SUSTAINABILITY REPORT
2025

إعـــــادة
Saudi Re

SUSTAINABILITY STRATEGY

We aspire to position Saudi Re at the forefront of the regional and international reinsurance landscape, shaping the future of risk with resilience, innovation, and disciplined growth. In an increasingly complex world, we view volatility not as a challenge, but as an opportunity to lead.

By combining financial strength, advanced risk analytics, and strategic diversification, we are building a future-ready platform that delivers sustainable, through-the-cycle value. Our ambition is clear: to be the trusted reinsurance partner of choice, consistently generating long-term value for our shareholders while supporting stability and growth across the markets we serve.

A STRATEGY FOR SUSTAINABLE VALUE

Saudi Re is committed to achieving regional leadership in sustainability by aligning its Strategy Towards 2028 with Environmental, Social, and Governance (ESG) principles. Our sustainability principles are integral to our Vision and Mission. It is an ethical duty as a reinsurance powerhouse to safeguard people and businesses, and this commitment drives transparency and accountability, together with environmental and social consciousness.

Our sustainability strategy begins with a primary duty: contributing to Saudi Vision 2030. As the Kingdom's National Reinsurer, we are a key enabler of the non-oil economy, maximizing local content and retaining reinsurance premiums locally. We champion national contribution internally starting from an operational level, fostering a dynamic, skilled workforce through our commitment to Saudization and the empowerment of women in leadership roles.

Grounded in a Sharia-compliant framework, this responsibility extends to all stakeholders and includes creating long-term, resilient value. We ensure fair and ethical client treatment through the Saudi Re Code of Professional Conduct and Ethics. We also actively support our communities, invest in developing our human capital, protect the environment, and participate in global initiatives to address climate change.

In 2025, we advanced our ESG strategy by further embedding sustainability criteria across underwriting, investments, procurement, human resources, and risk management, to ensure that every strategic decision aligns with our long-term resilience goals. We remain dedicated to providing stakeholders with transparent disclosures through adherence to GRI, SASB, and UNSDG standards, while actively engaging with regulators and investors to drive industry-wide progress

SUSTAINABILITY PILLARS

Our organizational goals are achieved by advancing our strategic pillars, which are further aligned with the UN's Sustainable Development Goals (SDGs).

1 National contribution

- Aligning organizational goals with Saudi Vision 2030.
- Implementing sustainable procurement practices, prioritizing ethical sourcing and long-term value.

2 Strong governance and economic performance

- Operating with transparency to foster trust through clear communication.
- Fostering a culture of ethics, integrity, and regulatory compliance.
- Achieving financial soundness and sustainable profitability for our stakeholders.

3 Responsible customer relations

- Ensuring robust data protection, security, and compliance.
- Enhancing client satisfaction with personalized solutions and timely support.
- Embracing digitalization to improve innovation and efficiency.
- Offering products and solutions aligned with ESG principles.

4 People and community care

- Developing our workforce and sector talent through continuous training and growth opportunities.
- Creating a diverse, inclusive, and equitable work environment.
- Investing in community development through targeted local initiatives.
- Prioritizing the health and well-being of our workforce.
- Fostering key stakeholder relationships for mutual growth.

5 Sustainable insurance

- Integrating ESG criteria into underwriting, risk assessment, and decision-making.
- Investing responsibly in ethical and sustainable opportunities.
- Enhancing financial inclusion by developing accessible insurance solutions.

6 Environmental protection

- Supporting the energy transition and climate change mitigation.
- Minimizing our environmental footprint by enhancing efficiency, reducing waste, and conserving resources.

SHARIA GOVERNANCE

Our Governance Structure

Saudi Re's ESG and sustainability governance is integrated into its broader corporate governance framework. The Board of Directors provides strategic oversight, with executive management driving implementation across all business functions. Leadership teams are regularly apprised of regulatory shifts and evolving frameworks, and the Board is further strengthened by annual training on critical topics such as financial crimes.

Guided by the Sustainability and Social Responsibility Policy, these efforts are reinforced by our Compliance, Risk Management, and Internal Audit functions to maintain the highest ethical standards. Furthermore, Saudi Re upholds robust Sharia Governance practices through an independent Sharia Committee, supported by the appointment of Shariyah Review Bureau (SRB). SRB facilitates Sharia-related discussions, product research, and Sharia reporting, while working closely with heads of functions to embed Sharia principles and rulings across different levels of the organization. These arrangements are further strengthened through a comprehensive external assurance process.

To ensure effective governance, two renowned and qualified Sharia scholars make up the Sharia Committee, which independently issues pronouncements; these rulings are binding on the Company.

1. Mohammed ElGari
2. Salah Shalhoob

About the Shariyah Review Bureau

دار المراجعة الشرعية
SHARIYAH
REVIEW BUREAU

With nearly 20 years of experience serving the Islamic financial industry, Shariyah Review Bureau is a leading Middle East-based firm licensed by the Central Bank of Bahrain. SRB's international scholarly platform features over 37 scholars across 16 countries (including Saudi Arabia, the UAE, Malaysia, and the UK), covering all 4 major schools of jurisprudence to empower Sharia compliance globally.

Independent administration by Shariyah Review Bureau

To facilitate and manage our governance framework, Saudi Re has appointed the SRB. SRB helps facilitate Sharia-related discussions, product research, and Sharia reporting, working with all functions to augment Sharia principles at every level of the organization.

SRB's responsibilities include:

- **Managing** the independence of Saudi Re's Sharia Committee and ensuring all products are certified in line with their rulings.
- **Coordinating** with all departments on Sharia issues and providing support during Sharia audits.
- **Overseeing** the development and enhancement of all products to ensure Sharia Committee certification.
- **Contributing** to the product development life cycle, from enhancement to new offerings, and coordinating stakeholder feedback.
- **Supervising** the internal Sharia audit to verify compliance with Sharia principles and standards.
- **Disclosing** relevant information to management regarding the Sharia governance framework, Sharia Committee rulings, product (non-compliance) risks, Zakat verification, and purification of non-permissible income.

STAKEHOLDER ENGAGEMENT

Stakeholders are central to Saudi Re's sustainability journey, long-term success, and value creation. Our sustainability strategy is built on the recognition of the critical role played by a broad range of stakeholders, including clients, brokers, shareholders, analysts, investors, employees, regulatory authorities, suppliers, and business partners.

This commitment is reflected in the development of our Sustainability and Social Responsibility Policy, as well as in our structured approach to stakeholder engagement, which informs the identification, assessment, and prioritization of material sustainability issues.

Regulatory Bodies

- Internal audit
- Audit Committee
- External audit
- Compliance Department
- Technical Committee
- Business Risk Committee
- Annual reports

As per regulatory requirement or on an annual basis.

Shareholders, Analysts and Investors

- Annual reports
- Annual General Meetings
- Financial results on a quarterly basis
- Press releases
- Investor conferences and one-on-one meetings
- IR Mobile App
- Risk appetite framework

Continuous engagement through open and transparent formal channels maintained with shareholders.

Clients and Brokers

- Social media channels including LinkedIn
- Customer service help desks
- Market webinars
- Regional/International industry events
- Cybersecurity framework

Regular and routine engagement.

Suppliers and Business Partners

- Procurement departments
- Annual reports
- Credit agency reports

Regular and routine engagement.

Society

- Community donation drives
- Event sponsorship
- Training sessions/workshops

Event/project-based engagement and responsive engagement.

Employees

- Human Resources team
- Training sessions and workshops
- Career development programs
- Employee engagement program
- Whistleblowing policy
- Saudi Re's intranet
- Health and life scheme coverage

Continuous engagement through transparent and open communication.

OUR SUSTAINABILITY POLICY

Our structured materiality assessment, defined by our Sustainability and Social Responsibility Policy, prioritizes ESG considerations by balancing stakeholder interests with our corporate strategy. Corporate Governance stands as our highest priority, anchoring a strategy that places equal weight on Financial Performance, Ethics, and our alignment with Saudi Vision 2030.

To sustain our resilience and growth, we aggressively prioritize Cybersecurity and Talent Development, while maintaining a relentless focus on Customer Satisfaction. Beyond these core pillars, our sustainability framework addresses critical themes including Innovation, Inclusivity, and Responsible Investing. Finally, we remain committed to holistic responsibility through initiatives focused on Community Investment, Environmental Management, Well-being, and Sustainable Procurement.

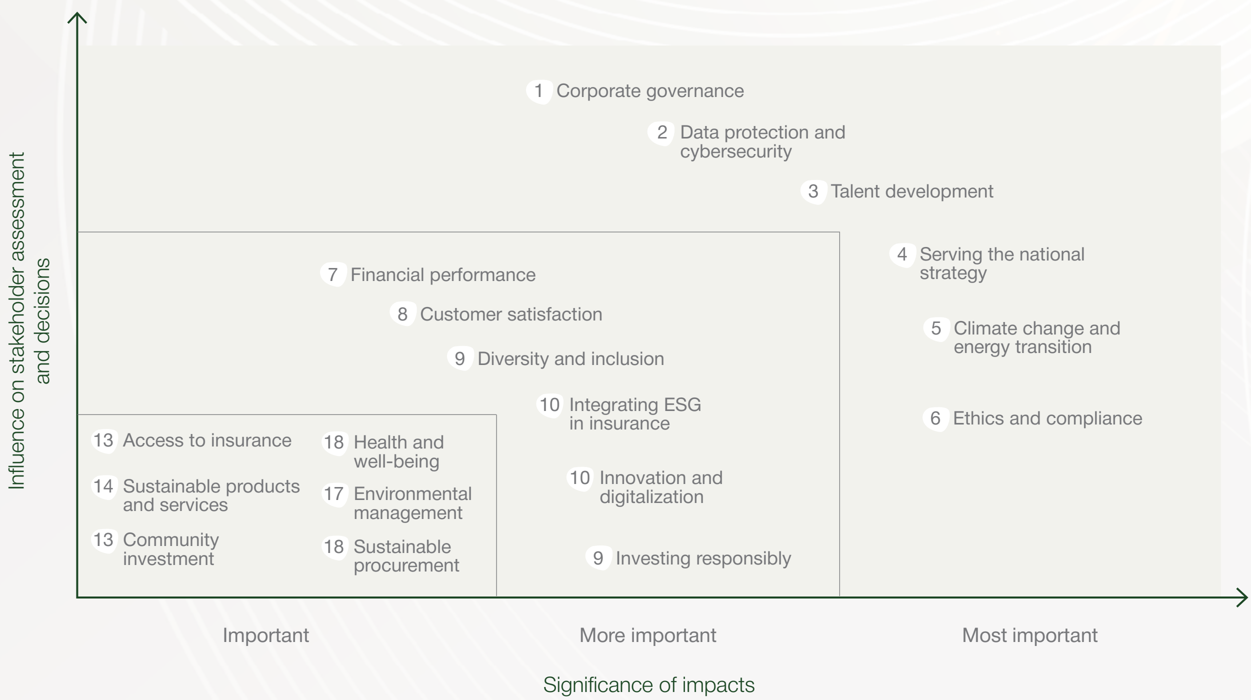
MATERIALITY

Saudi Re ensures the ongoing relevance and effectiveness of its policies for managing material sustainability topics through structured and regular review cycles.

These reviews are informed by continuous stakeholder engagement, monitoring of industry and regulatory developments, comprehensive risk assessments, peer benchmarking, legal and regulatory compliance checks, internal audits, and periodic materiality assessments. This proactive and disciplined approach ensures that our policies remain aligned with the Company's strategic objectives, evolving risk landscape, and stakeholder expectations.

To ensure effective compliance with identified material topics, Saudi Re establishes and communicates clear policies, delivers regular training and awareness programs, and implements robust monitoring and reporting mechanisms. Compliance is further reinforced through internal audits, risk assessments, defined accountability frameworks, and continuous process improvement initiatives. In addition, the Company engages proactively with stakeholders, leverages technology to enhance oversight and reporting, seeks relevant external certifications where appropriate, and remains attentive to evolving legal and regulatory requirements to ensure sustained alignment and effectiveness.

The materiality map below present Saudi Re's key material topics in order of importance.



NATIONAL CONTRIBUTION

Saudi Re’s commitment to national progress is operationalized through a rigorous alignment of internal policies with the strategic mandates of Saudi Vision 2030. In 2025, we transitioned beyond high-level advocacy to a phase of deep institutionalization, ensuring that our presence in over 40 countries serves as a conduit for economic diversification and international strength. By bridging global operational standards with domestic objectives, we have successfully exported Saudi financial expertise while simultaneously reinforcing the Kingdom’s position as a resilient hub for the global reinsurance industry.

Central to this mission is the cultivation of a high-caliber national workforce, evidenced by a Saudization rate exceeding 80%. Our focus remains on the “quality of localization,” where Saudi nationals are empowered to lead in technical, operational, and senior management functions. This is supported by structured mentorship and specialized training programs designed to bridge the gap between academic potential and executive leadership. Furthermore, we continue to drive an inclusive corporate culture that has accelerated the progression of female professionals into senior leadership roles, directly contributing to the Vision 2030 goals of equality, sustainable growth, and a diverse, knowledge-based economy.

Local Content Development

Saudi Re remains a primary driver in expanding the insurance sector’s contribution to the national economy by maximizing local content in risk coverage. This strategic alignment bolsters the stability of the domestic reinsurance landscape and ensures that a greater portion of risk-related capital remains within the Kingdom, directly supporting the Financial Sector Development Program and national economic resilience.

A key pillar of this effort is the implementation of the Reinsurance Cession mechanism, as mandated by the Insurance Authority (IA) directive issued in October 2022. This plan involves a progressive increment to a minimum of 20% in 2023, 25% in 2024, and 30% in 2025 for all Reinsurance Treaties, encompassing both proportional and non-proportional arrangements.

In November 2024,Insurance Authority extended the 30% application of local cession to cover Facultative contracts stating from 1 January 2025.

Surety Bonds and Credit Insurance Workshop

Service Export

Saudi Re serves as a strategic catalyst for the Kingdom's non-oil GDP growth by maximizing domestic premium retention and expanding the export of reinsurance services to over 40 global markets. This dual approach aligns with Saudi Vision 2030, anchoring high-value capital within the country and expanding our international footprint.

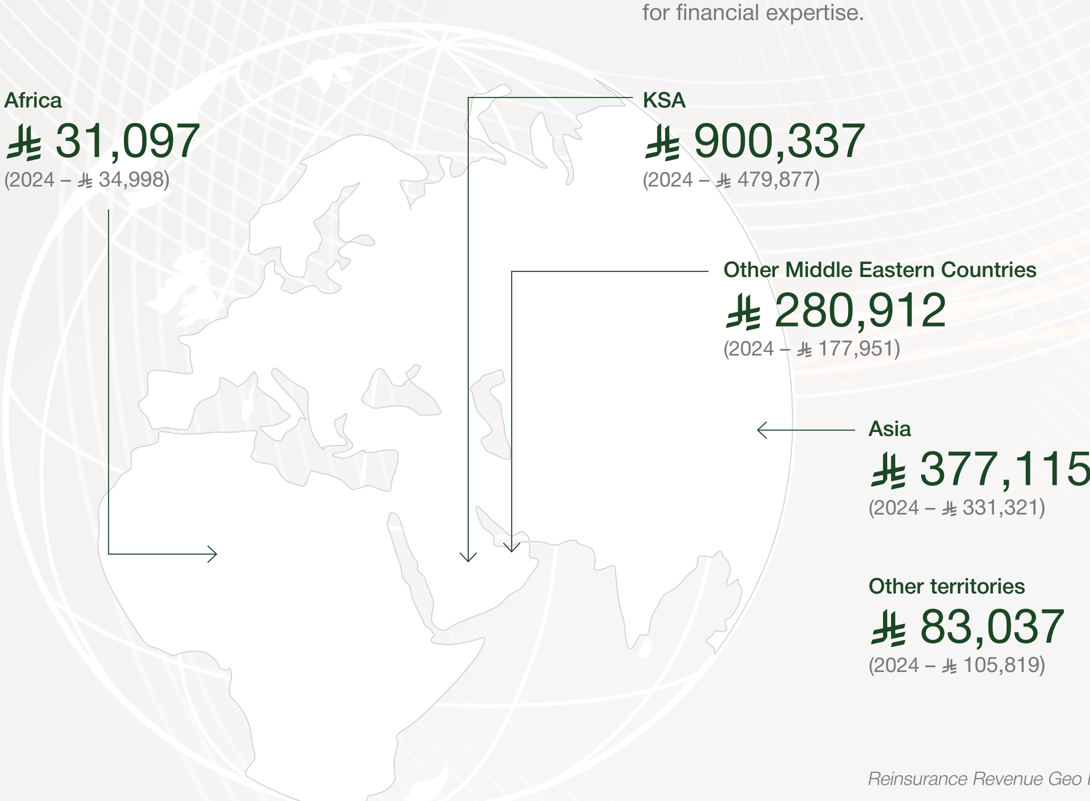
36%
of GWP from international business
(41% in 2024)

Training and Education

We view the development of human capital as a vital investment in our long-term resilience and the Kingdom's financial future. Our approach to professional growth is institutionalized through two flagship initiatives designed to cultivate excellence both within our organization and across the regional market.

Saudi Re Development Program (SRDP): This program serves as our internal framework for excellence, the SRDP integrates technical training, professional qualifications, and leadership development. By aligning on-the-job learning with evolving regulatory and business needs, we ensure our team remains at the forefront of the global reinsurance industry.

Reinsurance Advancement Program (REAP): Beyond our internal operations, we are committed to elevating the standards of the broader insurance ecosystem. Through REAP, we provide specialized technical training designed to build capabilities among market professionals, which contributes to reinforcing the Kingdom's position as a hub for financial expertise.



Reinsurance Revenue Geo Performance

All Numbers are in thousands

Avg. 64

training hours per employee

(13 in 2024)

6 Employees

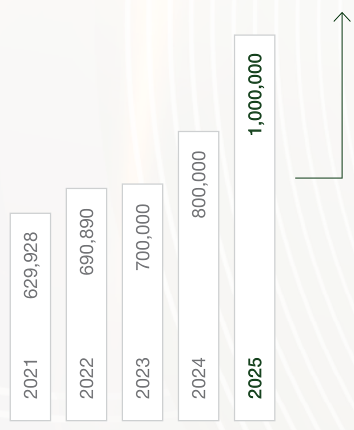
supported to pursue professional qualifications

(6 in 2024)

⃁ 1,000,000

Investment in Training and Education

(⃁ 800,000 in 2024)



Youth Development and Saudization

Saudi Re remains committed to building a sustainable talent ecosystem by bridging the gap between academic potential and professional leadership. Our human capital strategy is anchored in structured career pathways, technical capability, and a deep commitment to Vision 2030 through the continuous enhancement of our Saudization ratio.

Future Leaders Program (FLP): This structured, one-year initiative identifies and grooms high-potential recent graduates with the essential skills and technical knowledge required for leadership roles within the reinsurance sector. The FLP serves as our primary vehicle for succession planning.

Graduate Internship Programs: Through strategic partnerships with leading academic institutions, we provide immersive, hands-on experience via the Saudi Re Internship Program. By integrating participants into the Cooperative Training and Tamheer programs, we offer rigorous departmental exposure that ensures Saudi graduates are well-prepared to contribute to the Kingdom's evolving financial landscape.

Product Development and Innovation

To address the evolving landscape of new and emerging risks within the Kingdom, Saudi Re provides a comprehensive suite of innovative reinsurance solutions and specialized products.

31.25%

employees below 30 years of age

(29% in 2024)

90%

Saudization rate of Senior Management

(92% in 2024)

80%

Saudization rate

(80% in 2024)

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

GRI 204-1

At Saudi Re, a dedication to ethical business practices is central to our core values. To maintain a sustainable and responsible supply chain, a transparent and fair procurement process is employed that extends beyond conventional practices. Prior to entering into any transaction, business partners are rigorously evaluated and documented to ensure full alignment with our standards, including a thorough assessment of the sustainability impact of products purchased.

Our primary supplier categories include:

- **Reinsurance Brokers:** Facilitate access to global reinsurance markets, providing specialized expertise, market intelligence, and placement services.
- **Actuarial Consultants:** Offer critical support in pricing, risk assessment, and reserves evaluation to ensure sound underwriting decisions.
- **IT and Software Providers:** Supply technology solutions for underwriting, claims management, and risk modeling, ensuring operational efficiency and innovation.
- **Professional Services:** Include legal, audit, and financial advisory firms that support regulatory compliance, corporate governance, and strategic initiatives.
- **Facility and Operational Services:** Encompass office management, maintenance, and utilities providers to sustain daily operations.

A strategic focus is placed on local content development, with local spending meticulously measured to reflect our dedication to advancing the objectives of Saudi Vision 2030. By prioritizing local sourcing, reliable partnerships are established to further our operations and actively contribute to the growth of the national economy.

⃁ 45.3 million

Total procurement spending

(⃁ 54.8 million in 2024)

⃁ 37 million

Amount spent on local suppliers

(⃁ 40.4 million in 2024)

82%

of total procurement spending on local suppliers

(74% in 2024)

119

Number of local suppliers

(87 in 2024)

Saudi Re proactively identifies and manages supply chain risks that could potentially impact operational continuity. These include disruptions arising from a supplier's financial or capacity challenges, data security vulnerabilities that could lead to cyberattacks or breaches of confidential information, and compliance risks where a partner may fail to meet local or international regulatory standards. To mitigate these threats, a "first-line of defense" methodology is employed, utilizing updated risk registers and rigorous pre-engagement risk assessments to ensure all partners align with our requirements for security and reliability.

Beyond risk mitigation, our supply chain presents significant opportunities to enhance resilience and drive innovation. By leveraging a diverse network of brokers, agents, and consultants, dependency on single sources is reduced, improving overall adaptability to market disruptions. Furthermore, collaboration with technology providers and specialized consultants accelerates our digital transformation, particularly in the adoption of AI technologies and the refinement of actuarial services. These partnerships are instrumental in maintaining adequate solvency margins and robust reserves, ultimately contributing to greater financial efficiency and long-term stability for the Company.

CORPORATE GOVERNANCE

As the first full-fledged licensed reinsurance company in Saudi Arabia, we maintain a governance framework that reinforces our global position while honoring our institutional legacy. By embedding a culture of accountability and professional diligence within our Board and Executive Management, we ensure our governance standards serve as the foundation for our leadership and operational oversight.

Governance Framework

Leadership Integrity and Independence

Annual assessments of Board Members are conducted through the NRC to verify independence, while comprehensive annual disclosures are mandated and a rigorous cross-checking process is maintained for related-party contracts.

Board Development and Onboarding

Structured induction programs are delivered for new appointees covering operational models and fiduciary duties, while ongoing briefings are facilitated to keep the Board apprised of the evolving regulatory landscape.

Policy Governance and Oversight

The Corporate Governance Policy is reviewed by the Board and General Assembly, while continuous monitoring is carried out by the Compliance Department to ensure alignment with policy and regulatory requirements.

Continuous Improvement

Reputable global consultants are engaged to execute end-to-end framework reviews, while Board committee structures and charters are strategically evaluated to ensure they remain fit-for-purpose.

The Board of Directors: Composition and Oversight

Our Board of Directors provides the strategic stewardship necessary to maintain Saudi Re's high standards of integrity and control. With a composition of seven Independent and four Non-Executive, the Board leverages over two decades of cross-disciplinary experience to steer the Company through complex regulatory landscapes. Key responsibilities include ensuring the accuracy of financial reporting, optimizing internal control systems, and maintaining a rigorous disclosure process that aligns with international best practices.

Governing Policies and Regulations

Saudi Re's operational activities and compliance culture are governed by a comprehensive set of Board-approved policies, including:

- Corporate Governance Policy
- Conflict of Interest Policy
- Whistleblowing Policy on Violations
- Sustainability and Corporate Social Responsibility Policy
- Dividend Distribution Policy
- Remuneration and Compensation Policy for Board Members, Board Committees, and Senior Executives
- Articles of Association
- Business Competition Standards and Regulations

Key Actions for 2025

Framework and process improvements

During 2025, Saudi Re undertook several strategic initiatives to further advance the Company's governance framework, ensuring strict alignment with the evolving requirements of the Insurance Authority (IA), Ministry of Commerce (MoC), and Capital Market Authority (CMA).

- A comprehensive review of the Corporate Governance Policy was conducted to ensure full regulatory alignment.
- Board and committee reporting structures were enhanced, fostering greater transparency and more effective oversight.
- Periodic governance awareness sessions were introduced for management and key staff to ensure compliance across all levels of the Organization.
- Internal disclosure processes were strengthened, ensuring the timely and accurate reporting of information to regulators and shareholders.

Board committee strategic evolution

The Board approved several key appointments in 2025 to bolster the independence, objectivity, and specialized expertise of its committees:

- An independent member was appointed to the Risk Management Committee to enhance risk oversight and objective evaluation.
- An independent member was appointed to the Technical Committee, deepening the body's technical expertise and decision-making rigor.
- A new member was appointed to the Executive Committee to further bolster strategic stewardship and operational oversight.
- The Nomination and Remuneration Committee was strengthened by the appointment of a new member to ensure continued transparency in succession planning and compensation governance.

Committee Performance and Oversight Highlights

Throughout the year, Board Committees played a pivotal role in maintaining the Company's robust risk and compliance posture through the following dedicated activities:

Investor Relations and Shareholder Engagement

During 2025, the Investor Relations (IR) function was further institutionalized to bolster market confidence and heighten corporate transparency. The IR Department prioritized the delivery of timely, accurate disclosures and enhanced the accessibility of financial and strategic data, ensuring the investment community remained fully informed of Saudi Re's performance.

Shareholder engagement was maintained through earnings calls, direct one-on-one meetings, and the successful execution of the AGM and EGM. These efforts were complemented by participation in local and international roadshows and investor conferences. Financial and corporate disclosures were communicated effectively via the Saudi Exchange (Tadawul) and mainstream financial media, providing stakeholders with clear insights into Saudi Re's long-term value proposition.

Furthermore, digital accessibility was optimized through upgrades to the dedicated IR App and corporate website, while the integration of reinforced governance and ESG disclosures ensured continued alignment with evolving global investor expectations.

Audit Committee

Validated the integrity of financial statements, monitored audit findings, and verified the effectiveness of internal control and compliance frameworks.

Risk Management Committee

Monitored the corporate risk profile against the approved Risk Appetite Statement and evaluated emerging risks in line with regulatory expectations.

Nomination and Remuneration Committee

Executed performance evaluations for the Board and its Committees, reviewed executive compensation, and spearheaded succession planning initiatives.

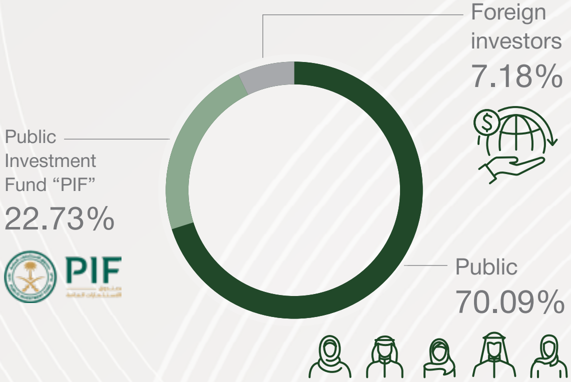
Executive Committee

Provided strategic stewardship for management, overseeing investment decisions, capital management, and the execution of operational priorities.

Technical Committee

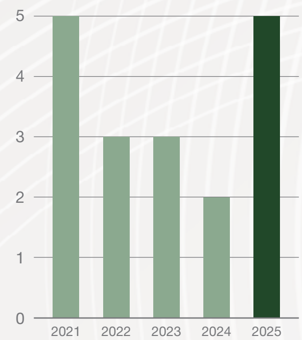
Reviewed underwriting performance and reinsurance arrangements to ensure technical results remained aligned with business strategy and regulatory standards.

Ownership structure



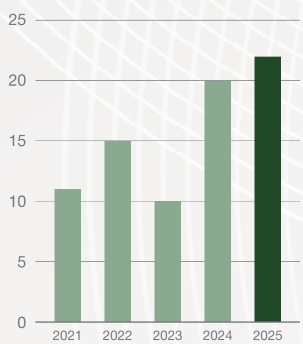
- Public
- Public Investment Fund “PIF”
- Foreign investors

Investor conferences
(Nos.)



Direct investor engagement

Investor calls/meetings
(Nos.)



BUSINESS ETHICS AND COMPLIANCE

Ethical standards at Saudi Re are governed by a rigorous Code of Professional Conduct and Ethics that outlines the expectations for all employees. Central to this framework is a firm commitment to anti-corruption and anti-bribery standards. Supported by the Legal Department, the Compliance Function oversees the ongoing reinforcement of these principles, delivering essential training and fostering a culture of transparency and accountability throughout the Company.

Key Actions for 2025

Processes and operational improvements

- The Compliance Department launched a centralized monitoring process via the INSIAB system, which automates the renewal and management of company policies and procedures, providing management with real-time status tracking and heightened visibility. This digital transition significantly improves cross-departmental accountability, ensuring that compliance timelines are met with greater efficiency and operational consistency.

Employee awareness and compliance culture enhancement

- Mandatory training sessions covering AML, CTF, PF, Anti-Fraud, and Anti-Corruption were conducted through both face-to-face and digital platforms to ensure comprehensive organizational coverage.
- Awareness guides and internal campaigns were developed to simplify complex compliance policies, ensuring they are accessible and understood across all employee levels.
- A culture of integrity was reinforced through active leadership engagement, with Senior Management maintaining continuous communication to signal a top-down commitment to ethical excellence.

Policy and management support

- A comprehensive review of all corporate policies and procedures was initiated to ensure continuous alignment with the latest regulatory requirements and global industry best practices.
- The Code of Ethical Conduct was updated to reflect current regulatory expectations.
- The Whistleblowing Policy was enhanced to further secure anonymous reporting channels.

Our Commitment to Compliance Excellence

Saudi Re has institutionalized specialized functions to ensure the sustained engagement of Senior Management in driving a culture of ethical conduct. Our commitment to regulatory adherence and international best practices serves as a catalyst for sustainable economic growth within the Kingdom. These initiatives are strategically designed to promote a professional work environment that aligns with national development goals, strengthening the mechanisms for institutional transparency and global partnerships.

Compliance and Ethical Framework

To embed integrity across all operational activities, Saudi Re has implemented a comprehensive suite of Board-approved policies and charters, including:

- Anti-Money Laundering and Combating Terrorism Financing Policy and Procedures
- Anti-Fraud Committee Charter
- Anti-Fraud Policy
- Clients Acceptance Policy
- Compliance Charter
- Compliance Policy
- Insider Trading Prevention Policy
- The Code of Professional Conduct and Ethics
- Reporting Non-compliant Practices, “Whistleblowing” Policy
- Conflict of Interests Policy
- Disclosure and Transparency Policy

Saudi Re's governance and compliance architecture is rigorously mapped to the frameworks of leading regulatory bodies, ensuring full adherence to:

- **The Insurance Authority (IA):** Compliance with the Insurance Corporate Governance Regulations, Insurance Consumer Protection Principles, and Audit Committee Regulations.
- **The Capital Market Authority (CMA):** Strict adherence to the Corporate Governance Regulations and overarching capital market mandates of the Kingdom of Saudi Arabia.

The following actions have been taken in compliance with national and international regulations.

0

Employees dismissed and/or disciplines for corruption

0

of operations assessed for risks related to corruption

100%

of employees trained on risks related to corruption

(99% in 2024)

100%

of employees trained on risks related to money laundering and financial crime

(99% in 2024)

Internal Audit and Control Framework

The Internal Audit Department (IAD) is mandated to provide independent and objective assurance designed to add value and improve Saudi Re's operational efficiency. By conducting systematic reviews of business activities, financial systems, and internal accounting controls, the IAD provides Management and the Audit Committee with an impartial appraisal of the Company's control environment.

Responsibility and mandate

Established by the Board of Directors, the internal audit function derives its authority directly from the Audit Committee. To ensure the highest degree of objectivity, the Department maintains a dual reporting line: reporting functionally to the Audit Committee and administratively to the Managing Director/CEO.

The IAD executes an annual review of internal controls, utilizing a comprehensive, company-wide risk-based audit. Parallel to these efforts, the Compliance and Risk Management functions actively foster a culture of integrity by creating awareness, setting clear standards and ensuring rigorous alignment with applicable regulations.

Our Commitment to Organizational Integrity

Saudi Re remains steadfast in cultivating an ethical and compliant culture. We recognize that non-compliance with laws and regulations undermines organizational integrity and presents significant legal, reputational, and financial risks. By integrating global best practices and effectively managing inherent risks across all business operations, the Company fosters the accountability and ethical conduct essential for long-term sustainability and stakeholder trust.

	2025	2024	2023	2022	2021	2020
Total incidents of non-compliance with laws and regulations (Nos.)	2	1	1	1	1	–
Total number of non-monetary sanctions (Nos.)	–	–	–	–	–	–
Total amount of legal and statutory fines and settlements (⃁)	–	–	–	–	–	–
SASB Metric (FN-IN-270a.1)						
Value of any monetary losses as a result of legal proceedings (⃁)	40,500	100,000	40,000	20,000	–	–

SYSTEMIC RISK MANAGEMENT

Description of approach to managing capital and liquidity-related risks associated with systemic non-insurance activities.

SASB-FN-IN-550a.3

Approach to managing capital:

Saudi Re has its own risk appetite, which is as follows:

Saudi Re should ensure the available capital is above the highest of the followings:

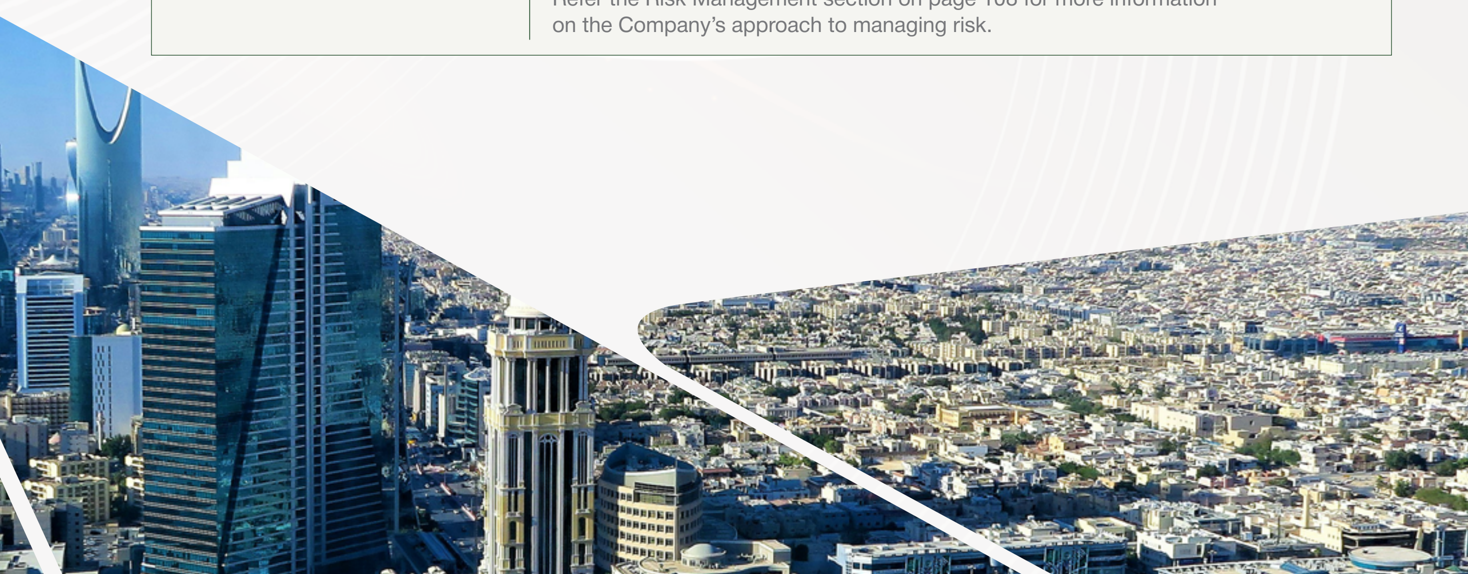
1. At least 125% of required economic capital, according to Saudi Re Internal Capital Model
2. At least 125% of SAMA Required Solvency
3. At least 125% of S&P required capital at A level

Approach to managing liquidity:

The Company's Investment Policy Statement (IPS) dictates how the Company should invest, including the liquidity of each asset invested and the overall liquidity of the investment.

The Company also constantly monitors its liquidity by using indicators such as quick ratio (current assets divided by current liabilities) to ensure the liquidity is within the Company's criteria.

Refer the Risk Management section on page 108 for more information on the Company's approach to managing risk.



FINANCIAL PERFORMANCE

2025 marked a transformative chapter for Saudi Re, solidifying our position as a premier regional leader in the reinsurance landscape. Our commitment to delivering sophisticated solutions has yielded exceptional financial performance and reinforced our reputation for excellence.

Gross Written Premium (GWP) rose by 24.1%, reaching ⃁ 2.9 billion. This robust upward trajectory climbing from ⃁ 2.4 billion in 2024 was propelled by disciplined underwriting and a deliberate expansion into high-potential market segments. Our sustained growth is underpinned by strong credit ratings, which continue to validate our balance sheet resilience and competitive standing. By capitalizing on emerging opportunities and diversifying revenue streams across both domestic and international fronts, the Company has achieved Reinsurance Service Result of ⃁ 170.7 million, a significant increase from ⃁ 142.5 million in the previous year.

Saudi Arabia remains the strategic anchor of our portfolio, representing 64.2% of our total business as of 31 December 2025. While our international operations remain a vital pillar at 35.8%, our domestic performance saw particularly accelerated growth this year, further deepening our footprint in the Kingdom's evolving economy.

As we look toward the horizon, Saudi Re remains dedicated to driving sustainable growth and market leadership. We are poised to continue creating long-term value for our stakeholders through innovation, stability, and a relentless focus on our core strategic objectives.

CLIENT FOCUS AND MARKET DEVELOPMENT

At Saudi Re, fostering enduring partnerships and delivering exceptional value are the cornerstones of our growth strategy. Throughout 2025, we undertook a series of strategic initiatives designed to deepen client relationships, advance technical expertise, and elevate professional standards within the insurance ecosystem.

Key Actions for 2025

Technical leadership and capacity building

- **Reinsurance Advancement Program (REAP):** In October, we successfully delivered a five-day REAP program at the Financial Academy (KAFD). In collaboration with the Insurance Authority (IA), EY, and the Singapore College of Insurance (SCI), we engaged 35 professionals in intensive sessions covering core reinsurance and specialty lines.
- **Specialized technical seminars:**
  - **Retail malls and associated risks:** In June, we conducted an underwriting seminar in Riyadh for 70 industry stakeholders, including cedents, brokers, and potential partners like Saudi EXIM Bank and ICIEC.
  - **Surety bonds and credit insurance:** A dedicated technical session was held in September at the House of Culture to explore emerging risks in credit markets.
  - **Group life pricing:** In February, we hosted a webinar sponsored by FAIR, focusing on life insurance pricing methodologies for regional partners.

Saudi national day celebration

Strategic networking and stakeholder engagement

- **Market suhoor gathering:** In March, we hosted a Suhoor gathering for 34 key participants from the Saudi insurance market, providing a platform for the exchange of ideas in a collaborative environment.
- **INGATE exclusive dinner:** During the Global Insurance Conference & Exhibition (ingate) in Riyadh, we held an executive dinner at Riyadh to reinforce strategic ties with major domestic and international stakeholders.

Global market presence, and client outreach

- **Client visit program:** Our underwriting team conducted business visits across the Kingdom and internationally, furthering service delivery and relationship development.
- **International conference participation:** We represented the Saudi market at premier global and regional gatherings, including:
  - **Rendez-Vous de Septembre (RVS)** – Monte Carlo
  - **Singapore International Reinsurance Conference (SIRC)**
  - **Global Insurance Conference & Exhibition (ingate)** – Riyadh
  - **Dubai World Insurance Congress (DWIC)**
  - **FAIR conference** – India
  - **India rendezvous**

GIFT City Launch Celebration

REAP Training

Labuan Branch Training Sessions

	2025	2024	2023	2022	2021
Number of clients	662	638	503	314	293
Number of claims requested to be settled during the year	2,263	2,278	2,281	2,855	2,083
Number of claims settled during the year	2,263	2,278	2,281	2,855	2,083
Percentage of settled claims during the year (%)	100	100	100	100	100
Number of client new claims during the year	3,102	3,235	3,024	2,935	3,020
Percentage of claims settled within seven working days (%)	92	96	98	97	97
Value of claims paid (⃁)	670,909,475	471,212,369	528,907,756	537,845,426	471,215,536

Cybersecurity and Data Privacy

In 2025, we maintained a stable and controlled cybersecurity posture, characterized by a proactive approach to risk management and governance. Our framework is strictly aligned with the Insurance Authority (IA) Cybersecurity Framework (CSF); according to our most recent independent assessment, we have achieved a Level 3 Maturity across all domains. Our cybersecurity policies and governance documents are reviewed annually to ensure alignment with both emerging global threats and local regulatory expectations. Formal risk assessment processes remain central to our operations, allowing us to identify and mitigate vulnerabilities within our approved risk appetite under consistent executive oversight.

Our technical security capabilities were further strengthened during the year to provide comprehensive protection of internal data. We continue to leverage a robust suite of tools covering end point protection, vulnerability management, and network security. In 2025, we specifically focused on enhancing our visibility and incident response capabilities, ensuring that detection mechanisms are finely tuned to the evolving cyber landscape. Any identified gaps are managed through formal risk treatment plans and compensating controls.

Data Privacy and Personal Data Protection (PDPL)

Our cybersecurity and data protection functions have implemented rigorous controls to safeguard sensitive information, including advanced access management and sophisticated data-handling protocols. In line with the PDPL, our Data Protection Officer (DPO) has focused on strengthening operational controls and reducing data-related risks through enhanced monitoring and endpoint security.

Beyond technical measures, we recognize that human awareness is vital to data security; throughout the year, we conducted targeted awareness initiatives to reinforce employee responsibility regarding data protection and acceptable use. During the 2025 financial year, there were no substantiated complaints regarding breaches of customer privacy, nor any recorded instances of customer data loss.

SUSTAINABLE INVESTMENT

At Saudi Re, sustainability is the cornerstone of our evolution. By integrating Environmental, Social, and Governance (ESG) principles into our core framework, we go beyond traditional boundaries to champion environmental stewardship and cultivate enduring community resilience.

Knowledge Transfer and Sector Advancement

Recognizing that the future of the industry depends on specialized analytical talent, we maintain strategic collaborations with universities as well as offering tailored student traineeships. In addition, Saudi Re initiates insurance literacy programs and sponsors events to raise awareness about reinsurance.

During 2025, we intensified our efforts to enhance market accessibility through targeted technical training and awareness programs. These initiatives, delivered via our Riyadh Head Office and Kuala Lumpur branch, were designed to optimize underwriting capabilities and refine the technical understanding of reinsurance solutions among industry professionals. By facilitating this cross-border knowledge transfer, Saudi Re is fostering a more informed and accessible insurance environment across the MENA and Asian regions.

670

Participants in financial/ insurance literacy initiatives

(548 in 2024)

56

Employees trained in financial/ insurance literacy

(40 in 2024)

12

Training hours on financial/ insurance literacy

(7 in 2024)

Climate Risk and Resilience

Saudi Re is exposed to moderate environmental risk, primarily through climate-driven events that impact our global catastrophe portfolio. To manage these exposures and strengthen our resilience, we diversify our business across different regions and lines, supported by prudent capital management to absorb volatility. Additionally, the Company employs a structured risk mitigation framework:

- **Annual repricing:** Policies are reviewed and repriced annually to ensure premiums remain aligned with evolving risk dynamics and climate trends.
- **Catastrophe modeling:** We regularly update our catastrophe models to improve risk assessment accuracy and the reliability of our loss predictions.
- **Retrocession:** The strategic use of retrocession allows the Company to limit potential loss severity.

⃁ 205 million

[SASB – FN-IN-450a.1]

Probable maximum loss (PML) of insured products from weather-related natural catastrophes

(⃁ 225 million in 2024)

(⃁ 68 million)

[SASB FN-IN-450a.2] – a

Total amount of monetary losses attributable to insurance payouts from modeled natural catastrophes, by type of event and geographic segment

(⃁ 80 million in 2024)

(⃁ 49 million)

[SASB FN-IN-450a.2] – b

Total amount of monetary losses attributable to insurance payouts from non-modeled natural catastrophes, by type of event and geographic segment

(⃁ 253 million in 2024)

Strategic Alignment with Global Sustainability Goals

Saudi Re integrates sustainability across its operational framework, prioritizing financial and social inclusion, environmental stewardship, ethical procurement, and sustainable investment. Beyond internal operations, we are strategically aligning our reinsurance portfolio to support the global energy transition and decarbonization efforts.

⃁ 49 million

[SASB FN-IN-410b.1]

Net premiums written related to renewable energy, energy efficiency, cleaner production, low-carbon technology

(⃁ 3 million in 2024)

Strengthening Social Stability

The reinsurance industry serves as a fundamental pillar of social stability, providing a financial safety net that mitigates risk for both institutions and individuals. Saudi Re supports this objective by delivering robust coverage for life, health, and natural catastrophe. These efforts are central to our mission of fostering societal resilience and contributing to sustainable development.

⃁ 445 million

Value of natural catastrophe premiums

(⃁ 226 million in 2024)

⃁ 35 million

Value of life and health policies (in force) reinsured

(⃁ 6 million in 2024)

Sharia-Compliant Investing

As a Sharia-compliant entity, Saudi Re ensures all transactions remain aligned with Islamic ethical standards. Our investment strategy excludes investments with potential adverse societal impacts while actively prioritizing opportunities that foster equality and inclusion across our portfolio.

Total invested assets (⃁ '000)
(differentiated by industry and asset class)

1,148,692

Reinsurance Operations Investments

(843,798 in 2024)

1,903,238

Shareholders Investments

(1,423,690 in 2024)

Annual Staff Medical Check Up

COMMUNITY INVESTMENT AND SOCIAL IMPACT

In our role as the Kingdom's National Champion, socio-economic development remains a core strategic priority. We cultivate a culture of volunteerism through proactive internal advocacy, embedding community engagement as a fundamental organizational value. As a regional reinsurance leader, we are committed to advancing local human capital and industry standards, simultaneously mobilizing corporate and employee resources to meet vital social needs.

- **Empowering the next generation:** We actively invest in youth through specialized internship and summer programs, focusing on skill development and employment creation for new graduates to prepare them for leadership roles within the Kingdom's financial sector.
- **Circular giving:** Our employees actively participate in donation drives, repurposing laptops, PCs, and clothing for charitable organizations. This initiative reduces e-waste while providing essential technology and resources to those in need.
- **Safety and awareness:** We champion a culture of safety through our "Be Aware, Drive with Care" simulation campaign for employees, promoting well-being and responsible behavior within our community.
- **Direct social support:** We provide targeted aid to charities addressing critical social issues and fulfill our religious and social obligations through the distribution of Zakat, contributing to the ongoing prosperity of the community.

Employee Well-being

We recognize that a culture of social responsibility begins within our own Organization. In 2025, we focused on fostering an environment that values the well-being of our employees.

- **Investing in our people:** Saudi Re earned the prestigious Great Place to Work Certification for 2025 from the global authority on workplace culture.
- **Health and wellness:** To support the health of our workforce and the wider community, we offer regular medical checkups and specialized awareness campaigns, including breast cancer screenings and health education for our female employees.
- **Work-life integration:** We hosted the "Bring Your Joy to Work" Family Day, an initiative designed to celebrate the families of our colleagues through workplace tours and workshops, reinforcing unity and work-life balance.
- **Operational safety:** To ensure a secure working environment, we maintain rigorous safety standards through regular fire drills and emergency preparedness training.

INVESTING IN OUR PEOPLE

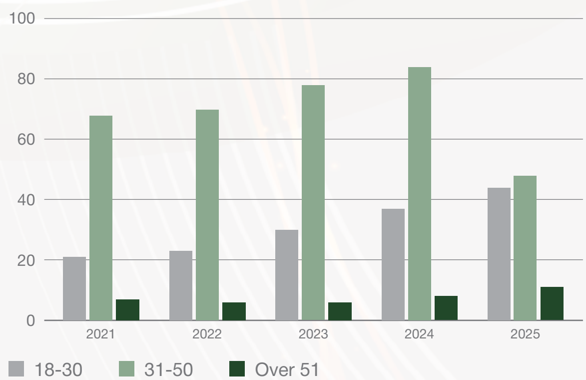
The expertise and commitment of our people are the driving forces behind the strength, resilience, and growth of our Company. In recognition of our efforts to cultivate an exceptional workplace environment, Saudi Re was honored with the Great Place to Work certification in 2025.

138

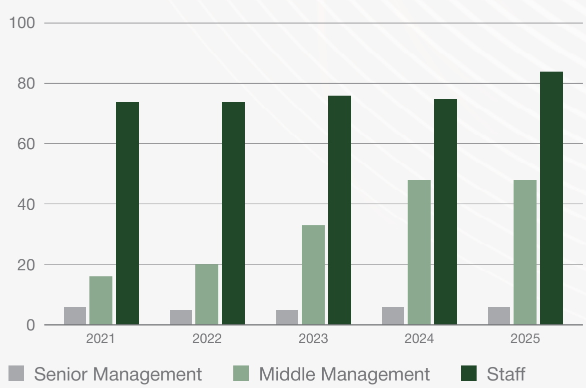
Total Number of Employees

(Full time) 2025

Age Analysis of Employees
(Nos.)



Employees by Employment
(Nos.)



Saudization

GRI 404-2

At Saudi Re, we remain deeply committed to building local capacity and supporting nationalization goals. In 2025, we maintained an overall Saudization rate of 80%, with Saudi nationals also accounting for 80% of new recruits. Notably, Saudi nationals constitute 92% of our Senior Management, reflecting our continued success in developing local leadership and aligning with the objectives of Saudi Vision 2030.

Training and Development

GRI 404-2 | 3

⃁ 1,000,000

invested in training and development 2025

2,800 hours

of training provided

7

average training man-days per employee

Saudi Re's training and development policy is designed to cultivate a high-caliber workforce by continuously enhancing professional competencies. Guided by the Saudi Re's Development Program (SRDP), training requirements are identified through annual performance appraisals, succession planning, and competency gap analyses. This structured approach ensures our team remains agile and adaptable to evolving technological and regulatory landscapes, aligning individual growth with the Company's long-term strategic goals. Reflecting this commitment, 100% of employees received regular performance and career development reviews in 2025.

The Saudi Re Development Program (SRDP) includes:

- Job Rotations and On-Job Training: Exposing employees, particularly juniors, to diverse departments to foster a holistic understanding of our functions.
- In-House Workshops: Leveraging the expertise of senior staff and external specialists for knowledge sharing.
- Scholarship Programs: Financial assistance for eligible employees to attain role-relevant certifications and degrees.
- Soft Skills and Technical Training: Advancing essential personal attributes and specialized education in reinsurance, risk management, and finance, with support also provided for English language courses and professional memberships.

Diversity and Inclusion

GRI 406-1

Employees by Gender

(Nos.)

36%

Female employees in 2025

Saudi Re is steadfast in its commitment to maintaining a fair, diverse, and inclusive workplace. Our workforce, comprising more than ten nationalities, is protected by a comprehensive governance framework, including our Code of Conduct, Whistleblowing Policy, and a structured grievance-handling mechanism. To ensure a transparent culture, our whistleblowing policy is accessible to all via the internal portal and is formally shared with every new recruit during onboarding. These are supported by foundational policies such as the Model Work Organization Regulation and Physical Security procedures. During the 2025 reporting period, zero cases of harassment and discrimination were reported.

In 2025, our workforce diversity initiatives resulted in females comprising 29% of our total employees, with 30 female staff members contributing to our operations. We continue to focus on recruiting diverse talent, with females accounting for 12 of our new recruits in 2025.

Employee Engagement

To strengthen employee engagement and morale, Saudi Re conducted a number of activities throughout 2025. Main events, including Family Day, the Annual Gathering, and the Saudi Re Ladies' Outing, were instrumental in strengthening team cohesion. Furthermore, our collaboration with charitable organizations for CSR activities allowed our team to align with meaningful social causes, driving internal motivation and community impact.

To support professional development, the Company provided coaching sessions and job rotation opportunities, enabling employees to expand their skill sets across different functions. We continued to recognize high performance through formal internal announcements, fostering a merit-based culture.

Employee well-being remained a priority through the WalaPlus Program, which offers staff and their families exclusive discounts and financial services. We also maintained full observance of all statutory and religious holidays, including Ramadan, with appropriate provisions for our staff. To ensure continuous improvement, Saudi Re regularly monitors satisfaction levels through periodic employee engagement surveys.

Health and Well-Being

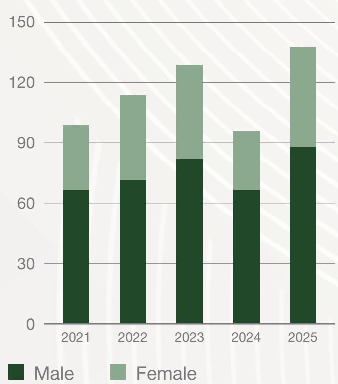
Saudi Re offers comprehensive medical insurance to all employees and their eligible family members. Throughout the year, we promoted health through:

- Discounts on gym memberships and healthy food options through the WalaPlus Program.
- Regularly circulating communications covering general health, breast cancer awareness, flu prevention, and other well-being topics.
- Annual flu vaccination campaigns organized at our Head Office for employee convenience.

Recruitment and Turnover

GRI 401-1 | 405-1

Recruitment by Gender
(Nos.)



	2025	2024
Total recruitments	38	29
Percentage of Saudi nationals amongst new recruits (%)	80	83

	2025	2024	2023	2022	2021
Total number of employees who left the Company (Nos.)	16	11	24	20	5
Turnover rate (%)	14	8	16	16	5
Average tenure (years)	5	5	5	5	5

Future Focus

Looking ahead, Saudi Re will continue to focus on attracting, developing, and retaining skilled talent that aligns with our strategic objectives. Key priorities for the coming year include strengthening national talent, ensuring robust leadership succession, enhancing employee capabilities, and fostering a high-performance, inclusive workplace to support long-term sustainable growth.

ENVIRONMENTAL STEWARDSHIP

While Saudi Re's direct environmental footprint is inherently limited by our business model, we remain resolute in our commitment to ecological stewardship and global climate action. Our strategy is closely aligned with Saudi Vision 2030, focusing on the integration of ESG principles to achieve carbon neutrality, advance renewable energy investments, and promote circular economy practices.

This road map is supported by strategic collaborations and the adoption of innovative technologies, complemented by a strong emphasis on employee engagement and environmental awareness. We prioritize transparency through the continuous monitoring and rigorous reporting of our progress toward long-term sustainability objectives.

We employ a forward-thinking approach to our physical infrastructure, continuously implementing innovative strategies to enhance resource efficiency:

- **Energy management:** We have modernized our facilities with energy-efficient hardware and automated systems, including motion-activated lighting and high-efficiency electronic equipment, to reduce overall power consumption.
- **Water efficiency:** To minimize waste, we have installed water-conserving devices, such as faucet aerators, across our offices.
- **Digital transformation:** We continue to reduce paper consumption by digitizing approval workflows and mandating the use of electronic signatures across our business functions.
- **Responsible e-waste management:** We partner with non-profit organizations to refurbish and distribute decommissioned electronics to charitable institutions, providing technology to educational and social welfare organizations.
- **"Recycle for a good cause":** This initiative empowers employees to donate recyclables, repurposing waste as a fundraising tool for charitable causes.
- **Material recycling:** We maintain rigorous paper recycling practices, which contribute directly to the reduction of our Greenhouse Gas (GHG) emissions.

	2025	2024	2023	2022	2021
GRI 305-1 Direct GHG emissions (tCO_2e) – Scope 1	395	392	384	389	387
GRI 305-4 GHG emission intensity (GHG emissions (tCO_2e) per employee)	3.79	4.22	4.20	3.92	4.03
Direct energy consumption (operations + vehicles) (GJ)	23.08	23.02	22.94	22.69	22.86
GRI 303 Water intensity Total water consumption (m^3) per employee	21.60	20.28	19.58	20.0	11.10
GRI 306-4 Total paper recycled (kg)	10	10	10	10	4
GRI 306-3 Total waste generated (kg)	1,750	1,650	1,455	1,170	900
GRI 301 Total paper consumption (kg)	360	345	391	381	270
GRI 306-4 Total waste recycled (kg)	677	655	640	632	315

إعادة
Saudi Re

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