

OTHMAN SEMAKULA

The IRA public notice is the clear starting gun for AAR's next chapter in Uganda. AAR General Insurance has been approved to transact non-life insurance business, extending AAR beyond its long-standing health membership organisation operations.

In practical terms, AAR is shifting from being primarily a health-cover specialist to a multi-line insurer.

The approval matters because it places AAR directly into the toughest and most competitive part of the industry, where scale and distribution are already entrenched.

A crowded market

The 2025 third-quarter Insurance Regulatory Authority (IRA) market performance report shows that the non-life market remains crowded, with gross written premiums standing at about Shs875.6b, yet the bulk of this is clustered among a few giants.

Old Mutual General leads with roughly Shs185.8b, followed by SanlamAllianz (Shs173.3b), and Jubilee Health with around Shs95.6b.

Together, these three command roughly half of all non-life premiums, and the top five take close to two-thirds. In a market like this, the leaders don't just dominate volume; they shape pricing, broker attention, and the biggest corporate accounts.

Thus, AAR is arriving to win share rather than defend one already built, and it must do so in a space where the easiest growth pockets are already claimed.

The timing also adds another layer. IRA has been openly nudging the industry toward consolidation, encouraging mergers that create stronger balance sheets and more resilient insurers.

AAR is, therefore, entering while the regulator is nudging the market to become fewer, larger, and better capitalised players. This reduces room for fragmentation and raises the bar for any newcomer. In short, the market is tightening just as AAR steps in.

Jubilee Allianz-Sanlam factor

IRA's 2025 third-quarter report captures the most important recent con-

AAR's non-life bet: Stepping into a tight, crowded market



Whereas AAR has been operating in Uganda for a long time, it is pivoting into the non-life insurance segment, where the regulator has been nudging mergers and has grown increasingly competitive. PHOTO / COURTESY

solidation: the amalgamation of Jubilee Allianz and Sanlam General into SanlamAllianz.

What used to be two separate premium books competing independently has become a single heavyweight with about Shs173.33b in gross written premiums, instantly ranking second in non-life with almost one-fifth of the market share.

Thus, creating a larger combined player becomes a default short-list choice for brokers and corporates because it can write bigger risks, spread costs, and project long-term stability.

For mid-tier insurers, the competitive pressure rises; for new entrants like AAR, the space for "easy early wins" narrows, because the top is now guarded by fewer but substantially larger rivals.

AAR already has a launchpad

But AAR's advantage is that it is not entering from scratch. In the health membership organ-

Key figures

Shs33.78b

In the health membership organisations segment in the 2025 third quarter, AAR Health wrote about Shs33.78b out of a total market of roughly Shs53.92b

62.6%

The Shs33.78b gave AAR around 62.6 percent of health membership organisations segment market share.

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Growth year-on-year is minimal, signalling maturity, but dominance on this scale provides stable cash flow, an extensive provider network, and deep corporate relationships.

Those relationships are exactly the channels that can be converted into non-life sales through cross-selling, bundled corporate solutions, and a "one-stop" proposition for employers that already trust AAR for health.

Process now completed

IRA's approval completes a plan, which, in June, AAR Group chief executive Justine Kosgei said had been initiated last year to establish an entity through which they would underwrite key sectors such as motor third-party insurance and the mining industry.

He also disclosed that AAR had injected Shs8.85b into the group, part of which was allocated to Uganda operations to secure the license for general insurance.

Starting operations in Uganda, he said, would also act as a stepping stone for eventual expansion into DR Congo.

Thus, its non-life approval lands AAR into a market that is crowded and dominated by a few giants, where IRA's consolidation push is tightening the competitive space that has already been redrawn by the merger of Jubilee Allianz-Sanlam General into SanlamAllianz, creating a near-20 percent giant.

But AAR enters with a starter advantage that few newcomers have: overwhelming health membership organisations leadership, fresh capital backing, and a focused product thesis around motor and mining, designed to scale through existing corporate relationships and regional technology push.

This is not an entry for entry's sake; it is a timed expansion from a health stronghold into a newly consolidated, high-stakes non-life market.

We could not readily get a comment from IRA. Questions inquiring about the matter had not been responded to by press time.