



THE INSTITUTE OF CHARTERED ACCOUNTANTS OF INDIA
KUWAIT CHAPTER



Jagruti

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Chairman's Message



Dear Members,

It gives me immense pleasure to share that we are relaunching our monthly newsletter “Jagruti”—a platform that reflects the spirit, intellect, and collective progress of our vibrant professional fraternity here in Kuwait. As we step into 2026 with renewed energy, Jagruti aims to serve as a window into the evolving landscape of finance, technology, governance, and global business, while spotlighting the achievements and contributions of our members.

Jagruti—true to its name—symbolizes awareness, awakening, and continuous learning. As Chartered Accountants, these qualities define our professional journey. In a world where change is the only constant, staying informed and staying ahead is

no longer optional; it is imperative. This newsletter is designed to support exactly that—delivering insights that help us remain future-ready and globally relevant.

I warmly invite each one of you to contribute your knowledge, perspectives, and experiences. Whether it is a technical article, industry analysis, thought leadership piece, or a personal learning from your professional journey, your voice matters. Your contributions will not only enrich the newsletter but will also inspire peers and future professionals who look up to our community.

I would also like to extend my appreciation to the Editorial Board for taking up this initiative with such dedication. Their efforts will ensure that Jagruti continues to uphold the standards, credibility, and excellence that ICAI stands for.

Let us together make Jagruti a testimony of our collective wisdom and a beacon of continuous transformation. I look forward to your active participation and enthusiastic support in making this endeavor a resounding success.

CA Rohit Agarwal

Chairperson, ICAI Kuwait Chapter



Vice Chairman's Message



Dear Members,

Wishing you all a very Happy and Prosperous New Year! It gives me immense pleasure to connect with you through our Chapter's official newsletter, Jagruti — a platform created to connect, engage, and grow together as finance professionals and industry leaders.

In today's fast-evolving economic landscape, staying informed is not just valuable — it's essential. I strongly believe that Jagruti will be a true reflection of our community's knowledge, collaboration, and progress. From expert insights and industry updates to member achievements and thought leadership, we envision this as a vibrant space that captures the pulse of our fraternity.

I warmly invite each of you to support this initiative and the dedicated editorial team. Your voice matters — and this is your platform. Whether it's emerging trends in finance, regulatory changes, or personal experiences, your contributions can truly inspire and inform others.

Let this relaunch be more than a restart — let it be a renewed commitment to staying connected, curious, and future-ready.

A special note of thanks to the -12member editorial team, who have graciously volunteered to lead Jagruti each month of 2026. I'm confident our members will find every edition creative, informative, and engaging.

Looking forward to your active participation as we shape this journey — together.

Warm regards,

CA Venkata Ramana Badida

Vice Chairperson, ICAI Kuwait Chapter



Secretary's Message



It is indeed a moment of pride for our Chapter as we relaunch Jagruti, a newsletter that has historically served as a platform for informed discussions, professional insights, and creative expression. The recommencement of this publication reflects our shared vision of strengthening knowledge exchange and fostering a culture of continuous learning.

I would like to congratulate the Chairperson and the Editorial Board for their initiative, meticulous planning, and commitment in reviving this important medium.

I urge all members & their families to contribute actively, as your articles and experiences will play a vital role in enriching every edition.

Together, let us ensure that Jagruti continues to inspire, inform, and uplift our professional community.

CA Umesh Soni
Secretary, ICAI Kuwait Chapter





Treasurer's Message



As we step into a new year filled with renewed aspirations and fresh opportunities, it gives me immense pleasure to welcome the relaunch of Jagruti, the monthly knowledge newsletter of our ICAI Kuwait Chapter. Over the years, Jagruti has been more than just a publication—it has been a reflection of our chapter's intellectual strength, professional diversity, and community spirit. The relaunch in January 2026 is not merely a continuation of a tradition, but a celebration of our shared commitment to continuous learning, creativity, and collaboration.

In today's rapidly evolving world—where finance, technology, regulation, and industry landscapes shift faster than ever—our perspectives matter. Each one of us, along with our families, carries a wealth of experiences, insights, and ideas worth sharing. Jagruti aims to bring those voices together under one

platform.

Whether you enjoy writing technical pieces on emerging standards, analyzing economic trends, sharing professional experiences, narrating inspiring stories, penning poetry, or showcasing artistic talents—your contribution can spark thought, ignite curiosity, and inspire fellow members.

I sincerely encourage all our members—and equally, your family members—to participate in this journey.

Your article, your creativity, your viewpoint might be exactly what someone else needs to read.

Let's shape Jagruti into a vibrant, insightful, and diverse expression of our chapter. Let's make it a monthly edition we all look forward to—crafted by us, for us.

Looking forward to your valuable contributions and to seeing Jagruti shine brighter than ever in 2026.

Warm regards,

CA Firoz Ali

Treasurer, ICAI Kuwait Chapter



Editorial



Gratitude

The first word that came to my mind as we start the journey of relaunching "Jagruti". Gratitude forms the core essence of any joint initiative and "Jagruti" is one such start.

Talking about core essence I want to express my deepest appreciation to Indian Chartered Accountant fraternity in Kuwait, our members. For it is their unknown, unspoken endeavors that have taken our chapter to such heights. I want to dedicate this edition to all our unsung professional counterparts. I would also like to thank the team that has contributed to the relaunch of Jagruti. With that thought I take great pride in presenting:

Mission Statement

"Jagruti - Your Space. Your Voice. Your Growth."

It's a work in Progress

As we begin the journey of Jagruti, we recognize that many ideas, many thoughts, and many improvements still lie ahead of us. As we move forward we will endeavor to improve, expand and explore new frontiers with each edition. This journey will remain incomplete without your thoughts, ideas and criticism (hopefully constructive but any and every criticism is more than welcome).

The Jagruti team... All of you

Our members, with their diverse professional expertise, will form the backbone of this initiative. The strength of having such a broad and talented pool is that it enables a few of us on the Editorial Board to hyperfocus on the key tasks required to deliver a high-quality newsletter every month.

While the Editorial Board is currently composed of committee members, it is intentionally open and collaborative. We warmly welcome participation from anyone who wishes to contribute.

Please consider this my first invitation to join the team and be part of building something meaningful together.



To bring out the best each month we will have a new editor for each edition rendering his or her ideas and bring it to pen and paper.

Setting the context

While Jagruti will include multifocal facets, our focus will remain on professional knowledge creation. We will endeavor to provide highly specialized articles and well researched white papers. Again, I request all our members to come forward and reach out to the editorial team to discuss any potential idea, co- author any technical topic. We remain committed to support

Step into the future

I sincerely hope that as we set foot on this journey, we will take Jagruti ahead with us. Once again, we remain committed to adding value to our members. Let's step into the future together.

CA Ketan Puri

Editorial Team - Jagruti





CA Examinations Results – September 2025



CA Amjada Sherin Nooren
CA Qualified



Angel Maria Paul
CA Final Group 1



Jincy Thimothy
CA Final Group 1



Saishree Anand
CA Foundation



In Interaction with CA Sanjiv Pabrai



Prenote by CA Ketan Puri

It is an honor to present the life journey of CA Sanjiv Pabrai in the inaugural issue of Jagruti. Few professionals embody the combination of humility, discipline, commitment, and intellectual curiosity that he represents. In every phase of his -50 year career, he has shown that a Chartered Accountant is measured not by titles, but by integrity, sincerity, and character. During our conversation, one message stood out repeatedly:

“Build your character, not just your CV. Your reputation is your real qualification.”

As Jagruti is relaunched, his story sets the perfect tone — a reminder that the dignity

of our profession is carried forward by individuals who lead quietly but powerfully, uplift others, and protect the honor of the CA designation every day.

We extend our deep gratitude to CA Sanjiv Pabrai for sharing his story with warmth and honesty.

PART 1 – EARLY LIFE, FAMILY BACKGROUND & SCHOOLING

Q: Sir, let's begin with your early life. Where were you born and how did those years shape your thinking?

A: I was born in Pilani, where my father was the first Professor of Pharmacy at BITS Pilani. Education and discipline were the air we breathed. Soon after, we moved to Pune when he joined Armed Forces Medical College (AFMC), one of India's finest institutions. I studied at St. Vincent's School — a top school — which further reinforced discipline and values.

Q: Your father clearly shaped your mindset. What was he like?

A: He was remarkable. He completed B.Pharm and M.Pharm at BHU, later earned a PhD, served on a WHO panel, and went to the U.S. on a Fulbright Scholarship — an honor just a step below a Nobel in academia. He always told us: “I will not leave you property. I will give you the best education.” That philosophy shaped my entire life.



Q: When did the idea of becoming a Chartered Accountant take shape?

A: Around Class 10–9. Even though I did a B.Sc. in PCM, I always wanted to be a CA. My family pushed me toward engineering. I even cleared the IIT screening, but I was only interested in aeronautical or chemical engineering. When that didn't happen, I realized my heart was elsewhere. The real inspiration came from my Mama ji, CA Brij Kochhar a dignified professional whose personality made me admire the profession.

Q: You also sat for the National Science Talent Search Exam?

A: Yes, back then it was even bigger than IIT in terms of applicants. I reached the final national round but got eliminated in the last stage. It was disappointing then, but in hindsight, it led me toward CA with even greater clarity.

PART 2 – SHIFT TOWARDS CA, ARTICLESHP & EARLY PROFESSIONAL LEARNING

Q: How did you finally commit to CA after B.Sc.?

A: The day I finished B.Sc., I called my Mama ji and asked if I could still do CA. He said, "Start immediately." That was it — decision taken.

Q: What were those early articleship years like?

A: Completely manual. Huge ledgers, handwritten postings, paper cash-books. Accountants would sometimes introduce small errors intentionally — so the trial balance wouldn't match and they could earn overtime. For us, it meant checking every number carefully. Those years built precision and discipline.

Q: Any memorable assignments?

A: The Wealth Tax/Estate Duty case of the Maharaja of Jind. I handled the base documentation. One day, the Maharani herself came to my small cabin. After she left, my partner, Mr. Khanna, told me quietly: "When dealing with privilege, dignity and discretion are everything." A lifelong lesson in professional conduct.

Q: Who were your mentors?

A: Three partners at S.P. Chopra & Co.:

- Mr. S.P. Chopra
- Mr. V.B. Gupta
- Mr. R. Khanna

Each shaped me differently — through discipline, high standards, and encouragement.

PART 3 – KUWAIT, THE INVASION, AIMALEM YEARS & RETURN TO INDIA

Q: How did Kuwait enter your life?

A: I came to Kuwait in April 1989 and joined AlMailem Group in their finance function. My family joined soon after. This was under the respected leadership of Mr. Kuldeep Singh Lamba, a visionary leader and an exceptional human being.

Although my title was Finance Manager, my responsibilities were equivalent to a Group CFO. Those early months brought immense learning — and Kuwait soon became home.



Q: You eventually stayed with AlMailem for almost two decades?

A: Yes, 18½ years. Truly the most defining period of my professional life. Mr. Kuldeep Singh Lamba played a major role in shaping my growth. He inspired many, including me. The exposure I received — to systems, processes, operations — was unmatched. Honestly, I would never have left Al Mailem had life not taken a new turn.

Q: What triggered that change?

A: When my children said they were tired of studying, I wanted to set an example. My father completed his PhD after I was born — with huge responsibilities. So I said to myself:

“If he could do it, I must show the same discipline.” I began studying for the US CPA — almost 32 years after qualifying as a CA — and cleared all exams on the first attempt. When people assumed I’d leave after CPA, I decided to explore opportunities. That led me to Rayan Holding, a subsidiary of Global Investment House, as CFO.

Q: Then you moved to the British School of Kuwait (BSK)?

A: Yes. BSK was transformative. I developed systems, controls, and processes for them. During that period, I realized something important: “Solving problems gives me more satisfaction than holding a title.” This insight planted the seeds for my consulting career.

PART 4 – CONSULTING CAREER, FAMILY, AND MENTORING APPROACH

Q: How did consulting become your full-time path?

A: It happened naturally. At BSK I was already doing consulting-like work internally. When others started approaching me — “Sir, please check our controls, our balances, our finance structure” — consulting slowly took over. And I loved it. Across industries I saw that principles of good financial management are universal.

Q: Your daughter jokingly said you have a solution for everything.

A: She’s right! Years of exposure across sectors trains your mind to think logically regardless of the business. Problem-solving has become second nature.

Q: Your wife also commented on your discipline. What role has family played?

A: My wife has been my backbone — through Kuwait, the invasion, challenges, long nights, consulting pressures, and my CPA studies. She often jokes, “Your clients are luckier than your family.” She’s right in a way. This profession demands time. My children too grew up watching consistency and sincerity. They often say I “live what I teach.”

Q: What is one common weakness you see in organizations?

A: Weak systems. Hiring a CFO or accountant doesn’t fix a broken structure. My first advice is always: “Fix the system before you fix the people.”

PART 5 – ICAI KUWAIT CHAPTER, PROFESSIONAL VALUES & ADVICE

Q: You were part of the team that founded the ICAI Kuwait Chapter. How did that happen?



A: After the invasion, many Indian CAs returned, and there was a clear need for a professional community. These discussions evolved into the Chapter. I was part of the founding team along with CA MS Mathew and CA Jagdish Joshi, and those early days were built on pure passion — no social media, no easy coordination, everything from scratch. It remains one of the most meaningful contributions of my career.

Q: What was your vision for the Chapter?

A: Following Points:

- Strengthen the CA fraternity
- Provide learning platforms
- Support new members
- Build credibility for Indian CAs
- Protect professional ethics and dignity
- A CA's signature must inspire trust.

Q: You have mentored hundreds. What drives that?

A: Knowledge must be shared. I've helped people with exams, systems, career choices, department restructures — everything. When someone says, "Sir, one sentence you said years ago changed my path," that is priceless.

Q: What qualities define a true CA?

A: Three:

1. Discipline — in thought, documentation, and work.
2. Integrity — non-negotiable.
3. Curiosity — always ask why, how, what.

Q: Your message for young CAs and students?

A: Below

1. Never stop learning.
2. Stay humble.
3. Build character before CV.

PART 6 — PERSONAL REFLECTIONS & RAPID-FIRE

Q: Looking back, what are you most grateful for?

A: Every phase — good and bad. Nothing was wasted. Each chapter had purpose.

Q: What motivates you even today?

A: Curiosity and the thrill of solving difficult problems.

- Rapid-fire:
- One quality every CA must have: Integrity
- Habit that helped you most: Finish work early
- Quality youngsters need more: Patience
- What still excites you: A tough problem
- One message for readers:
- "Be a good human being first. Everything else follows."



Q: After 50 years, what does being a Chartered Accountant mean to you?

A: Everything. It shaped my discipline, thinking, systems approach, and opened every door in my life. If I had to choose again, I would choose to be a CA — every single time because whatever I am today, where my family is all because I am a CA – and a very proud CA I am .





Kuwait's New Tax Frontier



CA Naveen Bohra

Tax Director, KPMG Kuwait

Kuwait's New Tax Frontier: Navigating Transfer Pricing Compliance in the Wake of the Domestic Minimum Top-Up Tax

Kuwait's tax landscape is undergoing a significant transformation with the introduction of the Domestic Minimum Top-Up Tax (DMTT), applicable to fiscal years commencing on or after 1 January 2025. This landmark development, enacted through Decree-Law No. 157 of 2024 and its accompanying Executive Regulations (Ministerial Resolution No. 55 of 2025), imposes a 15% minimum effective tax rate on large multinational enterprise (MNE) groups operating in Kuwait. Crucially, it also introduces formal and stringent Transfer Pricing (TP) compliance obligations.

Both Kuwaiti and foreign constituent entities of MNE groups with consolidated global revenues exceeding EUR 750 million must now undertake a comprehensive reassessment of their tax and operational strategies to ensure compliance.

The Intersection of DMTT and Transfer Pricing

The DMTT is broadly aligned with the OECD's Pillar Two Global Anti-Base Erosion (GloBE) Model Rules and is designed to ensure that in-scope MNE groups pay a minimum level of tax in Kuwait. While the primary focus is on the calculation of the Effective Tax Rate (ETR), the underlying transactional and financial data will be subject to unprecedented scrutiny—placing Transfer Pricing at the core of compliance.

The new regulations explicitly require that all transactions between Related Parties adhere to the Arm's Length Principle. This principle stipulates that prices charged in intra-group transactions must reflect those that would be agreed between independent entities under comparable circumstances. Non-compliance empowers the Kuwait Tax Authority (KTA) to adjust the net income of the constituent entity, which may directly affect the ETR and result in additional DMTT liabilities.



Mandatory Transfer Pricing Documentation

One of the most immediate and impactful changes for in-scope MNEs is the requirement to maintain mandatory TP documentation, in line with OECD best practices. This includes:

1. Transfer Pricing Disclosure Form

This newly introduced annual form must be submitted alongside the DMTT return and will serve as the KTA's primary mechanism for identifying high-risk related-party transactions. It is expected to be a key focus during tax audits.

2. Master File and Local File

Entities within scope must prepare and maintain a Transfer Pricing Master File and Local File. The Master File provides a comprehensive overview of the MNE group's global operations and TP policies, while the Local File contains detailed information specific to the Kuwaiti entity and its intercompany transactions.

Although these documents are not required to be filed annually, they must be submitted to the KTA within 30 days upon request. This tight timeline necessitates that documentation be prepared and kept current well in advance of any potential audit.

It is anticipated that the Ministry of Finance will issue further guidance specifying the detailed content and format requirements for the Transfer Pricing Disclosure Form. Importantly, the Executive Regulations do not establish any minimum threshold for maintaining transfer pricing documentation. As a result, all taxable entities, regardless of the scale or value of their related party transactions, are expected to comply fully with the documentation and disclosure obligations.

Strategic Compliance Priorities

For finance and tax professionals, the new regime demands immediate and strategic action:

Policy Review and Alignment:

Existing global and local TP policies must be reviewed and updated to ensure full compliance with Kuwait's newly legislated arm's length principle and the five accepted TP methods (Comparable Uncontrolled Price, Resale Price, Cost Plus, Transactional Net Margin Method, and Profit Split Method).

Documentation Readiness:

MNE groups should expedite the preparation of the TP Disclosure Form, Master File, and Local File to meet filing deadlines (15 months post year-end). In case of Groups following 31 December 2025 year end, the due date would be 31 March 2027

Data Integrity and Recordkeeping:

The DMTT law imposes a 10-year record retention requirement, underscoring the importance of robust data collection and integrity. Financial data will underpin both TP analysis and ETR calculations.



Closing thoughts

In view of implementation of the DMTT and its associated TP regulations in Kuwait, the compliance environment is becoming more complex, proactive adherence is essential to mitigate the risk of substantial financial penalties for late filings, non-payment, or inaccurate disclosures.

In this new era of tax transparency, robust TP documentation and strategic readiness are no longer optional—they are legal obligations.

Disclaimer: The views and interpretations expressed in this article are those of the author and do not necessarily reflect the official position of Kuwait Ministry of Finance. This article is intended for informational purposes only and should not be construed as tax, legal, or financial advice. Readers are encouraged to seek professional counsel tailored to their specific circumstances before making any decisions based on the content herein. While every effort has been made to ensure the accuracy of the information at the time of writing, tax developments may occur, and the author assumes no responsibility for any errors or omissions.





Brain Buzz

“Crack the clues. Complete the grid.”

Competition Rules

- A. Please fill in the crossword and send it to editorialboard@icaikw.org by 15th February 2026.
- B. The winner will be selected via lucky draw.
- C. The winner name will be announced in the next newsletter and will be given a cash prize of KD 20.

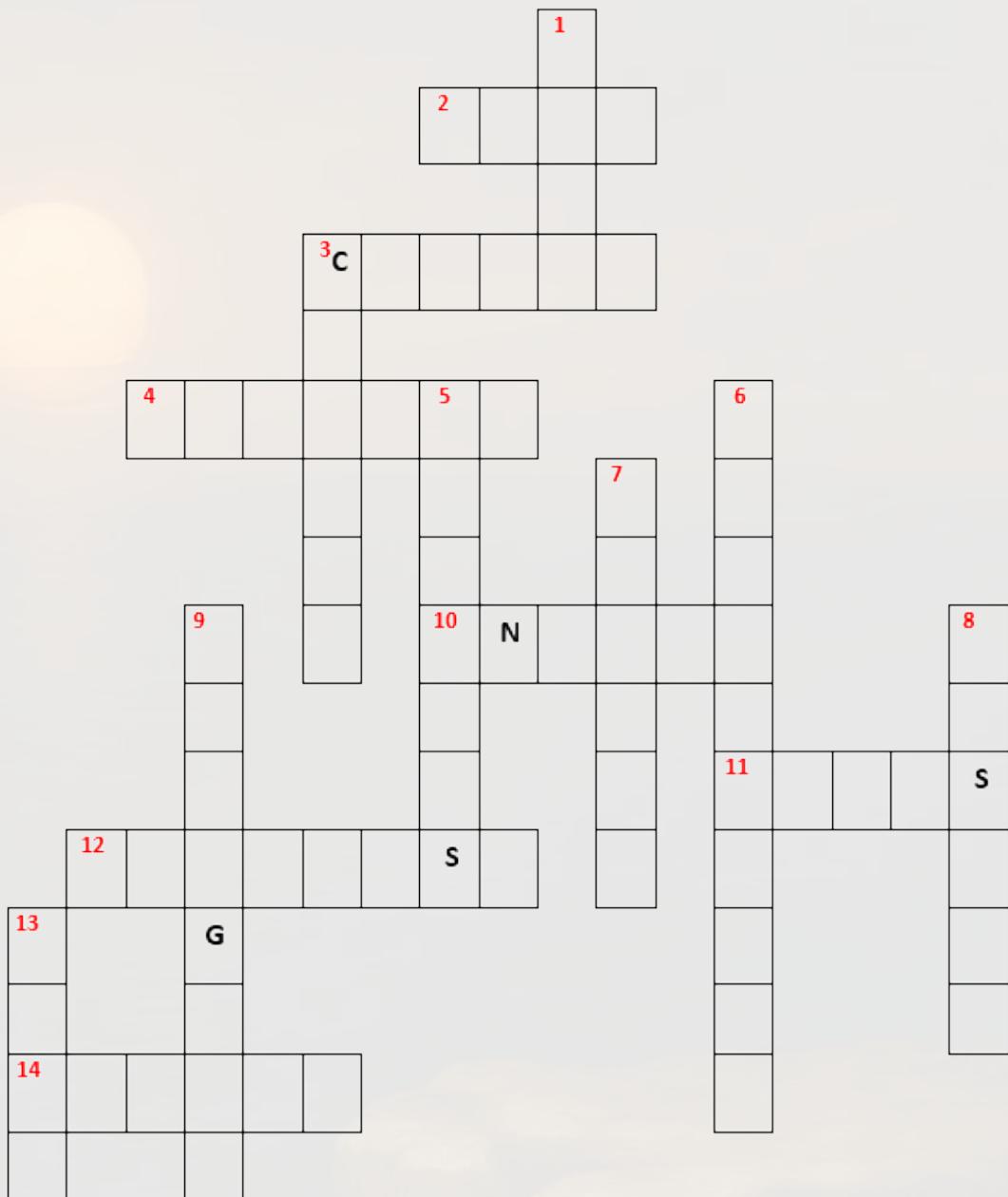
CROSSWORD

Across:

2. Money borrowed that must be paid back, often with interest
3. Counterbalancing influences by which an organization or system is regulated, typically those ensuring that political power is not concentrated in the hands of individuals or groups usually called _____ & balances
4. Money spent on goods and services is called
10. Money earned from work, investment or other sources
11. Money paid to the government based on income, property or purchases
12. The money you earn on savings or amount you pay on a loan
14. A plan for managing money, including income and expenses

Down:

1. A financial institution that holds and manages money
3. In banking, _____ is the trust that allows a bank to lend money to a customer to be repaid at a future date, usually with interest or fees
5. Money set aside for future use, often in a bank account
6. To put money into something in hopes of earning more returns
7. Bottom line after paying all expenses
8. Items of value owned by a person or business such as cash or property
9. A loan used to purchase a home or other real estate
13. Money owed to others, typically from Borrowing





Kuwaits Deemed-Profit Taxes & IFRS



Tuhin Chaturvedi

MSc, FCA, ACA.

Partner, International Tax Services & Head of Ethics and Independence, RSM Kuwait

Where Kuwait imposes Corporate Tax on Taxpayers under Law No. 2 of 2008, it calculates this tax using one of two methods:

1. The Deemed Profit method, or
2. The Accounts Basis - where tax is calculated using the Revenue and Expenses reported by the taxpayer.

Under the Deemed Profit method, the taxpayer reports only Revenues and not expenses. The Kuwait Tax Authorities (KTA) then Deem that a certain percentage of these revenues must be the taxpayer's profits. This percentage has been increasing over the years and currently stands at a minimum 30%. Since Kuwait's tax rate is a flat 15%, the minimum tax payable then works out to 4.5% of the revenues reported by the taxpayer (15% of 30% of revenues).

Taxpayers usually report only revenues since they have not maintained separate accounts for their Kuwait activities and, as a result, are unable to report the profits of their Kuwait operations. This method of taxation is referred to as "Presumptive Taxation" and is not unique to Kuwait.

Note that in some cases taxpayers may report both revenues and expenses, but the KTA may set the books aside and assess the taxpayer on a deemed-profit basis, usually due to deficiencies in the books of account provided.

Perplexity gives us the following response to What is Presumptive Taxation?:

Perplexity - What is Presumptive Taxation? (Nov 22, 2025)

Presumptive taxation is a simplified tax scheme where the taxable income of a taxpayer, often small businesses or professionals, is presumed to be a certain fixed percentage of their turnover or gross receipts. This method allows the taxpayer to declare income and pay taxes based on this presumed income without maintaining detailed books of accounts or undergoing complex audits. The main aim is to reduce the administrative burden, compliance costs, and encourage voluntary tax compliance by making the tax process easier and more cost-effective.



Key features of presumptive taxation include simplified compliance, fixed income percentage presumed from turnover, exemption from detailed audits, and lower administrative costs.

It is typically applicable to small businesses and professionals who meet specific eligibility criteria related to turnover limits and business types. For example, in India, presumptive taxation lets small businesses declare 8% (6% for digital transactions) of their turnover as income, and professionals declare 50% of their gross receipts as income, subject to defined limits. This scheme is designed to ease tax filing, saving time and reducing the complexity of tax compliance while ensuring that smaller taxpayers contribute fairly without the burdensome requirements of traditional tax regimes.

Overall, presumptive taxation is an indirect method to ascertain tax liability based on legal presumptions rather than detailed accounting, which is particularly beneficial where maintaining full accounting records is impractical or costly.

The next question is: Are Presumptive Taxes (including Kuwait's Deemed-Profit Taxes), Income Taxes for the purposes of IFRS & IAS 12?

Paragraph 2 of IAS 12 states that **For the purposes of this Standard, income taxes include all domestic and foreign taxes which are based on taxable profits. Income taxes also include taxes, such as withholding taxes, which are payable by a subsidiary, associate or joint arrangement on distributions to the reporting entity.**

[IAS 12 (Accessed Nov 22, 2025)]

In paragraph 5 - Definitions - the Standard states: **Taxable profit (tax loss) is the profit (loss) for a period, determined in accordance with the rules established by the taxation authorities, upon which income taxes are payable (recoverable).**

[IAS 12 (Accessed Nov 22, 2025)]

Taken together, these definitions imply that only those taxes on income which are calculated on the basis of the actual revenues and costs reported by the taxpayer should be considered to be “income taxes” for the purposes of IAS 12. Thus, presumptive taxes in general and Kuwait's Deemed-Profit taxes in particular, should not be considered to be “Income Taxes” for the purposes of IFRS.

What are the financial-reporting implications?

If corporate income taxes calculated using Kuwait's Deemed-Profit method are not “income taxes” for the purposes of IFRS, what are the implications for financial reporting?

The implications are significant and include the following:

- They should not be disclosed as **Income Taxes** in financial statements prepared under IFRS or included with other **Income Taxes** paid in other countries. They should be disclosed separately perhaps as **Other Taxes** or **Other Presumptive Taxes** and, if significant, accompanied by a narrative description,
- The deemed-profit taxes paid should not form part of the tax-rate reconciliation in the financial statements, and



- No amounts should be calculated for Deferred Tax Expenses, Deferred Tax Assets and Deferred Tax Liabilities in relation to these presumptive taxes. This may pose a challenge where tax returns were filed on the basis of full financial statements (and deferred tax expenses, assets and liabilities were calculated), but the financial statements were set aside by the KTA and an assessment issued on a deemed-profit basis.

Please note that this applies only to Corporate Income Taxes calculated under Kuwait's Law No. 2 of 2008 **using the Deemed-Profit method**, and **not** to all corporate taxes calculated under this law.



Same .. And Yet Not the Same



CA Kaizar T Shakir

CFO and Director of People
Dar Gulf Consult for Engineering Consultancy

Yesterday, someone at a gathering asked me what I really try to say through my notes. He was complimenting me, but also curious about the message behind the words. I told him something simple: I don't say what people want to hear. I say what they themselves want to say, but don't always have the words for. And that's the truth.

Because, our lives are far more similar than they look. Different faces, different routines, different struggles on paper - but underneath, the same currents run through all of us. We all live with the same hopes of doing well, the same disappointments when things don't go as planned, the same late-night doubts, the same tiny victories that nobody else notices.

We carry the same mix of ego and humility, ambition and fear, pride and insecurity. Our joys look different in photographs, but feel the same in the heart. Our worries have different reasons, but the same weight. Childhoods were shaped by different toys and different homes, yet the memories of running around, getting scolded, sulking, laughing, dreaming, all feel strangely familiar across families, cities, even generations.

School pressure, college confusion, first job excitement - same for everyone, just painted in different colors. Friendships too: some are built over expensive coffees, some over cup of cutting tea. Different settings, same comfort of honest nonsense. Parents behave differently - some strict, some soft, some unpredictable - yet all carry the same worry and the same helpless love.

Youth looks different in old photos of each decade, yet carries the same search for identity, the same mistakes, the same urge to prove something. Mid-age comes with different earnings and different responsibilities, but the same tired question: "Is this all there is?"

1. Even our victories and failures behave the same way. One person celebrates a promotion, another celebrates simply making it through the week. One celebrates success of his film and one celebrates a spot as an extra. Different milestones, same relief. One loses a loved one suddenly, another slowly.
2. Different moments, same emptiness. And whether someone rises quickly or slowly, it comes from the same hope to stand again.



3. Life keeps cycling through familiar emotions wearing different costumes. Different houses, same silence at night. Different cars, same traffic. Different bank balances, same fatigue after a long day. Different religions, same prayers whispered for peace. We are shaped by different journeys, but the threads holding us together are the same - love, fear, ambition, longing, loneliness, pride, regret, joy.

Birth is the same. Death is the same. Everything in between pretends to be different, yet carries the same core. Maybe that's what reflects in my writing. Not something heavy or grand, just something familiar. A feeling people recognize even when the story isn't their own.

In the end, we all have the same core, wrapped in different stories. And sometimes all we need is someone to put that feeling into words... KTS





Financial planning for retirement



CA S. Srinivasan

Director,
TIL Consulting and Training Co W.L.L.

Introduction

One has to start getting into the mindset of retirement. For most people, the date of retirement will be obvious. Having the right mindset is the most reliable support system. With this, one has to start planning as early as possible especially with health, savings, investments and networking.

In this article, I am going to confine myself as to how to plan for financial safety and security for retirement. Not having to worry about financial freedom or stressing over Do I have enough? or Will I outlive my savings? will enable one to enjoy the retired life which one had worked very hard for many decades.

While we may feel that retirement is far away and saving for retirement can start later, it is imminent that one starts to put away a part of their income as soon as possible. The power of compounding cannot be stressed enough. There may be few who feel that retirement is not for them (like me, for example). Still it is better to put together a financial plan for retirement as things may change suddenly and it is better not to be caught unaware.

Retirement income and expenses

Retirement is the phase where regular income (salary, allowances etc) stops flowing and one has to start living on that pot of money which has been put away except for fixed income such as pensions, rental income etc. Retirement spending cannot be *one size fits all*. It has to be tailored to each person and their spouse.

Contrary to expectations, spending in retirement will not be linear. Provisions will have to be made for unexpected expenses during the early stages of retirement (travel, gifts to family etc) and also in the later stages (assisted living, hospital expenses etc). Historical trends show that spending is higher in early and later stages of retirement dropping down in between.

What is the right amount to be set aside for retirement? That depends on many factors such as standard of living, how big a house you want to live in (and related maintenance expense), the place of living (rural areas may be less expensive) and so on. Remember, net worth is not the full story. Regular and constant cash flows are paramount to ensure that commitments are kept up and panic mode does not set in.



It would be advisable to consult a financial advisor who could assist in the financial planning. Identify the *gap* in the amount required to have a comfortable retirement and see if that *gap* can be fixed prior to retirement. Taxation, inflation, care costs will have to be taken into account to arrive at a realistic figure to be set aside and ensure monthly cash flow.

Another factor to consider in financial planning is to ensure that every decision affects two people. In most cases, both the spouses won't share the same timeline, health needs and lifestyle preferences. Both spouses should discuss and agree on how to use what is saved as that is more important than how much has been saved.

One of the concerns of many retirees is the fear of outliving the money saved and running out of cash. Such fears can lead to putting away necessary expenses such as maintenance and hospital check ups. Budgeting and ensuring that staying with the budgeted amount of expenditure would be helpful.

While plans are being made for savings and investment and just prior to (say 3-5 years) retirement, it would help

- if a full health check up is done (dental, ophthalmology) so that the insurance cover provided by the employer can be utilised fully
- downsizing the main house (do we need 3 or more bedrooms?) where the retirement life will be spent
- major renovations to the house and
- investment in a good car as these expenses will not cause a huge strain on funds during the early years of retirement.

Other suggestions include letting go off the second house, extra cars, concentrated holding of one stock (emotional value) as these too would drain valuable funds in retirement.

Mistakes can happen if regular habits are not adjusted to suit the retirement circumstances. Some habits which are common in employment period will not make sense in retirement since the income remains fixed.

How much is enough?

A question often asked by some of my clients who are nearing retirement is: «How much do I need to retire comfortably?». While there is no one way of calculating how much is needed, the rule which is often used by financial advisors is the 25X rule. This rule was first coined in a 1998 Trinity University study. The idea is that saving 25 times your annual expenses should suffice. Then again, the catch is how do you arrive at your annual expenses which could vary from year to year. Work out all the expenses which may occur (however remote it may be) and arrive at that figure. Tip: Start writing down expenses from now on and you will have an idea of how much money may be needed.

One advice though...the above rule suggests that the annual withdrawal rate will be 4%. Try and keep your expenses to less than 4%, i.e., the withdrawal rate.

It would be better if the expenses can be controlled to ensure that there it does not cross the annual income from pension and other sources.



Things to consider when budgeting for retirement living:

1. Income could come from

- Pensions
- Letting out of investment property
- Banks, mutual funds etc
- Other passive income (part time etc)

2. Expenses can be categorised as:

- Fixed expenses - rent, maintenance, communication expense, electricity etc
- Variable expenses - dining out, entertaining friends and family, spending on hobbies, travel (sure everyone has a bucket list), professional expenses (legal fees for estate planning, audit fees for filing of tax returns) etc
- Medical expenses - visits to hospitals, treatment for ailments and falls, medication etc
- Unexpected expenses - emergency travel, emergency situations, relocation expense, loss of a spouse, etc
- Family expenses - children education, marriages, family functions etc
- Social expenses - Gifts to friends and family for occasions, charity

3. Monthly cash flow

It is not enough just to ensure that the expenses are kept below the income. It is important that money can be taken out at regular intervals (monthly) to pay for living expenses

4. Inflation

This is one important factor to be kept in mind at the time of planning the expenses. Inflation is universal which is also outside one's control. While it cannot be predicted accurately, considering a certain percentage of inflation would be wise.

5. Taxes

Just like inflation, the taxes payable on the income (income tax, gift tax) and expenses (VAT, GST) will have to be considered at the time of planning. Seek the advice of a financial consultant to get an idea of how much taxes may have to be paid.

6. Insurance

Insurance coverage such as health insurance for self and spouse, travel insurance (for those enthusiastic frequent travellers) and life insurance will have to be taken into account and the premium payable included in the expenses.

7. Assisted living

An area which is generally not considered by many is assisted living. For most people as they age, this may become necessary. This could be quite costly and not taking into account could throw all calculations into disarray.

Final word...

Be conscious of what is being spent and learn to adjust expectations gradually. Though it will be depressing to plan for <worse-case> scenarios, not planning for them would be still worse. Happy retirement and enjoy life.



ICAI Kuwait Chapter – Events Summary (2025)

18th Annual General Meeting (AGM)



Date: 2 June 2025

The 18th AGM was held at Crowne Plaza Hotel, Kuwait, marking the appointment of the Executive Committee for 2025–2026. Members approved the 2024–2025 financial statements, appointed the statutory auditor, and reviewed the chapter's professional, student, and CSR initiatives.





CPE Event: “Focus Gives Success” – Dr. A. Velumani (Founder, Thyrocare)



Date: 2 June 2025

A high-impact motivational CPE session was conducted featuring Dr. A. Velumani, with participation from members, spouses, and dignitaries. The event was graced by the Ambassador of India to Kuwait and senior representatives of the Kuwait Accountants and Auditors Association.

International Day of Yoga 2025



Date: 20 June 2025

ICAIKC, in collaboration with the Centre for India Studies (CIS), organized a yoga event themed “A Path to Inner Peace.” The session featured Padma Shri Dr. H.R. Nagendra and senior representatives from the Embassy of India, Kuwait.



Blood Donation Drive



Date: 28 June 2025

A CSR-focused blood donation drive was conducted at the Kuwait Central Blood Bank, Jabriya. Over 50 participants took part, with approximately 30 successful donations, reinforcing ICAIKC's commitment to community health and social responsibility.

Webinar on Investment Strategies



Date: 26 July 2025

An online webinar on investment strategies was hosted featuring market expert Mr. Gautam Shah. The session attracted over 125 participants and focused on informed decision-making in volatile market conditions.



Annual Bowling Tournament 2025



Date: 22 August 2025

The ICAIKC Annual Bowling Tournament witnessed enthusiastic participation from members and families. The event promoted camaraderie, wellness, and informal networking within the ICAI community in Kuwait.



First Overseas Certificate Course on Artificial Intelligence for Chartered Accountants



Dates: 31–29 August 2025

ICAIKC hosted its first overseas AI certificate course for Chartered Accountants at Safir Marina Hotel, Kuwait. The three-day program focused on AI applications in finance and accountancy and included a virtual address by the ICAI President.



CPE: "Building Trust in AI – A CFO's Guide to Governance, Risk and Assurance"



Date: 20 September 2025

Conducted in collaboration with PwC Middle East, this CPE brought together CFOs and finance leaders to discuss AI governance, risk management, and assurance. The session also highlighted ICAIKC's upcoming international conference





ICAI Kuwait Chapter Badminton Tournament 2025



Date: 26 September 2025

A members-and-family badminton tournament was organized at ISA Badminton Academy, Kuwait. The event featured multiple categories and was successfully coordinated by the chapter's sports committee.



CPE Event: “Knowledge Exchange” (in collaboration with RSM Kuwait)



Date: 8 November 2025

This professional knowledge-sharing session brought together finance leaders to discuss key financial and regulatory developments. The event also promoted the 5th Annual International Conference themed “Evolving Equations: Trust, Technology, Transformation.”

Career Counselling Session for CA Students

Date: 25 October 2025

A career counselling session was conducted at Indian Education School, Kuwait, providing a structured overview of the Chartered Accountancy course, entry routes, stages, fee structure, and career opportunities for aspiring students.





Glimpse of the 5th Annual International Conference

**ICAIKC Hosts 5th Annual International Conference
“Evolving Equations- Trust: Technology: Transformation”**



The Institute of Chartered Accountants of India, Kuwait Chapter (ICAIKC) proudly hosted its 5th Annual International Conference at the prestigious Salwa Sabah Conference Centre, delivering a vibrant platform for knowledge-sharing, networking, and collaboration. Themed **“Evolving Equations- Trust: Technology: Transformation”**, the event showcased the evolving role of the Leadership in a rapidly changing global landscape, without any dilution in the element of Trust while using Technology and carrying out necessary Transformation to stay relevant. The event was a great success with participation from over 450 participants, including 40 representatives from GCC and other chapters of ICAI, as well as event sponsors.

An Inspiring Inauguration

The conference opened with a traditional lighting of the lamp ceremony. Distinguished dignitaries in attendance included:

- Shri Sanjay K. Muluka, Charge d’Affaires, Embassy of India to Kuwait
- CA. Aniket Sunil Talati, ICAI President 2023-24
- Mr. Faisal Abdulmohsen Al-Tobaikh, General Secretary & Board Member, KAAA
- Dr. Mahdy Ismail Aljazzaf, Kuwait University & Ahli Bank of Kuwait
- Dr. Kiran Bedi, Retired IPS & Former Lieutenant Governor of Puducherry
- CA. Rohit Agarwal, Chairperson ICAI Kuwait Chapter
- CA. Venkata Ramana Badida, Vice Chairperson ICAI Kuwait Chapter



The ceremony was anchored by well-known host **Mr. Abdulaziz Darwish**. Dignitaries and ICAIKC office bearers jointly unveiled the Conference Souvenir, marking the start of an enriching day.

Chairperson's Address & Key Announcements

In his welcome, CA Rohit Agarwal highlighted ICAIKC's contributions to Kuwait's professional community and its role in strengthening India-Kuwait collaboration. He thanked dignitaries, speakers, delegates, sponsors and announced two major upcoming events:

1. ICAI WOFA 2.0, New Delhi (Jan 30 – February 1, 2026)
2. First ICAI GCC Cricket Tournament, Bahrain (13–14 Feb 2026)

Strengthening India-Kuwait Ties

Shri Sanjay K. Muluka praised ICAIKC's dynamic role in enhancing bilateral ties and noted the relevance of the conference theme.

Guest of Honor **Dr. Mahdy Ismail Aljazzaf** and special dignitary **Mr. Faisal Abdulmohsen Al-Tobaikh** emphasized the importance of professional collaboration and accountants' role in Kuwait's economy.

They were welcomed by CA Rohit Agarwal and CA Venkata Ramana Badida.

Insightful Sessions & Keynotes

- **CA Charanjot Singh Nanda**, ICAI President, congratulated ICAIKC via video address and highlighted the theme "Evolving Equations – Trust: Technology: Transformation." He also invited delegates to WOFA 2.0 in New Delhi, 2026.
- **CA. Aniket Sunil Talati** spoke on the global contribution of Chartered Accountants, noted ICAI's scale (1 million students & 50+ chapters), and stressed the impact of AI and the need to uphold "TRUST."
- **Dr. Kiran Bedi**, keynote speaker, emphasized leadership responsibility and announced her community-support platform skillsstockexchange.com, urging attendees to participate. She also addressed questions in an interactive Q&A.
- **CA. R.S. Bhatti**, Retired IPS & Former DG, CISF, delivered a session on ethics, balancing aspirations, and macro trends impacting governance.
- **Mr. Ayman AlBannaw**, expert in Data Analytics & AI, spoke on data-driven decision making, AI maturity, and future technologies including Quantum and Edge Computing.
- **Mr. Ananth Narayan Gopalakrishnan**, former Whole-Time Member SEBI, presented insights on investor behavior and regulations. Referencing studies, he highlighted that "dead investors" and women investors often perform better due to disciplined behavior.



Speakers were welcomed by CA Firoz Ali, CA Sweta Chipra, CA Sonia Enamakel and CA Sonali Jagath Prasad.

Recognizing Overseas Support

ICAI Kuwait felicitated Chairpersons of Overseas Chapters from **Abu Dhabi, Dubai, Muscat, Doha, KSA, and Bahrain**.

The ceremony was conducted by CA Kriti Buchasia and CA Nisha Jalan, with honors presented by CA Rohit Agarwal, CA Venkata Ramana Badida, and Immediate Past Chairperson CA Adiya Vikram Dhanuka.

Panel Discussions

A panel moderated by Past Chairperson CA Sriram Gopalakrishnan featured:

- **Mr. Hasan Fayyadh**, Gulf Bank
- **Mr. Rabah Zarzour**, STC
- **Mr. Rami Zamel** Al Dhafiri, Burgan Bank

The panel examined technology-driven transformation, leadership needs, AI adoption, and economic trends in Kuwait.

Economic Outlook & Market Insights

The concluding fireside chat featured **Dr. Vijay Kedia**, renowned investor, and **Mr. Anuj Singhal**, Managing Editor, CNBC Awaaz.

Dr. Kedia traced India's growth from 1984 (BSE ~250 points, GDP \$220B) to today (BSE ~85,000, GDP \$4.2T). He also presented a piece dedicated to CAs and unveiled a new musical composition.

Mr. Anuj Singhal discussed changes in market cycles and shrinking investment horizons, noting that long-term investing now often means just months. Both were welcomed by CA Andaleeb Girkar.

Closing Highlights

A lively Kahoot Quiz was conducted by CA Jatin Bagaria and CA Suparna Mukherji, followed by a Vote of Thanks by CA Umesh Soni, Secretary ICAIKC.

Sponsors included:

Title: STC

Strategic: Alghanim International

Platinum: Humansoft, CBK, Boubyan Bank, KFH, Burgan Bank

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Annual: NBK, Al Mulla Exchange, Protiviti

Printing: Sultan Printing Industries

Support: Fiscal Consulting

Special thanks were extended to **Oula Fuel Marketing Company**, **Best Al Yousifi**, and to **Mr.**

Puneet Chaudhary, CEO of Virtuous Group, for curating and facilitating speakers.

Thanks were also given to MC **Mr. Abdulaziz Darwish** for maintaining energy and elegance throughout.

A Resounding Success

ICAIKC's 5th Annual International Conference concluded on a high note, celebrating professional excellence, technological advancement, transformation, and the central value of **trust**. The event strengthened India–Kuwait ties and reinforced the global stature of Indian Chartered Accountants.



Lines & Ledgers: Life in Sketches of CA Ashok



CA Ashok re-debuted for Jagruti in January 2026 for ICAI Kuwait Chapter
Look forward to future editions for new professional adventures!!!



JAGRUTI

MONTHLY NEWSLETTER

CALL FOR ARTICLES



Members are invited to contribute articles or other content for the newsletter.

SUBMIT YOUR CONTENT TO:
editorialboard@icaikw.org



Executive Committee 2025-26



Left to Right

CA Ketan Puri, CA Andaleeb Girkar, CA Firoz Ali – Treasurer, CA Venkata Ramana - Vice Chairperson, CA Rohit Agarwal – Chairperson, CA Umesh Soni – Secretary, CA Sweta Chipra, CA Manish Chaturvedi, CA Jatin Bagaria, CA Vipin Sharma

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