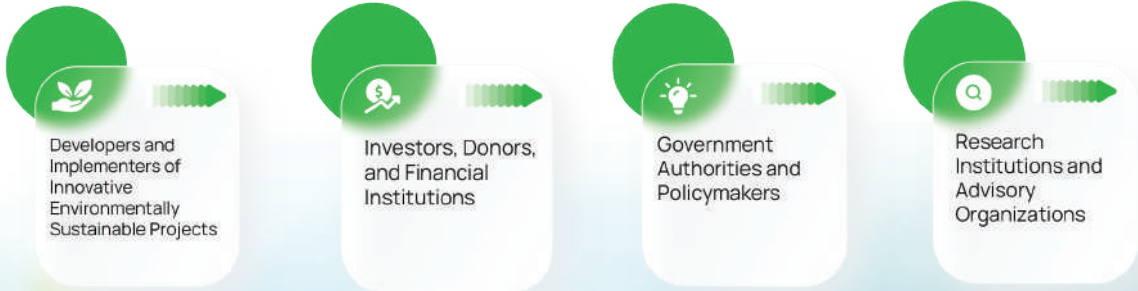
# National Green Lab

Amar Insurance LLC supports the “National Green Lab” initiative established in cooperation with the Office of the President of Mongolia, the Mongolian Nature Legacy Foundation, the Business Council of Mongolia, and other partner organizations. The program aims to promote projects with measurable impact in areas including sustainable natural resource management, climate change mitigation, water conservation, and sustainable rangeland management.

The official launch of the program is scheduled for 2026 in conjunction with the 17th Conference of the Parties (COP17) to the United Nations Convention to Combat Desertification (UNCCD).

## Total claims expense

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SOCIAL RESPONSIBILITY  
INITIATIVES

# Social responsibility

As part of its corporate social responsibility commitments, Amar Insurance LLC implements practical initiatives aimed at reducing the financial risks faced by individuals and organizations and supporting social protection through its insurance products and services.

In 2025, the Company provided health and personal accident insurance coverage to employees of Erdenet Mining Corporation SOE and promptly settled claims arising from insured events. More than MNT 1 billion in claims were paid within five days, demonstrating the reliability and efficiency of the Company's claims management processes. This support helped safeguard the financial stability of employees and their families during unforeseen events and mitigated adverse impacts on their well-being.

The implementation by Erdenet Mining Corporation SOE of a comprehensive health and personal accident insurance program to protect its employees represents a leading practice and serves as a benchmark for other public sector organizations.

In addition, to improve accessibility of insurance services, Amar Insurance LLC introduced digital services, an online insurance platform, and flexible payment arrangements. As a result, policyholders can obtain coverage without geographical or time constraints, while service transparency and processing speed have improved. Reducing financial risk and strengthening social protection through insurance coverage forms an integral part of the Company's sustainability strategy. The Company will continue to expand access to insurance, enhance digital solutions, and develop products aimed at improving social protection.

In 2025, as part of its corporate social responsibility activities, Amar Insurance LLC supported initiatives aimed at preserving, protecting, and promoting the historical traditions and cultural heritage of Shankhyn Baruun Khuree Monastery, thereby contributing to the preservation of this invaluable heritage for future generations.





# Partnership

In commemoration of the 70th anniversary of the establishment of diplomatic relations between Mongolia and Vietnam in 2025, Amar Insurance LLC, in cooperation with Hanoi Re, published a special Vietnamese-language edition of 70 copies of Tungalag Tamir, the renowned novel by the prominent Mongolian writer Ch. Lodoidamba, and held the launch event in Hanoi. The novel was historically included among the ten required reading books in Vietnamese secondary schools during the socialist period.

# Financial Inclusion

During the year, the Company continued to strengthen its industry leadership by adopting advanced technologies and information systems to enhance service efficiency, reliability, and customer experience. In this context, Amar Insurance LLC introduced a life insurance product specifically designed for herders, aimed at providing sustainable and accessible insurance protection to rural communities.

The introduction of this product enables herders to safeguard their livelihoods and family welfare against unforeseen risks while enhancing their financial resilience. It also supports more stable agricultural planning and encourages long-term investment in productive activities.





REINSURANCE OPERATIONS  
REPORT

# REINSURANCE

To strengthen its risk management capabilities and ensure the long-term stability of its insurance operations, Amar Insurance LLC has established direct partnerships with internationally recognized reinsurers and brokers, including entities rated by A.M. Best and accepted in the Lloyd's market. These partners were selected based on their capacity and risk appetite, aligned with the scale and risk characteristics of the Mongolian market.

Our reinsurance strategy is to secure treaty reinsurance protection commensurate with the Company's risk-bearing capacity and, where exposures exceed treaty limits, to supplement such protection through facultative reinsurance placements.

## TREATY REINSURANCE

To protect against large, unforeseen single-event risks and to ensure operational stability, Amar Insurance consistently secures treaty reinsurance coverage. Each year, we conduct detailed portfolio analyses and assess our risk retention capacity to determine the appropriate scope, structure, and limits of reinsurance protection for our insurance products.

In addition, to support the development of the domestic insurance market and enhance capital circulation, we continue to strengthen our strategic partnership with the Mongolian National Reinsurance Joint Stock Company. Our treaty reinsurance coverage has been arranged through Mongolian National Reinsurance JSC and backed by SCOR Re, a leading global reinsurer based in France.

Beginning in 2025, and in pursuit of broader and more balanced international risk placement, the Company commenced cooperation with Singapore Reinsurance Corporation Limited, rated AA by S&P Global Ratings, through the cession of a defined portion of its portfolio under its reinsurance program. At the same time, the Company continues to maintain its established partnership with National Reinsurance JSC while expanding its network of international partners across the Asian market and further diversifying its risk exposure.

**SCOR** A+ (Strong)  
The Art & Science of Risk



AA+ (Strong)

**Mongolian Re** B+ (Good)

### *Treaty coverage limit*

CLASS OF BUSINESS	/MNT/
Property, including business interruption, machinery breakdown	10,000,000,000
CAR / EAR	10,000,000,000
Special Purpose Machinery	7,000,000,000
Heavy Trucks	7,000,000,000
Marine Cargo, Inland transit	5,000,000,000
General Third-Party Liability, Public Liability, Professional Indemnity, Employers Liability and Product liability	5,000,000,000
Motor Casco	2,800,000,000

## FACULTATIVE REINSURANCE

Regarding facultative reinsurance, Amar Insurance maintains stable partnerships with reputable international reinsurers rated "A" or higher. Our risk-sharing strategy is designed to place facultative risks with financially strong and globally recognized reinsurance partners. Our partners include established global reinsurers holding strong positions in the international market, through whose cooperation Amar Insurance LLC benefits from underwriting expertise, technical advisory support, and access to internationally recognized best practices, thereby continuously strengthening its underwriting discipline and technical capabilities.

For facultative placements, we cooperate with internationally recognized and accredited specialist reinsurance brokers and continue to steadily expand our participation in the international reinsurance market



## INTERNATIONAL HEALTH INSURANCE

Within the framework of international health insurance services, Amar Insurance collaborates with UK-based Morgan Price International Healthcare Ltd to offer tailored health insurance products for both individuals and organizations.

These products are reinsured by Sompo International, a leading Japanese reinsurer rated A+ (Superior) by A.M. Best, ensuring our clients receive the highest level of reliable protection.



## TRAVEL REINSURANCE PROVIDER AND THIRD-PARTY ASSISTANCE

Amar Insurance distributes the global travel insurance products of SinoAsia B&R Insurance JSC to clients through the UK-based insurance broker Crossborder Health Partner LTD. The product offers full coverage for expenses arising from COVID-19 treatment and mandatory quarantine, in addition to comprehensive coverage for risks associated with all categories of sports activities.



# Reinsurance partners





WHITECAP  
RESOURCES INC.

SOMPO

TOKIO MARINE  
KLN

中国平安  
PING AN  
保险 · 银行 · 投资

OMAN Re

Hanoi Re

PVI

ALLIED  
WORLD

SINGAPORE RE



# CORPORATE GOVERNANCE

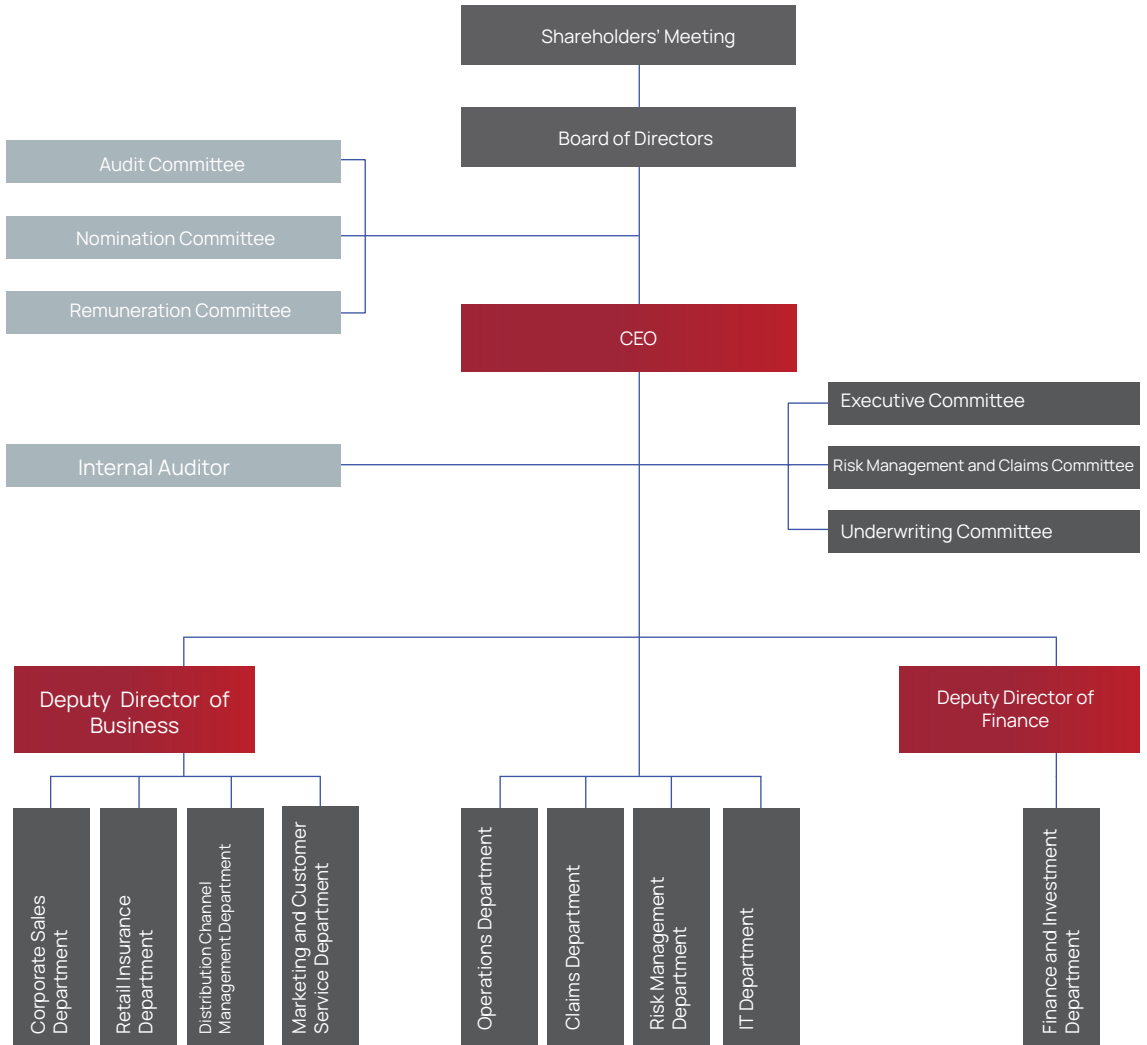
# Corporate Governance

Amar Insurance has implemented a Code of Ethics as a core component of its governance framework, supporting enhanced governance practices, a strengthened organizational culture, and improved stakeholder confidence and satisfaction. This framework supports the ongoing enhancement of the Company's governance practices, reinforces its organizational culture, and fosters a positive and transparent working environment. It is designed to promote high standards of ethical behavior and ensure consistent adherence across the organization.

The Company's Board of Directors comprises five members, including two independent directors, reflecting a balanced and effective governance structure. This composition mitigates the risk of unilateral decision-making and enhances independent oversight.

The Board is further strengthened by the inclusion of highly qualified financial professionals and internationally accredited legal experts, enabling robust governance and informed strategic direction. In 2025, the Board convened 16 regular and extraordinary meetings, during which 35 matters were reviewed and resolved. In addition, two Shareholders' Meetings were held, at which six resolutions were duly adopted.

# Corporate Structure



# Board of Directors

## Zolzaya.P

Chairperson of the Board of Directors

She holds a Bachelor's degree from the University of Humanities and Sciences. She began her career in the insurance market in 2008. Previously, she served as CEO of KHK LLC and has been Chairperson of the Board of Directors at Amar Insurance since 2019.

## Khishigtur.B

Board Member

She holds a Master's degree in Business Administration from Sun Moon University, Republic of Korea. She has over 20 years of professional experience across the banking, finance, and insurance sectors, with specialization in corporate insurance. She has acted as an insurance and risk advisor on major projects for leading organizations. Her career includes roles at American Insurance Corp (USA), Tenger Insurance JSC, and Mongol Daatgal JSC. Notably, she initiated and led the first insurance service project tailored specifically for Mongolian citizens residing and working in South Korea. From 2019 to 2024, she served as Deputy Chief Executive Officer of Amar Insurance LLC, and in 2025 she was appointed Chief Executive Officer.

## Batbayar.B

Independent Board Member

Mr. He serves as Partner and Managing Director of GTS Advocates LLP, a Mongolia-United States joint law firm. He has previously acted as legal counsel for Mongolian projects of Firebird Global Master Fund, Ltd., an investment fund headquartered in New York, United States.

He is also the founder of Novus Law Group LLP, where he served as Managing Director. In 2025, Mr. Batbayar was appointed as an Independent Member of the Board of Directors of Amar Insurance LLC.

## Batzul.T

Board Member

He holds a Bachelor's degree in Banking and Finance from the University of Finance and Economics (UFE) and a Master's degree in Financial Management from the University of Luxembourg.

He began his career in 2000 at the Trade and Development Bank and, starting in 2007, served as Senior Officer and Branch Manager at Mongol Post Bank.

He has also held key leadership roles, including Deputy CEO at Mig Insurance LLC and CEO at Mongol Daatgal LLC. From 2019 to 2025, he held the position of CEO of Amar Insurance LLC. Additionally, he holds the elected position of President of the Mongolian Insurers Association.

## Erdenebat.Ts

Independent Board Member

He holds a degree in Information Management Systems from Singapore, a Bachelor's degree in Business Administration from the United States, and a Master's degree in International Political Economy from the University of Denver. He has extensive experience in various roles, including Foreign Relations Officer at the Mongolian Stock Exchange; Assistant to the Minister and Senior Economist at the Ministry of Finance; Senior Specialist at the Asian Development Bank; Service Specialist and Coordinator for the Asia-Pacific region at the United Nations; and Consultant and Director at Expert Consulting Company in the United States. In 2022, he was appointed as an Independent Member of the Board of Directors at Amar Insurance.

# Management Team



**Batzul.T**

President

He holds a Bachelor's degree in Banking and Finance from the University of Finance and Economics (UFE) and a Master's degree in Financial Management from the University of Luxembourg. He began his career in 2000 at the Trade and Development Bank and, starting in 2007, served as Senior Officer and Branch Manager at Mongol Post Bank. He has also held key leadership roles, including Deputy CEO at Mig Insurance LLC and CEO at Mongol Daatgal LLC. From 2019 to 2025, he held the position of CEO of Amar Insurance LLC. Additionally, he holds the elected position of President of the Mongolian Insurers Association.



**Ganchimeg.S**

Vice President

She graduated with a Bachelor's degree in Insurance Economics from Saint Petersburg State University of Economics and Finance, Russia. Since 2000, she has amassed over 20 years of experience in senior management roles, including Operations Director and Deputy CEO for Underwriting at companies such as Bat Insurance LLC, Tengeriin Insurance JSC, and Mongol Insurance JSC. Since 2019, she has served at Amar Insurance LLC as Director of Insurance Operations and subsequently as Deputy Director of Operations. In 2025, she was appointed Vice President of Amar Insurance LLC.



**Khishigtur.B**

CEO

She holds a Master's degree in Business Administration from Sun Moon University, Republic of Korea. She has over 20 years of professional experience across the banking, finance, and insurance sectors, with specialization in corporate insurance. She has acted as an insurance and risk advisor on major projects for leading organizations. Her career includes roles at American Insurance Corp (USA), Tenger Insurance JSC, and Mongol Daatgal JSC. Notably, she initiated and led the first insurance service project tailored specifically for Mongolian citizens residing and working in South Korea. From 2019 to 2024, she served as Deputy Chief Executive Officer of Amar Insurance LLC, and in 2025 she was appointed Chief Executive Officer.



**Choijilsuren.Ya**

Deputy Director

He graduated from Mandakh University and the School of Law at the National University of Mongolia, specializing in finance and law. A qualified financial specialist and auditor, he has over 20 years of experience in the financial sector.

He began his career in 2009 as Chief Accountant at Ger Insurance LLC and has since held various leadership roles, including CEO and Board Member. Since 2019, he has been serving as the Deputy Director of Finance at Amar Insurance.

# Management Team



**Bilguun.T**

Claims Department  
Director

He graduated from the School of Law at the National University of Mongolia with a degree in Law and is a member of the Mongolian Bar Association. Since 2015, he has held various legal and operational roles at Mongol Daatgal JSC, including Special Asset Officer, Senior Special Asset Officer, and Senior Legal Counsel. In 2019, he joined Amar Insurance as Director of Operations. Since 2024, he has been serving as Director of the Claims Department.



**Gereltsuvd.B**

Retail Department Director

She graduated from the Banking and Finance Department of Ulaanbaatar Erdem University with a degree in Accounting. Since 2018, she worked as a Retail Insurance Manager at Mongol Daatgal JSC. In 2019, she joined Amar Insurance as Manager of Marketing and Customer Service, and since 2023, she has been serving as Retail Department Director.



**Urantsetseg.D**

Risk Management Department  
Director

She graduated from the School of Mathematics and Computer Science at the National University of Mongolia with a degree in Applied Mathematics and holds a Master's degree in Finance from the university's Business School. She has completed Modules 0 through 4 of the Certified Actuarial Analyst (CAA) qualification from the Institute and Faculty of Actuaries (UK).

She is a licensed actuary in both long-term and general insurance in Mongolia and a member of the Society of Actuaries of Mongolia. Additionally, she is a certified professional trainer. Since 2016, she has been working at Amar Insurance as an actuary and, since 2023, has served as Director of the Risk Management Department.



**Enkhmanlai.G**

Director of Operations

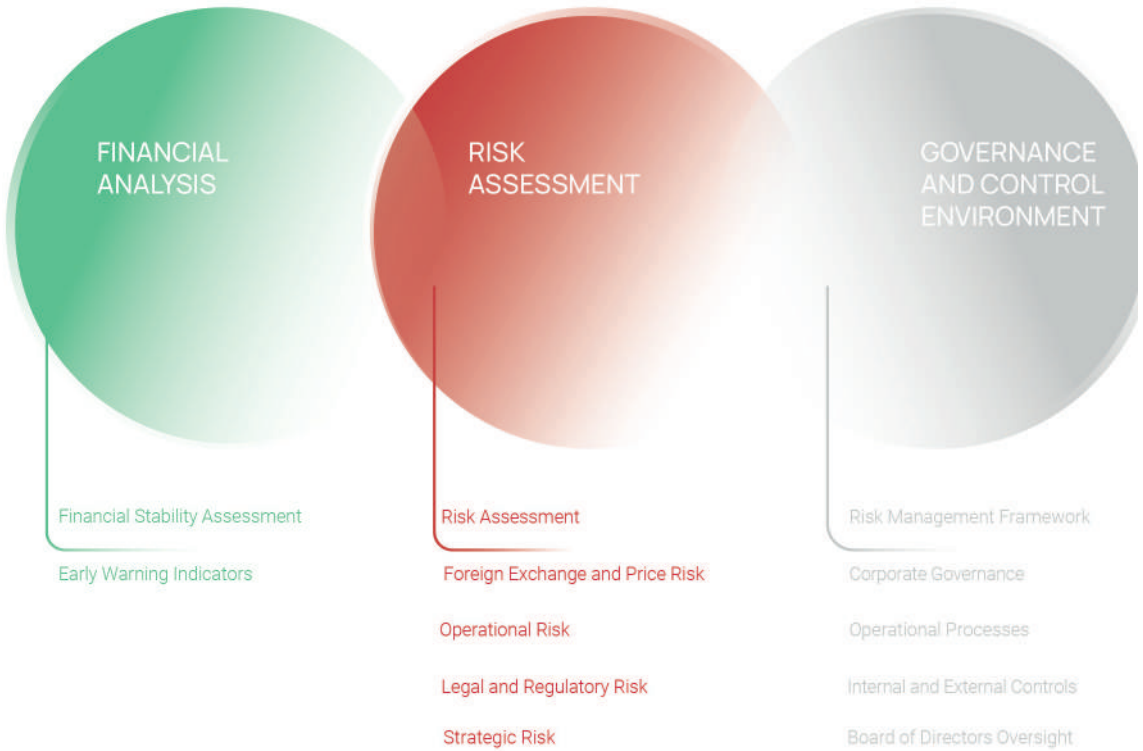
She holds a Master's degree in Business Management from the Business School of the National University of Mongolia. She has over 15 years of professional experience across the regulatory and mining sectors, with extensive involvement in inspection and compliance activities, including human resources, banking, and financial supervision. She has previously held positions at Mobicom Corporation LLC, the Authority for Fair Competition and Consumer Protection, and Normount LLC. In 2025, she joined Amar Insurance LLC as Director of Operations.



OWN RISK AND SOLVENCY  
ASSESSMENT (ORSA)

# ORSA System Insurer's Risk and Solvency Assessment Framework

## ORSA



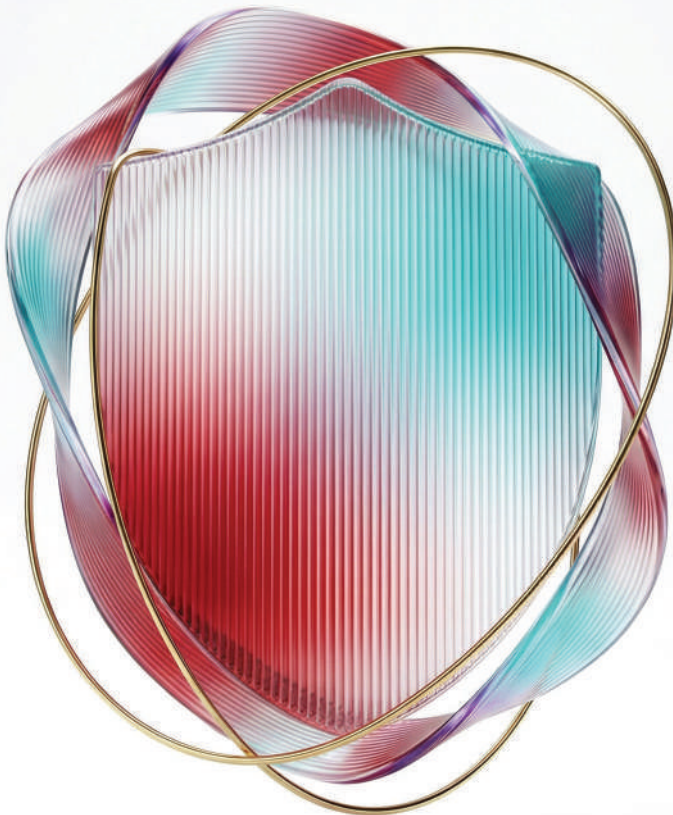
In accordance with applicable legal and regulatory requirements, the Company has implemented an Own Risk and Solvency Assessment (ORSA) program to evaluate its risk profile and solvency position. The program provides a comprehensive framework for the identification, measurement, monitoring, and management of risks arising from both internal and external factors. It enables the Company to maintain an integrated and forward-looking view of its overall risk exposure and financial resilience.

# ORSA System Insurer's Risk and Solvency Assessment Framework

## Implementation of ORSA

Through the implementation of ORSA, the Company has adopted a structured methodology to identify, assess, and evaluate the nature, scale, and interdependencies of risks that may affect its operations. This approach enhances transparency within the risk management framework and supports effective risk monitoring and mitigation. In line with international best practices, insurers are expected to provide clear disclosure regarding the management of material risks to policyholders and other stakeholders. Consistent with this principle, Amar Insurance LLC provides transparent information on how it assumes, manages, and mitigates risks through its ORSA framework.

The Company develops and maintains its risk matrix using the ORSA Toolkit 1.0.0.2 system, which is updated on a quarterly basis. This enables the structured presentation of risk assessments to the Financial Regulatory Commission, corporate clients, individual policyholders, and shareholders in a clear and comprehensive manner.



# Risk Matrix Classification



Normal

1-4



Requires Ongoing  
Monitoring

5-20



Requires Corrective  
Action

21-50



Subject to License  
Suspension

51-c ▲

## Level of Monitoring

Market Risk Index	Low	Moderate (Lower) ▼	Moderate (Upper) ▲	High	Very High
Risk Exposure Index					
Low	Normal	Normal	Normal	Requires Ongoing Monitoring	Requires Ongoing Monitoring
Moderate (Lower) ▼	Normal	Requires Ongoing Monitoring ▲	Requires Ongoing Monitoring	Requires Ongoing Monitoring	Requires Corrective Action
Moderate (Lower) ▲	Normal	Requires Ongoing Monitoring	Requires Ongoing Monitoring	Requires Corrective Action	Subject to License Suspension
High	Normal	Requires Ongoing Monitoring	Requires Corrective Action	Subject to License Suspension	Subject to License Suspension
Very High	Requires Ongoing Monitoring	Requires Ongoing Monitoring	Requires Corrective Action	Subject to License Suspension	Subject to License Suspension

Overall Risk Assessment	Low	Moderate (Lower) ▼	Moderate (Lower) ▲	High	Very High
Overall Risk	Normal	Requires Ongoing Monitoring ▲	Requires Corrective Action	Requires Corrective Action	Subject to License Suspension
Management Control Environment Assessment	Normal	Requires Ongoing Monitoring ▲	Requires Corrective Action	Requires Corrective Action	Subject to License Suspension
Financial Analysis Assessment	Normal	Requires Ongoing Monitoring	Requires Corrective Action ▲	Requires Corrective Action	Subject to License Suspension
Market Risk Assessment	Normal	Requires Ongoing Monitoring ▲	Requires Corrective Action	Requires Corrective Action	Subject to License Suspension



AUDITED FINANCIAL  
STATEMENT



To: SHAREHOLDERS OF  
"AMAR INSURANCE" LLC

## "БЭСТ ФОРТУНА АУДИТ" ХХК

Улаанбаатар хот, Сүхбаатар дүүрэг, 2-р хороо  
"Урбанек" ХХК-ийн байр 306, 307 тоот  
Утас: 324338, 89116465, 98056465, 99095580  
И-мэйл: fortune2009audit@gmail.com

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### INDEPENDENT AUDITOR'S REPORT

We have audited the accompanying financial statements of "Amar Insurance" LLC which comprise the balance sheet as of 31 December 2025 and the related income statement, statement of changes in equity and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

In our opinion, the financial statements are properly drawn up in accordance with the provisions of IFRS and the accounting and reporting regulations approved by the Order of the Minister of Finance of Mongolia so as to give a true and fair view of the financial position of the Company.

#### **Basis**

An audit involves the procedures of assessment of the accounting principles adopted, the methods selected, and the internal control system of the company. We performed audit procedures and other procedures to obtain reasonable evidence that the financial statements are free from material misstatement and we believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### **Key audit matters**

Key audit matters are matters that, in the auditor's professional judgment, were of most significance in the audit of the financial statements of the current period. The key audit matters are communicated within the context of the auditor's overall opinion on the financial statements as a whole and the auditor does not express separate opinions on individual key audit matters.

#### **Other information**

Management bears responsibility for "other information" within an annual report, which includes information beyond the financial statements, and the auditor's opinion on the financial statements does not extend to this other information, nor do they express any assurance on it

#### **Management's Responsibility for the Financial Statements**

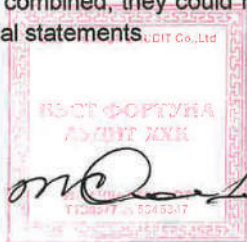
Management is responsible for the preparation of financial statements that give a true and fair view of in accordance with the provisions of International Financial Reporting Standards and Law

on Accounting and for such internal control as management determines it is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error and it is essential to the selection and application of appropriate accounting policies and the fair presentation of financial statements. Those charged with governance are responsible for overseeing the financial reporting process

**Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit to obtain reasonable assurance about whether the financial statements are free from material misstatement whether due to fraud or error and to prepare audit report that includes our opinion. While audits following International Standards on Auditing aim for reasonable assurance, they don't guarantee detection of all material misstatements, which are those that could influence users' economic decisions based on financial statements. Misstatements are considered material if, either individually or when combined, they could reasonably influence the economic decisions of users relying on the financial statements

Director



*J. Oyuntsetseg*  
J. Oyuntsetseg

## KEY FINANCIAL INDICATORS

## BALANCE SHEET

INDICATORS	2025.12.31	2024.12.31
<b>Assets</b>	<b>MNT'000</b>	<b>MNT'000</b>
Cash	99,369	94,609
Current Accounts	2,004,014	1,232,153
<b>Cash and Cash Equivalents</b>	<b>2,103,382</b>	<b>1,326,762</b>
Insurance Premium Receivables (net)	2,328,095	3,777,473
Receivables from Responsible Third Parties (net)	399,857	327,885
Reinsurance Receivables (net)	20,606	3,089
<b>Total Insurance Receivables</b>	<b>2,748,558</b>	<b>4,108,447</b>
Other Financial Assets	541,565	309,248
Other Non-financial Assets	1,084,162	473,029
Bank Deposits and Certificates of Deposit	11,388,097	9,617,026
Securities (net)	9,961,023	9,308,566
<b>Investments</b>	<b>21,349,121</b>	<b>18,925,592</b>
Deferred Reinsurance Premiums	740,214	3,519,426
Reinsurers' Share of Outstanding Claims Reserves	20,853	521
Deferred Acquisition Costs	1,754,120	1,626,621
<b>Total Insurance Assets</b>	<b>2,515,187</b>	<b>5,146,568</b>
<b>TOTAL ASSETS</b>	<b>30,791,722</b>	<b>30,671,804</b>
<b>LIABILITIES</b>		
Premium Refund Payables	51,741	12,571
Insurance Commission Payables	251,396	307,489
Reinsurance Payables	963,576	2,392,665
<b>Total Insurance Payables</b>	<b>1,266,713</b>	<b>2,712,725</b>
Other Financial Liabilities	274,783	226,499
Other Non-financial Liabilities	816,596	373,994
Unearned Premium Reserve	9,382,567	11,670,863
Outstanding Claims Reserve	3,320,134	3,342,214
<b>TOTAL LIABILITIES</b>	<b>15,060,792</b>	<b>18,326,294</b>

**EQUITY**

Shareholders' Equity	5,000,000	5,000,000
Retained Earnings / (Accumulated Losses)	10,685,116	7,345,510
<b>TOTAL EQUITY</b>	<b>15,685,116</b>	<b>12,345,510</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>30,791,722</b>	<b>30,671,804</b>

## Income Statement

INDICATORS	2025.12.31	2024.12.31
	MNT'000	MNT'000
Total Revenue	24,947,119	26,544,083
Net Revenue	20,587,863	16,099,024
<b>Earned Premiums</b>	<b>20,096,947</b>	<b>13,751,143</b>
Gross Claims Incurred	-7,622,267	-5,399,305
Net Claims Incurred	-7,454,177	-5,066,325
<b>Claims Incurred Expenses</b>	<b>-7,411,764</b>	<b>-6,155,563</b>
Policy Acquisition Costs	-4,563,259	-3,388,218
Investment Gains / (Losses)	3,429,756	2,742,277
<b>Underwriting Profit / (Loss)</b>	<b>11,553,982</b>	<b>7,343,393</b>
General and Administrative Expenses	-5,170,676	-3,460,871
Other Expenses	-260,676	-333,200
<b>Profit / (Loss) Before Tax</b>	<b>-5,307,764</b>	<b>-3,612,930</b>
Income Tax Expense	610,312	366,329
<b>Profit / (Loss) After Tax</b>	<b>5,635,906</b>	<b>3,364,134</b>





© 2025

20<sup>th</sup> floor, Blue Sky Tower, Peace Avenue, 1<sup>st</sup> quarter,  
Sukhbaatar district, Ulaanbaatar, Mongolia

☎ +976-18002111

🌐 [www.facebook.com/amarinsurance](https://www.facebook.com/amarinsurance)

✉ [info@amardaatgal](mailto:info@amardaatgal)

🌐 [www.amardaatgal.mn](http://www.amardaatgal.mn)